



Brent

Cabinet

Monday 7 September 2020 at 10.00 am

This will be held as an online virtual meeting

The link to view this online meeting is available by clicking [HERE](#)

Membership (updated 4 September 2020):

Lead Member Councillors:

Portfolio

M Butt (Chair)	Leader of the Council
McLennan (Vice-Chair)	Deputy Leader of the Council and Lead Member for Resources
Stephens	Lead Member for Schools, Employment and Skills
Farah	Lead Member for Adult Social Care
Nerva	Lead Member for Public Health, Culture & Leisure
Knight	Lead Member for Community Safety and Engagement
M Patel	Lead Member for Children's Safeguarding, Early Help and Social Care
Krupa Sheth	Lead Member for Environment
Southwood	Lead Member for Housing & Welfare Reform
Tatler	Lead Member for Regeneration, Property & Planning

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

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

The press and public are welcome to attend this meeting as an online virtual meeting. The link to attend and view the meeting is available [HERE](#).

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 - 6

To approve the minutes of the previous meeting held on 17th August 2020 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, in accordance with Standing Order 66.

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

There are no reference reports from either of the Council's Scrutiny Committees for consideration at this meeting.

Chief Executive's reports

7 Poverty Commission Final Report and Recommendations 7 - 50

This report sets out the final report and recommendations of the Brent Poverty Commission, and seeks agreement that the recommendations be accepted. It further asks that the implementation of the agreed recommendations be considered, taking account of the comments from the Community and Wellbeing, and Resources and Public Realm Scrutiny Committees.

Ward Affected:
All Wards

Lead Member: Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood)
Contact Officer: Jacqueline Barry-Pursell,

Senior Policy and Scrutiny Officer
Tel: 02089371958
jacqueline.barry-purssell@brent.gov.uk

8 Brent Black Community Action Plan – Implementation

51 - 96

This report presents additional information on the work streams previously identified in the Brent Black Community Action Plan, and requests that the delivery of the actions be reviewed and prioritised, taking into account the timeframe and resource implications of each.

Ward Affected:
All Wards

Lead Member: Deputy Leader (Councillor Margaret McLennan)
Contact Officer: Pascoe Sawyers, Head of Strategy and Partnerships
Tel: 020 8937 1045
pascoe.sawyers@brent.gov.uk

9 Borough Plan - Review of year one

97 - 110

This report seeks approval for the review of the first year of the 2019-2023 borough plan. The review is undertaken annually in order to reflect changing priorities.

Ward Affected:
All Wards

Lead Member: Deputy Leader (Councillor Margaret McLennan)
Contact Officer: Pascoe Sawyers, Head of Strategy and Partnerships
Tel: 020 8937 1045
pascoe.sawyers@brent.gov.uk

10 Treasury Management 2019/20 Outturn Report

111 - 128

This report provides an update on Treasury Management activity and confirms that the Council has complied with its Prudential Indicators for 2019/20, and seeks approval for its progression to Full Council.

Ward Affected:
All Wards

Lead Member: Deputy Leader (Councillor Margaret McLennan)
Contact Officer: Amanda Healy, Senior Finance Analyst
Tel: 020 8937 5912
amanda.healy@brent.gov.uk

Community Well-being reports

- 11 Procurement of 6 supported living services for Mental Health & Dual Diagnosis Learning Difficulties and Profound and Multiple Learning Disabilities (PMLD)** 129 - 138

This report seeks approval to invite tenders for the provision of six supported living services for the following client groups: Mental Health, Learning Disabilities, Dual Diagnosis and Profound and Multiple Learning Disabilities (PMLD). The procurement forms a part of the New Accommodation for Independent Living (NAIL) programme, which is part of the Adult Social Care strategy to support people to live independently.

Ward Affected:

Barnhill;
Sudbury;
Willesden
Green

Lead Member: Lead Member for Adult Social Care (Councillor Harbi Farah)

Contact Officer: Lorraine Regan, Interim Commissioning Manager
Tel: 02089374162
lorraine.regan@brent.gov.uk

Regeneration and Environment reports

- 12 Affordable Workspace Strategy & Action Plan** 139 - 334

This report seeks approval for the affordable workspace strategy and action plan. The plan aligns with the Inclusive Growth Strategy adopted in 2019 to curate a strategic vision for workspace in the borough to develop and support SME businesses.

Ward Affected:

All Wards

Lead Member: Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)

Contact Officer: Jonathan Kay, Major Projects Team
Tel: 020 8937 2348
jonathan.kay@brent.gov.uk

- 13 Proposals for a Community Infrastructure Levy (CIL) Governance Strategy** 335 - 346

This report seeks approval of a suggested approach and arrangements for introducing a Governance Strategy for Strategic CIL spending.

Ward Affected:

All Wards

Lead Member: Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)

Contact Officer: Ciara Whelehan, Spatial Planning Manager
Tel: 020 8937 6473
ciara.whelehan@brent.gov.uk

14 Highways Carriageway Scheme Programme 2020-21

347 - 362

This report seeks approval of the proposed Highways Carriageway Scheme Programme 2020-21. Recommendations are included for how Brent's base £3.5m capital budget should be allocated through prioritised programmes of major road resurfacing, preventative maintenance, carriageway injection patching, improvements to highway structures, improvements to the public realm, and renewal of road markings.

Ward Affected:

All Wards

Lead Member: Lead Member for Environment
(Councillor Krupa Sheth)

Contact Officer: Tony Kennedy, Head of
Highways and Infrastructure

Tel: 020 8937 5151

tony.kennedy@brent.gov.uk

15 Proposed New Article 4 Directions To Replace The Existing Directions For Brent's Residential Conservation Areas

363 - 374

This report seeks approval to proceed with proposals for new Article 4 Directions for residential conservation areas.

Ward Affected:

Barnhill;
Brondesbury Park;
Dollis Hill; Fryent;
Kenton; Kilburn;
Mapesbury;
Northwick Park;
Queens Park;
Queensbury;
Tokyngton; Welsh
Harp

Lead Member: Lead Member for Regeneration,
Property & Planning (Councillor Shama Tatler)

Contact Officer: Mark Price, Principle Heritage
Conservation Officer

Tel: 020 8937 5236

mark.price@brent.gov.uk

16 Exclusion of Press and Public

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

17 Any other urgent business

Notice of items to be raised under this heading must be given in writing to the Head of Executive and Member Services or his representative before the meeting. Any decisions taken urgently under this heading must comply with the provisions outlined in paragraphs 12 and 39 of the Council's Access to Information Rules (part 2 of the Constitution).

Date of the next meeting:

Monday 12 October 2020



LONDON BOROUGH OF BRENT

MINUTES OF THE CABINET

Held as an online virtual meeting on Monday 17 August 2020 at 9.00 am

PRESENT(in remote attendance): Councillor M Butt (Chair), Councillor McLennan (Vice-Chair) and Councillors Farah, Hirani, Miller, M Patel, Krupa Sheth, Southwood and Tatler

Also present(in remote attendance): Councillors Kelcher, Chair of the Resources and Public Realm Scrutiny Committee (for agenda item 6a only).

1. **Apologies for Absence**

Apologies for absence were received from Councillor Amer Agha and Phil Porter (who was represented by Hakeem Osinaike).

2. **Declarations of Interest**

None.

3. **Minutes of the Previous Meeting**

RESOLVED: that the minutes of the previous meeting held on 20th July be approved as an accurate record of the meeting.

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

None.

5. **Petitions (if any)**

None.

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

6.1 **Resources & Public Realm Scrutiny Committee Recommendations and Executive Response to review of Brent Parks Strategy**

Councillor Muhammed Butt (Leader of the Council) welcomed Councillor Kelcher to the meeting who had requested to speak on this item as Chair of the Resources and Public Realm Scrutiny Committee, in order to outline the recommendations made by the Scrutiny Committee when they had considered the Council's park strategy at their meeting on 12th March 2020.

In introducing the report, Councillor Kelcher informed Cabinet that the committee had both scrutinised the past performance and management of the parks, and discussed development of the future strategy. After taking into consideration oral evidence provided by the Cabinet Member for Environment as well as relevant officers, three recommendations had been produced, namely:

- That a new Brent Parks Strategy encompass the green and open spaces as a whole and include measurable targets, including bespoke targets for Brent, to facilitate the use of parks and open spaces by a diversity of different people in the community and to encourage sporting activities which will help to tackle health issues in the borough.
- That data on people using the parks be improved, and to use this data to better inform the strategy. To develop an understanding of what would be needed to encourage people to use the parks, and to make sure users receive maximum benefit from their visit.
- That provision be made within the strategy and management of parks to allow for barbeques in designated areas, perhaps with the requirement of a permit or following a trial period.

In introducing the accompanying report, outlining the draft Executive Response, the Cabinet Member for the Environment, Councillor Krupa Sheth, highlighted that the development of the park strategy had now commenced. Consideration was being given in its formation to diverse areas such as the climate emergency, biodiversity, additional public walking and cycling routes, and sports provision. Input would also be sought from the public health team to ensure that the parks were accessible, open, and safe. Whilst assurance was given that the recommendation relating to the provision for the use of barbeques in designated areas would be considered, its inclusion would require further review in terms of the options available to manage any changes with the Scrutiny Committee to be kept updated on this process and overall development of the strategy.

In expressing his support for the recommendations, Councillor Butt thanked the Scrutiny Committee and Councillor Kelcher for their work on the issue.

It was **RESOLVED** that the Executive Response to the scrutiny recommendations on the Council's parks strategy made by the Resources and Public Realm Scrutiny Committee at its meeting on 12 March 2020, as set out in Appendix 1 of the report, be agreed.

7. **Neighbourhood Community Infrastructure Levy (NCIL) Recommended Funding Strategy 2020-2023**

The Cabinet Member for Regeneration, Property and Planning, Councillor Tatler introduced the report which provided Cabinet with an overview of NCIL spending to date, as well as recommendations for the future administration of NCIL through the development of a funding strategy. Cabinet heard how the procedural changes contained in the strategy would include a more evidence based approach, in terms of outcomes to guarantee value for money for the community. Member's attention was drawn to the recommendation for the creation of an Advisory Panel, the membership of which would include the Cabinet Member for Community Safety and Engagement, and which would link together the community sector and planning

policy. Councillor Miller welcomed the development of these wider links and his inclusion on the Panel.

In celebrating the success of the NCIL programme, Cabinet noted that in excess of £12 million had been allocated to over 200 community projects supporting regeneration and development in the borough. Cabinet recorded their thanks to the NCIL team who had been administering the grants.

It was **RESOLVED**, subject to the following amendments to the report, to agree the funding strategy for 2020-2023, which would be used for decisions on expenditure of the neighbourhood element of the Community Infrastructure Levy (NCIL) to ensure all risks to the council were mitigated and the best outcomes for residents of Brent were achieved:

- Section 5.2.3 – Final sentence “All members will have no decision making powers” to be amended to read: “All members will act in an advisory capacity only”; and
- Section 5.2.6 – to be amended by the addition of: “This revised approach will bring the NCIL process in line with the administration of all other Brent Council grants for the voluntary and community sector.”

8. **South Kilburn Regeneration Programme**

The Cabinet Member for Regeneration, Property and Planning, Councillor Tatler, introduced the report, seeking to update Cabinet on the progress of the South Kilburn Regeneration programme, whilst also requesting approval for legal notices to allow for work to progress on certain sites.

In expressing their pride in the transformational nature of the programme and the progress made since the outcome of the resident ballot, as detailed within Appendix 1 of the report, Cabinet expressed their thanks to the regeneration team for their work on the programme, given the impact the achievements were having in improving the aspirations and expectations of residents in the area and in terms of delivering and exceeding the Council’s social housing targets for the scheme.

It was **RESOLVED** to:

- (1) Note and commend the progress made to date in delivering the South Kilburn Regeneration Programme.
- (2) Authorise the Strategic Director of Regeneration & Environment to serve the Initial Demolition notices to suspend the secure tenants Right to Buy in relation to premises contained within William Dunbar and William Saville and to serve the Final Demolition notice on the Council’s secure tenants, once the date for demolition is known, as per previous phases. This would be conducted in consultation with residents, as detailed in section 3.8 of the report.
- (3) Authorise the Strategic Director of Regeneration & Environment to apply to the Secretary of State for authorisation to extend the period of suspension if the initial notices referred to in (2) above expire.

- (4) Note the following schemes collectively referred to as the Sites were scheduled to be brought forward, and the recommendations in (5), (6), (7) and (8) were in relation to these:
- Neville, Winterleys, Carlton House & Carlton Hall
 - Carlton & Granville
 - Hereford & Exeter
 - Craik, Crone, Zangwill,
 - Austen & Blake
 - Masefield, Wordsworth & Dickens
- (5) Delegate to the Strategic Director of Regeneration & Environment, in consultation with the Cabinet Member for Regeneration, Property & Planning, authority to award consultants, development or construction contracts in respect of the Sites listed above using the procurement approach set out within section 3 of the report for the reasons detailed in paragraph 3.9 of the report. It was noted that the preference for these contracts would be to tender via a framework.
- (6) Delegate authority to the Strategic Director of Regeneration & Environment, in consultation with the Cabinet Member for Regeneration, Property & Planning to appropriate the Sites for planning purposes pursuant to section 122 of the Local Government Act 1972 and to override third party rights and interests in the Sites pursuant to section 203 of the Housing and Planning Act 2016.
- (7) Delegate authority to the Strategic Director of Regeneration & Environment in consultation with the Cabinet Member for Regeneration, Property & Planning to undertake consultation with members of the public who may be affected by the appropriation undertaken in accordance with (6) above.
- (8) Delegate authority to the Strategic Director of Regeneration & Environment to seek permission from the Secretary of State to serve Ground 10a notices and to appropriate the Sites for Planning Purposes pursuant to section 19 of the Housing Act 1985 so that the Sites no longer remain in the Housing Revenue Account.
- (9) Agree that future developments within the programme deliver social housing that will be managed by Brent Council in the first instance, and that delivery routes as set out in section 3.9 of the report were assessed on a scheme by scheme basis.

9. Harlesden Gateway High Streets Heritage Action Zone

The Cabinet Member for Regeneration, Property and Planning, Councillor Tatler, introduced the report which informed Cabinet of the securing of £437,600k in funding from Historic England as part of a successful bid in relation to the High Streets Heritage Action Zones. The Council would be contributing a further £454,000 as match funding, and the total would be used to deliver a programme of physical improvements to improve the high street as well as enhance community space provision in Harlesden town centre, with the work to be carried out in consultation with the local community, local businesses and ward councillors. In

concluding her introduction, Councillor Tatler expressed her thanks to the regeneration and conservation team for their efforts in securing the funding.

Cabinet welcomed the report on behalf of the local businesses and community given the negative impact COVID had had on the area. The Refugee Support Network Programme was provided as an example of a community asset that would benefit from the work. Cabinet further noted the opportunities regeneration would engender for a cultural programme in Harlseden, including the Harlseden 'Big Weekender'.

It was therefore **RESOLVED** to approve the project as described in the report.

10. **Parking Penalty Charge Notices: Proposed Borough-Wide Banding**

Councillor Krupa Sheth, Cabinet Member for the Environment, introduced the report which proposed standardising all Penalty Charge Notices for highways in the borough to the 'Band A' category. The change sought to provide a more effective deterrent for parking infringements, which was evidenced by the rising number of contraventions in sections of the borough currently on 'Band B'. Cabinet were informed that a consultation would take place in autumn with any decision to proceed needing to be ratified by London Councils' Transport and Environment Committee, the Mayor of London and the Department of Transport.

In outlining their support for the proposal Cabinet noted that neighbouring boroughs were also undertaking a similar process.

It was **RESOLVED** to:

- (1) Consult parking account holders and residents, during autumn 2020, on moving all Brent parking Penalty Charge Notices to the higher Band 'A' penalty rates and note that if this proposal was implemented, the value of a Penalty Charge Notice would then no longer be determined by the location of the contravention within the borough.
- (2) Delegate authority to the Strategic Director for Regeneration and Environment to consider the outcome of the consultation process and thereafter, apply to the Transport and Environment Committee of London Councils to seek approval to implement the proposed change to have a borough wide Band A level for penalty charge notices in the borough of Brent and support any subsequent application for approval to the Mayor of London and the Secretary of State for Transport.
- (3) Subject to the consultation and approval process, delegate authority to the Strategic Director for Regeneration and Environment to give effect to the proposed banding changes for penalty charge notices in the borough of Brent, including amending current traffic management orders.

11. **Daily Visitor Parking Charges & Permit Refunds**

Councillor Krupa Sheth, Cabinet Member for the Environment, introduced the report which outlined a proposal to formally link and align costs of daily visitor permits to bus fare set by Transport for London (TfL). The link to changes in bus fares would,

ensure that there was no price incentive to travel by private vehicle rather than use public transport, in support of the objectives in the Council's Long Term Transport Strategy. Other benefits linked to the proposal included the impact on air quality as part of the climate emergency agenda. The report further recommended an increase to the maximum value of refunds for permits that were cancelled, up from a third to a half of the cost, as administration costs had reduced following the introduction of virtual permits.

It was RESOLVED to:

- (1) Consult parking account holders on a recommendation to formally link and align the cost of daily visitor permits to bus fares set by Transport for London (TfL); charges for daily visitor permits would then directly align with any future price changes made by TfL to the cost of bus fares.
- (2) Consult parking account holders on a recommendation to increase the maximum refund value for all parking permits that are cancelled, from the current entitlement of up to one third of the value of the permit to up to half of the remaining value of the permit.
- (3) Delegate authority to the Strategic Director of Regeneration and Environment, in consultation with the Lead Member of the Environment:
 - (a) to consider the outcome of the consultation responses in relation to the proposals set out in (1) and (2) above; and
 - (b) if he thinks fit to do so, to proceed thereafter with the statutory consultation and notification process in respect of those proposals; and
 - (c) after consideration of the responses to this statutory consultation and notification process, if he thinks it fit to do so, to implement the proposed changes to the daily visitor parking permits and permit refunds; and
 - (d) to amend current Traffic Management Orders to implement the proposals set out in (1) and (2) above.

12. **Exclusion of Press and Public**


There were no items requiring the exclusion of the press or public.

13. **Any other urgent business**

None.

The meeting ended at 9.28 am

COUNCILLOR MUHAMMED BUTT
Chair

	<p align="center">Cabinet 7 September 2020</p>
	<p align="center">Report from the Assistant Chief Executive</p>
<p>A Fairer Future – Ending Poverty in Brent</p> <p>Report and Recommendations from the Brent Poverty Commission</p>	
Wards Affected:	All
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt	Open
Appendices:	Appendix 1: Report and Recommendations Appendix 2: Comments from the Joint Scrutiny Briefing
Background Papers	None
Contact Officer(s):	<p>Jackie Barry-Pursell Senior Policy and Scrutiny Officer jacqueline.barry-pursell@brent.gov.uk Tel: 020 8937 1958</p> <p>Shazia Hussain Assistant Chief Executive shazia.hussain@brent.gov.uk</p>

1.0 Purpose of the Report

- 1.1 Brent's Poverty Commission was established at the end of January 2020. This report sets out the Commission's report and recommendations. It seeks agreement on acceptance of the recommendations and the steps to be taken to start putting these into effect by the Cabinet.

2.0 Recommendations for Cabinet

- 2.1 To consider the Commission's report and recommendations attached as Appendix 1.
- 2.2 To agree that the recommendations should be accepted and the steps to be taken to implement these. For any recommendations that are not accepted it is suggested that the Cabinet should agree on the reasons to be given.

- 2.3 To agree publication of a council response to the Commission's report and a delivery plan for implementation of agreed recommendations.

3.0 Detail

- 3.1 The Poverty Commission was commissioned by the council's Cabinet Member for Housing and Welfare Reform, Cllr Eleanor Southwood in January 2020. It was independently chaired by Lord Richard Best. The terms of reference for the work are included in the attached report.
- 3.2 In addition to the Chair, the Poverty Commission was comprised of experts across a range of sectors and policy areas at local, regional and national levels. Although established and with officer support provided by the council, the Commission itself was fully independent and non-party political. The work of the Chair and Commissioners has focused on four work streams, housing, economy and jobs, tackling financial exclusion, and local welfare. The Commission found that these issues are frequently inter-related and that those in poverty often face challenges across these areas. The Commission's work was carried out against the background of the Covid-19 pandemic; which highlighted the inter-related impacts of poor housing, low incomes and health has reinforced the key themes of the Commission's report and informed many of its recommendations.
- 3.3 The Commission has taken an evidence based approach. Between January and June 2020 it has heard about the experiences of and challenges facing people in poverty in the Borough, from residents experiencing poverty, community groups supporting residents in poverty and from councillors, and council officers working in services addressing the causes and consequences of poverty. The lived experience of poverty in Brent – and of actions taken by organisations to tackle it – is illustrated by a number of case studies, some collected by the Smith Institute, others provided by organisations represented on the Commission. A Member Engagement session on 19 May 2020 provided all councillors with an opportunity to feed into the Commission's work. The findings from these form the basis of the report and the recommendations.
- 3.4 The report and recommendations were scrutinised on 18 August at a Joint Scrutiny Briefing chaired by Cllr Ketan Sheth and attended by members of both the Community and Wellbeing Scrutiny Committee and the Resources and Public Realm Scrutiny Committee. Comments from that meeting are attached as Appendix 2.
- 3.5 The Poverty Commission's report, "A Fairer Future - Ending Poverty in Brent" is attached as Appendix 1. It makes 43 recommendations – six overarching "Overall" recommendations and 37 more detailed ones for the council. These focus on the areas of housing, economy and jobs, financial inclusion and welfare.
- 3.6 Cabinet is asked to agree the recommendations set out in paragraph 2 above. Once agreed, this work will move into the implementation stage that will be

underpinned by a delivery plan with key milestones and outcomes. Cabinet will be kept updated on progress of this work on a regular basis. For any recommendations that are not accepted it is suggested that the Cabinet should agree on reasons to be given. It is suggested that a formal response should be prepared and published, setting out next steps.

4.0 Financial Implications

- 4.1 The financial implications from the report and recommendations will need to be developed and considered as the council's detailed response to the issues raised is developed.

5.0 Legal Implications

- 5.1 Legal advice will be required in respect of the implementation of a number of the recommendations should they be accepted by the council.

6.0 Equality Implications

- 6.1 Brent is committed to equality, diversity and inclusion; the council is determined to be an exemplar of good practice in equality, diversity and human rights and it is our policy to treat everyone fairly and with respect. We aim to ensure that all our current and future residents, staff and stakeholders are treated fairly and receive appropriate, accessible services, and fair and equal opportunities.

- 6.2 This commitment requires that equality considerations play a key role in our decision-making processes and that our policies are fully compliant with the duties placed on us as a public sector body by the Equality Act 2010. Our Equality Analyses (EAs) ensure that we follow through on our commitment to equality and they provide a method for clearly demonstrating the necessary legal compliance.

- 6.3 The Equality Act 2010 replaced the pre-existing anti-discrimination laws with a single Act. The legislation covers the exercise of public functions, employment and work, goods and services, premises, associations, transport and education. The act prohibits victimisation and harassment, and all of the following forms of discrimination: direct; indirect; by association; by perception; or discrimination arising from disability. When considering the Public Sector Equality Duty pursuant to section 149 of the Equality Act 2010. The council must, in the exercise of its functions, have due regard to the need to:

- (a) eliminate discrimination, harassment and victimisation
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it,

- 6.4 The Public Sector Equality Duty covers the following nine protected characteristics: age, disability, marriage and civil partnership, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

The purpose of the duty is to enquire into whether a proposed decision disproportionately affects people with a protected characteristic. In other words, the indirect discriminatory effects of a proposed decision. Due regard is the regard that is appropriate in all the circumstances.

6.5 The Poverty Commission's work will support Brent Council in ensuring it continues to meet both its declared commitments and its public sector equality duties. Detailed equalities assessments will be carried out as details of the steps to be taken to address those of the Commission's recommendations the council decides to accept are drawn up and taken forward.

7.0 Any Other Implications (HR, Property etc. - if necessary)

7.1 There are no other implications at this stage.

8.0 Proposed Consultation with Ward Members and Stakeholders

8.1 The Lead Member Cllr Southwood has been consulted throughout the process. Ward Members are represented on the Commission and feedback from stakeholders form part of the Poverty Commission's findings. A Member engagement session for all councillors was held on 19 May 2020 led by Cllr Southwood and attended by the Chair Lord Richard Best.

Report sign off:

Shazia Hussain

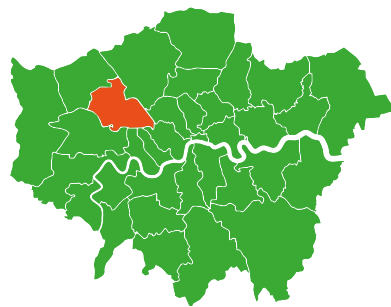
Assistant Chief Executive



A FAIRER FUTURE

Ending Poverty in Brent

RECOMMENDATIONS FROM THE BRENT POVERTY COMMISSION JULY 2020



Contents

FOREWORD	3
CHAIR'S OVERVIEW	5
WHAT IS POVERTY?	15
THE COMMISSION	15
LOCAL CONTEXT	15
POVERTY IN BRENT	17
POVERTY, AND THE CORONAVIRUS PANDEMIC	18
HOUSING	24
ECONOMY AND JOBS	35
TACKLING FINANCIAL EXCLUSION AND LOCAL WELFARE	49
GOING FORWARD	67
APPENDICES	68
TERMS OF REFERENCE	68
WHAT THE COMMISSION COVERED	69
WHAT THE COMMISSION DID	69
THE COMMISSIONERS	70

Foreword - Cllr Eleanor Southwood



I am delighted to welcome the report of Brent's Independent Poverty Commission, led by Lord Richard Best and bringing together experts and frontline practitioners, along with insights from people with lived experience of the issues.

When I established the Commission, few imagined the kind of world into which its report is being launched. The last six months have shown in the bleakest way possible the sharp divides in our society and the costs poverty imposes in terms of health and wellbeing, community and cohesion – dignity and opportunity. In short, poverty kills. It blights lives. It is a terrible waste of human potential and public money our community can ill afford.

Eighty years ago, Sir William Beveridge said that proposals to tackle poverty should be based on past experience - but should not be tied to it. At that time, war was abolishing landmarks of every kind, which created the opportunity for using experience in a clear field. As he said, a "revolutionary moment in the world's history is a time for revolutions, not for patching".

We have had to take revolutionary steps to deal with the pandemic and its consequences. It is now time to learn from these to make lasting change. This report will be a vital resource in this task. It draws on evidence from residents, politicians and expert local and national organisations and presents powerful first-hand experiences bringing home what it means to live in poverty in Brent. Based on this

evidence, it highlights how organisations, including the council, can make the most difference to tackling poverty, its causes and consequences. In particular, it provides the council with practical, evidence-based recommendations for consideration by our Cabinet.

As a council we pride ourselves on the services we deliver for residents and those to tackle poverty have never been more important. Too many of Brent's people here are really struggling; we must take tangible and prompt action to help. Too often, we focus on what Beveridge called "patching" - the individual factors that impact people's income and quality of life and dealing with the consequences when problems arise.

The Commission has carried out a comprehensive review of why so many people in Brent live in poverty, what this means to peoples' everyday lives, what is done to deal with the issues. It explains the cumulative impact of rocketing housing costs, precarious employment and a welfare system which all too often puts process before people. Most important it has looked at what works, what doesn't – and what could be done better, giving us some clear and evidence-based recommendations to improve things.

I would like to thank the Chair and Commissioners for giving so much of their valuable time to undertake this work and to share their expertise. Their report gives some clear pointers to future action to make a real difference to peoples' lives, help realise their potential - and make Brent an even better place to live.

CLLR ELEANOR SOUTHWOOD

Chair's Overview - Lord Best



The London Borough of Brent has asked us, a group of Commissioners who bring different experiences and expertise together, to explore the ways in which the council could do more to reduce the incidence of poverty, inequality and social exclusion among its citizens. This report sets out our findings and

recommendations, with those of greatest urgency highlighted in bold.

BRENT

Brent is a young, vibrant, cosmopolitan London borough with enormous potential. It is within reach of well-paid jobs in the worlds of entertainment, culture, financial services, and international tourism. And some of the richest people in the world live close by. It houses a world-renowned sporting and entertainment centre, with all the opportunities that brings.

1. Devolution of Powers and Funding

It is crystal clear to all of us at this difficult time that local authority areas like Brent are facing huge social issues, magnified by the impact of the Covid-19 pandemic. While public attention has been focused on the action of central government, it has been local government that has had to deliver new and existing services during the pandemic.

Local government is at the heart of partnerships that engage local communities and civil society - from charities providing advice and supporting rough sleepers to faith groups helping food banks and supporting volunteers – and we found Brent exemplified this positive approach. And the Commission was particularly taken with Brent's creation of new Hubs in providing accessible connections to the council for all its communities.

Anyone attending our sessions could not fail to be impressed by the energy and commitment of Brent's

But proximity to wealth and skilled employment opportunities brings major disadvantages for those without access to wealth or to well-paid jobs. Not least, housing costs reflect the price of living close to some of the most expensive land and property.

The Covid-19 pandemic has brought home the consequences of the huge inequalities in this Borough. Brent has recorded the second highest number of deaths in the country, concentrated in its areas of greatest deprivation. Black, Asian and Minority Ethnic (BAME) communities constitute the majority of the population and these have been the worst hit by the pandemic.

The London Borough of Brent is deeply committed to improving the lives of those of its citizens who are disadvantaged by their circumstances. We, the Commissioners, have been considering what additional steps can be taken by the council, as well as government and others, to make a real difference. Some core themes from our deliberations stand out

elected members and officials. On so many issues – public health, social care, economic development, regeneration, planning, community safety, education, environmental health, trading standards, children's services, housing and so much more – Brent has demonstrated the value of local government and responded magnificently to the disaster of Covid-19. Surely the pandemic has shown how central government can and should devolve more powers to the local level, for example in promoting jobs and bolstering the local economy in the months to come.

However, Brent's funding – as with local authorities throughout the country – has been insecure and inadequate for the duties it needs to fulfil. At a time of unprecedented expenditure, income has dropped markedly.

Despite the proven importance of the local dimension to tackling the big societal issues, it is not

clear whether the under-resourcing of this sector is going to be addressed, or whether local finances are destined to deteriorate. Brent has spent substantial sums addressing the many aspects of Covid-19 afflicting the Borough, not least the remarkable efforts to accommodate those sleeping rough and the extra spending for care homes on protective measures.

So many of the solutions to problems of poverty in Brent come down to inadequate resourcing of the local authority. It is the under-resourcing, for example, of planning departments that inhibits speedy processing of consents and unequal negotiations with well-resourced developers; it is the need for funding for enforcement that holds back the improvement of living conditions; it is shortages of funds that prevents social care being freely available to all who need it.

Overview Recommendation A: The Commission recommends that central government gives renewed consideration to the devolution of powers and resources to

local government to support its multiplicity of duties highlighted by the demands – and magnificent response of councils – during and after the Covid-19 crisis.

Specific to Brent, as an “inner-outer London Borough”, is the central government funding formula that has not recognised the relative changes for such authorities. Many of the issues considered by the Commission in the context of poverty and social exclusion used to be more prevalent in the inner-London boroughs but have now shifted outwards, including to Brent (as also illustrated in the earlier report for Enfield Council by the Smith Institute).

Overview Recommendation B: We recommend government looks again at the distribution of resources reflected in its funding for local councils and accepts the need for change to MHCLG’s grant formula.

RECOMMENDATIONS TO BRENT COUNCIL

Recommendation 1: Building on the invaluable role played by Brent Council during the Covid-19 crisis, we recommend the council joins with the Local Government Association and London Councils to press for the transfer of more powers from Westminster, a fairer funding regime and full recovery of the emergency expenditure during the pandemic.

2. The Pervasive Impact of Unaffordable Housing

In considering the poverty that blights the lives of so many households in Brent, it soon became apparent to the Commissioners that this was not only about improving incomes but also about addressing excessive costs. And these exceptionally high costs of living in Brent are attributable particularly to spending on accommodation.

We noted that the proportion of households in poverty in Brent stood at 17% before taking account of housing costs: but the proportion rose to 33% when housing expenditure was taken into account. For children, the equally dramatic change was from 22% in poverty before, rising to 43% after housing costs are considered.

The Commission regards a home as affordable for working households where costs do not exceed a third of their incomes. But in the private rented sector, rents very often exceed 40% of net incomes and, for some, even more.

Nor is it the case that in return for high rents, Brent residents can expect high quality accommodation. We heard of appalling conditions in far too many properties, alongside severe overcrowding, a high level of evictions, homelessness and extensive use of costly temporary accommodation.

The prevalence of Covid-19 has demonstrated the vulnerabilities of those in the most deprived areas, often where BAME communities are concentrated.

Commissioners were impressed by Brent Council’s efforts to secure more accommodation at the genuinely affordable “social rents”. However, sales of council housing under the Right to Buy, and the virtual ending – until very recently - of new council

housebuilding alongside the dramatic reductions in grant to housing associations compared with a decade ago, have reduced the proportion of homes available on these terms. An enormous effort is required to return the balance toward social housing.

While the private rented sector has a clear role for groups such as young, mobile, professionals, or students sharing a property, it cannot be expected to provide secure affordable accommodation for families on modest incomes.

Overview Recommendation C: We recommend a substantial increase in investment in social housing as a central component for the economic recovery, and the reversal of social injustices, post-Covid.

Our detailed recommendations cover the need not only to build new homes for social rent and to secure more from private development, but also to rigorously enforce standards in the private rented sector (PRS). We recognise that a much expanded social housing programme requires far more central government investment. However, the centrality of the housing problem means the Commission urges Brent Council, in association with the Greater London Authority (GLA), to prioritise provision of more social rented homes.

The Covid-19 crisis may well present an important opportunity to secure land and property, from overstretched developers and landlords needing to exit the market: this could be the moment to shift the balance toward desperately needed affordable homes, not least saving wasteful expenditure on temporary accommodation (and for government on ever-rising Housing Benefit costs).



RECOMMENDATIONS TO BRENT COUNCIL

Recommendation 2: While recognising that Brent Council's current housing plans compare favourably with other local authorities, we recommend stepping up borrowing to build and bringing forward council housebuilding programmes to take advantage of opportunities when demand for construction workers and for house purchase is weak.

Recommendation 3: We note that Brent has undertaken a land and asset review to identify opportunities for the council or its social sector partners to provide additional social housing or to use for community or economic betterment. We recommend Brent's land and asset review is used to develop a strategy and plan to allocate and ensure these assets are utilised to assist those in greatest need, e.g. using land currently occupied by redundant garages to build age-friendly homes that will release much needed family accommodation.

Recommendation 4: We recommend that in pursuing its strategic target to secure 50% of new homes as affordable, Brent gives special consideration to achieving more social rented homes and considers, when making planning decisions, how new developments can help reduce poverty (including by forging close links for housing with health, education and economic development).

Recommendation 5: We recommend that Brent uses its company, i4B, to purchase (as well as long term leasing) PRS property on the market, including ex-Right to Buy properties, to replace the requirement for expensive temporary accommodation and to acquire shops suitable for conversion into housing to regenerate high streets.

Recommendation 6: We recommend that the council conducts a whole market review of the Private Rented Sector – its scale, quality, rent levels, interactions with the benefits system and partner agencies – with a focus on tenants' perspectives.

Recommendation 7: We recommend that, following a PRS review, Brent Council creates and publicises a comprehensive enforcement strategy to raise standards, including for energy efficiency (which addresses fuel poverty) over the years ahead, guided by the recommendations from the recent report from Dr Julie Rugg (for Trust for London) ¹.

Recommendation 8: The council should work with the GLA to support community and voluntary sector organisations to identify opportunities for community-led housing in Brent.

Recommendation 9: We recommend that the actions proposed in the council's review of housing adaptations be implemented as speedily as possible, with particular regard to those with disabilities living in the private rented sector.

Recommendation 10: We recommend that the council adopt a housing-led approach to all those presenting as homeless (single homeless people and families experiencing homelessness), including with a Housing First offer where appropriate as the default response.

3. Improving Local Earnings

It is often said that work is the route out of poverty, and the welfare reform agenda has sought to get more people into employment. But if there is a mismatch between wages/salaries and the cost of living – e.g. between low pay and high rents – people are still left in poverty. Increasingly it is families with jobs that fall below the poverty line. Indeed, 72 per cent of children growing up in poverty in the UK live in a household where at least one person works.

We recognise that it is not only housing that can absorb a disproportionate amount of people's incomes. High childcare costs also disadvantage families with children. And transport can prove an expensive component of the household budget. But an improvement in pay would make a significant difference to poverty reduction.

The Commissioners were impressed by Brent's track record in seeking to ensure employers paid the London Living Wage (LLW). But we noted that relatively few of the many small or medium enterprises (SMEs) in the Borough were accredited LLW employers and around 30% of Brent's workforce earns less than the LLW.

The Commission would like to see Brent extend its role as an exemplar, not only in encouraging London Living Wage accreditation across all organisations, but also in addressing the need for flexibility in employment with contracts that guarantee minimum hours. We noted the opportunities for the council, using Social Value powers (and, where applicable, section 106 agreements), to achieve more apprenticeships and job placements.

Commissioners have placed particular emphasis on measures to improve employment prospects for young people – in particular we noted the need to address the digital divide that holds back some young people and language tuition for the many citizens who struggle with their English. The Commission emphasised the role which schools could play, not least through careers services helping with the transition from school to work.

The death of George Floyd while the Commission was meeting, followed by the Black Lives Matter campaign, were powerful reminders of the injustices and inequalities faced by our Black communities.



¹ London boroughs' management of the private rented sector Briefing Paper Dr Julie Rugg, Centre for Housing Policy, University of York February 2020

The Commission noted that the council's efforts to raise educational achievement - in particular of boys of Black Caribbean heritage - were showing positive results. And we commend Brent's investment, with the Trust for London, to develop the confidence, skills and access to employment of this group.

The Commission was delighted that Brent was hosting the London Borough of Culture and although the pandemic has put back its timetable, we can see considerable scope for using this occasion to engage and support young people in the Borough.

The pandemic has intensified the urgency of interventions to support employment: as we go to press, nearly 50,000 people in Brent have been furloughed and it seems likely that unemployment

will rise in the Autumn.

Overview Recommendation D: We recommend that, as the major employer and the source of so much of the Borough's spending, Brent Council extends its impressive efforts to secure more and better jobs, especially for its younger citizens.

The Commission heard of the exciting prospects for large scale development, including (with two other London Boroughs) the chance to make the Old Oak Common area a major source of jobs and affordable homes. Over the longer term, places like these could also be "Living Wage Places" leading the way for better paid employment.

RECOMMENDATIONS TO BRENT COUNCIL

Recommendation 11: We recommend the council makes poverty reduction an explicit part of the council's current and future economic development strategies, with a clear set of poverty reduction targets.

Recommendation 12: We are pleased that the council is introducing participatory budgeting and recommend that, with proper representation from those experiencing poverty, this should be treated as a key element of engagement and ownership of decisions at the neighbourhood level.

Recommendation 13: With the likely further decline in retail post-Covid, we recommend the council work with the GLA and central government to regenerate its high streets, support job creation and create affordable workspace, and places for community hubs, while enhancing the local environment.

Recommendation 14: We recommend the council uses its influence to maximise the help provided by careers services for those moving from school to work, and where appropriate, the council encourages take up of the government's "Kickstart Scheme".

Recommendation 15: We recommend that the council extends the use of its procurement powers to secure more good quality apprenticeships and social value from council contracts (using the Social Value Act and, where applicable, section 106 agreements), including by making contracts conditional on payment of the London Living Wage (e.g. through the West London Alliance partnership with neighbouring boroughs).

Recommendation 16: We strongly support the Brent Black Community Action Plan and we recommend strengthening of the links with CVS and the Young Brent Foundation and others in the voluntary and community sector.

Recommendation 17: We recommend that the council extends its offer, to support those with disabilities into employment and gives more publicity to the work it is doing.

Recommendation 18: We recommend that the delays caused by Covid-19 to Brent's imaginative programme as the London Borough of Culture be used to give extra focus to the opportunities for engaging young people, particularly those from BAME communities, in activities that raise aspirations and improve employment prospects.

Recommendation 19: We recommend that the council sets out clearly how it intends to work with the community and voluntary sector in tackling digital exclusion, and how it intends to ensure residents can operate online, including using digital hotspots created on estates and local safe spaces.

Recommendation 20: We recommend that Brent goes further in its efforts to encourage fair remuneration for employees by: insisting on contractors requiring their sub-contractors to pay the London Living Wage; for private sector residential and care homes to pay the LLW where the council is paying residents' fees; by considering the designation of specific locations as "Living Wage Places"; and by persuading accredited employers to address the need for flexibility in employment with contracts that guarantee minimum hours.

Recommendation 21: We recommend that Brent council signs up to the Good Work Standard and uses its convening power to bring together anchor employers to address low paid, low hours employment contracts in Brent and to guarantee improved terms (e.g. a minimum of sixteen hours a week and the right to notice periods of at least four weeks for shifts).

Recommendation 22: We recommend that the council expands its employment support packages to help tackle low wages and insecure work conditions.

Recommendation 23: We recommend that the council explores the opportunities for action to support affordable childcare provision, considering loans or grants to both providers and parents that would enable moves into employment in the aftermath of Covid-19.



Recommendation 24: We recommend that the council develops a bespoke digital offer and support for those with disabilities so that they can easily access services remotely and gain confidence in areas such as cashless payments, recognising that this could lower spending, enable access to benefits, and applications for support.

Recommendation 25: We recommend that the council uses its influence to encourage businesses to follow the lead of the council and become Disability Confident Employers.

4. Financial Inclusion and Local Welfare

While the Commission well understood that only central government can ensure adequate incomes for all, we also saw what a difference a committed local authority can make. Local welfare support can be hugely important to the lives of both young and old. We saw this illustrated in the imaginative scheme for emergency grants and loans (via a Credit Union) to those badly hit by the pandemic.

The government's welfare reforms have sought to encourage everyone into work, with both sticks and carrots, through both incentives and conditionality. In the approaching era of potentially high unemployment, the role of welfare will need to concentrate more on protecting people from poverty.

Commissioners are hopeful that we are moving out of

the years of austerity, with its caps, ceiling and freezes in benefits that have reduced incomes, particularly affecting those with disabilities and households with more than two children.

In particular, we note how Universal Credit (UC) has proved deficient in several respects in the past. We earnestly hope that improvements to UC brought forward during the Covid-19 crisis will lead to permanent changes for the better. But Commissioners also recognised that the complexities of the benefits system have meant many people failing to receive support to which they are fully entitled.

In addition to the direct assistance for its citizens through help from such sources as Discretionary Housing Payments and the council's own emergency programme, the Commission felt Brent Council had a special role to play in referring and signposting all those who made contact with it to sources of financial, benefits and housing advice. The council can play a crucial role in enabling local advice agencies to thrive, not least in the time ahead when many people will have accumulated significant personal debt during the Covid-19 period.

Overview Recommendation E: We recommend that the council ensures welfare support reaches everyone who needs it by making “every contact count” and referring people to, and supporting the finances of, the charities and community organisations that provide much-needed, expert advice.

The Commission was also concerned about treatment of people who have accumulated Council Tax arrears (and other debts to the local authority). We believe it to be vital that collection processes do not make matters worse, not least where the debt has been created by a sudden fall in income as a result of the pandemic.

RECOMMENDATIONS TO BRENT COUNCIL

Recommendation 26: We recognise that post-Covid there will be problems with debt for many households and we recommend that Brent puts its innovative emergency arrangements for grants and interest-free loans onto a longer-term footing. We also recommend that advice services in the Borough are scaled up with a focus on tackling food and fuel poverty as well as debt advice.

Recommendation 27: We recommend that the council clarifies its local welfare assistance scheme with a designated budget, topped up with government funding including from the new hardship fund; providing support in cash rather than in kind; and relaxing the qualifying criteria of the scheme to reach those most affected by coronavirus.

Recommendation 28: We recommend that the council works with credit unions to provide low-cost loans to cut down dependence on loan sharks and other unscrupulous lenders.

Recommendation 29: We recommend that programmes such as the Community Money Mentors are rolled out across the Borough.

Recommendation 30: Although the Commission noted the review of the Council Tax Support scheme 18 months ago, we are concerned a) at the possibility of the arrangements leading to increased arrears as a result of Covid-19 and recommend special consideration be given to improving the treatment of non-dependants; and b) that the council reviews its approach to the outsourced enforcement service for Council Tax debts, and carefully monitors its use of enforcement agents, as well as issuing sanctions if agents do not operate fairly.

Recommendation 31: We recommend that the council should also consider whether court orders/liability orders are necessary in all cases of Council Tax arrears and, wherever possible, should exercise greater flexibility regarding payment plans and offers of repayment wherever possible, while discontinuing the practice of requiring immediate payment of a year's Council Tax

immediately when arrears are encountered.

Recommendation 32: We recommend that the Council explores a further extension of the Hub model so that advice services are available at venues such as GP surgeries, and family wellbeing centres in order for people to have their issues addressed in places that they already visit and trust.

Recommendation 33: We commend the work being undertaken by Brent to work with its health partners in mitigating the impact of the current pandemic and recommend continuing partnership in tailoring localised health support to those areas most impacted.

Recommendation 34: To help bring together the many strands of council activity concerned with child poverty, we recommend the council considers an overarching strategic objective to address child poverty with measurable outcomes that are regularly monitored, perhaps with a reporting line to Full Council.

Recommendation 35: We recommend that the council brings together a statutory-led “Youth and Community Strategy for Young People” in Brent and develops an outreach model with the voluntary and community sector to engage with young people in addressing the impacts of poverty and social exclusion.

Recommendation 36: We recommend that the council, as a priority, works with partners to tackle fuel poverty in the Borough, alerting private landlords letting the most energy inefficient homes to the requirement to improve energy standards, using enforcement powers and taking advantage of government vouchers toward the cost, thereby reducing excess winter deaths following Covid-19 and other respiratory illnesses.

Recommendation 37: We recommend that the council supports the future sustainability of food aid agencies in the borough including by further developing community garden schemes and working with food banks, mutual aid groups and residents' associations.





IN CONCLUSION

To ensure ongoing value from the establishment of Brent's initiative in creating a Poverty Commission and enable the council to sustain momentum for poverty reduction, we have an overarching and unifying recommendation:

Overview Recommendation F: We recommend that Brent Council establishes a consultative group that brings together elected members and officers with community organisations, service users and relevant bodies covering housing, health and education, and working collaboratively a) to agree measurable targets, reflecting the Commission's conclusions, for reducing poverty over the years ahead; b) to explore and initiate collaborative working to deliver holistic, person-centred services which empower residents and increase resilience; and c) to monitor progress, reporting back to the council on a periodic basis.

Finally, my sincere thanks go to Councillor Eleanor

Southwood for initiating this Commission and supporting our work; to Jackie Barry-Purcell for her significant support and work for the Commission; to Paul Hunter and the Smith Institute for their significant input; to my assistant, Kennedy Williams; to the chairs of our sub-groups – Jacqueline Carr, Jacky Peacock and Alice Woudhuysen – and our Commissioners who overcame all the problems of meeting virtually to achieve this report together; and to the council's members and staff whose commitment to Brent and its citizens much impressed us.

We hope Brent Council will find our recommendations helpful and will be encouraged by our conclusions to redouble efforts and continue to seek new ways to support all those in the borough, not only those struggling with a vicious pandemic but also our fellow citizens living in poverty.

**RICHARD BEST
JULY 2020**

What is Poverty?

The Commission has taken poverty to mean not having enough money to afford what makes for a socially acceptable standard of living or to participate fully in society. According to the anti-poverty charity, the Joseph Rowntree Foundation:

Poverty means not being able to heat your home, pay your rent, or buy the essentials for your children. It means waking up every day facing insecurity, uncertainty, and impossible decisions about money. It means facing marginalisation – and even discrimination – because of your financial circumstances. The constant stress it causes can lead to problems that deprive people of the chance to play a full part in society.²

In using statistics, the Commission has adopted the Government's poverty measure of below 60 per cent of median incomes.

The Commission

Brent's Poverty Commission was commissioned by the council's Cabinet Member for Housing and Welfare Reform, Cllr Eleanor Southwood. It was independently chaired by Lord Richard Best.

The Commission included local, regional and national stakeholders and experts in their fields. Although established by the council, the Commission itself is fully independent and non-party political. The work of the Chair and Commissioners has focused on housing, economy and jobs, financial exclusion and local welfare.

The Commission has taken an evidence-based approach. Between January and June 2020 it has

heard about the experiences of, and challenges facing, people in poverty in the Borough - from residents experiencing poverty; community groups supporting residents in poverty; from councillors; and from council officers working in services addressing the causes and consequences of poverty.

The findings from this evidence forms the basis of this report and the recommendations – these outline practical steps and approaches the council and its partners could consider to improve the livelihoods and life chances of Brent residents living in poverty.

Local Context

Brent is an outer London borough in north-west London with a diverse, young population and a range of neighbourhoods stretching from Queen's Park at the edge of central London to more suburban communities in Northwick Park and Kenton. It is a place with a long tradition as somewhere where new communities have settled, regularly adding to its distinctive diversity - and this continues today. The Borough rightly prides itself on its large regeneration projects in areas such as Wembley, South Kilburn, Alperton, Harlesden and Church End.

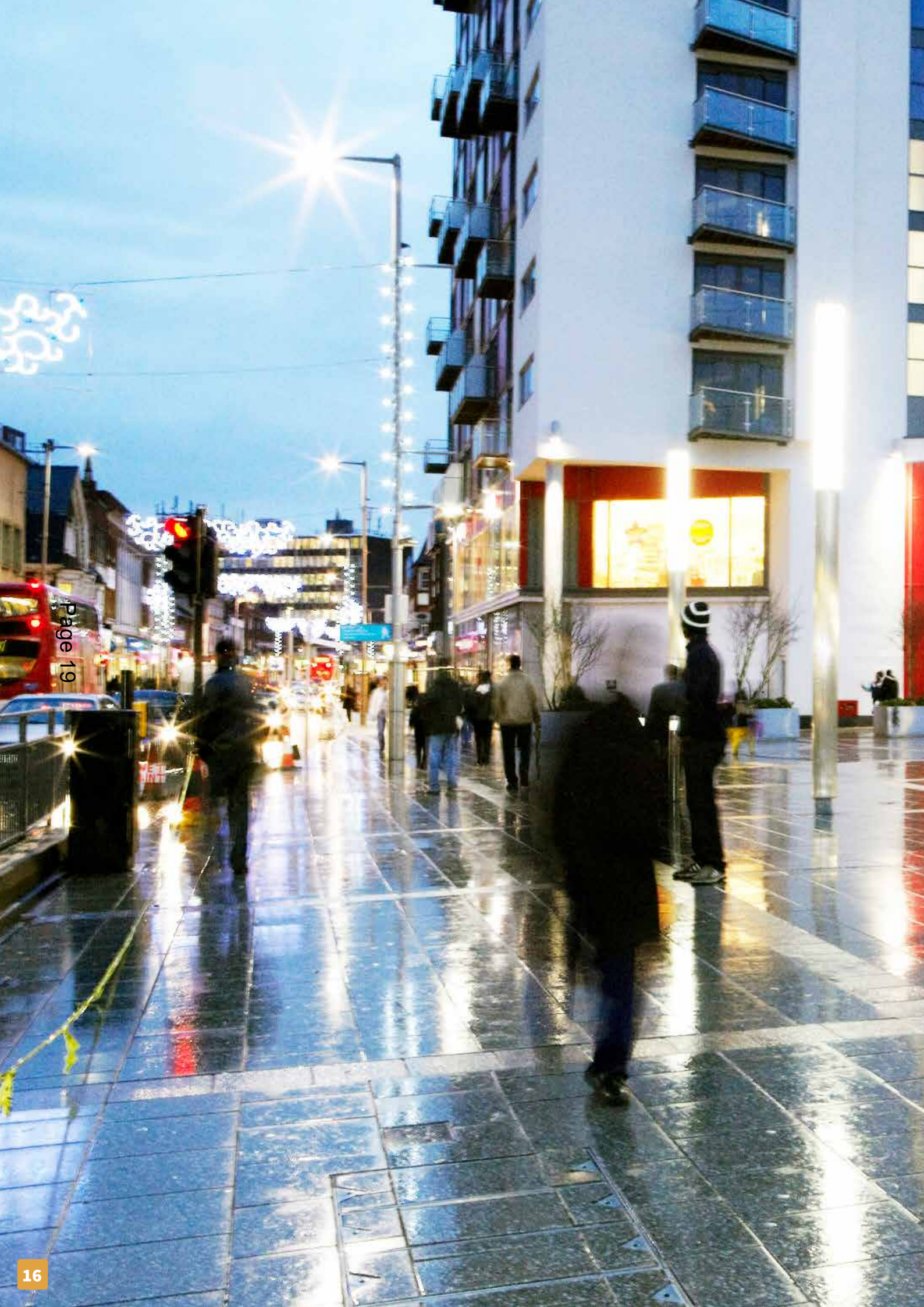
The Borough is growing – it has around 334,700 residents today; its population is projected to

increase to almost 350,000 by 2023, and to over 375,000 by 2030. Population density (2018) is 77.4 people per hectare – the highest of any outer London borough and the 14th highest in England. While the population profile of Brent is relatively young (67% of the population are of working age), there are key differences within this. For example, the Black African population is young and growing (26% of children under five are Black), while the Black Caribbean population is ageing.³ Residents are living longer too – the number of residents aged 65 and over will increase by 41% by 2030. Over 160 languages are spoken in Brent schools.⁴

² Joseph Rowntree Foundation, What is Poverty

³ JSNA 2019

⁴ For more detail about Brent see: London Borough of Brent, Borough Plan 2019-2023



Those residents the Commission heard from were proud of where they lived and saw their future in the Borough.

“I love my neighbours, it's like family, I don't want to move anywhere else” (Brent resident)

Poverty in Brent

Brent is an outer London borough, but with many of the issues associated with inner London. One of these is a high poverty rate, with key measures and indicators consistently showing that the Borough is poor by both London and UK standards⁵.

Poverty in Brent takes many forms and has different drivers. However, it is clear from the case studies presented in this report that being in poverty means that someone does not have enough money to enable them to have a socially acceptable quality of life – to afford enough food, live in decent housing and participate in everyday activities. In the case of Brent, too many people cannot live the kind of lives most take for granted simply because of the insufficiency of their income.

large proportion of someone's income. For this reason this threshold should be applied after allowing for housing costs to give an accurate idea of the number of residents facing financial hardship in Brent.

One in five people live below this poverty threshold in the country as a whole. In Brent, rates are much higher. One in three households here live in poverty – the sixth highest rate in London and the highest in outer London. Of Brent's 34 neighbourhoods, 15 are in the top 10% nationally for poverty rates.⁶ There are particular concentrations of poverty in areas such as Harlesden and Stonebridge. The pandemic-related downturn has also shown how close a wider group of residents – including many in work - are to falling into poverty; some Commissioners working with Brent residents noted that many people currently seeking support were doing so for the first time.

Poverty rates are particularly high for young Brent residents. One study has found that for every five children in Brent, two will be in poverty. It estimated that there are almost 37,000 children excluded from a decent standard of living and from participating in society because of their income.⁷

“I can't afford basic everyday stuff like food and bus passes....” (Brent resident)

“There is no going out, no partying. Everything is accounted for... gas always suffers and my daughter is always complaining that it's freezing.” (Brent resident)

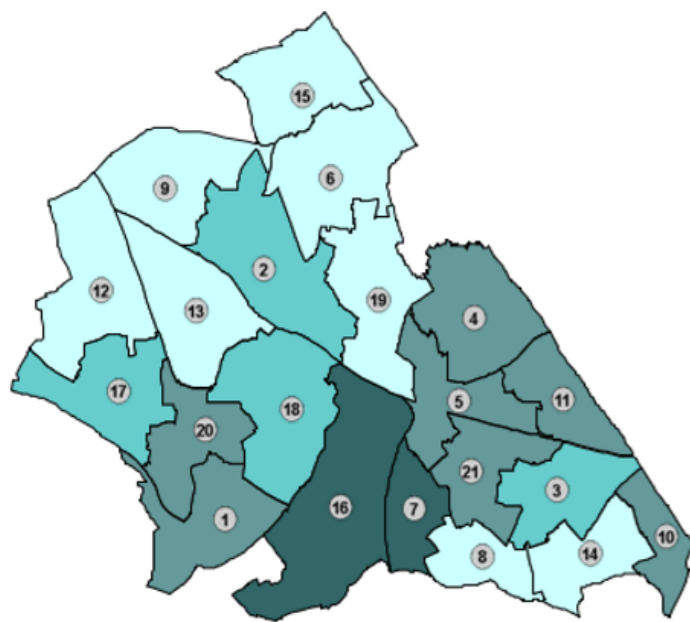
“School trips are out which makes me sad. My daughter tells me that she doesn't want to go but I know she's just saying that because she knows we can't afford it.” (Brent resident)

It is generally accepted that to support a socially acceptable quality of life, an income not less than 60% of average household income is required. Higher housing costs in London mean these consume a

⁵ Smith Institute – The decline of Outer London 2019

⁶ Analysis of ONS, Households in Poverty estimates for middle layer super output areas, England & Wales, 2013/14

⁷ Stone, J and Hirsch, D Local indicators of child poverty, 2017/18 (Centre for Research in Social Policy, 2019)



Key	Ward	Proportion of households in poverty
1	Alperton	35%
2	Barnhill	32%
3	Brondebury Park	32%
4	Dollis Hill	35%
5	Dudden Hill	34%
6	Fryent	29%
7	Harlesden	39%
8	Kensal Green	28%
9	Kenton	25%
10	Kilburn	36%
11	Mapesbury	35%
12	Northwick Park	24%
13	Preston	29%
14	Queens Park	25%
15	Queensbury	28%
16	Stonebridge	42%
17	Sudbury	33%
18	Tokington	33%
19	Welsh Harp	29%
20	Wembley Central	34%
21	Willesden Green	38%

Note: Source: Analysis of ONS, Households in Poverty estimates for middle layer super output areas, England & Wales, 2013/14 and ONS, Table SAPE20DT3: Mid-2014 Middle Layer Super Output Area population estimates for England and Wales by Single Year of Age and Sex, Persons - Supporting Information. Rescaled to wards using ONS, Middle Layer Super Output Area (2011) to Ward (2016) Lookup in England and Wales

Poverty, and the Coronavirus Pandemic

Page 20

The Commission was established in January 2020 before the outbreak of Covid-19 in the UK. However, many of the Commission's evidence sessions took place after the lockdown, by when the impacts of the pandemic on low income residents and on poverty levels could be discerned, were discussed and examined.

The pandemic has certainly made the challenges facing the Borough much greater. It has also brought pre-existing inequalities into stark focus; exacerbated many problems facing those already in poverty; and shown how many people are only one step away from it. These inequalities are evidenced by who have died, but also by who have been most affected by the economic and social consequences of the pandemic.

Although the data continues to unfold, the Covid-19 death rate in Brent is one of the highest in the UK.⁸ Brent has the second highest number of confirmed cases in London - 1491 (as at 26 June 2020).⁹ The highest rates are in Harlesden and parts of

Stonebridge and Barnhill wards.

The emerging evidence is clear that the death rate from Covid-19 is higher in more deprived areas, amongst lower paid workers, and in areas with higher rates of overcrowding.¹⁰ Death rates amongst some BAME groups are also far higher. It has also disproportionately impacted older people, with those aged over 80 seventy times more likely to die than those under 40. More men have died than women; those in health occupations have also been particularly affected. As widely noted - and confirmed by Public Health England - those from BAME communities have been impacted most.

Commissioners heard how the council has put in place a comprehensive pandemic communications plan. Its approach has been based on a recognition of the structural inequalities existing across society, and the council has been – and continues to be – keen to work with communities to find solutions. Its immediate

8 Office for National Statistics – Deaths involving COVID-19 - Number of deaths and age-standardised rates, by sex, Local Authorities in England and Wales, deaths occurring between 1st March 2020 and 17th April 2020

9 Public Health England

10 ONS, Coronavirus (COVID-19) related deaths by occupation, England and Wales: deaths registered up to and including 20 April 2020; Deaths involving COVID-19 by local area and socioeconomic deprivation: deaths occurring between 1 March and 17 April 2020; Coronavirus (COVID-19) related deaths by ethnic group, England and Wales: 2 March 2020 to 10 April 2020; Office for National Statistics – Deaths involving COVID-19 - Number of deaths and age-standardised rates, by sex, Local Authorities in England and Wales, deaths occurring between 1st March 2020 and 17th April 2020; Barker, N The housing pandemic: four graphs showing the link between COVID-19 deaths and the housing crisis, Inside Housing, 29 May 2020

action has included working with health partners to increase access to care and work to manage and control co-morbidities. Recognising that travel to NHS hospitals in the Borough can be problematic for many residents, the council has set up a local testing site in Harlesden to ease access for those who live in the area.

The national, regional and local economic consequences of the pandemic are set to be significant. The Bank of England has suggested that there could be the sharpest annual contraction in UK Gross Domestic Product (GDP) since 1706. UK GDP fell by 25% in the first four months of 2020 and forecasts by Oxford Economics for the West London Alliance suggests a fall in West London Gross Value Added (GVA) of 9-14% in 2020 and loss of 41,000 jobs. This report gives two scenarios – a baseline and a

downside one. Under the former Brent could see an increase in unemployment of 3,300 (2019-20); under the downside scenario there could be an increase of 5,800 (from 4.1% of working age population to 6%) 2019-20 and a further 1,300 2020-21 (4.1% in 2019, 6.7% in 2020 and 8.7% in 2021).¹¹

Population surveys have suggested that those on the lowest incomes are most likely to be furloughed and the ability of those on lower incomes to work from home is more limited.¹² Brent has the second highest proportion of its working age population furloughed in London. Between February and May the numbers claiming Universal Credit in the Borough have increased by 241%.¹³ The longer-term impact of the pandemic could fall heaviest on the lowest paid sectors,¹⁴ with the retail and leisure

11 Oxford Economics, How might Coronavirus impact the West London Economy? – A report for the West London Alliance, June 2020
 12 Resolution Foundation, Doing what it takes (2020); Resolution Foundation, The economic effects of coronavirus in the UK (2020); Resolution Foundation, The effects of the coronavirus crisis on workers (2020)
 13 Nomis data
 14 HMRC, Coronavirus Job Retention Scheme Official Statistics, 11 June 2020



sectors unlikely to see an immediate recovery.

Without action there is also likely to be a serious unemployment crisis, both across the country and in Brent. Studies of previous downturns have shown that young people leaving education and entering the world of work are worst affected, with the so-called scarring effects on their health, pay and employment prospects lasting longer than the recession.¹⁵ The pandemic-related restrictions have particularly impacted on sectors like hospitality, entertainment and non-essential retail sectors which tend to employ disproportionate numbers of younger people. Workers in these sectors are relatively more likely to have been furloughed during the lockdown and it is as yet unclear how many of these jobs could be lost permanently. Older workers, who may find it harder to find new jobs could also be hard-hit.

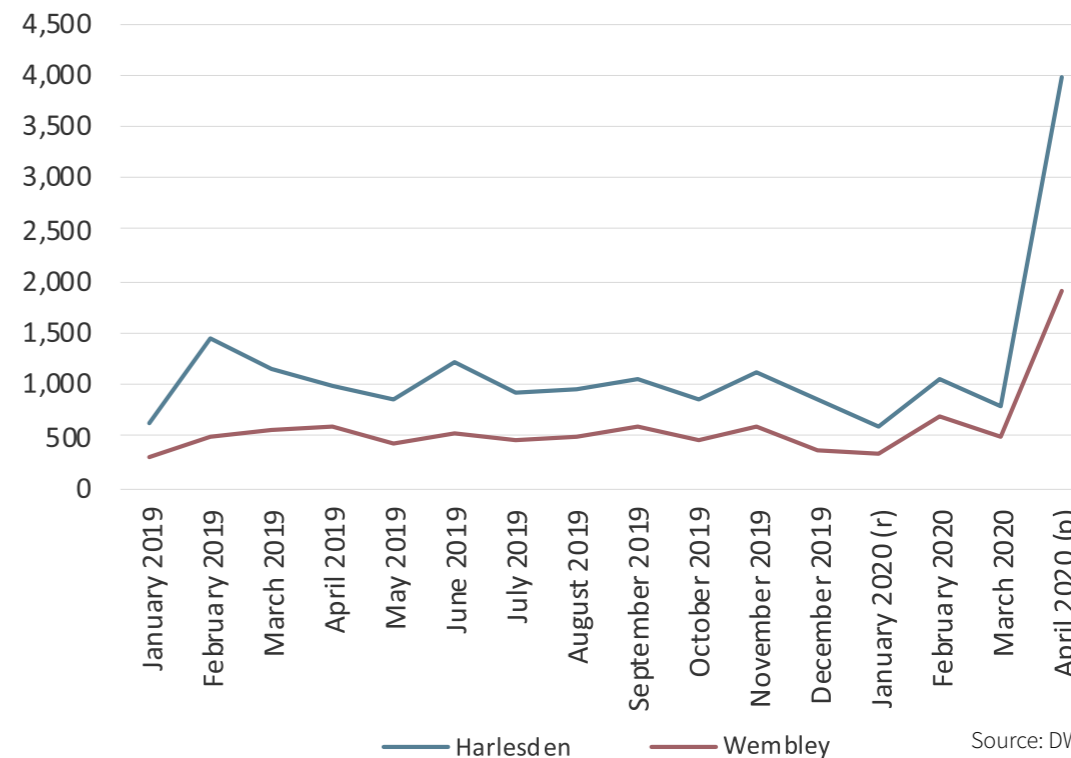
The evidence is already pointing to a rapid rise in unemployment in Brent. In areas such as Harlesden

new starters on Universal Credit increased five-fold in a single month. The evidence we heard confirms the data, suggesting there is set to be growing need for support and advice to help people into work, out of problem debt and to remain in their homes – help to pay rent arrears and avoid eviction. Commissioners heard about the work the council is doing to support residents and this is detailed later in the report. Its importance cannot be over-emphasised.

“We have an uncertain future”
(Brent resident)

“You just feel stuck”
(Brent resident)

Starts to Universal Credit



Source: DWP, Stat-Xplore

¹⁵ IFS, Recessions have a lasting impact on employment and pay of young adults – but parents can provide an important safety net (2017)



This health and economic crises have presented the Commission with an extremely challenging backdrop. They have also placed the spotlight on what poverty means for people’s health, quality of life and life chances. The backdrop also makes the Commission’s work more urgent - to set out what can be done to support people through this crisis and help secure a strong, fair and resilient recovery for all residents.

So many of the solutions to problems of poverty in Brent come down to inadequate resourcing of the local authority. It is the under-resourcing, for example, of planning departments that inhibits speedy processing of consents and unequal negotiations with well-resourced developers; it is the need for funding for enforcement that holds back the improvement of living conditions; it is shortages of funds that prevents social care being freely available to all who need it.

Overview Recommendation A: The Commission recommends that central government gives renewed consideration to the devolution of powers and resources to local government to support its multiplicity of duties highlighted by the demands – and magnificent response of councils – during and after the Covid -19 crisis.

Specific to Brent, as an “inner-outer London borough”, is the central government funding formula that has not recognised the relative changes for such authorities. Many of the issues considered by the Commission in the context of poverty and social exclusion used to be more prevalent in the inner-London boroughs but have now shifted outwards, including to Brent (as also illustrated in the earlier report for Enfield Council by the Smith Institute).

Overview Recommendation B: We recommend government looks again at the distribution of resources reflected in its funding for local councils and accepts the need for change to MHCLG’s grant formula.

Recommendation 1: Building on the invaluable role played by Brent Council during the Covid-19 crisis, we recommend the council joins with the Local Government Association and London Councils to press for the transfer of more powers from Westminster, a fairer funding regime and full recovery of the emergency expenditure during the pandemic.



Housing

The cost of housing in the Borough is a particular challenge and impacts directly on the levels of poverty. In the Government's Index of Multiple Deprivation, Brent is the fourth most deprived borough when looking at access to housing services.¹⁶ Poverty rates almost double when housing costs are included.¹⁷ In addition, large numbers of people receive Housing Benefit,¹⁸ with a high proportion in the PRS where rents are higher, tenancies less secure and the housing quality poorer. As such housing problems are both a cause of poverty and a consequence.

The Commission heard from Brent Council about housing and poverty in the borough. Many of the challenges the Commission identified are acknowledged by the council who outlined to the Commission what they were currently doing to address them:

Overview Recommendation C: We recommend a substantial increase in investment in social housing as a central component for the economic recovery, and the reversal of social injustices, post-Covid.

Landlord Services in Brent cover 12,000 homes with 8,000 tenants and 4,000 leaseholders. The Private Housing service supports and regulates circa 37,000 rented homes. The Supply and Partnership service is focused on increasing the supply of truly affordable homes in Brent. Alongside these is the Housing Needs service, focused on preventing and managing homelessness. Commissioners heard that the council had commissioned Cambridge Research to undertake an affordability review of its housing services. It found that among social housing tenants:

- More than 50% of all single people and couples without children cannot afford LB Brent social rents without support from Housing Benefit.
- Around 75% of all single people and couples without children cannot afford housing association social rents without support from Housing Benefit.

- Less than 25% single people or couples could afford the London Living Rent in NW London without support from Housing Benefit.
- More than 90% of single people and couples without children cannot afford Affordable Rents without support from Housing Benefit.
- More than 90% of couples or lone parents with two children cannot afford LB Brent social rents, and no family with two children (whether couple or lone parent) can afford any rent that is more expensive than LB Brent social rents.

The council recognises the challenges - and has plans in place to tackle them. It has embarked on one of the largest council house-building programmes in London, seeking to deliver 5,000 truly affordable homes within 5 years, 1,000 of which will be directly provided by the council. This includes building the council's own temporary accommodation, ensuring that no one in Brent will be in temporary accommodation supplied by anyone else within 5 years. So far 128 new homes have been built and let; a further 447 are on site, and 443 are being taken through planning.

Recommendation 2: While recognising that Brent Council's current housing plans compare favourably with other local authorities, we recommend stepping up borrowing to build and bringing forward council housebuilding programmes to take advantage of opportunities when demand for construction workers and for house purchase is weak.

The Commission noted that the Borough contains opportunities for "infill" schemes on small sites, some of which are in the ownership of the council. These present important opportunities for social action: for example, sites within council estates occupied at present by unpopular garages can be redeveloped for terraced bungalows that meet the needs of older tenants, thereby releasing genuinely affordable homes for families.

Recommendation 3: We note that Brent has undertaken a land and asset review to identify opportunities for the council or its social sector partners to provide additional social housing or to use for community or economic betterment. We recommend Brent's land and asset review is used to develop a strategy and plan to allocate and ensure these assets are utilised to assist those in greatest need, e.g. using land currently occupied by redundant garages to build age-friendly homes that will release much needed family accommodation.

In June 2020, Brent's Cabinet approved a new approach to tenancies across the Borough. The new Tenancy Strategy sets out clear expectations of all landlords, including private landlords. The Tenancy Management Policy reaffirms the council's commitments to its own tenants. Brent has committed to work closely with social housing providers and private landlords to encourage them to review the way they manage their tenancies. The council's aim is to make sure that all Brent residents who are renting have a guaranteed level of security in their home. The council also pledges to support Brent residents to stay in their homes for as long as they are suitable for them, and to continue to work proactively to prevent homelessness.

As we note later, the council also has a range of regeneration programmes to help boost the supply of affordable housing and improve local areas.

Section 106 agreements with developers and Community Infrastructure Levy receipts from new development lever resources allowing the council to reinvest in infrastructure and the community, spreading the benefit of regeneration more equally throughout the Borough and where it is needed most. Infrastructure improvements delivered in this way include a primary care healthcare facility in Wembley Park, Alperton and South Kilburn and new schools in Wembley, South Kilburn and Colindale.

Recommendation 4: We recommend that in pursuing its strategic target to secure 50% of new homes as affordable, Brent gives special consideration to achieving more social rented homes and considers, when making planning decisions how new developments can help reduce poverty (including by forging close links for housing with health, education and economic development).

Recommendation 5: We recommend that Brent uses its company, i4B, to purchase (as well as long term leasing) PRS property on the market, including ex-Right to Buy properties, to replace the requirement for expensive temporary accommodation and to acquire shops suitable for conversion into housing to regenerate high streets.

It is clear that housing problems are both a cause and consequence of poverty. High (and rising) housing costs in the PRS, combined with a lack of social housing, creates housing affordability problems, pushes people into poverty and are a key cause of homelessness. The reliance by those on low incomes on the PRS often results in less housing security and lower housing standards. The Commission's view was that there was an urgent need both to build more social housing and to improve standards within the PRS.

The high cost of housing in Brent is a cause of considerable hardship. While around 17% of the Borough's households are in poverty before housing costs are accounted for, this rises to 33% when they are.¹⁹ Private rents in Brent are the second highest in outer London. An average priced two-bed property in the private rented sector will set a resident back almost £1,500 per month.²⁰ And one in the lowest 20 per cent of rentals will cost £1,150.

Rents are considerably lower in the social rented sector. Those the Commission heard from living in council or housing association properties were generally satisfied with their accommodation. By contrast, many of those renting privately reported issues with the quality, security and affordability of their housing. These issues included overcrowding,

16 MHCLG, IMD 2019

17 Analysis of ONS, Households in Poverty estimates for middle layer super output areas, England & Wales, 2013/14

18 DWP, Stat-Xplore

19 Analysis of ONS, Households in Poverty estimates for middle layer super output areas, England & Wales, 2013/14

20 Valuation Office Agency, Private rental market statistics

damp, disrepair, needing to share facilities and difficulty paying rent. The latter can lead to eviction

and ultimately homelessness, which is closely associated with poverty.

“[The landlord] became really rude and aggressive. She got the county court to send in bailiffs while I was sleeping. They drilled through the door and told me to leave. I asked them “where am I supposed to go with my child?” They told me to take whatever I could and then I had a week to get the rest of my stuff.” (Brent resident)

These issues have become urgent with a shift towards private renting. The PRS has grown rapidly and is today home to one in four Brent households. Within Brent, around half of households in the PRS claim Housing Benefit and 45% of people claiming Housing Benefit in Brent are in the PRS.²¹ Such data

suggest a significant number of people in poverty in Brent are in the PRS, where rents are higher, there is less security and where national data suggest homes are less likely to meet the decent homes standard than in the social rented sector.²²

21 DWP, Stat-Xplore
22 MHCLG, English Housing Survey



LAUREN'S STORY*

Lauren is 31 and has always lived in Brent. She lives with her 11 year-old son in a housing association property. For the past year Lauren has been working as a teaching assistant and she has recently secured a full-time contract with the school, having previously worked there through an agency. However, she has not yet started work on this contract as it was finalised in March, just before the coronavirus lockdown. She thinks she will be furloughed on 80% of her pay and is planning to call the housing association to enquire whether she is able to pay less rent during this time.

Lauren is under a lot of financial stress. She feels she is working just to pay bills and that almost everything goes on this. Lauren receives Universal Credit but once she begins working full-time she believes that there will only be a small allowance for her son. Up to now she has received Housing Benefit and a 25% reduction in Council Tax but says “I don't notice it”. Lauren can rarely afford to buy new clothes, go on holiday or go out socially, or afford to pay for activities for her son. In the past she has missed meals and used electric blankets so she did not have to use gas. She would like to save to start a business or help her son have a good start to his working life, but simply cannot afford to.

“We can't go on holidays. It's expensive for both of us. My son hasn't been away since he was five or six. His grandad pays for him to play football but he'd also like to do boxing and karate”.

“I can't tell you the last time I bought clothes, it's very rare”.

Prior to living in her housing association property Lauren rented privately. Lauren fell into arrears as she did not have enough income to cover the bills. She discussed it with her landlord and paid whatever and whenever she could against her arrears. However, her landlord grew impatient as she wanted to sell the property. Lauren was served an eviction notice which resulted in bailiffs entering the property and her being given less than 24 hours to vacate her home.

“[The landlord] became really rude and aggressive. She got the county court to send in bailiffs while I was sleeping. They drilled through the door and told me to leave. I asked them ‘where am I supposed to go with my child?’ They told me to take whatever I could and then I had a week to get the rest of my stuff. I was under a lot of pressure - I had to organise a van and people to help. I took what I could but I needed to leave a lot of things behind.”

Lauren was placed by the council in emergency hostel accommodation. When she was made homeless Lauren went to the GP as she was “really, really down”. They offered her anti-depressants but she was not signposted to other organisations or other forms of support. She was scared to go back as she did not want to take medication and says that she “kept trying to deal with it myself”. What helped her was going to church, and she also says that “some of my friends were really helpful at providing moral support as they were always checking in and they helped me pack when I was evicted”.

Lauren did not seek any help from any external organisations other than that from the council. She says she did not know what if anything was available. Whilst in emergency accommodation, she kept bidding for social housing properties. Lauren counts herself “very lucky” to have secured her current home after only a couple of months in the hostel.

*names have been changed

The impact of poor housing on people's lives has become particularly stark during the pandemic with analysis showing higher death rates from Covid-19 in areas where overcrowding is highest.²³ The impact was also evident amongst those residents we spoke to who were seeking to self-isolate while also having to share kitchen and bathroom facilities.

The council has PRS landlord licensing in place, with some requirements being borough-wide and more targeted licensing covering the wards of Dudden Hill, Kensal Green, Kilburn, Mapesbury and Queens Park. The council's request to extend these further across the Borough has been refused by the Secretary of State.

23 Barker, N The housing pandemic: four graphs showing the link between COVID-19 deaths and the housing crisis, Inside Housing, 29 May 2020

The housing aspirations of those the Commission heard from within the private rented sector were to secure a council or housing association property. However, most did not regard this as an option available to them because of the lack of social housing compared with the demand.

Those residents felt they lacked alternatives within the PRS. Some spoke of private landlords being reluctant to rent to them because their incomes were low or asking for large deposits. As a result, those in unsatisfactory housing in the PRS felt trapped and that their problems intractable.

“I can’t do anything about it, I’ve got no choice, I can’t go anywhere else.” (Brent resident)

The impacts of housing problems on those experiencing them are significant, contributing to stress and mental health problems, as well as to problem debt.

“I can’t look forward in terms of making a life for myself. I feel trapped, I feel hopeless.” (Brent resident)

INCREASING THE SUPPLY OF SOCIAL HOUSING

Based on the evidence presented to it, the Commission’s view is that many of the housing problems stemmed from the lack of social housing and overreliance on the private rented sector to meet the housing needs of Brent’s low-income residents.

HALIMA’S STORY*

34-year-old Halima was born in Somalia and has been living in the UK since she was 16. She is sole parent to three school-aged children and has lived in the Brent and Camden areas for the past five years.

Her current accommodation is a three bedroom flat rented from a private landlord and there are a lot of issues where she lives. For example, the beds are all broken - meaning that the children can’t use them and it is difficult for them to sleep. As they live on the second floor of a converted house, noise is an issue and she has an ongoing dispute with their downstairs neighbours who complain regularly about the noise her children make. She has spoken to the council several times about the situation, but they are unable to help her. She is on the waiting list for social housing but has no idea how long she will need to wait.

Financially, things have been very tough for Halima even before coronavirus. Four months before lockdown she started a part-time job for a London bus tour company. However, once she was working in this job she lost some of the financial assistance that she was getting previously. For example, she no longer received free school meals for all four children but only the youngest two. In addition, her Council Tax relief and Housing Benefit were both reduced.

Her financial circumstances have become even more precarious since lockdown. She hasn’t applied for UC even though she is now not able to work and is not eligible for furloughing due to the nature of her employment contract. She tried to call UC to ask about this but could not get through to them. She also worries about applying for UC to replace her working tax credits and child tax credits, saying: “I can’t risk having no money by changing anything. I’ve left things as it is. I’ve heard so many bad things about UC. It’s quite scary”.

She says that the family misses out on a lot of things due to their severe financial constraints.

“We don’t even have basic things like beds and toys for the children. It’s really difficult and it makes me a bit sad. The older they get the more that they want.”

In the future, she would like to work more but feels that she is likely to be worse off financially if she did as she would lose benefits and this would not be made up for by more earnings.

“If I work more then I don’t get Housing Benefit or they try to tell me they have overpaid me. It’s really frustrating as I wish I could work more hours but then I’d be working all this time just to pay for the house and have nothing for the kids.”

Halima is a recovering alcoholic. In the past this contributed to a lot of problems financially and she still has outstanding debts from this time, including to another council and a number of utility companies. She is repaying some of these past debts but not others as she says: “I can’t deal with every debt or I won’t be able to live.”

She has been in contact with a number of local third sector organisations regarding issues such as her housing, as well as the broken beds, but does not so far feel that they have provided her with the support that she needs. On the other hand, she was previously supported by a drug and alcohol charity and she says that “they were brilliant and helped me get out the other end.

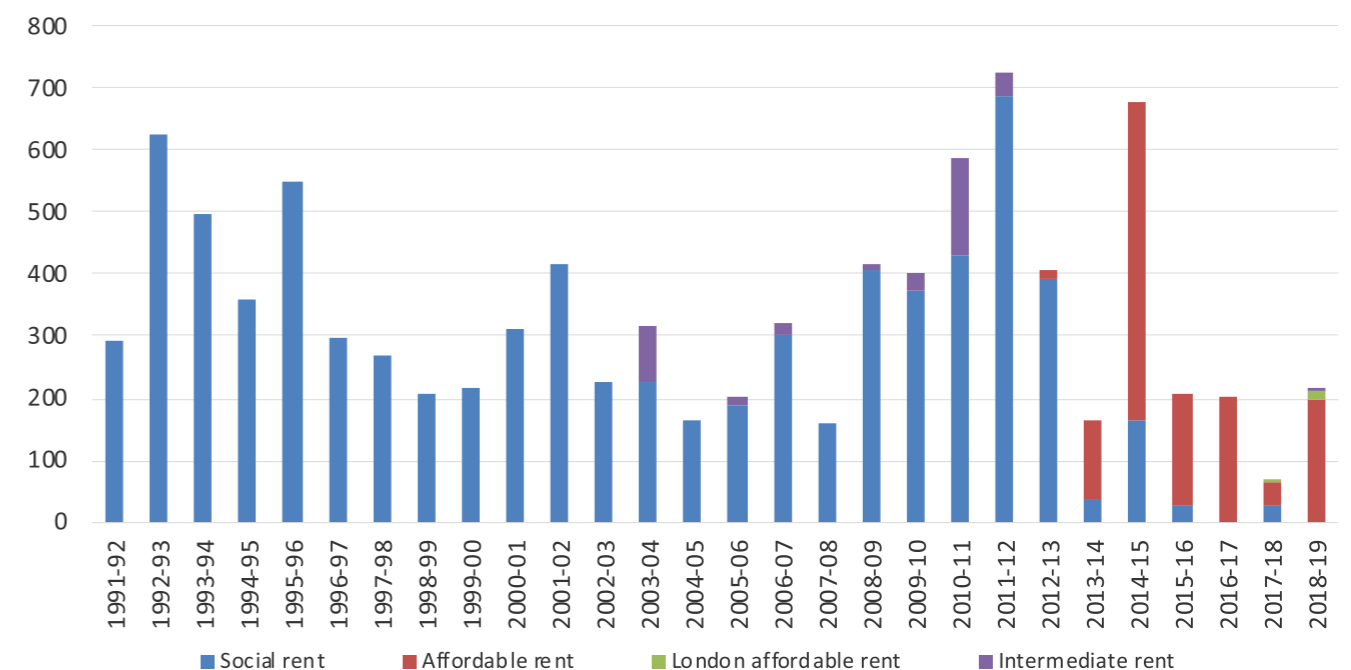
*names have been changed

The Commission’s overarching view was that the housing challenges facing the Borough could only be seriously addressed if there was a considerable increase in the level of social housing being built. This is confirmed by the council’s Strategic Housing Market Assessment, which suggested that 12,200 households required affordable housing and the Borough would need to build 22,000 affordable homes in the period 2041 (plus replacement of any lost stock through right to buy or demolitions).²⁴

The Commission heard from the council about its housing plans, including current levels of affordable housing being built. The ability of Brent Council and other social landlords operating in the area to build more social housing is hampered by the lack of central government grant funding. The Commission also had concerns about the rent levels of some new social housing, which can be considerably higher than traditional council housing rents.

Despite the obstacles facing the council meeting its

New Supply of sub market, rented accommodation in Brent



Source: MHCLG, Live Tables 1006-1009

24 Opinion Research Services, London Borough of Brent: Strategic Housing Market Assessment Update, 2018

housing ambitions, it set out its plans to increase the supply of affordable housing by 5,000 homes within five years to the Commission.

The situation looks more daunting set against the backdrop of a downturn, with many development sites likely to be stalled as demand for private housing declines. However, traditionally increased government investment in social rented new housing has been part of a recovery plan. There is a compelling case that housing creates jobs, improves financial wellbeing of tenants, reduces the Housing Benefit bill and increases tax revenue, all of which far outweigh the initial outlay in government funding. The costs of development can also be reduced as land values fall in a downturn. However, the Commission felt that it was important to ensure that negotiated affordable housing contributions from private developers were based on projects, rather than current values.

IMPROVING STANDARDS IN THE PRIVATE RENTED SECTOR

The lack of income means that those in poverty often struggle to improve their housing situation. Poor quality and overcrowded housing were prominent

themes amongst those we interviewed. Building more social housing may provide more affordable, better quality and more secure housing, but it takes time. Improving standards within the PRS is therefore essential to addressing causes and consequences of poverty. This view was emphasised by those Commissioners with front line experience of supporting people in the PRS, who described some of the poor and sometimes illegal practices of landlords and the urgent need to enforce standards.

Local authorities do have powers to improve standards within the private rented sector, including through licensing of landlords. The Commission noted the decision by central Government to not allow the extension of selective licensing to the Borough's Willesden Green, Harlesden and Wembley Central wards, despite the council's request. The Commission believes that licensing is a necessary tool to improving standards. However, for licensing of landlords to be effective it also needs to be enforced.

Commissioners heard about the advice and support that is given to people facing challenges in the PRS, as illustrated in the case study that follows.

SARA AND INDI'S STORY* – ADVICE4RENTERS

Sara* and Indi* did not earn much, so they shared a home with their adult son and his family who were renting privately. When the younger people moved on, Sara and Indi found another couple to share with them so they could afford the rent and household bills, and all four signed a new tenancy agreement with the landlord.

A new tenancy agreement was signed every year and each time the rent was increased by £50 a month. Over the years the sharing tenants changed several times and by 2017 the rent was £1,500 a month. The following year, the landlord said he had problems with Brent Council and the other two tenants must leave. He wanted Sara and Indi to sign a new agreement in their names only. They said they could not do this because they would not be able to afford the rent on their own. By then, Indi was unable to work, having had brain surgery following a stroke and Sara could only work 4 hours a day as she had to care for Indi. They explained that the other tenants had moved out leaving a large number of bills. The landlord said *"don't pay the rent, just pay the bills"* so they thought that he understood, but that was before they received a notice seeking possession saying they owed £12,000 in rent.

Sara attended the court hearing with a friend who translated for her, and the duty solicitor objected to mistakes in the Claim which the court ordered the landlord to amend. Sara was then referred to Advice4Renters (A4R). They established that the property was in very poor condition and Sara and Indi had spent their own money trying to maintain it. Sara said they really wanted to leave but had no money for a deposit and knew the landlord wouldn't return the £1,500 deposit on their current home because of the arrears.

A4R explained that they had a legal claim for the disrepair in their home; and for the fact that the landlord had not protected their deposit. The court could order the landlord to return the deposit plus three times that amount. A4R offered to try to negotiate a settlement with the landlord, and after a lot of to-ing and fro-ing it was agreed that the landlord would waive any claim for rent owed and would pay Sara and Indi £3,000 to help them to move to a new home. Sara and Indi agreed to move out by a set date.

A4R also helped Sara and Indi to claim additional benefits that they didn't know they were entitled to. One of A4R's volunteer mentors helped with information on affordability and guidance on how to look for properties that would be suitable for their medical needs. Sara commented, "We are delighted with our new home, it is all new and so clean and lovely. Allie [the mentor] is helping us to get furniture and we are very grateful. Now we don't have to worry about the debt we feel so much better".

*names have been changed

Some Commissioners highlighted that Brent did not have a clearly understood and shared enforcement strategy. Although there is not a documented strategy in place, officers told the Commissioners that the council has one of the highest prosecution rates in the country. It is very supportive of landlords and has a thriving landlord forum. But it also has a "no nonsense" approach to poor quality housing or bad behaviour by landlords.

Recommendation 6: We recommend that the council conducts a whole market review of the Private Rented Sector – its scale, quality, rent levels, interactions with the benefits system and partner agencies – with a focus on tenants' perspectives.

Recommendation 7: We recommend that, following a PRS review, Brent Council creates and publicises a comprehensive enforcement strategy to raise standards, including for energy efficiency (which addresses fuel poverty) over the years ahead, guided by the recommendations from the recent report from Dr Julie Rugg (for Trust for London).

Recommendation 8: The council should work with the GLA to support community and voluntary sector organisations to identify opportunities for community-led housing in Brent.



Recommendation 9: We recommend that the actions proposed in the council’s review of housing adaptations be implemented as speedily as possible, with particular regard to those with disabilities living in the private rented sector.

Alongside affordability problems, the lack of security for tenants within the private rented sector can lead to people being evicted from their home. Brent has the second highest eviction rate for renters across London – with 17 possession orders per 1,000 renters.

“It just upsets me. I keep thinking what if they evict us - what am I going to do? It’s just scary, I’m always crying and in distress.”
(Brent resident)

significantly since 2014-15. The Commission heard that there were currently 2,025 Brent households in temporary accommodation - this is 23rd highest of all local authorities in England (and 13th in London).

“It is one of the most stressful situations when you don’t have shelter... I had pretty severe depression and my boyfriend couldn’t cope with it and we broke up.” (Brent resident)

One of the challenges to housing security in the private rented sector is “no-fault” evictions secured under section 21 of the Housing Act 1988. This enables landlords to gain possession of a tenant’s home even

provide tenants with much greater security around both the tenancy and the level of rent they will pay. The Commission also saw a need for wider government reforms to improve regulation, rights and redress within the private rented sector.

Changes to the level of housing support received by private renters meant many experienced a shortfall between the benefit they received and the rent they owed. In response to the pandemic, the Government reversed some of these cuts. However, due to the benefit cap some families are still experiencing a significant shortfall, making paying the rent extremely difficult. Prior to increases in housing support there were already 643 Brent households who had their benefits capped (8% of London’s total), 250 of whom were capped by over £200 per month.²⁵ In addition, because of the reliance on the private rented sector in Brent even with Local Housing Allowance (LHA) rate increases linked to the 30th percentile rent levels there are more low-income tenants than homes available below that threshold. This means household’s face a shortfall in the benefits intended to meet their rent.

GOVERNMENT RECOMMENDATION: The Commission calls on government to review its approach to the benefit cap and LHA and discretionary housing payment funding to reduce the severe financial hardship it causes.

Many Brent residents will have built up rent arrears as their income has fallen during the downturn. This is likely to place them in a very vulnerable position when the Government removes measures temporarily banning evictions. Without support for tenants this could lead to high numbers of residents being evicted.

As the section of this report dealing with welfare highlights in detail, advice services play a critical role supporting residents in difficulty and suffering the effects of poverty. Such services will be even more vital as the stay on evictions ends and as the economic consequences of the downturn mount up. The voluntary sector and the council need to ensure that they are prepared and resourced for the additional demand.

“I am very grateful to them. I didn’t know what I would do and I was worried that I would be homeless again.”
(Brent resident)

TACKLING HOMELESSNESS

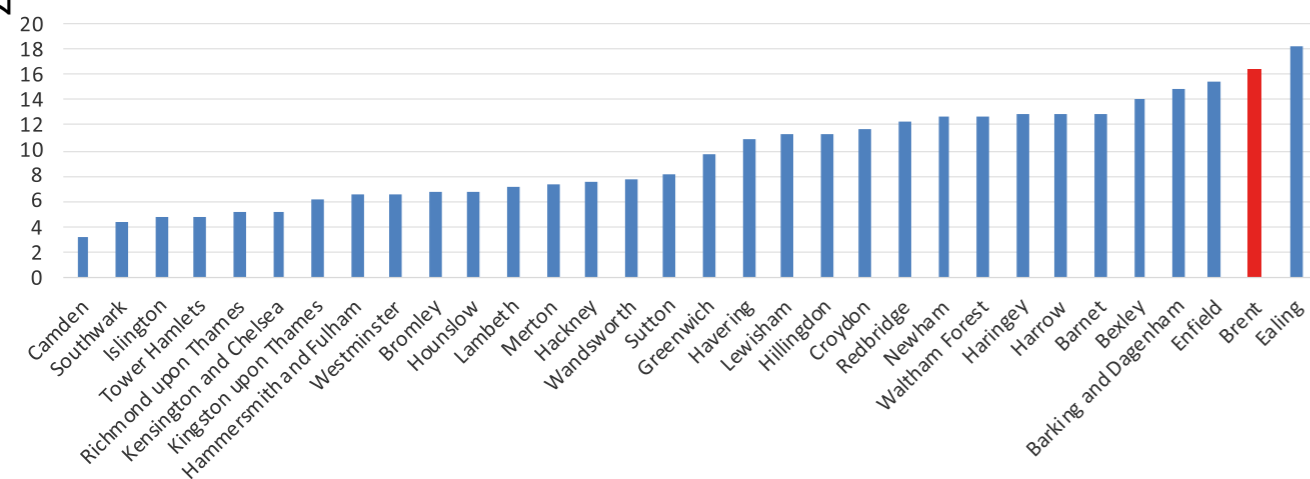
The severity of the housing crisis is felt most acutely by those who are homeless or rough sleeping. Brent saw a rapid rise in homelessness since 2010, but this has fallen significantly since 2014/15.²⁶ Nevertheless, levels of homelessness in Brent are higher than national rates, and similar in proportion to London as a whole. In addition to the 2,025 households currently in temporary accommodation, there were around 100 people rough sleeping in the Borough in the last three months of 2019 and around 250 people seen sleeping rough over the year 2018/19.

The coronavirus pandemic presents both serious threats and opportunities to tackling homelessness. Its economic impact is set to mean mounting rent arrears and evictions. However, it has also had a remarkable impact on homeless people and their support services in Brent. For the first time everyone sleeping rough, regardless of usual eligibility criteria, was entitled to be housed under Covid protection measures. The Commission believes this offers an unprecedented opportunity to bring people in from the street for good, but to do this on a lasting basis the underlying causes of homelessness need to be addressed alongside ensuring that emergency safety nets are in place.

The Commission believes that the Housing First approach is the most effective way to combat homelessness. The Housing First model prioritises getting people quickly into stable homes. From this point, any other support needs they might have – such as alcohol and drug dependency, physical and/or mental health problems – are addressed through coordinated and intensive support. Central to the concept of Housing First is that permanent housing is provided without a test of having to be ‘housing

Page 27

Possession orders per 1,000 renting households, 2019



Source: Ministry of Justice, Mortgage and Landlord Possession Actions and GLA, Housing Tenure of Households

A number of people the Commission heard from had past experience of being evicted and we also heard from those currently housed in temporary housing after having been made homeless. Poverty considerably increases the risks of homelessness. Brent has higher than national rates of homelessness, and a similar proportion as for London as a whole. Brent saw a rapid rise since 2010, but numbers have fallen

if they have paid their rent and kept to the terms of the tenancy. The Government is seeking to reform tenancies and address “no fault” evictions; however the Commission believes that if effective action is to be taken to address the issues in the PRS it has examined, rent rises within tenancies should be limited to ensure that landlords do not impose them punitively simply to gain possession. The Commission noted that this would

25 DWP, Stat-Xplore
26 Crisis Skilight Brent based on CHAIN data



ready'. Furthermore, maintaining the tenancy is not dependent on the tenant using support services. Housing First is built upon the principle that housing is a human right. It focuses on first giving someone immediate access to a settled and secure home. This is placed above goals such as sobriety or abstinence. The model is specifically tailored for homeless people with complex and multiple needs. It is designed to provide choice and control – it gives rights and responsibilities back to people who may have been repeatedly excluded.

Recommendation 10: We recommend that the council adopt a housing-led approach to all those presenting as homeless (single homeless people and families experiencing homelessness), including with a Housing First offer where appropriate as the default response.

Brent's local housing company, i4B, provides affordable accommodation to reduce homelessness. The Commission's view is that the current housing market presents i4B with an opportunity to expand its role. With property prices likely to be depressed there could be opportunities for i4B to purchase homes at a lower cost. These additional homes could save the council money, eliminating the costs associated with failed tenancies, homelessness and expensive temporary accommodation. This would also give residents a chance to have permanent high-quality housing and help fulfil the Rapid Rehousing Transition Plan.

Economy and Jobs

The council has undertaken a lot of work to support the economy and increase job opportunities in the Borough. Pre-pandemic, unemployment in Brent was 4% - a little lower than for London as a whole (4.6%).²⁷ But most jobs are in less well paid occupations (such as wholesale/retail, health and care, hospitality, warehouse distribution, transportation and food industries). Consequently the median gross full-time earnings of employees in 2018 was below the London average, at £575.50pw.²⁸ A high proportion of the workforce – 29% - earned less than the London Living Wage²⁹ (where

Brent scores worse than all but four London boroughs). Most employers are small – 92% have less than nine employees.³⁰ The pandemic has disproportionately affected Brent with its particular profile of occupations, not least the jobs linked to Wembley Stadium. Commissioners noted that even before the pandemic, work was not a route out of poverty for many of the 30% of Brent residents living in the PRS; rent levels prevented those in occupations paying even the London Living Wage from escaping in-work poverty.

²⁷ Data for the period Oct 2018- Sep 2019, source: Nomis

²⁸ ONS Annual Survey of Hours and Earnings, 2018

²⁹ Analysis by the Smith Institute of ONS, Annual Survey of Hours and Earnings, Home Geography, 2019 and based on London Living Wage (from Living Wage Foundation) rate at the time - £10.55

³⁰ Brent Council, p5: <https://www.brent.gov.uk/media/16415098/igs-research-base-2019-2040-new-regeneration.pdf>

Relatively modest incomes in Brent contrast with substantially higher living costs, in particular rents for the 30% of residents in the PRS: a couple both earning the London Living Wage for a 40 hour week would fall below the poverty line after paying the monthly rent for the bottom quintile of PRS rents in Brent.

Interventions to reduce poverty within Brent will have to work much harder and will be more costly if large numbers of Brent residents are out of work or in low paid jobs. Prior to the pandemic, the Borough had high levels of residents on poverty pay. This is now coupled with the immediate challenge of high unemployment levels which could well increase rapidly after the end of furloughing. Evidence to date suggests that the pandemic has affected those in lowest paid workers most – both their health and their chances of being furloughed.³¹ The pandemic – and government’s response to it – have hit low pay sectors and businesses hard, and some of these were already under severe pressure.

This backdrop makes the challenges harder but also the case for supporting people into decent, well paid work to address poverty even more urgent. The pandemic has shown the vital role key workers in the public and private sectors play, making the case for valuing the contribution of lower paid workers even stronger.

Overview Recommendation D: We recommend that, as the major employer and the source of so much of the Borough’s spending, Brent Council extends its impressive efforts to secure more and better jobs, especially for its younger citizens.

The council has identified, and is focusing efforts on, a range of employment issues including low pay, access to good work, skills, a changing economy and health barriers.

Officers told the Commission about how the council is seeking to address these issues by:

- Supporting access to, and improving the quality of, local employment through the use of the planning

system (particularly use of section106 agreements) and inclusion of social value clauses in contracts when the council buys goods and services

- Supporting sectors that generate quality work, including business advice/support and workspace provision
- Helping residents develop their skills through Brent Start (see below) and work with United Colleges Group and the University of Westminster
- Running a range of targeted employment programmes such as the Work and Health Programme, Moving on Up for young black men, and Bright Futures for ex-offenders.

Brent’s Inclusive Growth Strategy 2019-2040 identifies choices to meet the challenges and seize the opportunities of growth in the Borough over the next 20 years. The Commissioners heard of the good progress being made in the implementation of this strategy including supporting women back into work. Key transport activity includes improving current options and establishing new ones, such as the West London Orbital Overground rail project.

The Strategy also sets out 10 key policy areas to support the local economy and employment opportunities. These include:

- Developing and supporting businesses in Brent
- Local enterprise zones for Brent
- Curating a strategic vision for workspace
- A detailed approach to industrial land
- An adult skills strategy
- Developing the circular economy
- Master planning for town centres and high streets
- Supporting women into work
- Implementing a fairness agenda
- Addressing the consequences of Brexit

Commissioners heard that the council accepts the challenges of population growth, at the same time

recognising that the demand for employment uses also have to be met. This puts pressure on scarce land resources. Growth also requires effective planning to ensure there are the homes and infrastructure to support it. The draft Local Plan identifies 8 areas across Brent best suited for new growth because of land use/capacity, transport connectivity and infrastructure. It sets out plans for high quality mixed use environments to deliver the homes, jobs and infrastructure required to support Brent’s sustainable growth. Wembley and Alperton masterplans have helped shaped major regeneration in these areas, including affordable homes and jobs, affordable/flexible workspaces (with priority for local start-ups and microbusinesses), the London Designer Outlet in Wembley and construction jobs for local people. A new masterplan is being developed for the Neasden Stations Growth Area and one is being scoped for Church End. The Commission also noted the regeneration activity in South Kilburn and Harlesden, with a focus on inclusive growth.

Commissioners heard about plans to develop the Old Oak/Park Royal area, particularly in light of delivery of HS2. The Old Oak and Park Royal Development Corporation (OPDC) are planning authority for this area, which covers parts of the three boroughs of Brent, Ealing, Hammersmith and Fulham. Established in 2015 by the Mayor of London, the OPDC will drive the development of 25,500 new homes and 65,000 new jobs as part of a transformation project at the heart of West London. Brent supports the growth opportunities, new homes and jobs the regeneration will bring, but the council wants to make sure that local residents and businesses benefit fully. Brent has been successful in lobbying for the OPDC to give greater prominence to the regeneration opportunities at Willesden Junction station and promoting links to Harlesden. This is now given greater priority in the latest iteration of the OPDC local plan.

The council has plans in place to introduce participatory budgeting at a local level and Commissioners were keen that this progressed. We recognised that the effectiveness of such arrangements in reducing poverty will depend upon the voices being heard of those on low incomes. But if representation includes those experiencing poverty, we believe this engagement will enhance the council’s decision-making.

Recommendation 11: We recommend that the council makes poverty reduction an explicit part of the council’s current and future economic development strategies, with a clear set of poverty reduction targets.

Recommendation 12: We are pleased that the Council is introducing participatory budgeting and recommend that, with proper representation from those experiencing poverty, this should be treated as a key element of engagement and ownership of decisions at the neighbourhood level.

Recommendation 13: With the likely further decline in retail post-Covid, we recommend the council work with the GLA and central government to regenerate its high streets, support job creation and create affordable workspace, and places for community hubs, while enhancing the local environment.

It was suggested to the Commission that the council should seek to attract one or more major businesses who could be attracted by the plentiful office facilities and the easy access to central London. Equally, Brent offers an excellent venue for cultural institutions, having already attracted the London Philharmonic Orchestra and other significant arts bodies. However, uncertainties hang over the future of office as well as retail buildings and the Commission views this proposal as one for the longer term.

EMPLOYMENT

Despite Brent making significant strides to reduce the number of jobseekers, the pandemic is leading to rapid growth in unemployment. Those the Commission heard from who were unemployed wanted to work. It is seen as a route out of poverty which also provides opportunities for social interaction and personal fulfilment. There was evident frustration amongst residents unable to work because of the coronavirus pandemic.

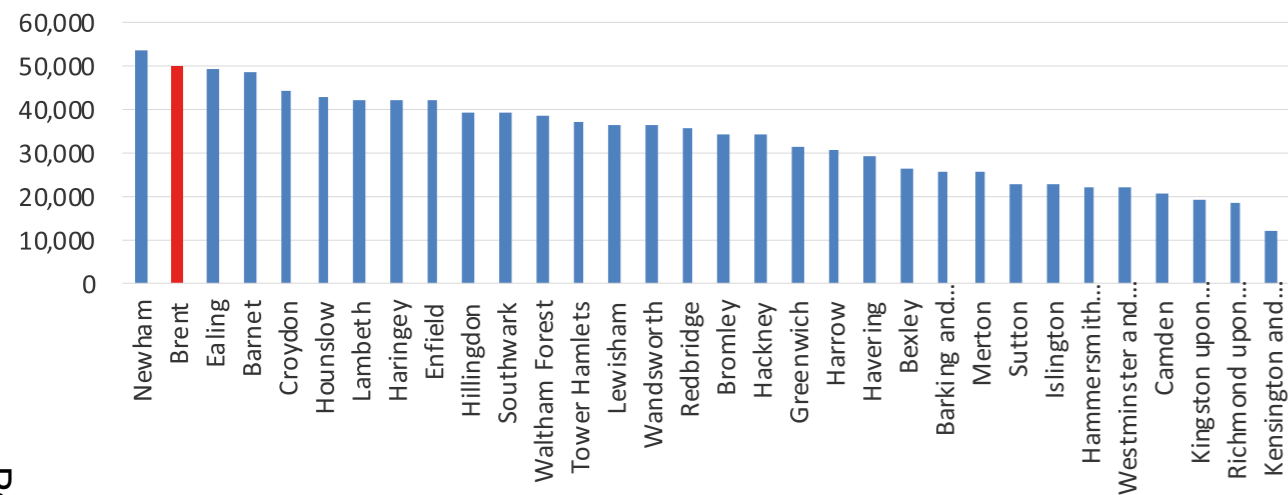
The numbers of residents out of work has risen steeply. Evidence from previous recessions shows that the youngest in society are affected heavily. We also know that the employment, financial and emotional scarring effects of being unemployed last many years

³¹ HMRC, Coronavirus Job Retention Scheme Official Statistics, 11 June 2020; ONS, Coronavirus (COVID-19) related deaths by occupation, England and Wales: deaths registered up to and including 20 April 2020

after a downturn.³² The numbers of jobs at risk is also considerable. Figures from HMRC show that in absolute terms, the number of jobs furloughed in Brent is the second highest across London.

spoke to felt that a lack of appropriate qualifications, skills and experience were barriers to securing such work, particularly for those who have recently left full-time education or are looking for a mid-life career

Coronavirus Job Retention Scheme (CJRS) furloughed employments by local authority



change. It was voiced on a number occasions that although Brent's school results were good, this was not translated into better employment prospects and support was required for people to make the move from education to work.

*"I haven't been to uni and that's a detriment to my CV."
(Brent resident)*

Much will depend on the effectiveness of central government's gradual end to the job retention scheme. The recovery will also require active labour market policies to support people into work or training.

The coronavirus response is disproportionately impacting young people,³³ but older workers are also likely to struggle to find work if they are made redundant. Those the Commission heard from who were in work at the time had aspirations for better jobs with higher pay, greater security and career progression opportunities. Those the Commission

DARREN'S STORY*

Darren is 53 and lives with his wife and 12-year-old child. Darren is self-employed. He also has three adult children, two of whom have returned from university since coronavirus. They have lived in the same council house for 15 years and Darren has always lived in Brent. He is happy where he lives and with the council as his landlord:

"The council has been as good as gold if we've had a [housing] problem."

Darren works as a self-employed plumber and maintenance engineer, but he hasn't been getting much work for the past few years and is currently not working at all due to the pandemic. His wife is long-term unemployed due to having chronic anxiety. The family receives working and Child Tax Credits, Housing Benefit and Council Tax Relief. Despite these benefits, money is very tight, particularly since the lockdown as there are two more children living at home and Darren is not able to work. However, they have actually been struggling for the past five years due to Darren's lack of work. The family have no savings and have to do without. Darren cannot afford to buy himself the new trainers that he needs, they do not go away for family holidays and they have not been able to pay for school trips for their youngest child.

"School trips are out which makes me sad. My daughter tells me that she doesn't want to go but I know she's just saying that because she knows we can't afford it."

"We haven't had a proper holiday in over 3 years. Our holiday last year was a day trip to Margate and I'm not even joking."

Darren went into the family business when he was 16 and learned on the job rather than doing any formal training. He eventually went into partnership with his cousin, who then left the business five years ago to move abroad. Since then, Darren has been struggling to maintain the business as the industry has changed and to get decent contracts requires him to be qualified with City & Guilds which would cost him around £6,000, which he cannot afford. As a result, he is now under-employed.

"I pick up jobs where and when I can."

Darren's employment situation has caused him a lot of stress as he is the only income earner in his family. He ended up experiencing anxiety and depression and was under mental healthcare for 18 months, receiving medication and counselling, before he recovered.

He doesn't want to continue in the building trade as he feels like he is too old for it. He would ideally like to retrain to do something different like teaching, counselling or mentoring. Darren feels trapped in his current job as he lacks the finances not just for retraining but also to support the family while he is not working. What he feels would help him is financial support to retrain, along with employment-related advice and coaching.

"The body breaks down - I've got a bad back, bad knees. It's hard work on building sites now."

"I am not aware of any support. I wish I did as I'd take it up because I need to do something. I've been saying this for two years and I'm still in the same boat. I can't make a change unless I can keep the family going."

"If you go to these job centres it's all on computers but I like to speak to someone, like a mentor to encourage me and give me a way out... These things may be out there but people aren't aware of it. They're a well-kept secret."

Darren feels that there was a missed opportunity to have been signposted towards such support by the mental health services as his employment problems were the root cause of his mental health problems.

*names have been changed

32 IFS, Recessions have a lasting impact on employment and pay of young adults – but parents can provide an important safety net (2017)

33 Resolution Foundation, Young workers in the coronavirus crisis (2020)

Investment in specialist skills training and job coaching, along with associated financial support, will be needed even more after the pandemic to enable Brent residents to transition into the workforce (for those not working currently but who wish to) or get a better job (for those with aspirations to improve their job or earnings). It was felt by those the Commission heard from that in general, Jobcentre Plus was not fulfilling this role sufficiently at present.

The council already steps into this role to raise standards of pay and employment and has an apprenticeship programme, but now would be the time to examine if more could be done. The Commission understands from the council that this is being examined as part of its approach to community wealth building. The Commission noted that the council spends £400m on services provided by third parties, highlighting the important role public procurement can play.

“Someone to send me in a direction of a new career, to help me and enable me. Someone I could be really honest with and could talk to, almost like a life coach.” (Brent resident)

Recommendation 15: We recommend that the council extends the use of its procurement powers to secure more good quality apprenticeships and social value from council contracts (using the Social Value Act and, where applicable, section 106 agreements), including by making contracts conditional on payment of the London Living Wage (e.g. through the West London Alliance partnership with neighbouring boroughs).

Recommendation 14: We recommend that the council uses its influence to maximise the help provided by careers services for those moving from school to work, and where appropriate, the council encourages take up of the Government’s “Kickstart Scheme”.

SYED’S STORY*

Syed is 18 and lives with his parents. He is a student and has lived in the same one-bedroom council flat all his life.

Syed is at college and before lockdown he was working in a cinema for around four hours a week. His father works as a relief security officer with an agency and only gets work some of the time. His mother does not work due to a bladder illness. Syed thinks his parents receive benefits but is not sure which ones.

The family has struggled financially as long as he can remember. He qualified for free school meals when he was at school. When he was growing up, Syed often did not get what he wanted for occasions like birthdays, Christmas and Eid and that they could not go out to celebrate.

“I wouldn’t even ask [for an expensive present] knowing the situation and the struggles we were going through.”

Luckily Syed did not miss out on school trips and extra-curricular activities like the football club as they were funded for him by the school or club. However, his family needed to borrow money from a relative to equip him with the school bag, books and clothes he needed when he went to college.

Currently, during lockdown his father has no work even though as a security guard he is regarded as a key worker. This is because he works as relief cover only and there is a bank of agency staff. So, things have become even tougher.

The family economises as much as they can. They don’t eat meat regularly, and choose ‘value’ grocery items. They go to charity shops to get clothes and also try to minimise their household energy use. Even so, they are often late with bills and

have received letters with threats of eviction or court action.

“It feels tough to see my parents struggle but we get through it together.”

He is currently studying for B-Tech at college but feels in limbo as he does not know his grades due to coronavirus.

“I’m clueless, lost as to what’s going on. It’s stressful.”

He has aspirations to go to university. He would like to do a technology-related degree and has discussed this with his father as a route into a good job. He says that his parents both place a high emphasis on education. Syed is motivated to get good grades and continue with his studies not just for himself but also to help his family financially.

“I want to change the life of my family for the better.”

He is also unaware of what support is available that could be relevant to him now, apart from student loans. However, when Syed was growing up a local youth group was very important to him.

“It kept us from doing bad things like getting into gangs and drug dealing.”

Some of his friends got involved in criminal activity but Syed feels the youth club helped him to resist this, as did his parents’ strong influence and the family’s Muslim faith which he regards as “a big part of life”.

*names have been changed

The council delivers a range of services supporting residents into work and improving people’s employment prospects. These include:

- Brent Works - which supports recruitment to social care, police, NHS call handlers, construction and other roles.
- Brent Works and Brent Start - these offer careers advice and employability skill sessions, including CV writing and interview skills, linked to a digital skills short course for those that need it. During the pandemic, Brent Start has engaged over 600 residents via online platforms such as Google Classrooms, Zoom and WhatsApp, across its provision in ESOL, English, Maths, Digital Skills, Childcare and community-based courses. To help close the digital divide, Brent Start offers free courses on topics such as searching for jobs online, completing documents online and Word formatting. During 2019/20 236 people availed of these courses; 1,120 enrolments are planned for 2020.
- Network Homes and Brent Council have teamed up to launch an Apprenticeship Academy, a one-stop apprentice hub for the Borough’s small and medium enterprises (SMEs), not-for-profit organisations and apprentices. The package includes support for both employers and apprentices.
- The Moving on Up project supports young black men into employment. This has been delivering

opportunities since January 2020, having engaged 45 young black men and supported 11 into jobs. The project will be working with the Metropolitan Police to provide a webinar for participants on working in the police and helping them achieve their aims of improving diversity in their workforce. The project is also working on further engagement with employers, as well as with the GLA and others, to gain support for the project.

- The Living Room, Shaw Trust (Work and Health Programme), and the Bright Futures project to support ex-offenders which have all been providing remote support to their clients to help them to access employment, training, and financial inclusion support.

Brent Start has recently secured two tranches of funding. Firstly, Ministry of Housing, Communities and Local Government (MHCLG) awarded £127,555 for supporting English for Speakers of Other Languages (ESOL) in community settings. The service will be targeting communities where there is a particular need. It will deliver taught sessions and social mixing clubs (such as food clubs) where conversational skills will be learned and confidence built. Childcare will be provided to support parents. The programme will also provide employability support to all participants, who will then be able to access further support when the sessions finish. This is welcomed particularly as the



lack of English was also identified by those we spoke to as a barrier to accessing support and local services. A high proportion of Brent's residents have English as a second language.³⁴ Nationally, evidence suggests that people whose main language at home is English are more likely to be employed and have higher average earnings.³⁵

The second funding tranche of £40,000 comes from the Greater London Authority's Skills for Londoners Covid-19 Response Fund. This is to enable Brent Start to increase on-line delivery and introduce a "Loan and Learn" scheme. This will provide free of charge, loaned hardware to residents who are struggling to engage in the current climate of learning at a distance. It will increase the digital infrastructure of the borough by providing learners with laptops, iPads, tablets, dongles or sim cards for internet access.

It is also encouraging to hear that Brent Works are engaging with Park Royal employers, to explore employment opportunities for local people. Funding has recently been secured from the HS2 fund to create a new Employment and Skills Hub at Park Royal to offer services in the industrial estate. A Hub Coordinator is being recruited by the OPDC; boroughs including Brent and Jobcentre Plus are offering in-kind officer time to support the new service.

The Commission noted that the council's efforts to raise educational achievement of, in particular, boys of Black Caribbean heritage, were showing positive results. And we commend Brent's investment, with the Trust for London, to develop the confidence, skills and access to employment in this area. The death of George Floyd while the Commission was meeting, followed by the Black Lives Matter campaign, were powerful reminders of the injustices and inequalities faced by our black communities. We strongly support the Brent Black Community Action Plan³⁶ and recommend further strengthening of the links with the Young Brent Foundation and others in the voluntary and community sector.

³⁴ According to the 2011 census 37% of Brent residents aged 3+ English was not their main language. This compared with 22% for London as a whole.

³⁵ The Migration Observatory, English language use and proficiency of migrants in the UK, 2019

³⁶ Full Council – 13 July 2020

Recommendation 16: We strongly support the Brent Black Community Action Plan and we recommend strengthening of the links with the CVS and Young Brent Foundation and others in the voluntary and community sector.

Maximising job opportunities and helping the local economy to recover from the downturn will require more than the direct actions of the council as an employer and commissioner of services. So-called anchor institutions are major local employers and invested in the community for the long term. These employers have a role too. Efforts by these employers would not only help increase employment opportunities but help support the local economy on which they rely.

Some of the Borough's major employers will be having a harder time than others. Local economies are going through a period of transition. The retail sector which has been affected by the lockdown was already facing competition from on-line retail and is having to adapt to changing consumer preferences. This is a concern for Brent and poverty reduction programmes. The Brent job market is dominated by those working in wholesale and retail, which accounted for around one in five jobs locally. Government data show that this sector has seen the highest number of jobs furloughed.³⁷

This transition to a new kind of economy has been hastened by the pandemic but was already an underlying trend. Making the most of the opportunities that the new economy has to offer is already part of the council's economic development strategy. The Commission's view was that success should not be measured by economic growth alone and it commends the council's emphasis of poverty reduction in its regeneration strategy. Few would see a situation where poverty rises as a mark of an economy developing for the better. The current economic downturn does demand a redoubling of efforts, with targets for what the Borough aims to achieve after the downturn.

Recommendation 17: We recommend that the council extends its offer, to support those with disabilities into employment and gives more publicity to the work it is doing.

³⁷ HMRC, Coronavirus Job Retention Scheme (CJRS) Statistics: May 2020

³⁸ See Andy Haldane's speech to the TUC in 2015

Recommendation 18: We recommend that the delays caused by Covid-19 to Brent's imaginative programme as the London Borough of Culture be used to give extra focus to the opportunities for engaging young people, particularly those from BAME communities, in activities that raise aspirations and improve employment prospects.

One aspect of the new economy will be the change in the way we work and consume. Commissioners heard how the council and its partners have been working successfully at a neighbourhood level to improve the high street offer. With the pandemic restrictions the trend has been towards shopping locally for many and this offers an opportunity to reinvigorate local high streets.

The lockdown has shown how parts of the economy enabled by new technology can still function with employees working from home. This could spur a move away from a central London-centric approach to the London economy, with a stronger economic role for outer London boroughs like Brent. There is an opportunity now to support people working locally by enhancing the local office and hot desking offer, but also the complementary local services that workers value. Making it easier for Brent residents to work closer to home could provide a significant boost to the borough's day-time economy and create new job opportunities.

The nature of work itself is also changing. Increased automation is set to change the way we work, and predictions from the Bank of England and others suggest that lower paid occupations are likely to see the biggest changes.³⁸ If residents are to make the most of new job opportunities and not be left behind in the future jobs market, investment will be needed in skills and training.

Addressing digital inclusion is critical to residents' prospects; as Brent's Digital Strategy 2019-23 notes, tackling digital exclusion is critical to residents' interaction with public services. Given this, the Strategy aims to better support local people and transform the experience of tenants and leaseholders by developing technical solutions to engage and support some of Brent's most vulnerable residents, young and old. This



is encouraging, as a number of residents we spoke to felt digitally excluded.

“I’m not computer literate. It’s like not being able to read or write these days, like you’re a thick dinosaur.” (Brent resident)

The pandemic has further highlighted the degree to which digital exclusion is affecting those on low incomes. Having lost their jobs due to the pandemic, many people who do not own a smart phone and have no access to the internet have been unable to apply for Universal Credit as applications for this benefit can only be made online.

Furthermore, many children are unable to do their schoolwork/homework,³⁹ putting them at a significant disadvantage compared to those with the necessary technical devices and online accessibility. This might result in them falling behind in their education, impact

their future job prospects and ultimately also act as a break on the productivity of the Borough’s economy.

The council’s Borough Plan⁴⁰ promises to enable more residents to get online as well as working with the voluntary and community sector. The Commission welcomes these aspirations and were keen that the pace of implementation was increased.

Recommendation 19: We recommend that the council sets out clearly how it intends work with the community and voluntary sector in tackling digital exclusion, and how it intends to ensure residents can operate online, including using digital hotspots created on estates and local safe spaces.

Alongside skills, transport infrastructure is an essential part of supporting local growth. Physical access to jobs, education and services relies on adequate transport system. Those on poorest incomes are traditionally most reliant on public transport and in particular on bus travel.

Transport is a major source of household spending.

The inaccessibility of much public transport falls heavily on disabled people. Sedentary lifestyles are a major contribution to ill health. Poorer Londoners are much more likely to bear the brunt of air pollution, noise pollution and more likely to be injured and killed in traffic accidents. Poorer communities have most to gain from interventions that calm traffic and improve local liveability, with for example, play spaces, green infrastructure. The council has recently launched its active travel plans and residents are being called on to nominate potential locations for wider pavements, cycle lanes, and other measures to help make active travel easier and safer in Brent.

If an outer London borough like Brent is to grow and prosper it will need adequate transport infrastructure, particularly to give residents of deprived areas access to places likely to see job growth. Meeting the ambition of balancing growth across the capital will require examining the way public transport operates. The importance of public transport in achieving that ambition is much greater in London, because so many commuters and residents use Transport for London (TfL) services to get about. This especially true of bus services for those on lower incomes. The Mayor has promised a review of outer London bus services, which could help enhance that role, but it has yet to materialise.

London’s much-admired public transport system will need more funding in the medium to longer term as the pandemic has left a considerable hole in TfL finances while Londoners have stayed at home. The challenge for Brent is to ensure that if TfL does have to cut services, these cuts do not disproportionately impact either bus routes or outer London areas such as Brent. The Commission noted the proposition for free public transport in London for the under-18’s to be withdrawn. Clearly it is not always practical for young people to walk or cycle to school or college. Local authorities will have a statutory duty, in some circumstances, to fund these travel costs in place of Transport for London. This will add to the burden on councils at a very difficult time, as well as adversely affecting the educational prospects of those on low incomes and the household finances of families with children.

Investing in public transport will also be critical to meeting the council’s climate change ambitions. Brent Council has declared a climate emergency and the Mayor is committed to ensuring London is carbon neutral within a decade. The pandemic may have reduced the level of journeys we have taken, but as restrictions are lifted people may turn from public transport to car use for health reasons. This would have a detrimental impact on the level of transport services that poorer people are more reliant on. It would also risk stalling progress on reducing pollution. Research has shown that poorest communities are exposed to the highest level of air pollution.⁴¹ Continued efforts are therefore required to boost active and sustainable transport options and reduce car use.

With people being discouraged from using public transport, Transport for London (TfL) has predicted a 10-fold increase in cycle traffic and a five-fold increase in pedestrian numbers as lockdown eases.

GLA RECOMMENDATION: The Commission recommends that the GLA fast-tracks its review of outer London bus services to ensure TfL services are best serving outer London areas and poorer outer London residents in places like Brent. The Commission recommends that Brent Council works with other outer London authorities to make the case to the Mayor and TfL for continued investment in outer London public transport services.

GOVERNMENT RECOMMENDATION: The Commission calls on the Government not to end free under 18s travel and for the GLA and all London Councils to lobby government to reconsider.

Measures to combat unemployment in the wake of the pandemic and to support future jobs growth are needed to ensure that there is an adequate supply of local jobs and to maximise the number of Brent residents in work. However, while being in work reduces the risks of being in poverty, it doesn’t eradicate it. In recent years there has been a rapid growth in “in-work poverty”. Nationally over half of

³⁹ Research during the lockdown found that a 20% of children on free school meals have no access to a computer at home, this compares with 7% for other children – see Green, F Schoolwork in lockdown: new evidence on the epidemic of educational poverty (LLAKES, 2020)

⁴⁰ Borough Plan 2019-2023

⁴¹ GLA, Health and exposure to pollution - <https://www.london.gov.uk/what-we-do/environment/pollution-and-air-quality/health-and-exposure-pollution>

households in poverty have a working member.⁴²

One issue underpinning in-work poverty is low pay. Brent has faced the long-standing challenge of poverty pay among Borough residents. One in three workers are paid below the London Living Wage. The Commission commends Brent Council for being an accredited London Living Wage employer, which it has been since 2013. The Commission also noted that the Borough has a range of incentives to encourage business to become accredited, including the first business rates discount in the UK for accredited employers. Nevertheless, more still could be done to tackle low pay and promote the living wage.

Recommendation 20: We recommend that Brent goes further in its efforts to encourage fair remuneration for employees: by insisting on contractors requiring their sub-contractors to pay the London Living Wage; for private sector residential and care homes to pay the LLW where the council is paying residents' fees; by considering the designation of specific locations as "Living Wage Places"; and by persuading accredited employers to address the need for flexibility in employment with contracts that guarantee minimum hours.

Recommendation 21: We recommend that Brent Council signs up to the Good Work Standard and uses its convening power to bring together anchor employers to address low paid, low hours employment contracts in Brent and to guarantee improved terms (e.g. a minimum of sixteen hours a week and the right to notice periods of at least four weeks for shifts).

Recommendation 22: We recommend that the council expands its employment support packages to help tackle low wages and insecure work conditions.

"I pick up jobs where and when I can. But I've got a bad back, bad knees and its hard work on building sites now." (Brent resident)

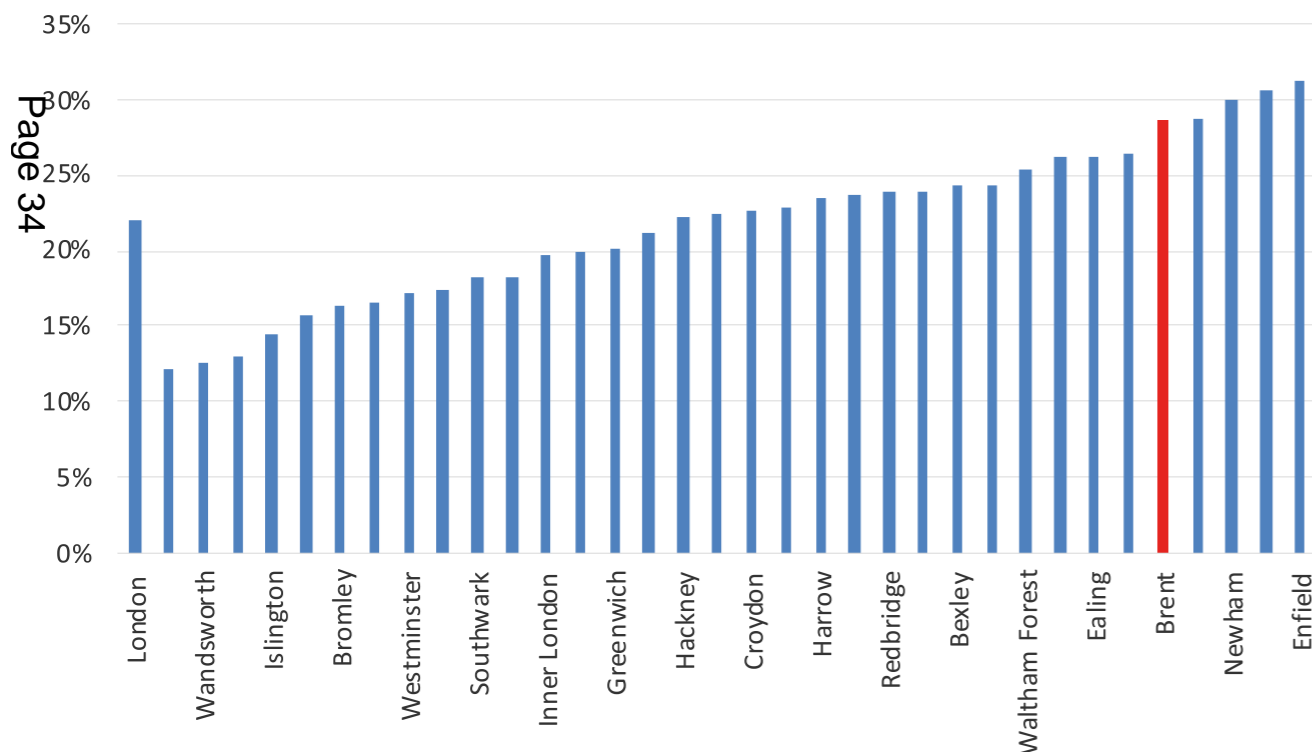
Making the most of the job opportunities within the Borough and helping families and children exit poverty will require further efforts to increase affordable childcare.

Evidence suggests that having two parents in work reduces the risk of poverty.⁴⁵ However, the Commission heard evidence that one of the reasons Brent residents struggle to work or secure additional hours is the lack of affordable childcare. The Commission noted that challenges for lower paid workers are often around atypical working hours and finding childcare that matches their working hours. The lack of affordable childcare will also act as a constraint on the growth of the local economy into the future and it is rightly an essential component of the Borough's Economic Development Strategy. The Strategy highlights the need to get parents into work and in particular promoting childcare options; encouraging local businesses to provide flexible offers; and supporting return to work apprenticeships. The Strategy also includes the creation of a Charter for Good Work accreditation; improving the quality of less secure employment; and stronger regulation of, and enforcement against, bad practices.

The Commission was concerned to hear that some providers of childcare facilities were facing financial difficulty as a result of the lockdown. While maintained nurseries may be supported, and the council was operating important services through its Childrens Centres, the Commission was keen to avoid a loss of affordable childcare post-Covid.

Recommendation 23: We recommend that the council explores the opportunities for action to support affordable childcare provision, considering loans or grants to both providers and parents that would enable moves into employment in the aftermath of Covid-19.

Proportion of employees earning below the London Living Wage



Source: Analysis of ONS, Annual Survey of Hours and Earnings, Home Geography, 2019 and based on London Living Wage (from Living Wage Foundation) rate at the time - £10.55.

The precarious nature of work is also a cause of financial instability. The low pay/no pay cycle where people are in and out of work can lead to persistent periods in poverty.⁴³ Zero hours contracts can make planning and budgeting almost impossible. Self-employment is another cause of insecurity and associated with poverty. In Brent there are much higher rates of self-employment than elsewhere (16% of the working age population, compared with 13.2% for London as a whole and 10.9% for the UK).⁴⁴ Worryingly, the Commission heard from some low-income self-employed residents whose businesses were struggling because of the economic downturn.

Addressing the nature and the quality of the work is therefore an essential component in reducing poverty. Good work should not only address the financial issues around security and pay levels but also the quality of lower paid residents working lives, covering opportunities for progression, voice and autonomy in the workplace. The Commission noted that the Mayor had launched the Good Work Standard precisely to promote higher standards in some of these areas and recognise those employers with good practices.

"I don't like that every month I have different earnings. If I had a stable amount I could work-out how much I could spend and save." (Brent resident)

⁴³ See for example: Goulden, C Cycles of poverty, unemployment and low pay (JRF, 2010)

⁴⁴ Nomis

⁴⁵ DWP, Households Below Average Income, 2018/19

⁴² DWP, Households Below Average Income, 2018/19

Working age people with a disability are more likely to face poverty than those without a disability. The Commission heard from Brent residents who struggle to work because they have a disability or long-term health condition which limits what jobs they can do and restricts their employment prospects. Some found they could not work, but struggled to qualify for benefit payments. Evidence from Inclusion London shows that disabled people in the UK face £583 in additional monthly costs, requiring 50% of their income to cover these costs;

20% of disabled people face monthly costs of £1,000 or more. Some 37% of Londoners living in a household that includes a disabled person are in poverty, compared to 24% of those in households that don't.

“I’m doing all I can to get myself sorted and into work, but I have health issues.” (Brent resident)

JOAN’S STORY*

Joan was born in France but she has been living in the UK for many years and in Brent for the past four. She currently lives alone.

She has a number of health conditions including IBS, GERD and uterine fibroids, which required surgery. She is also gluten intolerant (which requires her to eat gluten-free food) and is currently being tested for coeliac disease. These conditions mean she struggles to find suitable jobs and is currently unemployed. Her last job was as a teaching assistant.

Joan receives UC but finds it challenging to budget since this is only paid once a month and she is on a capped rate which makes it difficult for her to make ends meet. As a result, Joan has needed to use food banks several times in the past year. She can't afford basic clothing items such as underwear and sometimes is unable even to buy sanitary products. She is also in arrears in several areas including Council Tax and broadband.

She applied for Personal Independence Payment (PIP), but was unsuccessful but does not know if she is entitled to appeal this or, if she is, how she would go about this.

“It’s ridiculous because I was told I was entitled to it.”

Her main priority is to get back into work in order to improve her financial situation, but she is limited in what she is able to do due to her health conditions. This is causing her a lot of stress as she can't readily identify a way out.

“It’s a nightmare at the moment. Everything is just a mess. It’s very insecure. It’s affected my health. I worry a lot and I get anxious... God knows how I’m going to get my way out of this.”

Joan had major issues with her previous accommodation but managed to be rehoused locally, in a flat she is happy in, through the intervention of a local advice service that she was referred to by another agency. Her GP is also very supportive and has given her dietary advice and referred her to a gym for exercise and physio treatment.

On the other hand, she perceives that Jobcentre Plus has been less helpful and that its staff are just interested in getting her into any job and that they are not sufficiently understanding of her health issues or her desire to pursue a specific career (as an investment adviser).

“I’m doing all I can to get myself sorted and into work but I have health issues... I feel that my job coach is always disappointed but I’m doing what I can, what I’m supposed to be doing. They can see in my journal how many jobs I am applying for.”

She feels she would benefit from specialist job coaching and financial assistance with training, neither of which she is receiving currently. In addition, she would welcome advice on how to appeal the PIP decision.

*names have been changed

The Commission heard that the Shaw Trust were delivering the Work and Health Programme across West London (which covers seven boroughs, including Brent). They offer an intensive level of support for individuals with greater barriers to work including common mental health issues (e.g. stress, depression, and anxiety), physical barriers, and disabilities. They offer 18 months of support to individuals, including access to training, volunteering, counselling, and job search activity. Before the pandemic the Shaw Trust were co-locating at the Civic Centre and Community Hubs and had also agreed to co-locate at GP surgeries. This is an important stream of work that needs to continue.

Commissioners also heard that the council was a level 2 Disability Confident Employer and is committed to ensuring that those with disabilities are fully supported into employment in the council and partner

organisations. Feedback from Brent's Disability Forum highlighted the need to close the digital gap and put in place IT support packages for those with disabilities. Examples included increasing confidence in using cashless payment systems.

Recommendation 24: We recommend that the council develops a bespoke digital offer and support for those with disabilities so that they can easily access services remotely and gain confidence in areas such as cashless payments, recognising that this could lower spending, enable access to benefits, and applications for support.

Recommendation 25: We recommend that the council uses its influence to encourage businesses to follow the lead of the council and become Disability Confident Employers.

Tackling Financial Exclusion and Local Welfare

Addressing financial exclusion is one of the council's priority areas of work, based on recognition that some people, either by choice or lack of access, find themselves excluded from mainstream financial products and services and that any that are available are on disadvantageous terms. The council also recognises the importance of helping people to build their financial capability and resilience, financial literacy and financial health.

Financial services play an important part in people's everyday lives. Most people have bank accounts, into which regular salaries, wages or benefits payments are made, and from which bills are paid. People rely on mortgages to buy a home, savings and pensions to plan for the future and build resilience in case of an unexpected expense. Many people also have insurance policies to safeguard their home, possessions, income in case of illness, injury or death. However, this is not the case for everyone.

The council has set itself the following strategic objectives to tackle financial exclusion - to:

- Help people to move from benefits to sustainable employment
- Help people overcome high levels of debt and promote responsible borrowing
- Encourage people to build their awareness of

financial services and make appropriate choices with their finances

A range of services are being delivered across the Borough to tackle financial exclusion. Many provide debt and money management advice, welfare reform and benefit assistance, skills for employment and life, and into-work support.

The roll-out of Brent's Community Hub model has played an increasingly key role in ensuring that services to tackle financial exclusion are effectively coordinated and delivered across the Borough. There are four Hubs in localities across Brent, each with a service offer that is tailored to local needs and is jointly delivered by council officers and partner organisations.

As a result of low incomes, most of the residents that the Commission spoke to had suffered from problem debt at one time or another. Many were in the precarious position of not being able to cope with a sudden expense or a change in income and the data shows that a large proportion of residents have very limited savings. This means that many residents take on debt to cope with a short-term financial shock, but their low income means that they struggle to service or pay back the loan. This is a cause of both financial and emotional distress. Brent residents the Commission heard from described this vicious cycle and the emotional stress it causes people.

The financial shock caused by the coronavirus pandemic has been sudden and has extended and intensified problem debt and arrears in the Borough. The council has offered emergency assistance to help people affected.

Alongside measures to increase income, the Commission heard from residents about the need to build up financial resilience and capabilities, increase access to affordable credit and access to support and advice. The Commission noted how partnership working between the council and the voluntary sector was focused on people getting the support they needed and that plans were in place to extend this further including working with a local credit union to offer support.

PROBLEM DEBT AND FINANCIAL EXCLUSION IN BRENT

Research for the GLA found that around half of residents in Brent and Harrow had savings under £1,500. Over a quarter of those with loans or credit agreements stated that these were a heavy burden. One in fourteen were in arrears with household bills, while 3 per cent did not have a bank or building society account.⁴⁶ Evidence shows financial hardship caused by problem debt is experienced most by those on low incomes.⁴⁷

Most of the low-income Brent residents that the Commission heard from reported having fallen into arrears with at least some of their personal or household bills over the preceding year. Some were able to keep on top of this by juggling payments, using an overdraft, borrowing from family or friends, or arranging a repayment plan with creditors. However, others had debts that they are struggling to manage.

“I’m always behind. I speak to them all the time and explain what I earn and how much I can pay”. (Brent resident)

46 GLA, Survey of Londoners 2018-19 (2019) – data split by London Assembly constituency area

47 See Hood, A et al Problem debt and low-income households (IFS, 2018) – they find that one in five individuals on low incomes who are servicing debt report that it is a heavy burden compared with one in twenty amongst those in the top income bracket

48 Not for profit registered charity based in Brent

“The debts are mounting up fast again and there’s no way I can clear them”. (Brent resident)

Those whose incomes are insufficient to cover their regular expenses were particularly at risk of having problem debt. The Commission also heard of problems with benefits payments (such as delays in payment, the requirement to repay loans or overpayments or failed claims e.g. for Personal Independence Payment) which contributed to indebtedness in some cases.

Many of the residents we heard from with problem debt could not see any way out of their situation, which causes them considerable stress and anxiety. For some, debt recovery action by one or more of their creditors had escalated and they were currently subject to court proceedings or at risk of eviction due to rent arrears. Some residents described the variability in creditors’ response to indebtedness:

“It just upsets me. I keep thinking what if they evict us - what am I going to do? It’s just scary, I’m always crying and in distress.” (Brent resident)

Although many people in this situation could benefit from specialist debt advice, there was low awareness of what was available and the use of such advice by those we spoke to was limited. There also appeared to be an unmet need for income maximisation advice and for support for people applying for benefits (such as PIP) or for challenging Department for Work and Pensions (DWP) decisions where previous applications had failed. Commissioners noted services being offered by voluntary sector organisations to support residents facing these challenges with positive outcomes as a result, as illustrated by the following two case studies from Step Up Hub.⁴⁸

ANAN’S STORY* - STEP UP HUB

Anan came to Step Up Hub initially with a query relating to an alleged Housing Benefit overpayment and various confusing/contradictory communications she had received, including one letter stating that she owed £3000.

Anan’s first language is not English and she was sure she did not receive the money in the first place she found the letters very confusing and upsetting. As Anan only worked part time, she had no means to pay it back. It turned out that there had been an error. Step Up Hub staff supported Anan resolve the problem by contacting the council, and advised and supported Anan to raise the issue with them online. The council looked into the matter and found that the overpayment had been paid to the landlord, not Anan. Anan received a letter stating that no repayment was due. Step Hub continues to support Anan and is currently assisting her to challenge a DWP decision regarding her claim for PIP.

ROB’S STORY*

Rob came to Step Up Hub via the Brent Community Hubs Partnership. Rob is disabled (with physical and mental-health impairments) and was struggling financially. He was out of work and claiming Universal Credit (UC), but due to the benefit cap and various outstanding fees, fines and repayments showing in his UC online journal, he was left with no income at all.

This situation had lasted for several weeks and things were becoming very difficult for Rob. He could not afford to buy food to feed himself, and was reliant on intermittent ‘hand-outs’ from friends. He was unable to continue paying his energy bills and worried that he would get cut off shortly.

Step Up Hub referred Rob to a local food-bank so that he could get a supply of food, supported him to get a fuel voucher, and assisted with an online application for a Local Welfare Assistance grant to cover essential living costs. The Step Up Hub gave Rob information about places in the Borough that provided free hot meals and helped him to query a DWP decision over his UC payments so that his fines and repayments could be broken down into more realistic repayments. Step Up Hub also assisted Rob to apply for PIP. Until then he had not been aware of the benefit. Step Up Hub helped him fill out the form as he was unable to do so himself due to an impairment in his hand.

*names have been changed

Challenges around preventing the build-up of debt, managing problem debt and debt recovery are set to become more acute because of the pandemic. StepChange Debt Charity have warned that nationally 4.6m people could accumulate £6bn of arrears and debt.⁴⁹ While measures have been put in place to temporarily stop evictions and the use of bailiffs, these will end. Many of the measures that will now have to be taken must be reviewed by policy-makers across all sectors, to ensure that the right measures are in place to protect people from the worst financial impacts of the pandemic. The Commission heard from Brent Council about what it is doing to address the growing and increasingly worrying concerns about increasing debt levels, including Council Tax arrears and emergency loans. This includes working with Citizens

Advice Brent and other agencies as well as signposting residents using the Hub model.

It was noted that residents on low incomes rely on local support and advice services and this demand would increase because of the economic fallout from the pandemic. When it comes to the sensitive issue of money advice the Commission felt there was sometimes an issue of potential users’ trust of authorities, in light of cuts to benefits and local services - and especially as local authorities were sometimes the creditor.

Recommendation 26: We recognise that post-Covid there will be problems with debt for many households and we recommend that Brent puts

49 StepChange, Coronavirus and personal debt: a financial recovery strategy for households (June 2020)

its innovative emergency arrangements for grants and interest-free loans onto a longer term footing. We also recommend that advice services in the Borough are scaled up with a focus on tackling food and fuel poverty as well as debt advice.

Recommendation 27: We recommend that the council clarifies its local welfare assistance scheme with a designated budget, topped up with government funding including from the new hardship fund; providing support in cash rather than in kind; and relaxing the qualifying criteria of the scheme to reach those most affected by coronavirus.

The Commission reviewed Brent Council's draft Financial Inclusion Action Plan 2019-2023, noting that it aims to help residents overcome high levels of debt and promote responsible borrowing. Credit unions are responsible lenders established to provide loans to those on lower incomes. However, the Commission felt the profile of credit unions in the Borough was low and little is known about them in the community.

Recommendation 28: We recommend that the council works with credit unions to provide low-cost loans to cut down dependence on loan sharks and other unscrupulous lenders.

Alongside signposting advice services and efforts to increase the provision of responsible lending, Commissioners noted that providing money management advice was essential to help people avoid getting into debt.

The Commission heard about the Community Money Mentor (CMM) programme run by Toynbee Hall (the anti-poverty charity). The CMM courses were being run across London, including in Brent, in partnership with Advice 4 Renters. The course is a comprehensive learning programme designed to develop learners' money-management skills and improve their financial health.

The course includes personal budgeting and living on a limited income, shopping and spending habits,

prioritising debts, reducing energy consumption and bills, price comparison and switching suppliers, and understanding the financial sector. It also raises awareness of the poverty premium (the poorest in society have to pay more for essential goods/services – such as energy prices are higher for pre-payment meters) and trains people to mentor others in money management.

Recommendation 29: We recommend that programmes such as the Community Money Mentors are rolled out across the Borough.

The Commission also noted the Mayor's commitment to promoting financial inclusion. In his manifesto in 2016, the Mayor stated that he would:

“Promote financial inclusion, through partnership with the financial sector, including social enterprises and credit unions with the goal of ensuring that every adult can access financial services in affordable ways that meet their needs, and that all young Londoners leave education with numeracy skills and an understanding of finance”⁵⁰

Financial education is included in the National Curriculum since 2014. However, it was felt that the quality and coverage is patchy. Schools struggle with time and resources to teach it properly and it is often merged with other subjects thereby not getting the attention it needs. It was noted that advice services have traditionally struggled to gain access to schools to deliver much-needed advice services to parents. Where they have succeeded, the outcomes have been hugely beneficial to those parents, with significant financial gains.

Commissioners heard that more households were now approaching Citizens Advice Brent with Council Tax arrears, rent arrears and other household debts, such as fuel debts, rather than problems with credit cards and personal loans as used to be the case. According to research by the StepChange Debt Charity, a high proportion of their clients in Brent had energy bill arrears - clients living in Brent had the second highest proportion of clients in arrears with electricity and gas bills at 28.0% and 27.0% compared with London averages of 21.5% and 18.6% respectively.⁵¹

DEBORAH'S STORY*

Deborah is 62 and lives with her adult son and his girlfriend. She has lived in her current home, a housing association flat, for nine years and in Brent all her life. She is very happy where she lives now and with the housing association which has housed her since she was a child. However, she notes that her adult daughter had a very different experience which involved a long struggle to secure quality and affordable housing locally.

Deborah volunteers for a drug and alcohol charity but has been unemployed since 2010 due to suffering from bipolar disorder. She is a recovering alcoholic with a number of physical health conditions, including tendonitis in her shoulder and bursitis. Deborah currently receives Employment Support Allowance, Housing Benefit and Council Tax relief. She says that financially “it's really, really tight” and she tries to economise wherever she can. However, she knows she is paying a premium in some areas such as the pre-payment meter for energy because paying higher unit charges is preferable than managing direct debits which could cause her to get overdrawn.

Being under coronavirus lockdown has increased their household expenses as the lights and TV are on more. As Deborah is fearful of contracting the virus she has been going to the more expensive local grocery shop rather than the bigger shop as she feels this is too busy.

She has several debts, including for the TV licence and some rent arrears. She says the debt recovery from the TV licence is “very unsympathetic”. On the other hand, she has noticed that her landlord is more amenable than it was previously regarding rent arrears.

“I'm not getting threatened by them. If I call them we come to an arrangement. It was not always this way.”

She similarly thinks that Council Tax debt recovery is better than it was previously. She says when she was previously in Council Tax arrears “immediately they [the council] tried to take me to court. I begged them to get the bailiffs off my back. They've become a lot more accommodating and helpful in the last 5 years or so”.

Her financial situation was even worse a few years ago as her son had a major gambling problem at the time and needed baling out which “caused incredible hardship”. At this point, as well as previously when her alcohol problem was at its worst, she was regularly using food banks.

Deborah received help previously from a local drug and alcohol centre who referred her to a national charity. She had a key worker who also provided financial assistance at the time for food bank vouchers and topping up her electricity key. She feels the help she received was “very generous” but one issue with the food bank support was that she could not carry everything they wanted to give her. She would be reluctant to ask for another foodbank voucher as she feels “there are others who are more in need”.

Deborah has identified and successfully applied for financial assistance including the Thames Water Customer Assistance Fund, but she feels that such schemes are not well publicised so many who could benefit are likely to be unaware of them.

“I'm pretty good at finding out about these things but a lot of people are ignorant to the fact that there are grants out there if you look... people are missing out. There is more help out there these days but not obviously.”

She fears that the household's financial situation may get to crisis point again for example if her son or his girlfriend become unemployed as a result of coronavirus.

“[A crisis point] is always a close possibility, we have an uncertain future.”

*names have been changed

50 Sadiq Khan, Manifesto for Mayor 2016

51 StepChange, London in the Red: Brent debt statistics (2017)



Page 38

Many families struggling with debts are unable to pay their Council Tax arrears. The Commission's view was that this was only likely to increase in light of the Covid-19 outbreak. This makes it even more important that the council considers carefully the approach to recovering outstanding Council Tax; the Commission was encouraged to hear the council's approach. Similarly, the council along with other social housing providers, should consider the treatment of outstanding rent payments and the best approaches to agreeing repayment plans.

Recommendation 30: Although the Commission noted the review of the Council Tax Support scheme 18 months ago, we are concerned a) at the possibility of the arrangements leading to increased arrears as a result of Covid-19 and recommend special consideration be given to improving the treatment of non-dependants; and b) that the council reviews its approach to the outsourced enforcement service for Council Tax debts, and carefully monitors its use of enforcement agents, as well as issuing sanctions if agents do not operate fairly.

Recommendation 31: We recommend that the council should also consider whether court orders/ liability orders are necessary in all cases of Council Tax arrears and, wherever possible, should exercise greater flexibility regarding payment plans and offers of repayment wherever possible, while discontinuing the practice of requiring immediate payment of a year's Council Tax immediately when arrears are encountered.

WELFARE SUPPORT

The large numbers of Brent residents with low incomes means that the role of welfare is incredibly important to reduce poverty and alleviate severe financial hardship. Most of this support comes from central government but the council also provides financial assistance and supports local advice services which help residents claim the benefits they are entitled to. Those we spoke valued these services, but more could be done to raise awareness of the support available. Demand for welfare has increased significantly in the wake of the pandemic, this is true of state benefits, council welfare support and local welfare advice services.

The council has introduced a hub model to deliver support and advice to residents across the Borough: The Commission greatly welcomed this excellent initiative. We noted that four hubs are open to date and the fifth will follow in due course. Commissioners welcomed this tailored approach and recognised the model as one which could be extended further.

Recommendation 32: We recommend that the council explores a further extension of the Hub model so that advice services are available at venues such as GP surgeries and family wellbeing centres, in order for people to have their issues addressed in that they already visit and trust.

Recommendation 33: We commend the work being undertaken by Brent to work with its health partners in mitigating the impact of the current pandemic and recommend continuing partnership in tailoring localised health support to those areas most impacted.

The data show that a higher proportion of Brent residents receive means-tested benefits than nationally. Even so, some residents the Commission heard from are not claiming benefits they are entitled to, causing real hardship. The need for welfare support and advice was apparent for those without family, friends and wider social networks to help. Nevertheless, for others that we heard from (which is also evident in the data), even when they have accessed government support it was simply not enough. We also heard from a number of residents with a disability or long-term health condition which limited their ability to work but nonetheless were not able to qualify for disability benefits meaning they were in extreme financial hardship.

In 2013, the then Office of Public Management found that for every £1 invested in Macmillan's welfare rights service there was over £20 return in benefit claims, compensation and financial reward. Child Poverty Action Group's (CPAG) advice workers in Tower Hamlets delivered £11,000 in entitlements for families for every hour of benefits advice provided and over 12 months recovered over £1m.⁵²

With one in three households in poverty – and four in ten children – many of Brent's residents are suffering an incomes crisis. The provision of adequate welfare support is essential to poverty reduction. However, it is only effective if people are able to access that the support. Good welfare advice is therefore critical to supporting Brent residents out of poverty. For some residents the main issue is not a lack of awareness of advice and support, but the lack of it. The Commission was specifically concerned about the lack of legal advice which was highlighted - in particular a lack of local legal advice services for benefit appeals to tribunals.

52 CPAG, Child poverty in Brent: A briefing for London's councillors (2018)

AHMED'S STORY*

57-year-old Ahmed was born in Ethiopia and came to the UK 28 years ago having previously been imprisoned in his home country and then in a refugee camp in Kenya. He has been living alone in his council bedsit flat for the past 12 years. He likes his local area due to its extensive facilities and feels that the safety has improved in the time he has been living there.

“The park is like my church and there are supermarkets nearby and buses to anywhere.”

“The crime rate is better than it was when I moved here 12 years ago. I feel like I’m in a safe place and no one’s threatened.”

Ahmed is unemployed and receives UC but gets less than the maximum amount as he initially took out an advance payment loan which is now being repaid. In addition, his UC payments are being discounted to repay previous rent arrears. As such, he struggles to make ends meet and shows signs of material deprivation. For example, he cannot afford a computer or broadband, relying instead on his pay as you go phone and free Wi-Fi hotspots for digital connectivity. He also has past experience of being homeless due to unpaid rent although this was several years ago.

Ahmed would like to be working in order to improve his financial situation and also to feel he is contributing to society. He has had various short-term jobs and also has done some voluntary work since he has lived in the UK. He also received some funding to study and attained a maths/statistics degree in 2006. However, he has never had a long-term full-time job as he says: “I never had the opportunity.” He was also physically unable to work for two years due to a serious gall bladder illness.

Since recovering from this illness his most recent job was as a concierge at a block of flats, but this was a temporary position which ended last August. Since then and until lockdown he has applied for many roles but hasn’t been successful and says that feedback from employers is that there is a high level of competition for jobs currently. He doesn’t feel Jobcentre Plus offers much in the way of proactive job coaching and mainly provides information and signposting rather than advice.

Ahmed has been recently helped by a local advice service regarding his rent arrears, a situation which arose when his request for his rent to be automatically paid out of his UC benefit was not actioned due to an administrative error. The representative of this advice service contacted the council on his behalf and arranged an affordable repayment plan. In addition, they gave him food bank vouchers, emergency credit for his electricity meter, a referral to a charity to get clothes, and information on other financial assistance he could apply for, like Warm Home Discount. He says:

“I am very grateful to them. I didn’t know what I would do and I was worried that I would be homeless again.”

*names have been changed

DWP benefit claim data show that Housing Benefit claims are considerably higher in Brent compared with both London and the rest of the country. As of August 2019, 30,781 households in Brent were receiving Housing Benefit, which is 29% of all households in Brent (substantially higher than the London average of 18% and the UK average of 13%).⁵³

Some 45% of people claiming Housing Benefit in Brent are in the PRS.⁵⁴ Prior to the lockdown, the data suggest that around half of households in the PRS in Brent are claiming Housing Benefit.⁵⁵ As Housing Benefit is a reasonably reliable proxy for poverty, such data suggest a significant number of people in poverty in Brent are in the PRS⁵⁶

53 Source: DWP, Stat-Xplore (data for August 2019) and GLA, household data. Note that the percentages are calculated as a proportion of households rather than benefit units.

54 DWP Stat -Xplore, data for November 2019

55 DWP Stat-Xplore and GLA, Housing tenure of households based on Annual Population Survey data – data for 2018

56 MHCLG, English Housing Survey 2018 to 2019 (2020)

Around 13,000 households in Brent are on UC.⁵⁷ The housing element of UC only covers the cost of the cheapest third of rents in London, which means that it doesn’t cover the rent for 70% of renters, who will have a shortfall to make up if they have to rely on UC to meet their rent. Universal Credit applications in Brent reached a record high of 18,775 during the lockdown period. They are up four fold compared to pre-lockdown - 2nd highest in London. Brent Central is ranked 5th and Brent North 6th among London constituencies for those who have been furloughed. As part of the Covid-19 Support Fund the council is proposing to make two streams of monies available – grants and an interest-free loan (working with a credit union to administer the loan).

Problems with UC have been widely reported. They include: difficulties making a claim; reported earnings; waiting for the first payment; missing elements; disappearing premiums for people with long-term health conditions; inadequate Local Housing Allowance rates within UC; alternative payment arrangements; deductions for rent arrears; sanctions and work-related requirements.

According to London Councils’ evidence to the Commons Work and Pensions Select Committee’s examination of Universal Credit,⁵⁸ the London experience of UC has been that it places both claimants and local authorities in a position of financial insecurity. This largely arises from the five-week wait and a failure to recognise claimant vulnerability and adapt accordingly. Boroughs report that the majority of UC claimants begin their claim already in a position of financial insecurity. New UC customers are either transferring from a legacy benefit, in insecure and low-income employment or recently unemployed – in all these case customers are likely to have no savings and are often already in debt. The policy design of UC, in particular the built in five-week waiting period, serves to deepen this financial insecurity, which can be made even worse if the first payment is delayed. These claimants can then require emergency assistance with food and other expenses.

The benefit cap has a significant impact in London

because of the capital’s high rents, which lead to large Housing Benefit claims. The large number of London households capped (and the larger reductions they experience) is forcing families into hardship and adding to the pressures on local authorities’ homelessness and housing options services. In London, as in the rest of the country, single parents make up the overwhelming majority of claimants affected by the benefit cap. The Brent Central parliamentary constituency has the highest number of households affected by the benefit cap in London: 657 households in total are capped; 246 single parent households are capped (the second highest in London, below Edmonton) and 92 households containing couples with children are capped (the highest in London).⁵⁹

Alongside this is the two-child limit which was part of a package of changes to benefits announced in 2015, aimed at reducing spending on working-age families. From 6 April 2017, low-income families having a third or subsequent child lost their entitlement to additional support through child tax credit and universal credit, worth £2,780 per child per year. According to CPAG’s research with the Church of England, Brent Central is in the top 100 parliamentary constituencies affected by the two-child limit, with 34.6% of all children affected (Brent Central ranks 37th out of the top 100 constituencies). Furthermore, it is estimated that by April 2024, 2700 families in Brent Central will be affected by the policy, or 75% of all working families, including 9900 children, which is 27% of all children in the constituency.⁶⁰

The Commission heard that informal support from friends and family plays an important role for many Brent residents when they are facing these challenges. However, for those without wide social networks or those trying to navigate complicated systems across multiple agencies specialist advice is critical and was valued greatly by Brent residents.

57 Source: DWP, Stat-Xplore (data for February 2020)

58 17 April 2020

59 Source: DWP, Stat-Xplore (data for August 2019)

60 <https://cpag.org.uk/sites/default/files/files/policypost/No-one-knows-what-the-future-can-hold-FINAL.pdf>

“I was by myself and no one was helping me. When I found them I was so happy.” (Brent resident)

“Someone was supporting and guiding me and, most importantly, listening to what I was saying.” (Brent resident)

“They helped me set out a clear vision for the future, I had a pathway of what to do.” (Brent resident)

“They’ve been a lifeline.” (Brent resident)

This support covers a range of issues and the Commission heard from residents who benefited from local services providing:

- Help to challenge eviction orders or secure emergency accommodation
- Support to improve their housing more generally
- Food bank vouchers and emergency credit for pre-paid energy meters
- Advice on benefits and support with making a Universal Credit application
- Assistance with looking for jobs
- Associated support such as with understanding official written communications
- Drug and alcohol services which supported a couple of residents with addiction issues
- Debt and insolvency advice
- Education, training and work support

Both what the Commission was told by those it spoke to and the experience of Commissioners delivering services locally suggested that service users particularly value: holistic support or appropriate referrals to other agencies, so that all of the priority issues of individuals can be dealt with; mentoring service users where appropriate to build their confidence and enable them to self-help; or alternatively, advocacy on their behalf where the service user is vulnerable or otherwise unable to self-help. The Commission also heard from local advice services who echoed that this approach to listening, supporting and empowering people rather than ‘doing to’ was most effective.

Overview Recommendation E: We recommend that the council ensures welfare support reaches everyone who needs it by making “every contact count” and referring people to, and supporting the finances of, the charities and community organisations that provide much-needed, expert advice.

While support services play a vital role, a number of residents we spoke to had not accessed any local services despite having obvious support needs. This was primarily due to a lack of awareness. Good signposting, referral systems and/or outreach services are therefore critically important to build awareness and drive those who need help to the appropriate services.

“I am not aware of any support. I wish I did as I’d take it up because I need to do something. These things may be out there but people aren’t aware of it. They’re a well-kept secret.” (Brent resident)

“There are a lot of things that you lack information on. You don’t know what he could be entitled to, what he could be getting. It

leaves you deflated. Life’s hard enough already without having to deal with all this yourself.” (Brent resident)

Since the outbreak of Covid-19, many families with children are now facing severe financial hardship and need emergency financial support to pay utility bills and buy food, particularly when alternative forms of support such as Council Tax Relief or free school meal vouchers are not available to them, either because they are working or because their incomes are too high. Data published by the Standard Life Foundation show that 42% of families with children, and lone parents in particular, are in serious financial difficulty or are struggling to make ends meet, compared with 24% of other households.⁶¹ Meanwhile the Trussell Trust recently reported that its networks experienced a 122% increase in food parcels provided to children, compared to the same period last year.⁶²

The Child Poverty Action Group’s (CPAG) Early Warning System has found that families are struggling with the additional costs of raising children, made worse by children being at home due to school closures. Some parents are experiencing a sudden loss of income due to job losses or not being able to work as a result of childcare responsibilities.⁶³

CPAG’s Cost of the School Day project surveyed children, young people, parents and carers on their experiences during lockdown and consequent school closures, finding that over half of parents and carers reported being moderately to extremely concerned about money.⁶⁴

Even when Brent residents are working, wages are often simply not enough to pay the bills and feed the family. The need for support is evident in the use of food banks, with the number of people accessing support rising rapidly during lockdown. High numbers of Brent residents are also in fuel poverty and struggle

to heat their home. Housing costs present Brent residents with a particular challenge.

Households with children are also at a higher of risk of being in poverty. Those we heard from spoke of the emotional distress of not being able to afford basic items for their children and the sacrifices that parents made. Such evidence highlights the importance of having an adequate welfare system to reduce poverty in the current downturn, but also longer term. The Commission felt that tackling the incomes crisis in Brent ultimately required central government action.

“We can’t go on holidays as it’s expensive for both of us. My son hasn’t been away since he was five or six. His grandad pays for him to play football, but he’d also like to do boxing and karate.” (Brent resident)

Recommendation 34: To help bring together the many strands of council activity concerned with child poverty, we recommend that the council considers an overarching strategic objective to address child poverty with measurable outcomes that are regularly monitored, perhaps with a reporting line to Full Council.

Welfare support for Brent residents does not only come from DWP benefits. The council also plays an important role through a variety of local welfare support schemes. For example, Brent’s Local Welfare Assistance scheme helps residents in crisis.

Commissioners received evidence from council officers on the current approach to welfare taken by the council. In relation to debt it focuses on a

61 CPAG calculations using data provided in: Kempson, E. and Poppe, C. (2020) Coronavirus Financial Impact Tracker: key findings from a national survey, Standard Life Foundation

62 Food parcels provided to children during the last two weeks of March 2020, compared to the same period in 2019. Food banks see record spike in need as coalition of anti-poverty charities call for strong lifeline to be thrown to anyone who needs it, Trussell Trust

63 CPAG, Mind the Gaps: Reporting on families incomes during the pandemic

64 CPAG, The Cost of Learning in Lockdown: Family experiences of school closures, June 2020

supportive approach to all debtors, aiming to provide a clear ethical approach to collection. This includes offering routes to support through Council Tax Support (CTS), UC, Housing Benefit and offering deferred payment arrangements. At the time enforcement action had been suspended due to the pandemic. Council Tax owed to the council for years before 2020/2021 is approximately £40 million without costs. Collection at the end of May was £31.2 million 19.4% compared to 22.6% for May 2019. During the pandemic a £150 hardship payment was made to working age recipients of CTS and deferred payments allowed for those affected by the pandemic.

The Commission noted that the council had introduced a new Council Tax Support scheme. Brent's banded system aims to ensure those on lower incomes receive more support to pay their Council Tax and the council has had to fund the changes to its reformed scheme. It has replaced its former 20 per cent minimum payment with 100 per cent support for those on the lowest incomes in Band 1, as well as disabled claimants who were already eligible for 100 per cent support. It has also reduced the level of support available to those in the other bands and non-dependents. This is essentially a redistribution of subsidy away from Brent's working poor households to its poorest residents. For example, a single person/couple earning circa £250 per week

would be expected to pay full Council Tax. This equates to a salary of approx. £12,000 per year, which would be £6000 each for a couple – well below the national average and well below the London Living Wage.

The Commission welcomes the council's approach to supporting lower income residents meet their Council Tax bills. The Commission did, however, think that this should not be the final word on the scheme and it should be monitored as it settles in to see if it could be improved. Commissioners also highlighted that consideration needed to be given to how non-dependants are treated within the scheme.

GLA RECOMMENDATION: The Commission recommends that the GLA work with London local authorities to strengthen the local social security net. This could include encouraging boroughs to improve their Council Tax support and local welfare assistance schemes and highlighting and incentivising good practice in these areas.

Page 41



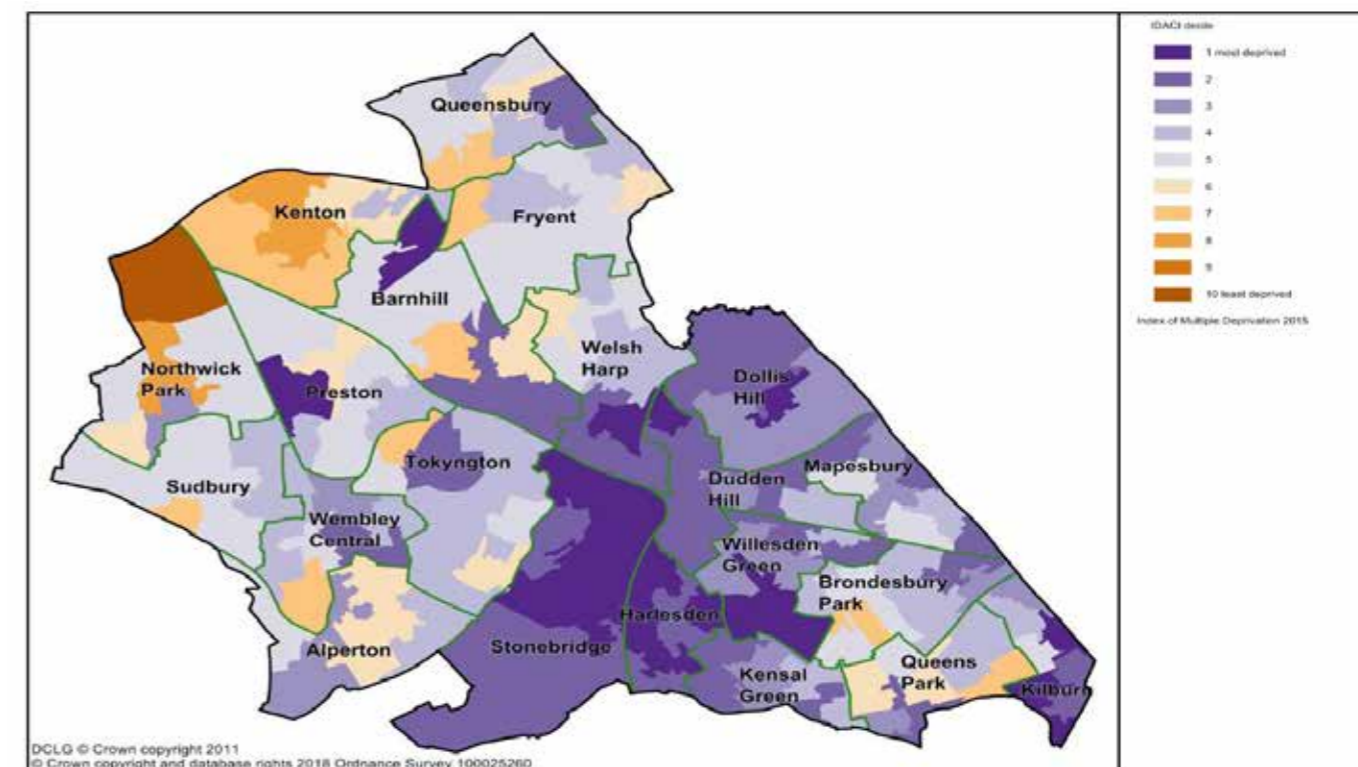
CHILD POVERTY

Children can face educational barriers and be stigmatised because of their low incomes. This includes the ability of parents to afford school uniforms. These issues can be exacerbated by insecure housing tenancies leading to children moving schools multiple times, requiring new uniforms each time. The Commission heard of examples of children not being able to go on school trips because family finances were too tight. Evidence from the impact of the Cost of the School Day project in Scotland, and work in the North East highlight what can be done to poverty-proof the school day and remove and reduce financial barriers to education. These programmes have helped improve understanding of poverty amongst the schools, shape policies which are more poverty sensitive, reduce the cost barriers to participation in school (and after school activities), raise awareness of entitlements and reduce financial pressure on family finances.

Brent is a young borough. Creating a dynamic and prosperous borough fit for the future will require making the most of young Brent residents' talents. However, child poverty is high within the borough.

According to the End Child Poverty Coalition, in 2017-2018, Brent was joint 6th among London local authorities in terms of child poverty and had the 14th highest poverty rate across the country. Some 22% of Brent's children live in poverty before housing costs and 43% of Brent's children live in poverty after housing costs (AHC). Dollis Hill ward has the highest rate of child poverty AHC at 51%, while Northwick Park ward in Brent has the lowest rate of child poverty AHC at 32%.⁶⁵ According to the Index of Multiple Deprivation 2019, Brent is the 11th most deprived (average rank of ranks) of the 32 London boroughs (and 49th of 317 local authorities) and 10th for average rank of scores (79th nationally) in terms of income deprivation affecting children.⁶⁶

Income deprivation affecting children index (IDACI) 2015, Brent



Source: IDACI 2015, Department for Communities and Local Government

65 <http://www.endchildpoverty.org.uk/poverty-in-your-area-2019/>

66 <https://www.gov.uk/government/statistics/english-indices-of-deprivation-2019>



Commissioners heard of the great work that is being undertaken in schools and with the voluntary sector in tackling child poverty. However, it did note that the council does not have a tackling child poverty strategy in place to set a strategic direction for this work.

The national Troubled Families Programme (TFP) was highlighted by officers as an example of effective partnership working to support families. The programme focuses on a number of key areas, including: reducing worklessness within families, improving levels of school attendance, reducing crime and anti-social behaviour and improving mental and physical health. Real success has been achieved as a result with phase one of the TFP (2012-15) gaining positive outcomes for 810 vulnerable Brent families and in particular increased education, training and employment positive outcomes.

To help those facing hardship, the council offers accessible routes to applying for free school meals

within the Borough. Applications can be submitted to the local authority via an online form or paper application, and these are assessed using the Department for Education's Eligibility Checking Service (ECS). Where eligibility cannot be immediately determined using the ECS, parents are invited to submit evidence to prove eligibility and this is checked manually. Once eligibility is determined, schools are immediately updated through the council's online School Access Module. The council regularly sends communications and publicity to schools which encourage parents to apply for free school meals for their own benefit, but also for the benefit of each school which will receive additional pupil premium funding for every eligible pupil.

In October 2019 the council agreed the creation of eight Family Wellbeing Centres that will provide an integrated 'whole family' service (for children aged 0-18 years old and for those up to 25 with additional needs), bringing together core health visiting, school nursing,

children's centre services and some parenting and family support services into a single offer.

Supporting young people beyond schools will be incredibly important to tackling poverty and social exclusion. The provision of community youth services will be needed more than ever as the consequences of the pandemic takes their toll on family resources, and as younger people leave the education system into an unfavourable jobs market.

Commissioners noted that youth outreach has an important role to play. It happens in young people's own environment and complements new and existing youth work. The work is primarily used to inform young people of services that exist in their locality and to encourage them to use such services. Outreach can also seek to identify, through consultation with young people, any gaps that exist in services aimed at meeting their needs.

The importance and value of listening to young people is clear from recent outreach work into how the lockdown has affected young residents. The Young Brent Foundation⁶⁷ undertook a pilot scheme across three key wards in partnership with community groups, speaking to 600 young people. Of these, 43% reported that their key need during the lockdown was food drop-offs or food vouchers. Six in ten stated that the main reason for being out was boredom and that minimal social distancing was taking place. Three quarters talked about overcrowding, family disputes or the home was noisy. Six in ten were worried about mental health issues. Eight in ten did however state that anti-social behaviour and gang-related activity had decreased. Such evidence shows the value of listening to young people and the need for young people to have access to activities in the lockdown and beyond which can help strengthen community cohesion. This is outlined in the case study that follows.

CASE STUDY – YOUNG BRENT FOUNDATION

Young Brent Foundation (YBF) has been working closely with Brent Council to support out of school settings (OOSS) organisations with capacity building, governance and management. The majority of children who participate in some form of organised activity outside of school are from some of our most vulnerable groups.

In January YBF launched its OOSS Fund to support these organisations over a 3-year period. This opportunity not only builds capacity but addresses the issue of economic inequality by narrowing the education gap for children and young people in Brent. Children and young people in Brent are given access to quality education outside of the formal school environment and an opportunity to reach their full potential.

The OOSS Fund goes further than just offering a funding opportunity. It offers potential applicants with bid writing training followed by one-to-one sessions for individuals to discuss their projects further with a professional fundraiser.

This has resulted in 15 OOSS organisations making strong applications to YBF. This saw the development of partnerships which contributed to YBF's intercultural dialogue agenda. YBF were able to support groups with common agendas and interests, facilitate the sharing of resources and network young people groups. YBF was also able to widen its OOSS reach for children and young people with the successful applications from a South American and an Eastern European school in Brent.

Recommendation 35: We recommend that the council brings together a statutory-led "Youth and Community Strategy for Young People" in Brent and develops an outreach model with the voluntary and community sector to engage with young people in addressing the impacts of poverty and social exclusion.

HEALTH AND WELLBEING

Throughout our report reference has been made to the interrelationship between poverty and health. Of course the Covid pandemic has brought to the surface the health inequalities faced by so many Brent citizens. The council has sought to respond where it can. And there

⁶⁷ Charitable Independent voluntary sector body and umbrella organisation for the benefit of all youth providers in Brent.

is recognition of the obstacles for poorer households in accessing health facilities in the Borough.

One aspect of the drive to improve health is the growing interest in “social prescribing”. We commend this approach which encourages GPs

FUEL POVERTY

Low income and poor housing standards can lead to residents finding it hard to heat their home. Fuel poverty is defined as arising where a household whose fuel costs are above average, but their disposable income (after housing and fuel costs) is below the poverty line. Data show 17,000 households in Brent are in fuel poverty – 15% of all households in the Borough. This compares with 12% in London as a whole. As such, Brent has the second highest rate of fuel poverty of any London borough (and 14th highest of 326 local authorities across England).⁶⁸

Many of the residents the Commission spoke to struggled to pay for their energy supply and could be considered to be fuel poor. For example, it was common practice amongst some to cut back energy usage to the bare minimum to reduce costs. There were also some prepayment meter users who told us

to improve health outcomes through a range of measures from addressing obesity through exercise to easing mental health problems by referring patients to financial advice services.

that they self-disconnect (i.e. do without an energy supply altogether) when they do not have enough money to top up.

“Gas always suffers and my daughter is always complaining that it’s freezing.” (Brent resident)

“If it’s not really needed heating won’t be on and the same with lights – that’s 24/7.” (Brent resident)

Proportion of households in fuel poverty by borough



Source: DBEIS, Sub-regional Fuel Poverty England, 2017 (2019)

68 Source: DBEIS, Sub-regional Fuel Poverty England, 2017 (2019)

The Commission’s view was that fuel poverty is a symptom of inadequate income and overly focusing on fuel poverty risked ignoring the underlying cause. Nevertheless, tackling specific causes of fuel poverty could help people suffering because they are unable to afford to heat their homes. Those residents we heard from were largely unaware of initiatives such as the Warm Home Discount or of the possibility to ask for emergency credit for pre-payment meters from energy suppliers or local charities.

“A lot of people are ignorant to the fact that there are grants out there if you look. People are missing out. I think there is more help out there these days but it’s not obvious.” (Brent resident)

Recommendation 36: We recommend that the council, as a priority, works with partners to tackle fuel poverty in the Borough, alerting private landlords letting the most energy inefficient homes to the requirement to improve energy standards, using enforcement powers and taking advantage of government vouchers toward the cost, thereby reducing excess winter deaths following Covid-19 and other respiratory illnesses.

GLA RECOMMENDATION: The Commission recommends that the GLA works with the community and voluntary sector and the council to on a publicity campaign to raise awareness of grants and support for energy bills and energy saving measures.

Another aspect of reducing the energy costs residents face is improving the energy efficiency of the housing stock in the borough. Alongside other housing providers, the council should continue to examine ways of improving the energy efficiency ratings of their homes which are also required to meet the country’s climate change objectives.

69 Brent Food Aid Network, A Post-Pandemic Roadmap for Food Security, April 2020

Since 2018 private landlords have had to meet Minimum Energy Efficiency Standards. These standards should help raise standards within the PRS and help save poorer residents on their energy standards. If standards are to be raised they will need to be enforced.

Commissioners noted that tackling fuel poverty cannot be the responsibility of one organisation – it needs to be tackled by collaboration between the council, NHS, the voluntary and private sectors. This includes a clear referral process and a co-ordinated fuel debt advice service for those who are in fuel poverty so that they can get the support they need.

FOOD POVERTY

Food Poverty is the inability to afford, or to have access to, food to make up a healthy diet. Commissioners heard about the services provided by food banks in the borough including during the pandemic. A number of residents the Commission spoke to had accessed help from local food banks. Those we spoke to reported receiving vouchers from local charities or their GP in order to do so.

During the pandemic, the council’s Bridge Park Food Hub distributed approximately 800 food parcels a day on a 4-week commitment cycle to residents who contacted the council in urgent need of food. Other food aid organisations – both new and established - have also experienced a significant increase in demand across the Borough. Some of this additional demand is currently being supplied by pop-up hot food suppliers who may not be actively involved in the Brent Food Aid Network. They are often serving thousands of meals a week but some of this demand is located outside of Brent.⁶⁹

The Commission heard from Sufra NW London food bank and kitchen, who described the increased demand for services. Over the initial three months of the coronavirus pandemic demand for food aid had increased by 200% and they had delivered over 11,000 foodbank parcels and over 11,000 fresh meals had been prepared and delivered. Alongside food aid, food banks have been providing welfare advice to those in crisis.

The Trussell Trust is able to produce data using their

network, but this does not include other food banks so there is no official method of collecting, collating and reporting data of overall food bank usage in Brent. Between January 2017 and August 2017 the Brent Food Bank redeemed a total of 1,403 vouchers, this was up from 1,043 over the same period in 2016, an increase of 34.5%. The greatest number of guests come from Harlesden, Stonebridge and Willesden Green. The largest numbers of guest referrals fulfilled were referred by Brent Community Law Centre, Brent Citizen Advice and the Willesden Probation Trust. There were 13 referrals which came from the Wembley Job Centre Plus.⁷⁰

The food bank users the Commission heard from were all very grateful for this support but there were also some limitations mentioned which included:

- Delays in receiving food package deliveries since the coronavirus lockdown
- Difficulty for some in carrying the items if they picked them up themselves
- Issues with storing the items for those with small fridges and limited storage space (e.g. those living in studio flats or bedsits)
- Having limited options available to them if they have specific diets (e.g. gluten free, Halal etc.)

In addition, some of those who would benefit from using food banks were unaware of how to access them or were reluctant to use them as they felt that such support should be reserved for “others who are more in need”.

The Commission heard about the initiatives which support growing local produce, including the two community garden schemes located in Brent (Harlesden community gardens and the Sufra/St. Raphael’s community garden). It was noted that these could help provide food for local residents and have an educational role in promoting healthier eating.

There is a clear need for food banks in the Borough and Commissioners highlighted the need to ensure that the work of the food banks is clearly linked to advice services and health and well-being services in Brent moving forward.

Covid-19 has led to numerous examples of voluntary and community activity, through charities, faith groups and informal local initiatives. The Commission sees an opportunity for extending these mutual and self-help activities, for example working with food banks that provide communal cooking and eating, or with credit unions that prevent families engaging with loan sharks, or developing innovative shared transport services. Commissioners highlighted the opportunity for the council to look for partners, like Nesta, Trust for London, the Centre for London and others to explore innovative programmes that could help reduce poverty in Brent at the very local level.

Recommendation 37: We recommend that the council supports the future sustainability of food aid agencies in the Borough including by further developing community garden schemes and working with food banks, mutual aid groups and residents’ associations.

Going forward

Finally, as noted in the Chair’s Overview, the Commission felt there should be an overarching and unifying recommendation which could ensure ongoing value from Brent’s initiative in creating a Poverty Commission and could enable the council to sustain momentum for poverty reduction:

Overview Recommendation F: We recommend that Brent Council establishes a Consultative Group that brings together members and officers with community organisations, service users and relevant bodies covering housing, health and education and works collaboratively a) to agree measurable targets, reflecting the Commission’s conclusions, for reducing poverty over the years ahead; b) to explore and initiate collaborative working to deliver holistic, person-centred services which empower residents and increase resilience; and c) to monitor progress, reporting back to the council on a periodic basis.



⁷⁰ <http://democracy.brent.gov.uk/documents/s63015/Appendix%201%20-%20Food%20Banks%20Task%20Group%20Report%20-%20Final.pdf>

Appendices

Terms of Reference

PURPOSE OF THE COMMISSION

The Commission will recommend practical, evidence-based measures to tackle poverty in Brent, identifying and addressing its causes and mitigating its consequences. It will particularly focus on ways of building resident's capacity and capability so that they can enjoy the quality of life and opportunities all Brent's people should be able to expect throughout their lives. This is a priority for us, as we know many people are managing the effects of poverty in their daily lives.

THE COMMISSION WILL:

- Develop a comprehensive evidence base about poverty and its causes in Brent, building on that already supporting the Stronger Communities and Tackling Financial Exclusion Strategies.
- Identify key actions and initiatives that can be taken by the council and its partners in the public, voluntary and private sectors to make measurable progress in tackling poverty, its causes and consequences.
- Identify best practice from Brent, London and elsewhere in addressing the Commission's objectives and consider how these can be rolled out and scaled up to ensure their effectiveness.

TO DO THIS, THE COMMISSION WILL:

- Bring together Members, experts in the issues under consideration, and those with practical experience of the issues and other stakeholders across sectors and disciplines to receive evidence and recommend actions to tackle poverty in Brent.
- Produce a final report to Cabinet with practical evidence based recommendations for the council and its partners to implement.

THE COMMISSION WILL FOCUS ON THE FOLLOWING FOUR AREAS:

- Housing
- Economy and Jobs
- Tackling Financial Exclusion and Local Welfare (including Child Poverty, Fuel and Food Poverty)

MEMBERSHIP AND STATUS

The Commission will be independently chaired and will comprise of:

- 3 councillors (non-executive)
- Commissioners who are experts in their field

The Commission will act in an advisory capacity to Brent Council. The Commission will have no decision-making or budgetary powers. The Commission was set up at the request of Cllr Southwood and will report back to her.

CHAIR AND MEMBER ROLES

The Chair will work closely with the other members of the Commission to shape the Commission's work and outputs, and will actively seek input from all members. The Commission will look at the national, regional and local perspective.

Members will work with the Chair to provide strategic direction, drawing on their knowledge, expertise and connections to support the Commission's work. The Commission will report back in September 2020.

The membership of the Commission will consist of 16 Commissioners.

With the Expert Witnesses attending for specific discussion topics, including:

- Carolyn Downs – Chief Executive
- Cllr Muhammed Butt – Leader and London Council's Executive Member for Welfare
- Cllr Margaret McLennan – Deputy Leader and Lead Member for Finance and Resources
- Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform
- Cllr Tom Miller – Lead Member for Community Safety and Engagement
- Cllr Shama Tatler – Lead Member for Regeneration, Property and Planning
- Cllr Mili Patel - Lead Member for Children's

Safeguarding, Early Help and Social Care

- Cllr Matt Kelcher – Chair of the Resources and Public Realm Scrutiny Committee
- Cllr Ketan Sheth – Chair of the Community and Wellbeing Scrutiny Committee
- Amar Dave – Strategic Director Regeneration and Environment
- Gail Tolley – Strategic Director Children and Young People
- Phil Porter – Strategic Director Community Wellbeing
- Peter Gadsdon – Strategic Director Digital and Customer Services (includes CT and HB)
- Hakeem Osinaike – Operational Director Housing
- Matt Dibben – Brent Council – Head of Employment, Skills and Enterprise
- Chris Whyte – Operational Director Environment Services

- Alice Lester – Operational Director Regeneration, Growth and Employment
- Nick Ljustina – Operational Director Property and Assets
- Dr Melanie Smith – Director of Public Health (includes culture)
- Colin Wilderspin – Head of Community Safety
- Jon Abrams - Inclusion London
- Mike Hawking- Joseph Rowntree Foundation
- Users of Services
- Debbie Weekes-Bernard, Deputy Mayor for Social Integration GLA
- Duncan Ambrose – NHS Brent - CCG
- Kirit Wadia - Brent Multi Faith Forum Vice-Chair
- Rajesh Makwana - Sufra

What the Commission covered

The Commission covered the inter-connecting themes of:

- Housing
- Economy and Jobs
- Tackling Financial Exclusion and Local Welfare

The Commission found that these issues frequently inter-related and that those in poverty often face challenges across these areas. This was reflected in the fact that many of the witnesses the Commission heard from worked across more than one of these areas.

What the Commission did

- Held nine Commission meetings to hear evidence on the themes and follow-up discussions.
- Heard from experts in the field.
- Heard from councillors and council officers leading work on each of the themes.
- Spoke to local people to gain a view on the "lived experience" of poverty – allowing it to gain powerful insights.
- Spoke with local MPs.
- Considered the national and regional contexts to local issues and challenges.

- Considered a range of data relevant to the areas it examined.
- Considered best practice that has successfully been taken forward in Brent and elsewhere that may be replicated, scaled up or adapted for wider use.
- Delivered a councillors engagement session for all councillors.
- Attended Brent's Disability Forum.
- Held recommendations meetings with all Commissioners to formulate and agree recommendations.

The Commissioners

- Independent Chair – Lord Best
- Cllr Sandra Kabir – Brent Councillor (Queensbury Ward)
- Cllr Elliot Chappell – Brent Councillor (Willesden Green)
- Cllr Suresh Kansagra – Brent Councillor (Kenton Ward)
- Atara Fridler – Crisis Skilight Brent
- Alice Woudhuysen - Child Poverty Action Group
- Ben Rogers – Centre for London
- Greg Beales - Shelter
- Jacqueline Carr – Citizens' Advice Bureau
- Jacky Peacock – Advice4Renters
- Chris Murray – Young Brent Foundation
- Faisa Osman/Theresa McGrady – Step Up Hub
- Paul Hunter - The Smith Institute
- Daphne Giachero – London Citizens
- Sam Ashton - London Councils
- Claudia Wallace - Trussell Trust

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Comments of the Joint Scrutiny Briefing 18 August 2020

Introduction

On 18 August 2020 a joint scrutiny briefing was held to present the report and recommendations of the Brent Poverty Commission. Members of both of the Council's scrutiny committees were invited to attend. The report was presented by Lord Best, with the Cabinet Member for Resources and Deputy Leader of the Council and the Cabinet Member for Housing and Welfare Reform also in attendance to contribute and answer questions from the committee.

At the end of the meeting, scrutiny members agreed seventeen proposals for Cabinet to take into account in its response to the Poverty Commission's report.

The agreed proposals from the joint briefing of the scrutiny committees are summarised below.

Poverty and the Coronavirus Pandemic

- Proposal 1. Cabinet should consider emphasising the connection between poverty and ill health and poverty and poor health go together. Cabinet should consider emphasising the relationship between air quality and poverty and respiratory disease including COVID-19.
- Proposal 2. Cabinet should consider linking poverty to the climate emergency work and specific additional actions on climate change action.

Housing

- Proposal 3. Cabinet should consider the implications of new White Paper on planning.
- Proposal 4. Cabinet should emphasise the importance of housing provision and affordability to poverty.

Economy and Jobs


- Proposal 5. Cabinet should consider the significance of economics and the local economy, for example, how Council spending in the local economy may have a knock on effect and consider what more the Council can do further to support the local economy and employment.
- Proposal 6. Cabinet should consider regeneration programmes potential opportunities to address the poverty agenda and attracting businesses into Brent.
- Proposal 7. Cabinet should consider what are we doing to help young people to utilise employment opportunities from living in the city.

Tackling Financial Exclusion and Local Welfare

- Proposal 8. In assessing the percentage in extreme poverty Cabinet should consider the breakdown of the ethnic makeup of those who are likely to suffer from extreme poverty?
- Proposal 9. Cabinet should consider gender specific issues for poverty, including specific issues for women in poverty.
- Proposal 10. Cabinet should consider the impact of poverty specifically on children and young people and including specifically on early years.

Going Forward

- Proposal 11. Cabinet should consider having poverty alleviation as poverty performance indicators and clear visible metrics.
- Proposal 12. Cabinet should consider how the Council can embed poverty alleviation as a priority for the Council, and how this is coordinated across all the main Council strategies.
- Proposal 13. Cabinet should consider including poverty implications at the end of Council and Cabinet reports in a similar way to how legal and financial implications are reported on.
- Proposal 14. Cabinet agree the recommendations set out in the report of the Poverty Commission and the Cabinet agree an implementation plan to provide specific and measureable outcomes for each agreed recommendation and define a timetable for the implementation of each agreed recommendation, with specific goals for the delivery of each.
- Proposal 15. Cabinet should consider bringing the report of the Poverty Commission before the full Council.
- Proposal 16. That the report of the Poverty Commission and the Cabinet's implementation plan be cross referenced to strategic policy implications for the Council and community partners, identifying any areas for a review of the Council and community polices and strategies, including the Council's main strategies.
- Proposal 17. That implementation of the Poverty Commission recommendations and any plan agreed by the Cabinet be brought to the Council's scrutiny committees to oversee their implementation and provide a forum for evaluation of their impact after six months, one year and annual intervals to review the implementation of the agreed recommendations of the Commission.

 Brent	Cabinet 7 September 2020
	Report from the Assistant Chief Executive
Brent Black Community Action Plan – Implementation	

Wards Affected:	All
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt:	Open
Appendices:	Work stream updates: 1. Early intervention: children, young people and families 2. Enabling and strengthening community leadership through capacity building 3. Developing community spaces – run and managed by local communities 4. Supporting the black community and voluntary sector - grant funding and procurement 5. Support for employment and enterprise 6. Accountability and engagement 7. Internal review of processes within the Council 8. Homes and homelessness 9. Tackling health inequalities 10. Embedding equality and diversity within the council workforce.
Background Papers:	None.
Contact Officer(s):	Shazia Hussain, Assistant Chief Executive shazia.hussain@brent.gov.uk Pascoe Sawyers, Head of Strategy and Partnerships pascoe.sawyers@brent.gov.uk Tel: 020 8937 1045

1.0 Purpose of the Report

1.1 To present to Cabinet additional detail on each of the Brent Black Community Action Plan work streams for further consideration and prioritisation following agreement at Full Council on 13 July 2020.

2.0 Recommendation(s)

2.1 To review each work stream (appendices 1 – 10) and prioritise the delivery of actions, taking into account the timeframes and resourcing implications

indicated in each assessment. Cabinet may wish to agree that actions with a delivery date within six months are prioritised for implementation. Actions with delivery dates beyond six months are considered as part of the council's annual budget setting process and the action plan will be reviewed accordingly.

3.0 Detail

Context

3.1 Responding swiftly to global events and local voices, Brent Council co-produced a focused ten-point Brent Black Community Action Plan with the community, which was agreed at Full Council on 13 July 2020 and referred to Cabinet for resourcing and implementation. The ten points or thematic work streams are:

- 1) Early intervention: children, young people and families
- 2) Enabling and strengthening community leadership through capacity building
- 3) Developing community spaces – run and managed by local communities
- 4) Supporting the black community and voluntary sector – grant funding and procurement
- 5) Support for employment and enterprise
- 6) Accountability and engagement
- 7) Internal review of processes within the council
- 8) Homes and homelessness
- 9) Tackling health inequalities
- 10) Embedding equality and diversity within the council workforce.

3.2 Attached to this paper are snapshot summaries for each theme, setting out a direction for implementation, target dates, an assessment of risks and resource implications. These summaries are part of an iterative process with work streams continuing to evolve in coming months.

3.3 Following Cabinet discussion and agreement, departments will further develop each theme in consultation with community representatives and updates will be provided at a December Cabinet meeting. This will be following the planned Black Community Summit in November where further feedback will be received from community representatives.

Implementation

3.4 Community feedback and joint working with the council will underpin the success of the delivery of this action plan. A black community steering group has been set up and is made up of community leaders, representatives and organisations. Its role is to:

- hold the council to account on delivery of the action plan
- work directly with council departments on individual themes, providing local insight and lived experiences and
- further develop strong links between the community and the council.

3.5 A Community Action Plan Co-ordinator has now been appointed on internal secondment within the council to co-ordinate the delivery of the action plan, working with departments and the community. A key role of the post holder will

be to ensure the community is kept involved and to support the council to demonstrate progress.

- 3.6 The Brent Council Cultural Diversity Network and new Black Staff Forum have contributed to work stream 10 and will internally be working with HR to support delivery and provide feedback.
- 3.7 Updates will be provided to Cabinet every three months. The community will also be kept informed through ad hoc meetings, Brent Connects and the Black Community Summit planned for November. Communications channels such as features in Your Brent and council newsletter emails will also be used to communicate progress to the community.
- 3.8 In a parallel piece of work a review of names of buildings, places and streets in Brent with associations with historical figures involved in the slave trade was undertaken. Gladstone Park, Gladstone Park Gardens and Gladstone Park Primary School were identified for further review. The school is an academy and therefore any renaming will be a matter for its governing body.
- 3.9 It is proposed that Brent schools are to be invited to take part in an exercise to rename Gladstone Park by the October half term holidays. This may have an impact on Gladstone Park Gardens, which will be subject to public consultation. The council will also engage in full discussion with the Friends of Gladstone Park.

4.0 Community co-production plan

- 4.1 The key to effective implementation of the action plan will be the meaningful involvement of and co-production with Brent's black communities as residents of the borough and employees of the council. The below is a high-level co-production approach for consideration:

<i>Type of engagement</i>	<i>Activities</i>	<i>Timing</i>
Co-production of ideas and concepts with some suggestions for implementation	<p>Regular meetings with the black community steering group, which, to date, has fed in its ideas into the action plan. Their role will be to hold the council to account on delivering and developing further ideas.</p> <p>The steering group consists of community representatives. Other local groups and representatives continue to be welcomed if they wish to join.</p> <p>The council's Cultural Diversity Network and Black Staff Forum to work with HR to develop ideas and sense check progress in work stream 10.</p>	Began in June 2020 and will continue for the foreseeable.
Involvement of communities to feedback on ideas for	Present worked up ideas with details of implementation for feedback to community groups and representatives through:	- Nov 2020

delivery and assist with prioritisation	<ul style="list-style-type: none"> - an autumn summit at the Brent Civic Centre - written communication - Brent Connects sessions including Participatory Budgeting events. 	- Throughout municipal year
Consultation on ideas and delivery plans	At Brent Connects sessions, online consultation platform, attending local group events and forums.	Throughout municipal year
Informing/raising awareness	Updates through 'Your Brent' features, social media and council communications. Make information available at libraries in print form with possible pop-up stalls to speak with residents.	Throughout municipal year
Providing constructive challenge to existing programmes	Review existing offer and evidence base of challenges for the black community. Part of this process is to understand the challenges experienced through lived experiences rather than professional assumptions.	Throughout municipal year

5.0 Summary of work stream appendices

5.1 The below table sets out high-level summary of work streams and actions which are set out in appendices 1-10. Details on plans and risks are contained within the appendices.

Work stream / actions	Resources	Officer leads
<p>1) <u>Early intervention: children, young people and families</u></p> <p>Within 1 year - by Sep 2021:</p> <ul style="list-style-type: none"> Working with schools to influence school curricula to support young black boys Recruitment of black school governors Creating an assured way of life for young black people. 	<p>The majority of actions can be undertaken as part of the core duties of the relevant teams.</p> <p>Additional resource will be required to commission unconscious bias and anti-racism training as part of the Governor training offer. Training for institutions regarding cultural competence will also require additional resources.</p>	<ul style="list-style-type: none"> Nigel Chapman, Operational Director, Integration and Improved Outcomes Brian Grady, Operational Director, Safeguarding, Partnerships and Strategy John Galligan, Head of Setting and School Effectiveness Sue Gates, Head of Early Help
<p>2) <u>Enabling and strengthening community leadership through capacity building</u></p> <p>Within 1 year - by Sep 2021:</p> <ul style="list-style-type: none"> Enabling the voice of community leaders and representatives to influence Building cultural competence Access to positions of influence. 	<p>CMT time as part of individual and departmental wider development. Officer time to set the framework and undertake matching.</p> <p>Community Action Plan Co-ordinator appointed on secondment for 6 months, with an option for extension depending on business need. Additional funding may be required for extensions.</p>	<ul style="list-style-type: none"> Shazia Hussain, Assistant Chief Executive (ACE) Pascoe Sawyers, Head of Strategy and Partnerships (ACE dept) Martin Williams, Head of HR and Clare Ebune, HR Manager (workforce)
<p>3) <u>Developing community spaces – run and managed by local communities</u></p> <p>The council will support the development of spaces for community use e.g. for enterprise and young people. The Picture Palace (within 10 year: by Jul 2021), Morland Gardens (within 15 months: by Dec 2022) and Leopold Centre are such current projects and the council will</p>	<p>Morland Gardens is funded within the capital programme, through Community Infrastructure Levy, Greater London Authority grant, and council borrowing with repayments through the Housing Revenue Account (HRA). The Picture Palace project is funded from within the council's existing capital programme.</p>	<ul style="list-style-type: none"> Alan Lunt, Strategic Director, Regeneration Nick Ljuština, Operational Director of Property and Assets, Regeneration Matt Dibben, Head of Employment, Skills and Enterprise, Regeneration

<p>ensure that those putting in tenders to occupy the space have local community knowledge and ties.</p>	<p>The Leopold Centre project is funded within the schools asset management projects part of the capital programme, a NCIL bid may be submitted if specific requirements beyond the scope of the school AMP are required.</p>	
<p>4) <u>Supporting the black community and voluntary sector – grant funding to voluntary sector organisations and procurement</u></p> <p>Sep 2020 onwards:</p> <ul style="list-style-type: none"> • Provide coaching to community organisations wishing to apply for grants <p>Within next 6 months – by Mar 2021:</p> <ul style="list-style-type: none"> • Reviewing grants programme to support black community projects <p>6-12 months: by Mar – Sep 2021:</p> <ul style="list-style-type: none"> • Policy change on short term investments and grants • Supporting joint community bids for grants • Community views on NCIL criteria and consolidating projects • Providing match funding • Participatory budgeting • Reviewing procurement process • Reviewing support given to black communities. 	<p>No immediate financial resource implications for the actions in this work stream and for the most part implementation can be incorporated into existing or planned work. However, there are extra activities such as participatory budgeting and putting on procurement sessions and considerable community capacity building. This will have considerable implications for officer time.</p>	<ul style="list-style-type: none"> • Shazia Hussain, Assistant Chief Executive (ACE) • Pascoe Sawyers, Head of Strategy and Partnerships, ACE dept • Julia Mlambo, Partnerships and Engagement Manager, ACE dept • Kate Lambert, Grants Manager, ACE dept • Rajesh Shori, Head of Procurement, Customer and Digital Services
<p>5) <u>Support for Employment and Enterprise</u></p> <p>Within 6 months – by Mar 2021:</p> <ul style="list-style-type: none"> • Ensuring strong education employment and training routes for young people. Establish a local commission. • Review skills shortage and aspirations. • Commission joint project to advise and make young people aware about entrepreneurship opportunities <p>6-9 months – by Mar-Jun 2021:</p> <ul style="list-style-type: none"> • commission local organisations and businesses to provide services. 	<p>Resources required for:</p> <ul style="list-style-type: none"> • Secretariat and research capacity required for Employment and Enterprise Commission for a 6 month period. • Funding to be identified to project manage and commission entrepreneurship provision in education settings and • A new entrepreneurship / start-up business support programme for black entrepreneurs and start-up businesses. 	<ul style="list-style-type: none"> • Alan Lunt, Strategic Director, Regeneration • Matt Dibben, Head of Employment and Skills, Regeneration • Brian Grady, Operational Director, Safeguarding, Partnerships and Strategy, Children and Young People

<p>Timeframe TBC:</p> <ul style="list-style-type: none"> • Create business opportunities for black people (or BAME) 		<ul style="list-style-type: none"> • Rajesh Shori, Head of Procurement, Customer and Digital Services
<p>6) <u>Accountability and engagement</u></p> <p>Within 3 months – by Dec 2020:</p> <ul style="list-style-type: none"> • demonstrate and report back impact to communities • hold autumn summit (Nov 2020) • convene a temporary community reference group (complete) <p>Within 1 year - by Sep 2021:</p> <ul style="list-style-type: none"> • enable communities to get involved in the work of the council • commission local experts in the community as paid consultants • review council corporate strategies to ensure in-depth consultation • implement long term mechanisms to engage with young black people • creating consolidated central preventative engagement function. • use existing communication platforms in the community • use Brent Connects forums to engage with communities. 	<p>There is likely to be resource implications as we increase engagement activities. A more accurate estimate of costs will be provided to Cabinet in a future update following the design of a programme of activities.</p> <p>Activities and approach set out by the future Civil Society strategy will require resourcing in order to make step changes. A future update to Cabinet can include a fuller estimate of costs once this strategy has been developed.</p> <p>The financial resources required for the summit will depend on the format of the event (virtual or physical) which is yet to be decided. Either option will require the time of officers to prepare and deliver the event.</p>	<ul style="list-style-type: none"> • Shazia Hussain, Assistant Chief Executive (ACE) • Pascoe Sawyers, Head of Strategy and Partnerships, ACE dept • Julia Mlambo, Partnerships and Engagement Manager, ACE dept • Meenara Islam, Strategic Partnerships Manager, ACE dept
<p>7) <u>Internal review of processes within the Council</u></p> <p>Within 3 months - by Dec 2020:</p> <ul style="list-style-type: none"> • Review council's Equalities Analysis process <p>Between 1-2 years – by Sep 2022:</p> <ul style="list-style-type: none"> • Ensure appropriate and timely learning from complaints and feedback. 	<p>Complaints' Officer time to carry out extensive analysis (not all complaints are entered via the system, some are received as an attachment to an email, making analysis time consuming). Possible upgrade to new CRM system to allow for equalities data to be entered – this may be deemed a 'change request' and may incur costs from the contractor.</p>	<ul style="list-style-type: none"> • Shazia Hussain, Assistant Chief Executive • Meenara Islam, Strategic Partnerships Manager, ACE dept. • Katie Smith, Head of Executive and Members Services, ACE dept.
<p>8) <u>Homes and homelessness</u></p> <p>Within 6 months – by Mar 2021:</p> <ul style="list-style-type: none"> • Work with RSLs and local community organisations to look at housing issues. Hold RSLs to account. 	<p>Difficult to estimate at this time.</p>	<ul style="list-style-type: none"> • John Magness, Head of Housing Supply and Partnerships, CWB • Laurence Coaker, Head of Housing Needs, CWB

<ul style="list-style-type: none"> Review care for the elderly who are isolated. 		<ul style="list-style-type: none"> James Pearce, Head of Complex Care, CWB
<p>9) <u>Tackling health inequalities</u></p> <p>Within 6 months - by Mar 2021:</p> <p>The council and partners will examine the full impact and plan for actions to reduce the disproportionate impact on BAME communities as well as identifying and addressing the structural reasons for the inequalities.</p>	<p>Developing the Joint Health and Wellbeing strategy, in consultation with the community, will require officer time. Co-ordinators will also be appointed to take forward the work on reducing health inequalities. The wider cost implications will be quantifiable at a later date.</p>	<ul style="list-style-type: none"> Phil Porter, Strategic Director, Community Wellbeing Melanie Smith, Director of Public Health, CWB
<p>10) <u>Embedding equality and diversity within the council workforce</u></p> <p>Within 6 months - by Mar 2021:</p> <ul style="list-style-type: none"> Run a series of 'Let's Talk About Race' webinars for staff Making unconscious bias training mandatory for all <p>By 2024:</p> <p>Ensuring senior management reflects the community and ensuring greater black representation in senior roles across the Council.</p> <p>Ongoing:</p> <p>Council Management Team to develop an understanding of impact of inequality (see work stream 2)</p> <p>By Dec 2020:</p> <ul style="list-style-type: none"> staff networks supported with coaching and mentoring ensure clear talent spotting and progression processes are in place revisit recommendations from past reviews ensure Black Lives Matter remains on the agenda. BLM to be on next staff Forward Together sessions. detailed work programme be put together in consultation with the Council's Cultural Diversity Network and Black Staff Forum. 	<p>There are cost implications for this action along the following:</p> <ul style="list-style-type: none"> Cost implication in setting up tracking/enforcing completion of training. Needs to be explored. Customisation of MSDx can cost around circa £35,000 to enable the anonymization of job applications. Additional funding for the development of training, coaching, mentoring and materials. (TBC). <p>One additional PO4 post may be required to support delivery of this work stream.</p>	<ul style="list-style-type: none"> Martin Williams, Head of HR Clare Ebune, HR Manager (workforce), HR Pascoe Sawyers, Head of Strategy and Partnerships, ACE dept

6.0 Financial Implications

- 6.1 The cost of the new of Community Action Plan Co-ordinator post (six-month secondment) is £33,100. Funding for this one off cost can be contained within the existing service budget, however any longer term commitments will need to be taken into account as part of the Council's budget setting process.
- 6.2 The majority of the actions are activities that can be contained within existing budgets. Where actions are unable to be contained within existing resources, the financial implications will need to be developed and considered as the detailed implementation plan is developed.

7.0 Legal Implications

- 7.1 Where it is reasonably thought that persons who share a protected characteristic suffer a disadvantage connected to that characteristic; and/or persons who share that characteristic have needs that are different from the needs of persons who do not share it; and/or participation in an activity by persons who share that characteristic is disproportionately low, then section 158 of the Equality Act 2010 permits positive action where it is a proportionate means of achieving a legitimate aim of enabling or encouraging persons who share the protected characteristic to overcome or minimise the disadvantage, meet specific needs or enable or encourage persons who share the protected characteristic to participate in that activity.
- 7.2 The Equality and Human Rights Commission (EHRC) Statutory Code of Practice in relation to services, public functions and associations provides further clarity in relation to the positive action provisions in the Equality Act. It explains that these enable service providers to take proportionate action to achieve fuller and more effective equality outcomes for members of groups that are socially or economically disadvantaged or excluded, or who otherwise face the consequences of past or present discrimination or disadvantage. Positive action can include, for example, providing additional or bespoke services, separate facilities, accelerated access to services, targeting resources or induction or training opportunities to benefit a particular disadvantaged group. Provided the action is within the parameters laid down in the Act and meets the test of proportionality, it will not amount to positive discrimination under the Act, which would be unlawful.
- 7.3 The Statutory Code also recommends that in order to identify possible causes of disadvantage, different needs and under-representation, and to develop appropriate positive action measures, service providers will benefit from the involvement of staff and members of groups sharing a relevant protected characteristic and such groups should also be involved in the evaluation of positive action measures which is in accordance with the council's approach as set out in this report.

8.0 Equality Implications

- 8.1 The Council, as a public authority exercising public functions, is subject to a general public sector equality duty (PSED) under section 149 Equality Act 2010 (EqA). The PSED requires public authorities to have "due regard" to:

- The need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the EqA.
- The need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it. This involves having due regard to the need to:
 - remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it; and
 - encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- The need to foster good relations between persons who share a relevant protected characteristic and those who do not share it. This includes having due regard to the need to tackle prejudice and to promote understanding.

8.2 This report and action plan will support Brent Council to continue to meet its public sector equality duties.

Report sign off:

Shazia Hussain
Assistant Chief Executive

Appendix 1

Work stream 1: Early intervention: children, young people and families

Officer lead(s) in support of community leads
<ul style="list-style-type: none">• Nigel Chapman, Operational Director, Integration and Improved Outcomes, CYP• Brian Grady, Operational Director, Safeguarding, Partnerships and Strategy, CYP• John Galligan, Head of Setting and School Effectiveness, CYP• Sue Gates, Head of Early Help, CYP
Timeframe for delivery (including any milestones)
All of the related proposed actions are for the medium term (over the next 12 months)
Plans for delivery (detail on how the action will be delivered and partners who need to be involved)
<p>1. <u>Working with schools to influence school curricula to:</u></p> <ul style="list-style-type: none">• <u>support young black boys with developing self-esteem, self-worth and confidence in the classroom, and through coaching and mentoring in schools</u>• <u>ensure positive Black History is being taught.</u> <p>School Effectiveness officers will continue to work with schools to encourage the teaching of black history. Good practice examples in Brent include schools, which have been awarded the United Nations 'Rights Respecting Schools Award', reducing inequality and promoting inclusive societies.</p> <p>Officers will ensure schools maintain a focus on the progress of priority groups & will continue to support the 'Raising Achievement of boys of Black Caribbean heritage' project, building on the success in improving outcomes in Year 1/2 of the project.</p>
<p>2. <u>Recruitment drive for black school governors. This includes encouraging schools and Governor training to include unconscious bias and anti-racism training.</u></p> <p>Recruitment processes for school governors are ongoing. A recent focused campaign resulted in 25% of recruited governors identifying as being Black/Black British. The governor training offer will be developed to include unconscious bias and anti-racism training.</p>
<p>3. <u>Creating an assured way of life for young black people by enabling them to fulfil their ambitions and aspirations relating to education and work through:</u></p> <ul style="list-style-type: none">• <u>enabling young people to explore and express their aspirations, which will include making them aware of opportunities available to them. This could also include confidence-building and making them feel 'accepted' and that</u>

they do not have to work twice as hard as their non-black peers to achieve the same levels of positive outcomes for themselves

- supporting parents with their own aspirations and to understand the aspirations of their families and children, and how they can enable their children to thrive
- institutions, including FE colleges, reviewing their support to ensure it is enabling young black people to discover and achieve their aspirations and removing structural racism and unconscious bias and barriers.

Looking at the pinch points in a young person's life (birth, starting school, transitioning from primary to secondary school, selecting GCSE subjects and beyond) we need to look at ensuring:

- that the institutions and individuals who are influencers in a young person's life at various stages possess the cultural competence to understand and respond to the context, pressures and barriers young black people can encounter at every critical stage in their lives. Training will be essential.
- young people are enabled and given the ability to prepare for and handle situations. This includes developing personal resilience skills and creating spaces to have difficult conversations, possibly in school. These conversations could be trauma felt or experienced, directly or indirectly
- that institutions deploy trauma training for professionals working with young people to support them with trauma and other issues faced
- space and opportunity for young people to act as leaders and influencers
- opportunities for young people to learn about black history which can enable self-worth and aspirations to grow
- opportunities to celebrate achievements, for example, through an annual Youth Pride of Brent Awards evening hosted by the Council.

Actions in this section will align with actions in work stream 5 regarding support for employment and enterprise.

Parents will be supported to access early years entitlements and the 30 hours free childcare offer through the Progress for All project.

Family Wellbeing Centres will provide parents and carers of 0-18 year olds with access to support services and programmes to develop their confidence and life skills.

Trauma-informed practice training will continue to be provided for professionals working with young people. Schools and colleges will be supported to access training in areas of cultural competence, unconscious bias and anti-racism.

Working with YBF and the Beckmead Trust, integrated youth activities will be provided around the new Alternative Provision school at the Roundwood Centre from January 2021.

Youth engagement through a series of podcasts exploring issues and concerns for young people. With The Beat London, the council recently commissioned a special

'Time to Talk Covid-19', phone-in to discuss why the BAME community is disproportionately affected by Covid-19.

Brent Youth Parliament gives young people who may feel marginalised the opportunity to have a voice.

Resource implications (e.g. budgets, officer time, departmental capacity)

The majority of actions can be undertaken as part of the core duties of the relevant teams.

Additional resource will be required to commission unconscious bias and anti-racism training as part of the Governor training offer. Training for institutions regarding cultural competence will also require additional resources.

Risks to delivery

Governing Boards oversee the delivery of the curriculum, including the national curriculum, in schools. The successful development of school curricula will therefore depend on individual school decisions.

The school governors recruitment drive will require Brent Council to continue to successfully engage community groups and businesses on vacancy opportunities and to encourage expressions of interest from individuals with relevant skills.

Impact on service area/department to consider (e.g. delivering action may mean stopping or scaling back on other departmental priorities)

This work can be undertaken as part of the core duties of relevant teams, working with community partners, schools and colleges.

Public engagement and involvement (community stakeholders or groups with interest in the action and suggestions on how to engage them)

Community engagement will be undertaken through the overarching Black Community Action Plan delivery governance and groups.

Partners include parents, school leaders, voluntary and community groups facilitated through the Young Brent Foundation.

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Appendix 2

Work stream 2: Enabling and strengthening community leadership through capacity building

<p>Officer lead(s) and contributors</p> <ul style="list-style-type: none"> • Shazia Hussain, Assistant Chief Executive, ACE • Pascoe Sawyers, Head of Strategy and Partnerships, ACE dept • Martin Williams, Head of HR and Clare Ebune, HR Manager (workforce) (advising on action 1).
<p>Timeframe for delivery (including any milestones)</p> <p>Timeframes specified against each action in next section.</p>
<p>Actions and plans for delivery (detail on how each action will be delivered and partners who need to be involved)</p> <p><u>Enabling the voice of community leaders and representatives to influence local decision-making through a Leadership Programme. A potential leadership programme could include several offers:</u></p> <ol style="list-style-type: none"> 1. <u>Establishing a mutual mentoring and coaching scheme designed to ensure that both black community leaders/representatives and senior Council officers, particularly members of the Corporate Management Team, can learn from each other about how the different kinds of skills, knowledge and experience may have can be used to benefit local communities.</u> <p>Individual CMT members to be matched with a community representative. Terms of engagement can be agreed between individuals. A pilot will be necessary before full roll out. CMT will better their understanding of communities' lived experiences and impact of services. CMT may wish to consider including participation in the scheme as an appraisal objective.</p> <p>Community representatives will develop their community leadership capacity, understand how the council works and forge stronger links between the community and Brent Council.</p> <p>Strategy and Partnerships will identify community mentors/mentees and put together a mentoring development framework.</p> <ol style="list-style-type: none"> 2. <u>Building cultural competence - Senior Council Managers matched up with local providers to spend time with black communities to get a better understanding of their lived experiences to assist with implementing changes.</u> <p>A mix of networking events in localities and seminars hosted by local organisations to share lived experiences of communities will be organised. Two-way dialogues to help both the council and communities to understand each other's worlds.</p> <p>Senior manager training in areas of unconscious bias, privilege, anti-racism, will begin in September. Separate training on building cultural competence could also be considered. The Young Brent Foundation and John Lyon's charities are</p>

developing a Cultural Competency framework for youth and community leaders which could be drawn upon.

A programme looking at different aspects of the black community experience, particularly young people, older people, community protection, enterprise and business could also be considered. The Channel 4 TV programme 'The Talk' is a good way of beginning to understand the experience of black communities.

3. Enabling access into positions of influence. This could include coaching into community positions such as being governors or trustees of local organisations as well as into lay council positions or opportunities.

We will set up a programme to include:

- awareness raising of upcoming opportunities in the borough
- quarterly training sessions on applying for roles such as governors, trustees and other positions
- CMT mentors supporting individuals to access and prepare for opportunities.

4. Ensure these programmes are well resourced as core programmes.

We will draw on expertise from the community but ultimately this is a decision for Cabinet to resource the whole action plan.

We will also work with elected members to build their capacity to act as race champions. Elected members are important as community representatives for black communities and can support open dialogue between communities and the council.

All the above actions can be delivered within one year.

Resource implications (e.g. budgets, officer time, departmental capacity)

- CMT to carve out time as part of their individual and departmental wider development. Officer time to set the framework and undertake matching. Hard to estimate exact impact at this juncture.
- Officer time to set up a programme.
- We have appointed a Community Action Plan Co-ordinator on secondment for 6 months (£33,100), with an option for extension depending on business need. Additional funding may be required if an extension is agreed in future.

Risks to delivery

1. Need to ensure this does not become a tick-box exercise by demonstrating impact of learning. Could mitigate this through published case studies on how coaching/mentoring has benefited both CMT members and the community.
2. Requires full CMT and community buy-in and continuous commitment.

Impact on service area/department to consider (e.g. delivering action may mean stopping or scaling back on other departmental priorities)

Strategy and Partnerships will include this work stream in its service plan and use the Community Action Plan Co-ordinator's time to deliver under the steer of the Head of Strategy and the Assistant Chief Executive.

Public engagement and involvement (community stakeholders or groups with interest in the action and suggestions on how to engage them)

We will work with community representatives and organisations who can provide mentees/mentors, present seminars and attend networking events with CMT.

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Appendix 3

Work stream 3: Developing community spaces – run and managed by local communities

Officer lead(s)
<ul style="list-style-type: none">• Alan Lunt, Strategic Director, Regeneration• Nick Ljuština, Operational Director of Property and Assets, Regeneration• Matt Dibben, Head of Employment, Skills and Enterprise, Regeneration
Timeframe for delivery (including any milestones)
6-24 months
Plans for delivery (detail on how the action will be delivered and partners who need to be involved)
<p><u>The council will support the development of spaces for community use e.g. for enterprise and young people. The Picture Palace, Morland Gardens and Leopold Centre are such current projects and the council will ensure that those putting in tenders to occupy the space have local community knowledge and ties.</u></p> <p>The council will make sure that community spaces are made available to groups or organisations that reflect the local communities.</p> <p>Morland Gardens is a mixed-use development including an adult education centre, affordable workspace, a community café, and 65 social rented units, which will be completed in December 2022. Delivery of the project is pending planning approval.</p> <p>The affordable workspace is intended to be at 50% of market rate rental and aimed at supporting local start-up activity in Stonebridge, Church End and Harlesden. This space will be leased to a workspace provider through a competitive procurement, with evaluation heavily weighted on social value and local community networks. The Morland Gardens Community Steering Group will be asked to inform the specification for the affordable workspace. This group includes Bang Edutainment.</p> <p>The Picture Palace was acquired by the council in January 2020, to aid its place-making vision for the town centre and re-provide cultural and/or community amenity to the town centre, in a way that benefits the diverse residents of Harlesden.</p> <p>The council is undertaking physical repair work on the building and intends to lease the building to an organisation who can provide a cultural or community offer on site. This will be achieved through a competitive procurement, with evaluation heavily weighted on social value and local community networks. The intended lease will be affordable at 50% of market value to enable organisations with a strong social value offer to bid competitively. The intended completion date is July 2021.</p>

The **Leopold Centre** is an annexe building within the grounds of the Gwenneth Rickus site. It is currently in disrepair and used for storage only. The school has approached the council asking for support to bring the building back into use. The school will then be able to use the building to support community activities.

Resource implications (e.g. budgets, officer time, departmental capacity)

Morland Gardens

The project is fully funded within the capital programme, through a combination of Community Infrastructure Levy, Greater London Authority grant, and council borrowing with repayments through the Housing Revenue Account (HRA). The Capital Programme Team in Property are leading the delivery of the new centre. The Employment, Skills and Enterprise Team will lead the operational management of the adult education centre and procurement of a workspace provider, in partnership with the Regeneration Team.

Picture Palace

The project is fully funded from within the council's existing capital programme. The Capital Programme team are leading on the repair work and fit out. The Employment, Skills, and Enterprise team are leading on the wider project management, with input from Property, Planning and Strategic Partnerships to ensure a joined up approach.

Leopold Centre

The project is funded within the schools asset management projects part of the capital programme, a Neighbourhood Community Infrastructure Levy bid might be submitted if specific requirements beyond the scope of the school AMP are required. The Capital Programme team in Property are leading the delivery of the project, with CYP leading the relationship with the school.

Risks to delivery

Morland Gardens

Planning approval

Picture Palace

Difficulty with planned community engagement due to Covid 19 restrictions.

Impact on service area/department to consider (e.g. delivering action may mean stopping or scaling back on other departmental priorities)

Inclusion in the Black Community Action Plan will not have any additional impact on the service in each case.

Public engagement and involvement (community stakeholders or groups with interest in the action and suggestions on how to engage them)

Morland Gardens

The Community Steering Group for the project will be engaged throughout. This includes Bang Edutainment who have input to the Black Community Action Plan. The Community Steering Group can be expanded if helpful, for example, a suggestion was recently made to include the Jason Roberts Foundation who are active in Stonebridge.

Picture Palace

Robust public and community engagement was undertaken in the run-up to purchasing the Picture Palace. The council is stipulating in its tender documents that the successful tenant will continue to engage the community and deliver public facing initiatives based on community feedback.

Leopold Centre

The school senior leadership team and governors will be engaged throughout.

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Appendix 4

Work stream 4: Supporting the black community and voluntary sector – grant funding to voluntary sector organisations and procurement

Officer lead(s)
<ul style="list-style-type: none">• Shazia Hussain, Assistant Chief Executive, ACE• Pascoe Sawyers, Head of Strategy and Partnerships, ACE dept• Julia Mlambo, Partnerships and Engagement Manager, ACE dept• Kate Lambert, Grants Manager, ACE dept
Action 9
<ul style="list-style-type: none">• Rajesh Shori, Head of Procurement, Digital and Customer Services
Timeframe for delivery (including any milestones)
Ranging from Medium (6-12 months) to Long Term (1 year +). Each action in the following section is marked with individual timeframes.
Plans for delivery (detail on how the action will be delivered and partners who need to be involved)
1) <u>Policy change - long-term rather than short-term or one off investments/grants investments into local projects</u> We will develop a comprehensive grants strategy that addresses the concerns about funding not lasting long enough to make impact by the end of this financial year. No resource issue. This will be delivered within 6–12 months.
2) <u>Review our grants and funding streams, and produce options to enable black community projects to flourish including:</u> <ul style="list-style-type: none">• <u>Reopen NCIL immediately for applications for communities adversely effected by inequalities</u> Completed in July 2020• <u>Ring-fencing of grants as long as there is compliance with regulations</u> We are unable to ring fence the NCIL grant for addressing inequalities as the grant is based on Infrastructure and the CIL regulations. In light of recent events we are able to prioritise projects subject to meeting the Equalities Act by: <ul style="list-style-type: none">• working with organisations from the community directory and those that attended the community meetings with the council that took place in the summer• ensuring website updates advise the purpose of funding rounds• communicating internally to officers for them to pass to relevant organisations, gently discouraging the normal internal bids unless directly related to tackling inequalities

- delivering online group sessions to support people to apply plus ad hoc one to ones where needed and
- CVS Brent providing one to one support.

The NCIL Panel will focus on projects addressing inequalities provided they meet the rest of the normal NCIL criteria. The round is capped at £2M to allow funds for the next round to cover any other applications.

This will be delivered within the next 6 months.

- 3) Providing coaching and advisory support to applicants of grants and funding provided by the Council and those provided by other bodies such as the GLA or central government.

The council will deliver capacity development activities including sessions on partnerships, subcontracting and consortia building. The latter will be of particular assistance to smaller organisations who might want to join a consortia and increase their ability to bid for larger contracts. The council also plans to provide organisations with tailored support to talk through their bids and advising on responding to questions, providing compelling evidence and developing clear outcome measures. These sessions will assist organisations with responding to Brent procurement opportunities.

This action will be implemented from September 2020 onwards.

- 4) Support joint strategic external funding applications between the council and community groups

The council will support appropriate joint bids.

- 5) Enabling collective community conversations about council funding criteria, for example, NCIL, so criteria is guided by what the community needs. This could be done through ensuring community representation on the NCIL decision-making panel.

NCIL is a regulated area but the council can work with groups and individuals to increase capacity to make applications. The grants strategy will include actions to ensure that the grants programme is as inclusive as possible.

We will look to implement participatory budgeting from autumn this year. This will include a mechanism by which members of the community can direct NCIL spend in their local areas. Consultation will mainly take place through Brent Connects, but specific engagement and capacity development activities will take place with black community groups.

Legally, NCIL priorities should be set in consultation with the community. We will ensure that action is taken to include the voice of BAME community groups in Brent and evidence impact of inequality on these communities.

- 6) Bring all the NCIL funded projects relating to black community projects into one programme. This will enable the collective pooling of existing resources to improve community outcomes.

The council can facilitate clustering and supporting conversations between groups to align their goals.

- 7) Providing match funding to existing funding streams for projects.

The council can do this through existing funds but also a greater emphasis through capacity support will be given to supporting the community with external funds and grants programmes. As part of our grants strategy we will encourage organisations to work with us as a match funder.

- 8) Participatory budgeting where community groups and representatives are invited to decide how to allocate spending to projects. This would entail community leaders and representatives working together to negotiate with each other to arrive at a collective position. The voice of young people will be crucial.

Participatory budgeting events will be undertaken through Brent Connects. We will involve young people and related community groups such as the Young Brent Foundation to ensure their voices influence decision making at the council.

The above actions can be delivered within 6-12 months.

- 9) Review the Council's procurement process to:

- proactively work with black community groups of various sizes to make applications including providing training or briefings to help applicants understand the local authority procurement process. Complex application processes can deter small organisations with limited resources or experiences build capacity of black communities to respond to tenders and make bids. A clearer connection needs to be made between social enterprise and procurement with priority given to black communities

The council's procurement strategy, which is going to Cabinet in October 2020, will include how clearer connections can be made between social enterprises, community wealth building and procurement. The council will be delivering capacity building activities from September (referred to in action 3 above) including information about Brent's procurement process.

- that social value is built in and successful contractors are considering the needs of the black community. The cultural competency of providers should be tested.

The council's social value strategy was agreed in April 2020, which will assist departments to incorporate cultural competency in bids as requirements.

- that the council uses its purchasing power to commission local groups to provide local services.

Guidance will be provided to commissioning departments at the council to use social value and procurement strategies to achieve this action.

The above actions can be delivered within 12 months.

10) Review the support given to black voluntary and community sector in the areas of:

- space available to charities for the black community
The council will liaise with the community to understand the particular requirements of the black community organisations and to see if there is anything available that meets their needs. Property Services in the council, with an understanding of the community's needs, can signpost organisations to private sector opportunities if there is nothing available in the council's portfolio. Consideration should be given to future use of the Civic Centre and if space is made available for local community groups.
- starting an informal engagement group for businesses, social enterprises, co-operatives, and corporates who are looking for CSR opportunities.
This can be organised by the Community Action Plan Co-ordinator under the guidance of the Employment and Skills team and Procurement.
- Supporting small voluntary and community sector organisations to join up and form local consortia to consolidate resources and expertise.
The grants strategy will encourage small organisations to form consortia to better enable them to submit bids. The strategy could consider incentivising consortia applicants. The overall NCIL programme will be reviewed to ensure collective outcomes and collaboration are also explored with existing bids and ensure communities are not working across each other but with each other.

Resource implications (e.g. budgets, officer time, departmental capacity)

No immediate financial resource implications for the actions in this work stream and for the most part implementation can be incorporated into existing or planned work. However, there are extra activities such as participatory budgeting and putting on procurement sessions and considerable community capacity building. This will have considerable implications for officer time.

Risks to delivery

Risk is around whether some organisations are ready for longer term contracts especially for the competitive elements. Also, the council does not have access to long term funding streams but a number of short to medium term grants such as the Edward Harvest grants.

Impact on service area/department to consider (e.g. delivering action may mean stopping or scaling back on other departmental priorities)

The majority of the actions under this work stream can be incorporated in current service plans. See 'resource implications' above.

Public engagement and involvement (community stakeholders or groups with interest in the action and suggestions on how to engage them)

We will engage with Step Up Hub and other cultural organisations. Engagement with CVS Brent will also be essential for the actions in this work stream.

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Appendix 5

Work stream 5: Support for Employment and Enterprise

Officer lead(s)
<ul style="list-style-type: none">• Alan Lunt, Strategic Director, Regeneration• Matt Dibben, Head of Employment and Skills, Regeneration <p>Action 1:</p> <ul style="list-style-type: none">• Brian Grady, Operational Director, Safeguarding, Partnerships and Strategy, Children and Young People <p>Action 5:</p> <ul style="list-style-type: none">• Rajesh Shori, Head of Procurement, Customer and Digital Services•
Timeframe for delivery (including any milestones)
Timings identified under each individual action below
Plans for delivery (detail on how the action will be delivered and partners who need to be involved)
<p>A Working Group with community representatives, employers, and employment providers (from the Moving on Up programme) can oversee this theme from the action plan.</p> <p>1. <u>Ensuring strong education employment and training routes for young people. Establish a local commission to review and develop the opportunities and routes to success available for young people aged 16-25 years.</u></p> <p>The above working group to lead the establishment and scope of a commission, including representatives from the education sector, community organisations, employment and enterprise specialists working with the black community, and the council.</p> <p>Commission could include the following, but ultimately needs to be led by the representatives:</p> <ul style="list-style-type: none">• Review existing offer.• Review evidence base of challenges for black young people in education settings, career advice, understanding barriers to aspiration and/ or accessing employment that is fitting for their educational attainment.• Engagement with black young people, including the Moving on Up Ambassadors, to understand their experiences.• Engagement with the black mentors being recruited through Moving on Up.• Working with employers via the NCIL funded Moving on Up work stream, focussed on 'growth sectors', including digital, tech, creative, and professional services. <p>Around 6 months to establish the commission, conduct research and provide recommendations.</p>

2. Review and understand the skills shortage and aspirations. Anecdotally, many young black people are more interested in starting their own businesses than jobs.

Include this research as part of the Commission's research and engagement with young black residents.

3. Commission a joint project with Ultra Education to advise and make young people aware about entrepreneurship opportunities and support available to them locally. Could be delivered in educational settings.

Engagement with young people, schools and the college is required, which black community leaders may be able to facilitate through existing work and relationships in the borough. Particular emphasis should be to harness young black talent towards the tech sector and those sectors providing good secure and sustained employment.

Scope of the project to be defined – e.g. whether to target 3 schools to begin with to trial and build evidence for the methodology.

Engagement with schools is required to secure buy-in, perhaps from 'trailblazer' schools to build momentum and test the method at a manageable scale.

This action could take around 6 months or slightly longer to take into account the work of the cross-sector Commission.

4. Create business opportunities for black people (or BAME) locally. Jobs of the future are increasingly going to be based in the tech world. The Council should use its levers and contacts to connect up black community entrepreneurs and start-ups to opportunities at larger with tech providers. The Moving on Up programme is a good example of a project where the council is linking young black men with employers and employment/training opportunities.

The Moving on Up project is already live and engages 'growth sectors' of tech, digital, creative, and professional services. The idea is to co-design culture change and recruitment practice with employers and input from young black men. It is currently supporting a cohort of 60 young black men into quality employment, with support from a new mentor network.

MOU has identified the need to also develop entrepreneurship / business start-up capacity to help young black men to develop their business ideas and bring these to fruition. Entrepreneurial skills can also be invaluable in employment (communications, leadership, creativity), so transferable to other employment opportunities being brokered by the project. MOU is best placed to lead this work stream.

A timeline for delivery of this action needs further exploration and will be confirmed at the next Cabinet update.

5. Using the council's purchasing power to commission local organisations and businesses to provide services such as meals on wheels etc. The council can do more to enable local businesses to put in tenders such as by making them aware of tendering and commissioning processes.

The council will develop a database of Brent suppliers, widely promote council contract opportunities to local SMEs (including a focus on black businesses in the borough), provide support to businesses via webinars and the Meet the Buyer event through Brent for Business.

Training for council contract managers on the use of the supplier database, promotion of opportunities and ensuring compliance with the council's proposed procurement strategy and the Social Value Policy will be undertaken.

The delivery timeframe is 6-9 months.

Resource implications (e.g. budgets, officer time, departmental capacity)

Resources required:

- Secretariat and research capacity required for Employment and Enterprise Commission for a 6 month period.
- Funding to be identified to project manage and commission entrepreneurship provision in education settings and
- A new entrepreneurship / start-up business support programme for black entrepreneurs and start-up businesses.

Risks to delivery

Not able to secure funding for the entrepreneurial projects

Working group members not agreeing on the best approach and potential competing interests as a number of them are also service providers. Need to manage this with fair commissioning processes.

Commission not sufficiently objective as some members are also delivery partners. Can manage this with sufficient balance of representatives from the council, schools, and other strategic partners such as the Young Brent Foundation.

Impact on service area/department to consider (e.g. delivering action may mean stopping or scaling back on other departmental priorities)

Secretariat and research capacity is needed to take forward the Commission, which may be needed from the Strategy and Partnerships Service.

Public engagement and involvement (community stakeholders or groups with interest in the action and suggestions on how to engage them)

Moving on Up Collective Impact Partnership – includes the United Colleges Group, Jobcentre Plus, VCS organisations, and employers.

Some organisations are not currently part of the MOU Collective Impact Partnership, but strong relationships exist between them and the council, such as Slenky and Ultra Education.

A call to action to employers is being planned by the MOU project.

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Appendix 6

Work stream 6: Accountability & engagement

Officer lead(s) and contributors
<ul style="list-style-type: none">• Shazia Hussain, Assistant Chief Executive (ACE)• Pascoe Sawyers, Head of Strategy and Partnerships, ACE dept• Julia Mlambo, Partnerships and Engagement Manager, ACE dept• Meenara Islam, Strategic Partnerships Manager, ACE dept
Timeframe for delivery (including any milestones)
Each action in the following section is marked with individual timeframes.
Plans for delivery (detail on how the action will be delivered and partners who need to be involved)
<p>1) <u>Enabling communities to get involved in the work of the council and partner organisations through existing mechanisms such as through participating in scrutiny committee task and finish groups and the co-opting of community leaders/representatives on to Boards where possible.</u></p> <p>A Community Action Plan Co-ordinator has been appointed on internal secondment to Strategy and Partnerships to co-ordinate delivery of the whole action plan. The Co-ordinator will also be responsible for working closely with the community to ensure they are involved in and kept updated on the delivery of work streams.</p> <p>Strategy and Partnerships and Governance will explore with chairs how best community members can be involved in the work of appropriate Council Board and Committees and in reference to the Brent Council Constitution. Consideration will be given to co-opting black community members onto scrutiny committee for example.</p> <p>Currently, statutory meetings are held virtually and experience has shown that this facilitates the engagement of the community in the meetings via public questions, and results in higher viewing figures of the webcast.</p> <p>There are slots at meetings of full council for the public and 15 minutes are set aside at alternate ordinary meetings of full council for questions from the Brent Youth parliament (a full list of how citizens can engage is set out at para 11 of Part I of the constitution). Black community members may take advantage of this opportunity.</p> <p>This action can be delivered within the next year.</p> <p>2) <u>Knowledgeable and experienced community members should be commissioned as paid consultants and peer reviewers to provide local insights, help shape the council's agenda and hold it to account.</u></p>

The LGA has been commissioned by the Chief Executive to undertake a peer review this Autumn and has requested for the review team to include local community members as paid reviewers for their expertise and local knowledge.

The council will continue to explore other such opportunities as well as build and support the capacity of community members to undertake such work through the mentoring scheme with CMT (see work stream 2 for more details).

This action can be delivered and the approach mainstreamed in council business within the next year.

- 3) Clearly demonstrating and reporting back impact to communities in a 'you said, we did' format including engaging in face to face (or virtual) meetings and on digital platforms to involve as many people as possible.

The council has already started to embed a co-production approach with a borough wide summit and by convening a steering group of community members who will hold the council to account on action plan progress and contribute to the work streams in partnership with departments.

The Co-ordinator will be responsible for ensuring that tangible results are demonstrated and communicated to the wider community in ways that are convenient to them.

This action will be achieved in the short term and be embedded for the long term.

- 4) Review of council corporate strategies (such as physical activity, health and wellbeing, stronger communities, equalities) and ensuring they include in-depth consultation with community leaders and groups. This entails working with local influencers (but being mindful of the 'usual suspects' and gatekeepers who are usually consulted with at the exclusion of others in the community) to understand the communities and their needs, and keeping a close connection between the council and community alive. The shaping of policy frameworks need to happen in partnership with the community and must be authentic.

The council is developing an approach to community engagement (Civil Society Strategy) which will include a consideration of how best to involve communities and enable them to have influence over the development of council policies, services and strategies. The peer review will also feed into this element and a more detailed equality impact will be carried out for the Borough Plan Outcome refresh taking place this year.

This action will be delivered within one year.

- 5) Putting in place long term mechanisms to engage with young black people in the borough in settings and ways that are convenient for them. Treating young people as stakeholders with a voice.

The council will work with organisations such as Young Roots, Young Brent Foundation and Brent Youth Parliament to ensure regular dialogue between the

organisation and young people in the borough so they can air their views and get involved in addressing local issues. We will also work with young people to identify their preferred communication methods. This will be reflected in the Civil Society strategy.

This action will be delivered within a year.

- 6) Creating a consolidated central preventative engagement function. This would include dedicated work with communities in localities.

The council's refreshed engagement approach (please refer to point 4 above) will address the need for the organisation to ensure localised involvement and engagement work is embedded in our day to day business. This includes ensuring that engagement activities are taking place in local areas of convenience for communities and enabling people to influence the development of council policies.

The council is also working with the voluntary sector to ensure that smaller community and voluntary groups are able to influence Council decision makers. This will build on the successful engagement work carried out during the first months of the COVID-19 crisis.

This action will be delivered within a year.

- 7) Draw on existing communication platforms in the community such as the Beat London radio station to convey messages and engage people.

The council has been engaging with Beat London for nearly three years and will continue to supplement by using a range of other communication platforms to engage with as much of the community as possible. We are currently mapping out all forms of stakeholder contact as part of the future Civil Society engagement strategy.

This action will be delivered within a year.

- 8) Convene a temporary community reference group to assist with the production and peer review of this action plan. The following people have expressed their interest in participating in follow-up discussions

This reference group was convened in July 2020 and had already started to meet. The council welcomes other members of the community who would like to be involved.

- 9) Holding a summer or autumn summit to convene a broader network of community leaders to review actions by the Council and continue the conversation.

The council will convene a summit in the autumn with a wide range of community leaders and representatives. We will work with the community reference group to design the event and will deliver in partnership with the Young Brent Foundation. Whether this will be a physical or virtual event is yet to be determined.

This action will be delivered by November 2020.

10) Using Brent Connects forums to engage with communities directly across all wards.

This action is already in train with planning for the October and January meetings underway. Brent Connects will also be used for Participatory Budgeting events where the community will have a say on how available funding is spent on local priorities.

This action will be delivered over the next year.

Resource implications (e.g. budgets, officer time, departmental capacity)

There are likely to be resource implications as we increase engagement activities. A more accurate estimate of costs will be provided to Cabinet in a future update following the design of a programme of activities.

Activities and approach set out by the future Civil Society strategy will require resourcing in order to make step changes. A future update to Cabinet can include a fuller estimate of costs once this strategy has been developed.

The financial resources required for the summit will depend on the format of the event (virtual or physical) which is yet to be decided. Either option will require the time of officers to prepare and deliver the event.

Risks to delivery

It will be important to ensure that both formal and informal opportunities for people to get involved in the work of the council are accessible to all parts of the community.

Without adequate resources the refreshed community engagement approach may not be effective.

Impact on service area/department to consider (e.g. delivering action may mean stopping or scaling back on other departmental priorities)

The majority of actions can be incorporated into the Strategy and Partnership existing work programme now that there will be a Co-ordinator in post.

Public engagement and involvement (community stakeholders or groups with interest in the action and suggestions on how to engage them)

This work stream's focus on public involvement will need to include the involvement of a wide range of community members, organisations and representatives who are enabled to influence the delivery of actions by providing feedback on effectiveness.

Appendix 7

Work stream 7: Internal review of processes within the Council

Officer lead(s)
<ul style="list-style-type: none">Shazia Hussain, Assistant Chief Executive Action 1: <ul style="list-style-type: none">Pascoe Sawyers, Head of Strategy and Partnerships, ACE dept.Meenara Islam, Strategic Partnerships Manager, ACE dept. Action 2: <ul style="list-style-type: none">Katie Smith, Head of Executive and Members Services, ACE dept.
Timeframe for delivery (including any milestones)
Included under each action.
Plans for delivery (detail on how the action will be delivered and partners who need to be involved)
<p>1) <u>Review the Equalities Analysis process the council uses to assess the impact of decisions on the black communities. Reform the process so black communities are co-production partners in decisions. The council will draw on organisations such as the Young Brent Foundation, which has existing members who have the skills to undertake appreciative inquiries into the council's policies and programmes to check we are getting the outcomes right for the black community.</u></p> <p>The council will work with the community to gain their insights on potential impacts. The council will incorporate an appreciative inquiry approach in its work drawing on organisations such as YBF to represent the youth voice as well as on others representing the black community. We will test out any revised EA process with community representatives. The planned LGA peer review on equalities may also provide ideas for a refreshed EA process.</p> <p>This action to be delivered by the end of 2020.</p> <p>2) <u>Ensure there is appropriate and timely learning from complaints and feedback from the community. Demonstrating and communicating changes made to systems as a result to black communities. The creation of opportunities to have community based space for open and frank discussions about experiences can help inform the learning process.</u></p> <ul style="list-style-type: none">Ongoing analysis of complaints and feedback – data on complaints and feedback are regularly analysed by the Complaints team to improve our operational processes and service delivery. We will continue to learn from complaints and suggest corrective actions for service areas in order to put things right and prevent further complaints. This information is available to all residents through the Council's Annual Complaints Report which will be published and available on our website. We report internally on complaints performance and learning quarterly.

- **Analysis of complaints affecting the black community** - in response to this action plan, we will carry out analysis on complaints that we receive on issues affecting black communities by searching for keywords. However, we expect that such analysis would yield little material.
- **Restoring the ability to request equalities data from complainants** - implementation on CRM to reinstate equalities data and feedback function; keyword searching to analyse data (this was possible on the old system, i-casework).
- **Develop compliments/feedback form on the Council's website**
Develop a feedback and compliments form so that customers and members of the community can submit compliments and feedback about Council services.

This is a medium to long term action to accommodate continuous learning. There will be quarterly and annual internal analyses.

Resource implications (e.g. budgets, officer time, departmental capacity)

Officer time to carry out extensive analysis (not all complaints are entered via the system, some are received as an attachment to an email, making analysis time consuming). Possible upgrade to new CRM system to allow for equalities data to be entered – this may be deemed a 'change request' and may incur costs from the contractor.

Risks to delivery

Communities must be meaningfully involved by departments across the council to inform future EAs.

Being able to extract relevant data may be a challenge.

Impact on service area/department to consider (e.g. delivering action may mean stopping or scaling back on other departmental priorities)

Positive impact is anticipated in terms of improved practice.

Additional resource to help with analysis

Public engagement and involvement (community stakeholders or groups with interest in the action and suggestions on how to engage them)

The council will consult with interested community organisations to design and test out refreshed equality analysis approaches, including the YBF.

The council could consult with the Institute of Customer Service and other bodies on how segmentation of complaints and complainants is approached. The council will also engage residents through Brent Connects to obtain feedback. The council's Annual Complaints Report is considered by scrutiny committee – the community could be encouraged to field public speakers at the relevant meeting.

Appendix 8

Work stream 8: Homes and homelessness

Officer lead(s)
<ul style="list-style-type: none">• John Magness, Head of Housing Supply and Partnerships, CWB• Laurence Coaker, Head of Housing Needs, CWB• James Pearce, Head of Complex Care, CWB
Timeframe for delivery (including any milestones)
6 months
Plans for delivery (detail on how the action will be delivered and partners who need to be involved)
<p><u>The council needs to work with the community to expand this area of work but initial areas to explore include:</u></p> <p><u>Working with our RSLs and local community organisations such as Crisis to look at the housing agenda and bringing them into a forum to look into issues to do with the black communities. Holding RSLs to account and being involved in the community and the issues.</u></p> <p>The Council has regular meetings with RPs through the Housing Strategy and Development Board forum. During the current situation these are being held virtually. This subject has been added as a main agenda item and the objective in the first instance will be to identify those involved organisations response to the BLM issue and then develop an appropriate action plan.</p> <p><u>The elderly and care – older black communities who are isolated because they do not go into care in the community.</u></p> <p>Crisis currently chair the Brent Homelessness Forum, attended by both voluntary and statutory sector agencies dealing with homelessness. The next forum meeting is on 4 Sept and the BLM issue will be added to the agenda.</p> <p>Black individuals are over-represented in all social care services (day centres, homecare, direct payments, extra care and supported living), but significantly less represented in nursing & residential settings. Further analysis will be undertaken to look at ethnic profiles in relation to age/other demographic factors to see whether the same patterns are borne out, and enable us to focus actions in the right places. In addition, when analysing the results of the recent Social Care user survey we will add an additional focus on the experience of different ethnic groups in receipt of social care - how they feel about the services they receive and the choice available to them.</p> <p>Carers Board & Gateway: to consider barriers leading to increased isolation (e.g. is this based on negative experience, level of awareness of services).</p>

Casefile Audit of existing customers to consider whether care assessment planning and review is comprehensive, personalised and sensitive to resident's cultural identity.

Resource implications (e.g. budgets, officer time, departmental capacity)

Difficult to estimate at this time.

Risks to delivery

Low

Impact on service area/department to consider (e.g. delivering action may mean stopping or scaling back on other departmental priorities)

Minimum impact

Public engagement and involvement (community stakeholders or groups with interest in the action and suggestions on how to engage them)

Actions based on stakeholder engagement.

Appendix 9

Work stream 9: Tackling health inequalities

Officer lead(s)
<ul style="list-style-type: none">• Phil Porter, Strategic Director, Community Wellbeing• Melanie Smith, Director of Public Health, Community Wellbeing
Timeframe for delivery (including any milestones)
Timeframes below.
Plans for delivery (detail on how the action will be delivered and partners who need to be involved)
<p><u>Covid-19 threw a sharp and painful relief on health inequalities, caused by structural inequalities. BAME communities are disproportionately affected by the pandemic in terms of contracting the virus, mortality rates and other life effects. The council, along with local and regional partners, will examine the full impact and plan for actions to reduce the disproportionate impact on BAME communities as well as identifying and addressing the structural reasons for the inequalities.</u></p> <p>The council and partners, working with local residents, will develop an approach which:</p> <ul style="list-style-type: none">• Sets out actions for the short, medium and long term, and• Is Brent-wide, but also focused on particular areas if needed <p>This approach will be overseen by the Health and Wellbeing Board and led by a sub-group of the HWBB – the Health Inequalities sub-group.</p> <p>The action plan is being developed at the moment, but examples include:</p> <ul style="list-style-type: none">• Short-term measures – a continuing focus on communication, building the reach and cultural competence of our public health messages and working with the NHS to build confidence in the local hospital. We will advocate for and work with GPs to urgently improve management of long-term conditions and implement the expanded flu vaccination ahead of a second wave.• Medium-term – the council will develop a ‘Health in All Policies (HiAP)’ approach so we better understand the health implications of our policies and services with the aim of improving the health of the population and reducing inequality.• Long-term – we will engage with the community and write a new Health and Wellbeing Strategy by early 2021, which will respond to health inequalities in depth. The HWB Board began the conversation of the disproportionate impact of Covid-19 on BAME communities in Brent and the underlying health inequalities in late June 2020.• Focused interventions – impact of the first wave was particularly high in Church End & Alperton, therefore we will work with the local community, using a participatory/ community-led approach to improve the

responsiveness of health services in those areas, learning lessons and rolling out to other areas as needed.

Resource implications (e.g. budgets, officer time, departmental capacity)

Developing the strategy, in consultation with the community, will require officer time. Co-ordinators will also be appointed to take forward the work on reducing health inequalities in Alperton and Church End. The wider implications of the Health in All Policies and the Health and Wellbeing Strategy will only be quantifiable as this work is developed.

Risks to delivery

No currently anticipated risks to delivering the above two projects.

Impact on service area/department to consider (e.g. delivering action may mean stopping or scaling back on other departmental priorities)

This will be a key priority for Public Health, it will not require scaling back of other initiatives.

Public engagement and involvement (community stakeholders or groups with interest in the action and suggestions on how to engage them)

Communities will be engaged throughout the development of the new Joint Health and Wellbeing Strategy.

Local residents in Alperton and End are being involved and engaged by the council and health as part of the participatory/ community-led hyper local interventions.

Appendix 10

Work stream 10: Embedding equality and diversity within the council workforce

Officer lead(s)
<ul style="list-style-type: none">• Martin Williams, Head of HR• Clare Ebune, HR Manager (workforce), HR <p>Action 3</p> <ul style="list-style-type: none">• Pascoe Sawyers, Head of Strategy and Partnerships, ACE dept
Timeframe for delivery (including any milestones) All actions will be delivered between October 2020 – June 2022. The outcome of the LGA Equalities peer review in October 2020 will feed into a more detailed work programme, which will be subject to consultation with the Cultural Diversity Network & Black Staff Forum. Cabinet will receive the findings of the peer review and further detailed work stream action plan.
Plans for delivery (detail on how the action will be delivered and partners who need to be involved)
<p>1. <u>The council should:</u></p> <ul style="list-style-type: none">• <u>Run a series of 'Let's Talk About Race' webinars to enable staff at all levels to engage in open and frank discussions about lived experience in relation to race, racism and remedies for racial inequality.</u> <p>The council will commission this training for staff.</p> <ul style="list-style-type: none">• <u>Making unconscious bias training mandatory for all but with a more practical focus on front line staff such as social workers, housing and customer services colleagues. This training needs to be accompanied by a review and reform of underpinning systems that could perpetuate bias. An example could be in recruitment where applications put to recruitment panels are made anonymous.</u> <p>Unconscious Bias training is already available as online learning and is mandatory. A system could be set up to track and enforce completion of the training as is the case for Data protection and other forms of training.</p> <p>We are unable to anonymise applications within the Taleo system. Taleo is about to be replaced by Microsoft Dynamics(MSDx). This also does not include the ability to anonymise applications in its standard format. We have made initial enquiries regarding customisation of the system to enable this action.</p> <ul style="list-style-type: none">• <u>Offer Unconscious Bias training in classroom and virtual form covering anti-racism, racial competencies, privilege and fragility. Review of online unconscious bias training to be updated immediately and ensure annual reviews to be carried out with staff.</u> <p>To roll this out as mandatory face to face learning for large numbers of staff will involve significant cost. Although a programme can be developed in six months it will also take considerable time to implement it fully.</p> <p>The online training will be kept under regular review and the Cultural Diversity will be consulted.</p>

2. Ensuring senior management reflects the communities the Council serves and ensuring greater black representation in senior roles across the Council.

This work is ongoing and will be achieved by 2024.

3. The Council Management Team should develop an understanding of the types and impact of inequality. This could be done through reverse mentoring for CMT and senior managers with a black colleague (with clear terms of reference to ensure it is beneficial for both parties e.g. shadowing opportunities for the mentor).

Please refer to work stream 2 for further details on this.

4. Staff networks should continue to be supported with coaching and mentoring. The Council should also set up a Black Staff Forum with a separate budget for events and training. Race champions and allies who empathise with the experiences of black people. Champions should receive training and support to undertake their roles.

In terms of establishing a cohort of Race Champions we can build on the experience and training we have used for our Domestic Violence champions.

5. Ensuring clear talent spotting and progression processes are in place and are communicated regularly to staff. In tandem, ensuring supportive structures for black staff progression are in place.

HR will consult with the Cultural Diversity Network on future black staff progression plans.

6. The Council should review and update recommendations from:
 - the Annual Workforce Equalities Report April 2013 – March 2014
 - Pavey review 2015
 - Business in The Community BAME focus group 2019 report on the experience of ethnic-minority employees at Brent Council & the Equality and
 - Exclusions Project February 2016 (disproportionate exclusion of black boys from Schools)

The Chief Executive has commissioned the LGA to undertake a peer review in the October 2020 and has requested for the review team to include paid local community member reviewers for their expertise and local knowledge as well as council staff. The peer review will look internally at the council's approach to equality, diversity and inclusion, and externally, at how the council works to tackle inequalities in the community.

The above areas will be likely to be included as part of the LGA peer review.

7. Ensure Black Lives Matter remains on the agenda, particularly when media focus and political pressures cease. Add BLM to the next set of staff Forward Together sessions.

The council will ensure this action plan is mainstreamed into council business and will work with communities to continually improve practice. Black Lives Matter will be the focus of the autumn staff Forward Together sessions.

8. A detailed work programme for all of the above will be put together in consultation with the Council's Cultural Diversity (staff) Network and Black Staff Forum.

Until we have the outcomes from the LGA review and have consulted with the Cultural Diversity Networks, Black Staff Forum and recognised Trade Unions on proposals we are unable to develop a more detailed plan for delivery. Feedback from all these sources needs to be built into the approach, including the content of training.

Resource implications (e.g. budgets, officer time, departmental capacity)

1. There are cost implications for this action along the following:

- Cost implication in setting up tracking/enforcing completion of training. Needs to be explored.
- Customisation of MSDx can cost around circa £35,000 to enable the anonymization of job applications.
- Additional funding for the development of training, coaching, mentoring and materials. (TBC).

One additional PO4 post at £42,684 will be required to support delivery of this work stream.

Risks to delivery

The main risk to delivery is a lack of appropriate resource to implement this ambitious programme.

Impact on service area/department to consider (e.g. delivering action may mean stopping or scaling back on other departmental priorities)


Funding for Equalities related work was removed from the HR service in 2017. What limited work we undertake falls within the remit of our Senior HR Policy Advisor. To deliver successfully what appears to be a substantial cross cutting programme will require an additional post as well as additional funding for procuring third party work where required.

Many actions are for council-wide delivery and responsibility for effective delivery will rest with managers and colleagues across the organisation.

Public engagement and involvement (community stakeholders or groups with interest in the action and suggestions on how to engage them)

Cultural Diversity Networks, Black Staff Forum and recognised Trade Unions.

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	Cabinet 7 September 2020
	Report from the Assistant Chief Executive
Borough Plan – Review of Year 1	

Wards Affected:	All
Key or Non-Key Decision:	Non-Key
Open or Part/Fully Exempt:	Open
Appendices:	Appendix 1: Borough Plan Presentation
Background Papers:	None.
Contact Officer(s):	Pascoe Sawyers, Head of Strategy & Partnerships, Pascoe.sawyers@brent.gov.uk Tel: 020 8937 1045

1.0 Purpose of the Report

1.1 This report presents the review of the first year of the council's Borough Plan 2019-2023.

2.0 Recommendations for Cabinet

2.1 Cabinet is asked to consider and approve the review document.

3.0 Detail

3.1 When we launched the Borough Plan in 2019 we also produced a separate delivery plan, setting out in detail our work towards the five strategic themes:

Every opportunity to succeed – working in partnership to support children and young people, educational attainment, work and training

A future built for everyone, an economy fit for all – regenerating the borough to grow the local economy and provide the jobs, homes and transport that people need

A cleaner, more considerate Brent – tackling the climate emergency and keeping our environment clean and pleasant

A borough where we can all feel safe, secure, happy and healthy – safer and healthier communities, opportunities to enjoy Brent's unique cultural

heritage, support for vulnerable children and adults to be as independent as possible

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

- 3.2 The delivery plan was to be reviewed and updated annually for each of the four years of our strategy, in order to reflect changing priorities.
- 3.3 The year one delivery plan captured almost 100 actions across the five themes. Strategy and Partnerships has worked with officers from across the council in developing the appended review document, which highlights some of the main achievements and the progress the council has made over the last 12 months.
- 3.4 This review of year one was presented to Leader's Briefing in June, where the following point was identified:
- Need to undertake a review of overarching themes to ensure they are relevant to the current needs and climate. This has now taken place and further work is being developed to produce six refreshed Borough Plan outcomes. These will be developed in conjunction with the budget for 21/22.

4.0 Legal implications

- 4.1 None arising from the report.

5.0 Financial implications

- 5.1 None arising from the report.

6.0 Equality implications

- 6.1 None arising from the report.

Report sign off:

SHAZIA HUSSAIN

Assistant Chief Executive

Building a Better Brent

Page 99

Review of Year 1





REVIEW OF YEAR 1

It is over a year since we launched our Borough Plan 2019-2023, with the goal of **Building a Better Brent** and **five strategic themes against which to measure progress**. This review of the first year looks at some of **our achievements over the period**. It also helps **point the way forward** in terms of our priorities for year 2.

Our strategic themes

Page 100

DESIRED OUTCOMES

- 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
- Make Brent a place where culture is celebrated and vibrant

DESIRED OUTCOMES

- Enable more residents to get online
- Ensure value for money through our commissioning and procurement
- Building services around residents and their needs
- Increase in resident satisfaction
- Increase in resident involvement

DESIRED OUTCOMES

- Tackling the climate and ecological emergency
- Improvement in air quality
- Reduction in illegally-dumped rubbish



DESIRED OUTCOMES

- Improvement in Key Stage results for boys of Black Caribbean heritage
- Improvement in Key Stage results for looked-after children and care leavers
- High-level skills achievement and increase in apprenticeships
- Increase in average wage

DESIRED OUTCOMES

- Increase in inward investment achieved via the council
- Produce 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
- Keep traffic moving and our roads and pavements in good repair



IMPROVEMENT IN KEY STAGE RESULTS FOR BOYS OF BLACK CARIBBEAN HERITAGE

- We have significantly narrowed the gap in attainment between boys of Black Caribbean heritage (BBCH) and all pupils – it is now **7.8% points**. This improvement follows the first year of the schools forum-commissioned **‘Raising the achievement of boys of black Caribbean heritage’** programme.



■ As part of the above, we have **76 Black Caribbean Champions** working across Brent schools.



IMPROVEMENT IN KEY STAGE RESULTS FOR LOOKED-AFTER CHILDREN AND CARE LEAVERS

- There were **12 looked-after children** (LAC) at Key Stage 3 and 4 with a fixed-term exclusion this academic year, **down from 25** previously. This is thanks to strong collaborative working, training and more stable school places.

- **Only 1.4% of our 16-17 year-olds are not in education, employment or training** (NEET).

Brent is working closely with Prospects to support all young people into education, employment or training.

- All LAC who have not achieved a level 4 grade in GCSE core subjects are supported from results day through to enrolment onto courses that provide re-sits.



- There were **71 secondary school fixed-term exclusions** for BBCH in this academic year, which is a vast improvement on 2018/19. Our Inclusion Support service works hard with parents and schools to prevent exclusions from happening.

- **Over 70% of boys of Black Caribbean heritage** in Brent have **accessed the nursery education grant this year**, which enables 15 hours of free childcare provision each week. Promotion and outreach work in person is unfortunately on hold due to COVID-19, but continues through website, social media and telephone enquiries to the team.



- The attendance of **Looked After pupils of secondary school age increased to 87% from 83%** the year before, reflecting a range of targeted actions and collaborative work with schools and carers.



HIGH-LEVEL SKILLS ACHIEVEMENTS AND INCREASE IN APPRENTICESHIPS

■ Brent Start, our adult education college, **has supported over 3,000 residents** this academic year, with an **achievement rate of 93.7%**.

■ Whilst in-person classes were put on hold in March due to COVID-19, continued learner engagement has taken place online across a number of platforms such as Google, Zoom, Skype and WhatsApp. Courses have included ESOL, English, Maths, Digital skills, and childcare. In the last few weeks alone, over **3,500**

activities have been delivered and over **600 residents** engaged – helpful not only in terms of improving their skills but also promoting mental wellbeing during this difficult time.



INCREASE IN AVERAGE WAGE

■ Brent Works and the Living Room have secured **272 employment outcomes** in 2019/20. **Over 70% of these jobs were paid at the London Living Wage** with very few zero-hour contracts. Recent recruitment has included roles for care workers, NHS 111 call handlers, construction and logistics.



EVERY
OPPORTUNITY
TO SUCCEED

■ **Brent Works has supported 60 residents into apprenticeships** this year, across a wide range of sectors including construction, finance and digital. Employment & Skills team are working closely with apprentices, employees and training providers to ensure everyone is engaged and has access to support during the current COVID-19 crisis.



INCREASE IN INWARD INVESTMENT ACHIEVED VIA THE COUNCIL

■ During 2019/20 **Burnt Oak, Colindale and Church End** have been promoted as growth areas through Capital West London – a partnership approach to driving both business and economic growth.



PRODUCE OUR NEW LOCAL PLAN

■ Our draft Local Plan, setting out **our plans for future development in Brent**, went out to consultation

in October 2019.

Following **extensive feedback from residents**, the plan was approved by the council in February 2020 and submitted to the planning inspectorate in March.



■ **A vision for inclusive growth in Harlesden** was signed off by Cabinet earlier this year. We have since acquired the Picture Palace on Manor Park Road, and received the go-ahead to transform Morland Gardens into a brand new mixed-use development, with a state-of-the-art education centre, council homes, affordable workspace and community areas.



Page 103

INCREASE IN HOUSING SUPPLY

- This year there were:
 - **35 new properties** built by the council and let to homeless households.
 - **242 new affordable homes** generated in the borough
 - **62 properties purchased for use by i4B**, the company set up by the council to provide affordable accommodation.



REDUCTION IN THE NUMBER OF HOUSEHOLDS IN TEMPORARY ACCOMMODATION

- The number of people in temporary accommodation was **down to 2,080 in February of this year**, after finishing 2018/19 at 2,191. Unfortunately things changed in March due to the impact of Covid-19 and numbers in TA are currently higher than usual, as we help people through this period.



- Our Local Plan has a target of **50% new homes to be affordable.**

Page 104



- **359 properties were let to homeless households**

in temporary accommodation this year.

- There were **131 transfers of residents** to better-suited housing this year (bands A & B).



KEEP TRAFFIC MOVING

- This year we began a comprehensive two-year programme of footway repair costing £20m. **35 schemes have been completed, with another 17 in progress.**



TACKLING THE CLIMATE AND ECOLOGICAL EMERGENCY

■ The council declared a climate and ecological emergency in July 2019, aiming for carbon neutrality by 2030. We have pledged to:

- **Promote the importance of local biodiversity** and natural habitats
- **Deliver reductions in carbon emissions** by supporting renewable alternatives
- **Create a Carbon Offset Fund**, to ensure new developments fund projects that reduce toxic emissions elsewhere in the borough
- Work with every household and business in Brent, as well as with national government, so that **everyone plays a part in making Brent the cleanest, greenest borough in London.**

In November we held the **Brent Climate Assembly, to hear what local people think should be done.** The Assembly delivered a number of recommendations at the end of the process. We are also conducting a climate review across the entire council, and both of these measures will feed into a Sustainability Strategy, to be set out during 2020.

IMPROVEMENT IN AIR QUALITY

- **We planted 1,033 trees** in the borough – four times as many as last year. Existing tree cover, levels of deprivation and quality of air are all factors in where trees are planted.



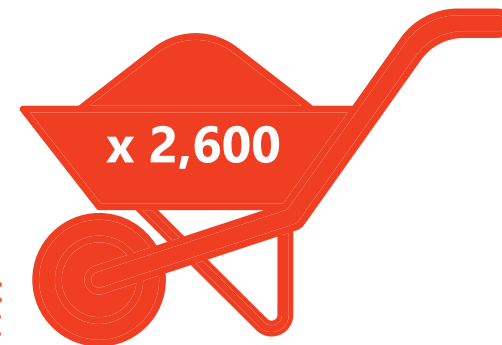
REDUCTION IN ILLEGALLY DUMPED RUBBISH



- **19 community clean-up action days took place across our neighbourhoods** with input from residents, members, Veolia and neighbourhood managers.



- **150 volunteer litter pickers removed over 120 tonnes of waste** – equivalent to 2,600 wheelbarrows.



REDUCTION IN ASB, RISK OF HARM AND RE-OFFENDING

- We recruited **four new Neighbourhood Patrol Officers** to target anti-social behaviour hotspots in the borough.



Page 106

- **The Online Watch Link (OWL)**

was launched in May 2019 – a shared online space for the management of a number of different watch schemes. We have seen an increase in residents and partners using the system.



REDUCTION IN VIOLENT CRIME, INCLUDING GANG AND KNIFE CRIME

- **Our Knife Crime Action Plan** is the best performing in London and is used as an example to facilitate best practise in other London boroughs.



- **We oversee the London-wide Rescue & Response project** and have

received positive feedback from other local authorities about the work.

- **Training on violence and vulnerability issues** has been rolled out to frontline staff.

- We obtained **grant funding** to commission St Giles' Trust to deliver a gang intervention service.

- **The 'Bright Futures' ex-offender project has exceeded its engagement target** with 43

ex-offenders supported, ten of whom have been supported into work.

SUPPORT OUR MOST VULNERABLE ADULTS, ENABLING THEM TO CHOOSE AND CONTROL THE SERVICES THEY RECEIVE, TO REMAIN INDEPENDENT AND LEAD ACTIVE LIVES

HOMEFIRST

- Thanks to the Brent HomeFirst Pathway, HomeFirst assessments of functional ability can take place at home on the same day of discharge from hospital or the next day. Needs can be best determined in the resident's own home. On average, **38 residents are discharged from hospital into HomeFirst each week**

REHABILITATION AND REABLEMENT

- The service is **supporting an increasing number of residents**. The Reablement service provides a short intensive service, for those recovering from an illness or injury to promote their independence. **85% of those going through the service did not require ongoing support**
- Rehabilitation Therapists receive referrals from Brent GPs and intermediate care services, for patients often with long-term chronic conditions being managed within the community. **Rehabilitation goals are fully or partially met 93% of the time.**



DIRECT TRANSFER OF CARE

- Initiatives such as seven day working, HomeFirst and the Handy person Scheme have **led to a significant decrease in the number of delayed discharges** from acute hospitals. The **average number of delayed days each month has fallen from 280 to 70.**

NEW ACCOMMODATION FOR INDEPENDENT LIVING (NAIL)

- In 2019/20, the New Accommodation for Independent Living (NAIL) programme **identified and delivered 8 schemes and 149 units of accommodation, providing high quality accommodation for a range of vulnerable people.**

IMPROVE THE HEALTH OF BRENT RESIDENTS

- **97.3% of births in the borough received a face to face new birth visit** within 14 days by a Health Visitor. Up from 94.9% in 2018/19.



- There were almost **1.7million visits to our sports centres this year.**
- We have continued to work with our partners to deliver our cycle strategy by **developing a coherent network of direct, comfortable and attractive cycle routes for all to use.**

MAKE BRENT A PLACE WHERE CULTURE IS CELEBRATED AND VIBRANT



■ Fighting off competition from 22 other London boroughs, **we won our bid to become London Borough of Culture 2020**, a year-long celebration of culture marked with amazing art, performances and events in Brent. Our programme is rooted in our communities and explores the stories, art and emotions that hold life in Brent together, uncovering and celebrating its untold tales and unheard voices. In January, **300 members of the community took part in our opening event, RISE**, which showcased how people of different countries, faiths and background have been coming together in Brent for generations. **We have also launched Brent 2020 Unlocked**, our response to the new challenges faced by the creative sector – a range of online cultural events and activities, including interviews, podcasts, event streaming and more. With much more planned throughout the year we hope to build a legacy that will last long beyond 2020.

Page 108

■ Our staff networks have been revitalised during 2019/20 with a number of events taking place:

- **Initiated the borough’s Rainbow Crossings programme** and held the opening of the first (Civic Centre)
- Held an **LGBT History Month flag-raising event** - over 100 guests in attendance



INTERNATIONAL WOMEN’S DAY

- Brent’s staff Gender Equality Network organised their **biggest and best International Women’s Day celebration** yet, with over 300 members of the public, Brent staff and local businesses and charities coming together to celebrate women’s successes and explore what everyone can do as individuals to promote gender equality.



CULTURAL DIVERSITY NETWORK

- In October 2019 the network hosted **Reconnecting with our Roots**, a programme of speakers, panellists, presentations, entertainment, exhibitors from the local community and African-Caribbean cuisine. Over 300 guests attended, including council staff and members of the public.

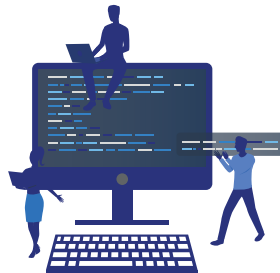
- Also in 2019/20 the network hosted two “Let’s Talk About Race” focus groups, in recognition that conversations about race are often perceived as ‘difficult’. The focus groups were open to all staff and were **an opportunity for people to come together and share their own experiences of race**, talk about the barriers to meaningful conversation and what the solutions may be.

ENABLE MORE RESIDENTS TO GET ONLINE

■ Almost three quarters (74%) of our community hub customers have told us they are now more confident in using our online services. This is good progress, but we want to do more in the coming year – including expanding on the ‘Digital Café’ sessions for those residents who are least comfortable using digital services and improving our online offer to make it easier for residents to use.



■ Our website redevelopment programme is looking at how our customers use the site, as we want to ensure customers can find what they are looking for online and complete transactions in a wide range of areas. We know there are some issues and challenges, especially in popular areas such as parking and benefits, and are working to address these via the new website we are building. A key improvement will be improved accessibility via tablets and smartphones, as we know many residents access services this way.



ENSURE VFM THROUGH OUR COMMISSIONING AND PROCUREMENT

■ We reviewed all our commissioning arrangements last year and this exercise proved to be very useful to each council department when it came to budget planning. We will look to repeat this exercise again during 2020/21 to feed into the budget planning process.

■ A new Social Value and Ethical Procurement policy was agreed by Cabinet. Through this, delivery of Social Value has been aligned to the Borough Plan 2019-2023. As well as setting out the principles of how Social Value will be delivered, the policy sets out Brent’s strong position on Ethical procurement, defining the standards of integrity and professionalism expected from the Council’s suppliers in their dealings and practices.

BUILDING SERVICES AROUND RESIDENTS AND THEIR NEEDS

■ There were over **8000 visits to our community hubs in 2019/20**. A rapid rollout of services meant that as of March 2020 four hubs were operating – at Harlesden, Willesden, Kilburn and Ealing Road. This has resulted in a significant increase in residents accessing the service. Our fifth hub in Kingsbury was due to open at the end of March, which would have seen the full hub network open six months ahead of schedule. Since face-to-face services were suspended due to COVID-19, the hubs have offered advice and support by phone and supported the council’s work with vulnerable residents affected by the pandemic



INCREASE IN RESIDENT SATISFACTION

- Of 8,229 visits to community hubs, **7,526 queries were fully resolved at point of contact** – almost 90%.

INCREASE IN RESIDENT INVOLVEMENT


- We undertook a wide-ranging review of how we can work with the voluntary and community sector. On the back of this **we have implemented a new model for collaborative working, with greater involvement of voluntary sector and community organisations** in the shaping of

policies. The next step is to open this out to smaller organisations operating at grassroots level.



- **We dispersed over £3.6 million in grant funding to local people** this year, through initiatives such as the Community Infrastructure Levy (CIL) and Love Where You Live. CIL is a charge on developers whereby the proceeds are used to fund projects which contribute to the development of a local area. Love Where You Live grants offer the chance to **bring communities together to make a difference in their neighbourhoods.**



 Brent	Cabinet 7 September 2020
Report from the Director of Finance	
2019/20 Treasury Management Outturn Report	

Wards Affected:	All
Key or Non-Key Decision:	Key
Open or part/fully exempt:	Open
Appendices:	Appendix 1: Debt and Investment Portfolio Appendix 2: Prudential Indicators Appendix 3: Internal Investments: Average Rate vs Credit Risk
Background Papers:	None
Contact Officer:	Amanda Healy Senior Finance Analyst amanda.healy@brent.gov.uk Tel: 020 8937 5912

1. Introduction

- 1.1 This report updates members on Treasury Management activity and confirms that the Council has complied with its Prudential Indicators for 2019/20.

2. Recommendations

- 2.1 Cabinet is asked to consider and note the 2019/20 Treasury Management outturn report and ask that it be forwarded to Council, in compliance with CIPFA's Code of Practice on Treasury Management (the Code).
- 2.2 Note that for 2019/20 the Council has complied with its Prudential Indicators which were approved by Full Council on 25 February 2019 as part of the Council's Treasury Management Strategy Statement and Capital Strategy Statement.

3. Background

- 3.1 The Council's treasury management activity is underpinned by the CIPFA Code, which requires authorities to produce annually Prudential Indicators and a Treasury Management Strategy Statement on the likely financing and investment activity. The Code also recommends that members are informed of treasury management activities at least twice a year.
- 3.2 This report also fulfils the Council's obligations under the Local Government Act 2003 to have regard to both the CIPFA Code and the CLG Investment Guidance.

- 3.3 The Council has borrowed money over the long term to support investment in the Council's infrastructure and also invests cash balances held for short periods. It is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk are central to the Council's treasury management strategy.

Economic Background

- 3.4 The headline rate of UK Consumer Price Inflation fell to 1.7% y/y in February, below the Bank of England's target of 2%. Labour market data remained positive. The ILO unemployment rate was 3.9% in the three months to January 2020 while the employment rate hit a record high of 76.5%. The average annual growth rate for pay excluding bonuses was 3.1% in January 2020 and the same when bonuses were included, providing some evidence that a shortage of labour had been supporting wages.
- 3.5 GDP growth in Q4 2019 was reported as flat by the Office for National Statistics and service sector growth slowed and production and construction activity contracted on the back of what at the time were concerns over the impact of global trade tensions on economic activity. The annual rate of GDP growth remained below-trend at 1.1%.
- 3.6 COVID-19, which had first appeared in China in December 2019, started spreading across the globe causing plummeting sentiment and falls in financial markets not seen since the Global Financial Crisis as part of a shift to quality into sovereign debt and other perceived 'safe' assets. In response to the spread of the virus and sharp increase in those infected, the government enforced lockdowns, central banks and governments around the world cut interest rates and introduced massive stimulus packages in an attempt to reduce some of the negative economic impact to domestic and global growth.
- 3.7 The Bank of England, which had held policy rates steady at 0.75% through most of 2019/20, moved in March to cut rates to 0.25% from 0.75% and then swiftly thereafter brought them down further to the record low of 0.1%. In conjunction with these cuts, the UK government introduced a number of measures to help businesses and households impacted by a series of ever-tightening social restrictions, culminating in an entire lockdown of the UK.
- 3.8 Financial markets sold off sharply as the impact from the coronavirus worsened. After starting positively in 2020, the FTSE 100 fell over 30% at its worst point with stock markets in other countries seeing similar huge falls. In March sterling touched its lowest level against the dollar since 1985. The measures implemented by central banks and governments helped restore some confidence and financial markets have rebounded in recent weeks but remain extremely volatile. The flight to quality caused gilts yields to fall substantially. The 5-year benchmark falling from 0.75% in April 2019 to 0.26% on 31st March 20. The 10-year benchmark yield fell from 1% to 0.4%, the 20-year benchmark yield from 1.47% to 0.76% over the same period.
- 3.9 After escalating trade wars and a protracted standoff, the signing of Phase 1 of the trade agreement between the US and China in January was initially positive for both economies, but COVID-19 severely impacted production in both countries.

Against a slowing economic outlook, the US Federal Reserve began cutting rates in August. Following a series of five cuts, the largest of which were in March 2020, the Fed Funds rate fell from of 2.5% to range of 0% - 0.25%. The US government also unleashed a raft of COVID-19 related measures and support for its economy including a \$2 trillion fiscal stimulus package. With interest rates already on (or below) the floor, the European Central Bank held its base rate at 0% and deposit rate at -0.5%.

- 3.10 In Q4 2019 Fitch affirmed the UK's AA sovereign rating, removed it from Rating Watch Negative (RWN) and assigned a negative outlook. Fitch then affirmed UK banks' long-term ratings, removed the RWN and assigned a stable outlook. Standard & Poor's also affirmed the UK sovereign AA rating and revised the outlook to stable from negative. The Bank of England announced its latest stress tests results for the main seven UK banking groups. All seven passed on both a common equity Tier 1 (CET1) ratio and a leverage ratio basis. Under the test scenario the banks' aggregate level of CET1 capital would remain twice their level before the 2008 financial crisis.
- 3.11 Fitch downgraded the UK sovereign rating to AA- in March which was followed by a number of actions on UK and Non-UK banks. This included revising the outlook on all banks on the counterparty list to negative, with the exception of Barclays Bank, Rabobank, Handelsbanken and Nordea Bank which were placed on Rating Watch Negative, as well as cutting Close Brothers long-term rating to A-.

Local Context

- 3.12 On 31st March 2019, the Authority had borrowing of £396.3m arising from its revenue and capital income and expenditure. The table below summarises the Council's borrowing activity during 2019/20. The Council's underlying need to borrow as measured by the Capital Financing Requirement (CFR) was £821.8m at 31/03/2020 and had net borrowing of £598.8m.

Table 1: CFR and Borrowing Summary

	Balance on 01/04/2019	Borrowing Repaid	New Borrowing	Balance on 31/03/2020	Average Rate	Average Life
	£m	£m	£m	£m	%	Years
CFR	688.7			821.8		
Short Term Borrowing	0.0	(15.0)	148.0	133.0	0.93%	0.34
Long Term Borrowing	396.3	(10.4)	80.0	465.8	4.34%	33.1
TOTAL BORROWING	396.3	(25.4)	228.0	598.8		

- 3.13 As demonstrated in the September 2019 Cabinet report "Brent Council Borrowing Strategy 2018/19 – 2020/21" the Council has a borrowing requirement during 2019/20. In recent years, the Council's strategy has been to maintain borrowing at the lowest level possible unless interest rate prospectus presents a clear case for taking long-term borrowing ahead of immediate requirements. However the current interest rate forecasts along with the significant levels of planned and actual capital

investment means that this approach was no longer suitable and new borrowing was required.

- 3.14 Throughout the year, the Council worked with specialist Treasury Advisors to find a funding solution in the Private Placement (PP) market to provide a greater diversification of funds and reduce the risk of reliance on the PWLB.
- 3.15 On 9th October 2019 the PWLB raised the cost of certainty rate borrowing by 1% to 1.8% above UK gilt yields as HM Treasury was concerned about the overall level of local authority debt. PWLB borrowing remained available but the margin of 180bp above gilt yields was expensive relative to other options at the time. This allowed institutional investors to be in a better place to provide funding and prevent the full impact of the 1% increase by the PWLB being passed onto Local Authorities.
- 3.16 With short-term interest rates remaining much lower than long-term rates, the Council considered it more cost effective in the near term to utilise short-term loans throughout the year to fund the borrowing requirement and whilst the private placement was arranged.
- 3.17 The Council successfully executed the debut private placement transaction in March 2020. Strong investor demand enabled the transaction size to be increased to £80m at a rate of 65bps below the equivalent loan obtained through the PWLB. The new borrowing was split into two maturity profiles, £40m with a weighted average life of 20 years and £40m with a weighted average life of 25 years. This maturity structure enables the Council to reduce the refinancing risk upon maturity. The Council was open to the opportunity to arrange forward starting loans, which secure the benefits of current low interest rate environment for drawdown at a point in the future however due to the successful progression of the Capital Programme during 2019/20, the Council opted for an immediate drawdown.
- 3.18 The detailed borrowing portfolio for the authority is shown in table 2 below.

Table 2: Borrowing Position

	Balance on 01/04/2019	Net Movement	Balance on 31/03/2020	Average Rate	Average Life
	£m	£m	£m	%	(years)
Public Works Loan Board	310.8	(10.4)	300.3	4.89%	30.7
Banks (LOBO)	70.5	0.0	70.5	4.53%	45.7
Banks (fixed-term)	15.0	0.0	15.0	4.27%	38.1
Other (fixed-term)	0.0	80.0	80.0	2.01%	23.5
Local authorities (short-term)	0.0	133.0	133.0	0.93%	0.3
TOTAL BORROWING	396.3	223.4	598.8		

- 3.19 The Authority has £70.5m exposure to LOBO loans - Lender's Option Borrower's Option of which £41m of these can be "called" during 2020/21. Under the LOBO arrangements lenders can exercise their rights at set times to amend the interest rate on the loan. At that point, the Borrower can accept the revised terms or reject them and repay the loan without penalty. LOBO loans present a potential

refinancing risk to the Authority since the decision to call a LOBO is entirely at the lender's discretion. This risk is mitigated by the fact that the Council's current cash holdings mean that any repayment could be accommodated by reducing deposits. It is also unlikely that LOBO loans will be called at the present time due to low interest rates – although this may change in the future if rates rise.

- 3.20 The Chancellor's March 2020 Budget statement included significant proposed changes to Public Works Loan Board (PWLB) policy and launched a wide-ranging consultation on the PWLB's future direction. Announcements included a reduction in the margin on new HRA loans to 0.80% above equivalent gilt yields. As the Council has a HRA the value of this discount is 1% below the rate at which the authority usually borrows from the PWLB. This concession is available from 12th March 2020 along with £1.15bn of additional "infrastructure rate" funding at gilt yields plus 0.60% to support specific local authority infrastructure projects for England, Scotland and Wales for which there is a bidding process.
- 3.21 The consultation titled "Future Lending Terms" represents a frank, open and inclusive invitation, allowing key stakeholders to contribute to developing a system whereby PWLB loans can be made available at improved margins to support qualifying projects. It contains proposals on allowing authorities that are not involved in "debt for yield" activity to borrow at lower rates as well as stopping local authorities using PWLB loans to buy commercial assets primarily for yield without impeding their ability to pursue their core policy objectives of service delivery, housing, and regeneration. The consultation also broaches the possibility of slowing, or stopping, individual authorities from borrowing large sums in specific circumstances.
- 3.22 The consultation closes on 31st July 2020 with implementation of the new lending terms expected in the latter part of this calendar year or financial year beginning 2021/22.

Investment Activity

- 3.23 The Council holds invested funds, representing income received in advance of expenditure plus balances and reserves held. During the year, the Authority's investment balances ranged between £20m and £130m due to timing differences between income and expenditure.
- 3.24 Both the CIPFA Code and government guidance require the Authority to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield. The Authority's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. The table below summarizes investment activity during 2019/20.

	Balance on 01/4/2019	Investments made	Investments repaid	Balance on 31/03/2020	Average Rate	Average Life
	£m	£m	£m	£m	%	Days
Fixed term deposits	61.2	5.0	(66.0)	0.2	0.98%	132
Deposits with the DMADF	0.0	235.5	(130.8)	104.7	0.10%	2
Money Market Funds and notice deposits	42.0	764.3	(801.3)	5.0	0.69%	
TOTAL INVESTMENTS	103.2	1,004.8	(998.1)	109.9	0.77%	132

3.25 Security of capital remained the Council's main investment objective. This was maintained by following the Council's counterparty policy as set out in its Treasury Management Strategy Statement for 2019/20 which defined "high credit quality organisations" as those having a long-term credit rating of A- or higher that are domiciled in the UK or overseas where the sovereign rating is AA+ or higher.

Credit developments and credit risk management

3.26 In a relatively short period since the onset of the COVID-19 pandemic, the global economic fallout was sharp and large. Market reaction was extreme with large falls in equities, corporate bond markets and, to some extent, real estate echoing lockdown-induced paralysis and the uncharted challenges for governments, businesses and individuals. Volatility measured by the VIX index was almost as high as during the global financial crisis of 2008/9 and evidenced in plummeting equity prices and the widening of corporate bond spreads, very close to rivalling those twelve years ago. Gilt yields fell but credit spreads widened markedly reflecting the sharp deterioration in economic and credit conditions associated with a sudden stagnation in economies.

3.27 March 2020 saw significant demand for cash as the coronavirus pandemic spread worldwide. Credit risk saw gilt yields fall as people looked for safe havens for their cash. Our Treasury Management Advisors undertook a stress testing exercise on UK banks and building societies to review the impact of a loss of the same magnitude as the global financial crisis of 2007-2009. This resulted in a reduction to the Council's approved counterparty list and bank deposits reduced to a maximum of 35 days.

3.28 The Council quickly reacted to the uncertainty of the global pandemic with a shift to deposits in the Debt Management Account Deposit Facility (DMADF) which has the lowest credit risk of any deposit. The Council is also holding a small amount of funds across a range of money market funds to maintain a diverse portfolio and ensure availability of cash for unexpected payments.

Yield

3.29 The Council's cash balances reduced throughout the year ahead of the new borrowing in March 2020. The average cash balance during 2019/20 was £85.2m and interest earned was £0.7m, an average return of 0.83% (2018/19 – average cash balance of £121.8m and interest earned was £1.0m or 0.85%). The low rates of return on the Council's short-dated money market investments reflect prevailing

market conditions and the Council's objective during 2019/20 of optimising returns commensurate with the principles of security and liquidity.

- 3.30 In response to the coronavirus pandemic, the Bank of England's Monetary Policy Committee (MPC) cut official interest rates to a new all-time low of 0.1% in March 2020. The market had seen a significant downward trend from February onwards, which affected the investment return obtained at the end of 2019/20 and is expected to continue throughout 2020/21.

Update on Investments with Icelandic Banks

- 3.31 The Council has recovered 98% of its £10 million deposit with Heritable Bank. The administrators have not made any further estimate of final recoveries yet, however they expect to conclude this during 2020/21.

Compliance

- 3.32 The Council confirms that it has complied with its Prudential Indicators for 2019/20, which were approved by the Council on 25 February 2019 as part of the Council's Treasury Management Strategy Statement.
- 3.33 In accordance with the requirements of the CIPFA Code of Practice this report provides members with a summary report of the treasury management activity during 2019/20. None of the Prudential Indicators have been breached and a prudent approach has been taken in relation to investment activity with priority being given to security and liquidity over yield.

Further information is set out in Appendix 1, 2 and 3.

Investment Training

- 3.34 The needs of the Council's treasury management staff for training in investment management are kept under review and considered as part of the staff appraisal process, and additionally when the responsibilities of individual members of staff change.
- 3.35 During 2019/20 staff attended training courses, seminars and conferences provided by both Arlingclose and CIPFA.

4. Financial Implications

- 4.1 Already noted within the report as this is the Treasury Management Outturn Report.

5. Legal Implications

- 5.1 None identified.

6. Diversity Implications

- 6.1 None identified.

7. STAFFING IMPLICATIONS

- 7.1 None identified.

Related Documents:

Treasury Management Strategy Report to Council – 25 February 2019

Report sign off:

MINESH PATEL

Director of Finance

Appendix 1

Debt and Investment Portfolio Position 31/03/2020

	Actual Portfolio as at 31/03/2020 £m	Average Rate as at 31/03/2020 %
External Borrowing:		
PWLB - Maturity	282.0	5.0
PWLB - Equal Instalments	18.4	2.6
Fixed Rate Market Loans	95.0	2.4
LOBO Loans	70.5	4.6
Short-term Loans	133.0	0.9
Total External Borrowing	598.8	3.6
Other Long Term Liabilities:		
PFI	24.7	9.5
Finance Lease	3.6	4.1
Total Long Term Liabilities	28.3	8.8
Total Gross External Debt	627.1	3.8
Investments:		
Deposits	104.9	0.1
Money Market Funds	5.0	0.5
Total Investments	109.9	0.1
Net Debt	517.2	

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Appendix 2

Prudential Indicators

(a) Capital Financing Requirement (CFR)

The Council's cumulative maximum external borrowing requirement for 2019/20 is shown in the table below:

Capital Financing Requirement	31/03/2020 Estimate £m	31/03/2020 Actual £m
General Fund	676.8	590.0
HRA	178.2	231.8
Total CFR	855.0	821.8

(b) Gross Debt and the Capital Financing Requirement

In order to ensure that over the medium term debt will only be for a capital purpose, the Council should ensure that debt does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years. This is a key indicator of prudence.

Debt	31/03/2020 Estimate £m	31/03/2020 Actual £m
Borrowing	458.6	598.8
PFI Liabilities	24.7	24.7
Total Debt	483.3	623.6
Capital Financing Requirement	855.0	821.8
Borrowing in excess of CFR?	No	No

(c) Authorised Limit and Operational Boundary for External Debt

The Operational Boundary for External Debt is based on the Council's estimate of most likely, i.e. prudent, but not worst case scenario for external debt. It links directly to the Council's estimates of capital expenditure, the capital financing requirement and cash flow requirements and is a key management tool for in-year monitoring. Other long-term liabilities comprise finance lease, Private Finance Initiative and other liabilities that are not borrowing but form part of the Council's debt.

The Authorised Limit for External Debt is the affordable borrowing limit determined in compliance with the Local Government Act 2003. It is the maximum amount of debt that the Council can legally owe. The authorised limit provides headroom over and above the operational boundary for unusual cash movements.

	Operational Boundary £m	Authorised Limit £m	Actual External Debt £m 31/03/2020
Borrowing	1,000.0	1,200.0	598.8
Other Long Term Liabilities			28.3
Total	1,000.0	1,200.0	627.1

The Director of Finance confirms that there were no breaches to the Authorised Limit and the Operational Boundary during 2019/20.

(d) Upper Limits on one-year revenue impact of a 1% movement in interest rates

This indicator is set to control the Council's exposure to interest rate risk. The impact of a change in interest rates is calculated on the assumption that maturing loans and investment will be replaced at current rates.

	2019/20 Approved Limits £m	31/03/2020 Actual £m
Upper limit on one-year revenue impact of a 1% rise in interest rates Compliance with limits:	5.0	0.2 Yes
Upper limit on one-year revenue impact of a 1% fall in interest rates Compliance with limits:	5.0	0.2 Yes

(e) Maturity Structure of Fixed Rate Borrowing

This indicator is to limit large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates. The Council uses the option date as the maturity date for its LOBO loans.

Maturity Structure of Fixed Rate Borrowing	Upper Limit	Lower Limit	Actual Fixed Rate Borrowing at 31/03/2020	% of Fixed Rate Borrowing at 31/03/2020	Compliance with set limits?
	%	%	£m	%	Yes / No
Under 12 months	40%	0%	168	28%	Yes
12 months and within 24 months	40%	0%	16	3%	Yes
24 months and within 5 years	40%	0%	33	5%	Yes
5 years and within 10 years	60%	0%	5	1%	Yes
10 years and within 20 years	75%	0%	49	8%	Yes
20 years and within 30 years	75%	0%	110	18%	Yes
30 years and within 40 years	75%	0%	214	36%	Yes
40 years and within 50 years	75%	0%	5	1%	Yes
50 years and above	75%	0%	0	0%	Yes
			598.8	100%	

(f) Capital Expenditure

This indicator is set to ensure that the level of proposed capital expenditure remains within sustainable limits and, in particular, to consider the impact on Council tax and in the case of the HRA, housing rent levels.

Capital Expenditure	31/03/2020 Estimate £m	31/03/2020 Actual £m
General Fund	209.2	121.4
HRA	26.8	110.5
Total	236.0	232.0

(g) Ratio of Financing Costs to Net Revenue Stream

This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs, net of investment income.

Ratio of Financing Costs to Net	31/03/2020	31/03/2020
---------------------------------	------------	------------

Revenue Stream	Estimate	Actual
Financing costs	14.9	14.4
Proportion of net revenue stream (%)	5.6%	5.6%

(h) Adoption of the CIPFA Treasury Management Code

This indicator demonstrates that the Council adopted the principles of best practice.

Statement: The Council adopted the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2011 (2017 Edition).

(i) Upper Limit for Total Principal Sums Invested Over 364 Days

The purpose of this limit is to contain exposure to the possibility of loss that may arise as a result of the Council having to seek early repayment of the sums invested.

Upper Limit for Total Principal Sums Invested Over 364 Days	31/03/2020 Approved £m	31/03/2020 Actual £m
Limit on principal invested beyond a year	50	0

(j) Security

The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit rating of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

Credit Risk Indicator	31/03/2020 Target	31/03/2020 Actual
Portfolio average credit rating	A	AA+

(k) Liquidity

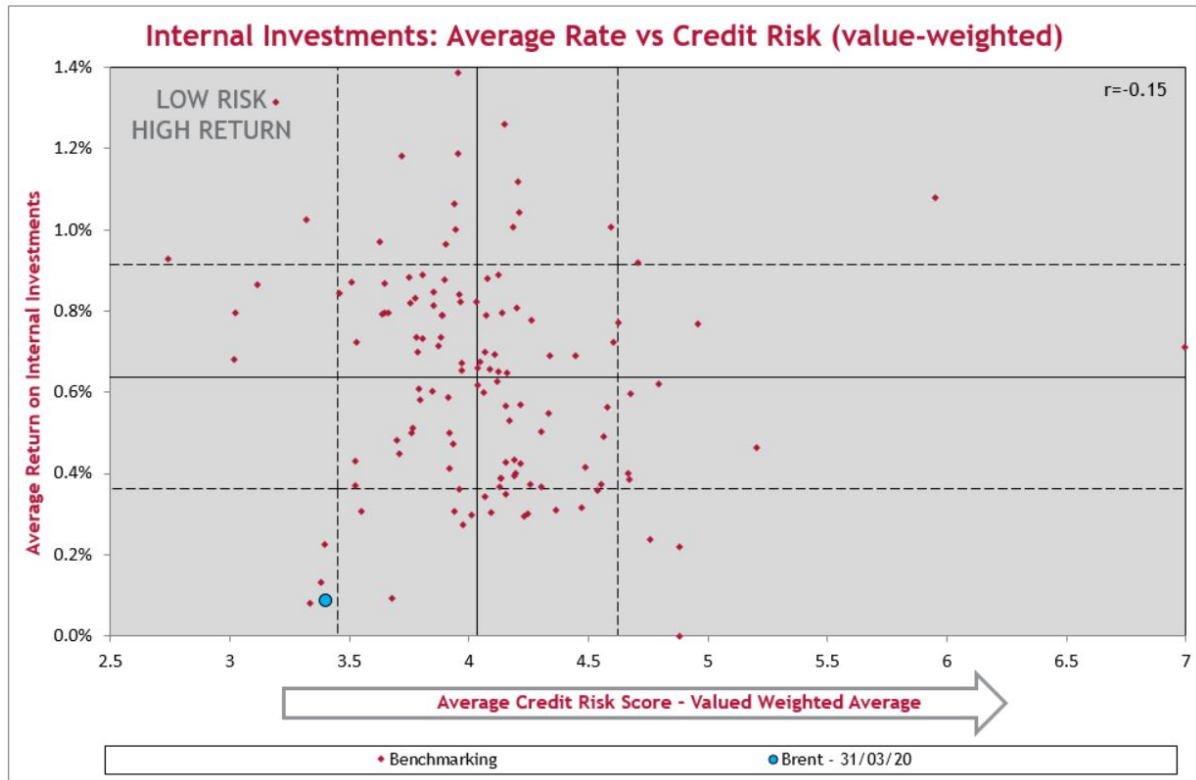
The Authority has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling three-month period, without additional borrowing.

Liquidity Risk Indicator	31/03/2020 Target £m	31/03/2020 Actual £m
Total cash available within 3 months	50.0	104.7


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Appendix 3

Internal Investments: Average Rate vs Credit Risk as at 31/03/2020



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 Brent	Cabinet 7 September 2020
	Report from the Strategic Director of Community and Wellbeing
Approval to seek authority to invite tenders for the provision of six supported living services for the following client groups: Mental Health, Learning Disabilities, Dual Diagnosis and Profound and Multiple Learning Disabilities (PMLD)	

Wards Affected:	All
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt:	Open
No. of Appendices:	None
Background Papers:	None
Contact Officer(s):	Lorraine Regan, Interim Commissioning Lead for Supported Living. Lorraine.regan@brent.gov.uk Tel: 07776664452

1. Purpose of the Report

- 1.1 This report is about procurement of care and support for six Supported Living schemes, which form a part of the New Accommodation for Independent Living (NAIL) programme, which is a core part of the Adult Social Care strategy to support people to live independently. In particular it seeks approval to invite tenders, in accordance with Contract Standing Orders 88 & 89, for the Supported Living services listed below:
- 6 bedded mental health Dual Diagnosis Supported Living service at 155 Walm Lane, Willesden, Brent
 - 8 bedded CQC registered Mental Health Supported Living service at 12 St Gabriel's Road, Willesden, Brent
 - 5 bedded supported living service for people with Profound Multiple Learning Disabilities services (PMLD) at John Wilson House, 167, Willesden Road, Brent
 - 5 bedded supported living service for people with PMLD at 124 Harrowdene Road,
 - 7-5 bedded Learning Disability Supported Living service at 2-4 Cranhurst Road, Brent.
 - 6 bedded, Learning Disability supported living service at 3 Salmon Street, Brent
- 1.2 The total contract value for all services for the initial contract term of three years and two 1-year options to extend (5 years) is estimated to be £10,059,605.

Individual contract values are listed under section 3 and under Financial Implications, section 5.

- 1.3 Due to the total value of the contracts exceeding £500,000. The request for approval to invite tenders has been placed on to the Forward Plan. Officers anticipate that contract and service commencement for all these services will be 1st April 2021.

2.0 Recommendation(s)

That Cabinet:

- 2.1 Approves inviting tenders for six Supported Living services detailed below by way of open competition within the following lot structure based on specialist needs:
- Lot 1 PMLD services John Wilson House, 167 Willesden Road and 124 Harrowdene Road
 - Lot 2 Mental Health service, 12 St Gabriel's Road
 - Lot 3 Dual Diagnosis service, 155 Walm Lane
 - Lot 4 LD services 2-4 Cranhurst Road and 3 Salmon Street
- 2.2 Approves inviting tenders referred to in 2.1 above on the basis of the pre-tender considerations set out in paragraph 6.2 of the report.
- 2.3 Approves Officers evaluating the tenders referred to in 2.1 above based on the evaluation criteria set out in paragraph 6.2(vi) of the report.
- 2.4 Delegates award to the Strategic Director in consultation with the Cabinet Member for Adult Social Care

3. Background

- 3.1 Supported Living is an alternative to residential services, and a key part of the New Accommodation for Independent Living (NAIL) programme. The NAIL programme is itself central to the long-term vision of Adult Social Care (ASC). By ensuring the delivery of a wide range of different Supported Living services to our most complex and vulnerable people, we ensure that people are given every opportunity to maximise their independence, live within the community and have greater choice and control over their lives. NAIL Supported Living services are individually tailored services, which require providers who are specialists in delivering support to people who present with vulnerable, complex and often challenging behaviours.
- 3.2 There are six supported living services, which ASC are seeking approval to be tendered in accordance with Contract Standing Orders 88 & 89. The six are a combination of 4 existing services and 2 new NAIL services: Harrowdene Road (PMLD) and Cranhurst Rd (Learning Disabilities). Once approval has been given to commission these new services, the NAIL Move-On Team will identify the people who will benefit most from these services, and then start to work with them and their families to organise their move from their current accommodation into these new NAIL services.

- 3.3 Combining some of these services, and procuring them under the same 'Lot' offers the Council economies of scale, while at the same time, hopefully attracting a good mix of providers, both large and small, to bid for either one or all of the Lots.
- 3.4 The procurement of these services will relate to the core support hours only. The majority of clients who will live in these Supported Living schemes (except for Walm Lane - dual diagnosis service) are likely to have additional assessed needs, which will be provided through 1:1 support and will not form part of the procurement exercise. The additional support will be provided via a Direct Payment, which means the person will have choice and control over who delivers the additional support. They may choose the provider of the core hours, or someone completely different. ASC will ensure that the distinction between core and assessed hours is made explicitly clear in the specification.
- 3.5 The duration of the contracts will be for a period of three years with the option to extend for a further two years on a one plus one basis. All services will provide 24-hour care and support, including waking night cover. ASC are confident that there will be provider interest for bidding for these services. A market engagement day will be held to encourage and alert the market to the proposed tender.
- 3.6 If consent is given to proceed to tender, commissioners will intensively manage the contract award and mobilisation process in partnership with council stakeholders and the identified providers for each of the four Lots.
- 3.7 The budgets for each of the services are highlighted below. Finance are in agreement with the proposed financial envelope, which takes account of London Living Wage of £10.75 per hour. Further detailed financial information is provided at Section 5.

4. The individual procurement 'lots'

Lot 1 Profound and Multiple Learning Disabilities (PMLD) service

- 4.1 124 Harrowdene and John Wilson House will be tendered as one contract as through market engagement it has become clear that there are service benefits and economies of scale to be achieved if they are delivered together.

124 Harrowdene Road, Brent (5 units)

- 4.2 This is a new NAIL service. Brent Council recently purchased the property directly in response to this need for a PMLD service. The authority currently only has one PMLD service in the Borough (John Wilson House) and evidence suggests that there is demand for another PMLD service within the borough.
- 4.3 Although the building has yet to be renovated, it is anticipated that work will commence in early autumn, this provides sufficient time for the property to be fully renovated and ready for service delivery by 1st April 2021.

John Wilson House, 167 Willesden Road, Brent (5 units)

- 4.4 John Wilson House (JWH) comes under the Council's PFI partnership with Hyde Housing. The accommodation already provides a 24/7 PMLD Supporting Living service for five people all of whom have very high and complex needs. The service has been in operation since 2010. Due to the complex needs of the clients at JWH, Brent Clinical Commissioning Group (CCG) fund either all or a percentage of each client through the Continuing Health Care budget.
- 4.5 Hyde Housing own the building and Brent Council have a 999-year lease. Adult Social Care have responsibility for replacing equipment such as washing machines and wheel chair weighing scales. Building repairs and housing management responsibility lies with the contractor Ian Williams, (who is part of Brent Co-Efficient group formed as part of the PFI agreement).
- 4.6 Achieve Together (previously known as CMG) is the current service provider and have delivered the care and support service since 2010. The service was originally a care home but de-registered to a Supported Living service a number of years ago. CQC inspected the service in 2019 and rated the service as Good, and Brent commissioning staff have recently visited the service and agreed that the quality of the service being delivered was good. However, it is important that the Council retenders to ensure that it complies with EU and national procurement legislation and ensures the best quality service is delivered to service users.

Lot 2 - Mental Health Service

18 St Gabriel's Road, Willesden Green, Brent. Mental Health Supported Living service (8 units)

- 4.7 St Gabriel's was previously a Housing Related Support service for people with a Mental Health diagnosis. However, it became clear that this service was not meeting the needs of the people living there. They needed more support and so it was re-designed as an 8 bedded Supported Living service. The service was tendered in December 2019 as a Mental Health CQC registered Supported Living service, which became operational on 31st March 2020. The current contract was for 12 months and Equinox currently deliver the care and support service.

Lot 3 Dual Diagnosis Mental Health Service.

155 Walm Lane, Brent - Dual Diagnosis Mental Health Service (6 units)

- 4.8 155 Walm Lane is Brent Council's only Mental Health dual diagnosis service. The service currently comes under Housing Related Support and is delivered by Brent, Wandsworth and Westminster Mind. However, like St Gabriel's the clients within Walm Lane are referred via the Community Mental Health Team only, so all clients are in receipt of secondary Mental Health services and have high support needs.
- 4.9 The current service is not working as effectively as we would like. This is because the service does not provide as much support and because the current provider is not a specialist dual diagnosis provider. Therefore, as with St Gabriel's this service has been re-designed as a Supported Living service, which will increase the support provided (particularly in the evening) and we are

seeking to bring in a specialist dual diagnosis provider. In order to attract a specialist provider, the hourly rate is slightly higher to the other Supported Living services included within this tender opportunity. This reflects the higher cost of staff due to specialist training in respect of dual diagnosis.

Lot 4 Learning Disability Service

3 Salmon Street, Brent. Learning Disability Service (6 units)

- 4.10 Cranhurst and Salmon Street will be tendered as one contract with one provider delivering both services as through market engagement it has become clear that there are service benefits and economies of scale to be achieved if they are delivered together.
- 4.11 Salmon Street LD service has been operational since 2017 and forms part of the NAIL portfolio. The current support provider is Voyage Care. The service has six units all of which are occupied. The service is deemed to be of good quality. However, the hourly rate for Salmon Street is particularly high and is not in line with other supported living services, even taking into account the new increase in London Living Wage the hourly remains higher now than what it will be in the future. Therefore retendering this service has allowed Officers to make some efficiencies within this provision.

2-4 Cranhurst Road, Brent. Learning Disability Service (7 units)

- 4.12 2-4 Cranhurst Rd, is a new NAIL Learning Disability service. The property is able to provide up to seven units of accommodation. However, the configuration of the property has not yet been agreed.

5.0 Financial Implications

- 5.1 The NAIL project is central to the long-term vision of ASC and is a key strategic driver in realising savings of over £9.5m by 2021, with an estimated 648 new units to have been commissioned by 2023. The 12 units at Cranhurst Road and Harrowdene Road will be integral in contributing to delivering these efficiencies by offering people alternative accommodation to that of institutional care homes.
- 5.2 Both Harrowdene and Cranhurst will be Supported Living services that support people with particularly challenging and complex needs, we are therefore confident that we will achieve the full £331 per week per person for all 12 units across both these services. The current annual figures for both Harrowdene and Cranhurst combine the future annual cost of the service together with the estimated NAIL efficiencies of £331 per person per week. This method helps to clearly demonstrate what the overall net savings are for both services when the current annual budget is then deducted from the future annual budget.
- 5.3 All of the new services will be funded as London Living Wage Services, which costs £176k.
- 5.4 There is one other additional cost (£77k) as a result of the increase in core hours at 162 St Gabriel's and 155 Walm Lane.

- 5.5 It should also be noted that the CCG fund 55% of the costs at John Wilson House. This is due to all 5 clients either having all of or part of their care and support costs paid via the Continuing Health Care budget.
- 5.6 The table overleaf shows the current and future revenue costs for the Supported Living services, which gives an overall saving of £58k per annum even after delivering London Living Wage.

Scheme	Current Annual Cost	Future Annual cost	Differential costs
John Wilson House	£376,461.	£462,221	-£85,760
124 Harrowdene Road	£548,513.	£462,221	£86,292
2-4 Cranhurst Road	£463,879.	£343,071	£120,808
155 Walm Lane	£138,286.	£249,318	-£111,032
3 Salmon Street	£398,444.	£293,767	£104,677
18 St Gabriel's Road	£144,636.	£201,323	-£56,687
TOTAL	£2,070,219.	£2,011,921	£58,298

6.0 Legal Implications

- 6.1 The proposed estimate for the procurement for six Contracts will be above the threshold for services as detailed in the Public Contracts Regulations 2015 ("PCR 2015"). The estimated value for services will be £10,059,605 for the term of the Contracts.
- 6.2 The total estimated value of the six Contracts is such that they are classified as High Value Contracts under the Council's Contract Standing Orders. For High Value Contracts, the Cabinet must approve the pre-tender considerations set out in paragraph 6.2 below (Standing Order 89) and the inviting of tenders for the framework (Standing Order 88). Delegated authority to the Strategic Director for Community Wellbeing, in consultation with the Lead Member for Adult Social Care is sought to appoint Service Providers for the Contracts and therefore, once the tendering process is undertaken, Officers will report back to the Strategic Director for Community Wellbeing, explaining the process undertaken in tendering the contract and recommending appointments to the Contracts.
- 6.3 As this procurement is subject to the full application of the PCR 2015, the Council must observe the requirements of the mandatory minimum 10-calendar standstill period imposed by the PCR 2015 before the Contracts can be awarded. The requirements include notifying all tenderers in writing of the Council's decision to award and providing additional debrief information to

unsuccessful tenderers on receipt of a written request. The standstill period provides unsuccessful tenderers with an opportunity to challenge the Council's award decision if such challenge is justifiable. However if no challenge or successful challenge is brought during the period, at the end of the standstill period the Council can issue a letter of acceptance to the successful tenderers and the Contracts may commence.

7.0 Procurement

7.1 In accordance with Contract Standing Orders 88 and 89, pre-tender considerations have been set out below for the approval of the Cabinet Member for ASC.

Ref.	Requirement	Response	
(i)	The nature of the service	6 supported living services supporting individuals with Mental Health, Dual Diagnosis and PMLD support needs	
(ii)	The estimated value.	£10,059,605 over the possible 5 year contract term	
(iii)	The contract term.	Initial contract term three years with the option to extend for a further two years on a one plus one basis	
(iv)	The tender procedure to be adopted.	Open tender process	
v)	The procurement timetable.	Indicative dates are:	
		Market engagement	26th August 2020
		Adverts placed	11 th September
		Invite to tender	16 th September
		Deadline for tender submissions	21 st October
		Panel evaluation	November/December 2020
		Contract decision	December 2020
		Report recommending Contract award circulated internally for comment	w/c 4 th January 2020
		Strategic Director approval	w/c 18 th January 2021

Ref.	Requirement	Response	
		Minimum 10 calendar day standstill period – notification issued to all tenderers and additional debriefing of unsuccessful tenderers (22 nd January 2 nd February
		Contract award date	3 rd February 2021
		Contract Mobilisation	February /March 2021
		Contract start date	1 st April 2021
(vi)	The evaluation criteria and process.	<ol style="list-style-type: none"> 1. At initial stage based on evaluation criteria published and the use of a supplier questionnaire the panel will identify organisations meeting the Council's financial standing requirements, technical capacity and technical expertise. The questionnaire and criteria are to be drawn up in accordance with the Council's Contract Procurement and Management Guidelines. 2. At tender evaluation stage, the panel will evaluate the tenders against the following criteria: 50% quality, 10% Social Value and 40% price. The panel will evaluate the tenders against the following criteria : 3. Safeguarding 4. Support and Care planning including risk management 5. Working effectively with service users to achieve outcomes 6. Workforce including, staffing developments, satisfaction of workforce, staffing retentions 7. 	
(vii)	Any business risks associated with entering the contract.	<p>The following business risks are considered associated with entering into the proposed contract. Financial Services and Legal Services have been consulted concerning this contract and have identified the risks associated with entering into this contract set out Section 8.0</p> <p>Human Resources implications: TUPE, The transfer of support provision from old providers to new if different from incumbent provider after tender</p>	

Ref.	Requirement	Response
(viii)	The Council's Best Value duties.	The adoption of an open tendering process will enable the council to achieve best value for money
(ix)	Consideration of Public Services (Social Value) Act 2012	see Section 9 below
(x)	Any staffing implications, including TUPE and pensions.	As 4 of the services have been in operation between 1 and 10 years, there will be TUPE implications which have been taken into consideration with the time scales
(xi)	The relevant financial, legal and other considerations.	See sections 4 and 5 above.

8.0 Equality Implications

8.1 The proposals in this report have been subject to screening and officers believe that there are no equality implications.

9.0 Consultation with Ward Members and Stakeholders

9.1 The Lead Member for Adult Social Care has been consulted.

10.0 Human Resources/Property Implications (if appropriate)

10.1 The services are currently provided by external providers and there are no direct staffing implications for the Council arising from the tender process. However, as part of the procurement process, employee liability information will be sought from current contractors and provided to the tenderers. The TUPE process and any issues that may arise from it will be managed during the mobilisation phase, which will be at least two months between contract award and commencement.

11.0 Public Services (Social Value) Act 2012


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

11.2 It is the intention within this tender that 10% of the total evaluation criteria will be reserved for social value considerations.

Report sign off:

PHIL PORTER

Strategic Director of Community and
Wellbeing

 Brent	Cabinet 7 th September 2020
Report from the Strategic Director of Regeneration and Environment	
Affordable Workspace Strategy & Action Plan	

Wards Affected:	All
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt:	Open
No. of Appendices:	Appendix 1: Brent Affordable Workspace Strategy & Action Plan Appendix 2: Existing & Pipeline Affordable Workspace Schemes Appendix 3: Draft AWS Equality Analysis
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Alice Lester, Operational Director, Regeneration, Growth & Employment Alice.Lester@brent.gov.uk Tel: 020 8937 6441 Jonathan Kay, Head of Regeneration Jonathan.Kay@brent.gov.uk Tel: 020 8937 2348 Gabriela Spangenthal, Principal Regeneration Officer Gabriela.Spangenthal@brent.gov.uk Tel: 020 8937 1020

1 Purpose of the Report

- 1.1 To present to Cabinet the Affordable Workspace Strategy and Action Plan, for approval, prior to publication on the Council's website, dissemination of the same to key partners and stakeholders, and implementation.

2 Recommendation(s)

- 2.1 To note the Affordable Workspace Strategy & Action Plan.

- 2.2 To approve the Affordable Workspace Strategy and Action Plan, prior to publication on the Council’s website, dissemination of the same to key partners and stakeholders, and implementation.

3 Detail

- 3.1 Following adoption of the Inclusive Growth Strategy 2019-2040 (IGS) last year, officers have developed a Brent Affordable Workspace Strategy & Action Plan (AWS). The AWS aligns with IGS policies to develop and support businesses, curate a strategic vision for workspace, diversify our town centres, and specifically create such an affordable workspace strategy.¹ Economic issues the AWS seeks to address (such as workspace affordability for start-up and microbusinesses, and the decline of the high street), whilst in places structural, are being accelerated and exacerbated by the still emerging impacts of the coronavirus. The start-up, micro, small and medium-sized enterprise (SME) businesses and employment the AWS aims to support, are observed to be some of the most vulnerable to the economic impacts of the pandemic. New affordable workspace also provides for a range of outcomes aligned with the Council’s social value policy, and local and community benefits.
- 3.2 The AWS was produced in-house, with support from Hatch Regeneris consultants. The AWS builds on research and local policy and practice for affordable workspace developed over the past 3 years. Consultation was undertaken with local affordable workspace operators, the Greater London Authority and West London Alliance in May and June 2020, and the final draft AWS is now presented to Members (see Appendix 1). The AWS better defines different types of ‘affordable workspace’ based on supply, demand and market evidence, and analyses its significance in adding socioeconomic value for priority sectors and locations across the borough. The 8-point Action Plan sets out tangible initiatives to be implemented immediately to influence predominantly supply side factors. If properly implemented, these initiatives can increase the quantity and quality of affordable workspace across the borough in the medium term, providing vital space and resources for local start-ups, small businesses and enterprise for recovery after the coronavirus pandemic.
- 3.3 Business feels the shock of the coronavirus pandemic and lockdown. Early estimates prior to government intervention considered a fifth of small businesses to be at high risk of closure², and Companies House data shows a c65% increase in business dissolutions in London in March 2020 versus March 2019³. Consumer spending is down, and the state of the high street becomes increasingly precarious. Retail, hospitality and construction sectors – all vital to Brent’s economy – are viewed as least resilient to recession and face an uncertain future⁴. Further turbulence is expected as the UK moves through the EU departure transition period, with new rules on trade, travel and business. Never has the provision of affordable workspace and business support for microbusinesses and SMEs looking to recover, and new start-ups looking to enter the market, been more important. New regeneration and development, as well as existing premises including vacant retail units on the high street, represent important potential sources of new affordable workspace supply.

¹<https://www.brent.gov.uk/your-community/regeneration/inclusive-growth-strategy/>

[Policy Responses EC1,3,7; Annexe1: Action Plan EC3.2]

²<https://www.thecfn.org.uk/18-of-all-smes-are-set-to-collapse-within-the-next-4-weeks-unless-the-government-steps-in-a-team-of-leading-industry-professionals-are-ready-to-launch-such-a-rescue-plan/>

³ <https://www.ft.com/content/5d198135-b38f-4512-b611-9f017f76929d>

⁴ PRD (2020) COVID-19 Thoughts – Resilience and Recovery

- 3.4 AWS Actions 3 and 4 propose to diversify town centres and repurpose sites where traditional commercial uses may be lost. With retail and the food industry in decline in a post-COVID-19 economy⁵, vacancy rates in town centres and high streets are set to rise, and workspace is viewed as one use that can help fill widening gaps. Actions 7 and 8 propose developing a new financial framework which can both assist struggling businesses and organisations in dealing with the impacts of COVID-19, and stimulate new enterprise growth.
- 3.5 Whilst the impacts of the coronavirus, business closures and recession may ease workspace supply pressures in the short term, the economy is forecast to rebound, even if a second wave of coronavirus re-emerges⁶. Structural market fundamentals that have choked off the supply of affordable workspace in the borough have in contrast built up over past decades. Brent's base of microbusinesses and SMEs has grown from c10,000 SMEs in 2010 to over 15,000 today. At the same time, industrial land and office stock has diminished. Businesses vulnerable to recession need workspace to be affordable to move into recovery, as will enterprise and start-ups expected to step up and replace those businesses that will sadly not survive. Developers, investors and real estate have limited appetite to deliver new affordable workspace, due to lower values and financial returns, and new development puts pressures on existing commercial land, buildings and so local jobs. Recession, market uncertainty and development viability all have the potential to further undermine the delivery of workspace affordable to small businesses in new development.
- 3.6 Office vacancies are set to rise in the immediate aftermath of the coronavirus, however experts forecast rental growth post-2020⁷, and point to commercial real estate bouncebacks from past epidemics and recessions⁸. Debate about workspace and lifestyle trends, how future offices will function in London, swirls around density, homeworking/commuting and technology. Office space requirements may remain largely unchanged as a rise in homeworking and de-densification to meet hygiene standards balance out. Homeworking does not however suit everyone's circumstances, and some activities (e.g. hosting customers, learning from others, social interaction, technical equipment use) are better done at the office. There will still likely be demand for office space after the coronavirus. An immediate decline in hot-desking seems inevitable, but flexible office terms could become increasingly important. Flexible leases and equipment/utility contracts are less risky to startup, micro and SME businesses looking to recover or launch, and to larger businesses anxious about committing to big capital projects. For Brent, there may be an opportunity from a shift by larger Central London companies towards a "hub and spoke" office model⁹, with smaller local facilities closer to where their employees live.
- 3.7 To retain a competitive business base that supports local employment, we must protect and support existing workspaces, and ensure new development does its bit in delivering the infrastructure and workspace businesses need and can afford. Affordable workspace provides opportunities to grow and retain local businesses and jobs, attract new sectors, incubate start-ups, and is vital to a healthy local economy. Affordable workspace may also have role to play in

⁵ https://www.savills.com/research_articles/255800/299058-0/covid-19--impact-on-european-real-estate---vol-3

⁶ Oxford Economics (2020) How might coronavirus impact the West London economy?

⁷ <https://www.cbre.bh/en/research-and-reports/US-MarketFlash-Despite-Early-Resilience-Uncertainty-Surrounds-US-Office-Markets>

⁸ <https://www2.deloitte.com/us/en/insights/economy/covid-19/covid-19-implications-for-commercial-real-estate-cre.html>

⁹ <https://www.wework.com/newsroom/posts/wework-ceo-on-the-future-of-the-workplace-in-cnbc-interview>

regenerating and diversifying Brent's priority town centres and high streets, replacing declining traditional retail uses which are unlikely to return.

- 3.8 Affordable workspace also delivers important social value outcomes for local businesses, residents and communities, and supports local employment and training. Affordable Workspace Plans (AWPs) for new workspaces between providers and the Council typically target 50% local occupation. AWP's also set out partnership arrangements between affordable workspaces and local organisations (including schools), to deliver training and networking services. Other socioeconomic benefits that have been secured under AWP's include free workspace for young creative Brent residents and open days where the public can come in and talk to workspace tenants about how to start up a new business. Workspace also plays a significant placemaking role in regeneration, supporting mixed-use development through accessible creative, cultural and enterprise spaces and activities, delivering sector-specific jobs, business support and training for local businesses, and connecting local communities.
- 3.9 To date, the Council has facilitated delivery of managed affordable workspaces on former employment and industrial sites at a 50% discount to market rates, and built a forward pipeline of new workspaces secured under s106 planning obligations (**see Appendix 2**). Brent's emerging Local Plan¹⁰ proposes 10% affordable workspace floorspace in major developments exceeding 3,000sqm in growth areas, which would be expected to further boost supply if adopted. Proposed government planning reforms for England are however due to significantly change the local planning framework in the medium term. Planning policy and obligations to secure affordable workspace will have to adapt through the transition and to a new regime, including the proposed abolition of s106 and its replacement with a new consolidated infrastructure levy.

Proposed Actions

- 3.10 The AWS proposes measures to:
- Develop planning policy and practice to secure a range of affordable workspace in new development;
 - Attract new affordable workspace providers and investment into the borough;
 - Encourage and enable development of more commercial space;
 - Keep rents and costs low for the businesses and industries that really need it¹¹;
 - Deliver business support, including financial incentives tailored to local priorities and which complement existing government schemes.
- 3.11 The Action Plan proposes new routes and initiatives to deliver affordable workspace.
- Action 1: Develop a Brent Affordable Workspace Supplementary Planning Document (SPD)

¹⁰ Policy BE1 'Economic Growth and Employment Opportunities for All'

¹¹ AWS assessment is start ups and microbusinesses with smaller turnovers find it harder to access workspace that is affordable, as well as industrial and light industrial businesses which require larger units at lower job densities; AWS identifies nine priority business sectors as key to G(row)R(etai)nA(attract)S(tart-up) in Brent's economy.

- Action 2: Expand the Affordable Workspace Operator list
- Action 3: Create or facilitate affordable workspace projects in vacant and hard to let properties on the high street.
- Action 4: Inform and direct business cases for workspaces in Council assets and developments
- Action 5: Facilitate and optimise affordable workspace delivery in mixed-use development in Local Plan site allocations.
- Action 6: Agree a forward plan for using S106 commuted sums collected in lieu of onsite affordable workspace.
- Action 7: Work with Economic Development and Finance colleagues to develop discretionary business rate relief for Affordable Workspace Operators, including assessment of financial costs and benefits.
- Action 8: Work with Economic Development and Finance colleagues to design and launch a Brent finance and grant scheme for Affordable Workspace Operators with a focus on either location or sector.

3.12 The supporting evidence base is framed around the following questions:

What is affordable workspace? Defining what affordable workspace means for Brent within the wider London context, as well as analysing policies in place across other London Boroughs. Brent's draft Local Plan proposes that Affordable Workspace must be secured in perpetuity and leased to an approved Affordable Workspace Operator at no more than 50% market value.

Who needs affordable workspace? Identifying 9 priority sectors for affordable workspace, business space requirements and guidance on affordable rent levels. Data and analysis covers turnover, location, sectors across the borough; with the clear message that start-up and small businesses are under most pressure from high rents and the impacts of COVID-19.

Why do we need affordable workspace? Setting out the economic case for workspace in the identified priority sectors (through analysis of the number of local jobs supported; Gross Value Added delivered to the economy; and local spend in shops and businesses) and considering the range of socioeconomic benefits to communities and places (from diversifying and strengthening town centres, building communities, driving footfall and local spend, and catalysing development and regeneration in a post COVID-19 economy).

Where do we need affordable workspace? High priority locations for affordable workspace in the borough identified include Wembley, Kilburn and Alperton (where rents are beyond the range of affordable benchmarks for the majority of businesses).

4 Financial Implications

The AWS was produced from within existing budgets and no additional budget or approvals are sought for delivery at this time.

- 4.1 The actions identified in the AWS do, however, have financial implications, and in some cases costs. These will be considered in more detail on a case by case basis in discussion with finance and other colleagues, and the relevant approvals sought where required.
- 4.1.1 Action 1: Note that developers have minimum profitability requirements and there are indirect trade-offs between different planning requirements that reduce developer profitability – for example between the quantum of affordable housing and provision of affordable work space, the viability of which is tested as part of the planning application and decision-making process in accordance with the adopted Local Plan.
- 4.1.2 Action 3: In the first instance £0.25m regeneration reserves allocated for high street regeneration and meanwhile projects over FY2021-2122 will be used to run a small pilot scheme to activate workspace in vacant high street spaces.
- 4.1.3 Action 6: suggests putting together a robust forward plan for allocating s106 commuted funds already ring-fenced to deliver more affordable work space.
- 4.1.4 Action 7: suggests creating a specific discretionary business rates relief. If it was possible for the property to be used by a business paying full business rates instead, then this would have a direct impact on the revenue that the Council receives. However if the property would otherwise be unoccupied, then there would be no net reduction in the council's revenue.
- 4.1.5 Action 8: suggests developing and launching a Brent finance and grant scheme for affordable workspace operators with a focus on either location and/or sector. The potential sources of funding identified are pooling S106 contributions (where appropriate), CIL funds, GLA funding and council borrowing. As an illustrative example only, LB Haringey Opportunity Investment Fund was set up 2015 to support local businesses to grow. To date, the £3.5m capital loan pot has helped 20 businesses, with loans typically between £50,000-£300,000 linked to increased productivity, jobs growth and workspace.

5 Legal Implications

- 5.1 Where the Council requires a proposed development to provide affordable workspace, this would be through section 106 planning obligations. Such obligations may be entered into under section 106 of the Town and Country Planning Act 1990 (as amended) provided that in each case, the tests are met concerning any obligation, namely it is: (a) necessary to make the development acceptable in planning terms; (b) directly related to the development; (c) fairly and reasonably related in scale and kind to the development.
- 5.2 The AWS Action plan proposes to develop a Brent AW SPD. The relevant statutory framework that governs the form and content of supplementary planning documents, as well as the process required to be followed in their preparation, is located chiefly in the Town and Country Planning (Local Planning) (England) Regulations 2012. The 2012 Regulations require that an SPD contains a reasoned justification of the policies within it and stipulate that it must not conflict with adopted development plan policies.

- 5.3 Policy E3 of the Mayor's London Plan (intend to publish version) encourages boroughs to introduce an affordable workspace policy, and suggests that planning obligations may be used to secure affordable workspace at rents maintained below the market rate for that space for a specific social, cultural or economic development purpose.

6 Equality Implications

- 6.1 The AWS will seek to advance equality of opportunity, with targeted actions to improve access to workspaces for disadvantaged groups, and in particular economically disadvantaged groups.
- 6.2 The Action Plan sets out a framework which moving into implementation can prioritise more inclusive projects (for example through additional equality criteria for preferred affordable workspace operators or access to council financial business rates, grants and finance incentives).
- 6.3 Equality Analysis to assess AWS impact on different individuals and groups within the borough has been drafted and is being reviewed by Richard Harrington; and would be further developed moving into implementation.

7 Consultation with Ward Members and Stakeholders

- 7.1 Consultation on the AWS was undertaken with local affordable workspace operators, the Greater London Authority and the West London Alliance in May and June 2020. Feedback was positive and amendments responding to the consultation are incorporated within the final draft AWS presented to Members.

8 Human Resources/Property Implications (if appropriate)

- 8.1 None at this point in time.

Appendix 1 :

Brent Affordable Workspace Strategy & Action Plan

Appendix 2 :

Existing & Pipeline Affordable Workspace Schemes

Appendix 3 :

Draft AWS Equality Analysis

Report sign off:

Amar Dave

Strategic Director of Regeneration
and Environment

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Co- working space © Brent Council



Art workspace © Trinity Art Studio



Making workspace © BlackhorseWorkshop



Creative art space © Meanwhile Spaces



Fashion workspace © London Fashion Co-operative



Making workspace © BuildingBlogs



Art and crafts workspace © Secondfloorstudio



Art workspace © trinityartstudios



Making workshop © 3 Space



Making workspace © Meanwhile Spaces

LB Brent Affordable Workspace Strategy



Contents

Foreword from Councillor Shama Tatler	3
Executive Summary	4
Methodology for Evidence Base	5
How Do We Deliver Affordable Workspace?	6
What is Affordable Workspace?	22
Who Needs Affordable Workspace?	58
Why Do We Need Affordable Workspace?	88
Where Do We Need Affordable Workspace?	100
Notes and References	130
Appendix A - Affordable Workspace Policies	131
Appendix B - Workspace Mapping	142
Appendix C - Detailed Sector Trends	152
Appendix D - Cross-Cutting Sector Definitions	154
Appendix E - Prioritisation Supporting Evidence	156
Appendix F - Bottom-Up Rent Analysis	168
Example of current Affordable Workspace s106 Planning Obligations	170

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Foreword



Councillor Shama Tatler,
Lead Member for
Regeneration,
Property and Planning

Whilst demand for affordable workspace has significantly increased in Brent, supply is failing to keep up. Brent's business base of small and medium-sized enterprises (SMEs) has grown from around 10,000 SMEs in 2010 to over 15,000 SMEs today. The continued loss of industrial land and office space to residential development and conversion is, however, choking the supply of workspace affordable to small businesses and negatively impacting town centres. Private developers, investors and commercial property providers have limited appetite to deliver affordable workspace, due to relatively low values, and more modest financial returns. Constrained supply of commercial space has driven up rents, and along with the 2017 increase in business rates, we see workspaces becoming increasingly unaffordable and the small businesses that are the bedrock of our local economy displaced.

Affordable workspace provides opportunities to grow and retain local businesses and employment, attract new sectors, incubate start-ups, and is vital to a healthy local economy. Affordable workspace can also play an instrumental role in the renewal of town centres and high streets, generating new jobs and footfall where traditional uses may be lost. To date, the Council has facilitated delivery of managed affordable workspaces on former employment sites at a 50% discount to market rates, through draft Local Plan policy and partnerships with affordable workspace operators. Major artist studio projects have been delivered in new developments in Wembley and Alperton, plus a forward pipeline of new workspaces secured under S106 planning obligations. Brent's draft Local Plan will strengthen planning policy for affordable workspace by proposing development of a new set of sites within growth areas to deliver 10% of floorspace as affordable workspace.

Development pressure on commercial land and buildings in the borough is, however, forecast to continue. To retain a competitive business base that supports local employment and

strengthens town centres, we must do more to protect and support existing workspaces, and ensure new development delivers the infrastructure and workspace that businesses need and can afford.

Business now feels the immediate shock of the coronavirus pandemic and lockdown. A fifth of small businesses are at high risk of closure, consumer spending is down and the state of the high street becomes increasingly precarious. Retail, accommodation, hospitality and construction sectors - all vital to Brent's economy - are viewed as least resilient to recession and face an uncertain future. Further turbulence is expected as the UK moves through the EU departure transition period, with Brent home to the 3rd largest EU population in London, and new but undefined rules on trade, travel and business due to take effect in 2021. In such a tough trading environment, never has the provision of affordable workspace and business support for both established and start-up SMEs been more important. To grow and retain local businesses and employment, and attract new sectors, the Council's Affordable Workspace Strategy and Action Plan proposes a suite of initiatives to:

- Improve policy and practice in the planning system to secure a range of affordable workspace in new development;
- Find ways to actively attract new affordable workspace providers and investment;
- Encourage and enable development of more commercial space with a focus on town centres and high streets;
- Keep rents and costs low for the businesses and industries that really need it; and
- Deliver business support, including financial incentives tailored to local priorities and which complement existing government schemes.
- Diversify town centre and high streets uses, filling vacancies and reversing urban decline in a post COVID-19 economy.

Executive Summary

The London Borough of Brent's (LBB) Affordable Workspace Strategy (AWS) and Action Plan builds on workspace research and policy development undertaken over the past 2 years. The AWS and Action Plan is structured around five key questions:

1. How do we deliver affordable workspace?

Setting out an Action Plan on how more affordable workspace can be catalysed in Brent.

2. What is affordable workspace?

Defining what affordable workspace means for Brent

3. Who needs affordable workspace?

Identifying the priority sectors for affordable workspace and their requirements

4. Why do we need affordable workspace?

Illustrating the economic and wider value of affordable workspace and the priority sectors

5. Where do we need affordable workspace?

Identifying priority locations and opportunities for new affordable workspace

Hatch Regeneris, We Made That and PRD have been commissioned to provide the research, evidence and data required to answer questions 2-4 : 'What?', 'Who?' and 'Why?'. Content and intelligence from these sections along with 'Where?' inform the Action Plan in the 'How' section.

Eight actions are identified that could both facilitate and actively increase the amount of affordable workspace in Brent, which include:

- **Action 1:** Develop a Brent Affordable Workspace Supplementary Planning Document (SPD) to expand on draft Local Plan Policy BE1.
- **Action 2:** Expand the Affordable Workspace Operator list to give developers a better range of options when disposing of their affordable workspace and expand the local affordable workspace offer.
- **Action 3:** Create or facilitate affordable workspace projects in vacant and hard to let properties on the high street.
- **Action 4:** Inform and direct business cases for workspaces in Council assets and developments, specific to location and context, for how best to develop and manage the workspace.
- **Action 5:** Facilitate and optimise affordable workspace delivery in mixed-use development in site allocations that trigger draft Local Plan Policy BE1.
- **Action 6:** Agree a forward plan for using S106 commuted sums collected in lieu of onsite affordable workspace.
- **Action 7:** Work with economic development and finance colleagues to create a specific discretionary business rate relief for Affordable Workspace Operators.
- **Action 8:** Develop and launch a Brent finance and grant scheme for affordable workspace operators with a focus on either location or sector.

Methodology for Evidence Base

A clear methodology was designed to provide the intelligence required for the study (Figure 1.1). Several different methods were used for each part of the report to triangulate the findings and build a robust picture.

The study is grounded in the analysis of quantitative data from secondary sources. This includes data from publicly available portals (e.g. from BRES and UK Business Count) and privately held sources (e.g. from CoStar). This evidence was substantiated and interrogated through structured conversations with Local Authority Officers and workspace operators. 26 businesses were consulted to get a better understanding of what they consider ‘affordable’ in terms of commercial space and what their key workspace requirements are.

The study was also supported by a review of relevant literature, ranging from LBB’s documents (e.g. Brent’s Inclusive Growth Strategy and Draft Local Plan) to research and policy documents at the London scale (e.g. GLA’s Affordable Workspace Strategy).

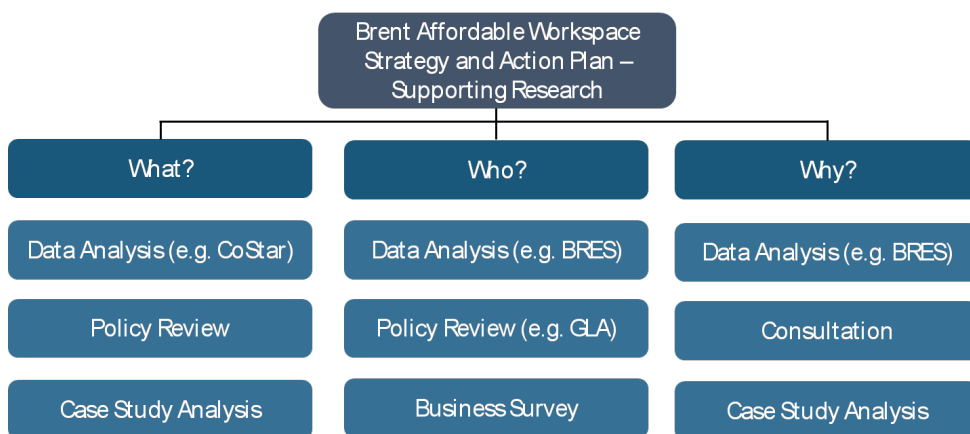


Figure 1.1: Study Methodology by Hatch Regeneris

How Do We Deliver Affordable Workspace?

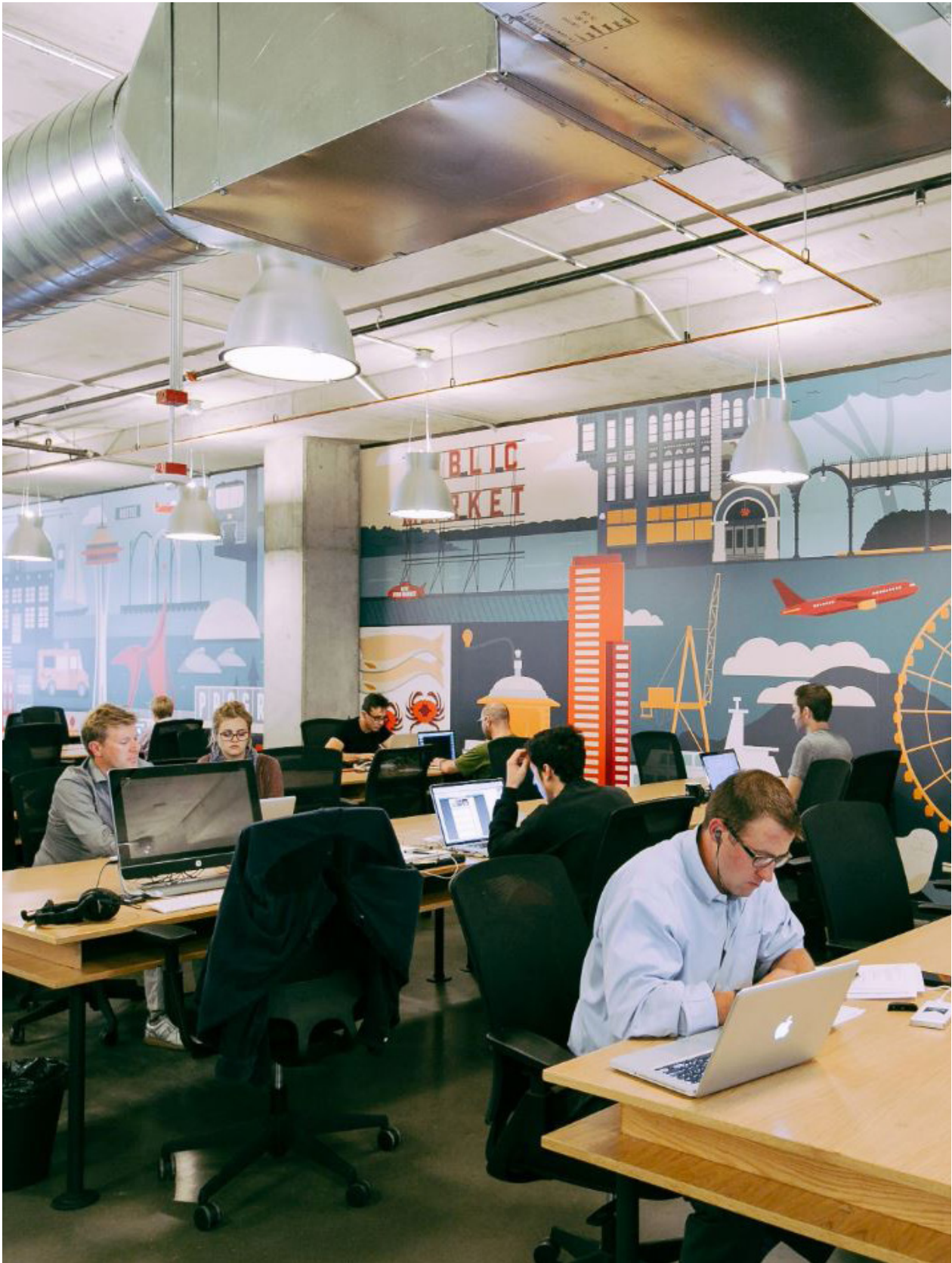
This Action Plan builds on the research, policy and existing ways to facilitate affordable workspace, and explores new routes and initiatives to deliver affordable workspace.

Eight key actions are set out under the headline themes of :

- **New Developments and Planning**
- **LB Brent-led Developments in Council Assets**
- **Finance**
- **Vacant Hard-to-Let Units and Meanwhile Space.**

The eight actions are:

- **Action 1:** Develop a Brent Affordable Workspace Supplementary Planning Document (SPD) to expand on draft Local Plan Policy BE1.
- **Action 2:** Expand the Affordable Workspace Operator list to give developers a better range of options when disposing of their affordable workspace and expand the local affordable workspace offer.
- **Action 3:** Create or facilitate affordable workspace projects in vacant and hard to let properties on the high street.
- **Action 4:** Inform and direct business cases for workspaces in Council assets and developments, specific to location and context, for how best to develop and manage the workspace.
- **Action 5:** Facilitate and optimise affordable workspace delivery in mixed-use development in site allocations that trigger draft Local Plan Policy BE1.
- **Action 6:** Agree a forward plan for using S106 commuted sums collected in lieu of onsite affordable workspace.
- **Action 7:** Work with economic development and finance colleagues to create a specific discretionary business rate relief for Affordable Workspace Operators.
- **Action 8:** Develop and launch a Brent finance and grant scheme for affordable workspace operators with a focus on either location or sector.



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New Developments and Planning

LBB has facilitated developer delivery of managed affordable workspaces on former employment sites at a 50% discount to market rates, through draft Local Plan policy, S106 planning obligations, and partnerships with affordable workspace providers (see p109 for full list). Artist studio projects have been delivered in major new developments, including in Wembley and Alperton growth areas, plus a forward pipeline of new workspaces secured under S106 planning obligations (see example s106 planning obligations p.169). The draft London Plan definition of affordable workspace strengthens planning policy to require affordable workspace planning obligations, and Brent's draft Local Plan proposes 10% of total floor-space as affordable workspace within major developments exceeding 3,000 sq.m in growth areas. Flagship projects secured through S106 planning obligations include Second Floor Studio and Arts (SFSA) and Artist Studio Company (ASC) in the boroughs largest growth areas, Wembley and Alperton. Almost 20,000 sq.ft (1,860 sq.m) affordable workspace was delivered in these schemes, enabling:

- Integration of creative and cultural spaces into major mixed use regeneration, helping foster sustainable communities and building a genuine sense of place
- 53 new affordable studios hosting around 70 creative entrepreneurs and businesses, supporting local employment
- 10 open plan bench-spaces at very low rents for start-ups
- Priority for Brent residents when allocating space
- Socio-economic benefits to the wider area, including collaboration between businesses, new cultural provision, local resident opportunities to participate in workshops and skills sharing
- Promotion of arts in school curriculums and awareness raising of career paths in the creative sector.
- Open Studios programme: where the public have the opportunity to talk with artist tenants and understand the process of starting a creative industry career.



1-8 Capitol Way, Stag Lane, Colindale
Image © NEAT Development



Central Parade, Walthamstow, Image © Meanwhitespace



ASC Studio, Alperton, Image © ASC Studio



ASC Studio, 243 Ealing Road, Image © ASC Studio

Second Floor Studio Arts, Wembley

Wembley is an Opportunity Area, jointly identified by Brent Council and the Mayor through the draft London Plan, home of Quintain's major mixed-use regeneration of 85 acres of land around Wembley Stadium. Up to 26,000 sq.ft (2,415 sq.m) affordable workspace is secured through the S106 planning obligations, to be rented to an affordable workspace provider at no more than 50% of market rate.

Quintain and Brent jointly selected Second Floor Studios & Arts (SFSA) to manage the space in 2017, with SFSA signing a 15-year lease for the first phase of 7,500 sq.ft (695 sq.m) workspace. Brent contributed GLA New Homes Bonus top-slice funding towards the fit-out of the studios, helping to provide a stable, long-term affordable home for creative entrepreneurs, with priority secured for Brent residents applying for space.

33 visual artists and practitioners work from the studios, almost half of whom are Brent residents. The studios support these small businesses, contribute to the local economy and have added to the vibrancy of the area.

-Open Studios programme: where the public have the opportunity to talk with artist tenants and understand the process of starting a creative industry career

Artist Studio Company, Alperton

243 Ealing Road was a former B&Q store and to ensure the provision of employment space in its redevelopment, Brent secured 11,000 sq.ft (1,020 sq.m) affordable workspace. The mixed-use scheme also includes 440 new homes and 32,290 sq.ft (3,000 sqm) of commercial space in the waterside redevelopment. The project was approved in 2009, and the S106 planning obligations as originally drafted simply secured the affordable workspace to be rented at no more than 50% of market rate. ASC acquired 125 year leasehold of the space at 50% market value and worked with Brent Council officers to develop an Affordable Workspace Plan which secured the following:

- 27 bespoke studios at affordable, inclusive rents, with priority for Brent residents
- 1 studio rent-free for a 2-year period to a young Brent resident, ongoing for the lifetime of the building
- 10 open-plan bench spaces at very low rent, designed for development and collaboration between small creative start-ups
- Free training and mentoring for tenants, with financial support via business growth loans
- Apprenticeship, work placement and training opportunities for local people
- Ongoing collaboration with Brent Regeneration and Employment Skills & Enterprise teams.

Affordable Workspace in new developments in other London Boroughs



Paddington Works in Paddington Exchange, LB Westminster, Image © Hubble HQ

6,890 sq.ft (638 sq.m) of affordable B1(a) and associated community space was delivered to a finished standard and let for 80 years at 60% of market rent. Paddington Works provides business training and support with a focus on access to markets, finance and mentors.



Build Studios in 203 Westminster Bridge Road, LB Lambeth, Image © Hubble HQ

4,110 sq.ft (382 sqm) GEA for a business incubator space leased to an incubator operator for no more than 50 years at a peppercorn rent. Build Studios provides business support services, industry events, networking, mentoring and opportunities to collaborate for businesses in the built-environment sector.



Artist studios in London Square, LB Southwark, Image © Hubble HQ

Affordable artist studios (Area A - 16,500sq.ft / 1533 sqm GIA, Area B - 12,055 sq.ft / 1120 sq.m GIA) leased to an artist studio operator for a lease of 25 years for an average rent of c.£7.50 sq.ft. Named providers include Tannery Arts, The Drawing Rooms and Southwark Studios, who all provide affordable workspace for artists and small creative businesses.

Workspaces in Wembley and Alperton illustrate the council's success in securing affordable creative workspace. Desk-based workspace and more niche sector-specific space, other than artist studios, is however yet to be delivered and tested under Brent's Affordable Workspace policies.

Action 1:

Develop additional guidance in a Brent Affordable Workspace Supplementary Planning Document (SPD) to expand on draft Local Plan Policy BE1 to include:

- Definition of Affordable Workspace based on the 'What' chapter (page 22-57), including:
 - Draft London Plan Policy E3
 - Support draft Local Plan Policy BE1 to take on best practice from other London Boroughs.
 - Average affordable price ranges for end-users.
 - Inclusion of additional services for different typologies (eg. business support).
 - Size recommendations for different typologies and sectors.
- Explain the role of Affordable Workspace Operators in leasing and managing affordable workspace in new development and arrangements for such -
- Detail Affordable Workspace Management Plan requirements (e.g. rents and service charges, typologies, fit out, business support, reporting) to be provided by planning applicants at planning submission
- Undertake sensitivity analysis on varying discounts to market rents in different locations for different sectors and sizes of workspace to determine if the 50%

discount to open market rent/value is a reasonable overarching criteria. Conclusions of the sensitivity analysis can form recommendations to vary the discount depending on location, size or typology of workspace

- Apply analysis of minimum sizes of workspace for different typologies based on financial viability for workspace operators and recommend use classes based on size bands (p42 - 47).
- Develop recommendations for typologies and locations based on recommendation table in the 'Where' chapter (below p102-129).
- Outline specification requirements for different typologies, informed by detailed conversations with Affordable Workspace operators about their fit-out preferences.
- Establish a protocol and guidance for securing Council options to acquire new affordable workspace
- Guidance on the role of affordable workspace to diversify and strengthen town centres and high streets, including replacing traditional retail uses which may be lost.
- Guidance and criteria for the circumstances where offsite commuted sum for affordable workspace should be secured, and a valuation formula to calculate offsite commuted sums.
- Guidance on monitoring affordable workspace planning obligations and timing of any payments
- Outline the timescale and process for developing and establishing an SPD.

The London Economic Action Partnership (LEAP) is currently running a pilot project to design and establish a voluntary workspace accreditation scheme which will recognise and reward affordable workspace providers for various social outcomes. Brent is participating in the pilot alongside eight other Local Authorities, and is looking to the accreditation framework to inform additional criteria (including equalities criteria) for Brent's current Affordable Workspace Operator List.

To date, Brent has eight operators on the preferred Affordable Workspace Operator List, most of which are artist studio providers. In order to diversify the types of workspace being delivered in new developments, the Council will need to extend the list to different types of operators.

Action 2:

Expand the preferred Affordable Workspace Operator list to give developers a better range of options when disposing of their affordable workspace and broaden the local affordable workspace offer:

- Compile a target list of new operators based on typology preference for workspaces in the delivery pipeline and encourage them to apply to the preferred list.
- Build relationships with existing and prospective operators based on upcoming opportunities through organised phone calls, meetings, site visits, developer introductions and joint working (e.g. on funding opportunities) and networking and events.
- Play an active role in the LEAP accreditation pilot to be able to apply new criteria (including equalities criteria) in the preferred list application process and integrate relevant learnings when selecting operators.
- Hold bi-annual check ins with preferred Affordable Workspace Operators to monitor demand trends, understand market challenges/opportunities, and work with Economic Development on ongoing liaison to signpost business support services to both operators and their tenants.
- Review Affordable Workspace Operator performance annually, including through scheme affordable workspace plans.
- Develop the affordable workspace offer to attract new operators to the borough.

Vacant Hard-to-Let Units and Meanwhile Space

The draft London Plan and Brent's draft Local Plan encourages meanwhile uses to strengthen town centres and high streets. Changing consumer habits, the rise in online shopping and out of town retail centres have all contributed to decline on the high street. Meanwhile uses can occupy harder to let and vacant units, with lower rents for small businesses, reduced costs for landlords, and day and night time activities to boost local footfall and spend.

Workspace is also viewed as an opportunity to revitalise town centres into the longer term, particularly where decline has taken root and been accelerated by the recent coronavirus pandemic, by diversifying uses, building resilience, and creating social and economic value from otherwise underutilised properties and sites.

The Plan explains that meanwhile uses can facilitate day and night time activities in Town Centres, and create social and economic value from previously vacant properties. In the Brent's draft Local Plan, meanwhile use is encouraged to support stronger Town Centres, a diversity of uses and support activity on phased development sites.

Even though commercial vacancy rates in Brent are generally low, it is worth testing an employment meanwhile project in a Town Centre with higher vacancy rates or in a predevelopment site with a low-cost workspace for end-users.

Action 3:

Create or facilitate affordable workspace projects in vacant and hard to let properties on the high street:

- Engage with both affordable workspace and meanwhile operators and discuss location, minimum floorspace and space requirements to be able to select a shortlist of sites.
- Build a database of suitable sites that could accommodate workspace for the short, medium and long term based on survey of operators, including vacant high street units and pre-development sites.
- Engage with owners/developers to gauge interest in workspace projects either to fill vacant space or test out commercial uses prior to development.
- Consider how meanwhile uses can fill gaps on the high streets while other traditional uses may be in temporary decline.
- Work with owners/developers to select an affordable workspace/meanwhile operators for the selected properties/sites.
- Working with both the selected operators and the owners/developers, facilitate the projects and monitor impact over the duration.
- Consider partnership models where preferred operators, backed by the Council, are selected to cover geographic patches and engage directly with owners/developers within agreed parameters.
- Assess options for the Council to acquire vacant high street units for workspace use.





Meanwhile Workspace examples:

Cottrell House, Coming Soon Club, Wembley (top left), Photo © MeanwhileSpace.com

London Hackspace, Ujima House, Wembley (top right), Photo © MeanwhileSpace.com

3Space, Keeton's and Collett (bottom left), Photo © 3Space

3Space, Oxford (bottom right), Photo © 3Space

LB Brent-Led Developments in Council Assets

Brent Council is leading on mixed-use developments of council-owned sites across the borough, including land to the east of Cecil Avenue, Morland Gardens, Designworks, Bridge Park, the Carlton & Granville Centre and Peel Precinct – all of which will incorporate significant workspace elements.

The land to the east of Cecil Avenue in Wembley Housing Zone will deliver 250 new homes and 38,750 sq.ft (3,600 sq.m) of commercial and community floorspace. Morland Gardens in Stonebridge will re-provide the adult education centre; deliver new homes and an enterprise space for the local community. The Carlton and Granville Centre in South Kilburn accommodates community facilities and enterprise space, and will deliver new homes. Redevelopment of Peel Precinct at the heart of the South Kilburn regeneration proposes 560 sq.m of affordable workspace, a new health centre, retail uses and significant quantum of new housing.

The Designworks project in Harlesden also proposes Council funding refine initial designs for redevelopment of the site, including for workspace, cultural, community and civic uses. A coordinated approach to the workspace in all of these new schemes, together with existing provision, is recommended to ensure that the workspace offer is affordable, diverse and meets the needs of the local community.

Workspace options for preferred typologies, ownership and management should form a key part of business cases in these development proposals. Workspace can play a significant placemaking role in new development, delivering sector-specific jobs, business support and training for local businesses, and positively connecting local communities. The Council should decide how to best leverage its assets to these ends and whether to self-run workspace delivered on its own assets or dispose or lease it to an operator that can meet these objectives.

Action 4:

Inform and direct business cases for workspaces in Council assets and developments, specific to location and context, for how best to develop and manage the workspace:

- Review vacant Council assets and assess suitability for workspace use (prioritising town centre and high street locations). Work with the Property team to take forward viable options.
- Compile a timeline of developments and work with key officers internally to ensure they prioritise the workspace in business cases, outline design, planning and detailed design.
- Build a strategy for workspaces in each development, taking into consideration how the spaces can complement each other and run successfully in each specific location including embedding measures to advance equality of opportunity and access for disadvantaged groups.
- Assess the ownership and management options and determined preferred options based on the benefits and challenges of a Council-managed workspace vs. a workspace disposed or leased to an affordable workspace operator.
- Soft market test each space with affordable workspace operators to determine what typology and organisation type could work best in each location.
- Assess options for the Council to acquire vacant high street units for workspace use.
- Working with Property, Finance and Economic Development colleagues, develop parameters and process to assess the viability of potential Council acquisition of new and existing land and premises for affordable workspace use, including industrial sites, workspace delivered in new developments and vacant town centre units.
- Consider premises owned or controlled by housing registered providers in housing estates.





Land to the east of Cecil Avenue, Wembley High Road (top left) Photo © Anthology London
Morland Gardens, Harlesden (top right) Photo © Brent and Kilburn times
Designworks, Harlesden (bottom) Photo © Brent Council

As illustrated in the 'Where' chapter (below p102-129), there are over 30 site allocations proposed for mixed-use or commercial development in the draft Local Plan that could potentially trigger policy BE1. Masterplanning large sites and promoting smaller allocations could stimulate high volumes of affordable workspace delivery over the next decade.

Action 5:

Facilitate and optimise affordable workspace delivery in mixed-use development in site allocations that trigger draft Local Plan Policy BE1

Estimate potential workspace capacity for each site allocation and rank the difficulty of bringing sites forward based on land use and ownership, local development activity, planning history, infrastructure requirements and other site specific considerations.

- Use the capacity study to inform Brent's Affordable Workspace SPD (Action 1) and provide affordable workspace advice for upcoming masterplans and planning submissions.
- Prioritise 10 sites based on approximate quantum of space and ease of delivery, including sites with potential for larger spaces able to provide move-on space for more established SMEs. Build a business case with timeframes and challenges for top-priority sites and propose high-level guidance for potential developments on each site.
- Engage with all interested parties in site allocations to gauge appetite for development.
- Promote priority site allocations to facilitate development of more affordable workspace.

Finance

Commuted sums in lieu of affordable workspace are secured via S106 planning obligations where it is not possible to deliver affordable workspace onsite. Examples in Brent include 6 Coombe Road and Minavil House, with other potential schemes in the delivery pipeline.

Contributions are ring-fenced specifically to deliver more affordable workspace within the borough, however there is currently no robust forward plan for allocating the funds.

Action 6:

Agree a forward plan for using S106 commuted sums collected in lieu of onsite affordable workspace:

- Review the development pipeline of affordable workspace opportunities to identify capacity and scale for commuted sums.
- Create a list of affordable workspace objectives for commuted sums around delivering more space and providing affordability, especially for local communities based on priority sectors, typology and location recommendations. (including new workspace in town centres).
- Use the objectives to identify potential funding projects based on existing affordable workspaces in Brent and new workspaces in the delivery pipeline
- Provide additional priority to potential projects which would advance equality of opportunity and access for disadvantaged groups, and in particular economically disadvantaged groups.
- Analyse potential projects and build up more detailed financial scopes, which could include capital expenditure for new spaces, loans or grants for providers, and scholarships/bursaries for selected business sectors/demographics.
- Outline a timeline and prioritise potential projects based on analysis including consideration of respective operator and sub business tenant legal liabilities for business rates and ensuring eligibility for reliefs extends across all occupiers of approved affordable workspace premises.

Research commissioned by GLA illustrates how the revaluation of business rates in 2017 has made managing affordable workspace financially unviable in many cases. With rents rising across London due to competing pressures on a diminishing supply of commercial land and premises, the increase in business rates is an additional cost burden that threatens the viability of end business users, particularly in the current challenging climate.

Under Section 47 of the Local Government Finance Act (1988), councils have the discretionary power to award relief on business rates where “it is satisfied that it would be reasonable for it to do so, having the regard to the interests of persons liable to pay council tax set by it.” LB Waltham Forest and Haringey have utilised the Act to establish rates relief specifically for ‘Open Workspaces’ and meanwhile uses in pre-development sites respectively.

Since 2018, LB Waltham Forest have offered ‘Targeted Relief’ for workspace providers who are not-for-profit, reinvest surpluses into affordable workspace within the borough, and can prove that they will achieve ‘local social, economic and cultural benefits’. On successful application, a workspace provider will receive rates relief until 2023, starting at full relief in year one and tapering down annually by 15%.

LB Haringey have applied the Act to sites that are vacant prior to redevelopment. The meanwhile use must provide opportunities for local residents and businesses and add vibrancy to the area. Both schemes exemplify how councils can use their powers to support affordable workspace operators through business rates relief.

Action 7:

Work with finance colleagues to create a specific discretionary business rates relief for Affordable Workspace Operators:

- Working closely with finance colleagues, build a business case for rates relief that supports start-ups and small businesses, focusing on affordable workspaces and meanwhile uses, using precedent policies on rates relief in other London Boroughs.
- Identify socio-economic benefits of rates relief policy (e.g. local employment outputs, re-occupation of vacant premises) and assess against potential lost income to the council.
- Based on mapping exercises and turnover analysis, plus current/forecast economic context, identify priority areas and sectors (including at risk sectors) that could be targeted for discretionary business relief to stimulate economic growth in that particular location/sector
- Assess options for pilot schemes for particular sectors or to deliver specific socio-economic outcomes in specific geographies versus whole borough rollout
- Agree criteria for the application process for a business or operator to receive discretionary rates relief.
- Agree termination policy should the organisation cease to meet the eligibility criteria or cease trading.
- Implement and promote discretionary business rates relief policy to small businesses and affordable workspace operators.
- Monitor successful relief applications against agreed relief criteria and creation of affordable workspace within the borough.

Affordable workspace operators more focused on maximising social, rather than commercial, returns, can struggle to get traditional finance from banks without a reputable guarantor, due to the relatively higher-risk nature of their business models. Fit-out costs, standard operational costs and extras such as business support, networking events and outreach to local communities, paired with low rates for end-users, result in higher upfront investment and lower returns over a long term.

Options for finance and funding for operators include the ethical banking sector, investment from passionate private investors, specific funds which champion affordable workspace such as the GLA Good Growth Fund or Creative Land Trust, and Local Authorities.

In 2015, LB Haringey launched its Opportunity Investment Fund (OIF) for Tottenham with a £2.67m GLA grant and £1m funding from the council, specifically focused on increasing workspace and encouraging employment in the area. The GLA grant was conditional on funds being available on an unsecured loan basis and repayments being recycled into the scheme. 10% of the fund has been available for grant, but the remainder is available at a 6% interest rate.

Action 8:

Develop and launch a Brent finance and grant scheme for affordable workspace operators with a focus on either location or sector.

- Working closely with economic development and finance colleagues, assess options to set up a Brent affordable workspace fund including pooling planning committed sums, CIL funds, GLA funding and Council borrowing.
- Prioritise locations or sectors based on ‘Where’ chapter recommendations and priority sector analysis (below p102-129), and with reference to current/forecast economic context, focus grants and loans on workspace in town centres and high streets.
- Work with finance to draft a business case for the fund including all of the criteria for applicants, parameters around the fund (interest rates, payment terms, equalities considerations etc.), grant percentage, and scenario testing for bad debt.
- Develop internal due diligence process, and external application collateral and prospectus.
- Launch the fund and promote to targeted workspace operators and run events to explain the application process.





Workspaces facilitated by the Tottenham OIF (from top left clockwise):

Gaunson House, Mill Co Project, Photo © Mill Co.Project

Ten87 Studios, Photo © Ten87 Studios

Exterior of Chicken Town, Create London, Photo © AssembleStudio

Workshop with community groups, Photo © 3Space

What is Affordable Workspace?

This chapter provides an overview of how affordable workspace is defined across London and the characteristics of different types of affordable workspace. The key questions it answers are:

- What is Brent’s current position?
- What does ‘affordable’ mean in different parts of London?
- What is available outside of Brent?

Four key messages are:

- Brent has an adopted policy for affordable workspace and the draft Local Plan Policy builds upon this. This approach has helped to catalyse more workspace in the borough, but there are areas for improvement and lessons from other boroughs that could be used to adapt policy and to inform the Action Plan.
- The draft London Plan defines affordable workspace as ‘Workspace that is provided at rents maintained below the market rate for that space for a specific social, cultural, or economic development purpose’.
- London Boroughs define ‘affordable’ in different ways – some are specific (i.e. setting a minimum market rate discount), whereas others are more general and reflexive depending on proposals coming forward.
- A wide range of affordable workspace types exist across the capital. The benchmarking exercise undertaken as part of this study provides detailed intelligence about different typologies across the city. What does ‘affordable’ workspace mean in different parts of London?

What is Brent's current position?

Brent's Affordable Workspace Policy

Affordable Workspace policy in Brent has evolved as the supply of commercial premises has become constrained and rents have substantially increased across the borough, making many workspaces unaffordable for businesses in Brent.

Between 2001 and 2016, London lost approximately 1,200 ha¹ of industrial land, with over 100,000 sqm lost in Brent². Permitted Development Rights (PDR) introduced in 2013 accelerated the loss of commercial space, with Brent the 2nd most affected London Borough and 120,000 sqm of commercial space converted to residential use between 2013 and 2018³. These supply side factors are major drivers of the 5.3% year-on-year average commercial rent increase observed between 2010 to 2018⁴.

This continued trend of loss and pressure on commercial space has resulted in the GLA and

draft local planning authorities developing policies to protect employment land and uses, and secure affordable workspace in new development.

Brent's draft Local Plan Site Specific Allocations require Affordable Workspace be provided in new development on former employment sites, and Brent's Development Management Policies require Affordable Workspace be disposed/leased to a recognised workspace operator at no more than 50% market value/rent. Article 4 Directions have been introduced to remove PDR in Wembley, Alperton and on Strategic Industrial Land (SIL) and Locally Significant Industrial Sites (LSIS), and are proposed to be expanded.

Brent has successfully applied existing policies to secure new Affordable Workspace, including major artist studio schemes in Wembley Park and Alperton. In doing so, Brent has improved its understanding of workspace supply and demand in the borough, S106 planning obligations to capture and deliver Affordable Workspace for local businesses, and published and developed

relations with a preferred Affordable Workspace Operator list for developers of new mixed-use schemes that incorporate affordable workspace.

Brent's draft Local Plan now advances our Affordable Workspace policy. Policy BE1 clearly defines that the quantum of floorspace to be sought as Affordable Workspace (B use class) should be 10% of total floorspace in major developments exceeding 3,000 sqm in Growth Areas. Policy BE1 thereby expands the forward pipeline of Affordable Workspace to take in new sites in well-connected areas identified as most suitable to accommodate an increasing population, new housing and employment. Policy BE2 also requires 10% Affordable Workspace in redevelopment of SIL and LSIS sites, and Policy BE3 provides for Affordable Workspace on Local Employment Sites (LES).

Brent's draft Local Plan (Paragraph 6.4.27) also importantly reinforces the policy requirement that Affordable Workspace must be secured in perpetuity and disposed/leased to an approved

Affordable Workspace Operator at no more than 50% market value/rent.

Together Brent's Affordable Workspace policies provide a framework for Brent to protect existing employment land and uses across the borough, and ensure regeneration and development incorporates new Affordable Workspace that contributes to the local economy.

Brent's policy position is also strengthened by draft London Plan Policy E2 for providing suitable business space and E3 for Affordable Workspace, which confirms that planning obligations may be used to secure affordable workspace at rents below market rate for social, cultural or economic development.

Brent is a 'provide' borough in terms of industrial floorspace requirements in the draft London Plan. The policy highlights that the provision of affordable B1(c) (light industrial) floorspace should be encouraged. Draft Policy BE2 (Strategic Industrial Locations (SIL) and Locally Significant Industrial Sites (LSIS)) does not specify a particular percentage of affordable workspace in new development, but instead seeks to achieve 10% of affordable workspace in each of the industrial sites designated for both industrial intensification and co-location.

In both policies, the definition for 'affordable' workspace matches the draft London Plan:

'Workspace that is provided at rents maintained below the market rate for that space for a specific social, cultural, or economic development purpose'.

The policy states that it should be secured for the lifetime of the development and be provided at no more than 50% of comparable local market rate.

Presently, Affordable Workspace S106 Planning obligations are commonplace in large mixed-use schemes in Brent and since 2008, Brent has secured over 9,000 sqm of affordable workspace through affordable workspace policy and S106 planning obligations.

Workspace Supply and Demand

As discussed previously, two studies (the Brent Workspace Study, 2017 and Update, 2018) looked at the demand and supply of workspace in the borough.

As part of these studies, existing and forthcoming workspace provision were mapped (see 'Where' chapter page 93 and Appendix B). The mapping of workspace focused on premises which offer flexible, short-term or membership-based leasing terms and therefore ranged from dedicated co-working spaces to managed workspace buildings, to specialist artist studio/makerspace provision to individual deskspaces offered in larger existing office or studio spaces. In 2018, 1,700 deskspaces, 145 studios, 30 maker-desks and 4 workshop spaces were recorded across the borough.

The studies also found that demand has been increasing rapidly: there has been a strong economic growth over the past five years with the number of jobs increasing by 17% and the number of businesses growing by 24%. Most businesses operating in Brent are SMEs, which suggests a growing demand for workspace for small enterprise.

However, demand varies across the borough and the continuing loss of industrial land and more recent loss of office space to Permitted Development has constrained the supply of workspace affordable to small businesses.

The studies also highlight a general increase of workspace rent and pricing across the borough in recent years due to lack of supply and a downward trend in commercial yields. Analysis suggests that higher pricing appears to be more correlated with the provision of new, modern high spec managed workspaces than a global rent increase of the pre-existing supply.

In terms of geography, the workspace provision is concentrated in the southern part of the borough with clustering around the south western edge of the borough towards Park Royal, the south eastern edge towards Kilburn and the Wembley Park area in the centre of the borough. These are also subject to important regeneration projects and have been affected by recent changes involving the loss of workspaces to redevelopment and the re-provision of some new workspaces. However, recently delivered and pipeline provision does show an emerging geography of more dispersed provision. There is a clear clustering of workspace around and beyond the southern edge of the borough which is reflective of its ties to West End and Central London locations, as well as its proximity to the industrial core of Park Royal.

On one hand, and looking at recent changes in the borough's workspace provision, there is a clear correlation between upgraded workspace and higher pricing. On the other, the recent arrivals into the borough by established affordable workspace providers signals that Brent is doing well to attract new providers and increasing its reputation as a location for affordable creative workspace. While there are a number of newly and successfully delivered artist studio spaces across the borough, the provision of affordable makerspaces, and IACs and sector-specialist workspaces is limited and Brent should start to look to expand beyond artists' workspace providers so that a wider range of affordable workspace and sectors are represented. Furthermore, a number of relatively affordable workspaces located in Brent's secondary office stock are at risk and subject to redevelopment, which means that suitable space would need to be reprovided for the businesses currently occupying them (see 'Where' chapter for spatial distribution).

What does ‘affordable’ workspace mean in different parts of London?

Workspace affordability has become an area of strategic focus across London in recent years, reflecting constraints in the overall levels of supply, rising rents and evolution in the type and spatial distribution of demand across the city.

The concept and importance of workspace for Small and Medium Sized Enterprises (SMEs) (businesses with less than 50 employees) is now clearly recognised and a large amount of research has been undertaken to map its distribution and value.

While affordability is a key area of focus for this research, it is recognised that it is a highly place specific concept and attempts to define it have typically been left to local agencies with a specific planning remit.

London Wide Definitions of Affordable Workspace

In London, the Greater London Authority (GLA) has played a leading role in supporting the development and evolution of SME workspaces over the past decade. GLA research reports such as Incubators, Accelerators and Co-Working Spaces (2014) have helped to build the evidence base on the sector and supported the development of investment packages such as the London Regeneration Fund, Good Growth Fund and the LEP New Home Bonus Programme which are all partly targeted at enhancing the supply of creative and affordable workspace.

Research and investment has been matched by an evolution in Mayoral planning policy. While the current draft London Plan (adopted in 2016) highlights the importance of affordable workspace, it does not provide a clear definition

of what this means or how it should be applied locally.

The draft London Plan goes beyond this, defining affordable workspace as:

“Workspace that is provided at rents maintained below the market rate for that space for a specific social, cultural, or economic development purpose. It can be provided directly by a public, charitable or other supporting body; through grant and management arrangements (for example through land trusts); and/or and/or secured in perpetuity or for a period of at least 15 years by planning or other agreements”.

The latter part of this definition is important as it goes beyond pure financial considerations, to consider points of sustainability and longevity. The term ‘workspace’ is defined in the broadest sense, covering the spectrum of workspace typologies from conventional workspaces units to more niche shared spaces (e.g. artist studios, maker spaces, labs and co-working spaces).

The definition is not sector specific and, while most typically viewed from an ‘office’ perspective, is equally relevant in terms of industrial and retail uses. Within this, there are business types (e.g. start-ups, freelancers and artists) and sectors (e.g. creative and cultural activities) that are typically understood to be most in need from an affordable workspace perspective; these are typically those which are operating at the margins and are most ‘at risk’ from the dynamics of London commercial property markets.

Local Approaches to Affordable Workspace

Declining workspace supply and affordability is a growing concern in London. Over recent years, boroughs have developed their focus on workspace in their Local Plans and economic development strategies to support SMEs. Depth of analysis and policy detail however varies: only a small number of boroughs clearly define affordability or propose distinct policies to respond to this (typically where commercial property market pressures are most acute); and most approaches are far less well developed or defined.

12 of the 32 London Boroughs have clearly defined workspace policies (draft or adopted) within their Local Plans (details of which are included in Appendix A):

- Brent
- Camden
- Hackney
- Hammersmith & Fulham
- Havering
- Islington
- Lambeth
- Redbridge
- Richmond upon Thames
- Southwark
- Tower Hamlets
- Wandsworth

A clear definition of 'affordable' may be regarded as an important anchor aspect of a robust policy framework, however is not a common feature of all local authority adopted policy. Four boroughs with clearer definitions of affordable workspace are introduced below to illustrate explicit definitions.

London Borough of Havering

Affordable workspace is defined as workspace where rent and service charges, excluding business support services, are on average at least 20% less than comparable local market rates for the duration of a lease (although it is noted that, for some sectors and locations, rents may need be even lower to render them affordable to target occupiers).

London Borough of Islington

Affordable workspace is defined as workspace that has a rental value below the market rate - generally 80% of the market rate or less. However, within Islington rents of up to 80% of market value may not always be affordable to micro and small businesses. The Council has therefore committed to assessing the genuine affordability of any new workspaces that it delivers on a case by case basis.

London Borough of Camden

Affordable workspace is determined based on the circumstances of each development. Past definitions include:

- 20% of large workspaces provided at 50% of comparable market values
- Workspace leased to affordable workspace providers (approved by the Council)
- 20% of the desks in an open workspace (hot-desking) area to offered at 50% of market value

London Borough of Tower Hamlets

Affordable workspace is defined as “flexible workspace” that is let to a workspace operator, and which allows for occupation by end users in one or more sectors on terms:

- substantially below market levels of rents and charges when compared with an equivalent letting of the space and facilities on the open market;
- at a rate comparable with similar facilities available in Tower Hamlets or (if sufficient comparator premises do not exist in the borough) across London as a whole; and,
- at rates which mean that occupation is feasible to a large number of small/start-up businesses in the relevant sector(s).

Policy Approaches

While the draft London Plan aims to provide a ‘baseline’ affordable workspace policy that London Boroughs can use to develop locally specific proposals, it falls short of requiring all boroughs to have an affordable workspace policy.

Boroughs are left to interpret what affordable workspace means for their areas, what percentage of new workspace should be affordable, what affordability means in terms of discount to market rent, and to develop policy and guidance to that effect.

Borough policy approaches vary, demonstrating the different stages of maturity in terms of policy development, adoption and effective application. Headline policy observations are set out below, with more detailed borough policy profiles and summaries in Appendix A.

Policy observations

- 10% of new floorspace in commercial or mixed-use developments to be provided as affordable workspace is the most common requirement, although a number of boroughs seek 20%. Typically, there is a qualifying development threshold for affordable workspace requirements of at least 1,000sqm, but this varies.
- Discounts of at least 20% are common, although authorities note such does not always deliver affordable pricing. Higher discounts are often set for specified target geographies, which could be seen as a response to strong market demand and elevated prices in such areas, or to perceived lack of affordability for target local occupiers prioritised by the authority.
- Generally, there is a lack of detail on what comparator evidence base and valuation method should define 'local market rents', which could create ambiguity for the market and authorities alike in setting standards and negotiating planning obligations. LBB's approach is arguably more informed than many other local authorities: S106 planning obligations require a joint Local Authority and developer valuation to be undertaken to determine the local market rent.
- Duration of affordability obligations varies considerably, ranging from 5 years up to delivery in perpetuity. Whilst longer-term obligations can reflect a buoyant development market that might otherwise leave affordable workspace provision behind, a negative overall impact on deliverability and viability of development may result from such an approach. The draft London Plan policy appears to

favour securing affordable workspace on a permanent basis by planning or other agreements. LBB secures affordable workspace in perpetuity, however the current policy wording is not ideal as it allows an interpretation that affordable workspace only need be provided for 10 years, The approach proposed in the draft Local Plan seeks to remedy this.

- A number of boroughs allow on-site affordable workspace provision to be mitigated by off-site and cash in lieu payments, where this clearly demonstrates positive economic impacts for the area, however this tends to be on a 'by exception' basis. Such a policy could however be used more proactively to cultivate clusters of affordable workspaces by sectoral or geographic relevance.
- Practical responses to challenges to define and deliver affordable workspace that local authorities have faced and should be considered by Brent for adoption include:
 - Noting where variations to a planning consent will trigger an affordable workspace requirement;
 - Seeking to mitigate displacement (e.g. through redevelopment) with re-provision obligations;
 - Insisting on fit out rather than shell and core hand over, as fit out represents a barrier to entry for operators; or,
 - Specifying a need for flexible spaces, or spaces that meet specific target sectors or occupiers of local importance.
 - Planning obligation cascades for affordable workspace to revert to lower value D1 community use or be delivered off-site through a commuted sum, if affordable

-
- workspace is built out but remains vacant for a significant period of time post completion, in order to incentivise timely occupation.
- Planning obligation classification of affordable workspace as B1(c) planning use class to secure lower value workspace for light industrial and creative uses, rather than simply office workspaces.
 - Planning obligation mortgagee exclusion clauses to allow workspace operators to more easily secure bank finance to acquire and fit out affordable workspaces.
- A number of authorities publish approved workspace operator lists and actively match make relationships through policy obligations that affordable workspace must be disposed or leased to an approved operator. LB Islington takes this one step further and itself takes a head-lease. LB Islington then either run the affordable workspace themselves, or sub-let to an approved operator under an agreement which defines the affordable rents chargeable to end business users and seeks to secure social value and socioeconomic outputs.

What is available outside Brent?

Definitions and Overview

A benchmarking exercise has been undertaken to demonstrate what is available in other parts of London and illustrate the range of approaches to affordable workspace delivery and provision. This draws on existing evidence, including the Artists Workspace Study (GLA, 2018), the London Industrial Land study (2016) and other studies supporting the London Cultural Infrastructure Plan (2019). This is supported by examples of affordable workspace providers across different sectors and geographies.

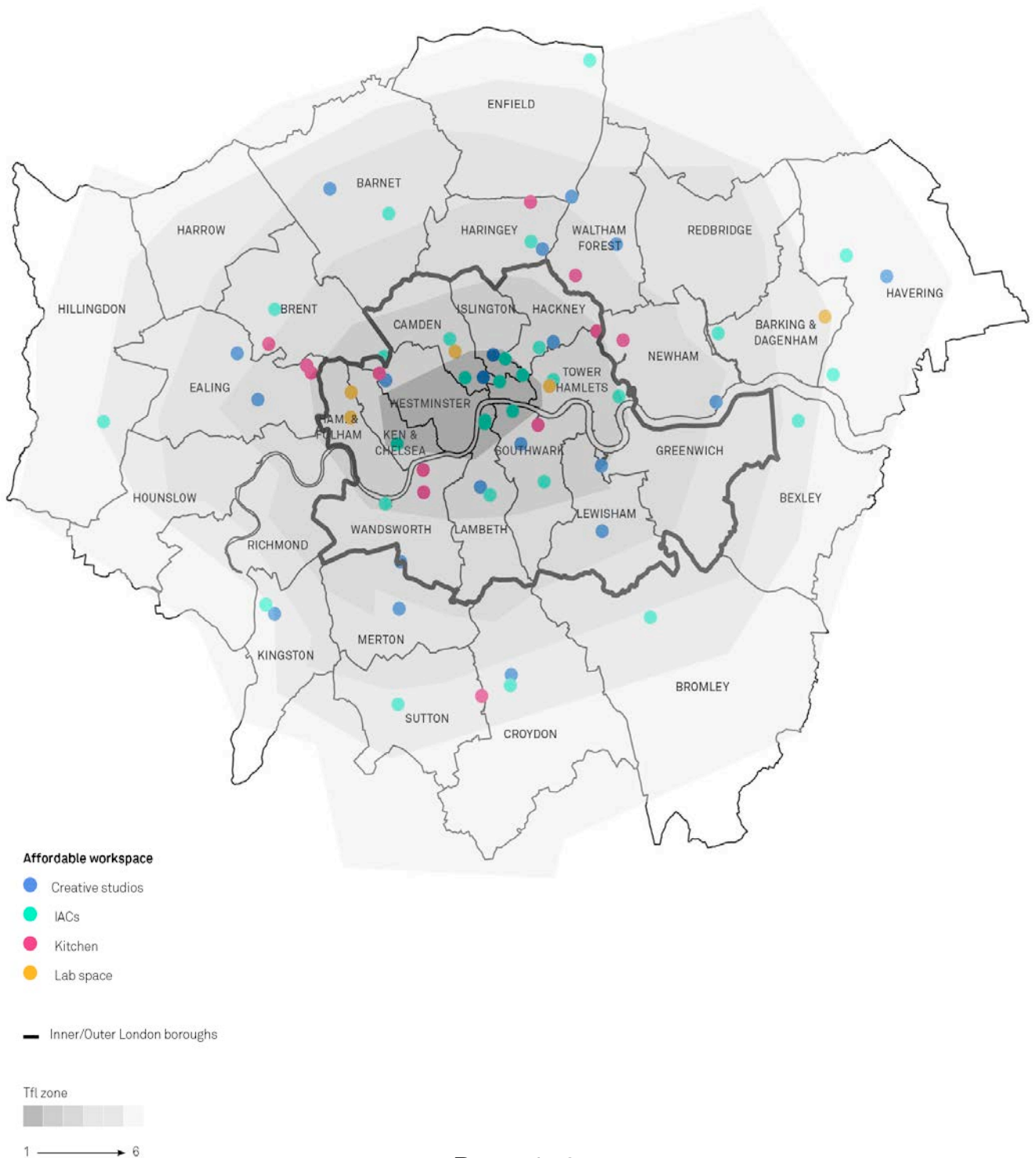
This exercise draws on information compiled for **70 affordable workspaces across London across different typologies**, which have been chosen to reflect the range of managed affordable workspaces across the capital. These include:

- IAC spaces (31): Incubators, accelerators and co-working spaces provide flexible office space alongside various business support programmes.
- Creative workspace (20): This includes: (1) artist studio spaces, which are typically made of multiple small cellular units/studios and are often targeted to non-commercial artists; (2) makerspaces, which are shared spaces where tools, specialist equipment, facilities and space are shared by two or more individual or small business for the purpose of making and small-scale production; and, (3) workspaces for the creative industry which are flexible workspaces targeted to creative activities (typically working in less price sensitive sectors such as architecture, marketing and fashion design).

- Flexible kitchen space (14): This includes both community kitchens available for hire for both amateurs and professionals as well as affordable commercial kitchen spaces which are available for hire on a daily or monthly basis and are targeted to small food businesses.
- Flexible lab space (5): This includes workspaces that have wet or dry lab space facilities along with office spaces and shared meeting rooms. They are spaces configured to promote interaction for team-based research and provide flexibility to accommodate workflow changes and rapidly advancing technology.

The map opposite provides an overview of affordable workspace sites that have been used for this exercise. Data on each of these providers and spaces has been compiled relating to their offer, space type, pricing, lease terms and delivery model. Full information is set out in Appendix B. This mapping exercise is not comprehensive but attempts to represent and benchmark different types of affordable workspace providers, spaces and sectors present across London's geographies and serve as a useful database for future references.⁵

Affordable Workspaces Considered in Benchmarking Exercise



There are several key differences in the characteristics and features of affordable workspaces between inner and Outer London boroughs in terms of their focus and operators.

Inner London affordable workspaces tend to have a focus on the creative industries, as well as more specialised activities requiring relatively high upfront investment in facilities and equipment (e.g. tech, bioscience). These are typically supported by higher education or corporate institutions. In Outer London boroughs, affordable workspaces are more dependent on the public sector (i.e. local authorities), charities and other third sector bodies, and have a much wider occupier base and a stronger social focus.

The difference in scale of affordable workspace provision between Inner and Outer London boroughs is also significant, with the majority of existing provision being located within Zones 1 and 2. It does seem, however, that high rental and land values in Inner London, alongside boroughs' efforts to include affordable workspace within planning obligations and policy documents, are driving affordable workspace growth in Outer London.

The table opposite summarises average pricing for the different affordable workspace typologies located in Inner and Outer London boroughs. These figures derive from the benchmarking exercise and therefore indicate a price range rather than an exhaustive price average. It is important to note that a single figure may be an over-simplification because affordability varies for different target beneficiaries by sector, location and age of establishment.

Affordable workspace price variation between different parts of London

Typology	Inner London	Outer London
IAC	£200 - £450 pp/pm (fixed desk)	£100 - £350pp/pm (fixed desk)
Not-for-profit	£200 - £300 pp/pm	£100 - £250 pp/pm
Commercial	£300 - £400 pp/pm	£150 - £350 pp/pm
Specialist	£350 - £450 pp/pm	£200 - £300 pp/pm
Creative workspace	£8 - £45 sqft /y	£12 - 40 sqft/y
Artists studios	£8 - £16 sqft/y	£12 - £24 sqft/y
Makerspace	£15 - £20 sqft/y	£15 - £20 sqft/y
Creative industry workspaces	£30 - £45 sqft/y	£30 - £40 sqft/y
Kitchen	£35 - £90 ph £2,500 - £3,500 pm	£900 - £2,000 pm
Community	£35 - £56 ph (incl. dining space)	-
Commercial	£60 - 90 ph or £2,500 - £3,500 pm	£900 - £2,000 pm
Lab Space	-	-
Higher education space	£68 - £97 sqft/y	-
Specialist lab space	-	£40 sqft/y
Flexible/co-working lab	£29 sqft/y	-

See Appendix B for details

Incubators, Accelerators and Co-Working Spaces (IACs)

A wide range of affordable providers have been introduced in London over the last ten years. This is due to the growth in demand for flexible and affordable workspace, the broadening range of locations businesses are prepared to consider and the growth of traditionally more niche sectors.

At one end of the spectrum, not-for-profit organisations and charities are providing co-working and deskspaces well below market rents alongside business support and mentoring to encourage local businesses and young entrepreneurs to thrive. These are typically located outside of Central London. Some of them are supported by the public sector or have benefited from public funds. At other end, higher education and corporate institutions are providing highly specialised spaces and growth support, encouraging the commercialisation of their research capabilities through direct spin out activity or by encouraging greater levels of interaction with business.

Between these two lie a range of actors that provide a mix of spaces, with non-profit organisations and commercial providers typically delivering affordable deskspaces, studio spaces and shared facilities targeted to start-ups, freelancers and SMEs.

The benchmarking found there to be a wide range of sizes for IACs across London. The number of desk spaces ranges from 10 to over 150. Most tend to be at the lower end of the scale with around 20 and 40 desks. Incubators and accelerators are typically smaller than co-working spaces due to the greater specialisation, the more limited pool of tenants and industry specific equipment or space standards needed. Small spaces (less than 300 sqft) tend to be managed by charities or more grassroots organisations

which typically provide workspaces for local artists as well as outreach and community activities.

Affordable IACs spaces offer several key features in addition to the workspace, including access to kitchen facilities, breakout areas, meeting rooms and reception services.

In relation to membership types, flexibility is a key theme, with multiple options available at most IACs. These options typically include hot-desk membership, where the occupier is given access to the workspace and to a desk space that is not fixed, and a fixed desk membership where the occupier gains access to their own workstations. For the latter, notice periods and minimum terms are typically around one month.

The price of membership varies with the membership type and there is a wide range across the London, with daily rates per person/desk of £10 to £400 for a month. A clear difference of price can be identified between affordable IAC spaces located in Zones 1-2 (average of £300 pp/pm for a desk) and those in Zones 3 to 6 (average of £175pp/pm). IAC spaces located in Central London are typically more specialised in the services they offer and the sector(s) they target.

The Granville, South Kilburn Trust



The Granville, South Kilburn Trust © RCKa

Typical IAC Workspace Characteristics (London)

Provider Type	Commercial	Non-for-profit
Offer	Private office space & deskspaces (fixed & hot desks)	Deskspaces (fixed & hot desks) & open studio spaces
Types of space	Open plan subdivided in small units + co-working space Communal meeting rooms and facilities	Open plan subdivided in small units + co-working space Communal meeting rooms and facilities
Level of service	Administrative, networking support	Administrative, networking support, business support
Building types	Varied (from re-purposed industrial space to office space/high street buildings)	Varied (from re-purposed industrial space to office space/high street buildings)
Size	2,000 sqft to 50,000 sqft Workspace ratio between 70% and 90%	3,000 sqft to 40,000 sqft Workspace ratio between 50% and 90%
Business maturity	Start-ups and established	Start-ups and established
Price	£200 pp/pm for hot-desk £280 pp/pm for fixed-desk	£175 pp/pm for hot-desk £220 pp/pm for fixed-desk (typically includes business support services)
Lease	3 month rolling with 1 month break clause for studio space 1 month for co-working	3 month rolling with 1 month break clause for studio space 1 month for co-working
Targeted tenants	SMEs, freelancers and start-ups Open-access	Mainly open access with a couple of spaces having basic eligibility criteria based on business size and age
Business support	General business advice, business networking events	Business support (finance and funding, training, start-up services)
Outreach/link to local area	-	Gateway to skills programme, career guidance and advice (when provider is a charity)
Other considerations	Large difference in terms of price from workspace located in zone 1-2 (apx. £350 pp/pm) and 3-4-5 (apx. 200 pp/pm)	Large difference in terms of price from workspace located in zone 1-2 (apx. £250 pp/pm) and 3-4-5 (apx. 125 pp/pm)
Examples	Universal Workspace, Bloom.space, Third Door, MidTown Hub, Worker Bee Space, Contingent Works, TMRW Hub, Market Peckham	Launch it, CEME Launchpad Centre, International House, WeHub, The Granville, Collective Auction Room, Bathtub2Boardroom

	Specialist Commercial
	Deskspaces
	Open plan co-working space
	Administrative, networking support, business & investment support
	Office building
	3,000 sq.ft to 10,000 sqft Workspace ratio closed to 100%
	Pre-starts, start-ups and growth
	£250 - £400 pp/pm (incl. Business support)
	1 month rolling
	High growth sector start-ups Open application process with requirements
	Acceleration programmes, mentoring and investment opportunities
	-
	Typically located in Central London (zone 1 & 2) Often delivered in partnership with corporate or institutional organisations
	Health Foundry, Law tech Eagle Lab, Central Research Lab



Image © HealthFoundry

Health Foundry

Health Foundry is a collaborative, community driven co-working space set up by Guy's and St. Thomas' Charity to help start-ups who are working to improve health and wellbeing. It was set up to support and accelerate digital innovation in healthcare, with the building being designed and managed by Architecture 00. Health Foundry also work in close partnership with the DigitalHealth, London Accelerator, HS.Live, GIANT Health, WIRED Health & Health Beyond The Fog.

Guy and St Thomas' Charity own the building and internally account for the rental cost of the space, including service charges and business rates, and maintenance. The Health Foundry currently makes an annual loss of £30,000, but is seen as an investment by GSC due to the social value outputs and programmes generated.

Health Foundry provide business support resources and connections to the healthcare system as well as workspace. They run a programme of supportive events in digital health including weekly learning and networking events, randomised coffee trials in which members are randomly paired with each other for a coffee break to improve connections and learning, and pitch practice. 1-to-1 support is also offered for free with well-connected digital health experts, and the in-house programmes manager and community manager also provide bespoke introductions to relevant collaborators across the local healthcare system and within the membership body.

Health Foundry offer three types of membership, Community, Flex and Anchor, depending on the hours of workspace use needed by the applicant. Pricing (per month) for the Community package is £24 including VAT and includes 8 hours of hot desking per month available Monday – Friday from 9am – 6pm. There is also free access to expert surgeries, free or discounted access to a programme of events, an internal collaboration platform and free yoga and coffee. The Flex package is either 1 day per week at £90, 2 days per week at £190 or three days £270. Each is a hot desking model and includes use of a meeting room as well as the benefits included in the Community package. The Anchor package is unlimited access 24/7 and costs £420 per month. This includes a permanent desk, a post box and a meeting room as well as the benefits above.

Currently 25% of the space-based members are on a Flex tariff and 75% are Anchor members. There is a key anchor member that has grown alongside the Health Foundry from an early stage startup of 4 people to a team of over 25.



Tottenham Green Enterprise Centre, Image © The Trampery

Launch It: Tottenham Green Enterprise Centre

Launch It is a group of charities who help young people to start their own business by providing the necessary workspace, mentoring and training. The first enterprise hub was set up in Deptford in 2000, under the name of the London Youth Support Trust. They have since expanded across London establishing sister charities that were then brought together under the same banner, the Launch It Trust. Launch It was set up to tackle the opportunity disparity between richer and poorer groups. They help those that are found to be stuck in low-skill, low-wage, insecure jobs or entirely disconnected from employment, education or training. They therefore offer a route into self-employment where young people can earn an income doing something they find inspiring and interesting, whilst also gaining skills to enable them to succeed in life.

The head office is the Tottenham Green Enterprise Centre which celebrated its 10-year anniversary this year (2019). It is located just off the High Road that runs through Tottenham. It is the second largest centre and offers a range of 30 different sized office spaces for start-up businesses. It is long established as an entrepreneurial hub for Tottenham and has a combination of commercial and incubation business spaces available.

The 639 Centre was regenerated in 2012 with Greater London Authority funds following the riots and the feeling of despair in the area. Launch It London (known at that time as London Youth Support Trust) took on the 3-year tender of this building for this time and the subsequent tender to today. Partner organisation The Trampery was brought in October 2018 to manage the commercial elements of the building, but Launch It continued to operate the 2-year incubation programme.

Prices are subsidised by funders and are varied based on the needs of the individual. The standard is to pay 50% of the market rate rent for the first 6 months, 85% for the second 6 months and then the full market rate is charged. For a 120 sq.ft (11 sq.m) space the first 6-month average charge is £160 per month, the second 6-month average charge is £210 per month and afterwards the charge is at £260 per month.

Business support, skills development and community support are offered at each centre. Tailored mentoring programmes are available for free. They also offer easier guided access to funding as an Enterprise Champion for Start-Up Loans.

Creative Workspaces

Affordable workspace has traditionally focused on the creative sector. This is primarily because artists and creative businesses tend to have lower than average incomes and so are more price sensitive. This is reflected in the provision of workspace across London – there are 238 artist studios and an additional 215 sites targeted to more established creative professionals (the latter not being necessarily affordable)⁶.

There are a wide range of affordable creative and cultural workspaces in London. A differentiation can be made between workspace targeting artistic creation and those targeting the wider creative sector.

Affordable artist workspace provision is delivered by a 'core' group of large-scale providers in tandem with an array of small-scale providers and artist-run spaces. The provision of artist workspaces appears to be more dispersed than the provision of creative workspaces. Artist studios seem to be more prevalent in west and south London, but the provision of creative workspace for the wider industry is generally poor in these areas.

North and central London, in contrast, accommodate a greater number of affordable workspaces targeting general creative industry professionals. Accessibility and centrality appear to be key for affordable creative workspace providers, which provide specialist facilities or support alongside facilities such as event spaces, or cafes/bars which allow them to diversify their income stream.

Whilst the market is complex, it is possible to begin to organise and categorise the type of provision and wider requirements by workspace type and providers. No categorisation is perfect and there are overlaps and areas where providers may do more than one thing, however this approach helps to structure the understanding of the typology to identify future opportunities (see table overleaf).

In relation to the typical size of creative workspaces, the benchmarking exercise found there to be a wide range. Most artist and creative space provide studios and the number available varies from 6 to 215. Most creative workspace tends to be at the lower end of the scale with the average number of studios being 50. Makerspaces are typically smaller in size as these provide shared-workshops as well as specialist equipment.

Most artists' workspace premises operate from B1 classed (business) units. This includes B1(c) uses (light industrial), which are commonly applied to studio or workshop-based workspaces and are traditionally considered to be appropriate within residential areas. B2 classed (general industrial) sites appear to be less common and mainly occupied by makerspaces.

In terms of pricing, established artist studio providers managing multiple sites tend to charge a flat rate per square foot. From the sample of spaces mapped, the average of price for an artist studio is £14 sq.ft which is in line with the findings from the 2017 London Artists Workspace Study. Studio prices within artist and community-led workspaces varies greatly from one to another, with long-established and well-rooted spaces being able to offer spaces at £8 sq.ft/y while recently opened spaces can go up to £24 sq.ft/y. Workspaces targeting creative industry

Cockpit Arts, Holborn, Image © Alun Callender
Eat Work Art, Hackney, Image © EatWorkArt

professionals are the most expensive with an average price of £30 - £35 sq.ft/y. In the case where sites offer spaces for both artists and creative industry professionals, it seems that providers cross-subsidise between users. Commercial creative professionals, artists and those at different career stages are charged different rates. On sites where other creative support workers are present, workspaces are more expensive on average. There is a growing number of workspaces offering new affordable space typologies and a more expensive high-end offer. This is the case for the craft business incubator Cockpit Arts in Holborn and the provider Eat Work Art in Hackney.



Typical Creative Workspace Characteristics (London)

	Artist Studios	
Provider Type	Established artist studio provider (multiple sites)	Artist-led (not-for-profit)
Offer	Subsidised studio space	Subsidised studio space
Types of space	Cellular units	Cellular units and/or open plan with individual workstations
Level of service	Administrative, networking support	Administrative, networking support, business support
Building types	Individual cellular units in re-purposed industrial building Ground floor of new built mixed-use development (S106)	Re-purposed industrial or institutional buildings Retail space
Size	3,000 sq.ft - 20,000 sq.ft (studio space 100 sq.ft - 160 sq.ft)	1,000 sq.ft - 50,000 sq.ft (studio space 100 sq.ft -160 sq.ft)
Price	£12 sq.ft/y - £16 sq.ft/y (usually fixed price set by provider/no location considerations)	£8 sqft/y (long-term established space) £24 sqft/y (newly established space)
Lease	1 - 36 months rolling with 1 month break clause	1 - 24 months rolling with 1 month break clause
Targeted tenants	Artists (non-commercial) Open application process with requirements	Artists (both commercial and non-commercial) Open application process with requirements
Business support	Access to provider's network. Artist support programme not necessarily affiliated to provider but not necessarily to space	-
Outreach/link to local area	Open studios/events	Support and residency programmes for local residents / Open Studios
Other considerations	Provision clustered in Central & inner-East London boroughs however recent increase in provision in zone 3-4-5.	-
Examples	Artist Studio Company (ASC); Bow Arts; ACME; ACAVA	Cubitt (N19); Open Ealing; Wimbledon Arts Studios; Delta House Studios; Art in Perpetuity Trust

Makerspace	Workspaces for the creative industry
Open access workshop provider (for light industrial work usually requiring large, heavy, dangerous equipment, ie: carpentry, metalwork etc)	Commercial
Open access workshop space with membership system	Studio spaces
Open plan workshop with individual workstations	Cellular units and open plan
Networking, Specialist facilities & equipment, technical support	Administrative, networking support
Light industrial and industrial buildings	Institutional/light industrial buildings
3,500 sq.ft – 12,000 sq.ft	15,000 sq.ft - 30,000 sq.ft +
£200 pp/pm - £600 pp/pm (depending on size of workstations and membership access)	£25 sq.ft/y - £40 sq.ft/y
1 month rolling	3-6 months rolling with 1 month break clause
Makers, both professional and amateurs Open application process with requirements	Creative professionals Open market
Subsidised 1-2-1 training (technical)	Providers have typically some incubator or accelerator programme targeted to young creative professionals
Open workshop/events	Spaces are typically open to public and hosting an event space/café as well as some specialist equipment for creative production (e.g. recording studio or photography studio)
Typically located within industrial estates in Zones 2-3	-
Building Bloqs Note: https://www.london.gov.uk/sites/default/files/makerspaces-jan2015.pdf	Great Western Studios; Ten 87; Netil House

Lakeside Centre

Bow Arts is one of London's largest multi-site artists' workspace provider – they currently manage 12 sites across the city. They became a registered arts and education charity in 1995. They worked in partnership with the residential developer at Thamesmead to bring an unused community building back into use. Funded by the Mayor's London Regeneration Fund (LEAP) and Peabody, the iconic Lakeside Centre opened in 2018 and houses 40 new creative workspaces for some of London's emerging artists, designers and makers, along with a café, 'Enterprise Kitchen', supporting production and training for a new catering businesses run by a social enterprise, and an early years nursery. The studios range in size from 100 - 130 sq.ft (9 - 12 sq.m) and are priced at £10 sq.ft/y. As well as regenerating and repurposing a building, Bow Arts have also established a schools education programme. This is in partnership with 100+ schools across London. It offers employment and training opportunities for artists, help for young people to access the arts, and for schools to deliver their arts curriculum.



Image © Bow Arts



Image © Bow Arts



Image © Woodstreetwalls.co.uk

Woodstreet Studios

Wood Street Walls is a community interest company (CIC) that has taken on a derelict building in Waltham Forest and developed it into artists workspace. Artists displaced from their workspace by regeneration in Hackney Wick worked together to raise £38,000 through crowdfunding alongside an £18,000 grant from the Mayor of London to develop the new space. The leasehold agreed on the building provides them space for free in the first year, before gradually rising to a full rent in 5 years' time. This allows the organisation to build its business up and reflects the approximately £100,000 up-front cost that is being spent on renovating the building.

The workspace users pay between £200 - £240 pcm for their workspace. 40+ other users are on a waiting list. Wood Street Walls also operates to deliver murals in the community, and each workspace user that signs a tenancy agreement also agrees to engage with at least two free community workshops per year. This allows the community to engage with what was a derelict space and promotes arts/cultural activities and potential activities for residents.

Kitchens

Flexible kitchen space provision in London is not well documented or researched. However, with the growth of the food and beverage sector in London, flexible and affordable kitchen space provision has increased. Two types of flexible kitchen spaces exist – community/independent kitchens and flexible commercial kitchens (see table opposite).

London is home to a few community/independent kitchen providers that operate flexible kitchen spaces and associated event/dining spaces targeted at start-up food businesses and community users. These spaces have opened relatively recently and demonstrate a growing demand for flexible kitchen spaces in the capital. Kitchen spaces are fully equipped and typically hired on an occasional basis and by the hours, with no long-term commitment necessary. Unique features include large ventilation capacity, goods delivery and loading access. Provision of separated areas for changing/hygiene as well as storage spaces is key for the successful operation of a flexible kitchen space. Rental price varies from £35 to £60 per hour and is usually inclusive of utilities, equipment, waste management as well as reception of deliveries and storage.

Commercial food industry providers have been operating for longer, although there is evidence of diversification and growth as new commercial providers have opened spaces across London targeting take-aways and food delivery businesses. Most operate multiple sites and provide standardised kitchens and cold storage spaces. Leases typically start at one month. Flexible commercial kitchen provision is typically located within Zones 2 and 3 and industrial settings. Clustering is identified in Park Royal, one of London's largest industrial areas, as well as in Bermondsey, Battersea and Tower Hamlets.

Maida Hill Place

Maida Hill Place offers kitchen and restaurant space designed to support food entrepreneurs. Opened in late 2013, the facility has supported 59 businesses in their start-up phase. Maida Hill Place has two main assets for hire: the kitchen and the reception/restaurant space. These spaces can be hired out together or independently. The kitchen space is approximately 300 sq.ft (28 sq.m), with another 590 sq.ft (55 sq.m) for prep, storage and freezing. The reception space includes tables, a sound system and cinema projection. The kitchen or reception space is available to charities and start-ups for £30/hour (£45/hour on weekends), with rates of £60/hour for the whole venue.

Maida Hill Place also provides business planning and strategy support, commercial finance and company formation advice. Food start-ups often require significant start-up capital and are seen as high-risk enterprises. The facilities reduce risk by providing test trading opportunities and through spatially rooting a network of people working the field.



Image © Gillispies

Typical Flexible Kitchen Space Characteristics (London)

Space Type	Community/independent flexible kitchens	Flexible commercial kitchens
Offer	Fully equipped kitchen space & dining space	Mix of fully equipped and non-equipped kitchen space
Types of space	Open-plan kitchen sub-divided in individual workstations, cold rooms; separated areas for changing/hygiene	Open-plan kitchen, cold rooms and storage spaces; separated areas for changing/hygiene
Level of service	Business and networking support	Administrative and technical
Building types	Retail space or community space; mezzanine floors common	Varied (from arches to industrial buildings); mezzanine floors common
Size	1 Kitchen from 300 sq.ft to 1,500 sq.ft; Dining space 20 to 40 people	From 1 to 15 kitchens; Kitchen size from 250 - 710 sq.ft
Price	From £35 to £60 per hour (incl. dining space) Enterprise Kitchen offers co-working kitchen space for £13/ph for young people (up to 30 years old) living in London	From £900 to £3,500 per unit/pm
Lease	By hour, shift (AM/PM), day	Varied – Typically available to hire by the day or month (1 month lease rolling possible)
Targeted tenants	Start-ups food businesses & private users	Small food/take-aways businesses
Business support	Food menu development and high-level business support	Some commercial provides business support (not included in rental charge)
Outreach/link to local area	Cooking and community classes	-
Examples	The London Cooking Project; Maida Hill Place; Enterprise Kitchen; The Olive Grows	Acton Business Centre; Anawas; Run the box; Sabel food; EAT.CORP; Foodstars; Kitchspace

Lab Spaces

Flexible lab spaces provide workspace for advanced science and technology fields allowing start-ups and established companies to research, develop and experiment. Two main types of lab spaces can be identified. On one hand, wet labs offer facilities for activities where it is necessary to handle various types of chemicals and potential 'wet' hazards. In order to avoid spillage and contamination, these spaces have to be carefully designed, constructed and controlled and have high up-front investment costs as well as relatively high operating costs (e.g. due to the energy required for ventilation). Other unique features of lab space include high floor loading capacities, high levels of security and anti-terrorism measures. Typical occupiers include companies working in the fields of chemistry and biology, life science and tech sciences. On the other hand, dry labs are targeted to computer-based activities and are used for analytical purposes.

There are five flexible lab spaces in London offering both wet and dry labs. Three of them have opened in the last four years, indicating a recent increase in provision and increasing demand for these types of space in the capital. Defining lab spaces as 'affordable' or not is difficult. This is because the supply across the capital and beyond is limited and therefore identifying lab spaces below market rates is not possible.

Most of the lab spaces in London are attached to or funded by Higher Education institutions or the public sector. This is due to challenges around viability and the fact that creating flexible laboratory spaces involves high up-front and running costs when compared to a traditional workspace.

Overall, the leases vary across the spaces, reflecting the size of companies using spaces. Start-ups typically need fully fitted, ready to plug-in space or space that requires very little fit-out to make it viable. Providers need to ensure that leases are as affordable as possible in order to attract and retain start-ups.

Rent for wet lab spaces in London varies greatly across the different spaces but can go up to £100 sq ft/y. The newly opened flexible lab spaces provided by Opencell are the cheapest in London with an average price of £30 sq.ft/y for a re-purposed lab container. The price however does not include the equipment and other fitting costs.

Open Cell

Open Cell aims to provide affordable workspace to fill the gap between businesses having to equip empty labs, which costs tens of thousands of pounds, and having to use expensive university facilities. They aim to support the emerging biotech start-ups that come from outside university tech-transfer channels.

Open Cell have developed 45 shipping containers in Shepherd's Bush, and created offices, workshops and biology labs for early stage start-ups and designers. The company believe shipping containers to be an ideal starting point as they are readily available, easily moved and have a long history of multifunctional use. They can also provide a flexible test-bed where innovative lab designs can be rapidly installed and tested.

Typical Flexible Lab Space Characteristics (London)

Space Type	Higher education space	Specialist lab space	Flexible lab space
Offer	Lab space and office space	Lab space and office space	Lab space and office/co-working space
Types of space	Individual lab and office space with shared facilities	Individual lab and office space with shared facilities	Individual lab unit and shared facilities
Level of service	Administrative, Specialist facilities and equipment, investment support, academic input	Administrative, Specialist facilities and equipment, investment support	Administrative, Specialist facilities and equipment, business support
Building types	Purpose-built building/ higher education	Purpose-built building	Re-purposed containers
Size	From 25,000 sq.ft - 62,000 sq.ft	40,000 - 50,000 sq.ft	10,000 - 20,000 sq.ft
Price	Lab space from £69 to £97 sq.ft	Lab space apx £40 sq.ft; Office space apx £30sq.ft	Lab space appx £30sq.ft; Shared lab access for apx £100pp/pm+£45pp/day
Lease	3 month rolling with one month break clause	3 month rolling with one month break clause	3 month rolling with one month break clause
Targeted tenants	Bio-tech/life-science start-ups and SMEs Open application process with requirements	Bio, tech, life science businesses Open market	Bio tech start-ups and SMEs Open application process with requirements
Business support	Business support network and academic support	Technical support	Business support and technical support
Examples	London Bioscience Innovation Centre; I-Hub; Queen Mary Innovation Lab	LondonEast-UK	Open Cell

This means that Open Cell are able to offer a low-cost environment for biotech prototyping. They have also built a community of innovators that they advertise as on hand to help start-ups prototype their innovations faster. The initiative is financially supported by u+i plc and SynbiCITE, the UK's synthetic and engineered biology accelerator, and the London Borough of Hammersmith and Fulham Council. The initiative is also supported by Biotop, an Austrian science collective, the Royal College of Art, and the British Council. A fixed desk on the site costs £199 per month excluding VAT, and a hotdesk costs £149 per month. A private studio or private lab costs

£699 per month which includes access to lab facilities, wifi and electricity. A shared lab costs £99 per month, inclusive of use of lab facilities. There is the option to have a custom lab designed and built by Open Cell and the price is bespoke. Lab facilities and equipment include an incubator, fridge freezer, humidifier, microscopes, autoclaves and benches.

What does affordable mean for different sizes of workspace

Based on the findings from the benchmarking exercise, this section provides an overview of the different types of affordable workspaces that can be found at different size thresholds. It provides a sense of how workspace size may influence offer and pricing across London and an understanding of what could be operationally viable if setting general size thresholds for affordable workspace in Brent.

Small scale workspaces

Brent's draft Local Plan affordable workspace policy BE1 stipulates that 10% of total floorspace within major developments exceeding 3,000 sq.m in growth areas be provided as affordable workspace. When working with developers and operators, it is important to understand which typologies are best suited to different sizes. Small-scale affordable workspace (3,000 sq.ft or less) may be offered in proposals for new developments to meet Policy BE1 and so below outlines various ways in which operators make this size of space financially viable:

- Existing small-scale affordable workspaces in London are often artist studios operated by well-established artist studio providers. This is partly because these organisations have accumulated significant property portfolios over time, which allows them to borrow money against existing properties for new workspace. The workspaces are usually composed of at least seven small studio units (shell and core) with limited shared facilities.
- Smaller charitable organisations do not have the same degree of flexibility and a lack of property assets often makes it more difficult to secure loans. Where they take on small spaces, they often rely

on grant funding and focus on delivering social rather than financial returns. They commonly take on peppercorn leases of public or institutional buildings and provide extensive business or skills support in return.

- Other small-scale affordable workspaces are delivered by charities, social enterprises or are self-organised/ community-led. These workspaces are often self-initiated projects by operators who take on low value spaces (ie. Industrial buildings, retail units). Tenants often become members of a cooperative and contribute unpaid hours to the running of the space to maintain low overheads.
- Other than artist studios and small-scale affordable workspaces delivered through section 106 agreements, it seems that small workspaces are usually not managed by an operator and are directly leased to a tenant. Alternatively, spaces are delivered through partnership funding (e.g. Pollards Studios by Launch it in Merton - see blue box opposite).
- Business rates relief or other forms of subsidy (rent free period or financial help with fit-out costs) seem to be key for small-scale workspace viability.
- Smaller sites are less attractive to some affordable workspace operators. It is worth considering what other affordable workspaces are nearby when delivering smaller affordable workspaces, as they may only be viable as a satellite site.

In the box opposite are short descriptions of different types of small-scale affordable workspaces that can be found across London.

Artist Studios

The Old Laundry SW19, ACAVA

The charity ACAVA provides eight small studio spaces for eight individual artists as well as a small gallery space in a re-purposed old laundry building in Merton. The space occupies 2,160 sq.ft (200 sq.m) of floorspace in total, which includes 1,560 sqft (145 sq.m) of artist studio space. ACAVA provides more than 340 affordable artist studios spaces across 22 sites in London, including nine sites of less than 3,000 sq.ft (280 sq.m).

Aberfeldy Street Studios E14, Bow Arts

Taking over two large vacant retail spaces in Poplar, the charity Bow Arts has opened two self-contained studio sites providing affordable workspace for artists, designer makers or public facing arts group. The two studio sites specifically welcome artists, makers and designers who are open to public interaction and will actively use the studio space and make their work visible through the shop window. Bow Arts provides more than 500 affordable artist studios across 12 sites in London.

Makerspace

Ceramics Studios Co-op, SE14

Ceramic Studio Co-op is between Bermondsey and New Cross and was established in 2014 as an artist-run purpose designed ceramics and sculpture workshop, which operates as a worker cooperative. It provides individual workstations for 15 makers across 2,417 sq.ft (200 sq.m) in a re-purposed industrial building (B2 use class).

IAC Space

The Workary, Brompton SW15

The Workary is a Community Interest Company founded in 2014, which activates underused library space as affordable workspace for start-ups. Royal Borough of Kensington and Chelsea's economic development and library teams offered the c.2,000 sq.ft (185 sq.m) space in Brompton's library and seed funding in return for social outputs. Desk spaces start at £65 per person per month for Outer London libraries.

Pollards Studios, Launch it Merton SW17

Launch It (formerly known as London Youth Support Trust) manages Pollards Studios, a new support centre designated to help young entrepreneurs make a start in business at Pollards Hill in Merton. This is part of major £20m regeneration and redevelopment project. The space is c.600 sq.ft (55 sq.m), comprised of seven separate workspaces, and offers a wide variety of free services. These include support with business planning, help in navigating and accessing funding; one-to-one mentoring and digital skills training. Subsidised workspace is also available for young entrepreneurs, sole-traders and start-ups with rates beginning at £100 per month all-inclusive from hot-desking to office space.

Bloom.space, WC1E

Bloom.space is a c.2,000 sq ft (185 sq.m) co-working and incubator space located in central London. It provides desk spaces and business support to tech and growth sector businesses, including admin support, mentoring and free consultations with experts (e.g. IP lawyers, accountants etc). Unlike most of the small-scale artist studio and co-working spaces, Bloom.space is funded through the membership fees they charge residents (£350pp/pm – upper price range for affordable workspace).

Workspace type by size range and typology



**Less than 3,000 sq.ft
(280 sq.m)**

Artist Studios

- Well-established artists studio providers (charities)
- Up to 15 small cellular units (shell and core) - no shared facilities
- Ground floor of mixed-use development, retail space; space within larger industrial building/secondary office stock
- Average rent £15 sq.ft/y
- Example: Trinity Art Studios

Small co-working space with shared but limited facilities

- Community-run, institutional, social enterprise providers
- Up to 20 desks
- £175 - £300 pp/pm
- Re-purposed retail space, community centres, institutional buildings
- Example: The Workary Brompton

Open plan creative workspace/makerspace with individual workstations:

- Independent/community-run spaces
- Up to 15 workstations targeted to artists and small scale makers + shared facilities
- Re-purpose retail space, high street building, space within larger industrial building
- Average rent £250 - £350 pp/pm
- Example: Usurp Art

Social focus incubator

- Charities/institutional providers
- Up to 25 desks with shared and meeting/training room
- Business support and skills support programme (1 month to 1 year)
- £100 - £250 pp/pm or evolutive pricing
- Community centre, institutional building
- Example: Pollards Studio/Launch it



**3,000 - 5,000 sq.ft
(280 - 465 sq.m)**

Artist Studios

- Well-established artists studio providers (charities)
- Up to 25 small cellular units (shell and core) - limited shared facilities
- Industrial or small office building, ground floor of mixed-use development
- Average rent £15 sq.ft/y
- Example: ASC Brixton Village

Not-for-profit co-working and creative workspaces

- Community-run, social enterprise providers
- Flexible spaces for small-scale making/creative or co-working
- Up to 20 small studio spaces or 60 desks with shared facilities
- £175 - £300 pp/pm
- Light industrial buildings, community centres, office space
- Example: Wood Street Walls

Specialist provider - incubator/accelerator

- Not-for-profit, with corporate/institutional funds
- Up to 30 desks with shared facilities
- Average rent £350 - £400 pp/pm
- Specific target sector
- Business/finance support for start-ups
- Office space, ground floor of mixed-use development
- Example: Law tech Eagle Lab

Commercial co-working space

- Commercial providers
- Up to 60 desks or 25 small studio spaces
- Re-purposed community space, office building, business centre/secondary office space
- Average rent £200 - £300pp/pm
- Examples: Universal Workspace, Barking Enterprise Centre



5,000 - 10,000 sq.ft
(465 - 930 sq.m)

Artist Studios

- Well established artists studio providers (charities)
- Up to 50 small cellular units (shell and core) - limited shared facilities
- Industrial or office building
- Average rent £15 sq.ft/y
- Example: ACAVA Maxilla Walk

Not-for-profit co-working and creative workspaces

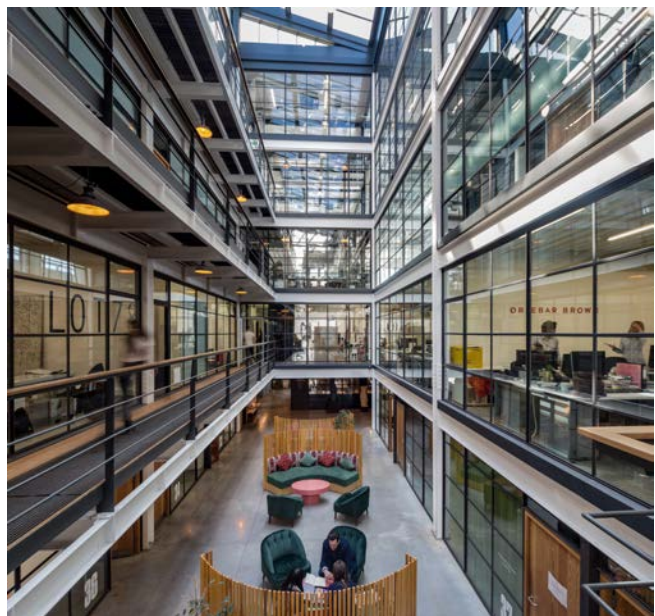
- Community-run, social enterprise providers
- Flexible spaces for small-scale making/creative or co-working
- Up to 20 small studio spaces or 90 desks with shared facilities
- £150 - £300 pp/pm
- Light industrial buildings, community centres, office space
- Example: Collective Auction Room

Not-for-profit co-working space with business support & additional facilities

- Charity social enterprise, institutional providers
- Up to 50 desks or 20 small studio spaces, shared meeting/training rooms
- Average rent £200 - £350 pp/pm
- Skills and business development support
- Re-purpose institutional/high street buildings, community spaces
- Example: The Granville

Commercial co-working space

- Commercial providers
- Up to 60 desks or 30 small studio spaces
- Office building, business centre/secondary office space
- Average rent £200 - £500 pp/pm
- Examples: Great Western Studios, Contingent Works Bromley



Workspace examples (images from top):

Less than 3,000 sq.ft - Second Floor Studio, Image © Second Floor Studios & Art Studios
3,000 - 5,000 sq.ft - Barclays LawTech Eagle Lab, Image © Labs.UK.Barclays
5,000 - 10,000 sq.ft - Great Western Studios, Image © Great Western Studios

Workspace type by size range



10,000 - 25,000 sq.ft
(930 - 2,320 sq.m)

Artist Studios

- Independent or well established providers (social enterprises, charities)
- Up to 50 small studio spaces with shared facilities
- Re-purposed high street building, office/ industrial building, ground floor of mixed-use development (through S106)
- Average rent £9 - £16 sq.ft/y
- Examples: Cubitt; The Glassyard Studios; 243 Ealing Road (mixed use scheme); Deptford Foundry (mixed use scheme)

Makerspace

- Social enterprises
- 10,000 - 15,000 sq.ft of workshop
- Industrial building
- Different types of memberships and targeted both amateurs and professionals
- Example: Building BloQs

Commercial co-working

- Commercial provider
- Up to 200 desks - open co-working space and small private offices
- Re-purposed high street building, secondary office stock
- Average rent £250 - £300 pp/pm
- Examples: TMRW Hub Croydon; Second Home London Fields (mixed use scheme)



25,000 - 50,000 sq.ft
(2,320 - 4,640 sq.m)

Artist Studios

- Independent providers (social enterprise)
- Up to 50 small studio spaces with shared facilities and additional facilities such as gallery or event space
- Re-purposed high street building, office/ industrial building
- Average rent £9 - £20 sq.ft/y
- Example: Delta House Studios

Commercial co-working

- Commercial provider
- Up to 350 desks - open co-working space and small private offices
- Re-purposed high street building, secondary office stock
- Average rent £250 - £300pp/pm
- Examples: The Engine House

Not-for-profit co-working

- Charities, social enterprises
- Up to 350 desks or 40 small office spaces
- £150 to £300 pp/pm
- Re-purposed high street building, secondary office stock or purpose build new stock
- Example: WeHub, Work Avenue Finchley

Specialist lab space

- Institutional or commercial provider
- Up to 20 lab spaces with additional office spaces and shared facilities
- Purpose-built building
- Average rent £70 - £90 sq.ft/y
- Example: Queen Mary Bioscience Innovation Hub



50,000 sqft +

Artist Studios

- Commercial providers
- Up to 215 studios and shared and additional facilities (cafe, gallery or event space)
- Average rent £22 sqft/y
- Repurposed Industrial/office buildings, or purpose built studios
- Example: Wimbledon Arts Studios

Not-for-profit co-working spaces

- Social enterprise, charity, CIC
- Mix of deskspaces and small office spaces, large shared facilities and additional facilities (cafe, event space etc.)
- £10 - £40 sqft/y or £100 - £250 pp/pm
- Office buildings
- Examples: International House, Launchpad centre

Specialist lab space

- Institutional provider
- Up to 45 lab spaces with additional office spaces and shared facilities
- Purpose-built building
- Average rent £70 sqft/y
- Example: I-HUB, White City



Workspace examples (images from top):

- 10,000 - 25,000 sq.ft - Building BloQs, Image © Building Bloqs
- 25,000 - 50,000 sq.ft - 3Space, Keeton's and Colett, Image © 3Space
- 50,000 sq.ft + - I-HUB, White City, Image © Imperial College, London

Who Needs Affordable Workspace?

To ensure that limited resources and opportunities are directed to where they can have the most significant impact and align with wider strategic and policy goals, this chapter sets out the priority sectors for affordable workspace in Brent. This is based on analysis of publicly available data, relevant policy and literature. This is followed by an assessment of what is 'affordable' for these sectors and what their other workspace requirements are. The key questions answered in this chapter are:

- Who are Brent's priority sectors?
- What does 'affordable' mean for priority sectors?
- Which parts of Brent are 'unaffordable' for priority sectors?
- What are the workspace requirements of priority sectors?

Five key messages are:

- Nine priority sectors have been identified for affordable workspace in Brent, which have been categorised under 'Grow', 'Retain', 'Attract' and 'Start-Up'.
- Average turnover levels per business vary significantly by sector and geography. Brent's average turnover per business is substantially below that of Inner London but marginally above that of Outer London thus emphasising the need to consider affordability at a localised scale.

- Analysis has been undertaken to build an understanding of the maximum ratio of rent to turnover that businesses pay before sustainability is threatened. The benchmark identified is between around 15-20% which is supported by the results of a business survey and academic research.
- When this benchmark is compared with average rents across Brent for different property market sectors and sized premises, clear messages can be drawn about particular locations and sectors with the overriding messaging being that regardless of sector, start-up and very small businesses are under most pressure from high rents.
- Several factors other than affordability drive and influence businesses' decisions about where to locate. Many of these are common to most businesses (e.g. flexible lease terms, adaptable space, good public transport access etc) but some are sector specific.

Keetons and Collett, 3Space, Image © 3Space



Who are Brent's priority sectors?

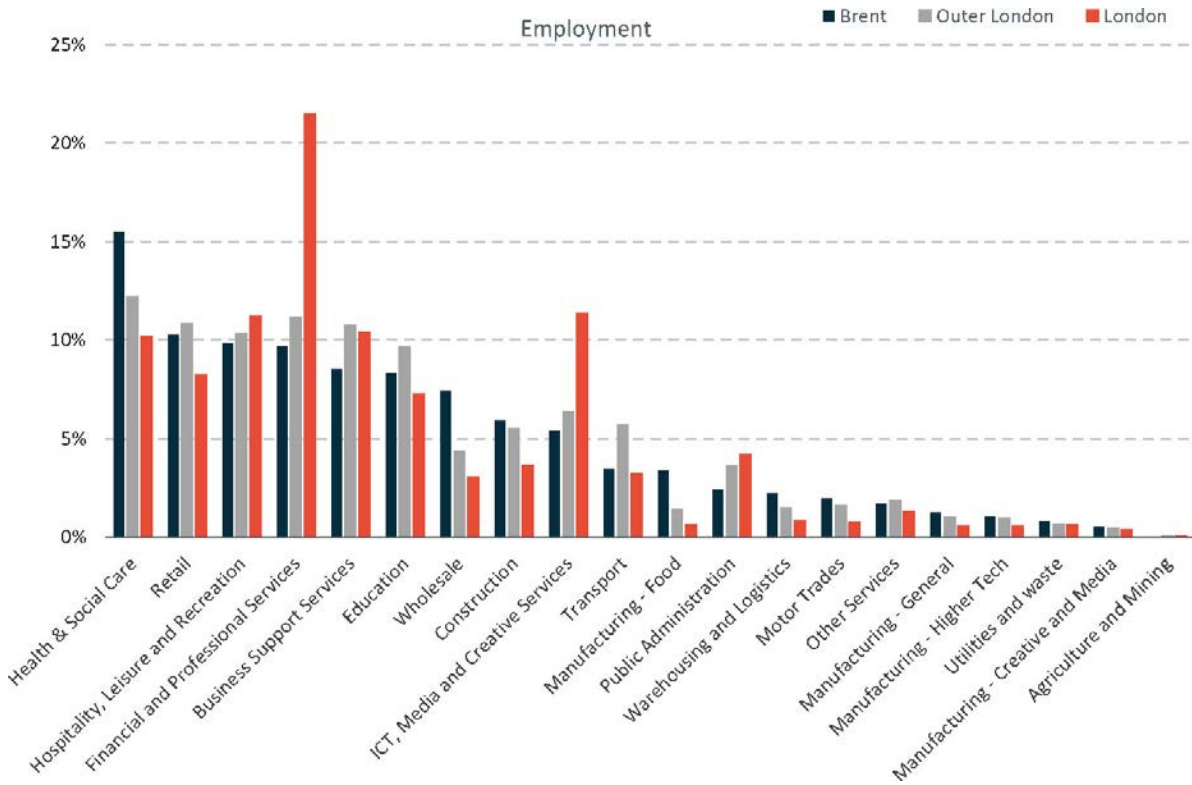
Economy Overview

Brent's economy is highly diverse. It is characterised by significant industrial activity in the south west and east, major office and retail activity in the centre and low density residential in the north.

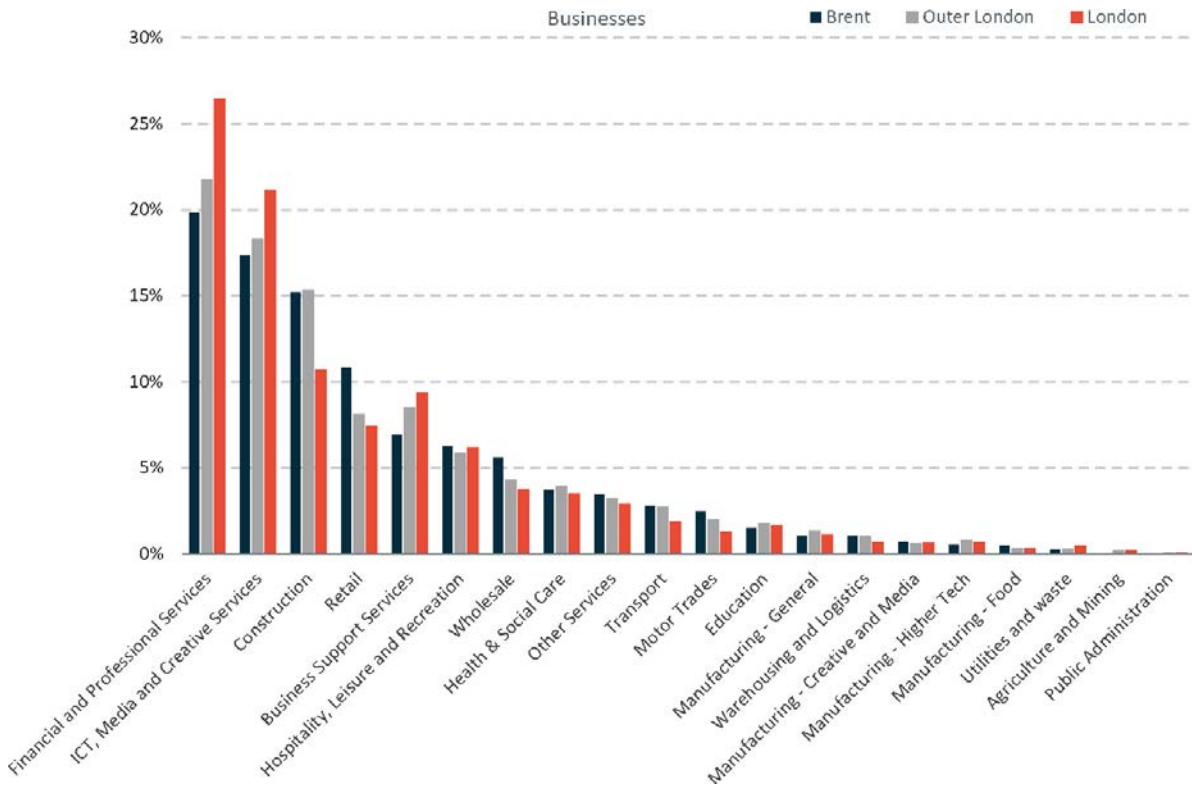
Priority Town Centres, Strategic Industrial Locations (SIL) and Locally Significant Industrial Sites (LSIS) are driving economic activity in the borough. The Brent economy currently comprises c.126,260 jobs and at least 15,395 businesses and the number has increased by 12% and 38% respectively since 2013. This makes it the 10th fastest growing London borough (out of 32) in terms of employment and the 19th fastest in terms of businesses. Total GVA is around £9.04 billion⁷.

Considered at the broadest level, the Brent economy is characterised by strengths in lower value activities and is relatively over-represented by sectors at higher risk of automation. The largest employment sectors are Health and Social Care; Retail; Hospitality, Leisure and Recreation; Financial and Professional Services; and, Business Support Services. Collectively these account for around 55% of total employment in Brent. The largest sectors by number of businesses are Financial and Professional Services; ICT, Media and Creative Activities; and, Construction. These sectors make up 52% of the business base (see graphs opposite).

Brent's broad sector breakdown vs London and Outer London
 Employment (above) and Businesses (below)



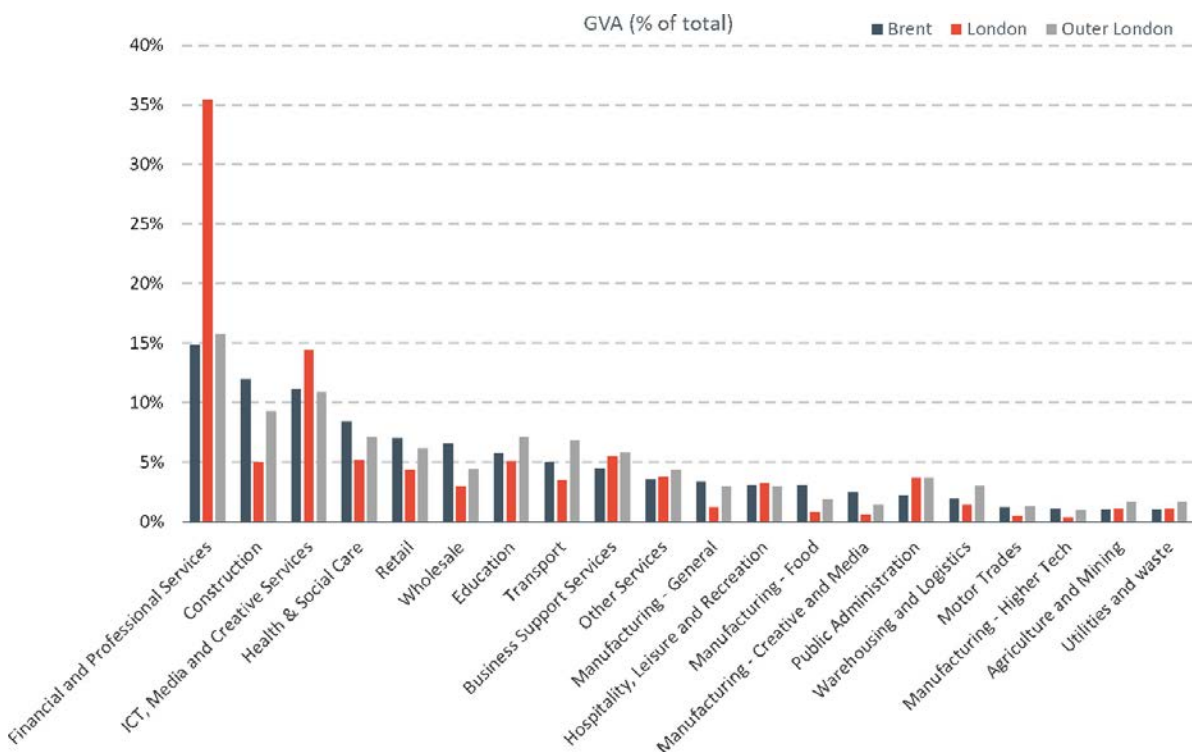
Source: ONS, Business Register and Employment Survey 2019



Source: ONS, UK Business Counts, 2019

GVA by Brent's Broad Sectors

The sectors contributing most to Brent's economy in terms of GVA are Financial and Professional Services (£1.2 bn), Construction (£0.98 bn) and ICT, Media and Creative (£0.92 bn) (see graph below).



Source: Regional gross value added (balanced) local authority by NUTS 1 region: UKI London current prices (£ millions); ONS, BRES 2019

In addition to broad sector classifications, there are several other sectors that 'cut across' the economy and influence other activities. These sectors are made up of businesses and jobs that are classified under the other broad, overarching sectors. While some of these have similar names to the overarching sectors, they are more distinct, specific and look across the whole economy.

Using our understanding of Brent's priorities, the Mayor of London's ambitions and sectors that are typically under most pressure from rising commercial rents, we have also assessed the performance and position of six cross-cutting sectors in Brent: (1) Digital; (2) Creative; (3) Food Preparation and Consumption; (4) Life Sciences; (5) Artists; and, (6) Knowledge Economy. It is also worth noting that, as set out in the Brent Inclusive Growth Strategy, the borough has the fourth largest Circular Economy sector in London. This is a key focus for the borough – the cross-cutting sector is made up of over 2,000 jobs, most of which are in waste and transport activities.

The key trends associated with both the broad and cross-cutting sectors are provided in the tables and charts on the following pages, which give an overview of the make-up of Brent's business and employment base in terms of size, degree of specialisation and growth trajectory. A detailed overview of their key trends is also provided in Appendix C, alongside more information about how the cross-cutting sectors are defined in Appendix D.

-
1. There are several employment sectors (e.g. Construction, Food Preparation and Consumption, Health and Social Care, Life Sciences etc) and business sectors (e.g. Transport, Construction, Warehousing and Logistics, Food Preparation and Consumption etc) that are both growing and specialised.
 2. Some specialised sectors are declining in terms of both businesses and employment (e.g. Manufacturing – Creative and Media, Manufacturing – Higher Tech and Manufacturing – General).
 3. A wide range of sectors across the employment and business base have grown rapidly since 2013 but are not yet specialised in the Brent economy versus London (e.g. Business Support Services, Financial and Professional Services, Knowledge Economy, Creative sector etc).
 4. The largest and most specialised sectors in Brent are generally lower value in terms of economic output (e.g. Motor Trades, Wholesale, Manufacturing – Food and Retail) and are at higher risk of automation.

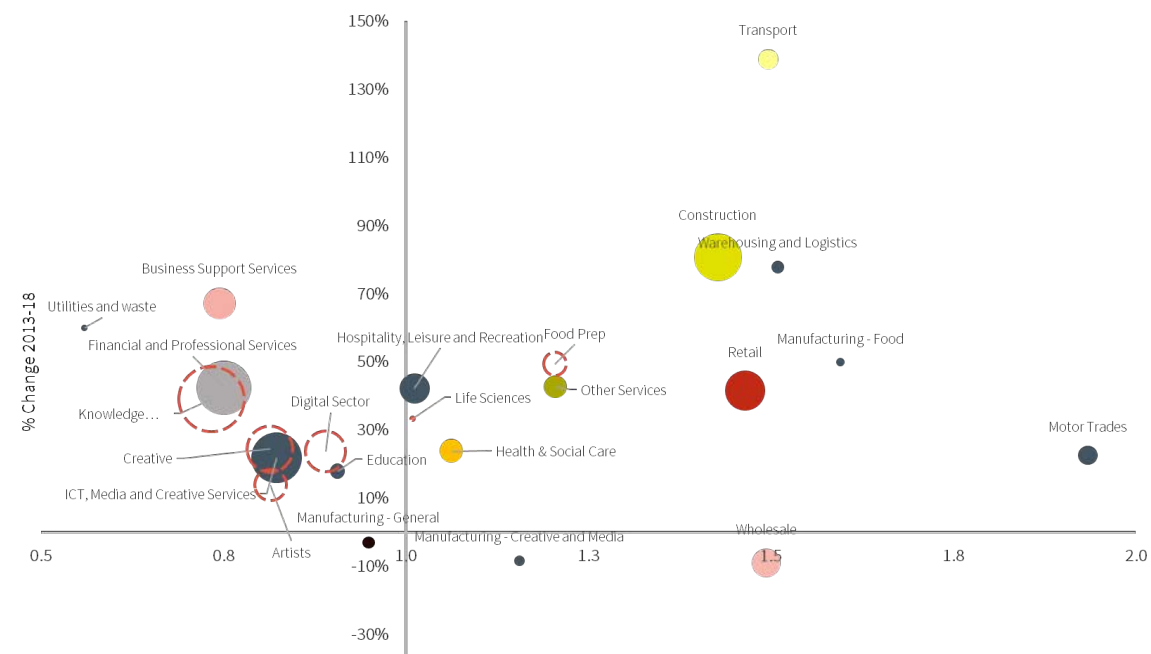
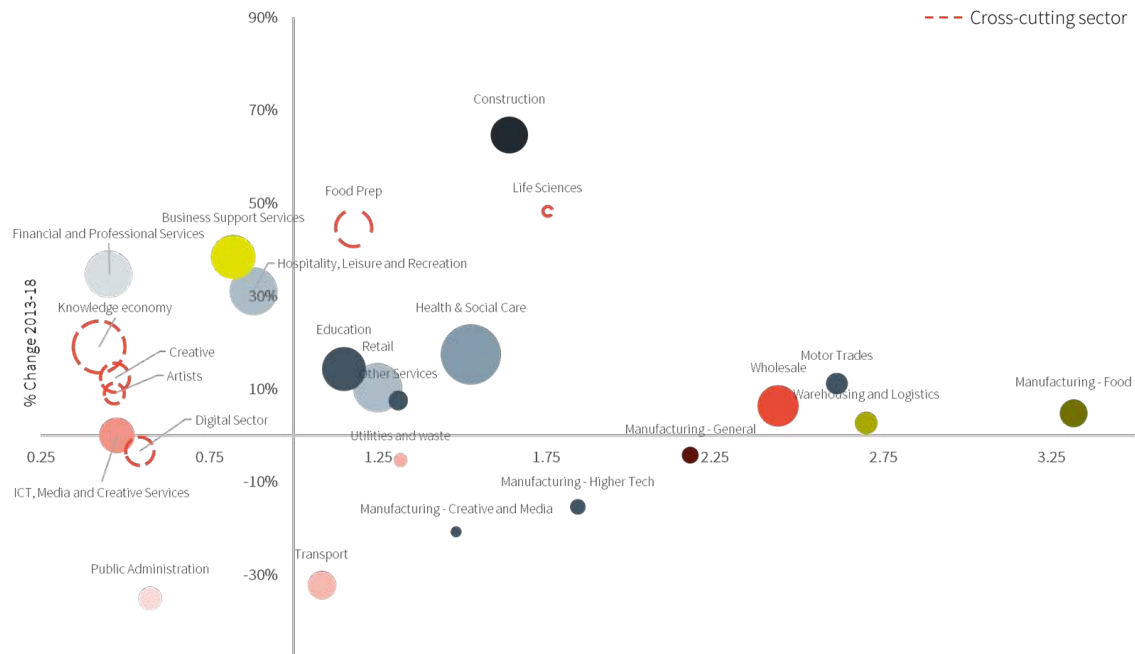
There are four key points to note:

Detailed Sector Overview

Overarching Sector	Detailed Sector	Businesses	
		Number	% of business base
Primary Activities	Utilities and waste	40	0%
Manufacturing	Manufacturing - Food	75	0%
	Manufacturing - General	160	1%
	Manufacturing - Creative and Media	110	1%
	Manufacturing - Higher Tech	80	1%
	Manufacturing Total	425	3%
Local Service Sectors	Retail	1670	11%
	Hospitality, Leisure and Recreation	960	6%
	Construction	2340	15%
	Motor Trades	380	2%
	Local Service Sectors -Total	5350	35%
Wholesale, Logistics, Transport	Wholesale	860	6%
	Transport	430	3%
	Warehousing and Logistics	160	1%
	Wholesale, Logistics, Transport - Total	1450	9%
Business and Professional Services	ICT, Media and Creative Services	2670	17%
	Financial and Professional Services	3055	20%
	Other Services	535	3%
	Business Support Services	1070	7%
	Business and Professional Services - Total	7330	48%
Public Administration, Education and Health	Public Administration	0	0%
	Education	230	1%
	Health & Social Care	570	4%
	Public Admin, Education, Health - Total	800	5%
GRAND TOTAL		15,395	100%
Cross-Cutting	Digital	1960	-
	Creative	2440	-
	Food Preparation and Consumption	665	-
	Life Sciences	40	-
	Artists	1230	-
	Knowledge economy	4840	-

			Employment			
2019			2019			
% that are SMEs	LQ (vs London)	% change since 2013	Number	% of employment base	LQ	% change since 2013
88%	0.6	60%	1065	1%	1.3	-5%
87%	1.6	50%	4305	3%	5.3	5%
88%	0.9	-3%	1600	1%	2.2	-4%
86%	1.2	-8%	670	1%	1.5	-21%
88%	0.8	-45%	1350	1%	1.8	15%
80%	1.0	-11%	7925	6%	2.9	-4%
98%	1.5	42%	13000	10%	1.2	10%
94%	1.0	42%	12465	10%	0.9	31%
100%	1.4	81%	7520	6%	1.6	65%
99%	1.9	23%	2525	2%	2.6	11%
98%	1.4	41%	35510	28%	1.2	26%
96%	1.5	-9%	9365	7%	2.4	6%
98%	1.5	139%	4415	3%	1.1	-32%
97%	1.5	78%	2845	2%	2.7	3%
97%	1.5	19%	16625	13%	1.1	-8%
99%	0.8	22%	6810	5%	0.5	0%
100%	0.8	42%	12230	10%	0.5	35%
100%	1.2	43%	2140	2%	1.3	8%
98%	0.7	67%	10770	9%	0.8	38%
99%	0.8	37%	31950	25%	0.6	25%
0%	0.0	-	3050	2%	0.6	-35%
85%	0.9	18%	10515	8%	1.1	14%
99%	1.1	24%	19600	16%	1.5	17%
95%	1.0	22%	33165	26%	1.2	8%
98%	1.0	38%	126,260	100%	1.0	12%
98%	0.9	24%	5650	4%	0.5	-3%
99%	0.8	24%	5665	4%	0.5	12%
95%	1.2	49%	8750	7%	1.2	45%
75%	1.0	33%	875	1%	1.8	48%
98%	0.8	14%	3075	2%	0.5	9%
99%	0.7	39%	16650	13%	0.4	19%

Brent's employment and business base: Size, Concentration and Trajectory
 Employment (above) and Businesses (below)



Charts illustrate the size, concentration and growth of employment and business sectors. The size of the bubble denotes the size of the sector in terms of employment (above) and number of businesses (below), the Y axis shows employment/business number growth since 2013 and the X axis shows the level of concentration via a Location Quotient (LQ). Location quotient figures indicate the degree of a sector's specialisation relative to London – anything over 1 indicates a specialism (e.g. retail has an LQ of around 1.25 which means it is 1.25x more concentrated in the Brent economy than the London economy).

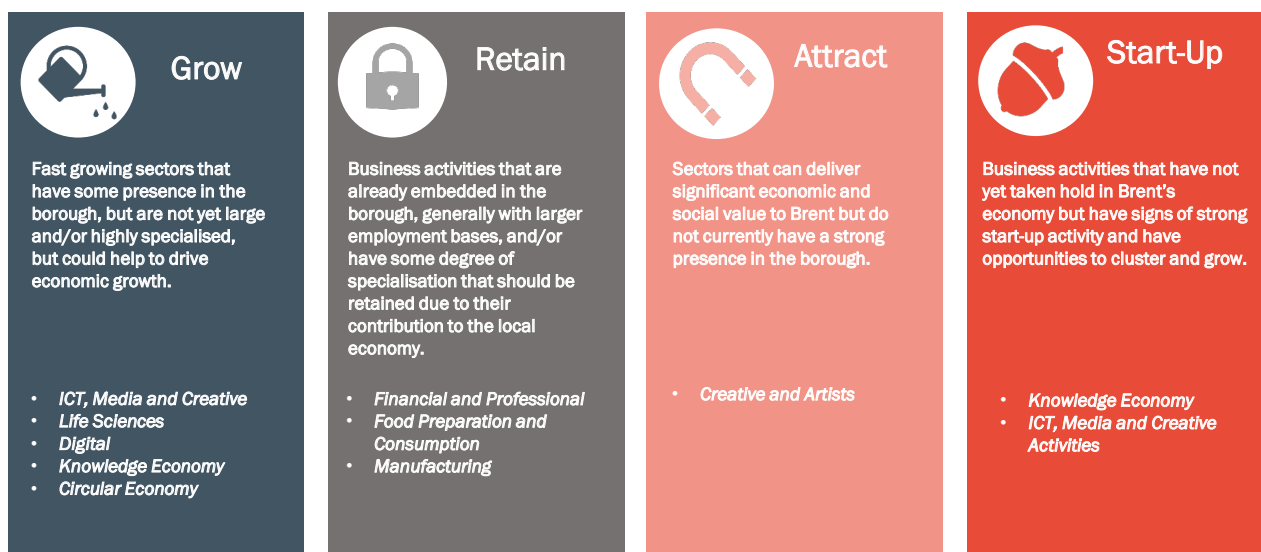
Priority sectors

Priority sectors are ones that underpin Brent’s existing business and employment base, as well as those that can support future economic growth and prosperity.

Several sources of data have been used to classify sectors, including the data set out above, additional data (e.g. from Companies House – see Appendix E), rent to turnover analysis (see later in this chapter), wider research (e.g. Incubators, Accelerators and Co-Working Spaces from the GLA), relevant strategy documents (e.g. Brent’s Inclusive Growth Strategy) and policy documents (e.g. Draft London Plan). Knowledge about the affordable workspace market has also been used to exclude sectors that are not commonly associated with affordable workspace.

Importantly, the priority sectors selected align with current and future growth ambitions as set out in Brent’s *Inclusive Growth Strategy* and the GLA’s most recent *Economic Growth Strategy*. Focusing on these sectors will therefore contribute to wider strategic goals and help to build a resilient local economy in line with wider ambitions.

The infographic below illustrates the priority sectors identified by category, as well as the rationale for their classification.



Brent's priority sectors

Category	Priority Sector	Definition	Rationale	Policy Context
Grow	ICT, Media and Creative	This is a standard, overarching sector that includes a range of business activities including publishing, television and media production, telecommunications, web design, marketing, filming and photography.	Growing business (22%) base but is not yet specialised in Brent (LO of 0.8 for businesses and 0.5 for employment) (see Table 3.1). Employment growth is positive but lagging (5% since 2013) which may link to the high number of freelancers and SMEs in the field (89% of the sectors businesses are SMEs in Brent). Average businesses are spending between 11% and 15% of turnover on rents in Central, North East, South East and South West Brent.	As the ICT, Media and Creative sector is an overarching, general sector, it is not directly referenced in many major regional policy documents. Sub-sectors and relevant cross-cutting sectors (some of which are set out below) however feature prominently in policy documents at the national, London and Brent levels. The general field is, however, expected to drive growth and productivity for the nation moving forward and is explicitly referenced in the UK's Industrial Strategy as a key focus area. This is partly because it is seen as a robust sector that is at less risk of automation than others. This is particularly relevant for Brent as evidence presented in the borough's Inclusive Growth Strategy demonstrates that around 46% of jobs in the area are at risk of automation.
	Life Sciences	This is a cross-cutting sector that includes a range of business activities including manufacture of pharmaceuticals and medical equipment, pharmaceuticals, biotechnological and medical research.	Fast growing business (33%) and employment base (48%) in Brent but is a relatively small sector that could contribute more to the economy (only 40 businesses with 875 employees).	Life Sciences is explicitly referenced in the new draft London Plan as a sector that has specific business growth opportunities, particularly as part of the London, Cambridge and Oxford 'golden triangle'. Brent's geographical position, including links to the Great West Road, means it is well placed to support these ambitions. The plan identifies a need to provide affordable 'grow on' space for businesses in the sector to ensure London retains the innovations emerging from London-based universities.
	Digital	This is a cross-cutting sector that includes a range of business activities including manufacture of digital components and computers, publishing, media creation, telecommunications, web design, information technology activities (programming and coding), software development.	Almost specialised in terms of businesses (LO of 0.9) but not employment (LO of 0.5). While growing rapidly in terms of businesses (24%) employment growth is lagging (8%), which is again likely to link to the high number of freelancers and SMEs in the field (89% of digital businesses in Brent are SMEs). Businesses are, on average, spending between 11% and 15% of turnover on office rent in Central, North East, South East and South West Brent.	The draft new London Plan identifies the Tech and Digital sector as a priority for growth, particularly because it supports the evolution of all other sectors of the economy. The GLA's Employment Projections (2016) also set out that Information and Communication are likely to drive London's future growth, assuming London grows at 2.5% in terms of economic output per year, they expect employment in the sector to increase by 1.3% per year. Brent's Inclusive Growth Strategy also identifies it as a potential future growth sector that can help to drive and increase productivity in the borough. It sets out that the sector is growing but will need support for this to continue – particularly in relation to skills and workspace.
	Knowledge Economy	This is a cross-cutting sector that includes a range of business activities including journalism, media, publishing, telecommunications, software development, web design, banking and finance, management, law, architecture and urban planning, market research, technical consulting and scientific research.	Not yet specialised in Brent (LO of 0.7 for businesses and 0.4 for employment) but business (39%) and employment growth has been rapid since 2013 (19%) (see Table 3.1). Average businesses are spending a significant proportion of turnover on rent in Central, North East, South East and South West Brent.	The Knowledge Economy has been identified in both the GLA's Economic Growth Strategy (2018) and Brent's Inclusive Growth Strategy as a sector that needs to grow as it supports innovation and evolution across a range of sectors in the London economy. The latter document also sets out that it makes sense to focus on the sector because it is due to grow at the London level which will present a wide range of opportunities for Brent. It also states that harnessing these opportunities will help mitigate the negative economic impact of future economic shifts driven by its growth, the rise in automation and changing working patterns.
	Circular Economy	The circular economy relates to economic activities that reduce pressure on the environment. It includes a range of business activities related to sustainability and low carbon. In Brent the sector is primarily made up of activities such as waste collection, waste processing and transport.	While this has not been assessed as part of this study, analysis undertaken as part of the Inclusive Growth Strategy shows that in 2017, Brent had the 4th highest employment counts in the circular economy in London with 2,415 jobs. More than 70% of circular economy jobs in Brent are found in two distinct sectors: waste collection and processing, and transport. With the potential to include more industries throughout the waste hierarchy in this model, and with projected growth across London, this sector could generate a further 2,000 jobs in Brent and is therefore a priority for growth.	The Waste and Resources Action Programme (WRAP), together with GLA Economics, shows that a movement towards a more circular economy has the potential to generate over 40,000 new jobs in London by 2036. This is partly because of existing positive trends observed, but also because the New London plan indicates that low carbon principles should be taken into account on new developments at every stage, starting with the design process. Building on this, Brent have set out in their Inclusive Growth Strategy that they will: "Develop the circular economic within Brent to maximise local opportunities and facilitate the development of new technology". In the short term they plan to identify and support the development of opportunities in Park Royal and in the medium term they will focus on Wembley. Their ultimate ambition is to host the highest proportion of circular economy jobs of any borough in London.

Source: ONS, BRES; Companies House; Various policy documents

Category	Priority Sector	Definition	Rationale	Policy Context
Retain	Financial and Professional	This is a standard, overarching sector that includes a range of business activities including banking, investment, insurance, trading, property management, technical consultancy (including engineering), scientific testing and analysis, language and accountancy.	Largest business base in Brent (accounting for 20% of businesses) and an important employer (5% of employment). It is also growing rapidly since 2013 (42% for businesses and 35% for employment) and contributes around £1.15 bn in a typical year (14.5% to the Brent economy (see Table 4.1 and Appendix E). 100% of businesses in the sector are SMEs, so they are likely to be vulnerable to commercial property value changes and tend to operate out of the small office units 'at risk' of being developed. Evidence indicates that smaller businesses in Brent have high rent to turnover ratios and are under most pressure from rising market rents.	The draft new London Plan (2019) identifies Financial and Professional Services as a priority sector for business growth. The ambition is to sustain and enhance London's position as a global financial services hub along with a diverse range of professional and business services. The GLA's Employment Projections (2016) also set out that Finance and Insurance Activities as well as Professional Services should drive London's growth moving forward (assuming London grows at 2.5% in terms of economic output per year, they expect employment in these sectors to increase by 0.5% and 1.5% respectively each year).
	Food Preparation and Consumption	This is a cross-cutting sector that includes a range of business activities including restaurants, cafes, take away, catering etc	Specialised sector in terms of employment and businesses (LOs of 1, 2 and 1, 2 respectively) and accounts for a large portion of the employment base (7% with 8,750 jobs). It is also currently growing in terms of businesses (4%) and employment (7%) (Table on p 48/49).	The changing nature of high streets and consumerism is driving an increase in service-related activities in town centres and reducing the number of comparator and convenience goods stores. Consumers are increasingly demanding 'experiences' from their town centres, ranging from restaurants to theatres and brewery tours. The service sector, especially related to food, is expected to grow moving forward and this is recognised in many policy and documents related to high streets (e.g. GLA's High Streets for All). Brent's Inclusive Growth Strategy aligns with this and makes a clear commitment to encouraging a different offer and alternative uses for existing town centre infrastructure. It states: "Alternative uses for existing infrastructure should be promoted, including: exhibition space in cafes/bars/restaurants, markets in under-used squares and parks, open-air cinemas, bars/restaurants/small music venues in basements in key night-time economy areas".
	Manufacturing	This incorporates a range of the manufacturing-focused considered in the data analysis. This includes food, high tech, general and creative and media manufacturing.	Employment within the sector accounts for c.7,900 employees which is around 6% of total employment in the borough but the sector has seen a 4% decline since 2013. Employment within the sector is highly concentrated compared to London, with an LQ of 2.9. The business base is also declining and is dominated by SMEs (80%). Average manufacturing businesses are also spending a significant proportion of their turnover on industrial rent (c.8%) in Central and South West Brent.	While manufacturing is not referenced as a priority sector for growth in the new draft London Plan, it is recognised that it makes an important contribution to the economy of Outer London and should be retained and encouraged where possible. This, among other factors, has driven the development of policies related to Strategic Industrial Locations (SILs) which are in place to protect and enhance industrial areas. Boroughs are expected to develop policies to intensify, co-locate and increase the attractiveness of these areas. Brent has actively engaged in this process and has identified a series of other locally significant sites as well. Manufacturing and the importance of retaining such activity is also clearly referenced in the borough's Inclusive Growth Strategy. One of the long-term economic goals set out is to "retain industrial land that best supports economic growth in key areas, particularly Park Royal".

Brent's priority sectors

Category	Priority Sector	Definition	Rationale	Policy Context
Attract	Creative	This is a cross-cutting sector that includes a range of business activities including manufacture of jewellery, literary and journalistic activity, media broadcasting, advertising, museums.	Fast growing business (24%) and employment base (12%), but not yet specialised versus London (LQ of 0.8 for businesses and 0.5 for employment). Nearly all businesses are small or medium enterprises which illustrates an opportunity for the sector to mature and diversify (99%) (Table on p.48/49). Employment base is significant, but comparatively small (5,665 employees) demonstrating headroom for growth. Average businesses are spending a significant proportion of turnover on rent in Central, North East, South East and South West Brent.	The creative sector has been identified by various bodies (including the GLA, NESTA and Creative Industries Federation) as a sector that delivers significant social and economic value but is at risk from rising commercial rents in London (see GLA's Cultural Infrastructure Plan). As such, it is referenced as a priority sector to support in the new draft London Plan. It is also identified as a priority sector in the borough's new Inclusive Growth Strategy vision: "Brent will support the growth of the creative and cultural industries and the creative economy."
	Artists	This is a cross-cutting sector that includes a range of business activities including art studios, photographers, radio, media and film producers (incl. music production studios), arts and crafts making, graphic design. While it is a subset of the creative activities, it has been considered on its own due to the unique pressures artists face: the fact that they are less commercial than other creative businesses and because they are commonly referenced as being most at risk from changing commercial rents.	Not yet specialised (LQ of 0.8 for businesses and 0.5 for employment) but is fast growing (8% for businesses and 9% for employment). Nearly all enterprises are small or medium enterprises (98%) which again illustrates an opportunity for the sector to mature and diversify (Table 3.1). Evidence also demonstrates that artists can deliver significant social value to an area as highlighted in the call to the right. Average businesses are spending a significant proportion of turnover on rent in Central, North East, South East and South West Brent.	As a sub-set of the creative sector, it has also been identified by various bodies as a sector that delivers significant social value but is also at risk from rising commercial rents in London (see GLA's Artist Workspace Study). As part of their Cultural Strategy (2012) the GLA argue that while strategic and popular attention has been focused on the creative industries, artists are often overlooked as their economic contribution is relatively modest. They argue, however, that artists' workspaces not only provide valuable places of work, but also contribute to the character of an area, with many studios becoming heavily engaged in community outreach, skills training and organising events.
	Knowledge Economy	See definition above.	Around 1200 businesses started up in 2018, which is higher than all other sectors. This is also around 1.25% higher than the rate observed five years ago. Clusters of start-up activity in Willesden Green, Kilburn, Queen's Park, Wembley Central, Kensal Green and Willesden Junction can provide the basis for growth and expansion (see Appendix E).	See context above.
	ICT, Media and Creative Activities	See definition above.	Similarly to at the London level, the ICT, Media and Creative sector has high levels of start-up activity in Brent (c. 600 in 2018). This is over 100% higher than in 2013 and has created new creative start-up clusters in Wembley Park, Kilburn and Queens Park (see Appendix E).	See context above.

Source: ONS, BRES; Companies House; Various policy documents

Several priority sectors have been identified using the GRAS framework and these will form the basis of intervention. This will keep the AWS and Action Plan focused and ensure it contributes to wider strategic goals. The density and distribution of

business activity among these sectors does, however, vary significantly. It is therefore important to identify where in the borough these sectors should be prioritised. This is considered later in the report.

What does ‘affordable’ mean for priority sectors?

This is undoubtedly one of the more complex questions to tackle, particularly in terms of quantifying affordability. What is ‘affordable’ in terms of the cost of occupying commercial premises for any business can vary depending on the size and sector of the business and the additional overheads they need to account for as part of their operation. Some businesses may be prepared to accept a higher occupancy cost as a trade-off for the benefits a particular location or type of space might bring to their operation, whilst other businesses will be operating at a more marginal scale where paying only a very low proportion of their turnover will allow them to remain viable.

Generally, a lower turnover to rent ratio will offer a greater degree of stability for those businesses that may experience other fluctuating costs and fluctuating demand, factors that are particularly relevant for start-up businesses.

The starting point in understanding what ‘affordable’ means for priority sectors in Brent has therefore been to consider **the ratio of annual rent to annual turnover in Brent**. This excludes other occupancy costs such as insurance and business rates which may be applicable. This ratio is a critical decision-making tool for any business in choosing to locate in a particular area or in securing a particular premises. For all businesses, there will be a point at which the ratio becomes too high and threatens their ability to remain operational in the area.

Evidence within the retail sector, where ‘turnover rent’ agreements are more common practice, suggest that typical ratios range between 2% and 12% with anchor tenants tending to drive a lower

ratio whilst taking up a larger amount of space. Across other sectors of the economy, particularly those that are more specialised, there are no standard benchmarks and businesses simply negotiate the lowest rent achievable based on consideration of their other overheads and the necessity to be based in a particular location, such as businesses which require high footfall or client facing premises.

Whilst there are no readily available industry standards in terms of a ‘benchmark’ ratio, it has been possible to build an understanding and reach a view on an appropriate benchmark for Brent based on:

- bottom-up analysis of business turnover and rents across Brent for different types of premises (of both currently occupied and vacant premises);
- secondary research where available; and
- feedback from a business survey.

Business Turnovers

Business turnover data (2019) is available at a very broad sector level from the Inter-Departmental Business Register (IDBR), which many of the identified priority sectors for Brent cut across. It provides a useful understanding of the relative scale and performance of Brent’s businesses and indicates the average annual turnover of businesses in Brent was £1.4 million, some 11% above the average for Outer London but considerably below the Inner London average of £7.1 million (see table opposite).

There is a high degree of variation in average turnover per business by sector within Brent, ranging from £7.0m for the Production sector to £0.2m for the Finance and Insurance sector. The Wholesale, Motor Trades and Retail sectors all have relatively high average turnovers in Brent, which is also broadly true of Inner and Outer London. Some notable points of difference

Annual turnover per business by broad sector

between Brent and Inner and Outer London in terms of turnover are as follows:

- The Finance and Insurance sector in both Inner and Outer London has the highest average turnover by some considerable margin compared to other sectors, whilst in Brent it has the lowest (£0.2m).
- The Transport and Storage sector in both Inner and Outer London has a substantially higher average turnover per business compared to Brent.
- The Inner London average turnover per business is above the Brent average across all sectors, with the exception of Motor Trades where Brent's average turnover per business is 2.8 times higher than Inner London's.

	Brent (£'000)	Outer London (£'000)	Inner London (£'000)
Production	6,957	3,493	11,968
Wholesale	5,684	4,287	27,734
Retail	2,340	1,039	4,466
Health	1,821	1,062	3,013
Education	1,308	1,461	2,316
Business administration & support	965	1,152	2,017
Construction	838	586	2,511
Accommodation & food services	821	828	1,622
Transport & storage	719	3,467	8,406
Information & communication	614	897	2,820
Property	594	500	1,776
Motor trades	383	1,719	1,346
Arts entertainment and recreation	365	424	2,398
Professional, scientific & technical	254	354	1,875
Finance & insurance	197	14,053	84,853
All sectors average	1,429	1,282	7,120

Source: IDBR, March 2019

The variations in business turnover between Brent and Inner and Outer London are largely explained by the difference in scale of businesses – the average size of the businesses in the Finance and Insurance sector in Inner London (32.5 FTE's) is far higher than for Brent (2.1 FTE's) for example. It is therefore also useful to consider average turnover per FTE. The graph opposite illustrates the relative performance of Brent on this measure compared to Inner and Outer London and suggests that on this measure Brent performs below the Outer London average when considering average turnover per FTE, largely as a result of the Wholesale and Finance and Insurance sector. Across all sectors, the average turnover per FTE in Brent is £153,000 compared to £164,000 in Outer London and £496,000 in Inner London.

As noted earlier, in some instances the priority sectors cut across two or more of the broad sectors for which turnover data is available. An estimate of average turnovers for priority sectors has therefore been made by undertaking the following steps:

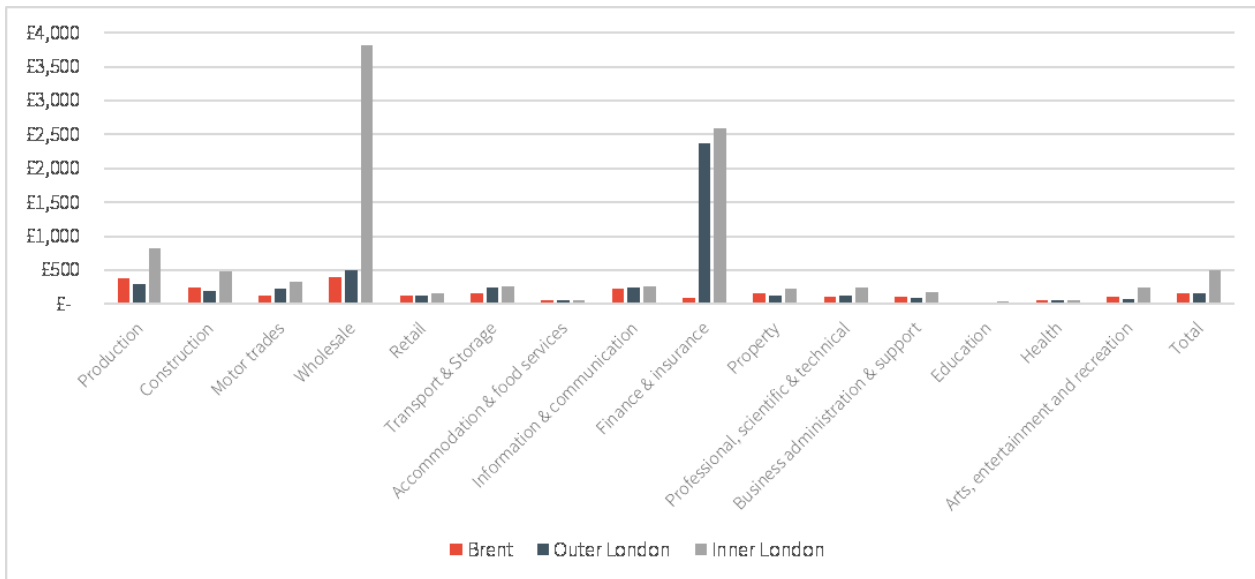
- Priority sectors have been allocated to a broad sector where there is an obvious alignment. Where priority sectors cut across more than one broad sector, a blended average has been used.
- The blended average has been derived by aggregating the broad sectors into office, industrial and light industrial based broad sectors, allowing for the fact that some broad sectors will occupy more than one type of space. This provides an average turnover per business for office, industrial and light industrial based businesses.
- The priority sectors have then each been allocated to the office, industrial and/or light industrial sectors. Where priority sectors can occupy more than one type of space a range has been provided.

-
- This also allows us to compare the turnovers with property market rents explained in further detail later in this section.

The table opposite sets out the annual turnover per business and FTE for the priority sectors. Turnover per business ranges from £0.5 million across many of the office-based sectors to £1.75 million for industrial based sectors. Clearly there will be variation on turnovers within each sector, depending on the size and scale of individual businesses. We know from the broad sectoral analysis that those businesses within the finance and insurance sector, for example, tend to be smaller in size (c.2 employees on average) and have a turnover less than £0.25m.

Annual turnover per FTE (graph)

Priority Sectors – Estimated Average Annual Turnover in Brent (table)

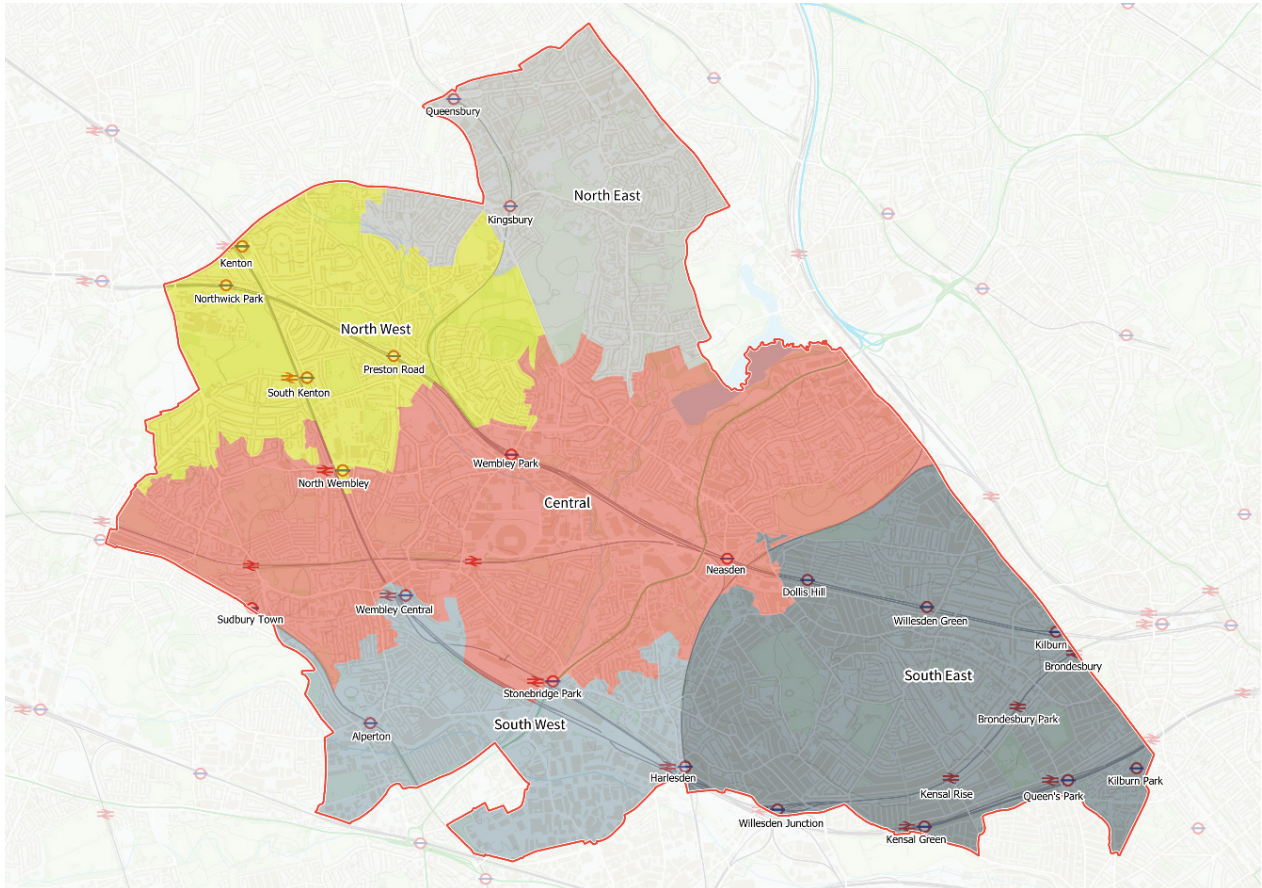


Source: IDBR March 2019

	Average annual turnover per business (£m)	Average turnover per FTE (£m)
Food Preparation and Consumption	1.6 - 1.75	0.25 - 0.30
Manufacturing	1.6 - 1.75	0.25 - 0.30
Life Sciences	1.6	0.25
Creative	0.5 - 1.6	0.14 - 0.25
Artists	0.5 - 1.6	0.14 - 0.25
ICT, Media and Creative	0.5 - 1.6	0.14 - 0.25
Digital	0.5	0.14
Knowledge Economy	0.5	0.14
Financial and Professional	0.5	0.14

Source: IDBR March 2019; Hatch Regeneris

Brent sub-areas



Source: Hatch Regeneris

Priority sectors - estimated average annual turnover (Brent)

Estimating rent to turnover ratios

To understand the current rent to turnover ratios that businesses are paying in Brent, we have compared the average turnover per business for the priority sectors with the average market rents across all business premises in Brent for which it has been possible to obtain records from CoStar (over 3,000). These premises have been categorised by property market sector (office, industrial and light industrial) and by sub-area (see the map opposite) to allow analysis across sectors and geographies. The analysis includes premises that are currently occupied as well as premises that are available and on the market.

It should be noted this is a bottom-up analysis of CoStar data based on individual premises. The rents outlined later in this section may therefore differ from current average rents reported by CoStar.

The outcome of the analysis is set out in tables on the following page (all premises and premises that would accommodate SME premises only). Cells have been left blank where the property market sector is not relevant for the priority sector.

The key messages are:

- **The average turnover to rent ratios across all premises are considerably higher than for SME premises only**, ranging from 1% to 31%. The higher ratios are indicative of the stock of large sized premises in the Borough (eg. East Lane Business Park), which will not necessarily be suitable to smaller businesses with lower turnovers who require less space.
- With the exception of the North West sub-area, **the ratios for office space are higher than for industrial and light industrial**, suggesting those sectors that typically occupy office premises are more at risk.
- **The Central and South West sub-areas generate the highest ratios for office-based activities (17% to 30%)** and these are well above the benchmarks discussed earlier. When considering SME premises only, the ratios in these sub-areas are lower at 11% and 15% respectively, but still above the benchmarks noted earlier. Again, this is reflective of the scale of premises on the market compared to the relatively small sized businesses of some sectors and therefore small turnovers.
- The maps in Appendix F suggest that where price points are even higher within particular sub-areas, the ratios will be above the percentages shown in the tables on the following page. **These areas include Wembley and Park Royal for office space and Park Royal and Neasden for industrial space.**
- The ratios for industrial and light industrial premises are generally lower, however **the central and South West Sub-areas have the highest ratios and are above the benchmarks noted earlier.** The North West also has relatively high occupancy costs, however the data is based on only a small sample and should be treated with caution.

Annual rent as a proportion of annual turnover - all premises (above) and SME premises (below)

	Central			North East		
	Office	Industrial	Light Industrial	Office	Industrial	Light Industrial
ICT, Media and Creative	17%	13%	7%	11%	8%	4%
Life Sciences			7%			4%
Digital	17%			11%		
Knowledge Economy	17%			11%		
Financial and Professional	17%			11%		
Food Preparation and Consumption		13%	7%		8%	4%
Manufacturing - General		13%	7%		8%	4%
Manufacturing - Food		13%	7%		8%	4%
Manufacturing - High Tech		13%	7%		8%	4%
Manufacturing - Creative and Media		13%	7%		8%	4%
Wholesale		4%	7%		3%	4%
Creative	17%	13%	7%	11%	8%	4%
Artists	17%	13%	7%	11%	8%	4%

	Central			North East		
	Office	Industrial	Light Industrial	Office	Industrial	Light Industrial
ICT, Media and Creative	11%		5%	11%		4%
Life Sciences			5%			4%
Digital	11%			11%		
Knowledge Economy	11%			11%		
Financial and Professional	11%			11%		
Food Preparation and Consumption		8%	5%		7%	4%
Manufacturing - General		8%	5%		7%	4%
Manufacturing - Food		8%	5%		7%	4%
Manufacturing - High Tech		8%	5%		7%	4%
Manufacturing - Creative and Media		8%	5%		7%	4%
Wholesale		2%	5%		2%	4%
Creative	11%		5%	11%		4%
Artists	11%		5%	11%		4%

Source: IDBR; CoStar; Hatch Regeneris

- Above the affordability benchmark (16%+)
- At the affordability benchmark (11 - 15%)
- Below the affordability benchmark (10% or less)

North West			South East			South West		
Office	Industrial	Light Industrial	Office	Industrial	Light Industrial	Office	Industrial	Light Industrial
14%	10%	31%	11%	3%	2%	30%	16%	6%
		31%			2%			6%
14%			11%			30%		
14%			11%			30%		
14%			11%			30%		
	4%	31%		3%	2%		16%	6%
	4%	31%		3%	2%		16%	6%
	4%	31%		3%	2%		16%	6%
	4%	31%		3%	2%		16%	6%
	4%	31%		3%	2%		16%	6%
	1%	31%		1%	2%		5%	6%
14%	4%	31%	11%	3%	2%	30%	16%	6%
14%	4%	31%	11%	3%	2%	30%	16%	6%

North West			South East			South West		
Office	Industrial	Light Industrial	Office	Industrial	Light Industrial	Office	Industrial	Light Industrial
7%		5%	8%		2%	15%		5%
		5%			2%			5%
7%			8%			15%		
7%			8%			15%		
7%			8%			15%		
	3%	5%		3%	2%		8%	5%
	3%	5%		3%	2%		8%	5%
	3%	5%		3%	2%		8%	5%
	3%	5%		3%	2%		8%	5%
	3%	5%		3%	2%		8%	5%
	1%	5%		1%	2%		3%	5%
7%		5%	8%		2%	15%		5%
7%		5%	8%		2%	15%		5%

The tables on the previous pages provide indicative analysis of the proportion of turnover that businesses in Brent pay on rent assuming they have an 'average' turnover. Focusing on SME sized premises, which are more relevant for the purposes of the AWS, suggests the upper end of the range is around 15%. As noted earlier, there are no readily available or industry standard benchmarks to compare this with. Within the retail sector, where turnover leases are more common, the ratio can range between 2% and 12%, with the majority not paying more than 10%. Business insight commentators in the US⁸ suggest similar ratios, with up to 15% for those seeking more prestigious locations.

Key Messages From the Business Survey

The results from the business survey have provided some useful insights with regards to turnovers and rents and lend support to the above analysis. Importantly the business survey captured businesses at the smaller end of the scale in terms of both turnover and employees. Key messages of relevance are summarised in the orange box.

Bringing together the strands of analysis that have been considered in order to understand the rent to turnover ratio indicates **a general benchmark of 15-20% as a maximum ratio** before their ability to remain operational in the area is threatened by rents.

Business Survey Results

- There were 26 responses from across the borough, across a range of sectors and range of sized businesses.
- 24 responses were from businesses with 30 or less employees.
- 20 responses were from businesses with turnover of less than £1m, and 13 with less than £0.1m.
- The survey results broadly support the rent to turnover analysis with only 1 business paying <5% (turnover of £1m). The majority of businesses pay between 6% and 15% though a small number are paying higher (>20%).
- 10 businesses stated their rents were not sustainable, 4 of whom are paying >30% and 9 of which are located in the South East of the borough.
- 20 out of 26 businesses stated that the cost of premises was very important or important to the sustainability of their business and 15 out of 26 said that flexible lease terms were very important or important.

Which parts of Brent are unaffordable for priority sectors?

The current average rents in Brent across the property market sectors and sub-areas according to the latest available CoStar Data is set out in the table below. It should be noted that these rents include both new and second-hand stock of all grades.

Appendix F provides associated maps that illustrate the variation in price points within each subarea based on individual data points.

Key points to note are:

- In terms of office rents, the highest price points are specifically around Queens Park, Wembley and Park Royal.
- For industrial rents, the highest price points are around Park Royal, Alperton and Neasden.
- In terms of light industrial rents, the highest price points are in the South West around Park Royal. A note of caution should be applied to the average market rent for the North East subarea shown in the rent table on the opposite page as it has been based on only a small number of records.

The implications of the benchmark of 15 - 20% of turnover on rent have been tested against a range of turnovers and different sized units (sqft) (tables on the following page). The number of employees (left hand column) is indicative of the potential size of businesses occupying the space and is based on standard employment densities for a range of managed workspace⁹. It should be noted however that industrial and light industrial occupiers will typically require larger sized units at lower densities. Cells are left blank and shaded grey where the permutation of turnover to size of premises is potentially unrealistic (e.g. very small turnover and large number of employees).

The data indicates the level of rent that can be paid based on the benchmarks of 15% and 20%. For example, The 15% table on the following page indicates that for a business with a turnover of around £100,000 and seeking premises of 500 sq.ft, based on a benchmark of 15% they would be able to afford a maximum of £30 per sq.ft. This increases to £40 per sq.ft when tested against a ratio of 20%. It should be noted that this analysis excludes other occupancy costs such as insurance, business rates (where paid by the end user) and utilities that may be required in addition to rent.

Although an obvious observation, it is nonetheless highly relevant for the AWS, the size of the business and the size of the space being sought is crucial in terms of affordability; **the amount of rent that can be paid according to the 15% benchmark very quickly reduces for those businesses with small turnovers seeking premises of 1,000 sq.ft or more.**

This is potentially significant for sectors and start-up businesses occupying light industrial and industrial space where size requirements are often larger than office-based sectors with the same number of employees. For those businesses operating at the margins it also highlights the importance of other factors in terms of affordability such as flexible lease terms.

	Office	Industrial	Light Industrial
Central	£35.25	£13.20	£10.98
North East	£22.83	£14.19	£24.09
North West	£15.90	£14.63	£12.18
South West	£35.79	£14.17	£21.29
South East	£33.53	£10.25	£20.00
Brent	£34.06	£14.00	£15.00

Average Market Rents (£ per sq.ft per annum)

Source: Hatch Regeneris

Implications of benchmarks for different sized turnovers (£) and premises

Rent/sq.ft at 15% of annual turnovers							
Employees	Size (sq.ft)	£100,000	£150,000	£250,000	£500,000	£1,000,000	£1,500,000
2-3	500	£30.00	£45.00	£75.00	£150.00	£300.00	£450.00
3-7	1,000	£15.00	£22.50	£37.50	£75.00	£150.00	£225.00
7-13	2,000	£7.50	£11.25	£18.75	£37.50	£75.00	£112.50
10-20	3,000		£7.50	£12.50	£25.00	£50.00	£75.00
17-30	5,000			£7.50	£15.00	£30.00	£45.00
35-65	10,000				£7.50	£15.00	£22.50

Rent/sq.ft at 20% of annual turnovers							
Employees	Size (sq.ft)	£100,000	£150,000	£250,000	£500,000	£1,000,000	£1,500,000
2-3	500	£40.00	£60.00	£100.00	£200.00	£400.00	£600.00
3-7	1,000	£20.00	£30.00	£50.00	£100.00	£200.00	£300.00
7-13	2,000	£10.00	£15.00	£25.00	£50.00	£100.00	£150.00
10-20	3,000		£10.00	£16.67	£33.33	£66.67	£100.00
17-30	5,000			£10.00	£20.00	£40.00	£60.00
35-65	10,000				£10.00	£20.00	£30.00

Source: Hatch Regeneris

Cells in the tables above have been highlighted in green, amber and red to reflect the variations in potential affordability when compared to rents presented in the table on p75:

- Red: businesses with these turnovers and seeking space of this size would be unable to afford rents for office, light industrial and some industrial space in most sub-areas based on the benchmarks of 15 - 20% of annual turnover.
- Amber: businesses with these turnovers and seeking space of this size would be unable to afford rents for office, light industrial and some industrial space in the highest priced sub-areas based on the benchmarks of 15 - 20% of annual turnover.
- Green: businesses with these turnovers and seeking space of this size would be able to afford rents for office, light industrial and industrial space in the all sub-areas based on the benchmarks of 15 - 20% of annual turnover.

Key implications are as follows:

- It is clear that businesses operating at the smaller end of the market (<£100,000) would have to pay a higher ratio than the benchmark of 15-20% across all sub-areas for office space with the exception of the North East and North West. In these areas business space under 500 sq.ft would be within the affordability range, but space above this size threshold goes above the 20% benchmark. For office units of around 1,000 sq.ft, rents would need to be some 40% lower in the highest priced sub-areas (South West and Central) to be within range for businesses with a turnover of <£100,000.
- Industrial and light industrial rents are obviously lower than office rents, however space requirements will be higher. For units of 1,000 sq.ft and over, business operating with turnovers of less than £100,000 would have to pay a higher ratio than the benchmarks for light industrial units, with the exception of North West and Central Brent sub-areas.
- For businesses with turnovers of around £0.5m, which was the lower range of many of the office-based priority sectors, the majority of the sub-areas are within range for office premises with the exception of units of 5,000 sq.ft or more. The same is true of industrial and light industrial units.
- For business with turnovers of £1 million or more, the analysis indicates that the majority of sub-areas and different sized premises are within range when the benchmark rent to turnover ratios are applied with the exception of units of 5,000 sq.ft or more.

It is important to bear in mind that the analysis above is based on market rents including second hand stock. New and grade A stock coming on to the market will likely have higher rents and thus the issues outlined above will be even more pertinent.

What are the requirements of priority sectors?

Finding workspace that is affordable is a major challenge for many businesses in London, particularly SMEs and those in lower value sectors. It is often a key determinant in choosing where to locate. The affordability of workspace is, however, not always the most important factor influencing business owners' location decisions. There are a wide range of other relevant factors, some of which are specific to the type of business activity undertaken. Examples include proximity to similar businesses, access to physical or digital infrastructure, flexible lease terms and the type of location.

We must therefore consider other factors that are important to businesses across the priority sectors. An overview of their general requirements and premises needs is provided in the table on the following page.

It is also important to note that the relative contribution of sectors to regional economies does change and fluctuate over time. As previously discussed, since 2013 employment in some sectors in Brent has grown and in others has shrunk (see the table of pages 48/49). The fastest growing sector over this period was Construction, which grew by 65% to 7,520 jobs.

Other notable shifts include:

- Life Sciences – grew by 48% to 875 jobs.
- Food Preparation and Consumption – grew by 45% to 8,750 jobs.
- Public Administration – shrunk by 35% to 3,050 jobs.
- Manufacturing (Creative and Higher Tech) – shrunk by 21% to 670 jobs.

As technology develops and we enter the fourth industrial revolution, these changes may occur more rapidly as new solutions and products are developed more quickly. The Brent economy is also overrepresented in sectors at higher risk of automation which will see further shifts in the future (e.g. wholesale, retail, transport, manufacturing etc).

Several commercial property requirements cut across all sectors. Research shows that the availability of high quality, flexible commercial space that is adaptable to changing circumstances is most important. This needs to be supported by good infrastructure, particularly high-speed internet connectivity, with access to fast and reliable transport options.

Businesses are also increasingly demanding flexible lease terms to manage risk and allow them to adapt to changing market needs. While there are clear distinctions between businesses that require office and industrial space, there are a range of similar requirements within these groups.

Event at Keetons and Collett, 3Space

Several factors other than affordability drive and influence businesses' decisions about where to locate. Many of these are common to most businesses (e.g. flexible lease terms, adaptable space, good public transport access etc) but some are sector specific. The AWS and Action Plan recognises and take account of these requirements when defining what affordable means and constitutes for different parts of the borough.



Image © 3Space

Priority sector requirements

Priority Sector	General Requirements
ICT, Digital and Creative Digital Creative	<ul style="list-style-type: none"> – Proximity to skilled workforce – Proximity to similar and supply chain businesses – Accessibility to labour, partners, customers and markets – Strong public transport connections – Ultrafast broadband connectivity – Flexible and adaptable premises
Life Sciences	<ul style="list-style-type: none"> – Proximity to similar businesses – Proximity to highly skilled workforce – Strong public transport connections, with access to major international airports – Access to leading technologies and innovative environments – Proximity to major universities, hospitals and researchers – Strong digital and physical infrastructure and access to labour, customers and markets
Financial and Professional Services Knowledge Economy	<ul style="list-style-type: none"> – High quality facilities in prestigious locations – Quick access into central London via public transport – Accessibility to labour, customers and markets – Access to research institutions and collaborators – Good public transport links
Artists	<ul style="list-style-type: none"> – Interesting locations with a range of similar businesses – Access to cultural infrastructure and facilities – Adaptable space that can be used for a range of different projects and commissions – Proximity to suppliers and supply chain companies – Strong local leisure offer
Food Preparation and Consumption	<ul style="list-style-type: none"> – Access to customer base – Proximity to local suppliers – Access to public transport – Good road access – Proximity to labour
Manufacturing (High Tech, Creative, Food) Construction Wholesale	<ul style="list-style-type: none"> – Flexible industrial space that is adaptable – Quick access to road network, with connections to other cities and ports – High speed broadband and internet – Close proximity to workforce – Close proximity to supply chain companies

Premises Needs	Opportunity Areas
<ul style="list-style-type: none"> – Small, flexible workspace – Studios and makerspace – Industrial units– B1(c) and B8 (data centres) – Office and co-working space – Town centre locations – Business/industrial parks – Creative and dynamic feel – Flexible lease terms 	<ul style="list-style-type: none"> – Central (Wembley, Staples Corner, Neasden) – South East (Dollis Hill, Willesden Green, Kensal Green, Kilburn, Harlesden) – South West (Alperton, Park Royal)
<ul style="list-style-type: none"> – High quality private offices – Flexible workspaces – Lab space facilities – Town centre locations off main roads – Business parks 	<ul style="list-style-type: none"> – Central (Wembley, Staples Corner) – South West (Alperton, Park Royal)
<ul style="list-style-type: none"> – High quality private offices – Flexible workspaces – Home working reducing need for space and increasing demand for co-working space – Town centre locations – Business parks 	<ul style="list-style-type: none"> – Central (Wembley, Staples Corner, Sudbury, Neasden) – South East (Dollis Hill, Willesden Green, Kensal Green, Kilburn, Harlesden) – South West (Alperton, Park Royal)
<ul style="list-style-type: none"> – Studio space – Yard space – Industrial space – Collaboration space – Flexible lease terms – Town centre locations – Industrial locations – Creative and dynamic feel – Flexible lease terms 	<ul style="list-style-type: none"> – Central (Wembley, Staples Corner, Sudbury, Neasden) – South East (Dollis Hill, Willesden Green, Kensal Green, Kilburn, Harlesden)
<ul style="list-style-type: none"> – Kitchen facilities – Dining facilities – Short-term leases – High street and town centre locations – Relevant tools and equipment – Adaptable space 	<ul style="list-style-type: none"> – Priority Town Centres (Wembley, Neasden, Willesden Green, Harlesden, Colindale, Burnt Oak, Kilburn, Church End and Ealing Road)
<ul style="list-style-type: none"> – Light industrial space – Workshops – Yard space – Storage space – Access to tools, technology, meeting rooms etc – Edge of town centre locations – Business/industrial park locations – Ability to receive/take deliveries from large vehicles – Flexible lease terms or ability to purchase property 	<ul style="list-style-type: none"> – North East (Burnt Oak, Colindale, Kingsbury) – North West (Preston Road, Northwick Park, South Kenton) – South West (Park Royal, Alperton) – Central (Staples Corner, Neasden)

Why Do We Need Affordable Workspace?

This chapter sets out the economic value of providing workspace focused on the priority sectors identified. It also reflects on the wider economic and social benefits that different types of affordable workspaces can bring to an area. The evidence presented ultimately demonstrates the need, rationale and importance of developing an AWS and Action Plan for Brent. The chapter answers two key questions:

- Why deliver more affordable workspace?
- Why focus on the priority sectors?

Three key points:

- Affordable workspaces can deliver a range of wider economic and social benefits to communities and places. These range from diversifying and strengthening a town centre offering to building community wealth, maximising local expenditure and catalysing further development and regeneration.
- The priority sectors currently employ 84,525 people who spend a significant amount in local shops and businesses every year.
- Significant positive economic impacts can be delivered if the priority sectors can be encouraged to grow and prosper.

Why deliver more affordable workspace?

Alongside the economic benefits provided by the priority sectors, it is important to note that affordable workspaces themselves can deliver a range of wider economic and social benefits to communities and places. The case studies on the following pages have been carefully selected to illustrate this and the different types of added value that can be delivered.



Image © Hatch Regeneris

Pop Brixton: Diversifying and Supporting Town Centre Vitality

Context

Pop Brixton is a community project, event venue and workspace home to a range of independent retailers, restaurants, street food start-ups, businesses and social enterprises. Located in the heart of Brixton, the project was conceived as a meanwhile use for a vacant site owned by the London Borough of Lambeth. The aim was to deliver a temporary project focused on local enterprise and employment. The site, which opened in May 2015, is currently run and managed by Makeshift. It has over 50 shipping containers configured to provide a mix of business and community space.

It is home to a range of business activities related to the food, drink, retail, creative, professional and third sectors. Example businesses include Massolit, Bharat & Jean, Convey, Restoration Brixton and Blackstar London. It also provides space for events and community activities. It hosts a number of community focused projects such as the People's Fridge, Pop Farm and Rerezent Radio.

Wider Value

A recent evaluation of Pop Brixton¹⁰ illustrates that it has delivered a wide range of positive impacts for businesses, people and the local area. Most significantly, evidence

demonstrates that it has helped to improve and support the vitality of Brixton town centre. A visitor survey undertaken by Hatch Regeneris indicates that:

- 88% of visitors believe that Pop Brixton has strengthened the town centre overall
- For every £10 spent by visitors at Pop Brixton around £5 is spent in other places in the town centre
- Around 50% of visitors to Pop Brixton visit other parts of the town centre
- Most visitors use the town centre more frequently because of Pop Brixton

Pop Brixton has also brought a range of new and interesting businesses to the town centre, particularly in the food and beverage sectors (e.g. Cricket, Halo Burger, Alpes and Roe). This has helped to diversify the town centre offer and has encouraged a range of similar and new businesses to the area. Brixton is now regarded as one of the most vibrant areas of London for independent retail, food and drink.

The evaluation also demonstrates that the project has delivered a range of positive economic benefits to the area. For example, it hosts around 47 businesses which support 197 jobs and delivers around £9m to the economy per annum. 50% of the businesses hosted are start up businesses who reported that they were attracted by flexible leases and affordability.

3Space @ Keeton's and Collett: Boosting Local Spend and Local Benefits

Context

3Space @ Keeton's and Collett is a 25,830 sq.ft (2,400 sq.m) meanwhile workspace in the former Lewisham and Southwark College building in Bermondsey. The site was purchased by Grosvenor in 2013 as part of wider regeneration plans and was temporarily leased to 3Space in 2016.

The aim of the workspace is to support local enterprise, entrepreneurialism and experimentation while putting social value and placemaking at its heart. The project provides a wide range of options for tenants, ranging from private offices, fixed desks, hot desks, lab space, meeting space and events space. The building is currently home to around 44 businesses across several different sectors (including tech, professional services, architecture, creative, charity and the third sector). Example tenants include Resi, Advizzo, Idea Drop, RefuAid and GreenLab. These organisations employ around 128 people, generating around £8m in GVA every year.

Formal events are also run each month, focusing on topics like business support, education, art and community. Some support tenants to grow and prosper, but others are outreach programmes to community groups and schools.

Wider Value

A recent evaluation of 3Space @ Keeton's and Collett¹¹ demonstrates that the workspace

has had positive economic, social and environmental impacts. High-level economic impacts include:

- £14m gross annual turnover;
- £8m gross annual economic output (GVA);
- £4.5m gross annual salary; and,
- £6m gross annual supply chain spend (purchase of goods, materials and services).

Significantly, however, a large proportion of these benefits are retained locally in Southwark and South East London. Evidence indicates that around 20% of those working in Keeton's and Collett live in Southwark (where it is located) and 45% live in South East London (including Southwark). Similarly, 20% of supply chain spend is within the borough and 45% in South East London (including Southwark). Based on this, it is estimated that:

- Up to £1m gross annual salary is paid to residents living in Southwark and £2m to those in South East London; and,
- £1.1m gross annual supply chain spend is in Southwark and £2.5m is in South East London.

It is also worth noting that the workspace has supported local enterprise in the local area – 35% of business owners are from Southwark and 64% from South East London. A significant proportion of these businesses are new entities that have been supported to start up, flourish and grow due to the affordable rates and flexible leases available.

Affordable Workspace case studies: Keeton's and Collett



Image © 3Space

3Space @ International House: Delivering Social Value and Building Community Wealth

Context

International House is an eleven-storey, 50,000 sq.ft.(4,645 sq.m) office block in Brixton. The building belongs to the London Borough of Lambeth who previously used it as an office. With the restoration and renovation of Brixton Town Hall and the consolidation of Council staff into it, International House was deemed surplus to requirements and was handed over to the Council's Investment and

Growth team for the Brixton Central Masterplan regeneration scheme. As this is unlikely to come forward for a while, the Council decided to transform the building into a temporary meanwhile workspace to introduce a range of new businesses to Brixton.

Rather than focusing on maximising financial returns, the Council wanted to support town centre regeneration, placemaking and social value. As such, a competitive tender process was developed to select an operator who could deliver an interesting, innovative and affordable workspace which maximised social value while also providing a small financial return. 3Space were selected to run and manage the building and signed a lease in September 2018.

Ground Floor	Youth Innovation Hub	Photography Services Floor	Community Initiatives Floor	Fabric Floor
Free of charge event space for building members with a comprehensive events program. Also includes space for an accelerator programme.	Space given to Youth Entrepreneurship Hub Business Launchpad which is a youth entrepreneurship charity that supports young people aged 16-30 at every stage of their business. Co-working, desk and music studio space is available.	Floor has been given to Photofusion who are a photographic services charity who have been based in Brixton since 1991. The floor includes photography space, dark rooms, a classroom and a digital print studio.	Space is available free of charge for local charities, non profits and social enterprises. Organisations must be based in Lambeth or deliver programs which directly benefit Lambeth Residents. 37 organisations currently have access to desk space.	Space is managed by Assemble who provide space to fashion and textiles studio businesses. It is designed to support a range of practitioners from different backgrounds, and at different stages in their development. All tenants have 24/7 shared access to a 19m ² classroom, kitchenette and maintained workshop with communal machinery and 1.5 x 3m work table.

Affordable Workspace case studies: International House

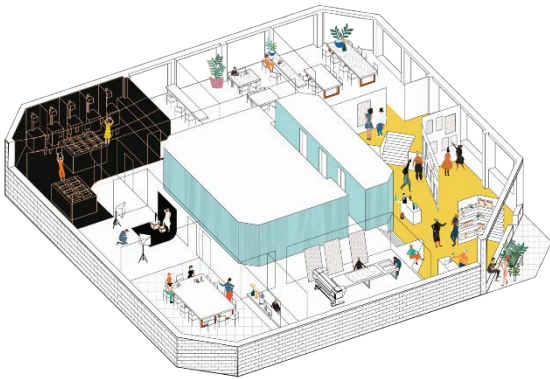


Image © 3 Space

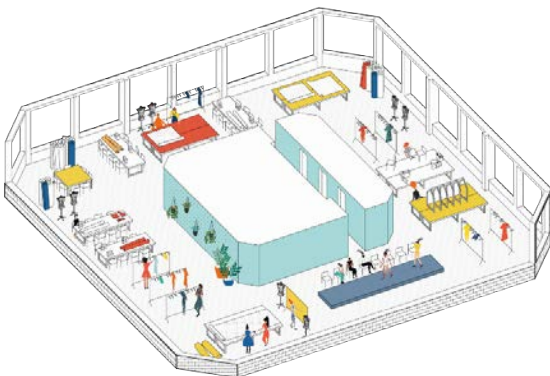


Image © 3 Space

Wider Value

As the Council agreed to lease the building below market rates, 3Space are able to operate their Buy, Give, Work model which was successfully piloted at their previous meanwhile workspace in Bermondsey. The model involves commercial businesses paying market rent for space (Buy) and using this to cross-subsidise low or no rent space for not-for-profits that benefit the local area, early stage start-ups with a local founder and experimental projects (Give). This activity is supported by events and networks (Work).

While the workspace has delivered significant economic value through the establishment of a new design-focused quarter in Brixton, the provision of space for a range of local and third sector organisations is a major added benefit. As the table below demonstrates, International House provides five 'Give' floors for a range of interesting and valuable organisations. Paying tenants are also expected to put aside time and resources to support organisations benefitting from 'Give' space, particularly through mentoring, work experience and volunteering.

While the impact of this activity has not yet been quantified, it is undoubtedly delivering significant social value to Lambeth and Brixton. Research from a range of organisations (e.g. The Centre for Local Economic Strategies) demonstrates that the provision of space for small and local businesses is key to building economic and social wealth in communities. Evidence shows that local or socially minded enterprises are more likely to employ, buy and invest locally. This means that rather than extracting wealth they make significant contributions to local economic development.

Affordable Workspace case studies: The Granville

The Granville: Linking Workspace and Communities

Context

The Granville is a mixed-use community centre and workspace in South Kilburn, London. It is run by the South Kilburn Trust who lease the building from Brent Council for a peppercorn rent. There are 15 studios available and a small co-working and hotdesking area. Studios typically rent for £500-600 per month and desks are available for £175 per month making them accessible to small enterprises. Plans are in place to extend and expand the building, which will involve providing traditional offices, a community kitchen and additional community uses.

Wider Value

While LBB are not making a financial return on their asset, they are catalysing significant economic and social returns. The South Kilburn Trust are committed to supporting local, small enterprises to grow. This is achieved by leasing space to local businesses that subscribe to the Trust's values of community inclusion and involvement. Tenants also have free access to two specialist

business advisors that support enterprises to scale, grow and prosper. In 2019 the workspace safeguarded or created 35 jobs and supported 12 businesses to grow.

The South Kilburn Trust has also recently developed a new scheme called Community Give Back, which links businesses in the Granville to the South Kilburn community. The aim is to support and inspire local people to work or set up businesses in new industries. Businesses provide a range of support services to local people, including mentoring, advice, school events, provision of work placements and support with job interviews. Local people who are interested in setting up a business are also able to access the specialist business advisors for free, which is a service not typically offered by workspaces. A recent audit shows that since formation the Granville has delivered 48 trainee placements, 600 skills workshops/seminars and has engaged almost 2000 people.

The rental income from the workspace is also used to cross-subsidise other free community focused activities in the building. These include a youth programme, creche and wellbeing services.



Image © RCKa



Image © RCKa

Affordable Workspace case studies: Platf9rm



Image © Platf9rm

Platf9rm: Demonstrating the Viability and Opportunity for new Commercial Development

Context

Platf9rm is a co-working, office, meeting and event space for the creative sector in East Sussex. It is located in Hove Town Hall and has recently expanded to a second site. The workspace has a membership of over 80 small businesses who also receive business and collaboration support. Businesses range from film-makers to PR agencies, illustrators, charities, accountants, writers, cleaners, graphic designers and others. A carefully curated series of regular creative and artistic events are held across the two sites.

Wider Value

Brighton & Hove Council identified the need for more managed workspace in the city during the development of the Brighton & Hove Economic Strategy. It was clear however that this type of space was not coming forward due a lack of market confidence from the private and third sector. To demonstrate the viability and opportunity for this type of space in the area, they decided to rent part of Hove Town Hall to a workspace provider. The workspace quickly became a success and space was filled relatively quickly. This was an important step change as it changed perceptions which, in turn, helped to catalyse a wide range of flexible workspaces to start up in the area (e.g. Project, Spaces, The Werks and The Skiff). Agents report that the city is now well-served by managed workspaces, investors are confident in the viability of the market and that the digital and creative sector has become a key strength of the economy.

The operating model, typology and operator of a workspace determines the amount of economic and social value delivered. Traditional co-working spaces or managed workspaces tend to offer fewer benefits than the examples presented here. Through the development of AWS and Action Plan, the Council will seek to catalyse a range of different types of affordable workspace that serve different functions and deliver different types of added value. This will involve engaging with and creating opportunities to work with a variety of operators.

Economic impact of priority sectors

Provision of workspace affordable to the identified priority sectors (see pages 52 - 57) is fundamental to accommodate local businesses and employment and underpin a strong local economy.

The economic contribution of the priority sectors, and the potential impacts of their future growth and decline, has been considered in three ways:

1. The number of jobs supported in Brent¹²
2. Gross Value Added (economic output) delivered to the Brent and London economies¹³
3. The likely local spend of employees in shops and businesses¹⁴

As the table below demonstrates, these priority sectors currently make a significant economic contribution on these measures:

- They employ a significant number of people. The three top employing sectors are the Knowledge Economy (16,650), Financial and Professional Services (12,230) and Food Preparation and Consumption (8,750).
- They deliver significant Gross Value Added to the Brent economy – based on the latest available data, the current top contributors are the Knowledge Economy (£1.7bn), Financial and Professional Services (£1.1bn) and Digital (£7.59bn).
- Employees from these sectors spend a lot of money locally on a daily and annual basis. The top three contributors are the Knowledge Economy (£46.4m per year), Financial and Professional Services (£34.2m per year) and Food Preparation and Consumption (£24.4m per year). While some of this will be outside of Brent, a significant proportion will be retained locally.

Priority sectors should be supported to ensure the benefits are retained and maximised. As previously discussed, affordable workspace is particularly important for SMEs because of the increasingly unaffordable commercial rents in London and parts of Brent.

There is significant potential for priority sectors to deliver a greater economic contribution to Brent and its residents. This sits alongside a risk that further decline in some sectors (driven by factors such as increasing unaffordability, automation, permitted development rights etc.) could create adverse impacts for the area. As shown in the table on the following page, high-level sensitivity analysis has been undertaken to demonstrate the potential economic impacts of different growth or decline scenarios over the next ten years. The six scenarios considered for each sector are:

- 2.5%, 1% and 0.5% decline in GVA and employment each year over the next ten years.
- 0.5%, 1% and 2.5% growth in GVA and employment each year over the next ten years.

The priority sectors identified deliver significant economic value to Brent and the wider economy. There is potential to increase their contribution, but also a series of risks that could undermine this (particularly the affordability of commercial space for SMEs). By focusing on these sectors, the Council should be able to support them to prosper and reduce the potential decline of others.

Current Economic Contribution of Priority Sectors

Priority Sectors		GRAS Categories	Employment (2018)
Manufacturing	Food	Retain	4,305
	General	Retain	1,600
	Creative and Media	Retain	670
	Tech	Retain	1,350
Wholesale		Retain	9,365
ICT, Media and Creative Services		Grow/Start Up	6,810
Financial and Professional Services		Retain	12,230
Food Preparation and Consumption		Scale Up	8,750
Life Sciences		Grow/Scale Up	875
Artists		Attract	3,075
Knowledge Economy		Grow/Start Up	16,650
Creative		Attract/Start Up	5,660
Digital Sector		Grow	5,665

Potential Economic Contribution of Priority Sectors GVA Under Different Scenarios (2018 - 2028)

Sector		2018 base (£m / employment)		-2.5% (£m / employment)		-1% (£m / employment)	
Manufacturing	Food	£231	4,305	£179	3,342	£208	3,893
	General	£132	1,600	£103	1,242	£120	1,447
	Creative and Media	£42.0	670	£32.6	520	£38.0	606
	Tech	£112	1,350	£87	1,048	£101	1,221
Wholesale		£563	9,365	£437	7,270	£509	8,470
Transport		£545	4,415	£423	3,427	£493	3,993
ICT, Media and Creative Services		£918	6,810	£713	5,287	£831	6,159
Financial and Professional Services		£1,146	12,230	£889	9,495	£1,036	11,061
Digital		£759	5,650	£589	4,386	£686	5,110
Creative		£427	5,665	£332	4,398	£386	5,123
Knowledge Economy		£1,713	16,650	£1,330	12,926	£1,549	15,058
Artists		£360	3,075	£279	2,387	£325	2,781
Food Preparation and Consumption		£469	8,750	£364	6,793	£424	7,913
Life Sciences		£68	875	£52	679	£61	791

Data Sources: BRES, ONS 2018 and Experian local spend statistics (£12 on average per day).

Notes: Totals have not been calculated as the cross-cutting sectors lead to double counting. Cross-cutting sectors italicised.

	GVA (2018)	Likely Employee spend	
		per working day	per year (232 work days)
	£231m	£51,660	£12m
	£132m	£19,200	£4.5m
	£41.9m	£8,040	£1.9m
	£112m	£16,200	£3.8m
	£563m	£112,380	£26.2m
	£918m	£81,720	£19m
	£1,150m	£146,760	£34.2m
	£469m	£105,000	£24.4m
	£67.5m	£10,500	£2.4m
	£360 m	£36,900	£8.6m
	£1,710m	£199,800	£46.5m
	£427m	£67,980	£15.8m
	£759m	£67,800	£15.8m

-0.5% (£m / employment)		+0.5% (£m / employment)		+1% (£m / employment)		+2.5% (£m / employment)	
£219	4,095	£242	4,525	£255	4,755	£295	5,511
£126	1,522	£139	1,682	£146	1,767	£169	2,048
£39.9	637	£44.1	704	£46.4	740	£53.7	858
£106	1,284	£117	1,419	£123	1,491	£143	1,728
£535	8,907	£592	9,844	£622	10,345	£721	11,988
£518	4,199	£573	4,641	£602	4,877	£698	5,652
£873	6,477	£965	7,158	£1,014	7,522	£1,176	8,717
£1,090	11,632	£1,204	12,855	£1,266	13,510	£1,467	15,655
£722	5,374	£797	5,939	£838	6,241	£971	7,232
£406	5,388	£449	5,955	£472	6,258	£547	7,252
£1,629	15,836	£1,800	17,501	£1,892	18,392	£2,193	21,313
£342	2,925	£378	3,232	£397	3,397	£460	3,936
£446	8,322	£492	9,197	£518	9,665	£600	11,201
£64	832	£71	920	£75	967	£86	1,120

Where Do We Need Affordable Workspace?

Brent has a diverse economic geography and the typology of commercial property is highly dependent on the characteristics of different areas within the borough. The Council has already facilitated the delivery of affordable workspaces via the planning system in Wembley and Alperton Growth Areas. However, to expand and diversify the amount and typology of affordable workspace in Brent, a spatial study of the borough using typology parameters, the draft Local Plan and previous research studies is required. The high-level study in this section assumes that new workspace will either be delivered as a part of new developments or maximise under-utilised existing buildings.

Six key messages:

- “The draft London Plan and draft Local Plan seek to promote, manage and protect SIL, LSIS and industrial floorspace to sustain the London and local economy. Regeneration and development of industrial sites would therefore likely seek to include any affordable workspace as light industrial use (B1(c)). Typologies would include artist studios, makerspace, kitchens and lab space.
- IACs need to be located within 10-15 minutes walk of a tube station to have easy access to Central London.
- Kitchen spaces are either public-facing and would be required to locate in areas with good footfall, such as a popular high street, or in an industrial location with lower rents to service food manufacturing and catering businesses.
- Lab spaces require a large quantum of space to be financially viable as outlined on p46 (minimum 20,000 sq.ft / 1,860 sq.m) and need close connections to an ‘anchor’ (university with research in science, established pharmaceutical companies or hospitals with research facilities), therefore limiting the potential locations within the borough.
- Where rents are highest for office and industrial use (p73), the Council should propose to deliver affordable spaces in those locations to the ‘at risk’ priority sectors.
- Town Centres with high vacancy rates in retail units could be re-purposed as workspace, creating activity in the high street and providing affordable workspace for SMEs.

Ministry of Sound coworking space
Photography: James Jones



Image © 3 Space

Economic Geography of Brent

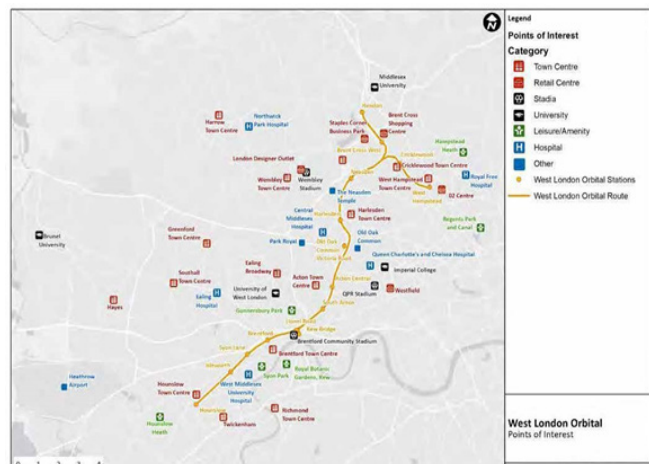
Located in the heart of north-west London, Brent is committed to playing an instrumental role in the growth of the London economy over the next 20 years.

Brent covers an area of almost 17 square miles and borders 7 other London boroughs: Barnet to the east, Harrow to the north, Ealing to the west, and Hammersmith and Fulham, Kensington and Chelsea, Westminster and Camden, all to the south. The Old Oak and Park Royal Opportunity Areas overlap and extend south of Brent into Ealing and Hammersmith and Fulham, and are the largest regeneration projects in the UK with the potential for 65,000 jobs, and at least 25,500 new homes.¹

Connections by public transport from Brent to Central London are good, via the Bakerloo, Metropolitan, Overground and now 24-hour Jubilee line. Transport connections are set to improve with the arrival of the new station at Old Oak, which will connect into HS2, Crossrail and Heathrow. Brent therefore benefits from higher public transport accessibility, with the largest percentage of daily trips by public transport, and one of the lowest for motorised vehicles, amongst Outer London boroughs. The proposed West London Orbital line (as seen in the map below) would link up radial lines across West London, making longer journeys across West London easier and reducing wasted travel in and out of central London.

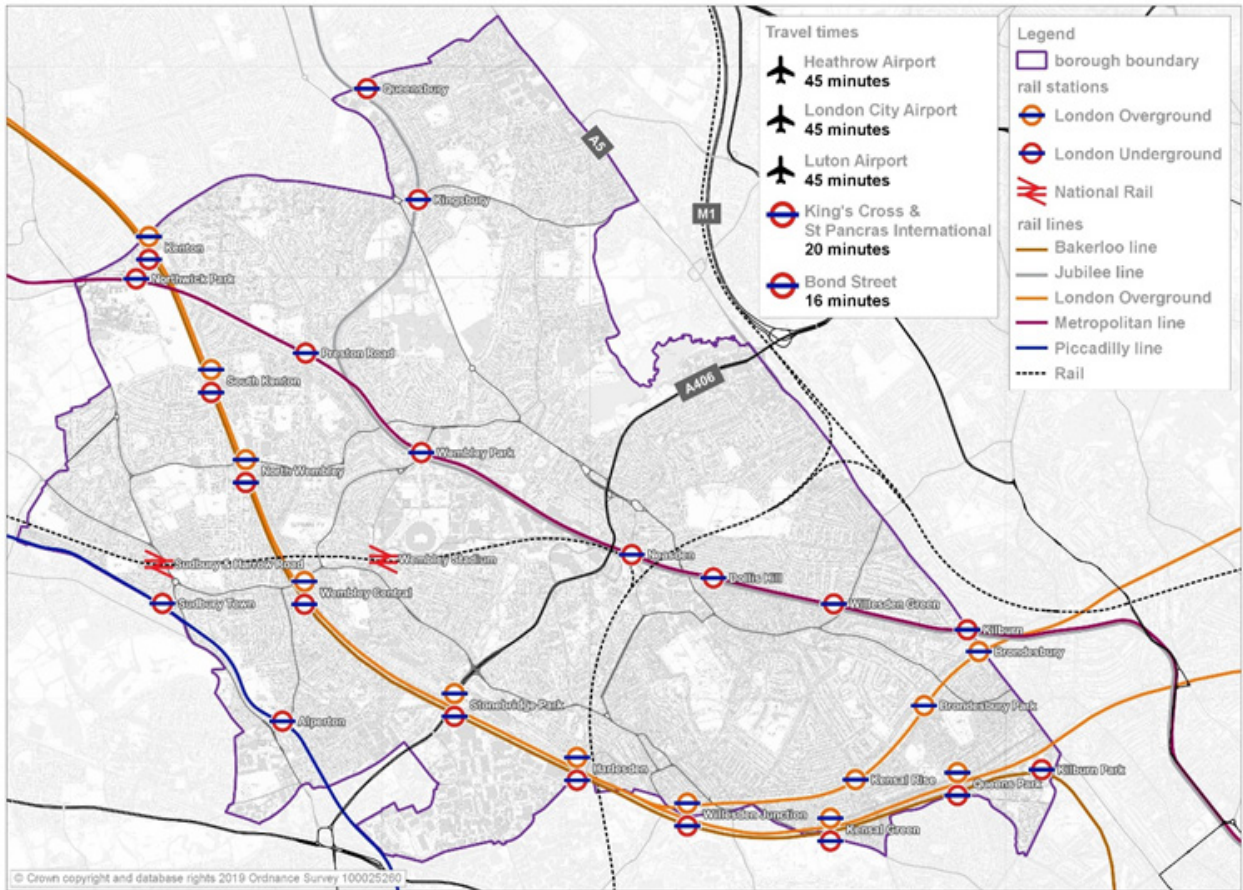
Brent is also part of the West London Alliance, a partnership with six other West London local authorities of Barnet, Ealing, Hammersmith & Fulham, Harrow, Hillingdon and Hounslow. West London is the capital's, and the UK's, gateway to the world. It is an economic powerhouse with a GVA of over £80 billion². The sub-region collectively makes a unique contribution to the London and wider UK economy through its assets, including Heathrow Airport and Park Royal, as well as major growth and opportunity areas such as the Golden

Mile and Brent Cross (as seen in the map below). West London is home to 100,000 businesses and 2,065,000 residents³ and has excellent radial infrastructure in and out of the City, and out to the wider country. As seen in the map below, the borough of Brent sits close to other important opportunity areas and areas for intensification (such as White City, Cricklewood Brent Cross and Heathrow).

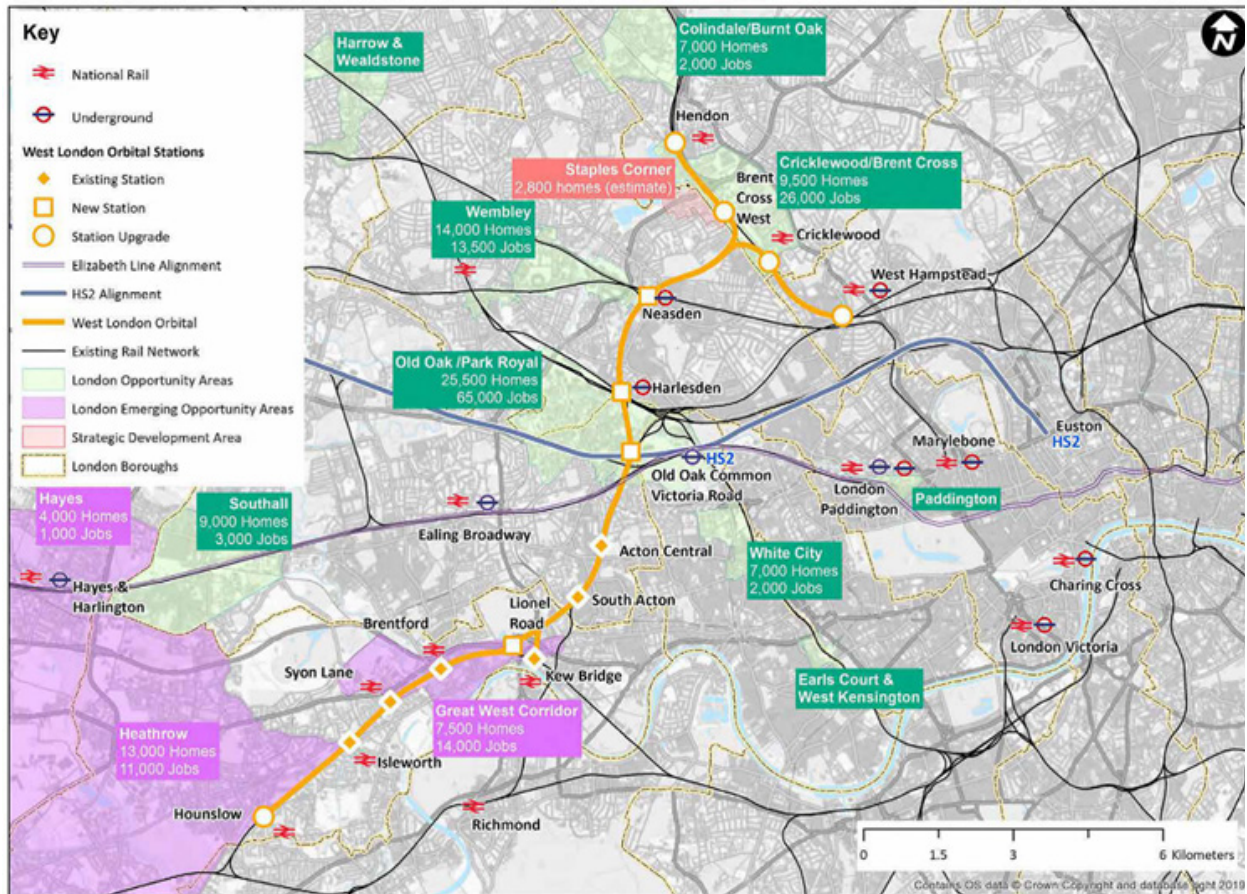


Source: West London Alliance (2020)

- 1 West London Economic Assessment, WLA (2015)
- 2 Winning in the New Economy, WLA (2019)
- 3 West London Vision for Growth, WLA (2016)



Source: Brent Council Inclusive Growth Strategy 2019-2040 (2019)



Source: West London Alliance (2020)

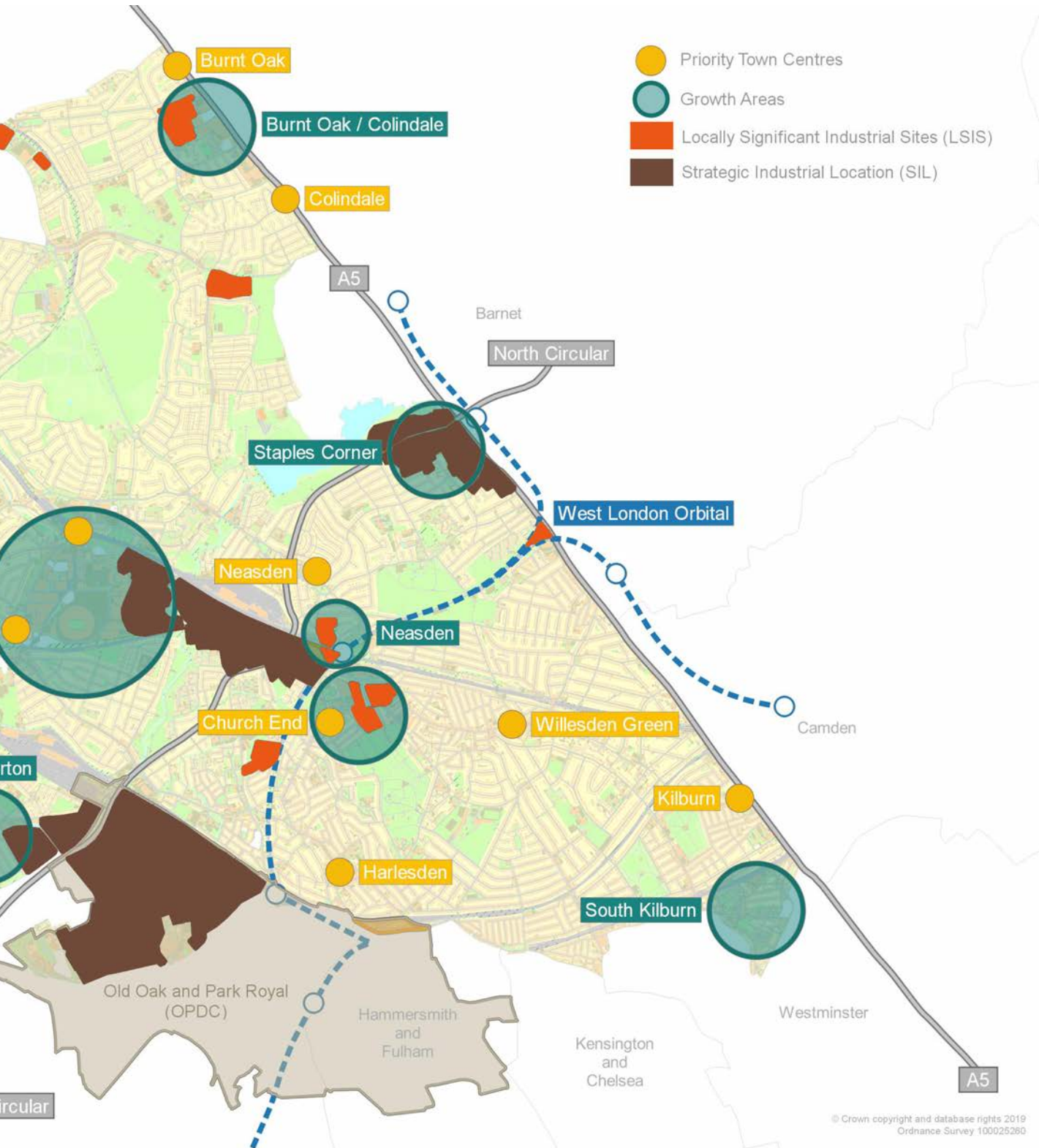
Economic Geography of Brent

There are four key types of economic hub in Brent:

- **Priority Town Centres:** Nine town centres have been identified for focused investment and development - Wembley, Neasden, Willesden Green, Harlesden, Colindale, Burnt Oak, Kilburn, Church End and Ealing Road.
- **Strategic Industrial Locations (SIL):** There are five SILs in Brent, namely Park Royal, Wembley, Staples Corner, East Lane and Alperton, all of which cater for a range of industrial uses. SILs are London's main reservoirs of industrial land which should be promoted, managed and, where appropriate, protected.
- **Locally Significant Industrial Sites (LSIS):** These are industrial sites within Brent that are not designated SILs but are still important industrial locations within the borough. The Council will protect LSISs for the same range of uses as SILs, however also promotes residential co-location on LSISs. Again, these sites cater for a wide range of industrial uses.
- **Growth Areas:** These incorporate some Priority Town Centres, SIL and LSIS, which are areas focused for development to support the delivery of new homes and jobs required to support population growth. There are eight Growth Areas including Northwick Park, Burnt Oak & Colindale, Wembley, Alperton, Church End, Neasden, Staples Corner and South Kilburn.



Brent economic hubs



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Existing workspace

The 2018 Brent Workspace Update by Hatch Regeneris, PRD and We Made That identifies around 59 flexible workspace premises within the borough. Managed workspace accounts for 68% of all workspace premises, followed by creative studio provision and individual desks let in existing office or studio arrangements. Makerspaces and IAC provision is still limited in the borough, although both these typologies are bespoke and would be expected to be a less common form of provision in any location.

Brent currently has three affordable IAC spaces, six creative studios and three makerspaces¹⁵. There is currently no lab space or affordable kitchen space provision. Key observations are set out below:

- The provision of Incubator, Accelerator and Co-working space (IAC) is relatively limited and fairly recent, with two of the three IACs having opened in the last two years. These are the first secured and permanent affordable IAC-type spaces within the borough, providing workstations and private studio spaces to support emerging businesses. Although the three IACs have different models and offers, all have a strong social or community focus. The independently run Grange Business Hub (Neasden) is the oldest co-working space in the borough and provides specialist support targeted to its tenants. SEIDs Hub (Wembley) and the Granville (Kilburn) have both received public funding from LB Brent. The former is managed by the charity Caritas Westminster and provides a co-working space, meeting and training rooms as well as business support programmes targeting start-ups social enterprises. The latter is accommodated within a council-owned building, with a multi-purposed community space offering around 80 low-

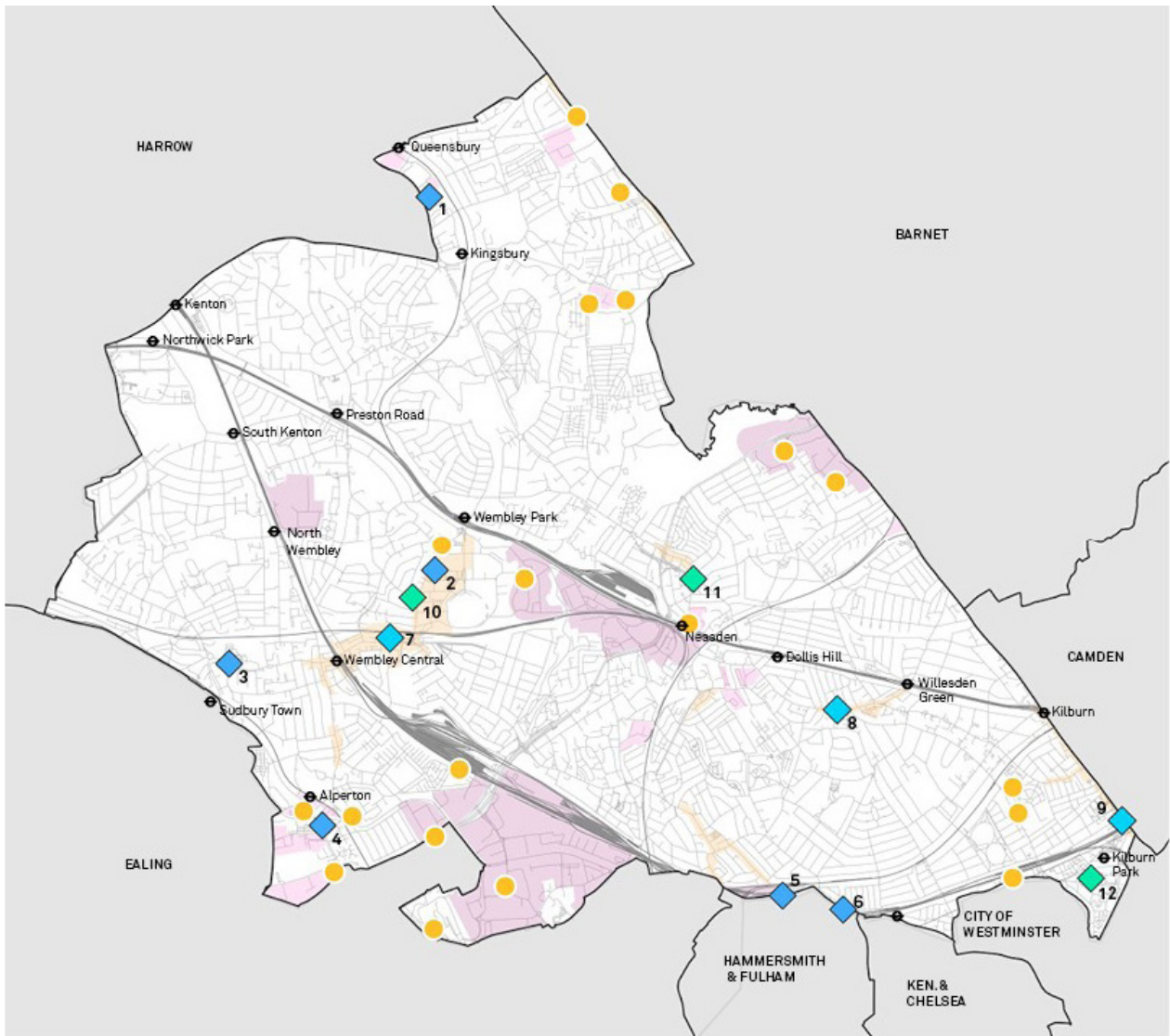
cost workstations for start-ups and small businesses together with specialist support services.

- There are six creative studios in the borough, including four which opened in the last three years. The number of artists studio spaces has increased significantly over the past few years with LB Brent having successfully secured new spaces through S106 planning obligations. Artists studios spaces are typically managed by established studio providers such as ACAVA, ACME, ASC or Second Floor Studios and Arts. The current provision suggests more longer-term availability and secure studio provision for the borough. The spaces are typically provided as part of mixed-used developments and are targeted to non-commercial artists.
- Makerspaces provide different forms of open access equipment and workshop space for light manufacturing, bespoke making and prototyping activity. Models vary from catering to a specific field of production, to providing a wide-range of equipment on site, to self-contained studio provision with own equipment. Brent currently has three makerspaces for designers, small-scale makers and casual hobbyists looking to design, test, prototype and build products. The current offering is made up of the well-established London Fashion Workspace (Kilburn) which provides specialist equipment for professional designers. Two other small-scale spaces have opened in late 2018, however these are operating on a meanwhile basis as both sites are subject to redevelopment.
- Brent is also home to many serviced offices and managed workspaces – a significant number are within the borough’s secondary

Existing affordable workspace

office stock. In early 2020, it is estimated that there are around 19 serviced office spaces in Brent which provides workspace, meeting facilities and basic administrative support for less £40 sq.ft (with an average rent of £32 sq.ft per year). These workspaces are typically within small to medium scale office buildings that are relatively old and low quality. Most of these spaces remain below London's office market rates and are an affordable option for a number of local businesses. It also important to note that a large number of these spaces are 'at risk' as they are typically located within site allocations and subject to redevelopment plans. Within the supply identified, nine sites are to be affected by a potential change of use after approval of prior approval or planning permission in the last three years.

Existing affordable workspace



- ◆ Affordable artists studios
- ◆ Affordable makerspaces
- ◆ Affordable IAC spaces
- Serviced office/Managed workspace (under £40 sq.ft/y)

- SIL
- LSIS
- Town Centre



Development pipeline

The table adjacent outlines the workspace secured via S106 planning obligations. LBB has facilitated delivery of managed affordable workspaces on former employment sites at a 50% discount to market rates, through draft Local Plan policy and partnerships with affordable workspace providers. Artist studio projects have

been delivered in major new developments so far, including in Wembley and Alperton growth areas. Workspaces in the development pipeline include a mix of B1(a) and B1(c) space. Additionally, LBB will be delivering workspace in new Council-led developments.

WORKSPACE	AREA (sq.m – rounded)	Use class	Planning reference
Completed schemes			
ACME Studios, Harrow Road	300	B1(c)	07/2366
ASC Studios, Ealing Road	1,070	B1(c)	09/2116
Second Floor Studio and Arts, Wembley	700	B1(c)	10/3032
ACAVA Studios, Kingsbury	300	B1(c) – C3	12/2612
The Granville, South Kilburn	1,280	B1(a)	n/a
Completed schemes total	3,650		
Pipeline developments			
QED Employment Space Phase 2, Wembley	1,060	tbc	10/3032
60 Neasden Lane, Neasden	900	B1(a)	17/2477
Parkwood House, Wembley	115	B1(a-c)	17/2782
Grand Union Affordable Workspace, Alperton	325	B1(a-c)	18/0321
10 – 11 Watkin Road, Wembley	800	B1(c)	18/3381
Alperton House, Alperton	1,450	B1(b/c)	18/4199
Abbey Manufacturing Estate, Alperton	560	B1(a-c)	18/4919
The Generator, Alperton	18,120	B1(c)/B2/B8	19/0925
Land to East of Cecil Avenue, Wembley	3,600	B1(a-c)/D1	19/2891
Ujima House	550	B1(a-c)	19/3092
Peel Precinct, South Kilburn	560	B1(a-c)	19/3259
Designworks, Harlesden	300	B1(a-c)	n/a
Bridge Park, Stonebridge Park	tbc	B1(a-c)	n/a
Morland Gardens, Harlesden	700	B1(a-c)	n/a
Pipeline developments total	28,480		
Overall Total	32,130		

Sub-area implications

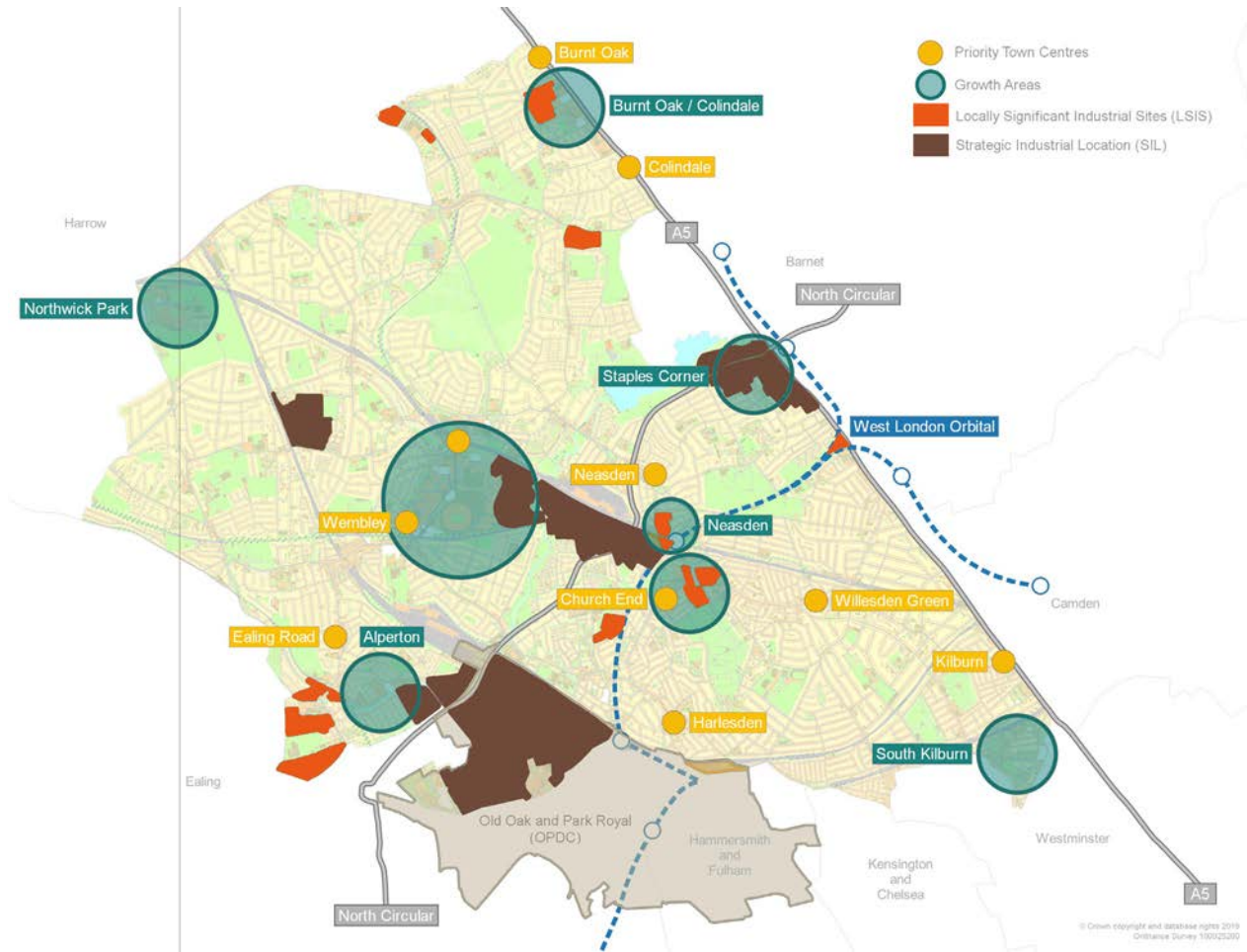
Sub-areas and key centres have been categorised into low, medium and high priority for the priority sectors based on the rent to turnover analysis in the 'Who' chapter (see pages 72 - 75). Priority sectors and associated workspace requirements are identified for each sub-area based on the mapping of sectors (Appendix E).

The categories have been defined as follows:

- **High priority:** sub-areas or key centres where rents are beyond the range of affordable benchmarks for the large majority of different sized businesses including those with higher turnovers and where large space is required.
- **Medium priority:** sub-areas or key centres where rents are beyond affordable benchmark ranges for office or industrial/ light industrial sectors for low turnover businesses (<£250,000) seeking premises of 2,000 sq.ft (185 sq.m) and above.
- **Low priority:** sub-areas or key centres where rents are likely within the range of affordable benchmarks for the majority of different sized businesses and property market sectors with the exception of very low turnover businesses seeking premises over 500 sq.ft (45 sq.m).

The adjacent table illustrates how the sub-areas have been categorised.

Prioritising Brent sub-areas by affordability



	High priority	Medium priority	Low priority
North			Northwick Park, Burnt Oak & Colindale
Central	Wembley (office)	Stapes Corner, Neasden and Wembley (industrial)	Church End and Willesden
South	Kilburn and Alperton	Harlesden	

North

Burnt Oak and Colindale

The Burnt Oak and Colindale areas are mainly residential in character and commercial uses are limited to the Edgware Road (A5), routes linking the A5 and the Northern line tube stations, and LSIS. Burnt Oak and Colindale have together been classified as an Opportunity Area for London by the GLA. The 262 ha area, which also extends into the London Borough of Barnet, has been identified as having capacity for 2,000 new jobs and 12,500 new homes.

There is a high concentration of motor trades, manufacturing and wholesale, with clusters of specialist and supermarket retailers. With three large site allocations located along the Edgware Road (Capitol Way, Colindale Retail Park and the former Mecca Bingo site), there is potential for affordable workspace in new developments as well as in existing buildings. The proximity to Burnt Oak and Colindale tube stations could make the Edgware road suitable for IAC space, potentially focused on ICT, Media and Creative priority sectors.

Evidence suggests that Burnt Oak and Colindale are not currently facing significant commercial market pressures. The low office rents identified in the turnover analysis along with the protection of industrial use in the LSIS sites make Burnt Oak and Colindale suitable areas to accommodate studios and maker space for creative professionals and artists.



Former Mecca Bingo site, Image © Brent Council



1-8 Capitol Way, Image © NEAT Development

Map of Burnt Oak and Colindale



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- Existing workspace**
 - 1 Watling Gate
 - 2 333 Edgware Road
 - 3 Symal House
- Proposed developments**
 - 4 1 - 8 Capitol Way
- Site Allocations**
 - 5 Former Mecca Bingo
 - 6 Colindale Retail Park

Northwick Park

LB Brent, along with Network Homes, the University of Westminster and London North West University Healthcare Trust have partnered to deliver a mixed-use masterplan adjacent to Northwick Park Hospital. In addition to 1,600 new homes, the partners have also proposed a 'new commercial and community hub' to provide facilities and employment opportunities for local residents.

With the close connection to both the university and hospital, there is an opportunity to provide workspace that could benefit both organisations. Examples include an incubator for Westminster alumni with life science backgrounds to turn their thesis into a business or a lab space for private med-tech companies to work with researchers in the hospital.



Existing Northwick Park Hospital, Image © Local Government Association



One Public Estate, Northwick Park, Image © Local Government Association

Map of Northwick Park



- Proposed developments
- 1 One Public Estate Regeneration

Central

Neasden and Church End

Dominated by road network and vehicular access, Neasden and Church End are both Growth Areas in Brent's draft Local Plan. Both areas are allocated for mixed-use regeneration, set around the economic revitalisation of local centres and redevelopment of underutilised sites. Given the presence of low density Locally Significant Industrial Sites and pressures to make more efficient use of land to accommodate growth, the draft Local Plan extends the existing boundaries of the Church End and Neasden Growth Areas to include employment sites. The proposed West London Orbital (WLO) interchange at Neasden would open up the area, connecting Neasden with Brent Cross to the east and Old Oak and the Great West Corridor to the west, and maximise the opportunity for new homes and jobs.

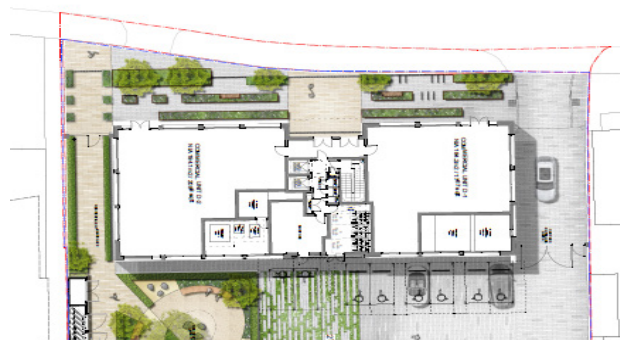
In addition to the Grange office space, 60 Neasden Lane will provide more affordable desk-based workspace following the completion of the new development. There is the opportunity to develop Neasden as a local commercial centre with IAC space for small businesses, as well as re-providing industrial and light-industrial uses in LSIS and SIL proximate to Church End and Neasden to meet Brent and GLA policy requirements and retain the manufacturing priority sectors.



Neasden industrial estate, Image © Home and Property



The Grange Workspace, Neasden, Image © Brent Council



60 Neasden Lane, affordable workspace floorplan, Image © Brent Council

Map of Neasden, Church End, Staples Corner and Willesden



Existing workspace

- 1 Queens Parade
- 2 Willesden Library
- 3 Create Space
- 4 The Grange
- 5 AJP Business Centre
- 6 Millenium Business Centre

Proposed development

- 7 Church End Regeneration
- 8 60 Neasden Lane

Site allocation

- 9 Staples Corner Growth Area
- 10 Willesden Bus Depot
- 11 296-300 High Road, Willesden
- 12 Barry's Garage
- 13 McGovern's Yard
- 14 Chapmans and Sapcote Industrial Estate
- 15 Cobbold Industrial Estate
- 16 Asiatic Carpets
- 17 Neasden Station Growth Area

Staples Corner

As outlined in the draft Local Plan, Staples Corner is a designated Strategic Industrial Location, and therefore has significance for London as a whole. Its location near to the A5, A406 and M1 provides potential for good HGV access. It has a range of employment spaces of different sizes but also a high number of trade businesses.

Allocated in Brent's draft Local Plan as a growth area subject to co-location and intensification, Staples Corner has the potential to deliver affordable workspace around light industrial uses, as well as re-providing any of the 'at risk' managed office spaces. Brent Cross West overground station has commenced on site and is due to complete in 2022, which will address some of the accessibility issues around Staples Corner.

Artist studios and maker space have the potential to knit in with any mixed-used development proposed for the site allocation and satisfy industrial re-provision requirement in London and Local policy. Additionally, IACs would benefit from the new station and could suit a satellite location for Central London businesses.

Willesden

The High Road in Willesden is divided in two; the eastern section in the conservation area is commercially successful due to its close proximity to Willesden Green Station, the new Library and a variety of both national-chain and independent shops and restaurants. However, the western end towards Dollis Hill Station experiences high levels of vacancies and a low quality environment.

Vacant spaces have the potential to facilitate low-cost workspace in a meanwhile capacity, such as existing Queens Parade in the east end of the High Road. Alternatively, the less successful end of the Town Centre could move away from traditional uses and could focus on repurposing restaurants for kitchen workspace or convert retail to artist studios with gallery space.



Staples Corner retail park, Image © Home and Property



Queens Parade, Willesden High Road, Image © Meanwhile Spaces



Create Space, Willesden, Image © Creat Space London



Willesden Library, Image © Brent Council

Wembley

Wembley Park, the flagship 85-acre development adjacent to the iconic Stadium and Arena, has over 4,000 homes and c.645,000 sq.ft (60,000 sq.m) of commercial floorspace under construction so far. By the time of its completion in 2024, there will be a vibrant community of residents, workers and visitors with c.7,000 homes for 20,000 people and 8,640 new jobs created. Existing workspaces include Second Floor Studio & Arts, SEIDs Hub adjacent to the regeneration boundary and group of managed workspaces in secondary stock. Upcoming affordable workspaces are proposed for new developments in close proximity to the Wembley Park regeneration, as well as workspace in the Council-led development on Wembley High Road (land to the east of Cecil Avenue).

As the main commercial centre for Brent, Wembley could accommodate all typologies and priority sectors, and support larger affordable workspaces as move-on space for more established start-up businesses. However, due to high demand in Wembley, commercial rents are some of the highest in the borough and many small businesses are beginning to be priced out of the area. Affordable workspace secured through S106 planning obligations in new developments will be key to ensuring that the most 'at risk' priority sectors, such as artists, ICT, media and creative businesses, remain within Wembley.



SEIDs hub, Image © Hubble HQ



Second Floor Studio and Arts, Image © Second Floor Studio and Arts Studio



10 - 11 Watkin Road, Image © dMFK

Map of Wembley



Existing

- 1 Wembley Stadium Industrial Estate
- 2 Rubicon House
- 3 BE Office
- 4 Empire House
- 5 Second Floor Studio & Arts (SFSA)
- 6 SEIDs Hub
- 7 London Hackspace

Proposed Development

- 8 Land to east of Cecil Avenue (Wembley Housing Zone)
- 9 QED Employment Space (Phase 2)
- 10 Parkwood House
- 11 10 - 11 Watkin Road

Site Allocations

- 12 Asda/Torch/Kwikfit
- 13 College of North West London
- 14 Former Malcolm House Site
- 15 Olympic Office Centre
- 16 Fifth Way/Euro Car Parts
- 17 First Way
- 18 Southway Motors/Fourway Supplies/
Midnight Motors South Way
- 19 Land to south of South Way
- 20 Wembley High Road
- 21 Elm Road

South

Alperton

Alperton's commercial constituents include major SIL and LSIS sites around the Grand Union Canal and priority Town Centre Ealing Road which connects Alperton to Wembley. As a designated Housing Zone by the GLA, Alperton has already benefitted from major regeneration schemes including 243 Ealing Road and a pipeline of new developments. Former Northfields industrial estate has been masterplanned to deliver over 3,000 new homes, 3,500 sq.ft (325 sq.m) of affordable workspace and the Generator building, a c. 193,750 sq.ft (18,000 sq.m) multi-storey industrial building, the first of its kind in the UK.

Alperton industrial sites are protected, and any new development will either need to either retain, reprovide or increase the amount of B1(c), B2 or B8 employment space. London and Local policy encourage colocation of industrial with residential uses to intensify these protected locations. Industrial market rents around Alperton are higher than the borough average. Evidence from the turnover analysis suggests that businesses with low turnovers seeking space of 1,000 sq.ft (930 sq.m) and upwards would be paying rent above the affordability benchmark. With ASC already in 243 Ealing Road, Alperton has the potential to become a workspace cluster for artists in former industrial sites. Affordable workspace policy will be essential to ensure that the price-sensitive sector can remain in the area.

In contrast to the industrial character of the SIL and LSIS, Ealing Road's strong culture attracts people beyond a local catchment area due to its specialist offering of Indian jewellery, fashion and food. Vacancy rates on the high street are low so meanwhile use is unlikely. However, any development with commercial space could suit workspace in keeping with the local offer, such as jewellery and fabric workshops, or kitchen workspace for local food businesses.



Artist Studio Company (ASC), Image © ASC Studios



Industrial Estate opposite 243 Ealing Road, Image © Brent Council



The Generator building, Grand Union Masterplan, Image © Home and Property

Map of Alperton



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Ordnance Survey 100025230

Existing workspace

- 1 Viglen House Business Centre
- 2 ASC, 243 Ealing Road
- 3 Ajay Business Centre
- 4 Mount Pleasant
- 5 Crown House

Site Allocations

- 12 Sainsbury's Alperton
- 13 Carphone Warehouse
- 14 Sunleigh Road
- 15 Wembley Point

Proposed developments

- 6 Grand Union affordable workspace
- 7 The Generator building
- 8 Bridge Park
- 9 Abbey Industrial Estate
- 10 Alperton bus depot
- 11 Alperton House

Harlesden

Harlesden is home to a resilient, entrepreneurial, and diverse population, with the highest level of business start-ups in the borough alongside Wembley. The Harlesden Neighbourhood Plan seeks to protect the existing business and employment, expand the town centre southward towards Willesden Junction, and make the most of the Old Oak and Park Royal regeneration. The Council future vision is for Inclusive Growth in the Town Centre, which aims to support the unique local economy to flourish and develop commercial, cultural and leisure facilities that reflect the area's rich history and current day vibrancy. The proposed West London Orbital (WLO) station at Harlesden would connect Harlesden with Brent Cross to the east and Old Oak and the Great West Corridor to the west.

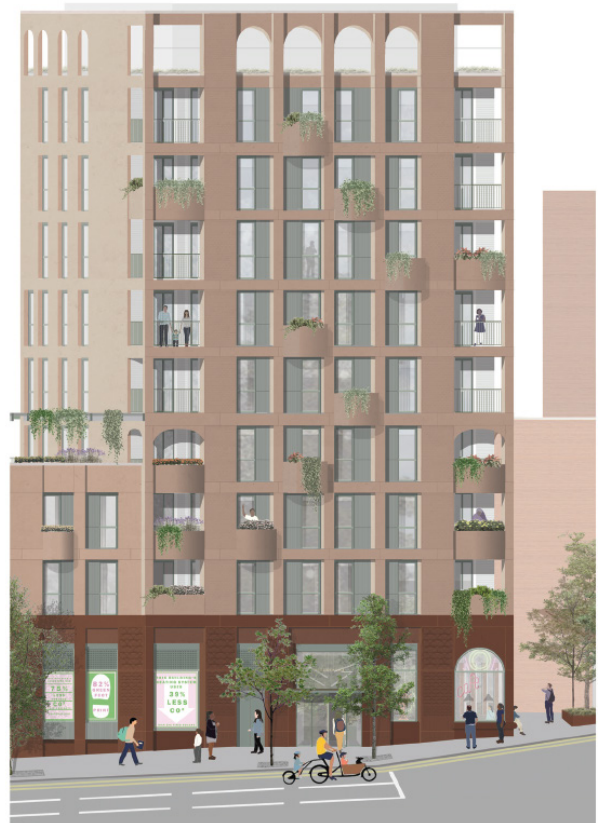
Two Council-led sites advancing to planning stages are Morland Gardens and Designworks. Both will include an element of workspace and the opportunity is to work with local communities to deliver workspace tailored to local needs, whilst also attracting new businesses to the area to grow the local economy. There is a strong music culture and demand for more desk-based workspace, so proposals could include IAC space with recording studios. Council acquisition of the former Picture Palace cinema provides an excellent opportunity to test out potential operators and uses in advance of any redevelopment of these sites.



The existing Designworks, Image © Brent Council

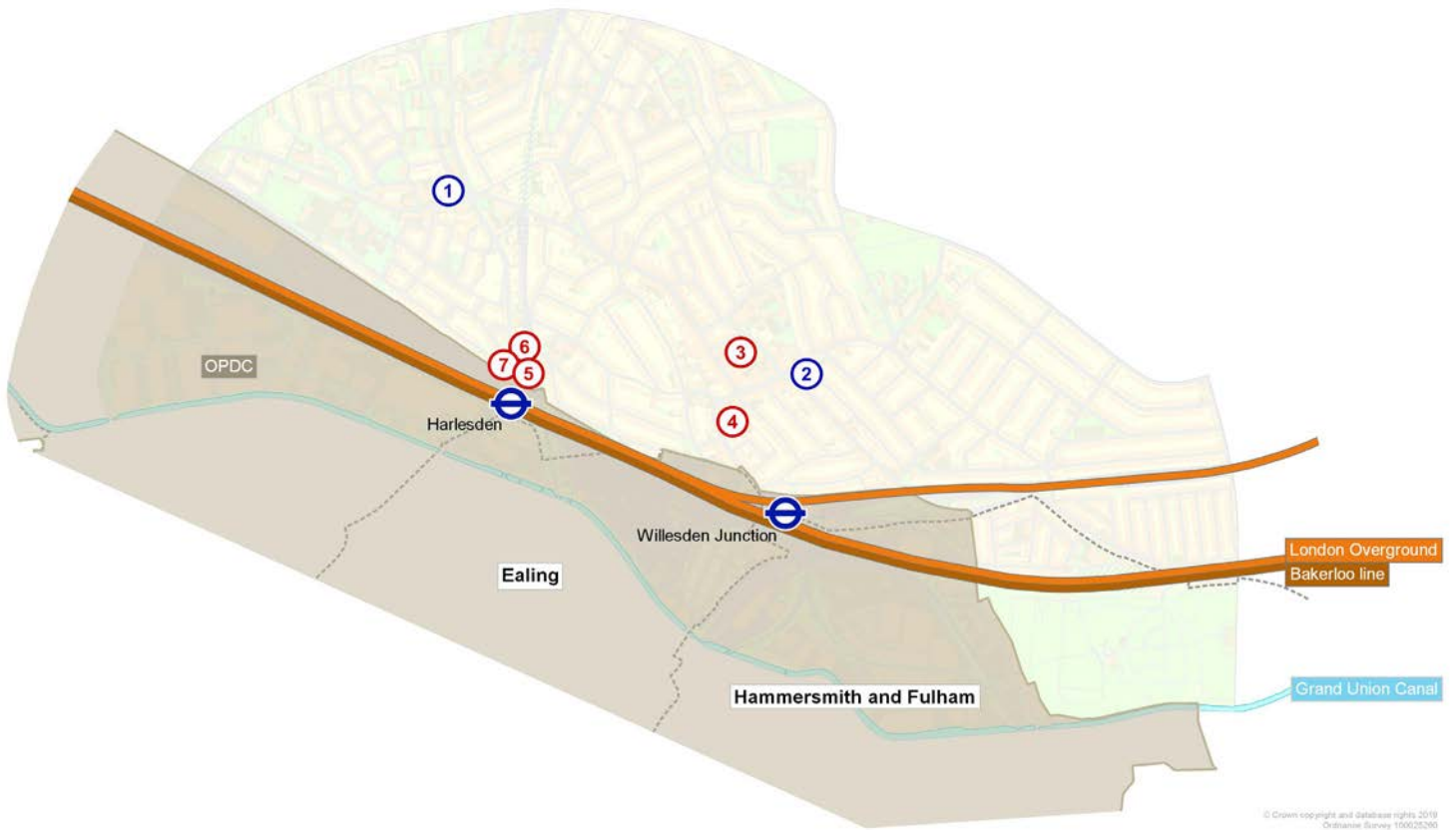


The proposed scheme for Designworks, Image © Brent Council



Morland Gardens, Image © Brent Council

Map of Harlesden



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Proposed Development

- 1 Morland Gardens
- 2 Design Works

Site Allocations

- 3 Harlesden Plaza
- 4 Harlesden Telephone Exchange
- 5 Harlesden Railway Generation Station
- 6 Harlesden Station Junction
- 7 Mordaunt Road

Kilburn

Although there are no designated employment sites in Kilburn other than the arches under Kilburn Station, there is a strong entrepreneurial culture with the highest proportion of micro businesses, home working and self-employment in the borough. Creative businesses are clustered in Queen's Park Creative Quarter on Lonsdale Avenue and Kilburn High Road (A5). Employment is concentrated in ICT, media, creative services, professional and financial service sectors.

The South Kilburn Estate Regeneration has primarily focused on delivering homes, however The Granville and the proposed affordable workspace in the Peel Precinct redevelopment service local businesses and support the South Kilburn economy.



The Granville, Image © RCKa



Fashion Workspace, Image © South Kilburn Trust



Peel Precinct, market square and workspace, Image © Architects Journal



Map of Kilburn



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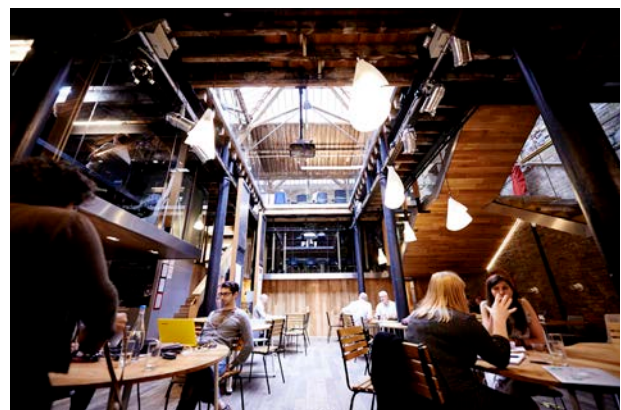
- Existing**
 - 1 Quadrant Business Centre
 - 2 Queens Studio
 - 3 The Linen House
 - 4 Beethoven Centre
 - 5 The Granville
 - 6 Fashion Workspace
- Proposed Developments**
 - 7 Peel Precinct
- Site allocations**
 - 8 Kilburn Station Arches

Recommendations

The table opposite summarises the recommendations for different typologies by area based on the analysis and mapping in this chapter.

Proposed workspace examples (from top left clockwise):

3 Space, Keeton's and Colett, Image ©3 Space
QMB Innovation Centre, Whitechapel, Image ©Qmbioenterprise
Caxton Works, Canning Town, Image ©Caxton Works
Impact Hub, Kings Cross, Image ©Hubble HQ
Appear [here], Columbia Road, Image ©Meanwhile Space
The Silver Building, Projekt, Silvertown, Image ©The Silver Building



Examples of workspace by area and typology

Area	Typology Recommendations	Examples
North		
Burnt Oak and Colindale	<ul style="list-style-type: none"> — IAC for small businesses — Creative workspace in LSIS 	<ul style="list-style-type: none"> — Innovation Warehouse, Farringdon — Invention Rooms, White City
Northwick Park	<ul style="list-style-type: none"> — Specialist IAC — Lab space connected to the hospital and/or university 	<ul style="list-style-type: none"> — Health Foundry, Waterloo — QMB Innovation Centre, Whitechapel
Central		
Neasden and Church End	<ul style="list-style-type: none"> — IAC for small businesses — Creative spaces in re-purposed industrial buildings 	<ul style="list-style-type: none"> — The Trampery, Hackney Wick — The Silver Building, Projekt, Silvertown — Neasden Studios
Staples Corner	<ul style="list-style-type: none"> — Commercial industrial uses, logistics and warehousing — Makerspace and larger creative workspaces — Co-located industrial / light industrial and residential (LSIS/periphery only) — IAC space for small businesses (LSIS/periphery) 	<ul style="list-style-type: none"> — Building BloQs, Enfield, — Caxton Works, Canning Town — Impact Hub, Kings Cross
Willesden	<ul style="list-style-type: none"> — Re-purposed retail unit for artist studios and gallery or repurposed restaurant for kitchen workspace 	<ul style="list-style-type: none"> — Appear [here], Columbia Road — Maida Hill Place, Maida Vale
Wembley	<ul style="list-style-type: none"> — IAC/move-on office space for more established businesses — Sector-specific IAC — Creative workspace and artist studios 	<ul style="list-style-type: none"> — International House, Brixton — Founders and Coders, Finsbury Park — Ten 87, Tottenham — Netil House, Hackney — Hack Space, Wembley — SFSA, Wembely
South		
Alperton	<ul style="list-style-type: none"> — Light industrial units for artist studios/makerspace — Micro workspace for start-ups — Kitchen workspace 	<ul style="list-style-type: none"> — Made By Ore, Walthamstow — Building BloQs, Tottenham — 243 Ealing Road, Alperton — Kitchspace, Croydon
Harlesden	<ul style="list-style-type: none"> — IAC for small businesses — Recording studio space 	<ul style="list-style-type: none"> — Main Yard Studios, Hackney Wick
Kilburn	<ul style="list-style-type: none"> — IAC for self-employed and small businesses — Kitchen workspace 	<ul style="list-style-type: none"> — The Granville, South Kilburn — Indycube, Finsbury Park — Mission Kitchen

Notes and References

1. CAG Consultants (2017) London Industrial Land Demand, p13
2. GL Hearn (2019) Draft West London Employment Land Evidence, p50
3. London Development Database (04/06/2019)
4. Costar (2019)
5. Mapping tools displaying information on London's workspaces, can be found following these links: <https://maps.london.gov.uk/workspaces/> and <https://maps.london.gov.uk/cim/index.html>.
6. Footnote 2 and Page 42: Artists Workspace Study, (GLA) 2018
7. ONS, BRES 2019
8. BizStats; AZCenral; Womply
9. HCA Employment Density Guidance Note, 3rd Edition, November 2015
10. Pop Brixton Evaluation (2017): Hatch Regeneris, Lambeth Council and Makeshift
11. Pop Brixton Evaluation (2017): Hatch Regeneris, Lambeth Council and Makeshift
12. Data obtained from the Business Register and Employment Survey (5-digit SIC) (ONS, 2018).
13. Obtained from GVA:Employment ratios derived from Regional GVA by Industry and Local Authority (2-digit SIC) – 2017, and BRES 2018 (the latest years available).
14. Based on Experian local spend statistics of approximately £12 per working day per worker and an average of 232 work days in a year, inclusive of weekends, bank holidays, and annual leave.
15. Hatch Regeneris (2018) Brent Workspace Update, p10-11
16. <https://www.thecfn.org.uk/18-of-all-smes-are-set-to-collapse-within-the-next-4-weeks-unless-the-government-steps-in-a-team-of-leading-industry-professionals-are-ready-to-launch-such-a-rescue-plan/> (from the forward, p.3 "A fifth of small businesses are at high risk of closure.
17. <http://www.oecd.org/innovation/inno/globalforumontheknowledgeeconomy.htm> > References • Knowledge Economy: OECD.
18. https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/829114/DCMS_Sectors_Economic_Estimates_-_Methodology.pdf > references • Digital: Department for Culture, Media and Sport – Economic Estimates of DCMS Sectors
19. <https://www.parliament.uk/documents/commons-committees/Exiting-the-European-Union/17-19/Sectoral%20Analyses/21-Life-Sciences-Report.pdf> > references • Life Sciences: Report for the House of Commons Committee on Exiting the European Union.
20. Source: Hatch Regeneris; Companies House; Contains OS data – Crown Copyright > references tables and maps from 159-165

Appendix A-

Affordable

Workspace Policies

A review of Local Plans across London has highlighted ten other boroughs that have very clearly defined affordable workspace policies. These are summarised below.

LB Camden

Camden Planning Guidance, Planning Obligations, CPG, July 2015 and CPG Employment sites and business premises, March 2018

Affordable workspace definition

Affordable Workspace in Camden are defined on a case by case basis. previous definitions based on past schemes include;

- 20% of the workspace to be provided at 50% of comparable market values.
- an element of the floorspace to be offered to an affordable workspace provider (to be approved by the Council) at a peppercorn rent (i.e. a very small or token rent).
- 20% of the desks in the open workspace (hot-desking) area to be offered at 50% of market value.
- an average of market rents paid by tenants in the area occupying an equivalent type and quality of space. This should relate to average market rates in the relevant sector in particular to light industrial and maker space.

Affordable workspace policy

Camden Council uses section 106 planning agreements to secure local employment and training initiatives, and an element of affordable workspace from large scale employment developments. Where provision of workspace for small and medium sized enterprises (SME) has been agreed as part of a development, the Council will seek to secure this through the use of planning obligations to secure an element of affordable SME workspace from large scale employment development with a floorspace of 1,000 sqm (GIA).

The Council will also consider alternative suggestions for providing affordable workspaces. Where affordable workspace is to be delivered through a scheme, the Council will resist provision of shell and core space and instead seek to ensure that the space has been fitted out to category A. There is no standard definition but a Category A fit-out typically includes raised floors and suspended ceilings; installation of mechanical and electrical services; basic fire detection systems; internal surface finishes; toilets; and blinds. Alternatively, an appropriate rent-free period could be offered to occupiers to cover fit-out costs. This is to ensure that fit out costs are not a barrier to the occupation of affordable workspace.

LB Hackney

Proposed Submission Local Plan, November 2018

New major employment or mixed used development in the borough's designated employment areas and town centres should provide affordable or low-cost workspace. Development in the Shoreditch POA: at least 10% of the new floorspace (gross) should be affordable at no more than 40% of the locality's market rent in perpetuity, subject to viability. in remaining POAs: at least 10% of the new floorspace (gross) should be affordable at no more than 60% of the locality's market rent in perpetuity, subject to viability.

In PIAs and POAs: Proposals involving the redevelopment of existing low-cost employment floorspace should re-provide such floorspace in perpetuity, in terms of rents and service charges, for these existing uses, subject to scheme viability, current lease arrangements, and the desire of existing businesses to remain on-site.

Affordable Workspace should normally be provided on-site. Only in exceptional circumstances where it can be demonstrated



robustly that this is not appropriate in terms of the policies in this Plan, it may be provided off-site. A cash in lieu contribution should only be accepted where this would have demonstrable benefits in furthering affordable workspace in the Borough and other policies in this Plan.

Where additional floorspace is proposed through amended planning applications (i.e. through re-submissions or variations of existing planning applications or submission of a new planning application for an extension resulting in an increase in existing employment floorspace) within four years of the commencement of the original planning permission and the total amount of new employment floorspace exceeds 1,000 sq.m, affordable workspace will be sought in line with A and B above.

There is a need for the provision of affordable and low cost floorspace within the Borough. Policy 26 sets out that the Council will seek the inclusion of a proportion of affordable workspace, or the re-provision of low cost floorspace, within major commercial development schemes, and within major mixed-use schemes in the borough's designated employment areas and town centres. The Council's first preference is for any affordable workspace to be secured through legal agreement with a Council registered workspace provider. The Council has commissioned Local Plan viability evidence to build on initial viability work and to test the policies within the draft Plan to ensure the new Local Plan is deliverable.

LB Havering

Affordable workspace definition

A workspace provided where rent and service charges, excluding business support services, are on average at least 20% less than comparable local market rates for the duration of a lease (although it is noted that, for some sectors and

locations, much reduced rents may be needed to render them affordable to target occupiers).

Affordable workspace policy

The Council will promote opportunities for start-up and small and medium enterprises by expecting major commercial and mixed-use schemes to provide 20% of its floorspace as affordable workspace.

An affordable workspace is a workspace provided where rent and service charges, excluding business support services, are on average at least 20% less than comparable local market rates for the duration of a lease (although it is noted that, for some sectors and locations, much reduced rents may be needed to render them affordable to target occupiers).

While a level of 80% of market rents may be acceptable in some cases, the Council's preference is for a sliding scale of 60% of market rents from years 1 to 2; 80% from years 3 to 5; and 90% thereafter, subject to negotiation. A sliding scale is preferred as it will allow a larger rent relief during the initial stages of a company's development which will reduce as a company matures and is likely to be able to pay higher rents. This will also enable a more seamless transition to market level rent at the end of the period.

Major developments should provide 20% of total gross commercial floorspace as affordable workspace for a minimum of 5 years, subject to viability. In a redevelopment scheme, the Council will require the re-provision of low value employment floorspace reliant on less than market-level rent to ensure existing businesses are not displaced.

LB Islington

Affordable workspace definition

Affordable workspace is defined as workspace that has a rental value below the market rate - generally 80% of the market rate or less. However, within Islington rents of up to 80% of market value may not always be affordable to micro and small businesses. The council is therefore committed to assessing the genuine affordability of any new workspaces that it delivers on a case by case basis.

Affordable Workspace Policy

Within the Central Activities Zone (CAZ), Priority Employment Locations and Town Centres, major development proposals for employment floorspace (those involving 1,000 sq.m or more gross B-use floorspace) must incorporate at least 10% affordable workspace (as a proportion of overall gross B-use floorspace) to be leased to the council at a peppercorn rate for a period of at least 20 years. The council will subsequently lease the space to a council approved operator.

For proposals involving 10,000 sq.m or more gross B-Use floorspace, or significant office extensions/intensification proposals in high value areas, 10% affordable workspace (as a proportion of overall gross B-use floorspace) for a peppercorn period longer than 20 years will be sought, including space in perpetuity.

All proposals which provide affordable workspace must prepare an Affordable Workspace Statement to be submitted alongside the relevant planning application.

Affordable workspace should be built to at least Category A fit out and should provide a high standard of amenity for occupiers with access to relevant servicing and facilities.

Proposals for major commercial development – such as hotels and retail - may be required to provide affordable workspace and/or affordable retail space, subject to viability. Priority will be given to on-site provision.

LB Lambeth

In accordance with the draft London Plan policy E3, the council will require major developments that include B1 floorspace to provide a proportion of affordable workspace in the following locations:

In Waterloo and Vauxhall major developments should provide 10% of B1 floorspace at 50% of market rents for a period of 15 years; In Oval, Kennington and Clapham major developments should provide 10% of B1 floorspace at 80% of market rents for a period of 15 years; In the Brixton Creative Enterprise Zone (CEZ) all developments that include B1 floorspace should provide 10% of this as affordable workspace for a period of 25 years with the following discounts on market rents:

	Brixton Major Centre	Wider CEZ
Small Office (up to 5,000 sq.m GIA)	No discount	50% discount
Medium Office (5,001 - 10,000 sq.m GIA)	35% discount	35% discount
Large Office (more than 10,000 sq.m GIA)	50% discount	20% discount

Affordable workspace should be provided on-site and be designed to meet a local need. Applicants should submit evidence demonstrating the space will be managed by a council-approved workspace provider. A payment in lieu may be accepted in limited circumstances where it can be demonstrated to the satisfaction of the council that a greater economic impact could be secured through off-site provision.

Affordable workspace will be let and managed by a council-approved provider. Where a mixed-use development is proposed, the workspace should be let or sold to a council-approved specialist provider prior to the occupation of the other elements of the development.

LB Richmond upon Thames

Richmond upon Thames requires a provision of affordable office space within major developments, where over 1,000 sq m of office floorspace is proposed. Affordable floorspace should constitute at least 10% of the proposed office floor space and the workspace must remain affordable for a minimum of 10 years. Affordable workspace is considered to have a rent and service charge of less than 80% of comparable local market rates. It is acknowledged that market rates will vary according to a range of factors such as location within the borough, the quality and type of office stock. Affordable office provision will be agreed and secured through Planning Obligations in line with the Council's Planning Obligations SPD. A revised Planning Obligations SPD will contain guidance to assist in the implementation of policy requirements on affordable employment space, including guidance on design and financial arrangements.

LB Southwark

Southwark requires a proportion of at least 10%

of commercial floorspace provided as affordable workspace at discounted market rent. The council has also expressed an interest in understanding the best approach to seeking payments in lieu of on-site Affordable Workspace contribution in the borough including considering a starting point similar to the approach sought for on-site and off-site affordable housing.

Major development proposing 500 sq.m GIA or more employment floorspace (B class use) must:

Deliver at least 10% of the proposed gross new employment floorspace as affordable workspace on site at discounted market rents; and secure the affordable workspace for at least 30 years at discounted market rents appropriate to the viability of the business the space will be targeted for; and Provide affordable workspace of a type and specification that meets current local demand; and Prioritise affordable workspace for existing small and independent businesses on the site at risk of displacement. Where this is not feasible, affordable workspace must be targeted for small and independent businesses from the local area with an identified need; and Collaborate with the council to identify the businesses that will be nominated for occupying affordable workspace.

If it is not feasible to provide affordable workspace on site, an in-lieu payment will be required for off-site affordable workspace.

LB Tower Hamlets

Affordable workspace definition

“Affordable workspace” means “flexible workspace” which is let to a workspace manager, and which will allow for occupation by the end users in one or more sectors on terms:

- substantially below market levels of rents and charges when compared with an equivalent letting of the space and facilities on the open market; and
- at a rate comparable with similar facilities available in Tower Hamlets or (if sufficient comparator premises do not exist in the borough) across London as a whole; and
- at rates which mean that occupation is feasible to a large number of small/ start-up businesses in the relevant sector(s).

Policy D. EMP2 sets out the policy approach towards new employment space. It includes a number of criteria including a requirement that at least 10% of new floorspace should be provided as affordable workspace within major commercial and mixed-use scheme. The supporting text to the policy goes on to explain that:

“Part 4 seeks to ensure that major development (i.e. which comprises of at least 1,000 sq.m of commercial floorspace) provides sufficient affordable workspace to meet the needs of more local businesses as well as start-ups. In such cases, applicants should provide evidence of agreement to let the workspace at an affordable tenancy rate, at least 10% below the indicative market rate for the relevant location, for a period of not less than ten years. Applicants will be encouraged to work with recognised affordable workspace providers for which we hold an approved list, providing details of management arrangements.”

LB Wandsworth

The Wandsworth Local Plan Employment and Industry Document draws attention to the pressure impacting on the affordability of workspaces catering for small businesses and the creative sector, including artist studios and maker space. Policy EI4 of the plan also seeks to encourage provision of managed and affordable workspace and applicants are encouraged to work with the Council to meet priorities of the LPEID and strategies of the Council.

Policy EI4 sets out the Councils policy to provide affordable and lower cost business space. The policy seeks to ensure that businesses are able to afford to operate from the borough and that the premises they use provide the flexibility that businesses need in order to grow. EI4.3 specifically details the Councils support for providing workspace for specialist sectors that meets the specific needs of the creative, digital and food and drink industries, where the Employment Land and Premises Study (AECOM 2016) has identified these sectors are growing strongly within Wandsworth. Planning Obligations through the use of Section 106 agreements would be used to secure affordable workspace in accordance with Policy EI4. Monitoring of S106 planning obligations reported on via the Authorities Monitoring Report would monitor how much space and the type of space which is being secured.

London Affordable Workspace Policies

London Borough	% of Affordable in New Workspace / Floorspace	% Discount	Discount Priced Against
Brent	10% of total floorspace in mixed-used developments totalling 3,000 sqm or more in Growth Areas	No more than 50% of open market rents	Open market rents
Camden	20% of large workspaces (to include 20% of desks in hot desking areas)	50% (to include 20% of desks in hot desking areas)	An average of market rents paid by tenants in the area occupying an equivalent type and quality of space. This should relate to average market rates in the relevant sector in particular with regard to light industrial and maker space
Hackney	All Priority Office Areas (POAs): At least 10% of floorspace (gross)	Shoreditch POA: 40% of locality's market rent; Remaining POAs: no more than 60% of locality's market rent	POA locality market rent
Hammersmith & Fulham	At least 5%	Considered within overall viability envelope for a scheme	N/A
Havering	20% of total gross commercial floorspace for major commercial and mixed-use developments	Average of at least 20% less than comparable market rents. Noted that for some sectors and locations greater reductions are needed to be affordable. Preference for a sliding scale of 60% of markets rents from years 1 to 2; 80% from years 3 to 5; and 90% thereafter	N/A

Duration	Off-Site Allowed?	Other	Approved Providers
For the lifetime of the development, disposed at a minimum lease term for 15 years to an affordable workspace operator	Off-site only in exceptional circumstances. Cash in lieu also possible by exception / with case made	Be disposed of for a minimum of 15 years to an affordable workspace provider approved by the Council	Yes, affordable workspace will be let and managed by a council-approved provider
N/A	N/A	LBC will resist shell and core only, seeking fit out to Cat. A so that fit out is not a barrier to entry	Yes, but a case-by case approach is taken. In some cases an element must be leased to an approved provider, at a peppercorn rent or otherwise.
In perpetuity	Off-site only in exceptional circumstances. Cash in lieu also possible by exception / with case made	Where amended planning submissions within 4 years of commencement bring total employment workspace over 1,000 sqm. affordable workspace requirement applies	First preference for legal agreement with a Council registered workspace provider
N/A	N/A	Flexible leasing, cross-subsidy etc, reduced rents and start up spaces noted amongst acceptable approaches. Policy E3 of Draft London Plan 2017 referenced as formative	N/A
Min. 5 years	N/A	In redevelopment schemes, re-provision of low-value employment space reliant upon sub-market rents is required to tackle displacement	N/A

London Affordable Workspace Policies

London Borough	% of Affordable in New Workspace / Floorspace	% Discount	Discount Priced Against
Islington	Within CAZ, Priority Employment Locations and town centres at least 10% affordable workspace as a proportion of overall gross B- use floorspace. For proposals involving 10,000 sqm or more gross B-Use floorspace, or significant office extensions/intensification proposals in high value areas, 10% affordable workspace (as a proportion of overall gross B-use floorspace)	80% or less of market rent, although concede that this may not be affordable so case by case review	N/A
Lambeth	In accordance with the draft London Plan policy E3, major developments with B1 floorspace to provide workspace in the following locations: Waterloo & Vauxhall major developments 10% B1 floorspace; Oval, Kennington & Clapham major developments 10% B1 floorspace; Brixton Creative Enterprise Zone (CEZ) all developments with B1 to have 10% affordable workspace	Waterloo & Vauxhall: 50% of market rents; Oval Kennington and Clapham 80% of market rents; Brixton Major Centre and Wider CEZ discounts of 20%, 25% and 50% of market rents (more detail in Appendix A)	N/A
Redbridge	No % target but focus on new commercial or mixed-use developments, or Growth Areas, mixed use schemes in Local Business Areas, and in non-designated employment land, as per LP15 of the draft Local Plan	N/A	N/A
Richmond upon Thames	At least 10% of proposed office floor space (where over 1,000 sqm. office space is proposed)	Rent and service charge less than 80%	Local market rates

Duration	Off-Site Allowed?	Other	Approved Providers
At least 20 years, with some spaces in perpetuity	Priority given to on-site provision	N/A	Leased to the Council at a peppercorn rate. Council will sub-let to a Council approved operator
Waterloo and Vauxhall 15 years; Oval Kennington and Clapham 15 years; Brixton CEZ 25 years	On-site preferred but payment in-lieu by exception where off-site would have greater economic impact	N/A	Affordable workspace will be let and managed by a council-approved provider. Where a mixed-use development is proposed, the workspace should be let or sold to a council-approved specialist provider prior to the occupation of the other elements of the development.
N/A	N/A	Flexibility of units and preferences around unit sizes expressed by the Council	Developers encouraged to engage with workspace providers at the design stage
Minimum of 10 years	N/A	A revised Planning Obligations SPD will contain guidance to assist in the implementation of policy requirements on affordable employment space, including guidance on design and financial arrangements	N/A

London Affordable Workspace Policies

London Borough	% of Affordable in New Workspace / Floorspace	% Discount	Discount Priced Against
Southwark	Major development proposing 500 sqm. GIA or more employment floorspace (B class use) must deliver at least 10% of the proposed gross new employment floorspace as affordable workspace on site at discounted market rents	N/A	N/A
Tower Hamlets	10% of new floorspace in commercial (at least 1,000 sqm.) and mixed-use developments	At least 10% below market rate	Rate comparable with similar facilities available in Tower Hamlets or across London as a whole
Wandsworth	No clear target		

7.7.18. As a general rule, the Council will positively identify sites for alternative uses only after they have become vacant, and it is evident that the site is no longer appropriate for employment purposes.

7.8.10. Recent years have seen an oversupply of offices across London and for much of the vacant space there is little current demand for its re-occupation as offices and there is unlikely to be any in the foreseeable future...In such circumstances it is appropriate to allow the conversion or redevelopment of redundant office buildings to other uses and, in particular housing because of the overriding need identified.

51. [Planning Authorities] should normally approve planning applications for change to residential use and any associated development from commercial buildings where there is an identified need for additional housing in that area, provided that there are not strong economic reasons why such development would be inappropriate.

WEM10: The provision of new low-cost space for business start-ups will be encouraged in the SIL and as part of major mixed use development.

2004
UDP

2012
NPPF

2015
Wembley Area Action Plan



Duration	Off-Site Allowed?	Other	Approved Providers
At least 30 years	Payment in lieu for off-site	Prioritise affordable workspace for existing small and independent businesses on the site at risk of displacement. Where this is not feasible, affordable workspace must be targeted for small and independent businesses from the local area with an identified need	No, but must collaborate with the council to identify the businesses that will be nominated for occupying affordable workspace
At least 10 years	N/A	N/A	Encouraged to work with recognised providers on the Council's list
N/A	N/A	Developments that provide workspace for specialist sectors will be supported. In particular, workspace that meets the specific needs of the creative, digital, and food and drink industries will be encouraged. Cultural workspace will be required on sites within Nine Elms, the Wandle delta area, the Lombard Road York Road Focal Point, and in the Industrial Business Park areas of the SIL. Cultural workspace will be encouraged elsewhere on town centre, local centre and focal point sites as appropriate. Opportunities for clustering of specialist sectors will be encouraged	N/A

DMP14: ...To demonstrate the units are affordable the applicant should submit evidence of agreement to lease the space to an approved Managed Workspace Provider at no more than 50% of comparable local market rate for at least 10 years. This will be secured via a S106 planning obligation. The fit out of the workspace should be to ready to occupy level, to a specification agreed with the Managed Workspace Provider.

E3: Workspace that is provided at rents maintained below the market rate for that space for a specific social, cultural, or economic development purpose. It can be provided directly by a public, charitable or other supporting body; through grant and management arrangements (for example through land trusts); and/or secured permanently by planning or other agreements.

BE1: The Granville multi-purpose workspace and community space in South Kilburn Growth Area will be protected and opportunities to provide additional affordable workspace will be sought. In Alperton, Burnt Oak Colindale, Church End, Neasden, Staples Corner and Wembley Growth Areas a minimum of 10% of total floorspace within major developments exceeding 3,000 sqm is to be affordable workspace in the B use class.

2016
Brent Local Plan

2020
Draft London Plan

2020
Draft Brent Local Plan

Appendix B- Workspace Mapping

Area	Zone	Workspace name	Typology	Provider	Provider
Creative Workspace					
CENTRAL	1	Cockpit Arts Holborn	business incubator for craftspeople.	Cockpit Arts	Charity
CENTRAL	1	Cubitt	Artists studios	WO	Charity
CENTRAL	1	Erlang House	Artists studios	ASC	Charity
NW	2	Great Western Studios	Artists/Creative studios	Great Western Studios	Commercial workspace developer
NW	3	Open Ealing	Artists studios/makerspace	Open Ealing	Company liability guarantee, profit
NW	4	Stewkley House	Artists Studios	ACAVA	CIC
NW	5	Mill Hill	Artists Studios	Create Space London	Charity
SW	2	The Glassyard Studios	Artists Studios	ACME	Charity
SW	3	Wimbledon Arts Studios	Artists Studios	Wimbledon Arts Studios	CIC
SW	4	Delta House Studios 2	Artists Studios	Delta House studios	CIC
SW	5	Hawks Road Studios	Artists studios	ASC	Charity
NE	2	Netil House	Artists/Creative studios	Eat Work Art	Company liability guarantee
NE	3	Ten 87	Creative studios	Milco	Company liability guarantee

type	Address	Number of desks/studios	Size	Avg cost per unit	Avg cost sqft/y
	Cockpit Yard, Northington St, Holborn WC1N 2NP	100 studios	25000 sqft incl. 17000 sqft of studio space		£21 per sq.ft per annum
	8 Angel Mews, N19HH	30 studios	13215 sqft		£10 per sq. ft per annum
	Taplow House, The Chaplin Centre, Thurlow St, London SE17 2DG	100 studios	6000sqft including 4500sqft of studio space		£14 per sq. ft per annum all included a part from electricity
l provider /	65 Alfred Road W2 5EU	120 workspaces (310 people)	80000 sq.ft incl 72000sq.ft of studio space		£35 per sq/ft per annum without service charge (£400pp/py)
imited by Not-for-	Singapore Road, W13 0EP Ealing	3 workspaces (12 artists)	1000 sq.ft		£15 per sq. ft per annum
	2 Wadsworth Rd, UB6 7JD	26 studios	7210 sqft incl. 5709 sq.ft of studio space		£13 per sq. ft per annum
	4SL, 80 Daws Ln NW7 4SE	14 studios	3800 sqft	150 sqft for £350 / 205 sqft for £450 per month	£24 per sq.ft per annum
	276 Oak Square, off Landor Road SW9 9AW	24 studios + 6 live- work spaces (45 artists)	11621sqft		£15.98 per sq.ft per annumm incl. service charge
	10 Riverside Yard SW17 0BB	215 studios	59231sqft over two buildings		£16 per sqft
	Studio Way Lombard Industrial Estate, SW19 3EU	15 studios	4844sqft incl. 3153sqft of studio space		£23 per sq/ft
	47-51 Hawks Road KT13 DF	53 studios (65 artists)	15000 sq.ft including 9431sq.ft of studio space		£14.5 per sq/ft
imited by	1 Westgate Street, E8 3RI	125 studios	50000 sq.ft incl. 40000 sq.ft of studio space	£200pm (for a workstation)	£30 per sq.ft
imited by	39a Markfield Road, N15 4QA	26 studios (recording/music) & 6 office spaces		£400pm music studio	40 per sq/ft for office space

Area	Zone	Workspace name	Typology	Provider	Provider
NE	4	Wood Street Walls	Artists studios / Makerspace	Wood Street Walls CIC	Community Company
NE	5	Building Bloqs	Makerspace	Building BloQs at Meridian Works Ltd	Ltd (Social
SE	2	Art in Perpetuity Trust (APT)	Artists studios	Art in Perpetuity Trust (APT)	Registered Company li guarantee
SE	3	Catford Dek	Artists/creative studios	Bow Arts	Registered
SE	4	Royal Albert Wharf Studios	Artists studios	Bow Arts	Registered
SE	5	Croydon Art store	Artists/creative studios	Turf project	Registered
SE	6	Fairkytes Arts Centre	Artists/creative studios	LB Havering	Institutional
IAC					
CENTRAL	1	Health Foundry	Co working and incubator	Guy's & St Thomas Charity	Registered
CENTRAL	1	Universal Workspace	Co-working & serviced office	Universal workspace ltd	Commercial workspace
CENTRAL	1	Bathtub2Boardroom	Co working	Bathtub2Boardroom	Ltd (social
CENTRAL	1	Build Studios	Co working	WeAreWaterloo (Bid)	Not for prof
CENTRAL	1	Bloom.space	co-working/incubator	Bloom.space Ltd	Commercial
CENTRAL	1	London Small Business Centre & Whitechapel Enterprise Hub	coworking space + serviced office	collaborative venture between Tower Hamlets, Greater London Authority, Whitechapel Vision, and London Small Business Centre	CIC

type	Address	Number of desks/studios	Size	Avg cost per unit	Avg cost sqft/y
Interest	Barrett Road E17 3FU	2 open plan workspaces	4000 sq.ft incl 1000sqft of studio space	£200pp/pm for workstation	
enterprise)	4 Anthony Way, N18 3QT		11000 sq.ft workshop		
charity, limited by	Harold Wharf, 6 Creekside, SE8 4SA	42 studios	16895sq.ft including 14584sq.ft of studio space		£8.65 per sq.ft
charity	Old Town Hall, Catford Road, SE6 4ru	32 studios + 10-15 desks	19000sq.ft including 16000sq.ft of studio space	£250pcm	£16 per sq.ft
charity	Norton Quays, Royal Albert Wharf, E16 2QJ	40 studios	12000sq.ft of studio space	£210pm	£16 per sq.ft
charity	46/47 Trinity Court (Ground Floor), Whitgift Shopping Centre, CR0 1UQ	6 studios	6420 sq.ft including 1500sq.ft of studio space	£110pm	£12 per sq.ft
l	Fairkytes Arts Centre, Billet Lane, RM11 1AX	9 studios	2000sq.ft of studio space	£201pm	£15 per sq.ft
charity	Canterbury House, 1 Royal Street, SE1 7LL	40 desks	3616sq.ft	Fixed desk is £420pp/pm (incl. VAT), hot desks is £75 for one day/week	
l	25-33 Southwark Street SE1 1RQ	7 studios, 20 desks	3875sq.ft	£500pm	£40 per.sq.ft
enterprise)	Tech City College, 263-269 City Rd, London EC1V 1JX	70 desks + 8 studios		£250pp/pm + VAT for fixed desk, mentoring and support included	
it	203 Westminster Bridge Rd, SE1 7FR	32 desks	4000sq.ft (apx)	hot desk £267+VAT pp/pm, fixed desk £325+VAT pp/pm	
l	52 Gower Street, WC1E 6EB	30 desks + 10 hot desks	2000sq.ft	Hot desk £170 excl. VAT pp/pm / Fixed desk £350 excl. VAT pp/pm	
	206 Whitechapel Road, E1 1AA	50 desks	8529sq.ft	Hot desks £155 pp/pm all included	

Area	Zone	Workspace name	Typology	Provider	Provider
CENTRAL	1	Innovation warehouse	co working space/ accelerator	Innovation warehouse Ltd	Commercial
CENTRAL	1	V22 The City	Co working space	V22	Charity
CENTRAL	2	Law tech Eagle Lab	post-accelerator, flexible workplace, with private office and co-working space	Eagle Lab Barclays	
NW	2	Collective Auction Room	Hot desking and office space	Camden Town Unlimited (BID)	Registered
NW	2	The Granville	Co working space	South Kilburn Trust	Social ente
NW	3	The Workary Brompton	co working fixed desks	Wimbletech	CIC
NW	4	Seids	Co working/incubator	Caritas Westminster	Social ente
NW	4	We Hub	Co-working and serviced office	Work Avenue	Registered
NW	5	Central Research Lab	Co-working & hardware accelerator	Brunel University London	Institutions
NW	6	The Wenta Business Centre - Enfield	Serviced office & co- working	Wenta	Not-for prof enterprise
SW	2	International House	Co-working/incubator	3Space	CIC
SW	3	Third door	Co-working + nursery	Third door	Commercial
SW	5	MidTown Hub	Co-working	MidTown Hub	Commercial
SW	6	Canbury Works	Co-working & makerspace	Cambury Works	Commercial

type	Address	Number of desks/studios	Size	Avg cost per unit	Avg cost sqft/y
	East Poultry Avenue 1 EC1A 9PT		10000sq.ft	Hot desk up to 10days/m £150pm+VAT / Hotdesk fulltime £250pm+VAT / Fixed desk £350+VAT	
	50 Worship St, EC2A 2EA	20 desks	2,950 sq ft across 2 floors	£200pp/pm	
	81 Palace Gardens Terrace W8 4AT	75	3,500sq.ft	£350 pm/pp	
charity	Collective Auction Rooms, 5-7 Buck Street, NW1 8NJ	50 studios/ 80 desks	10,000 sq ft across 4 floors	300/month fixed desk / studio from £500	
surprise	Granville Centre, 140 Carlton Vale, London NW6 5HE	19 studios/20 desks	8500 sqft including 5812sq.ft of workspace & 1420sq. ft of community space		
	Brompton Library Old Brompton Road	25 desks	2,000 sq.ft	£75+VAT for flexi desks & £125+VAT for fixed desk	
surprise	Empire Way, HA9 ORJ	apx. 40 desks, 1 workshop	6,900 sq.ft	£350/month for fixed desk or £15/day	
charity	Wohl building, 2B Redbourne Ave, Finchley, London N3 2BS	12 office spaces (2-5people) + 25 deskspaces	42,000 sq.ft	£250ppm for 2/3 people office space	
	The Old Vinyl Factory, 252-254 Blyth Road UB3 4BX	80 desks	3770sq.ft	Full time is £200pp/ pcm + VAT incl. access to support from design expert and storage	
it social	The Wenta Business Centre, Innova Park, Electric Avenue, Enfield, EN3 7XU	30 office spaces, 7 workshop spaces, 8 deskspaces	40,000sqft	£300 to £800	£18sqft
	Canterbury Crescent Brixton	See case studies	70,000 sq.ft	From free to £250 pp/pm	
	16 Point Pleasant Putney SW18 1GG	20 desks	3229 sq.ft	£400pp/pm (incl 10hours nursery)	
	Midtown Hub, 1 Times Square, Sutton, SM1 1LF	14	2150sqft	£125 + VAT PCM for fixed desk / £15 per desk per day for hot desking	
	Unit 5-7, Canbury Business Park KT2 6HJ	25 desks/5 offices	5000 sqft		

Area	Zone	Workspace name	Typology	Provider	Provider
NE	2	Industry	Co-working incubator	Shoreditch Trust	Charity & L
NE	3	Tottenham Green Enterprise Centre	Co-working incubator/2y incubation programme for young entrepreneurs	Launch it	Charity
NE	4	Barking Enterprise Centre	Co-working & serviced office	BEC	CIC
NE	5	CEME launchpad centre	Co-working space and business support services	CEME	Charity
NE	6	Worker Bee space	Co-working and serviced office	Worker bee	Ltd
SE	2	Market Peckham	Co-working	Market Peckham Ltd	Commercial
NE	3	The Trampery Republic	Co-working/incubator	The Trampery Foundation	Ltd (Social
NE	4	Pollards Studios	Co-working, start up support, business space	Launch it	Charity
NE	4	Contingent Works	Co-working	Contingent Works Ltd	Commercial
NE	5	TMRW Hub	Co-working and serviced office / tech business incubator	TMRW	Ltd
NE	6	The Engine House	Co-working and serviced office	Thames innovation centre	Ltd
Kitchen					
CENTRAL	2	The London Cooking Project	Kitchen	London Cooking Project	Social ente
NW	2	Maida Hill Place	Kitchen	Maida Hill place	Ltd (Social
NW	3	Acton Business Centre	Kitchen	Acton Business Centre	Commercial
NW	3	Elena Dinut	Kitchen	Private	Commercial

type	Address	Number of desks/studios	Size	Avg cost per unit	Avg cost sqft/y
td	21 Whiston Road E2 8EX	17 office spaces	3500 sqft	£1000 + VAT per month	
	Tottenham Green Enterprise Centre Town Hall Approach Road N15 4RX	30 office spaces	apx. 40,000sqft	£20pp/pm for a desk space, £75-£150pm/small office space at start of programme	
	50 Cambridge Road, Barking Town Centre, London, IG11 8FG	26 office space + 10 desks	apx. 5000 sqft	Apx. £500/pm VAT included for 2-3 people office	
	Marsh Way RM13 8EU		18 acres	161sqft office space for £495 + VAT pm	40sqft/y + VAT
	Enterprise House, 18 Eastern Road, Romford RM1 3PJ	25 desks, 7 offices	3230sqft	£750 (100sqft - 3/4 people office) all included	
l	Bussey Building 133a Rye Ln, Peckham SE15 4BQ	20 fixed desks, 20 hot desks, 9 studios	4000sq.ft	£180pp/pm for hot-desk/£300pp/pm for fixed-desk/900pm/studio for 2	
enterprise)	Import Building, 2 Clove Cres, Poplar, E14 2BE	150+ desks	500000 sqft including 30000sqft of workspace		£180 +VAT per desk, per month
	50 Montgomery Close CR4 1XT	15 desks	600sqft		
l	Unit C, Broadway Buildings, 1-3 Elmfield Rd, BR1 1LW	40 fixed desks, 5 studios, 20 hot-desks	5,000sqft	Hot desk £250pp/pm, fixed desk £450 pp/pm,	
	75-77 High Street, Croydon, CR0 1QE	350 desks and 10 private offices	21,000sqft including 5,000 of flexible event space		
	2 Veridion Way, Erith DA18 4AL		50,000 sq ft	£543 exl. VAT for 20sqm	
prise	1 Ethelburga Street, SW11 4AG	1 kitchen	1400sq.ft	£240 per shift	
enterprise)	2 Fernhead Rd, Maida Hill, London W9 3ET	1 kitchen	301 sq/ft	£350 for 5pm-00pm / £1000/day	
l	Acton Business Center, School Road, London, NW10 6TD	1 kitchen	600sq.ft	£100 per shift or £15 per hour	
l	7-11 Minerva Road, London, NW10 6HJ	1 kitchen	150sq.ft	£10per hour	

Area	Zone	Workspace name	Typology	Provider	Provider
NW	3	Anawas	Kitchen	Alnawas Ltd	Commercial
SW	2	Alternatives Venues	Kitchen	ALTERNATIVE VENUES (CLAPHAM JUNCTION)	Commercial
SW	2	Enteprise Kitchen	Kitchen	Business launchpad	Social ente
NE	2	Run the box commercial kitchen	Kitchen	Runthebox	Commercial
NE	3	The Olive Grows	Kitchen	The Olive Grows Ltd	Commercial
NE	3	Sabel food	Kitchen	Sabel food	Commercial
NE	3	Haringey six form centre	Kitchen	Haringey	Institutions/ commercial
NE	3	EAT.CORP	Kitchen	Eat.corp ltd	Commercial
SE	2	Foodstars Bermondsey	Kitchen	Foodstar UK	Commercial
SE	5	Kitchspace Croydon	Kitchen	Kitchspace	Commercial
Lab Space					
NW	2	Open cell	Lab space	Opencell	Ltd (Social
CENTRAL	2	London Bioscience innovation centre	Lab space	Royal Veterinary College (RVC)	Institutional
NW	3	Ihub	Lab space	Imperial college	Institutional commercial
NE	2	Queen Mary Innovation Lab	Lab spaces	Queen Mary University	Institutional
NE	5	London East - UK (The Cube)	Lab space + serviced office	London East	Commercial

type	Address	Number of desks/studios	Size	Avg cost per unit	Avg cost sqft/y
	26a Abbey Industrial Estate, Mount Pleasant, , HA0 1NR	15 kitchens		from £1000pm to £1500pm	
					KITCHEN HIRE: £40 - £100
enterprise	Caius House, 2 Holman Rd, Battersea, London SW11 3RL	1 kitchen		Co-working £13 per hour/or £26/h for 16-30 and live in London / private hire is £45/h	
	Unit 3, Hamlet Industrial Estate, 96, White Post Lane, Hackney Wick, London, E9 5EN	4 kitchens	4x260sqft	£3500 per unit	
	Alpha Centre, 7-11 Minerva Road, London, NW10 6HJ	4 kitchens		£25ph	
	Unit 43, Cromwell Industrial Estate, Staffa Road, London, E10 7QZ	1 kitchen	500sqft	£140 per 24 hours (£650 per week) £2000 per month	
	White Hart Lane, Tottenham, London	1 kitchen	710 sq.ft	£50.00ph	
	Unit 228 Stratford Workshop, Burford Road, London, E15 2SP	1 kitchen	323 sq.ft	£17 ph	
	Arches 21- Bermodsey Road SE1	1 kitchen	350sq.ft	£2900pm	
	Unit 25, 57a Croydon Road, Beddington, CRO 4QE	1 kitchen	350sq.ft	£900 per month/£220 per week	
enterprise)	Old Laundry Yard, Shepherds Bush Market, W12 8EZ London	45 shipping containers	13778 sq.ft	private studio or lab for studio or lab for £699/month	£29 per sqft for lab space
	2 Royal College Street, NW1 0NH	18 lab spaces + 18 office spaces	26910 sq.ft		£92.50 for office £97 for lab
	80 Wood Lane		62000sqft (lab space are 250 to 11000 sq.ft)		£68.50
	The QMB Innovation Centre	12 lab spaces	39,000 sqft		£72.50 sqft
	Londoneast-uk Business and Technical Park,	6 large wet labs (1440sqft) and 9 smaller labs for start-ups (280sqft)	45000sqft		£30sqft for office £40/sqft for lab

Appendix C-

Detailed Sector Trends

Broad sectors:

- **Utilities and Waste:** small but growing presence of businesses within the utilities and waste sector, at a lower concentration than London, and with just under 90% of SME size . The sector accounts for over 1,000 employees (around 1% of total employment) -5% down on 2013 despite an increase in the overall number of businesses, with some specialisation in employment terms relative to London
- **Manufacturing (includes general, food, creative and media and higher tech manufacturing):** relatively small and declining business base at the same concentration as London, and with around 80% of businesses at SME size. Employment within the sector accounts for c.7,900 which is around 6% of total employment in the borough but has seen a -4% decline since 2013. Employment within the sector is highly concentrated compared to London, with an LQ of 2.9.
- **Local service sectors (includes retail, construction, motor trades and hospitality, leisure and recreation):** large and growing in both business base and employment terms with a greater concentration of both businesses and employment than London as a whole. The vast majority of businesses are SMEs (98%) and employment comprises 28% of total employment within the borough having grown by 28% since 2013 and making it the largest sector on this measure.
- **Wholesale, logistics and transport (includes wholesale, transport and warehousing and logistics):** Moderate business base with a greater concentration than London and with the majority of businesses of SME size (97%). The sector employs over 16,500 people, comprising

13% of total employment in the borough, with a small degree of concentration relative to London. Since 2013, employment in the sector has declined -8%.

- **Business and professional services (includes financial and professional services, ICT, media and creative services, business support services and other services):** A large and growing business base with slightly lower concentrations than London and with the vast majority of businesses of SME size (99%). Employment within the sector accounts for just under 32,000 people having grown by 25% since 2013 but with a substantially lower concentration relative to London.
- **Public administration, education and health (includes education, health and social care and public administration):** A small but growing business base with a similar concentration to London, and with around 95% of businesses employing less than 50 employees. Despite being a relatively small business base, it is the second largest sector in employment terms, accounting for 26% (c.33,000 employees) and having increased by 8% since 2013.

Cross-cutting sectors:

- **Digital Sector:** A moderate and growing business base, with a slightly lower concentration than London and with the vast majority of businesses of SME size (98%). The sector accounts for 4% of total employment (5,650) with a lower concentration than London and has seen a small decline (-3%) in employment levels since 2013.
- **Creative Sector:** A moderate business base that has grown by 24% since 2013

and with a slightly lower concentration than London. The vast majority of businesses within the sector are SMEs (99%) with employment at around 5,665 accounting for 4% of total employment. Employment within the sector has increased since 2013 but remains less concentrated compared to London as a whole.

- **Food Preparation and Consumption: A relatively small but growing business** base, albeit with a higher concentration relative to London. The sector accounts for around 8,750 of total employment in the borough and has increased by 45% since 2013 making it one of the fastest growing cross-cutting sectors.
- **Life Sciences:** A small sector in both employment and business terms accounting for just 1% of total employment in the borough and has a significantly lower proportion of SME size businesses (75%). The sector has seen reasonable growth in the proportion of businesses and employees since 2013 and has concentration levels on a par or slightly above London as a whole.
- **Artists:** A moderate and growing business base, with slightly lower concentration than London and with the vast majority of businesses of SME size (98%). The sector employs 3,075 accounting for 2% of total employment. Employment has grown since 2013 by 9% but it is still relatively less concentrated in the borough when compared to London
- **Knowledge Economy:** A large and growing business base but with a lower concentration than London and with the vast majority of businesses of SME size (99%). The sector employs around 16,650, having grown by 19% since 2013 and accounting for 13% of total employment within the borough but with a substantially lower concentration than London.

Appendix D- Cross-Cutting Sector Definitions

The table below has been collated to provide an overview of the economic activities associated with the cross-cutting sectors used in this research (Knowledge Economy, Digital, Creative, Artists, Food Preparation and Life Sciences). The following sources were used to define the sectors:

- Knowledge Economy: OECD
- Digital: Department for Culture, Media and Sport – Economic Estimates of DCMS Sectors
- Creative: Department for Culture, Media and Sport – Economic Estimates of DCMS Sectors
- Artists: Department for Culture, Media and Sport – Economic Estimates of DCMS Sectors
- Food Preparation: Hatch Regeneris desk-based research – identified from within the Hospitality sector
- Life Sciences: Report for the House of Commons Committee on Exiting the European Union

Knowledge Economy sector activities

18110 : Printing of newspapers
 18121 : Manufacture of printed labels
 18129 : Printing (other than printing of newspapers and printing on labels and tags) nec
 18130 : Pre-press and pre-media services
 18140 : Binding and related services
 18201 : Reproduction of sound recording
 18202 : Reproduction of video recording
 18203 : Reproduction of computer media
 26200 : Manufacture of computers and peripheral equipment
 26301 : Manufacture of telegraph and telephone apparatus and equipment
 26309 : Manufacture of communication equipment (other than telegraph and telephone apparatus and equipment)
 58110 : Book publishing
 58120 : Publishing of directories and mailing lists
 58130 : Publishing of newspapers

58141 : Publishing of learned journals
 58142 : Publishing of consumer, business and professional journals and periodicals
 58190 : Other publishing activities
 58210 : Publishing of computer games
 58290 : Other software publishing
 61100 : Wired telecommunications activities
 61200 : Wireless telecommunications activities
 61300 : Satellite telecommunications activities
 61900 : Other telecommunications activities
 62011 : Ready-made interactive leisure and entertainment software development
 62012 : Business and domestic software development
 62020 : Computer consultancy activities
 62030 : Computer facilities management activities
 62090 : Other information technology and computer service activities
 63110 : Data processing, hosting and related activities
 63120 : Web portals
 64110 : Central banking
 64191 : Banks
 64192 : Building societies
 64201 : Activities of agricultural holding companies
 64202 : Activities of production holding companies
 64203 : Activities of construction holding companies
 64204 : Activities of distribution holding companies
 64205 : Activities of financial services holding companies
 64209 : Activities of other holding companies (not including agricultural, production, construction, distribution and financial services holding companies) n.e.c
 64301 : Activities of investment trusts
 64302 : Activities of unit trusts
 64303 : Activities of venture and development capital companies
 64304 : Activities of open-ended investment

companies
64305 : Activities of property unit trusts
64306 : Activities of real estate investment trusts
64910 : Financial leasing
64921 : Credit granting by non-deposit taking finance houses and other specialist consumer credit grantors
64922 : Activities of mortgage finance companies
64929 : Other credit granting (not including credit granting by non-deposit taking finance houses and other specialist consumer credit grantors and activities of mortgage finance companies) n.e.c.
64991 : Security dealing on own account
64992 : Factoring
64999 : Other financial service activities, except insurance and pension funding, (not including security dealing on own account and factoring) n.e.c.
65110 : Life insurance
65120 : Non-life insurance
65201 : Life reinsurance
65202 : Non-life reinsurance
65300 : Pension funding
66110 : Administration of financial markets
66120 : Security and commodity contracts brokerage
66190 : Other activities auxiliary to financial services, except insurance and pension funding
66210 : Risk and damage evaluation
66220 : Activities of insurance agents and brokers
66290 : Other activities auxiliary to insurance and pension funding
66300 : Fund management activities
69101 : Barristers at law
69102 : Solicitors
69109 : Activities of patent and copyright agents; other legal activities (other than those of barristers and solicitors) nec
69201 : Accounting, and auditing activities
69202 : Bookkeeping activities
69203 : Tax consultancy
70100 : Activities of head offices
70210 : Public relations and communication activities

70221 : Financial management
70229 : Management consultancy activities (other than financial management)
71111 : Architectural activities
71112 : Urban planning and landscape architectural activities
71121 : Engineering design activities for industrial process and production
71122 : Engineering related scientific and technical consulting activities
71129 : Other engineering activities (not including engineering design for industrial process and production or engineering related scientific and technical consulting activities)
71200 : Technical testing and analysis
72110 : Research and experimental development on biotechnology
72190 : Other research and experimental development on natural sciences and engineering
72200 : Research and experimental development on social sciences and humanities
73110 : Advertising agencies
73120 : Media representation
73200 : Market research and public opinion polling
74100 : Specialised design activities
74201 : Portrait photographic activities
74202 : Other specialist photography (not including portrait photography)
74203 : Film processing
74209 : Other photographic activities (not including portrait and other specialist photography and film processing) nec
74300 : Translation and interpretation activities
74901 : Environmental consulting activities
74902 : Quantity surveying activities
74909 : Other professional, scientific and technical activities (not including environmental consultancy or quantity surveying)
82110 : Combined office administrative service activities
82190 : Photocopying, document preparation and other specialised office support activities
82200 : Activities of call centres

82301 : Activities of exhibition and fair organizers
82302 : Activities of conference organizers
82911 : Activities of collection agencies
82912 : Activities of credit bureaus
82920 : Packaging activities
82990 : Other business support service activities
nec
85410 : Post-secondary non-tertiary education
85421 : First-degree level higher education
85422 : Post-graduate level higher education
91011 : Library activities
91012 : Archive activities
91020 : Museum activities
91030 : Operation of historical sites and buildings
and similar visitor attractions
91040 : Botanical and zoological gardens and
nature reserve activities

Digital sector activities

26110 : Manufacture of electronic components
26120 : Manufacture of loaded electronic boards
26200 : Manufacture of computers and peripheral
equipment
26301 : Manufacture of telegraph and telephone
apparatus and equipment
26309 : Manufacture of communication
equipment (other than telegraph and telephone
apparatus and equipment)
26400 : Manufacture of consumer electronics
26800 : Manufacture of magnetic and optical
media
46510 : Wholesale of computers, computer
peripheral equipment and software
46520 : Wholesale of electronic and
telecommunications equipment and parts
58110 : Book publishing
58120 : Publishing of directories and mailing lists
58130 : Publishing of newspapers
58141 : Publishing of learned journals
58142 : Publishing of consumer, business and
professional journals and periodicals
58190 : Other publishing activities
58210 : Publishing of computer games
58290 : Other software publishing

59111 : Motion picture production activities
59112 : Video production activities
59113 : Television programme production
activities
59120 : Motion picture, video and television
programme post-production activities
59131 : Motion picture distribution activities
59132 : Video distribution activities
59133 : Television programme distribution
activities
59140 : Motion picture projection activities
59200 : Sound recording and music publishing
activities
60100 : Radio broadcasting
60200 : Television programming and broadcasting
activities
61100 : Wired telecommunications activities
61200 : Wireless telecommunications activities
61300 : Satellite telecommunications activities
61900 : Other telecommunications activities
62011 : Ready-made interactive leisure and
entertainment software development
62012 : Business and domestic software
development
62020 : Computer consultancy activities
62030 : Computer facilities management
activities
62090 : Other information technology and
computer service activities
63110 : Data processing, hosting and related
activities
63120 : Web portals
63910 : News agency activities
63990 : Other information service activities nec
95110 : Repair of computers and peripheral
equipment
95120 : Repair of communication equipment
26110 : Manufacture of electronic components
26120 : Manufacture of loaded electronic boards
26200 : Manufacture of computers and peripheral
equipment
26301 : Manufacture of telegraph and telephone
apparatus and equipment
26309 : Manufacture of communication

equipment (other than telegraph and telephone apparatus and equipment)
26400 : Manufacture of consumer electronics
26800 : Manufacture of magnetic and optical media
46510 : Wholesale of computers, computer peripheral equipment and software
46520 : Wholesale of electronic and telecommunications equipment and parts
58110 : Book publishing
58120 : Publishing of directories and mailing lists
58130 : Publishing of newspapers
58141 : Publishing of learned journals
58142 : Publishing of consumer, business and professional journals and periodicals
58190 : Other publishing activities
58210 : Publishing of computer games
58290 : Other software publishing
59111 : Motion picture production activities
59112 : Video production activities
59113 : Television programme production activities
59120 : Motion picture, video and television programme post-production activities
59131 : Motion picture distribution activities
59132 : Video distribution activities
59133 : Television programme distribution activities
59140 : Motion picture projection activities
59200 : Sound recording and music publishing activities
60100 : Radio broadcasting
60200 : Television programming and broadcasting activities
61100 : Wired telecommunications activities
61200 : Wireless telecommunications activities
61300 : Satellite telecommunications activities
61900 : Other telecommunications activities
62011 : Ready-made interactive leisure and entertainment software development
62012 : Business and domestic software development
62020 : Computer consultancy activities
62030 : Computer facilities management

activities
62090 : Other information technology and computer service activities
63110 : Data processing, hosting and related activities
63120 : Web portals
63910 : News agency activities
63990 : Other information service activities nec
95110 : Repair of computers and peripheral equipment
95120 : Repair of communication equipment

Creative sector activities

32120 : Manufacture of jewellery and related articles
58110 : Book publishing
58120 : Publishing of directories and mailing lists
58130 : Publishing of newspapers
58141 : Publishing of learned journals
58142 : Publishing of consumer, business and professional journals and periodicals
58190 : Other publishing activities
58210 : Publishing of computer games
58290 : Other software publishing
59111 : Motion picture production activities
59112 : Video production activities
59113 : Television programme production activities
59120 : Motion picture, video and television programme post-production activities
59131 : Motion picture distribution activities
59132 : Video distribution activities
59133 : Television programme distribution activities
59140 : Motion picture projection activities
59200 : Sound recording and music publishing activities
60100 : Radio broadcasting
60200 : Television programming and broadcasting activities
62011 : Ready-made interactive leisure and entertainment software development
62012 : Business and domestic software development

62020 : Computer consultancy activities
70210 : Public relations and communication activities
71111 : Architectural activities
71112 : Urban planning and landscape architectural activities
73110 : Advertising agencies
73120 : Media representation
74100 : Specialised design activities
74201 : Portrait photographic activities
74202 : Other specialist photography (not including portrait photography)
74203 : Film processing
74209 : Other photographic activities (not including portrait and other specialist photography and film processing) nec
74300 : Translation and interpretation activities
85520 : Cultural education
90010 : Performing arts
90020 : Support activities to performing arts
90030 : Artistic creation
90040 : Operation of arts facilities
91011 : Library activities
91012 : Archive activities
91020 : Museum activities

Artist sector activities

32120 : Manufacture of jewellery and related articles
58110 : Book publishing
58120 : Publishing of directories and mailing lists
58130 : Publishing of newspapers
58141 : Publishing of learned journals
58190 : Other publishing activities
58210 : Publishing of computer games
58290 : Other software publishing
59111 : Motion picture production activities
59112 : Video production activities
59113 : Television programme production activities
59120 : Motion picture, video and television programme post-production activities
59133 : Television programme distribution activities

59140 : Motion picture projection activities
59200 : Sound recording and music publishing activities
60100 : Radio broadcasting
60200 : Television programming and broadcasting activities
70210 : Public relations and communication activities
73110 : Advertising agencies
73120 : Media representation
74100 : Specialised design activities
74201 : Portrait photographic activities
74202 : Other specialist photography (not including portrait photography)
74203 : Film processing
74209 : Other photographic activities (not including portrait and other specialist photography and film processing) nec
85520 : Cultural education
90010 : Performing arts
90020 : Support activities to performing arts
90030 : Artistic creation
90040 : Operation of arts facilities
91020 : Museum activities

Food preparation and consumption activities

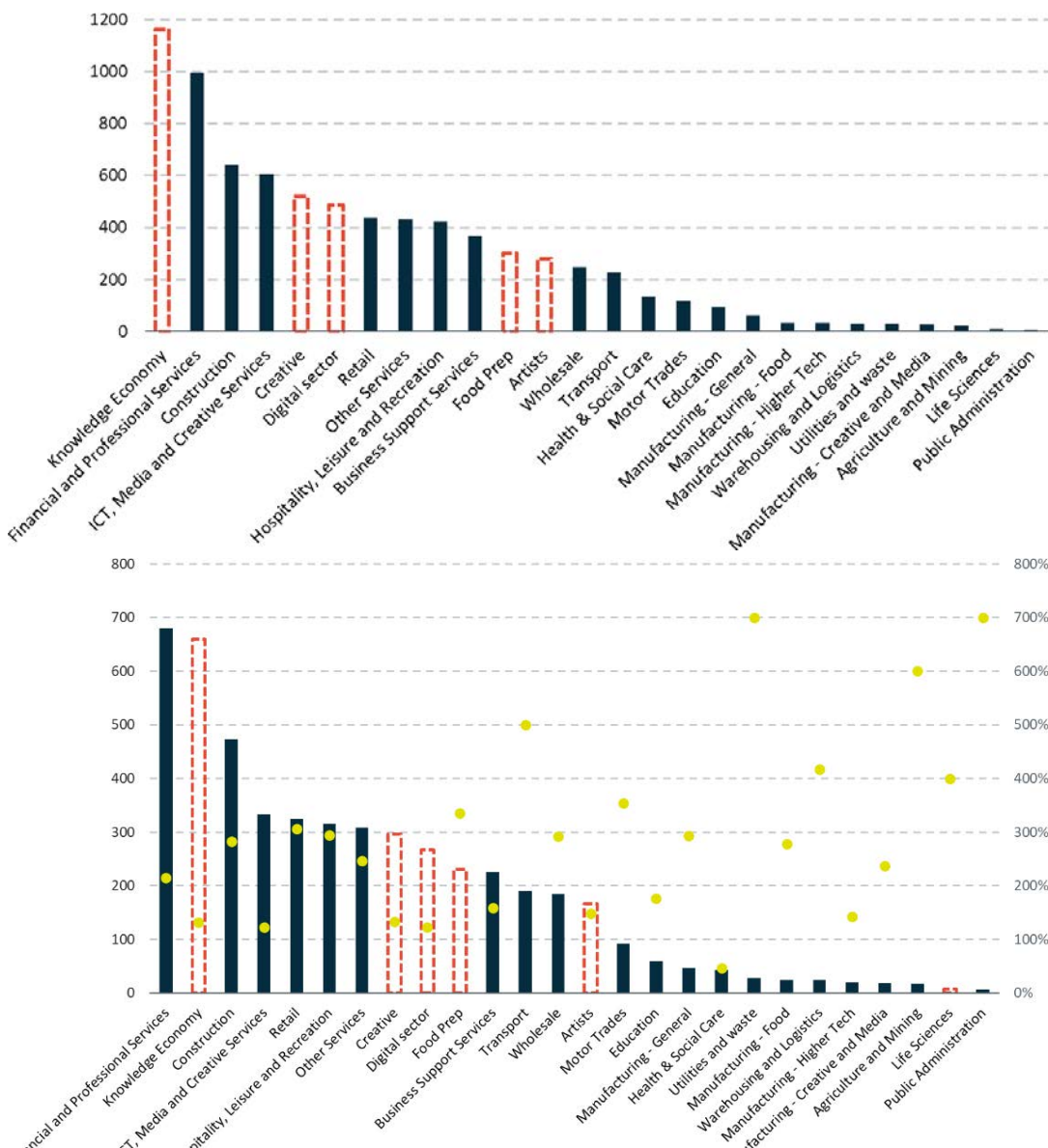
56101 : Licensed restaurants
56102 : Unlicensed restaurants and cafes
56103 : Take away food shops and mobile food stands
56210 : Event catering activities
56290 : Other food service activities

Appendix E- Prioritisation Supporting Evidence

Several pieces of supporting evidence were used to prioritise sectors (as referenced in the table on pages 58 - 61). Some of this evidence is presented below.

Top Sectors by Business Starts in Brent, 2018 (graph above)

Change in Business Starts in Brent, 2013-18 (graph below)



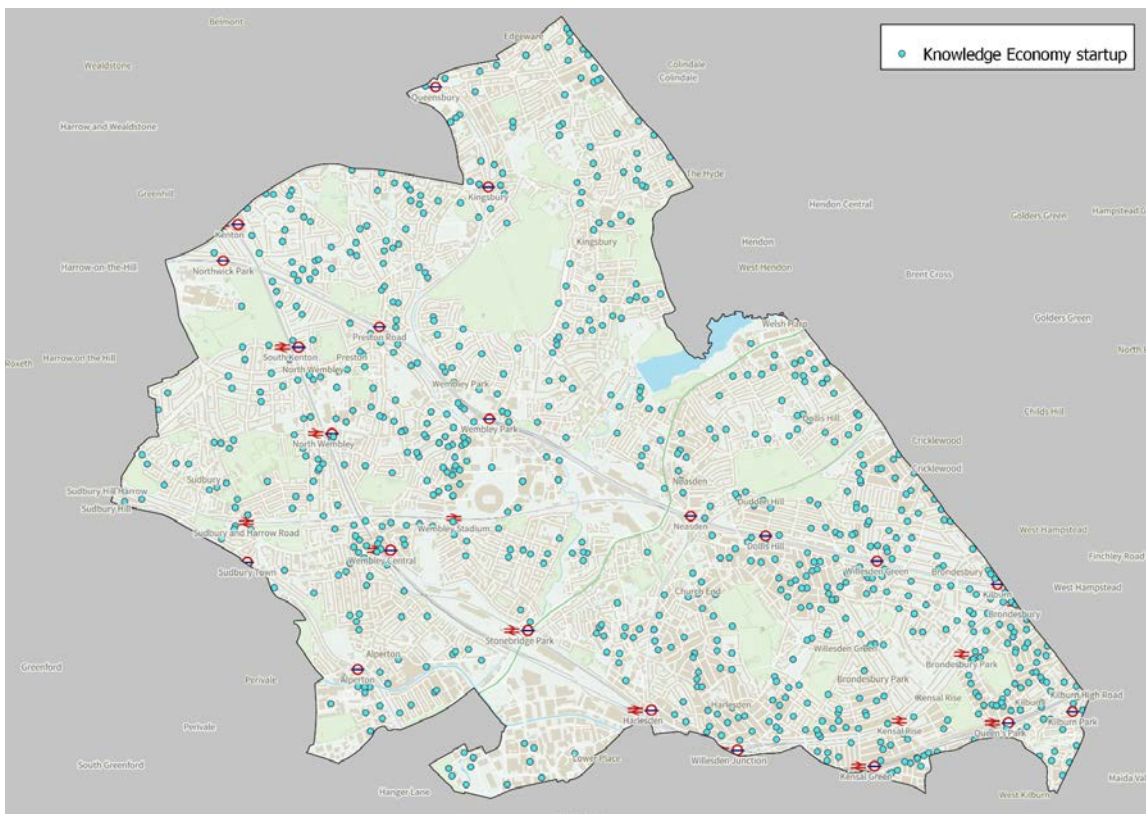
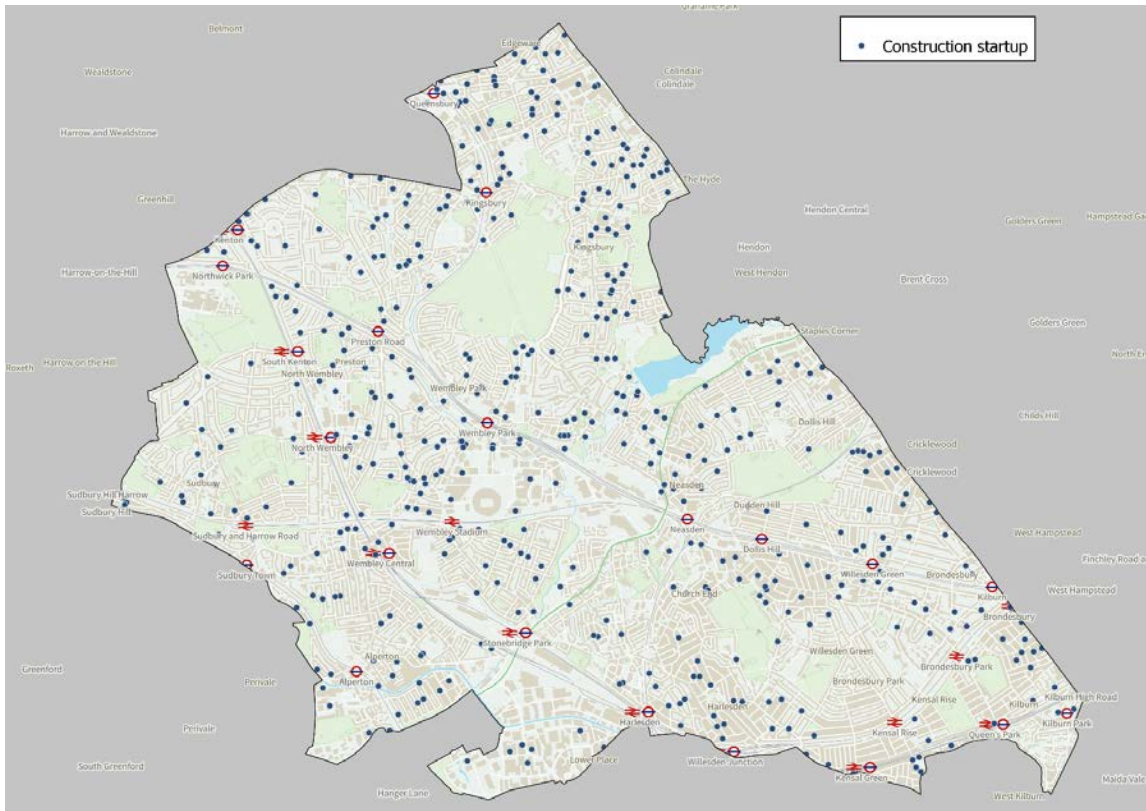
Source: Companies House

*Hatched bars show the number of new business starts since 2013 of cross-cutting sectors (left x-axis); Block bars show the number of new business starts for overarching sectors (left x-axis); Dots show the percentage increase in business starts (right x-axis).

**NB, Utilities and Waste scaled down

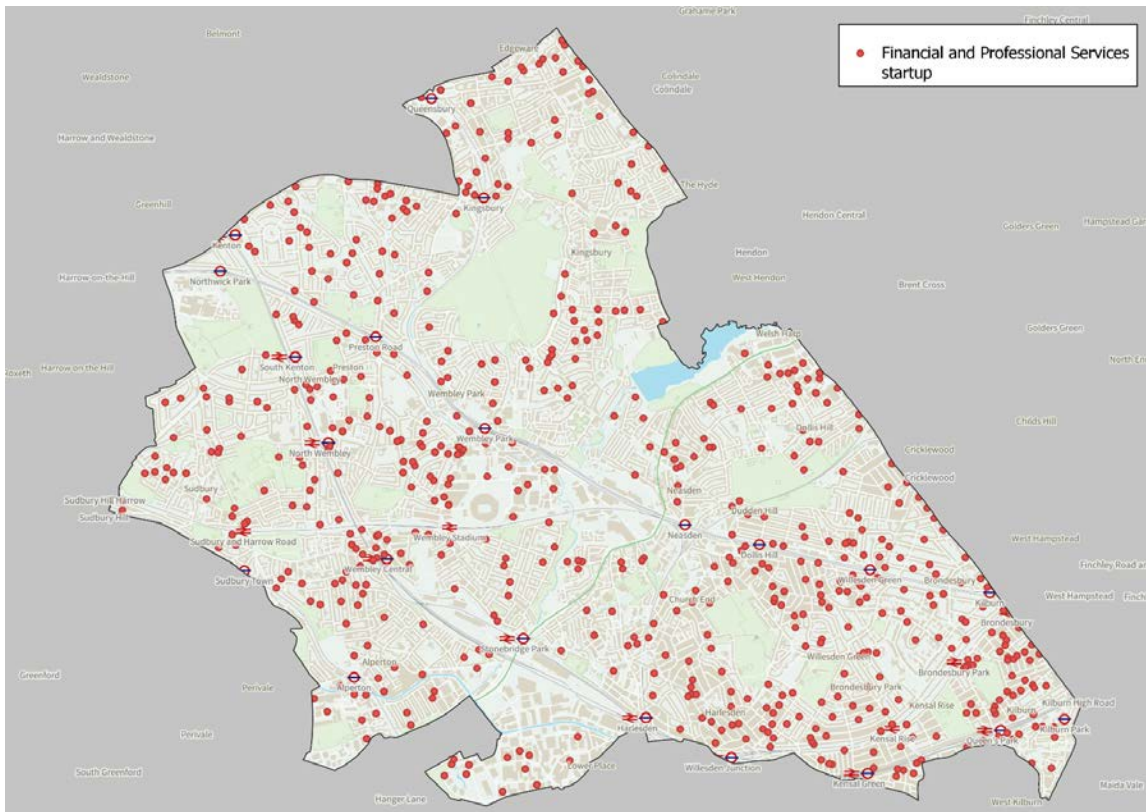
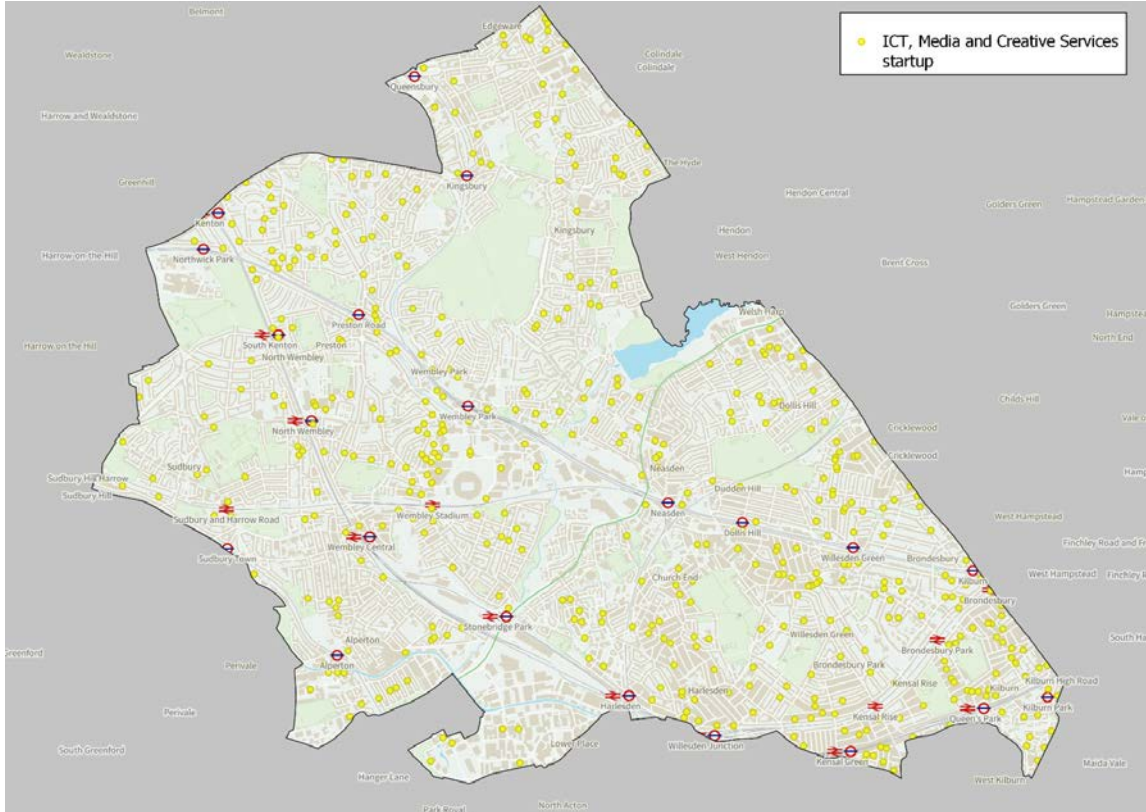


Distribution of Start-up Construction Businesses (above) and Knowledge Economy Businesses (below)



Source: Hatch Regeneris; Companies House; Contains OS data – Crown Copyright

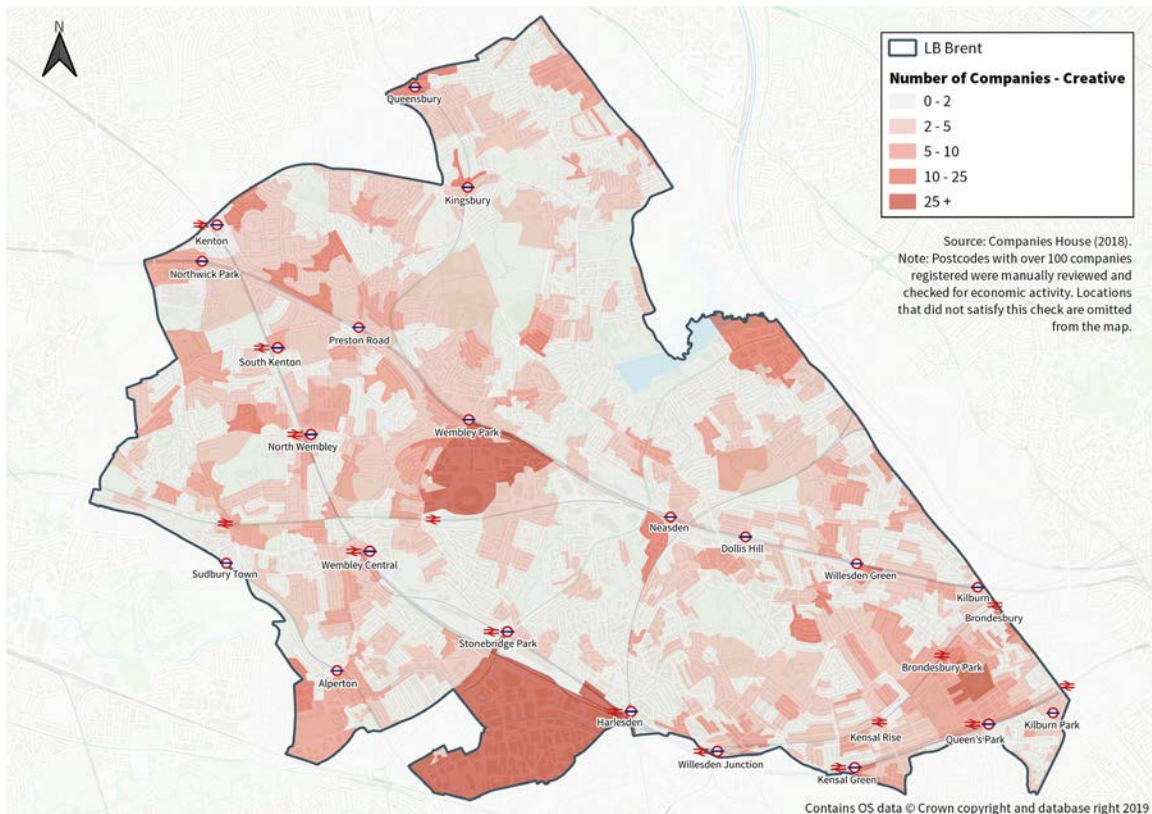
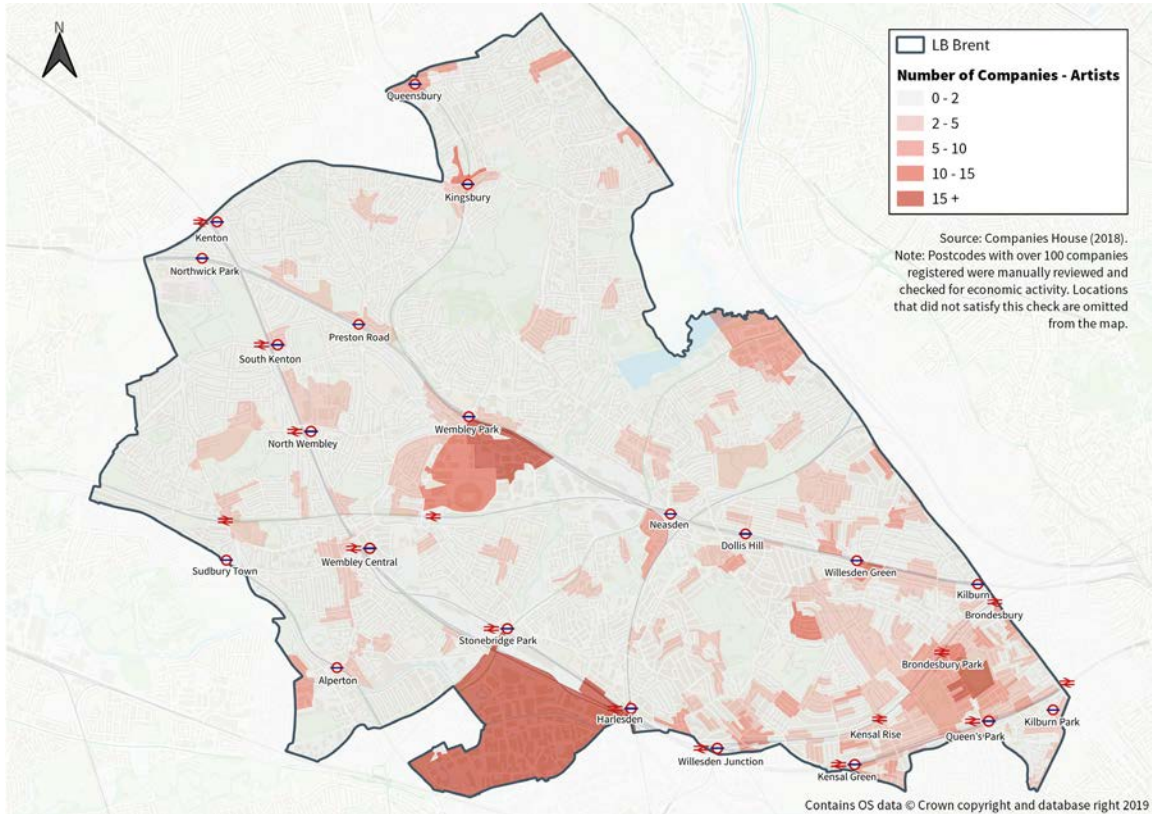
Distribution of Start-up ICT, Media and Creative Service Businesses (above) and Financial and Professional Businesses (below)



Source: Hatch Regeneris; Companies House; Contains OS data – Crown Copyright

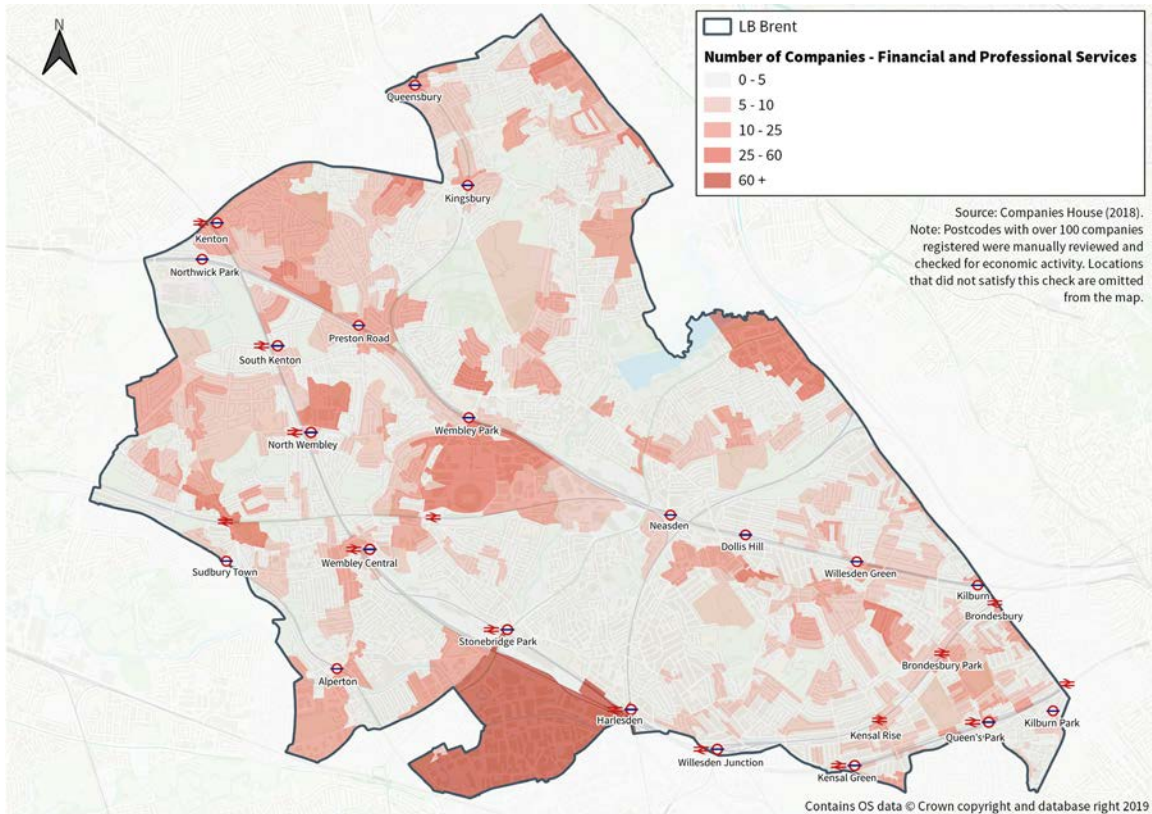
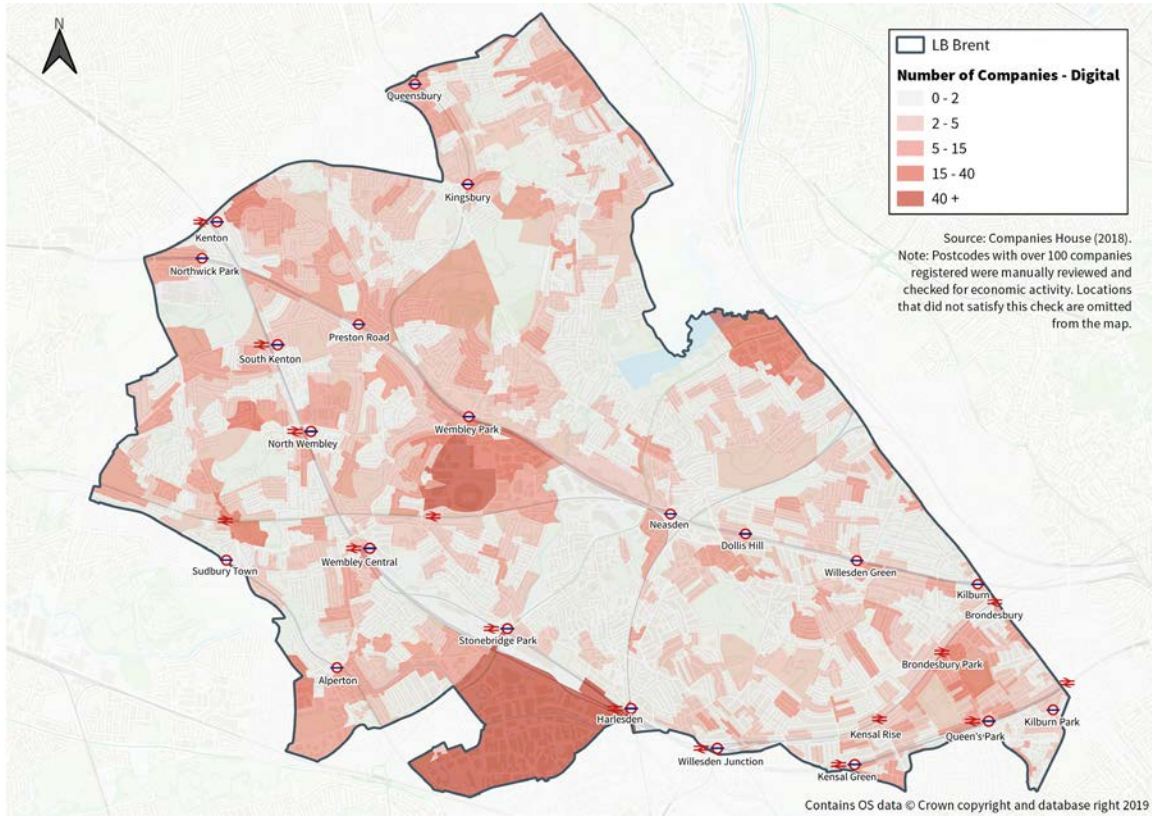


Priority Sector Maps below: for Artists OAs, Creative OAs



Source: Hatch Regeneris; Companies House; Contains OS data – Crown Copyright

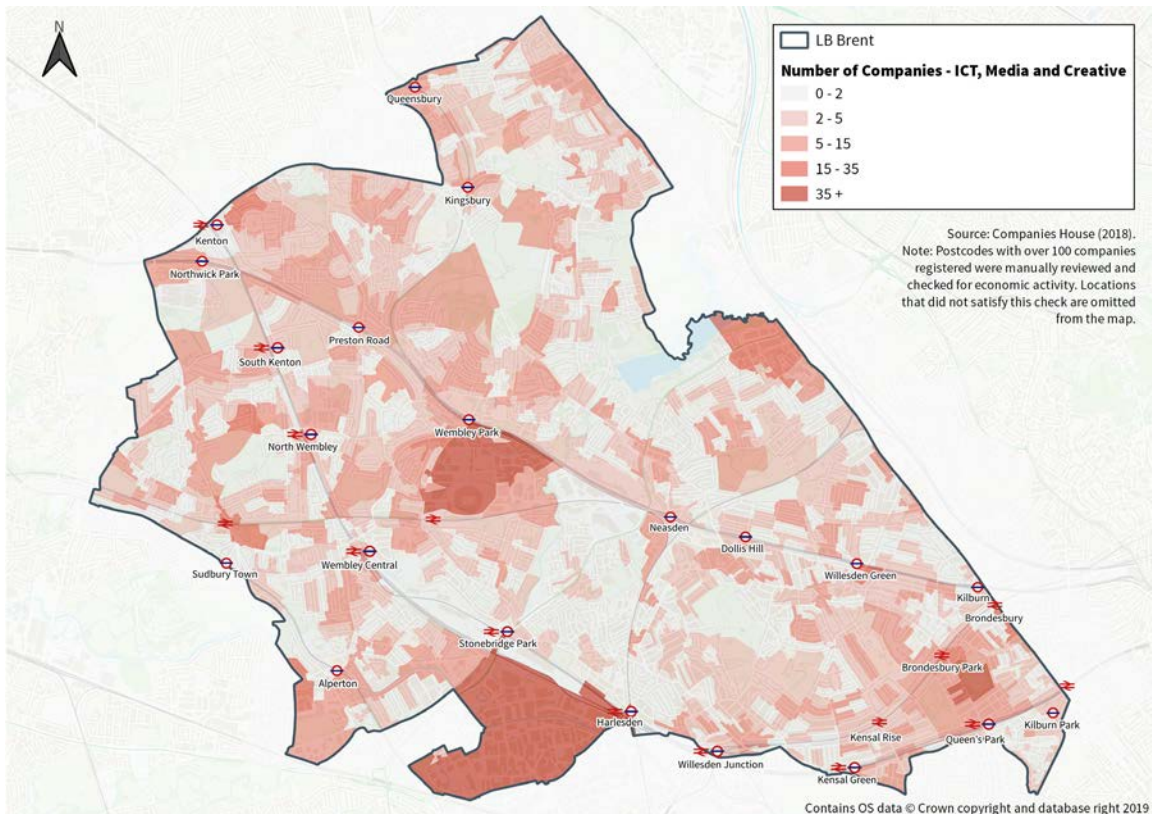
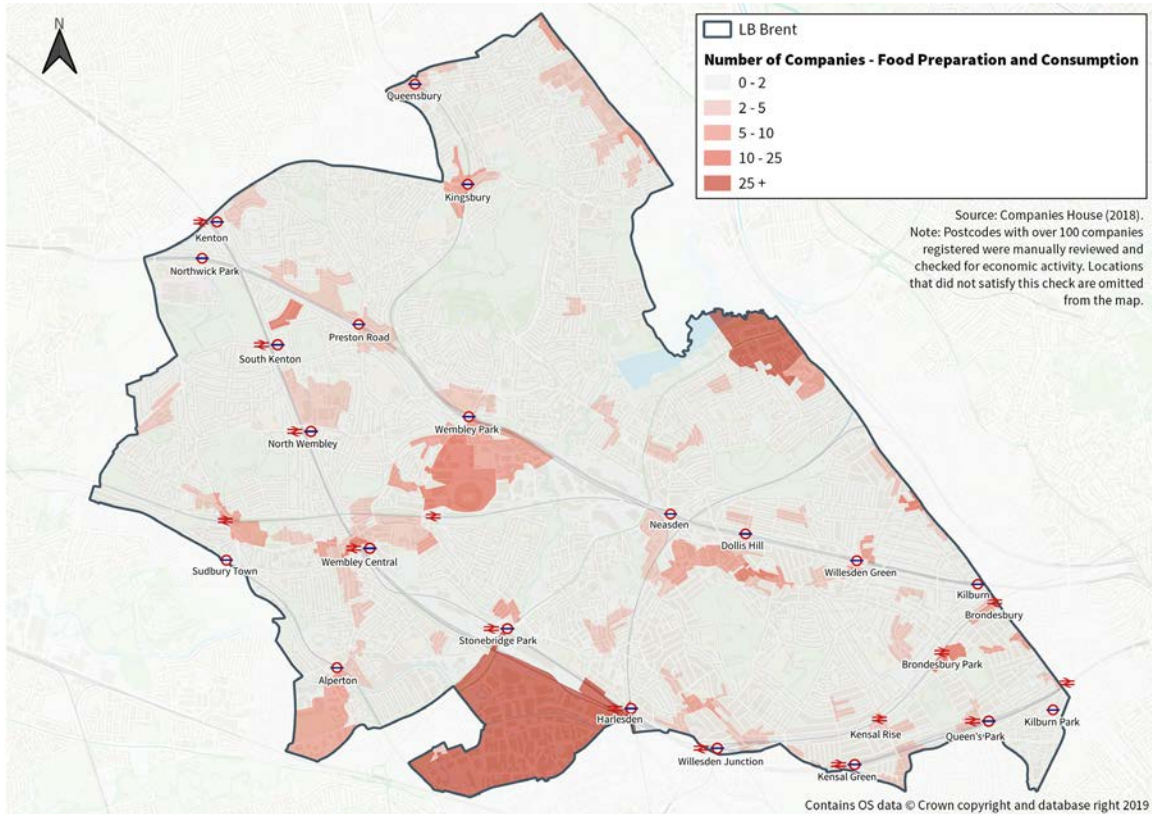
Priority Sector Maps below: for Digital OAs, Financial and Professional Services OAs



Source: Hatch Regeneris; Companies House; Contains OS data – Crown Copyright

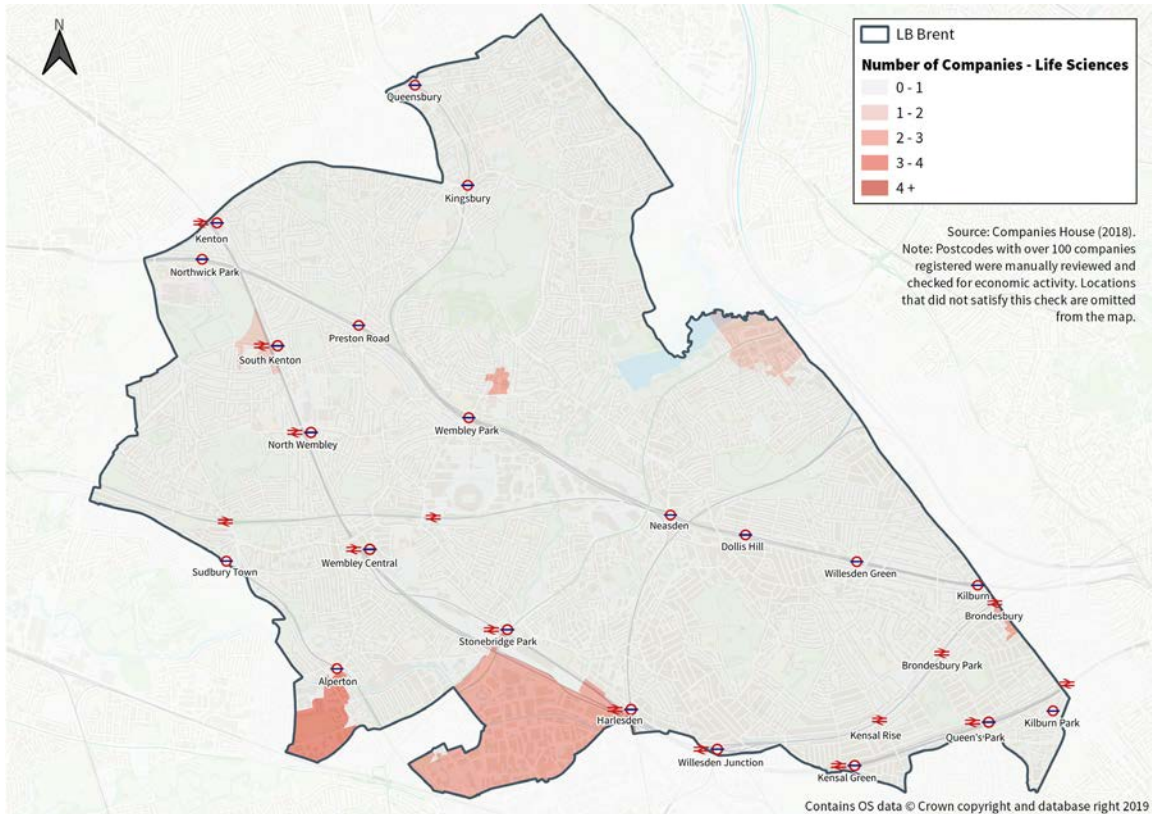
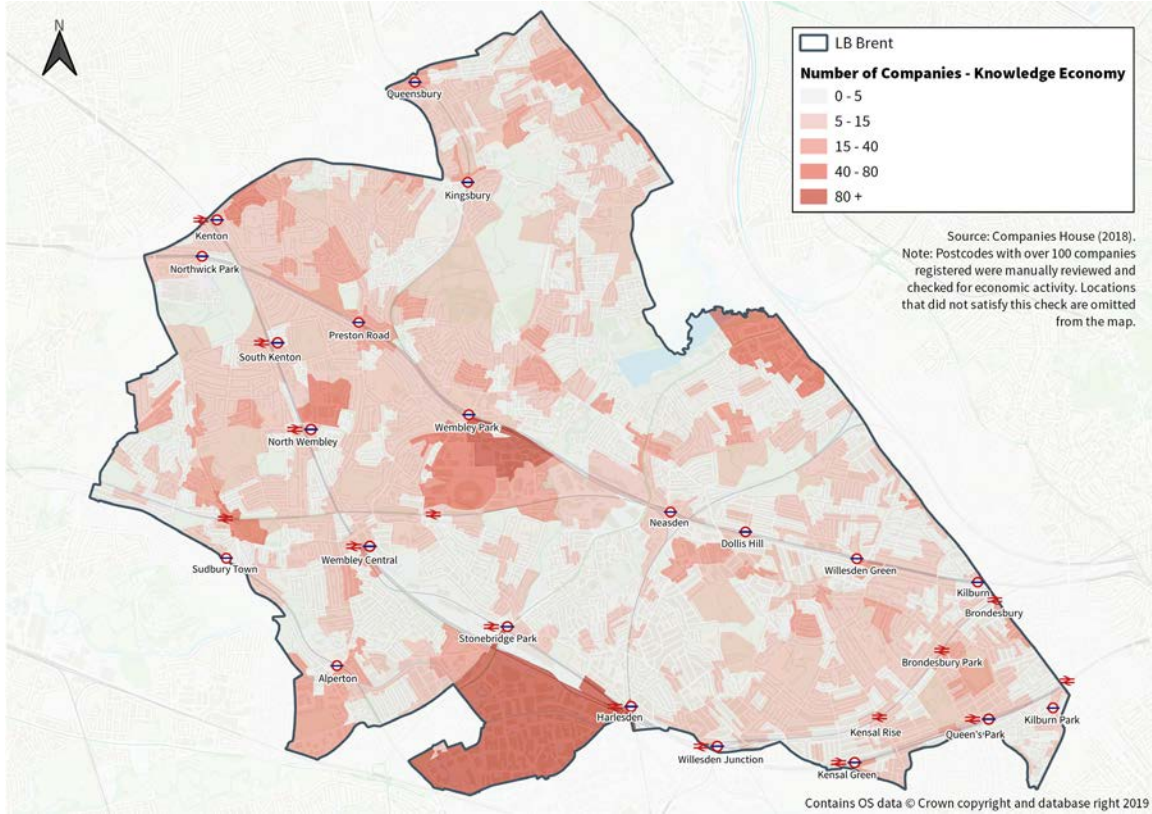


Priority Sector Maps below: for Food Preparation OAs, ICT Media Creative Services OAs



Source: Hatch Regeneris; Companies House; Contains OS data – Crown Copyright

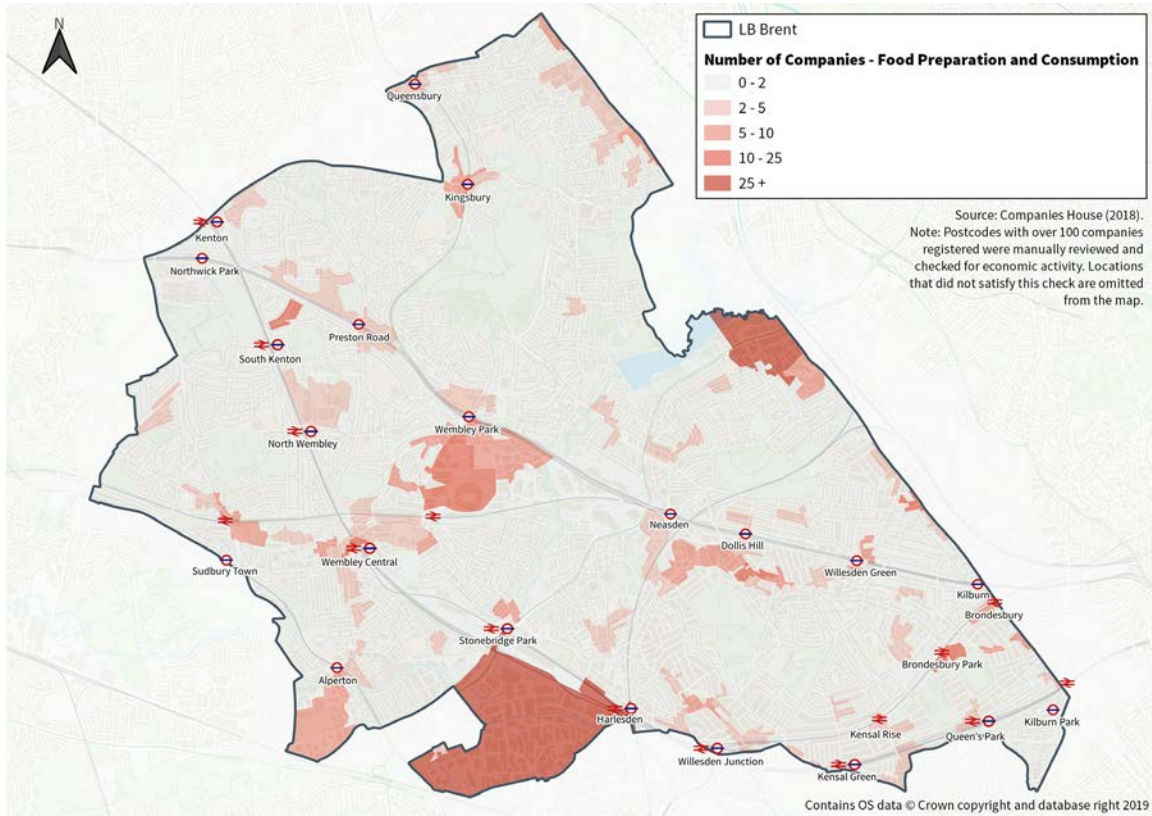
Priority Sector Maps below: for Knowledge Economy OAs, Life Sciences OAs



Source: Hatch Regeneris; Companies House; Contains OS data – Crown Copyright

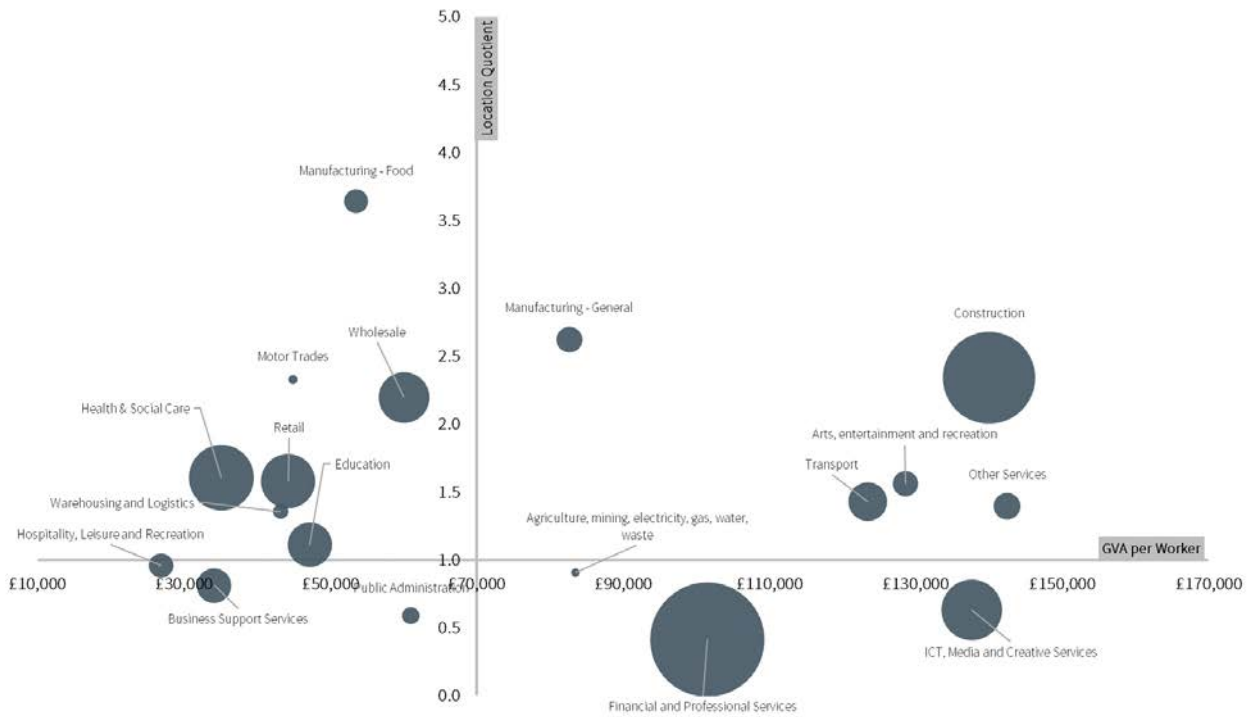


Priority Sector Maps below: for Manufacturing OAs



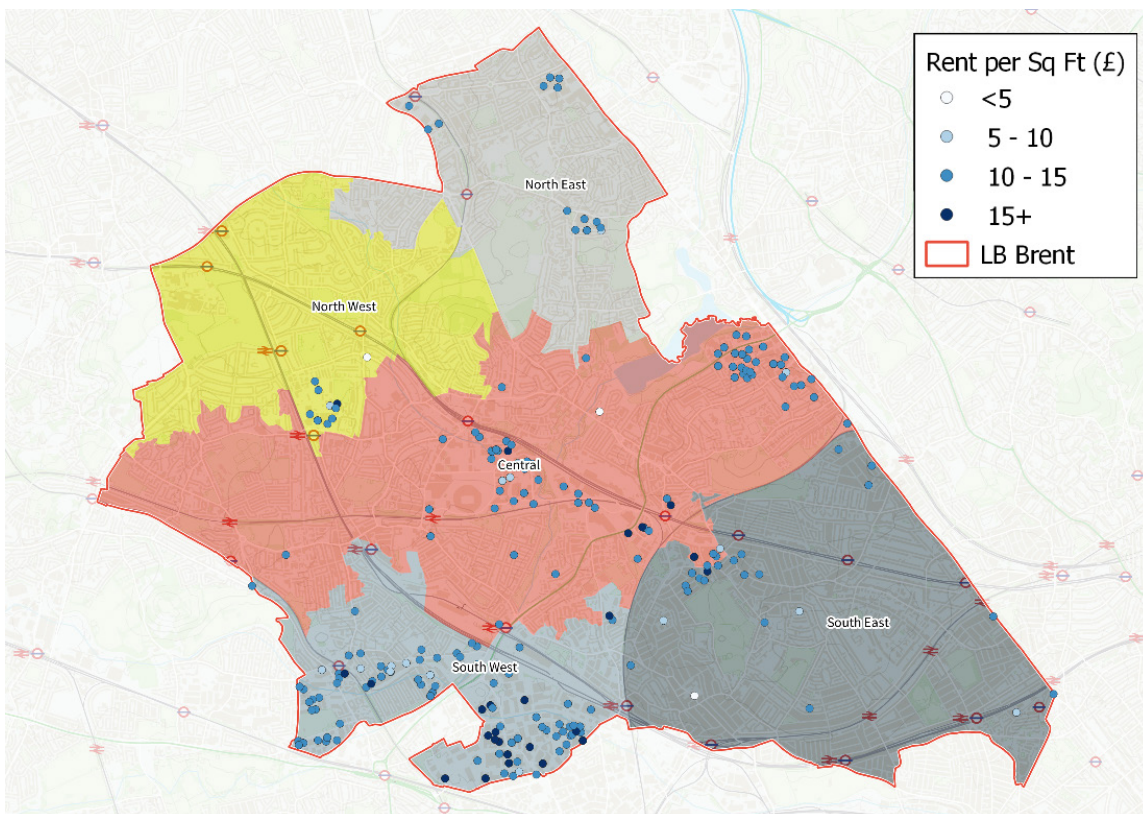
Source: Hatch Regeneris; Companies House; Contains OS data – Crown Copyright

Brent's Employment Base: Size, Concentration and GVA

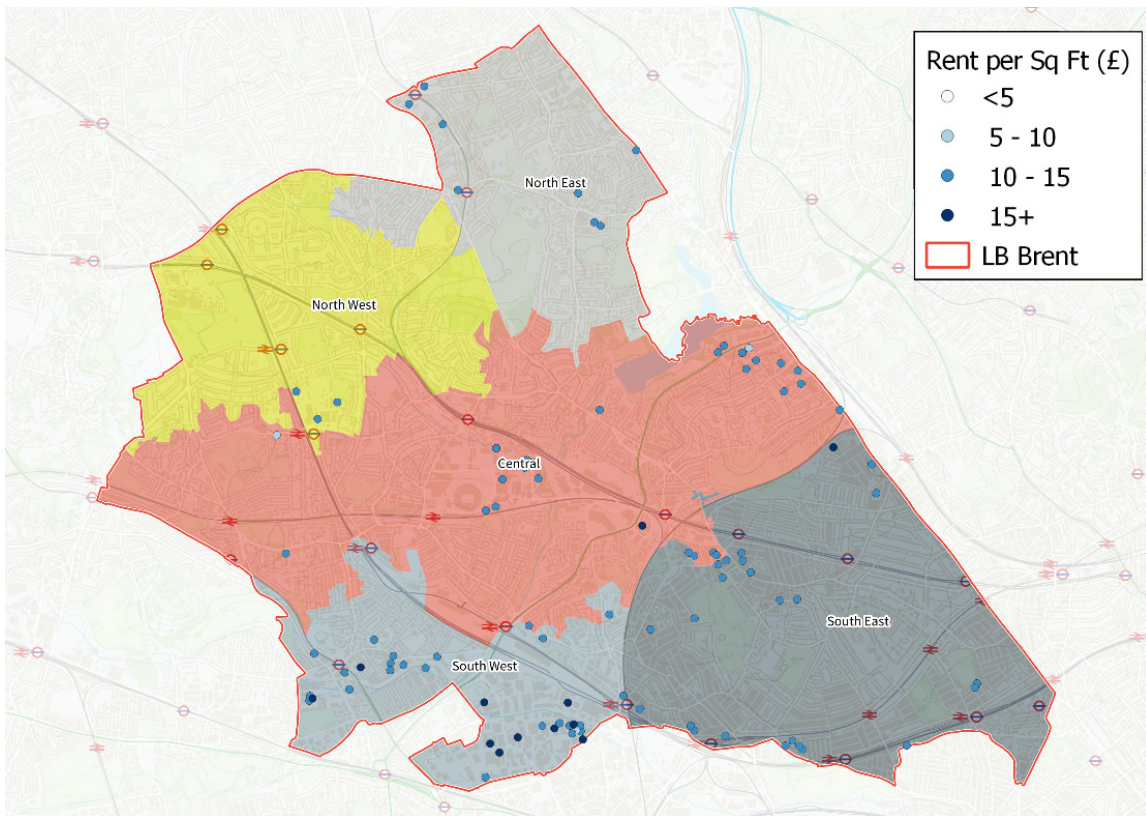


Charts illustrates the size, concentration and economic output of business sectors. The size of the bubble denotes the size of the sector in terms of employment (above) and number of businesses (below), the Y axis shows economic output and the X axis shows the level of concentration via a Location Quotient (LQ). Location quotient figures indicate the degree of a sector's specialisation relative to London – anything over 1 indicates a specialism (e.g. retail has an LQ of around 1.25 which means it is 1.25x more concentrated in the Brent economy than the London economy).

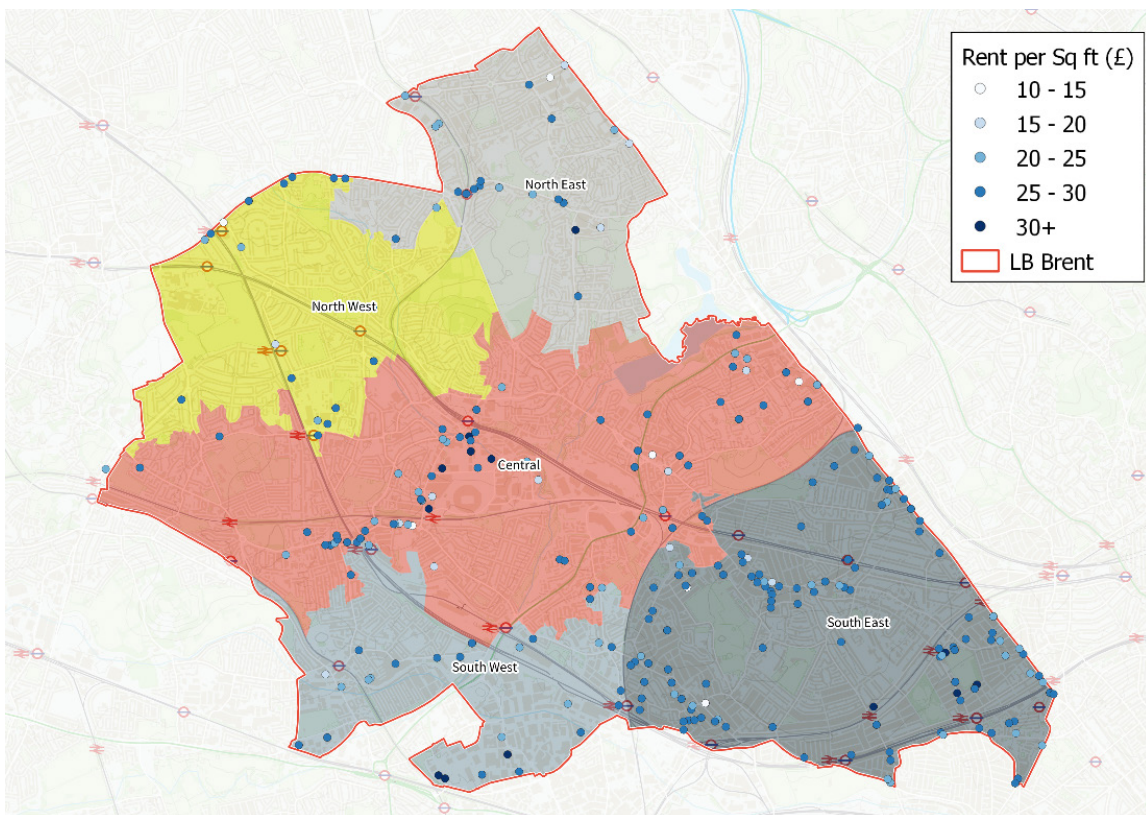
Appendix F- Bottom Up Rent Analysis



Industrial Rent/Sqft



Light Industrial Rent/Sqft



Office Rent/Sqft

Source: CoStar; Hatch Regeneris

Example of current Affordable Workspace s106 Planning Obligations

Definitions:

“Affordable Workspace Lease” means a lease of the Affordable Workspace from the Owner to an Affordable Workspace Operator (the form of which to be agreed or determined in accordance with Schedule xxx) providing for:

- a) A rental term of no less than 15 years commencing on the date of grant;
- b) Annual rent at the Affordable Workspace Operator Rent with upwards only rent reviews every five years to reflect any increase in RPI since the last review (or, in the case of the first review, since the date of grant of the Lease) but so that the level of rent remains at no greater than fifty per centum (50%) of Market Rent;
- c) A reasonable service charge calculated in accordance with the Royal Institute of Chartered Surveyors guidance on service charges in commercial property 1st Edition September 2018 or such updated version of that guidance as is issued from time to time
- d) Use of the Affordable Workspace only as offices/studios within Use Class B1 (a) and/or B1(c) of the Town and Country Planning (Use Classes) Order 1987 (as amended);
- e) A restriction preventing uses that could cause legal nuisance or are immoral (such, as by way of example and not by way of limitation, use as a needle exchange or for drug dispensation or use);
- f) The tenant to have the right to undertake internal non-structural alterations which do not affect the buildings systems only and to only undertake such alterations with the prior written consent of the landlord (such consent not to be unreasonably withheld or delayed) PROVIDED no consent shall be required for installation or use of floating partitions not fixed to the floors, ceilings or walls;
- g) The Affordable Workspace to be given back to the Owner at the end of the term of the Affordable Workspace Lease in the state and condition set out in the Affordable Workspace Specification and with vacant possession;
- h) The tenant to have a right to terminate the Affordable Workspace Lease on the fifth anniversary of the commencement date of the Affordable Workspace Lease upon not less than six months’ notice; and
- i) The lease to be inside the statutory protection

of ss.24 – 28 Landlord and Tenant Act 1954.

“Affordable Workspace Occupiers” means any qualifying resident or local business that is eligible (as determined by the Approved Affordable Workspace Plan) and in need of office accommodation at rents below Market Rents and who contribute to the economic or social wellbeing of the London Borough of Brent, to occupy the Affordable Workspace and “Affordable Workspace Occupier” shall be construed accordingly

“Affordable Workspace Operator” means:

- a) The Council; or
- b) A not for profit or charitable organisation incorporated for the provision of affordable workspace as approved by the Council in writing (such approval not to be unreasonably withheld or delayed)

“Affordable Workspace Operator Rent” means a rent charged by the Owner to an Affordable Workspace Operator to be no greater than fifty per centum (50%) of Market Rent (certified by the Independent Surveyor) subject to a cap (in respect of the initial rent payable under the first Affordable Workspace Lease granted after the date of this Deed but not otherwise) of £xxx per square foot of GIA

“Affordable Workspace Plan” means the plan prepared by the Affordable Workspace Operator relating to the use and occupation of the Affordable Workspace by Affordable Workspace Occupiers including

- a) The proposed access criteria for an Affordable Workspace Occupier
- b) The proposed Affordable Workspace Rent to be charged to an Affordable Workspace Occupier based upon evidence and analysis of local open market workspace rents and commercial viability and to be undertaken by the Affordable Workspace Operator and made available to the Council
- c) Agreement to prioritise local Brent residents in allocating space in the Affordable Workspace and target at least 50% use of the space by such
- d) The proposed lease or licence terms for Affordable Workspace Occupiers
- e) Indicative floor plans describing the proposed sub-division of the Affordable Workspace to Affordable Workspace Occupiers
- f) The proposed fit out of the Affordable

following implementation of any proposed sub-division of the Affordable Workspace

g) The methodology to support the proposed marketing strategy for the Affordable Workspace including the publications, websites or spaces that will be utilised to advertise the available space, with particular focus on advertising to and attracting Brent residents

h) Agreement to submit an annual report to the Council setting out details of:

- i. The Affordable Workspace Occupiers that have or are occupying the Affordable Workspace,
- ii. The leases or licences with the Affordable Workspace Occupiers,
- iii. The current Affordable Workspace Occupier Rent, and

Any other information or data reasonably required by the Council

i. If the space is provided as B1(a) office space, commitment to offering a minimum 40% of the space as open workspace (for fixed desks and hot desks)

ii. Agreement to reinvest any surpluses generated from any affordable workspace owned/managed in LB Brent into affordable workspace in LB Brent

iii. In addition, the Affordable Workspace Plan shall include a statement from the Affordable Workspace Operator confirming its agreement to the terms of the Affordable Workspace Plan. "Affordable Workspace Specification" is the specification relating to the provision of Affordable Workspace within the Development, which shall include at a minimum the following specifications for the Affordable Workspace:

- To be finished to a standard that will allow for immediate occupation including secure entrance(s), heating, lighting, kitchenette(s) and wc facilities
- To be fully enclosed with perimeter walls and consented windows and doors installed and secure
- The floors to be power loaded with a minimum 3.5 Kn loading capacity (2.5 + 1 Kn) but must be able to accommodate Use Class B1(a) and B1(c)
- To be mechanically or naturally ventilated depending on Planning Permission requirements and reasonable requirements by the Affordable Workspace Operator
- All statutory services are to be supplied, capped, tested and separately metered. All drainage to be installed and connected

- To be in compliance with all BREEAM 'Excellent' rating pre-qualification and post qualification testing and certification

- To comply with all relevant accessibility regulations and requirements

- Electrical supply to be 3 phase

- Accessible 24/7

"Affordable Workspace" the xx sq m (Gross Internal Area) of Use Class B(1)(a) and/or B1(c) floor space shown for identification purposes edged red and shaded pink on Plan xx, to be provided for the lifetime of the development

"Affordable Workspace Contribution" means the sum of £xxx, to be paid by the Owner in the event that paragraph xx or xx of Schedule xx apply

"Affordable Workspace Offer" is a written offer to grant the Affordable Workspace Lease

1. Approval of Affordable Workspace

Specification

1.1. The Developer covenants with the Council:

1.1.1. within 3 months of a Material Start submit an Affordable Workspace Specification to the Council for its approval in writing;

1.1.2. not to permit the Occupation of any Open Market Dwelling until the Affordable Workspace Specification has been approved in writing by the Council (or approved by an expert pursuant to clause 8 of this Deed in the event of a dispute between the Developer and the Council as to the Affordable Workspace Specification); and

1.1.3. Provide the Affordable Workspace in accordance with the Approved Affordable Workspace Specification prior to Practical Completion at the Developer's own cost.

2. Market Rent Assessment

2.1. The Developer and the Council shall agree the instruction and appointment of the Independent Surveyor (solely at the expense of the Developer) who shall be appointed jointly by them to undertake the valuation of the Affordable Workspace Operator Rent and owe both a duty of care.

2.2. The Developer shall (subject to the appointment of the Independent Surveyor) procure the Independent Surveyor's valuation of the Affordable Workspace Operator Rent as soon as reasonably practicable after a Material Start and procure updates to that valuation prior to the grant of the Affordable Workspace Lease to the Council or an Affordable Workspace Operator in accordance with the provisions of this Schedule xx.

3. Affordable Workspace Offer

3.1. No earlier than eighteen (18) months and no later than twelve (12) months prior to the anticipated Practical Completion of the Affordable Workspace the Developer shall make the Affordable Workspace Offer to the Council.

3.2. Within six (6) months of receipt of the Affordable Workspace Offer, the Council shall respond with the Council's Acceptance or the Council's Rejection.

3.3. For the avoidance of doubt, the Council's Rejection may nominate an Affordable Workspace Operator to be granted the Affordable Workspace Lease.

4. Council's Acceptance

4.1. If the Council responds to the Affordable Workspace Offer with the Council's Acceptance, the Developer and the Council shall use all reasonable endeavours to agree the form of and complete the Affordable Workspace Lease by Practical Completion of the Affordable Workspace. If the form of the Affordable Workspace Lease has not been agreed on by the parties by the date which is three months prior to the anticipated date of Practical Completion of the Affordable Workspace, the parties will refer the matter to an independent expert for determination in accordance with clause 10 to decide on a form of lease in order that the parties can enter the Affordable workspace Lease by Practical Completion of the Affordable Workspace.

5. Council's Rejection

5.1. If the Council:

5.1.1. Responds to the Affordable Workspace Offer with the Council's Rejection; or

5.1.2. Does not respond to the Affordable Workspace Offer within six months from the date the Affordable Workspace Offer is made
Then the Council and the Developer shall work together and use all reasonable endeavours to jointly search for and select an Affordable Workspace Operator to enter into the Affordable Workspace Lease prior to Practical Completion of the Affordable Workspace.

6. Affordable Workspace Lease

6.1. The Developer shall:

6.1.1. Where the Affordable Workspace Lease has not been entered into by Practical Completion of the Affordable Workspace, use its reasonable endeavours to agree the form of and complete the Affordable Workspace Lease with the Council

or with an Affordable Workspace Operator by the date, which is 2 years from Practical Completion of the Affordable Workspace;

6.1.2. Not permit the Occupation of more than 50% of the Open Market Dwellings until the Affordable Workspace Lease has been entered into, unless otherwise agreed in writing by the Council;

6.1.3. Procure that an Affordable Workspace Operator (save where the Affordable Workspace Operator is the Council) submits an Affordable Workspace Plan to the Council for its approval in writing, no later than three (3) months post Practical Completion;

6.1.4. subject to an Affordable Workspace Lease being in place, to ensure that the Affordable Workspace Lease is provided for use by Affordable Workspace Occupiers and occupied in accordance with the Approved Affordable Workspace Plan for the lifetime of the Development;

6.1.5. Ensure that on expiry or termination of any Affordable Workspace Operator Lease, for any reason, the Developer will consult with the Council, select another Affordable Workspace Operator and use reasonable endeavours to grant a further Affordable Workspace Operator Lease to an Affordable Workspace Operator who will be required to (save where the Affordable Workspace Operator is the Council) submit an Affordable Workspace Plan to the Council for its approval in writing prior to the commencement of the term of their Affordable Workspace Operator Lease.

7. Annual Report

7.1. Following the grant of an Affordable Workspace Lease, the Affordable Workspace Operator shall submit a report to the Council annually setting out details of all Affordable Workspace Occupiers, Affordable Workspace Rents charged to each Affordable Workspace Occupier and provide copies or procure that the Affordable Workspace Operator provides copies of all occupational leases, licences granted to Affordable Workspace Occupiers and any other information or data required by the Council.

8. Costs

8.1. The Developer shall pay the Council's reasonable and proper administrative and staff costs, legal fees, disbursements, surveyor's costs incurred by the Council in connection with the approval of the Affordable Workspace Specification, Affordable Workspace Plan and review of the valuation report referred to in

paragraph 2.2 of this Schedule. For the avoidance of doubt, this shall only require the Developer to pay the Council's costs in connection with the approval and review of the same in respect of the first Affordable Workspace Lease to be granted.

9. Miscellaneous

9.1. In the event of non-compliance with any part of this Schedule by the Developer, the Developer shall, upon notice from the Council, promptly take all steps reasonably necessary required by the Council to remedy the non-compliance.

9.2. If the Affordable Workspace Lease has not been granted (through no default of the Developer) by the date which is 2 years from the date of Practical Completion of the Affordable Workspace, or earlier if agreed in writing by the parties, the Developer shall within 20 Working Days pay the Affordable Workspace Contribution to the Council in lieu of providing the Affordable Workspace. On receipt of the Affordable Workspace Contribution by the Council, the provisions of this Schedule shall no longer apply to the Affordable Workspace and the Developer will be free to dispose of the Affordable Workspace on the open market., and for the avoidance of doubt the Affordable Workspace shall be free of any restriction on use other than the restriction to Use Class B1(a) and/or B1(c) imposed by the Planning Permission.

9.3. If:

9.3.1. The Developer breaches the provisions of this Schedule xx in a way that results in the Affordable Workspace not being subject to an Affordable Workspace Lease; and

9.3.2. The Developer fails to remedy such breach to the satisfaction of the Council within six (6) months of receiving a written request to do so from the Council

Then the Council may at any time between (1) the end of such six-month period and (2) the date on which the Affordable Workspace becomes subject to an Affordable Workspace Lease, serve written notice on the Developer (a "Payment Request") requiring the Developer to pay the Affordable Workspace Contribution to the Council. The Developer shall within 20 Working Days of receiving a Payment Request from the Council pay the Affordable Workspace Contribution to the Council, in lieu of providing the Affordable Workspace. On receipt of the Affordable Workspace Contribution by the Council, the provisions of this Schedule shall no longer apply to the Affordable Workspace and the Developer will be free to dispose of the Affordable Workspace

on the open market, and for the avoidance of doubt the Affordable Workspace shall be free of any restriction on use other than the restriction to Use Class B1(a)- and/or B1(c) imposed by the Planning Permission.

9.4. For the avoidance of doubt, the Developer shall have no obligation to grant an Affordable Workspace Lease at less than 50% of the Market Rent.

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Existing & Pipeline Workspace Schemes

Map of Wembley



Existing

- 1 Wembley Stadium Industrial Estate
- 2 Rubicon House
- 3 BE Office
- 4 Empire House
- 5 Second Floor Studio & Arts (SFSA)
- 6 SEIDs Hub
- 7 London Hackspace

Site Allocations

- 12 Asda/Torch/Kwikfit
- 13 College of North West London
- 14 Former Malcolm House Site
- 15 Olympic Office Centre
- 16 Fifth Way/Euro Car Parts
- 17 First Way
- 18 Southway Motors/Fourway Supplies/
Midnight Motors South Way
- 19 Land to south of South Way
- 20 Wembley High Road
- 21 Elm Road

Proposed Development

- 8 Land to east of Cecil Avenue (Wembley Housing Zone)
- 9 QED Employment Space (Phase 2)
- 10 Parkwood House
- 11 10 - 11 Watkin Road

Map of Alperton



Existing workspace

- 1 Viglen House Business Centre
- 2 ASC, 243 Ealing Road
- 3 Ajay Business Centre
- 4 Mount Pleasant
- 5 Crown House

Site Allocations

- 12 Sainsbury's Alperton
- 13 Carphone Warehouse
- 14 Sunleigh Road
- 15 Wembley Point

Proposed developments

- 6 Grand Union affordable workspace
- 7 The Generator building
- 8 Bridge Park
- 9 Abbey Industrial Estate
- 10 Alperton bus depot
- 11 Alperton House



Map of Harlesden



Page 322

Proposed Development

- 1 Morland Gardens
- 2 Design Works

Site Allocations

- 3 Harlesden Plaza
- 4 Harlesden Telephone Exchange
- 5 Harlesden Railway Generation Station
- 6 Harlesden Station Junction
- 7 Mordaunt Road



Map of Kilburn



Existing

- 1 Quadrant Business Centre
- 2 Queens Studio
- 3 The Linen House
- 4 Beethoven Centre
- 5 The Granville
- 6 Fashion Workspace

Proposed Developments

- 7 Peel Precinct

Site allocations

- 8 Kilburn Station Arches



Map of Neasden, Church End, Staples Corner and Willesden



Existing workspace

- 1 Queens Parade
- 2 Willesden Library
- 3 Create Space
- 4 The Grange
- 5 AJP Business Centre
- 6 Millenium Business Centre

Proposed development

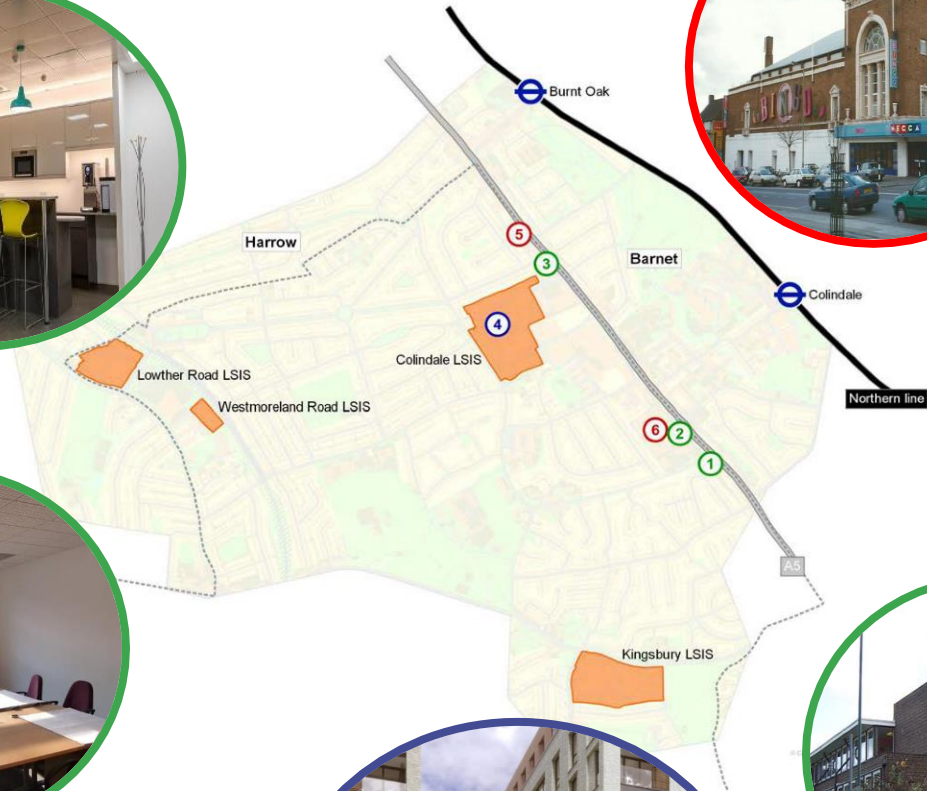
- 7 Church End Regeneration
- 8 60 Neasden Lane

Site allocation

- 9 Staples Corner Growth Area
- 10 Willesden Bus Depot
- 11 296-300 High Road, Willesden
- 12 Barry's Garage
- 13 McGovern's Yard
- 14 Chapmans and Sapcote Industrial Estate
- 15 Cobbold Industrial Estate
- 16 Asiatic Carpets
- 17 Neasden Station Growth Area



Map of Burnt Oak and Colindale



- Existing workspace
 - 1 Watling Gate
 - 2 333 Edgware Road
 - 3 Symal House
- Proposed developments
 - 4 1 - 8 Capitol Way
- Site Allocations
 - 5 Former Mecca Bingo
 - 6 Colindale Retail Park



Map of Northwick Park



- Proposed developments
 - 1 One Public Estate Regeneration



EQUALITY ANALYSIS (EA)

POLICY/PROPOSAL:	Brent's Affordable Workspace Strategy and Action Plan (2020)
DEPARTMENT:	Regeneration & Environment
TEAM:	Regeneration
LEAD OFFICER:	Gabriela Spangenthal
DATE:	15/06/2020

NB: Please ensure you have read the accompanying EA guidance and instructions

SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

Following adoption of the Inclusive Growth Strategy 2019-2040 (IGS) last year, a draft Brent Affordable Workspace Strategy and Action Plan (AWS) has been drawn up. The AWS aligns with IGS policies to develop and support businesses, curate a strategic vision for workspace, diversify our town centres (by introducing new uses to areas where others might be lost, particularly after the coronavirus pandemic), and specifically create such an affordable workspace strategy. The main focus of the report is an 8-point Action Plan that sets out tangible initiatives to be implemented immediately to influence predominantly supply side factors. These initiatives, if properly implemented, can drive an increase in the quantity and quality of affordable workspace across the borough, providing vital space and resources for local start-ups, small businesses and enterprise for recovery after the coronavirus pandemic.

2. Who may be affected by this policy or proposal?

In theory, were the AWS to be implemented, then individuals working in the borough may be affected.

AWS recommendations and initiatives could positively benefit various groups that may be affected by forecast change in the borough. Specifically, the AWS Action Plan identifies responses that could improve access to workspaces for disadvantaged groups, and in particular economically disadvantaged groups. Women are also likely to be positively impacted by the implementation of the AWS as affordable workplaces are often more accessible, flexible places of work that are more accommodating to working pregnant women (particularly self-employed women).

3. Is there relevance to equality and the council's public sector equality duty?
If your answer is no, you must provide an explanation.

Yes, there is relevance to the council’s public sector equality duty, and due regard to such is paid in drawing up this equality analysis.

The underlying principle of the AWS is the provision of inclusive, affordable workspace in the borough, for economically vulnerable individuals.

The effects of Brexit and the coronavirus are predicted to put these individuals at risk, and many of vital sectors in Brent’s economy are seen as least resilient to a recession (retail, hospitality and construction).

The “Who Needs Affordable Workspace?” chapter (p.58-81) identifies 9 priority sectors for affordable workspace (ICT, media & creative; life sciences, digital, knowledge economy; circular economy; financial & professional; food preparation & consumption; manufacturing; creative & artists), business space requirements and guidance on affordable rent levels. Data and analysis covers turnover, location, sectors across the borough; with the clear message that start-up and small businesses are under most pressure from high rents and the impacts of COVID-19. The “Where Do We Need Affordable Workspace?” chapter (p.100-127) examines high priority locations for affordable workspace in the borough (which include Wembley, Kilburn and Alperton (where rents are beyond the range of affordable benchmarks for the majority of businesses).

The AWS identifies disadvantaged sectors and areas to enable economically vulnerable groups’ access to affordable workspace, helping the council meet its Public Sector Equality Duty by ensuring growth through equal access to workspace for people living and working in the borough.

4. Please indicate with an “X” the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age		X	
Sex		X	
Race		X	
Disability		X	
Sexual orientation		X	
Gender reassignment		X	
Religion or belief		X	
Pregnancy or maternity	X		
Marriage		X	

5. Please complete **each row** of the checklist with an “X”.

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?	X	
Does the policy or proposal relate to an area with known inequalities?	X	
Would the policy or proposal change or remove services used by vulnerable groups of people?		X
Has the potential for negative equality impacts been identified with this policy or proposal?		X
If you have answered YES to ANY of the above, then proceed to section B. If you have answered NO to ALL of the above, then proceed straight to section D.		

SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

The AWS has built on research and policy development carried out by Hatch Regeneris, We Made That, PRD and Brent Council. The report aims to better define 'affordable workspace' based on supply and demand and market evidence; and analyse its significance in adding local social and economic value.

A consultation with affordable workspace providers, the GLA and the WLA was carried out to review the draft report and feedback was also incorporated.

In drawing up the AWS and Action Plan, we have consulted with Lead Member, Council Management Team and departments across the Council. Consideration has been given to the potential impacts the coronavirus and Brexit may have upon the borough.

Focus for this equality analysis is upon the AWS's action plan, as it is its implementation which would potentially impact people with protected characteristics. Analysis is high level as the policy responses and actions have not yet been implemented. If the AWS is implemented, further monitoring will have to be done to assess particular action points' impact and amend if they are not achieving desired outcomes. .

2. For each "protected characteristic" provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state "not applicable".

AGE	
Details of impacts identified	<ul style="list-style-type: none"> No obvious impact upon groups with the protected characteristics of Age is identified in this equality analysis. Were the AWS and Action Plan to be implemented, further equalities analysis is advised.
DISABILITY	

Details of impacts identified	<ul style="list-style-type: none"> No obvious impact upon groups with the protected characteristics of Disability is identified in this equality analysis. Were the AWS and Action Plan to be implemented, further equalities analysis is advised.
RACE	
Details of impacts identified	<ul style="list-style-type: none"> No obvious impact upon groups with the protected characteristics of Race is identified in this equality analysis. Were the AWS and Action Plan to be implemented, further equalities analysis is advised.
SEX	
Details of impacts identified	<ul style="list-style-type: none"> No obvious impact upon groups with the protected characteristics of Sex is identified in this equality analysis. Were the AWS and Action Plan to be implemented, further equalities analysis is advised.
SEXUAL ORIENTATION	
Details of impacts identified	<ul style="list-style-type: none"> No obvious impact upon groups with the protected characteristics of Sexual orientation is identified in this equality analysis. Were the AWS and Action Plan to be implemented, further equalities analysis is advised.
PREGANCY AND MATERNITY	
Details of impacts identified	<ul style="list-style-type: none"> The AWS and Action Plan seeks to encourage the provision of affordable, accessible, flexible workspaces in the borough that would accommodate pregnant women and mothers in Brent, particularly self-employed mothers and pregnant women. POSITIVE.
RELIGION OR BELIEF	
Details of impacts identified	<ul style="list-style-type: none"> No obvious impact upon groups with the protected characteristics of Religion or belief is identified in this equality analysis. Were the AWS and Action Plan to be implemented, further equalities analysis is advised.
GENDER REASSIGNMENT	

Details of impacts identified	<ul style="list-style-type: none"> No obvious impact upon groups with the protected characteristics of Gender Reassignment is identified in this equality analysis. Were the AWS and Action Plan to be implemented, further equalities analysis is advised.
MARRIAGE & CIVIL PARTNERSHIP	
Details of impacts identified	<ul style="list-style-type: none"> No obvious impact upon groups with the protected characteristics of Marriage & Civil Partnership is identified in this equality analysis. Were the AWS and Action Plan to be implemented, further equalities analysis is advised.

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

We carried out a consultation with 3 affordable workspace providers who are based in the borough and are on Brent's Approved Workspace Provider List. We also asked the GLA and the WLA to review the report. Feedback was incorporated into the draft report.

5. Please detail any areas identified as requiring further data or detailed analysis.

N/A

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

N/A

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

Were the AWS to be implemented, Actions 2 and 3 state the Regeneration team is to monitor affordable workspace and meanwhile operators' work. This is to ensure locals and economically disadvantaged individuals are utilising these offers and benefitting from the affordable workspace in the borough. Equally, Action 7, which would create a specific discretionary business rates relief for Affordable Workspace Operators, and successful relief applicants (against agreed criteria) would be monitored.

Further equalities analysis is advised, including whether a proportionate equalities monitoring regime to measure the scale of impacts on groups with protected characteristics is appropriate for each particular action or initiative to be implemented.

SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

Implementation of the AWS Action Plan is assessed as likely to advance equality of opportunity in the borough, with a number of positive impacts identified for socioeconomically disadvantaged groups through access to affordable workspace and business support from affordable workspace providers, as well as discretionary business rate relief and finance and grant schemes.

SECTION D – RESULT

<i>Please select one of the following options. Mark with an "X".</i>		
A	CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED	X
B	JUSTIFY AND CONTINUE THE POLICY/PROPOSAL	
C	CHANGE / ADJUST THE POLICY/PROPOSAL	
D	STOP OR ABANDON THE POLICY/PROPOSAL	

SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.


Action	Expected outcome	Officer	Completion Date

SECTION F – SIGN OFF

Please ensure this section is signed and dated.

OFFICER:	Gabriela Spangenthal, Principal Regeneration Officer
REVIEWING OFFICER:	Richard Harrington, Senior Policy Officer
HEAD OF SERVICE:	Jonathan Kay, Head of Regeneration

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	Cabinet 7 September 2020
	Report from the Strategic Director Regeneration and Environment
Proposals for a Community Infrastructure Levy (CIL) Governance Strategy	

Wards Affected:	All, excluding parts of Harlesden, Kensal Green, Stonebridge and Tokyngton where Old Oak and Park Royal Development Corporation is the Local Planning Authority
Key or Non-Key Decision	Key
Open or Part/Fully Exempt	Open
No. of Appendices:	None
Background Papers	None
Contact Officer(s):	Ciara Whelehan Spatial Planning and Transport Manager ciara.whelehan@brent.gov.uk Tel: 020 8937 6473

1 Purpose of the Report

1.1 This report suggests an approach for how the Council should manage its governance process around the spending of strategic CIL (SCIL).

1.2 It provides:

- A rationale for the need for a robust governance strategy around the spending of strategic CIL, linked to the growth trajectories set out in the draft Brent Local Plan and projects identified in the Infrastructure Delivery Plan (IDP) to support growth and related Borough Plan priorities; and
- A suggested approach to how the process could work, having regard to existing internal processes and arrangements.

2 Recommendations

2.1 That Cabinet agrees the suggested approach and arrangements for introducing a Governance Strategy for Strategic CIL as set out in section 3 of this report.

3 Detail

- 3.1 The Council has been collecting the borough's Community Infrastructure Levy (CIL) since July 2013. CIL is a levy applied to most developments granted planning permission that commence, and is for infrastructure to support the development of the area. CIL is also important in demonstrating to communities the benefits that new development can bring, including through key infrastructure projects, place-making and local improvements.
- 3.2 The emerging Brent Local Plan outlines an ambitious strategy to accommodate development in the borough to 2041. Over this time, the borough will continue to see a significant increase in its population, similar to levels seen over the last 20 years. This will require a substantial amount of new homes, jobs and associated physical and social infrastructure.
- 3.3 An Infrastructure Delivery Plan (IDP) supports the Local Plan. It sets out short, medium and longer-term infrastructure requirements to address growth needs. The IDP will be used to support the allocation of strategic CIL (SCIL) and S106 funding. It will be reviewed on a regular basis and treated as a 'live' document and will be updated as new information and evidence become available.
- 3.4 In September 2019 changes to the CIL Regulations came into effect which included a requirement for local planning authorities to publish an Annual Infrastructure Funding Statement – first of which is due before 31 December 2020 – outlining how much CIL and s106 income it has received for the previous year, what the income has been spent on and future project allocations.
- 3.5 The requirement to produce an annual Infrastructure Funding Statement presents a real opportunity for the Council to work proactively with infrastructure providers and communities, and set out in a clear and transparent manner what infrastructure has been delivered to date via CIL and s106 planning obligations, as well as identifying what future projects it intends to fund and deliver. It will also help communities understand how the level of growth outlined in the Local Plan can deliver tangible outcomes and investment in infrastructure projects such as new public realm, health, schools, transport and open space that will support long-term growth and development of the borough.
- 3.6 The Council also enters in to Section 106 agreements with developers - a mechanism which makes a development proposal acceptable in planning terms. S106 agreements are focused on site-specific mitigation of the impact of development such as securing affordable housing or requiring improvements to an access road. CIL, on the other hand, is designed to raise funds for infrastructure needed generally as a result of an increase in development in an area, and is spent on community infrastructure projects across the borough.
- 3.7 The current arrangements for agreeing SCIL spend are that when bids for capital projects are agreed via the relevant Boards, CIP and Cabinet, the project officer sets out the rationale for the project and the funding streams, in discussion with Capital Finance, prior to a report to Cabinet.

- 3.8 Whilst this is a transparent process, to date there has not been a strategy as to how SCIL should be allocated on a strategic rather than piecemeal basis.

The need to establish a Strategic CIL Governance Strategy

- 3.9 With the collection of the borough's CIL now mature and the draft Brent Local Plan at an advanced stage (submitted for examination on 17 March 2020, with hearings scheduled for September 2020) it is considered it is an appropriate time to establish a formal governance process and forward plan for the spending of the borough's Strategic CIL (SCIL). There is increasing interest, understandably, from members of the public, developers, stakeholders, e.g. the Clinical Commissioning Group and TfL and Councillors in how the Council is using SCIL to invest in infrastructure to support development, especially within the growth areas.
- 3.10 CIL receipts can be broken down into three distinctive portions – the Strategic CIL, the Neighbourhood CIL and the Administration CIL. A Mayoral CIL is also collected. This is passed on to TfL on a quarterly basis and will be used to fund Crossrail 1 (the Elizabeth Line) and Crossrail 2.

Portion	% of receipts	Process
Brent Strategic CIL	70% plus	Spend decided by the Council according to its strategic infrastructure priorities. Spend must support development in Brent, although does not have to be spent by Brent
Neighbourhood CIL	15% to neighbourhoods or 25% where a neighbourhood plan is in place	A round of bids inviting communities to suggest projects for NCIL funding
CIL Administrative Expenses Portion	Up to 5%	Spend applied to costs of administrative expenses for collection and enforcement in line with legal restrictions on the use of this funding. (NB 4% of the Mayoral CIL collected by the Council can also be retained for this purpose).

- 3.11 For the avoidance of doubt, this governance strategy focuses on the strategic element of CIL. It looks to combine what currently happens in terms of using the established boards to agree spend but introduces a more coordinated approach to developing an actual strategy for how we prioritise spend to support growth, linked to our Local Plan, IDP and capital programme, and the priorities set out in the Borough Plan, the Inclusive Growth Strategy and other council strategies.

- 3.12 Having formal governance arrangements in place for SCIL spend will:

- Ensure that CIL is monitored and managed to meet relevant legal requirements and inform the preparation of the Council's statutory Annual Infrastructure Funding Statement;
- Enable CIL to be allocated in a transparent, consistent and accountable way – in line with the Brent Local Plan, IDP and capital pipeline contributing to the delivery of the council's priorities;
- Provide a proportionate update to the IDP projects on at least an annual basis;
- Enable CIL and/or s106 expenditure and project delivery to be monitored effectively; and
- Provide transparency to residents, Members and the development industry on what CIL has been spent on.

3.13 The following steps are recommended in establishing the council's governance strategy for SCIL spend:

1. Evidence gathering and updates of plans and programmes – a process which enables the updating of the IDP projects and the council's capital pipeline (and other programmes) in a more co-ordinated and integrated way.
 - A critical stage and will help inform the process of bringing forward projects for funding in the short (1 year), medium (5 years) and long term (life of the Local Plan) linked to supporting development;
 - Internal service areas (education, housing, health, transport, parks, finance) as well as external infrastructure providers must be involved in this process;
 - Establish an Infrastructure Officer Working Group with representatives from different service areas (with buy in from chief officers) (to be chaired by the Operational Director for Regeneration, Growth and Employment) (separate terms of reference to be produced for this Group);
 - This group will help develop capacity and confidence by making the process clear and would meet on a quarterly basis; and
 - Member involvement at this stage is important – particularly portfolio holders. Service representatives on the group should keep their lead member informed.

Stage 1: Evidence gathering and updates

Workstreams:

- Local Plan growth priorities
- Capital pipeline
- External infrastructure providers
- Lead member involvement

Annual IDP
Update

Creation of an Infrastructure Officer Working Group to oversee the above updates (*external infrastructure providers could be on this Group however, it has been challenging in the past to have representation at meetings, but certainly worth considering*)

2. Prioritisation Framework - work carried out under Stage 1 will allow the Council to create a framework for prioritising infrastructure projects from the “live” IDP and capital pipeline to be taken forward as priority projects for funding through SCIL, linked to growth priorities.

To prioritise projects for SCIL funding that would inform an overall strategy for spend the following criteria are suggested (this process would be overseen by the Infrastructure Officer Working Group):

- **Priority driven:** they must strike an appropriate balance between strategic and more locally based placemaking infrastructure to support the development of Brent and help address the demands that this will place on an area;
- **Delivery focused:** insofar as the infrastructure is ‘critical’, ‘necessary’ or ‘desirable’ in supporting development. The right infrastructure must be provided at the right time and in the right place - short (1 year), medium (5 years) and long term (life of the Local Plan);
- **Service Area and Partner priorities:** have regard for priorities from education, health, transport, open space. Partners will include those providing social infrastructure (e.g. health and care) as well as physical (e.g. high-speed fibre and utilities). Proposals must show how they support development and deliver benefits and outcomes for residents as well as the priorities of the Borough Plan;
- **Forward looking:** ensure where necessary that there is ongoing funding available for future management and maintenance of the facility without being dependant on further CIL funding other than in exceptional circumstances;
- **Cost effective:** proposals must look for opportunities to maximise the scope for using CIL to lever in other resources and minimise long term demands on resources; and
- **Local Plan led:** proposals must address the principles and policies set out in the Brent Local Plan, supporting IDP and capital programme. These could include the need to deliver new health and education

facilities in our Growth Areas, a contribution towards the West London Orbital to help unlock growth in Neasden and Staples Corner, A5 Corridor improvements to improve connectivity and attract future investment.

Stage 2: Prioritisation Framework



3. Allocation of SCIL – the established monthly Capital Investment Panel (CIP) to have responsibility for considering all SCIL proposals and approving their in principle allocation (based on the work carried out by the Infrastructure Working Group under Stage 2).
 - If appropriate, proposals to be agreed by the relevant programme Boards;
 - Each service area project manager/Head of Service presents their bids to CIP by completing a CIP template;
 - The proposal must link back to the prioritisation framework, indicate early discussion/agreement with their cabinet member/Head of Service, how it fits with the Local Plan, IDP, project costs, future milestones for delivery (all to be set out in CIP template);
 - SCIL funding will not be granted for proposals that are seeking to remedy failing infrastructure (e.g. repairs to potholes or cracked pavements) as this is not allowed by legislation. However, a balanced judgement will need to be exercised where it is necessary to facilitate growth and/or overcome obstacles to successful development. For example, new public realm initiatives may be important to ensure a more complete regeneration takes place;
 - Projects that are currently on the pipeline (but may not have had funding allocated) or those that may need additional funding will be considered and checked at CIP;

- Capital Investment Panel to be responsible for making recommendations on the allocation of SCIL funding;
 - Director of Finance be given delegated authority to approve spend up to £250,000 SCIL in consultation with CIP Panel; and
 - Proposals (above £250,000) will then progress through the necessary checks at Capital Programme Board, CMT, PCG and then Cabinet for final approval. Cabinet should maintain final approval, however, in exceptional circumstances due to unforeseen time pressures, delegated authority should be given to the Strategic Director of Regeneration and Environment, in consultation with the Lead Member to speed up decisions.
4. Ongoing monitoring – to ensure monitoring of expenditure and income collected is carried out in a more efficient way.
- CIP to receive on a monthly basis a record of CIL expenditure for the previous quarter month and for that financial year (to be produced by the Infrastructure Planning team and Oracle reports to be produced by Finance);
 - Decisions taken at Cabinet, CMT and PCG must be fed back to the Infrastructure Planning team to ensure robust monitoring of decision and expenditure is recorded which will inform production of the Annual Infrastructure Funding Statement;
 - On completion of projects the IDP to be updated as part of Stage 1 outlined above;
 - A project tracker to be presented to Capital Programme Board on a quarterly basis setting out decisions, project delivery completions; and
 - The same project tracker to be reported to the Cabinet Member for Regeneration, Property and Planning on a quarterly basis.
- 3.14 The process outlined above aims to combine what is currently happening in terms of using the established boards to formalise decisions on SCIL funding, but more importantly, it ensures the strategy in place for spending SCIL is developed and linked to support the growth ambitions of the Local Plan, the IDP and capital programme.
- 3.15 The process will seek approval of short-term priorities and ideally medium projects, the latter to be reviewed in annual updates to the IDP, capital programme and other service area programmes.

Infrastructure delivery in Brent

- 3.16 The delivery of infrastructure is a corporate priority. The Council is committed to taking a positive partnership approach to ensure that the necessary services and community facilities are provided and that regeneration is inclusive and

benefits both existing and new communities. This is a key priority identified in the Borough Plan, the Local Plan and supporting Infrastructure Delivery Plan (IDP).

- 3.17 It is important to highlight that although a significant amount of SCIL has been collected (with a proportion of it allocated to projects as outlined in para 5.2) over the past couple of years, the Council has nevertheless secured a significant amount of infrastructure investment through other mechanisms. These include planning consents, infrastructure provided within developments and funding for infrastructure secured via s106 legal agreements. Community infrastructure has also been secured through work that has been undertaken with partners such as the Department for Education and TfL.
- 3.18 Examples of some of the projects delivered or committed to from both s106 and CIL receipts include the following:
- A contribution towards the redevelopment and 2FE expansion of Alperton Community School;
 - Preston Park Primary School expansion;
 - King Edward VII Park Improvements;
 - Refurbishment of Barham Park Play Area;
 - Kingsbury Town Centre improvements;
 - Affordable housing delivery in Wembley & Alperton Housing Zones;
 - Wembley Hill Road junction improvement scheme;
 - TFL general Bus Improvements Project;
 - More than £350,000 towards affordable workspace in Alperton area; and
 - 201 projects (such as parks & open spaces, town centre improvements, community library initiatives, tree planting, employment and public realm) have been awarded Neighbourhood CIL monies, totalling a value of £12m.
- 3.19 The Council will continue to focus the spending of CIL and s106 receipts on essential infrastructure to support the level of growth outlined in the Local Plan. It will do this jointly with partners through effective and ongoing engagement ensuring key infrastructure is delivered at the right time and in the right place to support growth and development.
- 3.20 Whilst the IDP sits alongside the Local Plan in setting out a comprehensive growth strategy – the Infrastructure Funding Statement will be an annual report communicating how the Council and its partners are actively planning, monitoring and reporting on (planned and actual) spend and delivery of key infrastructure. The Statement will reference upcoming spend, which will be reported to Cabinet every December. As this is supported by a rational governance structure, as outlined above, it will ensure live reporting and

engagement with communities, members and the development industry on what infrastructure is needed and when, in an open and transparent way.

Next steps and implementation

- 3.21 Should Cabinet endorse the SCIL governance approach, officers will implement arrangements as outlined above.
- 3.22 As per the amended CIL Regulations, the first annual Infrastructure Funding Statement will be produced by 31 December 2020.

4 Alternative Options Considered

- 4.1 The requirement to produce an Annual Infrastructure Funding Statement (as per the amended CIL regulations in 2019) alongside the amount of CIL collected to date and the fact that the draft Local Plan has been submitted for examination all provide a sound basis for the establishment of a formal governance process and forward plan for the spending of the borough's SCIL.
- 4.2 A formal governance strategy will enable robust, transparent and consistent decisions to be made about what the council should spend SCIL on – in line with the Brent Local Plan, IDP and capital pipeline, contributing to the delivery of the council's priorities.
- 4.3 Not having a governance strategy in place will prevent us from producing the Annual Infrastructure Funding Statement in line with CIL regulations.
- 4.4 For these reasons, no alternative options have been considered.

5 Financial Implications

- 5.1 As of 31 March 2020, approximately £44m of SCIL receipts have been allocated/committed towards schemes within the existing capital programme and pipeline. There is £47m of unallocated SCIL receipts.
- 5.2 The committed funding includes expenditure on:
- Olympic Way public realm improvements;
 - Park Royal Liveable Neighbourhood;
 - To the CCG for contribution towards the fit out of 3 medical centres (South Kilburn);
 - Morland Gardens (adult education establishment); and
 - A contribution to works at College of North West London (CNWL).

6 Legal Implications

- 6.1 The CIL Regulations (as amended, 2019) require local planning authorities to produce an Annual Infrastructure Funding Statement, the first of which must be produced by 31 December 2020. It will include:

- The total value of CIL set out in all demand notices issued in the reported year
- The total amount of CIL receipts for the reported year
- The total amount of CIL receipts, collected by the authority before the reported year but which have not been allocated
- The total amount of CIL receipts, collected by the authority before the reported year and which have been allocated in the reported year
- The total amount of CIL expenditure for the reported year
- The total amount of CIL receipts, whenever collected, which were allocated but not spent during the reported year.

6.2 In relation to CIL expenditure for the reported year, summary details of:

- i. the items of infrastructure on which CIL (including land payments) has been spent, and the amount of CIL spent on each item;
- ii. the amount of CIL spent on repaying money borrowed, including any interest, with details of the items of infrastructure which that money was used to provide (wholly or in part); and
- iii. the amount of CIL spent on administrative expenses pursuant to regulation 61, and that amount expressed as a percentage of CIL collected in that year in accordance with that regulation.

6.3 In relation to CIL receipts, whenever collected, which were allocated but not spent during the reported year, summary details of the items of infrastructure on which CIL (including land payments) has been allocated, and the amount of CIL allocated to each item.

6.4 The Statement must address CIL collection and spend, infrastructure projects and S106 collection and spend. This governance strategy supports the CIL spend and infrastructure priorities.

7 Equality Implications

7.1 The SCIL Governance Strategy will ensure a more robust, credible and accountable process is in place to prioritise infrastructure projects for SCIL funding. The infrastructure projects have been established as part of the evidence work to support the draft Local Plan which has been subject to Equality Impact Assessment. This has informed the policies and projects including analysis of potential alternatives, to seek to reduce adverse impacts and wherever possible improve the outcomes for those with protected characteristics and the social, economic and environmental outcomes of the Plan.

8 Any Other Implications (HR, Property, Environmental Sustainability - where necessary)

8.1 No implications at this stage.

9 Proposed Consultation with Ward Members and Stakeholders


- 9.1 Early and regular engagement with the Cabinet Member for Regeneration, Property & Planning and other portfolio members via Senior Leadership Group is critical to inform the annual updates of the key infrastructure projects. By ensuring project managers have had prior approval/check in with the relevant portfolio holder before presenting their proposals for SCIL funding to the Capital Investment Panel will also result in member support and buy in.
- 9.2 Quarterly reporting on projects as well as CIL expenditure and income will provide robust updates to Cabinet Member for Regeneration Property & Planning providing clear links back to decisions, which in turn help to deliver priorities and objectives of the Brent Local Plan.

Report sign off:

ALAN LUNT

Strategic Director of Regeneration and Environment

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 Brent	Cabinet 7th September 2020
	Report from the Strategic Director of Regeneration and Environment
Highways Carriageway Scheme Programme 2020-21	

Wards Affected:	All
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt:	Open
Appendices:	Appendix 1: Highways Maintenance Programme Completed in 2019/20 Appendix 2: Highways Maintenance Programme 2020/21 Appendix 3: Ward Abbreviations
Background Papers:	None
Contact Officer(s):	Jonathan Westell Highways Contracts & Delivery Manager jonathan.Westell@brent.gov.uk Tel: 020 8937 3660 Tony Kennedy Head of Service, Highways & Infrastructure tony.kennedy@brent.gov.uk Tel: 020 8937 5151 Chris Whyte Operational Director, Environmental Services chris.whyte@brent.gov.uk Tel: 020 8937 5342

1.0 Purpose of the Report

1.1 To approve the Highways Carriageway Scheme Programme for 2020-21.

2.0 Recommendations

2.1 That Cabinet approves the proposed Highways Carriageway Scheme Programme 2020-21 as detailed in Appendix B.

3.0 Detail

3.1 Summary

- 3.1.1 In 2019/20 £3.5m of Brent Capital has been spent improving the condition of Brent's roads and highway structures, including resurfacing of around 7.0 miles of road. This equates to about 2.2 % of the road network.
- 3.1.2 Normally the £3.5m annual figure of Brent Capital is used for the maintenance of carriageways, highway structures and footways. As the footways are the subject of their own £20m major investment programme which is in progress, as was done in 2019/20 it is proposed for 2020/21 to allocate the whole of the £3.5m Brent highways capital to maintain carriageways and highway structures. A total of £500k will be allocated to highways structures with the remaining budget allocated to carriageways. This will have the additional benefit of increasing the amount of planned carriageway repairs whilst delivering planned footway works through the major investment programme.
- 3.1.3 In previous years, in addition to £3.5m of Brent capital, TfL would add funding for Principal Road (A-road) improvements. Historically this would represent a budget of around £900,000 for resurfacing PRN routes. However, in November 2017 TfL published details of their new five-year Business Plan and between 2018/19 and 2019/20 investment in proactive planned renewals on both the Borough Principal Road Network (BPRN) and TfL Road Network (TLRN) was "paused", with only very limited funding available across London. Brent received no funding in 2018/19. As in 2018/19, the LIP's BPRN Roads funding for Boroughs in 2019/20 was still at the minimal level. Although Brent submitted applications for 2 schemes for 2019/20, no funding was forthcoming. As carriageway surface condition on Bridge Road and East Lane (Harroldene Road to Oldborough Road) became critical, these sections of the Principal Road Network were resurfaced from Brent Capital Funding.
- 3.1.4 In 2020/21, it has been confirmed that Brent has received TfL funding of £239,000 to resurface Willesden Lane (Sidmouth Road to Coverdale Road)
- 3.1.5 This report sets out recommendations for how Brent's base £3.5m capital budget should be allocated during 2020/21 through prioritised programmes of:
- Major Road resurfacing;
 - Preventative maintenance
 - Carriageway Injection patching
 - Improvements to Highway Structures
 - Improvements to the public realm, and
 - Renewal of Road Markings
- 3.1.5 This programme will be delivered using Brent's Highway Asset Management Planning (HAMP) approach, which provides a systematic long term methodology for maintaining the borough's highways. The HAMP approach, which was started in 2014/15, delivers better value for money through adoption of a sensible and forward thinking maintenance plan. Additional preventative maintenance programming is being proposed, using injection patching on roads, and is being considered in the form of thin surfacing for existing asphalt pavements.

3.2 Last Year's Highways Maintenance Investment 2019/20

- 3.2.1 In 2019/20 Brent's annual highways maintenance investment programme consisted of Brent capital funding only, with no allocation from TfL from LIP funding.

3.2.2 By 31st March 2020, approximately £3.5m was spent on maintaining Brent's carriageways and highway structures funded from Brent capital. Appendix A provides details of the works delivered, which resulted in (amongst other things) around 7 miles of roads being resurfaced.

3.3 **Managing Highways Assets**

3.3.1 Highway infrastructure is the most visible, well-used and valuable physical asset owned by the Council. The value of Brent's asset is estimated at around £3.8 bn and include:

- 505 km (315 miles) of roads;
- 847 km (529 miles) of pavements;
- 90 bridges and structures;
- 20700 road gullies;
- 10,000 street trees; and
- 22,848 street lights and other illuminated street furniture.

3.3.2 The table below sets out the condition of Brent's roads by indicating the percentage of each length of road type where maintenance should be considered.

Year	% of roads where maintenance should be considered		
	A class roads	B and C class roads	Unclassified roads
2008/2009	8%	9%	23%
2009/2010	11%	9%	23%
2010/2011	9%	7%	27%
2011/2012	9%	6%	26%
2012/2013	8%	9%	20%
2013/2014	13%	11%	21%
2014/2015	16%	16%	21%
2015/2016	6%	10%	21%
2016/2017	6%	5%	24%
2017/2018	22%	7%	21%
2018/2019	6%	7%	18%
2019/2020	1%*	1%*	13%

3.3.3 * The results for A,B and C roads have been produced based on data provided by Vaisala, whose RoadAI product uses computer vision analysis to detect road surface defects . In statistical comparison against traditional Coarse Visual Inspection (CVI) surveys, RoadAI achieved 93% correlation for defect presence. Additional processing is being reviewed, as these results indicate a road condition much better than could be expected from the investment implemented over the previous 12 months.

3.3.4 Unclassified roads make up 80% of all borough roads and currently using traditional CVI surveys, 13% of Brent's unclassified roads are in need of substantial maintenance. Likewise the overall footway condition has improved from 47% in 2018/19 to 42% in 2019/20.

3.3.5 As time goes on roads that are currently in good condition will deteriorate, just like any physical asset such as a house or a vehicle. To keep on top of the deterioration of our asset the council must invest continually in maintenance.

3.3.6 To improve the way the council maintains its highways, the council adopted the Highway Asset Management Plan (HAMP) in February 2014. The HAMP sets out a strategy based

on the need to repair our assets on a regular basis, before they fail, so as to extend their lifespans and reduce higher long term repair costs, and provide the best value for money to local people.

3.3.7 The strategy initially involves introducing a programme of major resurfacing works along with preventative maintenance, which will take the form of thin surface treatment to seal roads against water ingress and improve their anti-skid properties.

3.3.8 During 2019/20 Officers have assessed the network to determine the current condition both for roads and pavements. Officers have then taken account of a range of factors to define relative priorities for maintenance. Officers have used factors to identify roads and pavements suitable for various maintenance treatments that assessed the following:

- Network Condition - condition-based on outcomes of annual condition surveys and inspection programmes;
- Network hierarchy and traffic usage, including proximity of local schools / colleges;
- Risk - Level of risk in terms of numbers of accident claims, historic pothole repair records and/or collision history; and
- Value for Money - The cost effectiveness of preserving roads that have not yet fully deteriorated and fixing those which have.

3.3.9 Preventative maintenance is appropriate where the deterioration in the surface (as measured highway condition survey data) by has not yet resulted in a problems with the underlying structure of the road. Similarly, major resurfacing is required when deterioration has progressed further and so more extensive (and more expensive) repairs are necessary

3.3.10 Officers continued to take account of councillor nominations for road maintenance and, where a number of schemes attract the same or similar scores, Officers prioritise councillor nominated schemes earlier in our proposed maintenance programmes. Officers may also deviate from priority order where, for instance, a section of road in relatively good condition may be resurfaced if it is on a street where the rest of the road needs maintenance and it would be illogical, or impractical, not to resurface the whole street.

3.3.11 Our Asset Management software uses the Council's Survey data to produce scenario-based asset management programmes both on an annual basis and for the long term (5, 10, 15 etc. year programmes) It can:

1. Calculate Asset Condition vs Budget scenario-based programmes taking into account the deterioration of the asset
2. Calculate road and footway condition at the end of a projected term.
3. Calculate the budget required to achieve a given target of road and footway condition at the end of a projected term, taking into account the deterioration of the asset

It can also produce annual road and footway maintenance programmes, including suggested treatments, for defined budgets to give optimum condition, taking into account deterioration of asset. Officers have used this function of the AM tool to draw up the flowing programme elements.

- Major resurfacing of B, C and unclassified roads;
- Preventative maintenance of unclassified roads
- Draft priorities for the major footway investment programme.

3.4 Highways Investment during 2020/21

3.4.1 Carriageway Resurfacing

- a) The 2020/21 carriageway maintenance programme is shown in Appendix B. Roads have been prioritised from the results of an independent network condition survey, with input from local engineering staff, who assess the road against the wide range of factors noted above. Appendix C gives the key to the Ward name abbreviations used in Appendix B
- b) In summary the proposed carriageway resurfacing programme of £3.0m includes:

BRENT BASE CAPITAL – 2020/2021	£000
Major resurfacing of B, C & unclassified roads; Preventative maintenance unclassified roads	2120
Injection patching	500
Injection Patching Traffic Management	25
Improvements to the public realm	125
Condition Surveys	30
Renewal of Road Markings	50
Carriageway Short Sections	150
Total	3000

(With £0.5m for highway structures making up the £3.5m)

- c) In previous years, in addition to £3.5m of Brent capital, TfL would add funding for Principal Road (A-road) improvements. Historically this would represent a budget of around £900,000 for resurfacing PRN routes. However, in November 2017 TfL published details of their new five-year Business Plan and between 2018/19 and 2019/20 investment in proactive planned renewals on both the Borough Principal Road Network (BPRN) and TfL Road Network (TLRN) was “paused”, with only very limited funding available across London. Brent received no funding in 2018/19. As in 2018/19, the LIP’s BPRN Roads funding for Boroughs in 2019/20 was still at the minimal level. Although Brent submitted applications for 2 schemes for 2019/20, no funding was forthcoming. As carriageway surface condition on Bridge Road and East Lane (Harroldene Road to Oldborough Road) became critical, these sections of the Principal Road Network were resurfaced from Brent Capital Funding. In 2020/21, it has been confirmed that Brent has received TfL funding of £239,000 to resurface Willesden Lane (Sidmouth Road to Coverdale Road)
- d) In summer 2018, a successful programme of injection patch repairs was carried out on unclassified roads (side roads). With this process, a large number of potholes can be treated quickly. A pothole repair can be done in about two minutes – the normal time it usually takes a conventional repair gang to do the job would be 10-15 minutes. The programme went very well, with a large number of defects being fixed across the borough in a short space of time, with minimal disruption and with only one relatively minor complaint.
- e) With the £100,000 budget and 2759 repairs done, this worked out at an average of £36 per defect. The 2018 Alarm Survey found that the average cost of filling a pothole on a reactive basis in London is £89 (in the rest of England, £74). For filling a pothole on a planned basis the figures become £56 and £49 respectively. Though it should be pointed out that the process does not claim to provide repairs as long-lasting as traditional patch repairs, there is no doubt that injection patching is a useful addition to our palette of repair types.

- f) Given this success, in 2019/20 a two-year contract was let for Injection Works to Velocity UK Ltd and a programme of repairs was carried out with a £500,000 budget to deliver a borough wide programme of injection patching pothole repairs.
- g) By the end of the programme on 29th September 2019 Velocity had visited 438 roads in 21 Wards and completed 26,087 repairs an average of 60 repairs a day, with the average cost of a repair being £18.36. The 2019 Alarm Survey found that the average cost of filling a pothole on a reactive basis in London is £63.60 (in the rest of England, £64.7). For filling a pothole on a planned basis the figures become £42.10 and £40.70 respectively.
- h) Streets that have been identified to need road closures in order for the injection patching machine to gain access for the repairs, due to their narrowness or the incidence of parked cars. As last year 2019/20 an allowance of £25,000 has therefore been made for the Traffic Management needed to facilitate the road closures.
- i) It is proposed to utilise up to £30,000 of Brent capital funding to undertake asset condition surveys during 2019/20. These surveys will assist to prepare a long term asset management programme and confirm future year's capital programmes.

3.4.2 Footway Repairs

- a) In 2018 the latest survey of the condition of the borough pavements indicates that overall around half are in need of maintenance.
- b) Accordingly the Council decided to implement a £20m major investment in the borough's footways over the two years 2019/20 and 2020/21 to improve the condition.
- c) Contracts were let with three suppliers who are now engaged in implementing the programme comprising nearly 100 schemes across the borough. At time of writing (start of August 2020) around half (48) of the schemes had been completed

3.4.3 Reducing the risk of flooding in Brent

- a) Gully cleaning is prioritised to prevent local flooding, with both scheduled and reactive gully cleansing activities taking place. There are approximately 20718 road gullies in the borough. These are cleaned as part of a cyclic maintenance programme procured through the London Highways Alliance Contract (LoHAC). The cleaning cycle includes:
 - High-priority (regularly blocking) gullies cleaned every six months;
 - 1,300 medium-priority gullies cleaned each year; and
 - 14,688 gullies cleaned every twelve months as part of a rolling programme.
 - 18,874 gullies cleaned every eighteen months as part of a rolling programme
- b) The cleansing frequencies depend on the likelihood of gullies filling up with silt. Monitoring of the contractor's performance continues and the contractor has remained on programme. On-site monitoring of cleansing indicates that last year's improvement in the quality of cleansing has been maintained with monitoring scores of 100% (i.e. all gullies are being cleaned well). Hard to reach gullies (i.e. where there are parked cars over them, or on busy corners) are subject to repeat attendance until cleaned; if necessary other measures (e.g. suspending parking bays) will be considered where necessary.

- c) Gullies are also cleaned on a reactive basis in response to reports from members of the public or Councillors of blocked gullies.
- d) Small scale schemes are implemented to address localised flooding problems such as broken gullies or gully pipes, or localised gully capacity problems. Larger scale capacity problems are within the remit of Thames Water who are responsible for the main drainage system. Whilst maintenance helps, rainfall which is more intense than the capacity of the network can cope with will still result in localised flooding, which will nevertheless dissipate away down the drains given time

3.4.4 Investing in Public Realm

This year it is proposed that the Public Realm programme will continue with an allocation of £0.125m. The works will be to strengthen and protect footways and soft verges, particularly at junctions, to mitigate the effects of vehicle overrun.

3.4.5 Improving Brent’s bridges and structures

- a) The Council are responsible for 90 highway structures, including 60 bridges, 13 retaining walls and 17 culverts. The majority of bridges are small structures spanning brooks. Funding for bridge maintenance is normally allocated by Transport for London on a regional priority basis.
- b) In 2020/21, the £0.5m Brent capital will be used for various highway structures tasks including the following:

Kenton Road/ Woodcock Hill Culvert over Wealdstone Brook - Feasibility/ Options report
Mead Platt over Mitchell Brook - Special Inspection, Asbestos Management survey
Ledway Drive - Concept design of strengthening
Forty Avenue Bridge over Wealdstone Brook - Feasibility/ Options report for parapet works
Neasden Lane over River Brent - Feasibility/ Options report for strengthening
Lyon Park Avenue/ London road - Ecological Appraisal, Asbestos Management Survey, Complete Special Inspection
Drury Way over Canal Feeder - Special Inspection
Lidding Road/ Shaftsbury Avenue - Parapet assessment
Elmstead Avenue over Wealdstone Brook - Special Inspection
East Lane Retaining Wall Assessment

- c) The Council’s £76k revenue budget will be distributed across numerous structures for routine cyclic maintenance as well as the 2020/21 Principal Inspection programme. The Council’s £500k capital budget will be distributed across numerous ongoing structural investigation and improvement schemes which include:
 - 2020/21 Principal Inspections
 - 2020/21 LB Brent Secondments (includes General Inspections)
 - 2020/21 Reactive Maintenance & Interim Measures

3.4.6 Renewal of Road markings

- a) In recent years up until 2015/16 there was no funding allocated for the systematic renewal of road markings. However, following on from the practice started in 2015/16 officers recommend the continuation of a £50,000 annual renewal programme. This programme will continue to concentrate on the renewal of those markings most in need of attention (e.g. on main roads and at junctions) before in subsequent years establishing a borough-wide schedule of road marking restoration.
- b) Renewal of those road markings which are required for enforcement are managed by the Parking & Lighting Service.

4.0 Financial Implications

4.1 The table below summarises the actual and proposed allocation of Brent capital funding for highways maintenance during the years 2017/18 - 2021/22:

Schemes	2017/18 (£ 000)	2018/19 (£ 000)	2019/20 (£ 000)	2020/21 (£ 000)	2021/22 (£ 000)
BRENT BASE CAPITAL ALLOCATION					
Major resurfacing of B, C & unclassified roads; Preventative maintenance unclassified roads	1,100	920	2,120	2,120	ALLOCATION TBC
Injection patching		100	500	500	
Injection Patching Traffic Management			25	25	
Highway Structures	200	200	500	500	
Improvements to the public realm	125	125	125	125	
Condition Surveys			30	30	
Crossover conversion	50				
Renewal of Road Markings	50	50	50	50	
Carriageway Short Sections	150	150	150	150	
Major Footway Works	1,825	1,955	0	0	
Sub-total Base Brent Capital	3,500	3,500	3,500	3,500	

BRENT CAPITAL –Major Footway Investment	2017/18 (£ 000)	2018/19 (£ 000)	2019/20 (£ 000)	2020/21 (£ 000)	2021/22 (£ 000)
Thin Surfacing on Existing Asphalt Footways, Major Footway Resurfacing, Refurbishment of Local Shopping Parades, Major Town Centre Refurbishments	0	0	5,700	12,300	2,000
Sub-total Major Footway Investment	0	0	5,100	11,300	3,600
<i>TfL Funding for Principal Roads**</i>	886	0	0	239	0
TOTAL HIGHWAY MAINTENANCE PROGRAMME	4,386	3,500	8,600	15,039	7,100

**value could increase if TfL allocate Brent any emergency funding.

- 4.2 As noted, in the past the £3.5m annual Brent Capital is used for the maintenance of carriageways, footways and structures. Priorities are identified over time in preparation of the future programme of works. Previously, as exemplified in the two years (17/18 and 18/19), c£2m a year has been allocated to footways. It is proposed to allocate the whole of the base £3.5m Brent highways capital to maintain carriageways and highway structures in 20/21, similar to 19/20.
- 4.3 In 2020/21, it has been confirmed that Brent has received TfL funding of £239,000 to resurface Willesden Lane (Sidmouth Road to Coverdale Road)
- 4.4 It is proposed to utilise up to £30k of the £3.5m Brent Base Capital to undertake condition surveys during 2020/21. These surveys will assist preparation of a long term asset management programme.
- 4.4 Flood risk management expenditure is within the Environmental Service revenue budget and as such is not reflected in the capital programme of works. All required expenditure will be contained within budget.

5.0 Legal Implications

- 5.1 Section 41 of the Highways Act 1980 places a duty on the council as highways authority to maintain the public highway. The Highways Carriageway Scheme Programme must make sufficient provision for the Council to comply with this duty. Breach of this duty can render the council liable to pay compensation if anyone is injured as a result of failure to maintain the highway. There is also a general power under section 62 of the Highways Act 1980 to improve highways.

6.0 Equality Implications

- 6.1 The proposals in this report have been subject to screening there are considered to be no equalities implications that require full assessment. The works proposed under the highways main programme do not have different outcomes for people in terms of race, gender, age, sexuality or belief.
- 6.2 In addition, the design criteria used in all highway work does take note of the special requirements of various disabilities. These will take the form of levels and grades associated with wheelchair users, for example road crossing points, and for partially sighted / blind persons at crossing facilities. The highway standards employed are nationally recognised by such bodies as the Department for Transport. This programme of works continues the upgrade of disabled crossing facilities at junctions which were not constructed to modern day standards. All new junctions are designed to be compliant at the time of construction.
- 6.3 Strengthened areas of footway are far less susceptible to damage and will therefore aid the movement of pedestrians that may find it difficult to walk on uneven pavements.
- 6.4 Officers will make sure accessibility ramps are provided to aid wheelchair users and those with prams. Officer will make sure high visibility barriers and tapping rails are provided to allow those with visual impairments to negotiate the works as they are in progress.
- 6.5 Officers will make sure of the visibility of the required signage, also where temporary work is being carried out.

6.6 Officers will monitor of the quality of the work to ensure that the finished surface is to specification and does not form a mobility hindrance; and that signage and road markings are correctly provided as aid to movement.

7.0 Consultation with Ward Members and Stakeholders

Officers will continue to take account of councillor nominations for road maintenance and, where a number of schemes attract the same or similar scores, Officers will prioritise councillor nominated schemes earlier in our proposed maintenance programmes (see section 3.3.10).

8.0 Human Resources/Property Implications (if appropriate)

None.

9.0 Public Services (Social Value) Act 2012

9.1 The Council is under duty pursuant to the Public Services (Social Value) Act 2012 (“the Social Value Act”) to consider how services being procured might improve the economic, social and environmental well-being of its area; how, in conducting procurements necessary to deliver the programme, the Council might act with a view to securing that improvement; and whether the Council should undertake consultation. This duty does not strictly apply to the proposed contract as it is not a services contract. Nevertheless, Officers have had regard to considerations contained in the Social Value Act in relation to the procurement.

Report sign off:

Alan Lunt

Strategic Director of Regeneration
and Environment

APPENDIX 1

Highways Maintenance Programme Completed in 2019/20

Non-Principal B&C, Unclassified Borough Roads - Major and Preventative Maintenance Programmes Completed in 2019-20

Resurfacing Programme	Length (m)	Ward
Lindsey Drive (Chapman Crescent to Roundabout Included)	279	KEN
Uphill Drive	268	FRY
Yewfield Road	239	DNL
Chaplin Road (width restriction to Ealing Road)	604	WEM
Mount Pleasant (Beresford Avenue to Woodstock Road)	312	ALP
Princes Avenue (North Way to Stag Lane)	502	QBY
Wyld Way (Harrow Road to Oakington Manor Drive)	530	TOK
Harrowdene Road	976	SUD
Dollis Hill Lane (A5 to The Crescent)	465	DOL
Ashburnham Road	286	QPK
Sandringham Road	397	WLG
Hoveden Road	162	MAP
Clarendon Gardens (Pembroke Road to Castleton Avenue)	340	PRE
Brondesbury Road	810	QPK/KIL
Church Lane (Lavender Avenue to Fryent School)	455	FRY/WHP
Chamberlayne Road (Clifford Gardens to Harvist Road)	368	QPK
Empire Way	391	TOK
Crest Road (Randall Avenue to Heather Road)	523	DOL
Chambers Lane (Grange Road to Sidmouth Road)	472	BPK
Coronation Road (roundabout to boundary with Ealing)	531	STN
Burns Road	363	HAR
Manor Farm Road (Bridgewater Road to Clifford Road)	190	ALP
Total km	9.46	
Miles	5.91	
Total Area m2	73,883	

Short Sections Resurfaced during 2019/20

Short Sections of Carriageway Resurfacing	Length (m)	Ward
Fleetwood Road (Hamilton Road to Park Avenue North)	556	DNL
Total km	0.56	
Miles	0.35	
Total Area m2	4,225	

Principal (A Road) Resurfaced during 2019/20 Funded by Brent

Principal (A Road) Maintenance Programme	Length (m)	Ward
East Lane (Harroldene Road to Oldborough Road)	466	NPK
Bridge Road	675	TOK/BAR
Total km	1.14	
Miles	0.71	
Total Area m2	11,387	

APPENDIX 2

Highways Maintenance Programme 2020/21

Principal A Road, Non-Principal B&C, Unclassified Borough Roads - Major and Preventative Maintenance Programmes 2020-21

Resurfacing Programme	Length (m)	Estimated Cost (£k)	Treatment	Ward
Eton Avenue (Charterhouse Avenue to Harrow Road)	256	37	Major	SUD
Sedgcombe Avenue	318	43	Major	KEN
Bacon Lane	336	76	Major	QBY
Goldsmith Lane	351	48	Major	QBY
Preston Road (Logan Road to no 77)	382	98	Major	PRE
The Paddocks	518	97	Preventative	BAR
Great Central Road Drury Way Junction	480	205	Major	STN
Kemp Road	454	121	Preventative	QPK
Elmstead Avenue	887	175	Major	PRE
Derwent Avenue	220	38	Major	FRY
Tadworth Road	308	62	Major	DOL
Heather Park Drive (The Grange to Beresford Avenue)	432	74	Preventative	ALP
Prout Grove	309	53	Preventative	DNL
Queens Walk	310	52	Major	WHP
Dagmar Avenue	394	84	Major	TOK
Leopold Road	180	36	Major	HAR
Springwell Avenue	165	37	Major	KGN
Ridley Road	218	54	Major	KGN
Churchill Avenue	354	61	Preventative	NPK
Cambridge Gardens	244	60	Major	KIL
Oman Road	256	55	Major	MAP
Chaplin Road (Belton Road to Villiers Road)	221	47	Major	WLG
Rudolph Road	94	23	Major	KIL
Swinderby Road	491	104	Major	WEM
Uffington Road	357	76	Major	WLG
The Ridgeway	440	85	Major	FRY
Linden Avenue	285	56	Major	TOK
Wyndale Avenue	288	46	Major	FRY
Roundwood Road	498	94	Preventative	HAR
Leybourne Road	196	23	Major	QBY
Total km	10.24	2120		
Miles	6.40			
Total Area m2	78,285			
<i>Reserve Schemes</i>	<i>Length (m)</i>	<i>Estimated Cost (£k)</i>	<i>Treatment</i>	<i>Ward</i>
<i>Heather Road</i>	<i>351</i>	<i>64</i>	<i>Preventative</i>	<i>DOL</i>
<i>Chatsworth Road</i>	<i>624</i>	<i>135</i>	<i>Major</i>	<i>BPK</i>
<i>Temple Road</i>	<i>389</i>	<i>71</i>	<i>Preventative</i>	<i>MAP</i>

Franklyn Road	250	43	Preventative	DNL
Reeves Avenue	295	41	Major	WHP/FRY
Tewkesbury Gardens (North Way to no 36)	402	62	Major	QBY
Total km	2.31	416		
Miles	1.44			
Total Area m2	16,982			

Principal (A Road) Maintenance Programme 2020/21

Principal (A Road) Maintenance Programme	Length (m)	Estimated Cost (£k)	Treatment	Ward
Willesden Lane (Sidmouth Road to Coverdale Road)	618	239	Major	BPK
Total km	0.618	239		
Miles	0.39			
Total Area m2	6,180			

Major resurfacing of short sections 2020/21

Short Sections of Carriageway Resurfacing	Length (m)	Estimated Cost (£k)	Treatment	Ward
Sites to be prioritised in-year	tbc	150		-

Renewal of Road Markings 2020-21

Renewal of Road Markings	Length (m)	Estimated Cost (£k)	Treatment	Ward
Sites to be prioritised in-year	tbc	50		-

Public Realm improvements 2020/21

Public Realm Improvements	Length (m)	Estimated Cost (£k)	Treatment	Ward
Sites to be prioritised in-year	tbc	125		-

Injection Patching 2020/21

Injection Patching (Incl Traffic Management)	Length (m)	Estimated Cost (£k)	Treatment	Ward
Sites to be prioritised in-year	tbc	525		-

Condition Surveys 2020/21


Condition surveys	Length (m)	Estimated Cost (£k)	Treatment	Ward
Structural Highways Condition surveys	tbc	30		-

APPENDIX 3

WARD ABBREVIATIONS

<u>WARD</u>	<u>ABBREVIATION</u>
- ALPERTON	ALP
- BARNHILL	BAR
- BRONDESBURY PARK	BPK
- DOLLIS HILL	DOL
- DUDDEN HILL	DNL
- FRYENT	FRY
- HARLESDEN	HAR
- KENSAL GREEN	KGN
- KENTON	KEN
- KILBURN	KIL
- MAPESBURY	MAP
- NORTHWICK PARK	NPK
- PRESTON	PRE
- QUEENS PARK	QPK
- QUEENSBURY	QBY
- STONEBRIDGE	STN
- SUDBURY	SUD
- TOKYNGTON	TOK
- WEMBLEY CENTRAL	WEM
- WELSH HARP	WHP
WILLESDEN GREEN	WLG

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 Brent	Cabinet 7 September 2020
Report from the Strategic Director of Regeneration and Environment	
Proposed New Article 4 Directions To Replace The Existing Directions For Brent's Residential Conservation Areas	

Wards Affected:	Barn Hill, Brondesbury Park, Dollis Hill, Fryent, Kenton, Kilburn, Mapesbury, Northwick Park, Queensbury, Queen's Park, Tokyngton and Welsh Harp.
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt:	Open
No. of Appendices:	Appendix 1: Draft Article 4 Direction Appendix 2: Map showing conservation areas
Background Papers:	None.
Contact Officer(s):	Mark Price Principal Heritage Officer mark.price@brent.gov.uk Tel: 020 8937 5236 Ciara Whelehan Spatial Planning Manager ciara.whelehan@brent.gov.uk Tel: 020 8937 6473

1.0 Purpose of the Report

- 1.1 The purpose of the report is to seek Cabinet approval to proceed with proposals for new Article 4 Directions to replace the existing directions for its residential conservation areas. An article 4 direction allows for greater control of physical changes to buildings and features in an area and is often used to protect against such change harming a particular quality or character of that location.
- 1.2 The report outlines the process involved in the making of new non-immediate Article 4 Directions (replacing the existing ones) which need Cabinet approval before coming into effect.
- 1.3 New Article 4 Directions will be made in the following conservation areas:

Conservation area		
Barn Hill	Mapesbury	Roe Green Village
Brondesbury	Mount Stewart	St Andrews
Buck Lane	Neasden Village	Sudbury Cottages
Homestead Park	North Kilburn	Sudbury Court
Kensal Green	Northwick Circle	Wembley High Street
Kilburn	Queen's Park	

A map of the Borough showing show the conservation areas where the new Article 4 Directions will be made can be seen in Appendix 2.

2.0 Recommendations

- 2.1 That Cabinet notes the regulatory requirements for the cancellation of existing Article 4 Directions and the making of new Article 4 Directions, as prescribed by The Town and Country Planning (General Permitted Development) (England) Order 2015.
- 2.2 That Cabinet notes the making of new Article 4 Directions outlined below on a non-immediate basis to withdraw permitted development rights in the conservation areas listed at paragraph 1.3 and as set out in Appendix 1.
- 2.3 That Cabinet delegate authority to the Strategic Director for Regeneration and Environment in association with the Cabinet Member for Regeneration, Property and Planning to carry out the necessary publicity, notification, consultation and subsequent decision on whether to cancel and confirm the new Article 4 Directions, as prescribed by the Town and Country Planning (General Permitted Development) (England) Order 2015, in that respect.

3.0 Detail

- 3.1 There are many changes and alterations a homeowner can undertake without the need for planning permission. These are known as Permitted Development (PD) rights. This implied consent of Permitted Development is granted by the Government through The Town and Country Planning (General Permitted Development) (England) Order 2015.
- 3.2 However, an Article 4 Direction can be put in place to retain architectural features particular to the area i.e. window designs, front walls, doors and chimneys that make it special, removing PD rights. The Council has a general duty to pay special attention to the desirability of preserving or enhancing the character or appearance of its conservation areas.
- 3.3 An Article 4 Direction is therefore a special regulation that can be applied to help manage change in a way that maintains the character and appearance of the conservation area. It does not mean that an owner cannot make any alterations to the outside of their home, but it allows the Council to influence the design and specification of proposals in a sympathetic manner.
- 3.4 The Article 4 Directions generally only apply to front elevations and front gardens. As with the existing Article 4 Directions, public pavements, street lights, street trees and street furniture i.e. benches and litter bins remain out of the control of the new directions.
- 3.5 The Council has made various Article 4 Directions in the past in all of its residential conservation areas. Each of the existing Article 4 Directions are over 25 years old. In many cases, they are difficult to understand because the wording is unclear. In addition, the legislation on permitted development rights has changed since they were made, and therefore the classes of development controlled in the directions no longer relate to the current Town and Country Planning (General Permitted Development) (England) Order 2015.
- 3.6 Guidance is provided within the Government's Planning Practice Guidance (PPG) which states that the use of Article 4 Directions should be limited to situations where the making of a direction is necessary to protect local amenity or the well-being of the area, and that the potential harm that the direction is intended to address should be clearly identified (paragraph 38). There must also be justification for purpose and extent of the Article 4 Direction (paragraph 37).

- 3.7 As part of the evidence base to support Brent's Local Plan, a survey was undertaken of the borough's heritage, which formed the basis of a Historic Environment Place-making Strategy 2019 (attached as a background document). The purpose of the Strategy is to set out a clear plan for Brent to guide and provide priorities for conservation and heritage activities in the borough. It is an up-to-date evidence base for the historic environment.
- 3.8 A clear objective identified within the Strategy (at Section 13) is to update the Article 4 Directions. It makes the point that the directions were all made some time ago and do not reflect the current legislation contained in The Town and Country Planning (General Permitted Development) (England) Order 2015. It also makes the point that they are therefore difficult to interpret or simply no longer adequately cover the elements of the building that are significant and are in need of protection. Therefore, the Historic Environment Place-making Strategy advises that the current Article 4 Directions are reviewed for each of the conservation areas and that fresh Article 4 Directions are made.
- 3.9 It is proposed to make new Article 4 Directions in the following conservation areas:

Conservation area		
Barn Hill	Mapesbury	Roe Green Village
Brondesbury	Mount Stewart	St Andrews
Buck Lane	Neasden Village	Sudbury Cottages
Homestead Park	North Kilburn	Sudbury Court
Kensal Green	Northwick Circle	Wembley High Street
Kilburn	Queen's Park	

- 3.10 The proposed new directions will all restrict the same suite of permitted development rights, as illustrated in Appendix 1. The restrictions are proposed to, on the whole, apply to street elevations only. Restrictions will therefore affect the front elevations of dwellings and side elevations where the side elevation fronts a highway. The types of development which will be controlled as result of the new directions include:
- Removal of front walls and piers
 - Paving over of front gardens
 - Removal of windows
 - Infilling front porches
 - Demolition of chimneys
 - Installation of satellite dishes
- 3.11 The one exception is for outbuildings in rear back gardens. Mapesbury and Roe Green Village are the only two conservation areas that have existing Article 4 Directions that restrict the erection of outbuildings in rear back gardens. The difficulty is that over time the size of outbuildings that are permissible under permitted development rules has considerably increased. So much so that even in conservation areas it is permissible to construct an outbuilding that is half the area that surrounds the original home. Many of the gardens in Brent's conservation areas are very large and it means the size of the plan form could be bigger than the original house. On this basis, and in addition to the types of development listed above, it is proposed that all the conservation areas listed at 3.8 will have an Article 4 Direction that restricts the erection of outbuildings in rear back gardens.
- 3.12 As stated, the above are already under the Council's control due to the existing directions but the new directions will be much clearer to interpret, making it easier for a home owner to understand.

- 3.13 The proposed new directions will not apply to rear elevations of dwellings. Properties will therefore retain permitted development rights relating to rear extensions.
- 3.14 The procedures which must be followed in making, modifying or cancelling any Article 4 Direction are set out in Schedule 3 of The Town and Country Planning (General Permitted Development) (England) Order 2015. There is no separate procedure in the legislation for modifying existing Article 4 Directions. Instead, the existing directions will need to be cancelled and replaced with new directions.
- 3.15 Section 107 of the Town and Country Planning Act 1990 provides for property owners to claim compensation. This includes in certain circumstances where ordinarily planning permission is not required but then is subsequently refused, or conditions applied by the Local Planning Authority over and above those otherwise required. However, compensation cannot be claimed on any subsequent planning application decision after a period of 1 year following initial notification of an intention to adopt an Article 4 Direction. To avoid compensation, a period of 1 year will follow before the Article 4 Directions are confirmed.
- 3.16 The effect of a non-immediate direction is that permitted development rights are only withdrawn upon confirmation of the direction by the local planning authority following local consultation for at least 28 days. Regulations set out the extent to which a Local Planning Authority has to consult on an Article 4 Direction. After it decides on its intention to adopt an Article 4 Direction, the Council has to consult for a minimum of 28 days with those likely to be affected and statutory consultees.
- 3.17 In relation to the Article 4 Directions being considered, public notices and some site notices across the borough, together with letters to those on the Local Plan consultation list will be used. Given the number of properties in the areas, it is not considered proportionate to serve an individual notice on each owner and occupier.

Next steps

- 3.18 If the making of the new Article 4 Directions to replace the existing Directions is approved by Cabinet on 7 September 2020, these will be made on a non-immediate basis to withdraw permitted development rights for types of development outlined in paragraphs 3.9 and 3.10.
- 3.19 This means, if confirmed, the Article 4 Directions will come into effect a year after initial making of the order occurs. It is proposed to give 12 months' prior notice of them coming into effect thereby minimising compensation risks to the greatest possible extent. The Council would, nevertheless, retain the existing Article 4 Directions until such date as it confirms and implements the new directions. On the assumption that Cabinet approves the making of the Article 4 Direction, confirmation will be made in December 2021
- 3.20 The process of adopting a non-immediate Article 4 Direction is set out in paragraphs 3.13 - 15.

4.0 Alternative Option Considered

- 4.1 As outlined, the Council has a general duty to pay special attention to the desirability of preserving or enhancing the character or appearance of its conservation areas. An Article 4 Direction protects features particular to the area from being lost i.e. windows, front walls and chimneys and therefore the reason for designation.
- 4.2 The Council has made various Article 4 Directions in the past in order to remove certain permitted development rights in all of its residential conservation areas. Each of the existing Article 4 Directions are over 25 years old. In many cases, they are difficult to understand because the wording is unclear. In addition, the legislation on permitted

development rights has changed since they were made, and therefore the classes of development controlled in the directions no longer relate to the current The Town and Country Planning (General Permitted Development) (England) Order 2015.

4.3 The Council's Historic Environment Place-making Strategy recommends that the current Article 4 Directions are reviewed for each of the conservation areas and that fresh Article 4 Directions are made.

4.4 For these reasons, leaving things unchanged would be highly undesirable and the nature of the legislation leaves alternative proposals very limited. The option proposed is considered to be the only sensible way of bringing this matter up to date.

5.0 Financial Implications

5.1 The Town and Country Planning (Fees for Applications, Deemed Applications, Requests and Site Visits) (England) (Amendment) Regulations 2017 from 17 January 2018 allowed for the charging of fees for planning application resulting from permitted development rights being removed through an Article 4 direction. As the new Article 4 Directions are equal to the existing directions it is not envisaged that there will be a significant number of new applications as a consequence.

5.2 Under Section 107 of the Town and Country Planning Act 1990 it is possible to claim compensation from the authority if planning permission is refused, or is granted subject to onerous conditions, following a planning application that was only required as a result of an Article 4 direction. The Council will avoid compensation claims by making a non-immediate Article 4 direction, giving 1 year's notice before confirming the direction, as set out in 108 of the Act.

5.3 The cost of the implementation of the Article 4 directions will be met from existing planning budgets. Costs will be relatively low, limited to notices in the local press and production of site notices which will have to be displayed in the area affected, plus some minor printing for consultation materials to be placed in libraries.

6.0 Legal Implications

6.1 The process for Article 4 Directions is set out in Schedule 3 of The Town and Country Planning (General Permitted Development) (England) Order 2015. The procedure for taking forward the Article 4 will be consistent with the regulations.

7.0 Equality Implications

7.1 The Equality Act 2010 introduced a new public sector equality duty under section 149. It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The Council must, in exercising its functions, have 'due regard' to the need to:

- a) Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- b) Advance equality of opportunity between people who share a protected characteristic and those who do not.
- c) Foster good relations between people who share a protected characteristic and those who do not.

7.2 The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.

7.3 The proposals in this report will involve minor changes to permitted development rights in the borough's residential conservation areas. Officers have completed the Council's Equalities Impact Assessment (EIA) screening tool. This indicated that a full EIA is not required. However, given that these conservation areas already have Article 4 Directions in place, and the new directions will be the same, it is not thought that it would impact upon groups that share protected characteristics. Moreover, public consultation will be undertaken on the proposals before they can be confirmed. This will provide the opportunity for any unforeseen equalities issues to be raised and the Council will have a chance to consider these before deciding on whether to confirm the proposals.

8.0 Consultation with Ward Members and Stakeholders

8.1 The consultation will be publicised in the members' bulletin and sent directly to councillors where the Article 4 Direction relates to their ward.

8.2 In terms of awareness raising for the consultation a public notice will be placed in the local press. There will also be a press release and awareness raising through the council's website, plus letters sent to statutory consultees and those on the Council's local plan consultation database. The documents will be made available in libraries and on the council's website. There will be public notices placed in each conservation area where the new Article 4 direction will be made. The statutory consultation period is a minimum 28 days.

Related documents:

Historic Environment Place-Making Strategy 2019

Report sign off:

Alan Lunt

Strategic Director of Regeneration
and Environment.

THE TOWN AND COUNTRY PLANNING (GENERAL PERMITTED DEVELOPMENT) (ENGLAND) ORDER 2015 (AS AMENDED)

NON-IMMEDIATE DIRECTION UNDER ARTICLE 4(1)

Barn Hill Conservation Area

WHEREAS the London Borough of Brent (“the Council”) being the appropriate planning authority within the meaning of Article 4(5) of the Town and Country Planning (General Permitted Development) Order (England) 2015 (as amended) (“the Order”), is satisfied that it is expedient that development of the description(s) set out in the First Schedule below should not be carried out on the land described in the Barn Hill Conservation Area being the land shown edged red (for identification purposes only) on the Plan annexed hereto and identified in the Second Schedule unless permission is granted on an application made under Part III of the Town and Country Planning Act 1990 (as amended).

NOW THEREFORE the Council in pursuance of the power confirmed on them by Article 4(1) of the Order hereby direct that the permission granted by Article 3 of the Order shall not apply to development specified in the First Schedule to this Direction on the said land of properties within the area specified in the Second Schedule to this Direction.

Following confirmation by the Council, this Direction will come into force on the Day of..... 2020 and from that date shall replace the direction made under Article 4(1) of the Order on 9 November 1995 in respect of the Barn Hill Conservation Area which will thereby be cancelled.

Made under the Common Seal of
the Mayor and Burgess of the London Borough of Brent on
this day.....

The Common Seal of the Council was affixed
to this Direction in the presence of
London Borough of Brent authorised signatory

Confirmed under the Common Seal of
the Mayor and Burgess of the London Borough of Brent on
this day

The Common Seal of the Council was affixed
to this Direction in the presence of
London Borough of Brent authorised signatory

FIRST SCHEDULE

In respect of land described in the Second Schedule

Schedule 2 Part 1 of the Order - Development within the curtilage of a dwellinghouse

1. Class A - The enlargement, improvement or other alteration of a dwellinghouse, but with the exception of single storey rear extensions provided the enlarged part of the dwellinghouse would not extend beyond a wall forming a side elevation of the original dwellinghouse
2. Class C - Other alterations to the roof of a dwellinghouse
3. Class D - Porches
4. Class E - Buildings etc incidental to the enjoyment of a dwellinghouse
5. Class F - Hard surfaces incidental to the enjoyment of a dwellinghouse where the the hard surface would be situated on land and/or curtilage between the frontage to the front or side elevation of the dwellinghouse and a highway
6. Class G - Chimneys, flues etc on a dwellinghouse

Schedule 2 Part 2 of the Order - Minor Operations

- 1 Class A - gates, fences, walls etc on street frontages
- 2 Class B - means of access to a highway
- 3 Class C - exterior painting, but excluding:-
 - (a) entrance doors;
 - (b) window frames and sills;
 - (c) the application of a British Standard white or off-white to existing rendered surfaces

Schedule 2 Part 11 of the Order – Heritage and Demolition

- 1 Class C - demolition of gates, fences, walls

Schedule 2 Part 14 of the Order – Renewable Energy

- 1 Class A - installation or alteration etc of solar equipment on domestic premises, but with exception of rear roof slopes
- 2 Class D - installation or alteration etc of water source heat pumps on domestic premises
- 3 Class H - installation or alteration etc of wind turbine on domestic premises

SECOND SCHEDULE

The land designated as the Barn Hill Conservation Area and shown edged in red on the attached plan.

THE DIRECTION is made under Article 4(1) of the Order and shall come into effect on the 2020 if confirmed.

BARN HILL CONSERVATION AREA

**THE TOWN AND COUNTRY PLANNING (GENERAL PERMITTED DEVELOPMENT)
(ENGLAND) ORDER 2015**

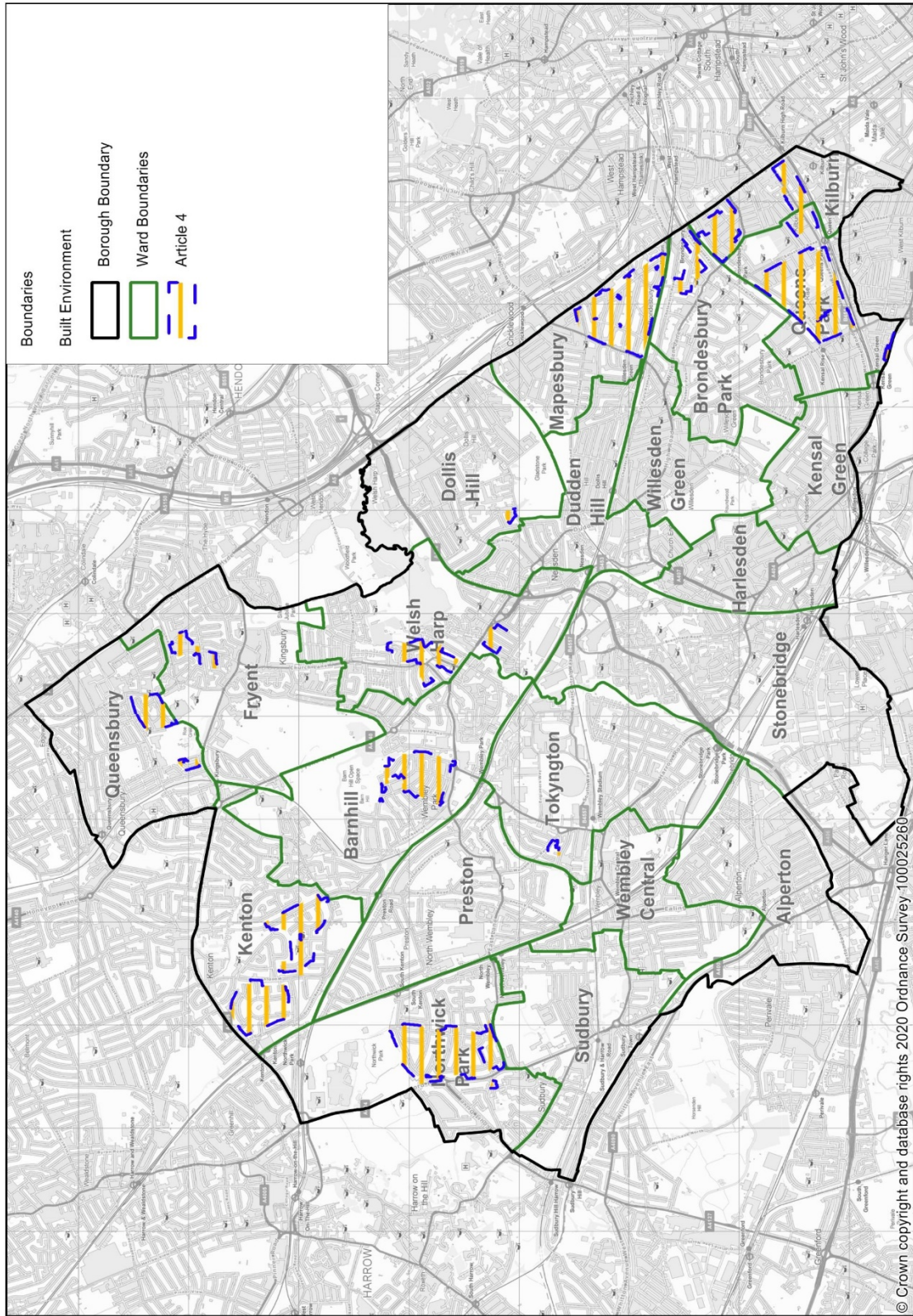
DIRECTION UNDER ARTICLE 4(1)

**EXPLANATORY STATEMENT
(This note is not part of the Direction)**

The effect of this direction is to require planning permission to be sought from the Local Planning Authority for a wide range of alterations to certain properties in the Barn Hill Conservation Area. Its aim is to ensure that in future all significant alterations to buildings preserve or enhance its special character and appearance.

Appendix 2.

Borough map showing the extent of conservation areas where the new Article 4 Directions will be made.



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