



Executive

Monday 17 June 2013 at 7.00 pm

Committee Rooms 1, 2 and 3, Brent Town Hall, Forty Lane, Wembley, HA9 9HD

Membership:

Lead Member Councillors:

Portfolio

Butt (Chair)	Leader/Lead Member for Corporate Strategy & Policy Co-ordination
R Moher (Vice-Chair)	Deputy Leader/Lead Member for Finance and Corporate Resources
A Choudry	Lead Member for Crime Prevention and Public Safety
Crane	Lead Member for Regeneration and Major Projects
Denselow	Lead Member for Customers and Citizens
Hirani	Lead Member for Adults and Health
Mashari	Lead Member for Environment and Neighbourhoods
McLennan	Lead Member for Housing
J Moher	Lead Member for Highways and Transportation
Pavey	Lead Member for Children and Families

For further information contact: Anne Reid, Principal Democratic Services Officer
020 8937 1359, anne.reid@brent.gov.uk

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The press and public are welcome to attend this meeting

Agenda

Introductions, if appropriate.

Apologies for absence and clarification of alternate members.

Item	Page
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1	Declarations of personal and prejudicial interests	
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Members are invited to declare at this stage of the meeting, any relevant financial or other interest in the items on this agenda.

2	Minutes of the previous meeting	1 - 10
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3	Matters arising	
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Adult and Social Care reports

4	Supporting Peoples Services - approval of award of contracts and contract extensions	11 - 20
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This report requests that the Executive authorise the extension of Supporting People contracts for a Sheltered Housing service and handyperson and accident prevention services and to give approval to the pre - tender considerations and criteria for a new procurement exercise.

Ward Affected:
All Wards

Lead Member: Councillor Hirani
Contact Officer: Phil Porter, Interim Director,
Adult Social Services
Tel: 020 8937 5937 phil.porter@brent.gov.uk

Children and Families reports

5	Procurement of information, advice and guidance provided in Children's Centres	21 - 28
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This report concerns the procurement of Information Advice and Guidance for families of children aged 0-5 attending Children's Centres in Brent. This report requests approval to invite tenders in respect of information, advice and guidance for families of children aged 0-5 attending Children's Centres, as required by Contract Standing Orders 88 and 89. The report seeks the Executive's approval of the project timetable and selection criteria for the procurement exercise.

Ward Affected:
All Wards

Lead Member: Councillor Pavey
Contact Officer: Krutika Pau, Director of
Children and Families

Environment and Neighbourhood Services reports

6 Introduction of a charge based regulatory advice service for businesses under the Primary Authority Scheme 29 - 38

This report seeks Executive approval for the introduction of a Primary Authority Partnership (PAP) scheme in the London Borough of Brent (LBB) and for the introduction of a charging system to increase the availability of advice and support to businesses, and especially Small and Medium sized Enterprises (SMEs), with provision of up to seven hours free advice and guidance on regulatory matters.

Ward Affected:
All Wards

Lead Member: Councillor Mashari
Contact Officer: Nagendar Bilon, Consumer and Business Protection
Tel: 020 8937 5500
nagendar.bilon@brent.gov.uk

Regeneration and Major Projects reports

7 Adoption of Revised Planning Design Guides for Barn Hill Conservation Area and Queen's Park Conservation Area 39 - 106

A review of Brent's Conservation Area Design Guides is being undertaken with the overall aim of producing up to date documents to give clear guidance primarily to residents on acceptable types of development. These documents have an important role in ensuring the special character of our conservation areas is preserved and where possible enhanced. Revised Planning Design Guides for Barn Hill Conservation Area and Queen's Park Conservation Area have been produced.

Ward Affected:
Barnhill;
Queens Park

Lead Member: Councillor Crane
Contact Officer: Rachel McConnell, Planning Service
Tel: 020 8937 5223
rachel.mcconnell@brent.gov.uk

8 Bridge Park redevelopment proposals 107 - 140

The council's Bridge Park Community Leisure Centre and associated buildings require significant investment to bring them up to a reasonable standard and funds are not currently available to do this. However the council has been in discussion with the owners of the adjoining Unisys site (General Mediterranean Holdings-GMH) and it is proposed to sell part of the Bridge Park site to GMH to fund the design and build of a completely new sports centre paid for out of the proceeds of residential

and commercial development on the Unisys and on the Bridge Park site. This report looks at a range of other development options and uses for the Bridge Park site. It recommends that the council enters into an agreement with GMH to redevelop the Bridge Park site.
(*appendix referred to below*)

Ward Affected:
Stonebridge

Lead Member: Councillor Crane
Contact Officer: Dave Carroll, Planning and Development
Tel: 020 8937 5202 dave.carroll@brent.gov.uk

Central Reports

- 9 Borough Plan 2013-14** 141 - 172

Ward Affected:
All Wards

Lead Member: Councillor Butt
Contact Officer: Cathy Tyson, Strategy, Partnerships and Improvement
Tel: 020 8937 1045 cathy.tyson@brent.gov.uk

10 Any other urgent business

Notice of items to be raised under this heading must be given in writing to the Democratic Services Manager or his representative before the meeting in accordance with Standing Order 64.

11 Reference of item considered by Call in Overview and Scrutiny Committee (if any)

12 Exclusion of Press and Public

The following item(s) is/are not for publication as it/they relate to the following category of exempt information as specified in the Local Government Act 1972 namely:

Information relating to the financial or business affairs of any particular person (including the authority).

APPENDIX:

Bridge Park redevelopment proposals
(*report above relates*)

Date of the next meeting: Monday 15 July 2013



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

- Toilets are available on the second floor.
- Catering facilities can be found on the first floor near The Paul Daisley Hall.
- A public telephone is located in the foyer on the ground floor, opposite the Porters' Lodge

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LONDON BOROUGH OF BRENT

MINUTES OF THE EXECUTIVE Monday 20 May 2013 at 7.00 pm

PRESENT: Councillor Butt (Chair), Councillor R Moher (Vice-Chair) and Councillors A Choudry, Crane, Hirani, Mashari, McLennan, J Moher and Pavey

Also present: Councillors Cheese, Hashmi, Kansagra, Lorber, Krupa Sheth and Van Kalwala

Apologies for absence were received from: Councillors Denselow

1. **Declarations of personal and prejudicial interests**

None made.

2. **Minutes of the previous meeting**

RESOLVED:-

that the minutes of the previous meeting held on 22 April 2013 be approved as an accurate record of the meeting.

3. **Matters arising**

None

4. **Authority to tender contracts for speech and language therapy services**

Councillor Pavey (Lead Member for Children and Families) introduced the report which concerned the procurement of Speech and Language therapy services in Brent. The report sought approval to invite tenders as required by Contract Standing Orders 88 and 89. Currently the services offered across Brent's schools and Children's Centres were provided via four separate contracts which were due to expire on 31 March 2014. The proposed procurement process sought to ensure service continuity, rationalise service provision and achieve an anticipated 3% savings. A further option to procure services in collaboration with the West London Alliance (WLA) was no longer being pursued following a meeting with the WLA Directors Board on 20 May 2013.

RESOLVED:

- (i) that the pre-tender considerations and the criteria to be used to evaluate tenders for two Speech and Language Therapy contracts as set out in paragraph 3.1 of the report from the Director of Children and Families be approved:

- (ii) that approval be given to officers to invite expressions of interest, agree shortlists, if relevant, and invite tenders in accordance with the procurement timetable and evaluate them in accordance with the approved evaluation criteria referred to in (i) above:
- (iii) that it be noted that options had been explored for a collaborative procurement with other West London Alliance boroughs which if feasible would have followed the same procurement process set out in (i) and (ii) by way of procuring two framework agreements; however, following a meeting with the West London Alliance Board of Directors, these options were no longer being pursued.

5. Cross-borough procurement of leisure services at Vale Farm - Award of Contract

Cross-borough procurement of leisure services was being pursued with Ealing and Harrow Council (the Partnership) and this would include the Brent facility of Vale Farm Sports Centre. The current leisure management contract for this facility was due to expire on 31 October 2013. The report from the Director of Environment and Neighbourhood Services provided an update on this procurement and set out proposals for the award of a contract to Sports and Leisure Management Ltd (SLM). SLM would invest in Vale Farm sports centre, providing enhanced sporting facilities to Brent residents including an expanded gym and improved changing facilities, whilst at the same time providing savings of £285,000 per annum. As part of the procurement process Brent council had specified standards of service, maintained control over casual swimming charges, retained its free swimming offer and developed a specification that would help deliver Brent's Strategy for Sport and Physical Activity. Sue Harper (Director of Environment and Neighbourhood Services) advised that it was also proposed to use prudential borrowing to fund the required £1.776m capital investment required for facility improvements and provision of gym equipment and noted that this compared favourably with the contractors borrowing rates.

Councillor Mashari, responding to a query from Councillor Cheese, advised that concessions would be maintained for pensioners, along with the free swimming offer.

The Executive also had before them an appendix to the report which was not for publication as it contained the following categories of exempt information as specified in Schedule 12 of the Local Government (Access to Information Act) 1972:

Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

Information relating to the financial or business affairs of any particular person (including the authority holding that information).

RESOLVED:

- (i) that the award of a single 10 year contract for delivery of leisure management services for Brent, Ealing and Harrow Councils to Sports and Leisure Management Ltd based on their Variant bid for Brent at the cost explained in section 4 of the report from the Director of Environment and Neighbourhood Services and detailed in confidential appendix 2 be approved:
- (ii) that it be noted that the contract award will only be implemented if Ealing and Harrow Council also approve the award.
- (iii) that approval be delegated to the Director of Environment and Neighbourhood Services in consultation with the Director of Legal and Procurement to finalise outstanding contractual matters.
- (iv) that the use of Prudential borrowing to fund the required £1.776M capital investment that would result in the facility improvements and provision of gym equipment detailed in paragraphs 4.4 and 4.5 of the report from the Director of Environment and Neighbourhood Services and which compared favourably to the contractor's borrowing rates, be authorised.
- (v) that the shared contract management model set out in paragraph 3.32 of the report be agreed, whereby Ealing would act on behalf of Brent and Harrow as the client for leisure services
- (vi) that an exemption from the usual tendering requirements of Contract Standing Orders be authorised to enable the award of a service contract to Ealing Council for the duration of this leisure management contract.
- (vii) that authority be delegated to the Director of Environment and Neighbourhood Services, in consultation with the Director of Legal and Procurement, to conclude and sign on the Council's behalf the Inter Authority Agreement discussed in paragraph 3.33 of the report.
- (viii) that the grant of leases to the new contractor of such Council premises as the Contractor may occupy for the purpose of the performance of the contract be approved; such leases to run concurrently with the contract and to be on terms to be agreed with the Director of Environment and Neighbourhood Services in consultation with the Director of Legal and Procurement and Assistant Director of Regeneration and Major Projects (Property and Asset Management).

6. **South Kilburn Regeneration Phase 2b**

Councillor Crane (Lead Member for Regeneration and Major Projects) introduced the report concerning the Durham Court, Gloucester House, Masfield House and Wordsworth House, which comprised Phase 2b of the South Kilburn regeneration programme. The report summarised the process undertaken in conducting a mini-competition under a framework with respect to Gloucester House and Durham Court. It was intended that the redevelopment of these sites would deliver high quality residential led development of approximately 214 new homes and an energy centre for the South Kilburn neighbourhood heating system. Members' attention was drawn to the revised Appendix 3 which set out the final scores awarded to all tenderers following evaluation. A preferred bidder which had submitted the most

economically advantageous tender was identified and approval was being sought to award the company a contract to develop detailed design and specification to RIBA Stage D+ as required by Contract Standing Order 88. The report also set out the rationale for seeking approval to an amended Allocation Policy for Phase 2b, which included an option to use a Compulsory Purchase Order (CPO) under section 226(1)(a) of the Town and Country Planning Act. The representations received in response to the consultation held and the council's response, were highlighted.

The Executive also had before them an appendix to the report which was not for publication as it contained the following category of exempt information as specified in Schedule 12 of the Local Government (Access to Information Act) 1972:

Information relating to the financial or business affairs of any particular person (including the authority holding that information).

RESOLVED:

- (i) that a contract for a full architectural design team be awarded to Feilden Clegg Bradley Studios LLP from the Homes and Communities Agency's Multidisciplinary Panel Framework to lead the design team through to full planning application (RIBA Stage D+) for the redevelopment of Gloucester House and Durham Court in South Kilburn (being part of 'Phase 2b').
- (ii) that, having noted the responses to the consultation, as set out in Appendix 6 to the report from the Director of Regeneration and Major Projects, in connection with seeking approval of the Secretary of State for use in seeking possession of properties in Phase 2b under Ground 10A of Schedule 2 to the Housing Act 1985, authority be delegated to the Director of Regeneration and Major Projects to seek the Secretary of State's consent pursuant to Part V of Schedule 2 to the Housing Act 1985 to the disposal and development of Phase 2b for the purpose of Ground 10A of Schedule 2 to be used to obtain possession of dwellings occupied by Secure Tenants in Phase 2b, South Kilburn.
- (iii) that, having noted the responses to the consultation as set out in Appendix 6 to the report, in connection with the intention to make a Compulsory Purchase Order on properties in Phase 2b currently occupied by secure tenants and in connection with the draft Allocation Policy for secure tenants with homes in Phase 2b, the adoption of the Allocation Policy which will apply to all Secure Tenants with homes in Phase 2b and which includes the proposal to make a CPO on properties in Phase 2b currently occupied by secure tenants as well as seeking possession of properties in Phase 2b, be approved, subject to the Secretary of State's consent, under Ground 10A of Schedule 2 to the Housing Act 1985. This policy sets out the basis on which replacement homes would be allocated to Secure Tenants currently occupying homes in Phase 2b and the legal means to be adopted for seeking possession of dwellings occupied by Secure Tenants in Phase 2b through the use of Ground 10A of the Housing Act 1985 (if approval is given by the Secretary of State) and compulsory purchase powers under section 226(1)(a) of the Town and Country Planning Act 1990.

7. Review of the School Expansion Programme 2012-2016

The report before the Executive provided an update on the current projections of demand for primary, secondary and SEN provision and the associated proposals to increase provision to meet this demand. Approval was also sought to appoint a design team and associated services to progress the school expansion programme. Councillor Crane (Lead Member for Regeneration and Major Projects) emphasised that at present there was insufficient funding to undertake all of the proposals encompassed within the school expansion programme and that the council would need to bid for funds to meet basic need and continue to lobby the government for increased funding via London Councils. Andrew Donald (Director of Regeneration and Major Projects) advised that the council had a shortfall of approximately £2m for the proposed expansion of primary provision and £17m for the proposed secondary expansion schemes. Whilst the council had made progress in meeting this shortfall it was noted that there was a trend of increasing demand on school places.

Councillor Pavey (Lead Member for Children and Families) endorsed the proactive approach of the council in meeting demand and commented that good teaching and management created warm, positive school environments irrespective of school size.

The Executive also had before them an appendix to the report which was not for publication as it contained the following category of exempt information as specified in Schedule 12 of the Local Government (Access to Information Act) 1972:

Information relating to the financial or business affairs of any particular person (including the authority holding that information).

RESOLVED:

- (i) that the update on demand for primary, secondary and SEN provision as set out in section 4 of the report from the Director of Regeneration and Major Projects and the Director of Children and Families be noted.
- (ii) that the update on primary, secondary and SEN proposals, as per section 5 of the report, be noted.
- (iii) that the proposals for providing temporary school places for 2013-14 as per section 6 of the report be approved.
- (iv) that the current allocation of funds as per the forecast allocation listed under Table 10 of the report be approved.
- (v) that a contract be awarded to Curl la Tourelle for the Design Services (including Architects, M&E, Landscape Architecture and Structural Engineering) for Phase 2 & 3 of the school expansion programme, as recommended in section 10 of the report.
- (vi) that it be noted that the total value of the contract was £1.34m at a fee rate of 3.193% based on the estimated building works contract sum of £42m.

- (vii) that authority be delegated to the Director of Regeneration and Major Projects in consultation with the Lead Member for Regeneration and Major Projects to appoint one or more consultant services using existing Framework Agreements up to combined total value of £3m, for the expansion of the schemes referred to in sections 5 and 6 of the report.

8. Proposed redevelopment of the Learie Constantine Youth and Community Centre

The report from the Director of Regeneration and Major Projects set out a proposed redevelopment strategy for the Learie Constantine Youth and Community Centre, the freehold for which was owned by the Council. This strategy had been developed in collaboration with the Learie Constantine West Indian Association (the Association) which held the leasehold for the centre, with an unexpired term of approximately 84 years.

Mr Phil Sealy addressed the meeting on behalf of Mr Mullings (Chair of the Association) and drew members' attention to a written submission circulated in advance of the meeting. This document set out actions previous undertaken by the Association to attempt to purchase the freehold from the council and to pursue redevelopment of the centre on this basis, the proposals for which had included a residential unit for the Association's use.

Councillor Crane (Lead Member for Regeneration and Major Projects) advised that officers had been working with the Association to agree the best way forward to redevelop the centre. A joint venture agreement was proposed which would deliver the benefit of a new community centre for the Association and additional housing for the borough. The council was unable to support the Association's previous plans for redeveloping the centre as they did not meet best value considerations. Additionally, officers were unable to support the Association's wish to obtain residential dwellings for its use through redevelopment of the site as the Association did not currently have the benefit of residential accommodation. The report highlighted that there was the possibility of considering the redevelopment of the site comprehensively with adjacent Council owned land at 41-37 Dudden Hill Lane which currently held both vacant and occupied properties. Officers would continue to review this option, taking account of the circumstances of these properties and final redevelopment proposals would be put to the Executive for approval at a later date.

The Executive expressed its thanks to Phil Sealy for his representations to the meeting

RESOLVED:

- (i) that the proposed redevelopment strategy as set out in paragraphs 3.7 to 3.26 of the report from the Director of Regeneration and Major Projects be approved.
- (ii) that it be noted that there was an opportunity to consider the redevelopment of the Learie Constantine Centre site comprehensively with adjacent Council owned land at 41-37 Dudden Hill Lane to increase the total developable area, as set out in paragraphs 3.19 and 3.20.

- (iii) that it be noted that the final redevelopment proposals would be submitted to the Executive for approval at a later date once the details have been agreed with the Learie Constantine West Indian Association and approved by the Council's Major Projects Review Panel.

9. Strathcona Road, Former Day Care Centre - proposed disposal on a subject to planning basis.

The council owned the freehold interest in the Strathcona Road site, which contained a property that was formerly a Day Care Centre, now decommissioned and vacant. It was proposed to dispose of the site for a capital receipt in line with the Council's Property and Asset Strategy, which sought to create savings through property and to achieve a redevelopment of the site that would best meet the Council's planning and regeneration policies. The report summarised the marketing and informal tender process that had been conducted and recommended a preferred bidder and reserve option to be pursued should matters not progress with the preferred bidder as desired.

The Executive also had before them an appendix to the report which was not for publication as it contained the following category of exempt information as specified in Schedule 12 of the Local Government (Access to Information Act) 1972:

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RESOLVED

- (i) that the disposal of the Strathcona Road site on a subject to planning basis to Howarth Homes Ltd. or a preferred purchaser, currently Metropolitan Housing Trust, for a capital receipt upon the grant of planning consent be approved.
- (ii) that, as a reserve in the event that the offer approved in recommendation (i) does not proceed satisfactorily, the offer from Rydon Construction/Catalyst Housing be approved
- (iii) that authority be delegated to the Assistant Director of Regeneration and Major Projects, Property and Asset Management, to agree the terms of the transaction in conjunction with the Director of Finance and Corporate Services.

10. Compulsory Purchase of a property in Woodhey Road

Councillor McLennan (Lead Member for Housing) introduced a report seeking approval to make a Compulsory Purchase Order (CPO) in respect of a property in Woodhey Road, which had remained vacant for more than 20 years. Despite numerous efforts, the potential legal owner of the property, who was believed to be an Australian citizen and living in Australia, could not be traced. It was considered that empty properties had a significant contribution to make to Brent's development of a sustainable community and in meeting housing needs. The property was considered to be in an ideal location and of a size suitable for a family in housing need.

The Executive also had before them an appendix to the report which was not for publication as it contained the following category of exempt information as specified in Schedule 12 of the Local Government (Access to Information Act) 1972:

Information relating to the financial or business affairs of any particular person (including the authority holding that information).

RESOLVED:

- (i) that the use of compulsory purchase powers to acquire the property in Woodheyas Road (referred to in Appendix 2 to the report from the Director of Regeneration and Major Projects) under section 17 of the Housing Act 1985 be approved.
- (ii) that the Director of Legal Procurement Services be authorised to make and seal the Order for submission to the Secretary of State for Communities and Local Government for confirmation.
- (iii) that in the absence of a relevant objection to the Order, the Director of Legal and Procurement be authorised to confirm the said Compulsory Purchase Order in the event of the Secretary of State returning the Order.
- (iv) that upon confirmation of the Compulsory Purchase Order officers proceed with the acquisition of the property.
- (v) that subject to confirmation of the Compulsory Purchase Order, the disposal of the property at open market value to a Registered Social Landlord in the first instance, or by way of auction with covenants applied to bring the property back into use as soon as possible, be approved.
- (vi) that in the event that the proceeds of sale are unclaimed, in accordance with the compensation code within the statutory limitation period, the recycling of any residual receipt from the disposal back to the capital programme budget to secure funding for future private sector housing improvement, be approved.
- (vii) that the financial costs of the compulsory purchase order be indemnified through the capital programme.

11. Task Group Report - a review of gangs in Brent and the development of services for prevention, intervention and exiting

The Executive considered a report setting out the work, findings and recommendations of the Partnership and Place Overview and Scrutiny Committee's task group investigation into gangs and services for prevention, intervention and exiting. Councillor Van Kalwala (Chair of the Task Group) spoke to the report, highlighting the impact of gangs on communities and noting the complexity of the issue. National estimates indicated that gangs could affect up to 6 per cent of all 11-19 year olds in the borough; approximately 4000 Brent young people. The existing work to address this issue was commended, although the need to ensure a co-

ordinated and collaborative approach with partners and stakeholders was highlighted.

Councillor A Choudry (Lead Member for Crime Prevention and Public Safety) praised the work of the task group and acknowledged its contribution. Councillor Pavey (Lead Member for Children and Families) added his commendation, noting the importance of developing greater partnerships with schools to address this issue.

RESOLVED:

- (i) that the task group's recommendations be noted
- (ii) that officers consider the appropriateness of the task group's recommendations when revising Brent's community safety strategy and in the context of the Council's service planning and budget setting process.
- (iii) that the members of the task group be thanked for their work.

12. **Appointment to Outside Bodies**

RESOLVED:

- (i) that the following appointments to the Executive sub committees approved:

HIGHWAYS COMMITTEE

Members	Alternates
CHOUDRY	Hirani
DENSELOW	R Moher
MASHARI (VC)	Crane
McLENNAN	Pavey
J MOHER (C)	Butt

BARHAM PARK TRUST COMMITTEE

CRANE
DENSELOW
HIRANI
R MOHER
MASHARI

- (ii) that the following appointments to the outside bodies be approved:

LONDON COUNCILS GRANTS COMMITTEE (ASSOCIATED JOINT COMMITTEE)

BUTT	Hirani (Deputy) R Moher (Deputy)
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JOINT HOUSING CONSORTIUM


McLENNAN
OGUNRO

13. **Reference of item considered by Call in Overview and Scrutiny Committee (if any)**
14. **Any other urgent business**

None.

The meeting ended at 7.32 pm

M BUTT
Chair

 Brent	<p>Executive 17 June 2013</p> <p>Report from the Director of Adult Social Services and Regeneration and Major Projects</p>
<p>Wards Affected: ALL</p>	
<p>Supporting People Services – approval of contract extensions and pre-tender considerations</p>	

1.0 Summary

- 1.1 This report requests that the Executive authorise the extension of Supporting People contracts for a Sheltered Housing service and handyperson and accident prevention services and to give approval to the pre - tender considerations and criteria for a new procurement exercise.

2.0 Recommendations

- 2.1 The Executive to agree to an exemption from the usual tendering and quotation requirements of Contract Standing Orders to allow the award of interim contracts for Supporting People funded Willow Sheltered Housing Service and Handyperson and Accident Prevention services to the incumbent providers, on the basis of good operational and financial reasons as set out in paragraphs 3.4 - 3.11 of this report.
- 2.2 That the Executive approves the award of a interim nine (9) month contract for Willow Sheltered Housing Service to Willow Housing Limited and a seven (7) month contract for the Handyperson and Accident & Prevention service to Elder's Voice as outlined in Para 3.10 and 3.11 of this report.
- 2.3 The Executive to give approval to the pre - tender considerations and the criteria to be used to evaluate tenders for a new Handyperson and Accident & Prevention Service and Sheltered Housing Service as set

out in paragraphs 3.9 of this report.

- 2.4 The Executive to give approval to officers to invite expressions of interest, agree shortlists and invite tenders in accordance with the procurement timetable and evaluate them in accordance with the approved evaluation criteria referred to in 2.3 above.

3.0 Detail

Background

- 3.1 Supporting People is a national preventative programme administered by local government which aims to enable vulnerable people to live independently in the community through providing housing-related support services.
- 3.2 Handyperson and accident prevention services are part of the portfolio of services commissioned within the Supporting People programme. The aim of this service is to increase the independence of people living in their own home and to prevent the occurrence of accident and/or illness which may result in people accessing higher threshold forms of care (i.e. hospital, residential and/or nursing care). A contract for the delivery of these services in Brent has been in place continuously since April 2009.
- 3.3 The Willow Sheltered Housing Contract is also part of the portfolio of services commissioned within the Supporting People programme. This contract for services targeted at older people is comprised of 4 elements, including housing-related support for people living in sheltered housing, scheme management for people living in extra care schemes, emergency response for out of hours support, and activities co-ordination to enable older people to participate in meaningful activities during the day.
- 3.4 Responsibility for the commissioning of these services sits with Brent Council's Adult Social Care (ASC) department and the budget is held by Regeneration and Major Projects. Governance of this service area is maintained jointly by the ASC Departmental Management Team and the One Council Supporting People Project Board.

The procurement process

- 3.4 On 12th November 2012, the Executive authorised the appointment of service providers to a Framework procured by Brent, to enable the re-commissioning of local housing-related support services. This Framework has been live since 1st December 2012. The Framework has 4 lots covering different client groups and service types, one of which is Lot 3: Accident Prevention and Handyperson Service.

- 3.5 Under the framework agreement, bidders are contractually committed to the rates set out in the tender to deliver services in accordance with the relevant Lot service specification. The framework agreement call off protocol outlines the process by which the Council will award contracts from the framework. It is at this call-off stage that bidders are provided with TUPE information (if applicable). Bidders then have the opportunity to submit a TUPE pricing schedule to incorporate any staffing costs that they may incur as a result of the transfer of staff from current providers.
- 3.6 Officers invited the sole provider on Lot 3 to submit a TUPE pricing schedule for a Handyperson and Accident Prevention Service in accordance with the call-off protocol on 12th April 2013, which concluded on 1st June 2013. Officers have considered the pricing schedule submitted by the bidder and have rejected the submission in line with the published procurement documentation which states that the Council shall not be bound to accept the lowest or any Direct Call Off with TUPE. This decision was taken because the submission does not demonstrate the expected value for money.
- 3.7 In January 2013 officers invited providers on the Brent Supporting People Framework Agreement to participate in a process to award a older people floating support, activities co-ordination, and emergency response services. The floating support and emergency response services were combined into a single contract with the expectation that doing so would deliver best value; however, an insufficient level of interest from the providers on the framework was received to produce this result. Furthermore, the relevant Lot on the Framework was used to call off a contract for the Activities Co-ordination Service. This process, however, highlighted problems with the TUPE information received from the incumbent provider which officers are now working to resolve, and did not, therefore, result in an award of contract. Officers outline the process to re-procure these services in Para. 3.11.
- 3.8 In order to ensure compliance with Contract Standing Orders, officers recommend commencing an open procurement process to award a contract for a Handyperson and Accident Prevention Service. It is anticipated that tenders will be invited in accordance with Contract Standing Order 96 and Proposed contracts awarded on the basis of the evaluation criteria set out in the table (vi) below:

Pre-Tender Considerations

- 3.9.1 In accordance with Contract Standing Orders 89 and 90, pre-tender considerations have been set out below for the approval of the Executive.

Ref.	Requirement	Response
(i)	The nature of the service.	Contract 1: Handyperson and Accident Prevention Services Contract 2: Emergency Response
(ii)	The future estimated value of the contract.	Contract 1: The current comparable contract is valued at £133,658 per annum. Officers anticipate the value of the new contract to be a High Value Contract (as defined in CSO) over the four years. Contract 2: The current comparable service element is valued at £100,00 per annum. Officers anticipate the value of the new contract to be a Medium Value Contract (as defined in CSO) over the four years.
(iii)	The contract term	Both contract would be awarded for up to 4 years (2 years plus 1 plus 1).
(iv)	The tender procedure to be adopted.	A one stage open tender process in accordance with the Council's Standing Orders 96 (b) will be followed for both contract.. As Social Care transactions are 'Part B Services', under the Public Contract Regulations 2006 ("the Regulations"); the Regulations apply only in part to the tender namely, (adoption of a technical specification and forwarding a Contract Award notice)

(v)	The procurement timetable	<p>Both contracts will be in accordance with the following indicative timetable:</p> <ul style="list-style-type: none"> • Adverts placed/ Invite Tender • Deadline for tender submissions • Panel evaluation • Executive approval • Contract start date 	<p>1.7.13</p> <p>5.8.13</p> <p>26.8.13</p> <p>Oct 2013 (date TBC)</p> <p>December (pending Executive approval date)</p>
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(vi)	The evaluation criteria and process	<p><u>Invitation to Tender (ITT)</u></p> <p><u>Both contracts will be procured separately in accordance with the following process:</u></p> <p>All bidders who express an interest and submit an ITT in accordance with the open tender process will be evaluated on the basis of the most economically advantageous tender using the following criteria.</p> <p>For information and pass/fail criteria evaluation:</p> <ul style="list-style-type: none"> • Subcontracting/consortia arrangements • Professional conduct • Economic and financial standing • Insurance • Resources • Health and safety • Quality assurance • Equality • Environmental • Sustainability • Carbon policy • Business continuity <p>Bidders who pass the pass/fail evaluation criteria detailed above will be evaluated in accordance with the following:</p> <p>30% of the evaluation weightings will be proportioned to the following quality, which may be subject to minor change as required:</p> <ul style="list-style-type: none"> • Working together • Achieving outcomes • Giving individuals choice and control • Creating a positive environment <p>70% will consist of the price evaluation. This will be evaluated through the application of a formula that underpins a proportional scoring which will award the maximum of 70% to the lowest priced tender.</p>
(vii)	Any business risks associated with entering the contract	No specific business risks are considered to be associated with agreeing the recommendations in this report.

(viii)	The Council's Best Value duties	This procurement process and on-going contractual requirement will ensure that the Council's Best Value obligations are met.
(ix)	Any staffing implications	See sections 7 below
(x)	The relevant financial, legal and other considerations	See sections 4, 5 and 6 below

310. The current comparable service contract expires on the 30th June 2013. In order to carry out the above procurement process officers request an interim contract is awarded to the incumbent provider, Elders Voice, with a duration of 7 months.

3.11 The Willow Sheltered Housing contract has 4 distinctive service elements which officers intend to procure separately. In order to award the 4 contracts to deliver the service elements separately, officers request an interim contract is awarded to the incumbent provider, Willow Housing, with a duration of 9 months. During this period officers intend to replace the current service provision by agreeing with Willow to split the service elements and costs into 4 elements and phase the termination dates. Officers will propose the following indicative timetable:

Contract Element	Indicative Willow Termination Date	Proposed procurement method
Older people's floating support	31 st October 2013	Direct call-off with TUPE from Brent Framework
Emergency Response	31 st December 2013	Please refer to tender considerations outlined at section 3.9.1
Activities Co-ordination	31 st March 2014	Direct call-off with TUPE from Brent Framework

Exrtra care scheme mangement	31 st November 2013	Officers will return with a report in October to outline the proposal for the Extra Care Scheme Management service element as Executive has not previously approved a procurement process for this service.
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4.0 Financial Implications

- 4.1 Investment associated with the current service specification for handyperson and accident prevention services is £133,658k per annum and £505,145 per annum for the Willow Sheltered Housing Contract.
- 4.2 The Supporting People programme budget for 2013-14 £8.4m. This budget has been reduced by £3.3m since 2010-11. The expected cost of these services has been budgeted for within the reduced financial envelope.
- 4.3 This report sets out proposals to procure a contract in accordance with local procurement arrangements and the council's contract standing orders. The Council's Contract Standing Orders state that contracts for supplies and services exceeding £500k or works contracts exceeding £1million shall be referred to the Executive for approval to approve the award the call off contract in respect of other matters identified in Standing Order 89.

5.0 Legal Implications

- 5.1 The contracts for the Supporting People funded Handyperson and Accident & Prevention service and the Sheltered Housing service are Part B services contract for the purposes of the Public Contracts Regulations 2006 ("EU Regulations"), and is thus only subject to partial application of the EU Regulations to include requirements in relation to technical specifications and the need to publish a Contract Award Notice.
- 5.2 The estimated value of the contracts over its term (including possible extensions) is in excess of £500k. As such the contract is a High Value contract for the purposes of the Council's Contract Standing Orders and Financial Regulations and thus Executive approval is required to invite tenders and to evaluate tenders for the contract.

- 5.3 In the present case, there is an incumbent provider currently providing elements of the service being procured. As a result, the Transfer of Employment (Protection of Employment) Regulations 2006 ("TUPE") may apply if the contract is awarded to a new provider, where immediately before the change of contractor, there is an organised grouping of employees situated in Great Britain which has, as its principal purpose the carrying out of the activities concerned on behalf of the Council and where the employees are assigned to that organised grouping. Subject to the right of the employee to object to transferring, the employee's contract of employment will transfer to the new contractor. Further information concerning the staffing issues is detailed in paragraph 7 of this report.
- 5.4 The Executive on 12 November 2012 gave approval for the appointment of providers onto the Brent Supporting People Framework ("the Framework") which, consisted of 4 Lots of which, the Handyperson and Accident & Prevention service falls under Lot 3 (being a single provider Lot). In accordance with the Framework call-off protocol Officers undertook a direct call-off, with TUPE with the single provider; the results of which are outlined in paragraph 3.6 of this report. As the price tendered by the Framework provider under Lot 3 did not represent value for money to the Council, Officers had no choice but to reject the bid submitted and not to award a call-off contract under the Framework. The Council is not bound under the Framework to accept the lowest bid or any bids submitted for a call-off contract and the Framework is not exclusive, nor does it guarantee any work.
- 5.5 Officers therefore seek an exemption from Contract Standing Orders to award an interim 7 month contract to the incumbent provider, Elders Voice to enable its expiry to coincide with the commencement of the competitively tendered Handyperson and Accident & Prevention services contract and for continuity of service.
- 5.6 The Sheltered Housing Scheme and Handyperson and Accident & Prevention services are deemed Part B services for the purposes of the EU Regulations. Where such services are of interest to providers located in other EU Member States, they must be procured in line with the Treaty on the Functioning of the European Union of non-discrimination, equal treatment, fairness and transparency in the award process. Therefore, a contracting authority that makes a direct award of such Part B contracts without adequately advertising the contracts or indeed seeks to extend such contracts where this is not provided for in the contract will be in breach of the Treaty on the Functioning of the European Union (previously known as the EU Treaty Principles).
- 5.7 The proposed extension of contracts goes beyond the period of extension (if any) provided for in the current contracts. It is arguable whether the service contracts in issue would be of interest to providers

located in other EU Member States, but there is a low risk of challenge to the Council. However, it is for Members to weigh up the limited potential for challenge against the need for the current contracts to be extended by a limited period to enable continuity of service and for its expiry to coincide with the commencement of new competitively procured contracts.

- 5.8 Once the tendering process is undertaken, Officers will report back to the Executive in accordance with Contract Standing Orders explaining the process followed in tendering the contracts and recommending award.

6.0 Diversity Implications

- 6.1 An Equalities Impact Assessment (EIA) has been undertaken in accordance with the Equality Act 2012. A copy of the EIA is appended to the 12th November Executive report requesting authority to award the Supporting People Framework. This EIA has been approved by the Customer and Community Engagement Team.

7.0 Staffing Implications

- 7.1 There will be TUPE implications arising from the award of the contract, if there is a change in service provision. The assumption is that TUPE is likely to apply to the incumbent provider's staff currently providing a proportion of the services that are included in this process. As such, protection will be afforded under the TUPE regulations to such staff assigned to the service immediately prior to the contract start date and who do not object to transferring; so that they will transfer to the organisation awarded the contract on their existing terms and conditions.

8.0 Other Implications


- 8.1 There are no other known implications that may impact upon the award of this contract.

9.0 Background Papers

- 9.1 None.

Contact Officers

Integrated Commissioner, Chris Pelletier
Senior Category Manager, Tracy Traverse-Burley

 Brent	<p>Executive 17 June 2013</p> <p>Report from the Director of Children and Families</p>
<p>Wards Affected: [ALL]</p>	
<p>Authority to tender a contract for Information Advice and Guidance for families attending Children's Centres</p>	

1.0 Summary

- 1.1 This report concerns the procurement of Information Advice and Guidance for families of children aged 0-5 attending Children's Centres in Brent. This report requests approval to invite tenders in respect of information, advice and guidance for families of children aged 0-5 attending Children's Centres, as required by Contract Standing Orders 88 and 89.
- 1.2 The report seeks the Executive's approval of the project timetable and selection criteria for the procurement exercise as set out in section 4 below.

2.0 Recommendations

- 2.1 That the pre - tender considerations and the criteria to be used to evaluate tenders for an Information Advice and Guidance Service at Children's Centres as set out in paragraph 4.1 of the report be approved.
- 2.2 That officers be authorised to invite tenders and evaluate them in accordance with the approved evaluation criteria.

3.0 Detail

3.1 The Council currently provides through its Children's Centres free information and advice to families on a range of subjects which is confidential, impartial and independent. The service provides advice to families on benefits, training, debt, housing, immigration and other challenges. The aim is to diminish the inequalities suffered by families with very young children and more specifically to tackle child poverty. The service contributes to meeting the strategic priorities outlined in the Children's and Young People Plan and Children's Centres commissioning strategy outcomes:

- Safeguarding health and well being
- Accelerate the rate of improvement of underachieving groups, narrowing and eliminating gaps
- Improve access for the most vulnerable groups.

3.2 The service is currently delivered by the Council's provider, the Citizen's Advice Bureau (CAB), through 12 Children's Centres with half-day weekly sessions at each centre. In all there are 728 sessions a year held. In 2012/13, 1,208 individual parents and carers were provided with assistance.

Children's Centre	Carers Reached
Alperton Children's Centre	120
Church Lane Children's Centre	107
Curzon Crescent Children's Centre	125
Fawood Children's Centre	122
Granville Plus Children's Centre	65
Harmony Children's Centre	68
St. Raphael's Children's Centre	94
The Willow Children's Centre	108
Three Trees Children's Centre	158
Treetops Children's Centre	112
Welcome Children's Centre	122
Wembley Children's Centre	93
Total number of individual Carers Seen at an Activity*	1,208

3.3 The service involves one to one advice and information sessions at each Children's Centre for 0.5 day per week. These sessions are booked in advance and available to families with young children with benefits, debt, housing and/or immigration needs. The service provider is paid a fixed annual fee and assists parents and carers with access to

full benefits and other income entitlements for their family, take up of training and childcare opportunities, develops and helps implement strategies for managing debt including rent arrears, completes applications for suitable housing and for signposting appropriate legal and other advice regarding housing and immigration. The service is equivalent to that provided at CAB's offices but made accessible to (mainly) women who find attendance at a Children's Centre far more accessible than any other venue. Current take-up is mainly around debt and poverty, reflecting the economic climate. In 2013, a total of 14,705 children are registered at a Children's Centre, with 1,904 categorised as disadvantaged. In our most disadvantaged areas such as Wembley and Harlesden over 60% of children classified as disadvantaged are registered with a Children's Centre (and this percentage has been increasing year on year) so it is clear that the centres are a good way of targeting services such as advice and guidance.

3.4 The current intention is to tender a service on the same specification as the current one. However as the budget for 2014/15 becomes clearer, it may be that the service requires some reconfiguration to take account of reduced resources. This might involve reducing the availability of delivery from some children's centres or operating a locality approach with prioritisation of support in localities such as Harlesden and Wembley where need is greatest. In such circumstances, tenderers may be asked to submit two bids (Option A on current budget estimate and Option B on a reduced budget estimate). Alternatively, provision may have to be made within the contract itself that allows for variation in scope once the contract has been awarded.

3.5 The recent Brent parent impact and satisfaction study involving 1100 local families with children aged 0-4 years interviewed 120 accessing the current CAB services. In more than two thirds of cases, families identified specific beneficial impacts associated with this service. This includes assistance with access to benefits entitlements, childcare, housing assistance and improved management of household debt. Given that Job Centre Plus staff are now attending in some Children's Centres, in the new contract period officers will work towards the services being more oriented towards getting parents into employment as a sustainable solution to poverty.

4.0 Pre-tender considerations

4.1 In accordance with Contract Standing Orders 88 and 89, pre-tender considerations have been set out below for the approval of the Executive:

Ref.	Requirement	Response
(i)	The nature of the service.	Provision of Information, advice and guidance for families of children aged 0-5 attending Children's centres in Brent.

(ii)	The estimated value.	The future estimated value of the contract over the maximum five year term of the contract is an estimated £875k. (3 years plus 2 year extension.)	
(iii)	The contract term.	3 years with an option to extend for a further 2 years.	
(iv)	The tender procedure to be adopted including whether any part of the procedure will be conducted by electronic means and whether there will be an e-auction.	<p>There is a relatively developed market for these services, however there are only a few providers operating within the market; therefore, officers recommend the use of a single stage tender procedure in accordance with the Council's Standing Orders.</p> <p>As Social Care and education transactions are 'Part B Services', under the Public Contract Regulations 2006 ("the Regulations"); the Regulations apply only in part to the tender namely, (adoption of a technical specification and forwarding a Contract Award notice etc.)</p>	
v)	The procurement timetable.	Indicative dates are: Adverts placed Deadline for tender submissions Panel evaluation Report recommending Contract award circulated internally for comment Executive approval Contract start date	5 9 13 7 10 13 8 10 13-29 10 13 6 11 13-22 11 13 Dec meeting tbc April 2 14
(vi)	The evaluation criteria and process.	<p>A single stage tender process involves firstly evaluation of tenderers' responses to the Authority's PQQ (pre-qualification questionnaire) and then evaluation of the tender proposal. The PQQ evaluation is to ensure that the Council's minimum standards of financial standing and technical capacity are met. The panel will evaluate the tenders against the following criteria:</p> <ul style="list-style-type: none"> • Tenderers proposals for meeting the requirements of the specification • Ability to work in partnership with the Council and its stakeholders • Children's safeguarding issues • Price • There will be a 60/40 split in terms of quality and price 	
(vii)	Any business risks associated with entering the contract	No specific business risks are considered to be associated with entering into the proposed contract.	
(viii)	The Council's Best Value duties.	The procurement process and on-going contractual requirement will ensure that the council's best value obligations are met.	
(ix)	Any staffing implications, including TUPE and pensions.	See section 6 below	

(x)	The relevant financial, legal and other considerations.	See sections 5 and 7 below
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- 4.2 The Executive is asked to give its approval to these proposals as set out in the recommendations and in accordance with Standing Order 89.

5.0 Financial Implications

- 5.1 The Council's Contract Standing Orders state that contracts for supplies and services exceeding £500k or works contracts exceeding £1million shall be referred to the Executive for approval to invite tenders and in respect of other matters identified in Standing Order 89.
- 5.2 The estimated value of this future contract is £175k per annum with an estimated value over the life of the contract (3 plus 2 years) of £875k. The current budget is £175k per annum. Value for money savings are expected to be achieved as a result of the competitive tendering exercise (target 3%).
- 5.3 It is anticipated that the cost of this contract will be funded from the Early Years and Family Support Services, Children and Families Budget

6.0 Staffing Implications

- 6.1 This service is currently provided by an external contractor (CAB) Citizen's Advice and there are no implications for Council staff arising from retendering the contract.
- 6.2 It is anticipated that if the tender is won by an external contractor other than the incumbent then the Transfer of Employment (Protection of Employment) Regulations 2006, ("TUPE") is likely to apply so as to transfer from the current to the new contractor those employees of the current contractor who spend all or most of their working time on the activities taken over by the new contractor.

7.0 Legal Implications

- 7.1 The estimated value of the contract over its lifetime is in excess of £875,000 and therefore the procurement and award of this contract is subject to the Council's Contract Standing Orders and Financial Regulations in respect of High Value contracts.
- 7.2 Under section 17 of the Children Act 1989, the Council is under a duty to safeguard and promote the welfare of children who are in need, and

promote the upbringing of children by their families by providing a range of services appropriate to those children's needs.

- 7.3 The provision of information, advice and guidance services to families of children aged 0-5 attending Children's centres are classified as Part B Services under the Public Contracts Regulations 2006 ("EU Procurement Regulations") and as such are not subject to the full application of the EU Procurement Regulations (save that there must be a technical specification contained in the contract documents and on award of contract the Council must issue a Contract Award Notice in the OJEU within 48 days of award). The services are however, subject to the overriding EU Treaty principles of equality of treatment, fairness and transparency in the award of contracts.
- 7.4 Once the tendering process is undertaken Officers will report back to the Executive in accordance with Contract Standing Orders, explaining the process undertaken in tendering the contracts and recommending award.

8.0 Diversity Implications

- 8.1 The proposals in this report have been subject to screening and on the basis that the service that is contracted is the same as currently provided, officers believe that there are no specific diversity implications.
- 8.2 However if, as indicated in paragraph 3.4 above, tenderers are invited to submit two alternative bids on the basis of two different scopes of service, then acceptance of the option with the reduced scope of service could have diversity implications. If officers go down this route, then any award report recommending a lower scope of service will need to address the diversity implications of that recommendation since the service is in place to address inequalities.

9.0 Public Services (Social Value) Act 2012

- 9.1 Since 31st January 2013, the council, in common with all public authorities subject to the EU Regulations, has been under a duty pursuant to the Public Services (Social Value) Act 2012 to consider how the services being procured might improve the economic, social and environmental well-being of its area; and how, in conducting the procurement process, the Council might act with a view to securing that improvement; and whether the council should undertake consultation. This duty applies to the procurement of the proposed contract as Part B Services over the threshold for application of the EU Regulations are subject to the requirements of the Public Services (Social Value) Act 2012.

- 9.2 The service being procured has as its primary aim improving the social and economic well being of some of the most disadvantaged groups in Brent. Users are regularly consulted to ensure the service meets their needs and as identified through the Parent Impact Study the support is positively rated by families with needs related to benefits, housing and related assistance.
- 9.3 There is a very limited market for the delivery of these services, however, officers will endeavour to describe the scope of service in such a way as to further meet the requirements of the Act (ie in addition to paragraph 10.2 above) during the procurement process..

10.0 Background Papers

- 10.1 A copy of the current specification for the service is attached.


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 Brent	<p style="text-align: center;">Executive 17 June 2013</p> <p style="text-align: center;">Report from the Director of Environment and Neighbourhood Services</p>
<p style="text-align: right;">Wards Affected: ALL</p>	
<p>Introduction of a Charge Based Regulatory Advice Service for Businesses</p>	

1.0 SUMMARY

- 1.1 This report seeks Executive approval for the introduction of a Primary Authority Partnership (PAP) scheme in the London Borough of Brent (LBB) and for the introduction of a charging system to increase the availability of advice and support to businesses, and especially Small and Medium sized Enterprises (SMEs), with provision of up to seven hours free advice and guidance on regulatory matters.
- 1.2 These proposals will reduce and simplify the regulatory burden on businesses entering into PAPs by ensuring that they can have confidence in applying the advice they have been given nationwide with consistency of approach between different local enforcement agencies.
- 1.3 For businesses wanting more advice than it would presently be possible to give from existing resources, these proposals extend the availability of advice, with up to seven hours advice and support provided free, which is expected to be sufficient for most small businesses, and the option of accessing more advice if required at an extremely economic rate.

2.0 RECOMMENDATIONS

- 2.1 That the Executive:-
 - i. Agrees to the Council adopting the Primary Authority Partnership scheme under the Regulatory Enforcement and Sanctions Act 2008 (RESA).
 - ii. Delegates authority to the Director of Environment and Neighbourhood Services to enter into Primary Authority agreements with businesses and to request

nomination of partnerships to the Better Regulation Delivery Office under the provisions of Section 25 of the Regulatory Enforcement and Sanctions Act 2008.

- iii. That the Executive agrees to the Council adopting a system of providing up to seven hours' regulatory advice for all businesses free of charge, and the introduction of a charge based scheme on a cost recovery basis for those that require more than seven hours' of advice as detailed in paragraph 3.11 below.
- iv. That the Executive agrees to the Council adopting the proposed hourly charging rates of £51.54 (Annual Contract) and £64.43 (Pay As you Go contract) and, thereafter, to increase these rates on an annual basis on 1st April each year by the annual change in the Retail Price Index (RPI) for January of the year concerned.

3.0 DETAILS

- 3.1 Local Authority regulators, such as Trading Standards, Food Safety and Health & Safety, have been advising businesses of all sizes for many years in a number of ways. From small to large enterprises, advice has been provided, to the extent possible within available resources, free of charge. Regulators have justified this on the basis that this is a part of their statutory duties and that helping businesses comply with the law was a more effective way of ensuring compliance than by just inspection and enforcement action (including prosecution). This approach also satisfied the requirements of the Enforcement Concordat and the Regulators' Compliance Code.
- 3.2 One particularly powerful compliance tool that has developed over the years is the Home Authority (HA) principle whereby a Local Authority acts as the single point of contact for businesses that are based in their area but operate across the country. Local Authority regulatory services have been supporting HA relationships with larger companies for many years. The ethos behind these voluntary agreements has been to work constructively with businesses and advise them on the best way to achieve compliance with the law.
- 3.3 The Regulators' Compliance Code requires regulators to offer a certain level of free advice. It states, "Advice services should generally be free of charge, but it may be appropriate for regulators to charge a reasonable fee for services beyond basic advice and guidance necessary to ensure compliance. Regulators should, however, take account of the needs and circumstances of smaller regulated entities and others in need of help and support".
- 3.4 The RESA introduced the concept of PAPs. They were seen as logical developments of HA schemes. PAPs are legally recognised schemes, unlike the voluntary HA schemes they are intended to replace. In simple terms, they are HA schemes under a statutory footing and with "teeth". To be formally recognised as a PAP, all agreements have to be registered with the Better Regulation Delivery Office (BRDO) in accordance with their basic terms and conditions.
- 3.5 The Primary Authority scheme is open to any business, charity or other organisation that is regulated by two or more local authorities in respect of a

relevant function. It is recognised that not all businesses will be eligible to join the PAP scheme but all will, nevertheless, continue to be supported under the current arrangements with up to seven hours of free regulatory advice as described in 3.10, and the ability to access further advice at reasonable cost.

- 3.6 PAPs can be offered across a range of different regulatory categories, such as Health & Safety, Food Safety and Trading Standards, and can be run jointly in conjunction with other local authority services. The categories for PAP agreements will also increase in the future, and expand to include agreements with, amongst others, trade organisations. The categories covered by PAPs are shown below but these are likely to increase in the future, e.g. alcohol licensing.

- | | |
|--|-----------------------|
| • age-restricted sales | • housing |
| • agriculture | • metrology |
| • animal establishments & animal welfare | • petroleum licensing |
| • consumer credit | • pollution control |
| • environmental protection | • product safety |
| • explosives licensing | • road traffic |
| • fair trading | • health and safety |
| • farm animal health | • general licensing |
| • food safety and hygiene | • food standards |

- 3.7 Although PAPs have developed from HA schemes, there are some fundamental differences that can present opportunities for businesses and local authorities. These include:-

- PAPs are legally recognised. Once a PAP contract is signed all other enforcement authorities have to have regard to it.
- Several areas of enforcement are covered, including, at present, Trading Standards, Environmental Health and Health & Safety.
- One source of advice for the company, which would be authoritative. Other enforcers would have to follow it and not act in a contradictory manner.
- A national inspection plan could be drawn up. This could help reduce the number of inspections the trader is subjected to nationally.
- The existence of an effective PAP should be considered as part of a regulator's risk assessment process thus reducing the trader's risk rating.
- As confidence in a business increases, it should reduce the number of enforcement inspections that are carried out. This will enable hard pressed LAs to concentrate their resources on other more serious problems and priorities.
- PAPs have an effective dispute resolution mechanism in the event of disagreements between local authorities ("LAs") with respect to statutory interpretation and other enforcement actions. There is no formal dispute resolution process with the voluntary HA scheme.
- The PAP scheme provides consistent advice from one source – businesses argue that inconsistent advice is still an issue costing them unnecessary time and money.
- It will improve communication between enforcing authorities and PAs, including increasing the information about a business from other LA officers. This will feed intelligence led enforcement.
- It will lower costs for the PAP businesses and LAs

- An added advantage will be that PAPs will help increase the knowledge and skill of officers providing the service

3.8 Most LAs have found that the demand for their 'free' business advice services has been increasing over the years. At the same time they have found that their resources have decreased. In Consumer & Business Protection (CBP) there has been a 25% reduction in staff in the last two years whilst the demand on the services has increased. With the advent of PAPs many LA regulators have taken the opportunity to have a fundamental look at how they deliver their business advice and support services. As such, a number of LAs, including, Milton Keynes Council, Slough BC, Surrey CC, have introduced a charge based scheme to help cover their costs. The table below compares the charging structures between the proposed Brent scheme and the abovementioned Councils who operate similar fee based business advice services. It should be noted that Brent's proposed scheme is significantly more generous in offering up to seven hours' of free advice whilst the proposed rates are similar to those that are charged by the other Local Authorities. This greater availability of free advice will predominantly benefit SMEs.

Local Authority	Free Advice (Number of Hours)	Option 1 (Hourly Rate)	Set up Costs (Amount)	Option 2 (Hourly Rate)	Set up Costs (Amount)
LB Brent	Yes (7 Hours)	£51.54	No	£64.43	No
Surrey CC	Yes (1 Hour)	£67.00	No	£67.00	£600
Milton Keynes Council	No	£56.63	£75	N/A	N/A
Slough BC	Yes (Minimal Initial Advice)	£58.80	No	N/A	N/A

3.9 Should the introduction of PAPs be accepted, then there are likely to be several different options that could be adopted depending on the needs of the business. It is proposed that Brent adopts the PAP scheme under the RESA and introduces a charging mechanism for the provision of business advice. However, it must be recognised that the introduction of the scheme should not unfairly penalise Small and Medium Size Enterprises (SME). (The European Commission has defined SMEs as any business which employs fewer than 250 employees with a turnover or balance sheet of less than 50 million Euros and 43 million Euros respectively. less.) In fact, BRDO's opinion is that SMEs would most benefit from PAPs as they do not always have the resources to employ their own compliance or legal teams to provide the necessary advice and guidance to enable them to operate lawfully.

3.10 No individual business should be penalised through the introduction of this scheme. According to our records there are over 6,000 business premises in Brent relating to Trading Standards, Food Safety and Health & Safety. These businesses are graded according to the risk rating that is established based on a number of factors, i.e. type of goods/services, size of the business in terms of number of employees and outlets, retailer, manufacturer or importer. The number

of businesses held on the Consumer & Business Protection team's databases and the risk ratings is as follows:-

Team	High Risk	Medium Risk	Low Risk
Food Safety	221	1559	917
Health & Safety	221	1559	917
Trading Standards	102	2883	3177

Regulatory Services no longer carry out routine inspection and advisory visits except to high risk businesses. Inspection and advisory visits are also carried out on request from the business, or when complaints are received from consumers or other local authorities. Last year 429 enquiries for regulatory advice were received from Brent businesses, the vast majority of which were from large enterprises that operate nationally such as large retailers, manufacturers and importers. Based on the above and our knowledge and experience, local SMEs do not require advice and information over and above the seven hours of free advice that is being proposed in this scheme. The majority of SMEs fall within the low and medium risk categories and therefore, they will not be adversely affected as a result of this change in policy. Therefore, it is proposed that seven hours' of free advice and guidance is offered to all businesses in Brent under the specified areas of regulation. This would ensure that we continue to fulfil our obligations under the Regulators' Compliance Code and allow businesses to continue to access our services at no additional cost to them unless their requirements are such that they place excessive demands on our resources.

- 3.11 Where any business requires more than the seven hours' of free advice, then a charging scheme would apply in accordance with the following two options:-

Option 1 – This will be ideal for a trader who consults the Council for more than seven hours but on an irregular basis. The trader could then avail themselves to additional advisory services on a “pay as you go” basis.

Option 2 – This option would be suitable for traders who also consult the Service on a regular basis, irrespective of whether just locally based or anyone that trades across several LA boundaries. The Authority should promote PAPs to those companies that are eligible under RESA as experience from other parts of the country has shown that they are generally well received by businesses and regulators once properly established. Potential cost savings to the business can be significant and a well-run PAP should increase trust between the parties and improve levels of compliance. For this Option, the preferred method is to have an annual contract based on an agreed level of engagement with the business depending on the type of trade, number of referrals, complexity of legal advice and the different areas of regulation that the agreement will cover. However, any business that enters into an agreement for advice and support could also choose to pay on an hourly basis. By looking at these various factors, it will be possible to assess, with some degree of certainty, how much resources will be made available to the business for which a total up front annual fee can be calculated based on a lower hourly rate than in Option 1 above.

- 3.12 Should the proposal to introduce a PAP scheme be accepted then a good starting point for possible recruits are existing Brent HA companies. Other companies outside the borough could also be approached, particularly if they trade in a business sector that can be robustly supported by our specialist staff. There are already several examples of PAPs being run by Authorities where the business is not based in their area and where there has not been a previous HA relationship. In fact, there are potential opportunities in the future to offer this service on a shared basis with other Local Authorities, particularly those that are members of the WLA.
- 3.13 The Council should actively offer PAPs to companies across more than one category under RESA. Many existing PAPs are signed up on that basis as it reflects what the businesses require. In Brent, Food Safety, Health & Safety and Trading Standards are already under one management structure within the Consumer and Business Protection (CBP) Service and, therefore, the scheme will be relatively simple to administer. The types of businesses that would be suitable for PAPs are:-
- i. Companies with brand protection issues, such as counterfeiting. This is an area of strong local expertise and could include luxury goods producers in the fragrance and clothing fields.
 - ii. Large food packers. There are numerous such companies in Brent and they are supplying products to many of the major multiple retailers. Some businesses that have already been approached have shown an interest in PAPs and could be jointly covered by our Food Safety, Health & Safety and Trading Standard teams.
 - iii Other HA companies where there are existing good working relationships.

4.0 FINANCIAL IMPLICATIONS

- 4.1 There are no additional financial implications for the Council. In fact, if the recommendations of this report are adopted and a charging scheme is agreed then a small amount of the income that is derived from this source may be able to offset some of the current Food Safety, Health & Safety and Trading Standards budget pressures.
- 4.2 The provision of the PAP has been piloted in Brent by the CBP Service and, to date, five businesses have signed up to the scheme. Three businesses have opted for Option 1 and have agreed to pay at an hourly rate of £64.43 for the provision of regulatory advice services. Two large scale businesses that operate nationally have opted for Option 2 and are paying annual fees based on an agreed number of hours of advice and support from the Council on their specific area of regulation at an hourly rate of £51.54.
- 4.3 It is anticipated that the uptake of fee based advice service within the borough in the first year will be no more than fifty businesses. Any charges received on a cost recovery basis will be used to support the Council's existing budgets for the provision of regulatory services. Furthermore, should the demand for a charge based advice service increase significantly, then the income from this would allow the Council to divert some of these resources to employ additional staff to

deliver this advisory work ensuring higher priority work such as investigations into dangerous products, food hygiene and food safety alerts and accidents at work, etc. is not compromised.

- 4.4 HMRC has indicated to another Primary Authority that VAT should be charged on the price, if the advice and support provided by that Authority could have been supplied by the private sector. In the circumstances, it is likely that VAT will be payable on top of the Council's prices.

5.0 LEGAL IMPLICATIONS

- 5.1 By having "Primary Authority" status, the Council has the power under section 31 of the Regulatory Enforcement and Sanctions Act 2008 ("RESA") to charge businesses fees on a cost recovery basis in relation to the exercise of its functions as a primary authority under Part 2 of RESA 2008. In calculating the costs incurred in providing the service, a local authority should have regard to the guidance issued by HM Treasury entitled "Managing Public Money" and in particular Annex 6.2 thereof. "Primary Authority" allows a business to form a partnership with a single local authority and this partnership, once it has been nominated by the Better Regulation Delivery Office, has a statutory basis.
- 5.2 Under section 25 of RESA 2008, the Secretary of State, through the Better Regulation Delivery Office ("BRDO"), may nominate a local authority to be a "Primary Authority" for the exercise of a relevant function under Part 2 of RESA 2008 in relation to a business. In this scenario, the BRDO has the power to nominate Primary Authority Partnerships between the Council and businesses so that the PAP agreement has a statutory footing.
- 5.3 The Council has an obligation under the Regulators Compliance Code (Statutory Code of Practice for Regulators, BERR, 2007) to provide businesses with advice and guidance about their legal obligations in respect of environmental health, trading standards, fire safety and licensing legislation. Where businesses require additional advice and support services under Primary Authority, section 31 of RESA 2008 enables the council to recover the costs associated in providing these services from the business.

6.0 DIVERSITY IMPLICATIONS

- 6.1 As stated above, the charge based advice service must be administered in accordance with the public sector equality duty under the Equality Act 2010.
- 6.2 In carrying out this charge based advice service, it would be incumbent on the Council under the 2010 Act to: (1) have due regard to the need to eliminate unlawful discrimination, harassment and victimisation (along with other conduct) prohibited under the 2010 Act; (2) advance equality of opportunity between people who share a 'protected characteristic' and those who do not; (3) foster good relations between people who share a protected characteristic and those who do not.

- 6.3 The nine protected characteristics under the 2010 Act are: Age; Disability; Gender Reassignment; Race; Religion or belief; Sex; Sexual Orientation; Marriage and Civil Partnership; and Pregnancy and Maternity.
- 6.4 In March 2012, the Council's 30 regulatory services officers held a consultation seminar (including one-to-one discussions) with local businesses. Representatives from 30 local businesses attended the event. There were no adverse issues raised during this consultation in relation to Equality Act 2010 considerations.
- 6.5 It is not envisaged that the scheme would have an impact (either positive or negative) in respect of the following protected characteristics: Age; Gender Reassignment; Sex; Sexual Orientation; Marriage and Civil Partnership.
- 6.6 In respect of the protected characteristic of disability: The Council would ensure that those with a disability have the same opportunity to access the scheme as those without a disability, by making reasonable adjustments to the fee based advice service where appropriate (for example, by supplying any written advice in braille format where necessary). A responsible officer would be appointed to collate monitoring information received back from fee paying service users to determine whether the scheme was effective for those with a disability.
- 6.7 In respect of the protected characteristic of race: the Council has identified the risk that some potential users from BME backgrounds may not take advantage of the scheme, particularly at the outset. This may be because some potential service users have English as an additional language, resulting in the users not fully appreciating the nature and benefits of the scheme. To mitigate this risk and to help ensure an equal opportunity to access the scheme, the Council would, wherever possible, seek to utilise the skills of officers who are able to communicate in the same language as that of the trader. Officers' knowledge and experience show that generally language is not a barrier to communication with businesses, but in the rare event where this is the case, then the Service has a number of officers who speak a range of different languages such as Hindi, Gujarati, Punjabi, Bengali, German, Mandarin, Hokkien and Malay. Furthermore, there are occasions when the use of interpreters and translators is sought to overcome any communication difficulties. This will continue to be the case even after the introduction of a charge based business advice service. Therefore, officers do not envisage that the policy will result in any direct or indirect discrimination to any of the protected groups. The Council will nominate a responsible officer to review (within a formal structure at defined periods) the monitoring information it receives back from service users to determine whether any particular groups are failing to take advantage of the service. The officer responsible for reviewing the monitoring information would check that small businesses are using the scheme, because it may be that a disproportionate amount of small businesses are owned members of the BME community. Officers are aware that most of the BME businesses in Brent are small to medium size businesses and would, therefore, ensure that no businesses are treated unfairly through the introduction of the scheme as it is open to all businesses. Furthermore, outreach work is an integral part of our day to day activities and, once the policy has been agreed, then officers will ensure that the scheme is promoted with a view to increasing the take up of free advice and,

where necessary, encouraging businesses to join Brent Council's fee paying service. As stated above, officers are aware that the majority of small to medium size businesses in Brent do not require more than seven hours of regulatory advice per year and in that scenario, such advice can be provided free of charge (on the basis that it does not exceed seven hours per annum).

- 6.8 In respect of the protected characteristic of pregnancy and maternity: those who are pregnant may benefit from the health and safety advice made available under the scheme.

7.0 STAFFING / ACCOMMODATION IMPLICATIONS (IF APPROPRIATE)

- 7.1 Should approval be granted for the introduction of a charge based advice service, then there will initially be no additional staffing requirements. However, if the demand from businesses to join the scheme is greater than anticipated, then it is possible that additional staff will be required, which will be funded from the income that is received for the provision of this service.

BACKGROUND PAPERS

The Regulator's Compliance Code :

<http://www.berr.gov.uk/files/file45019.pdf>

The Regulatory Enforcement and Sanctions Act 2008:


<http://www.legislation.gov.uk/ukpga/2008/13/contents>

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 Brent	<p>Executive 17 June 2013</p> <p>Report from the Director of Regeneration and Major Projects</p>
<p>Wards affected: Barn Hill & Queens Park</p>	
<p>Adoption of Revised Planning Design Guides for Barn Hill Conservation Area and Queen's Park Conservation Area</p>	

1.0 Summary

- 1.1 A review of Brent's Conservation Area Design Guides is being undertaken with the overall aim of producing up to date documents to give clear guidance primarily to residents on acceptable types of development. These documents have an important role in ensuring the special character of our conservation areas is preserved and where possible enhanced. Revised Planning Design Guides for Barn Hill Conservation Area and Queen's Park Conservation Area have been produced.
- 1.2 Following endorsement by the Planning Committee on 16 January 2013, public consultation commenced on 28 January 2013 (for 28 days) inviting local residents and Ward Councillors to comment on the revised Barn Hill Conservation Area and Queen's Park Conservation Area Design Guides. General support for the revised Design Guide is an important factor in how effective they are and in both areas there was discussion with the Residents Association on the content of the Guides before local consultation with all local residents was undertaken.
- 1.3 The Planning Committee on 17th April 2013 considered the consultation responses and the recommendations made to revise the documents where appropriate. The Committee endorsed these further changes and recommended that the final documents incorporating the recommended revisions be reported to Executive for adoption.

2.0 Recommendations

- 2.1 That the Executive agrees the adoption of the revised Planning Design Guides for the Barn Hill Conservation Area and the Queen's Park Conservation Area for development management purposes to guide the consideration of future planning applications in these areas.

3.0 Discussion

Barn Hill Conservation Area Design Guide

- 3.1 The current Barn Hill Conservation Area Design Guide was adopted in September 2002. Whilst the general approach to development remains unchanged, the updated document is intended to be more 'user friendly' and provide clearer advice on interpretation of the guidance as a whole.
- 3.2 The following are the key changes to the Design Guide:
- More detailed guidance on designing extensions which take into account the changes in ground levels characteristic of the Barn Hill Conservation Area;
 - More detailed guidance on terraces and raised patios to ensure they protect the privacy of neighbouring properties but also provide an acceptable design solution;
 - Guidance on basements which was not covered in the previous Design Guide;
 - Further detail regarding replacement windows including examples of the plans and level of detail required as part of a planning application to assist applicants and ensure acceptable replacement windows are provided.
- 3.3 On 16 January 2013, the Planning Committee gave their endorsement to consult publically on the draft Barn Hill Design Guide.
- 3.4 Letters were sent owner/occupiers in the Barn Hill Conservation Area on 28 January 2013 giving 28 days to comment on the draft Design Guide. A 'drop-in session' for residents was held at Brent Town Hall on 12 February 2013 to give residents an opportunity to discuss the proposals with Officers.
- 3.5 A total of 7 comments were received from residents in addition to the comments received from the Barn Hill Residents Association. Consideration was given to the responses with the following changes recommended:
- *Side extensions* – The existing Design Guide does not specifically refer to the erection of side extensions to properties where their side boundary adjoins the rear garden boundary of the neighbouring house. The draft Design Guide sought to provide clarification on this matter, setting out that a proposed side extension should be set in 2 metres from the adjacent boundary to preserve the character of the area. However, in view of the comments received, it was acknowledged that this would preclude many properties from building a side extension. As such, it was recommended to revise this guidance on the set in required to 1 metre;

- *Basement Extensions* – The existing Design Guide does not provide guidance on basement extensions. However, it is becoming more common that householders are looking to extend their property in this way and a new section in the draft Design Guide on basement extensions was introduced in order to demonstrate a consistent and uniform approach. Following consultation, it was recommended that the guide be revised to include the types of use for basement considered acceptable – i.e. not for habitable accommodation given that it is below ground level and likely to have reduced light and outlook;
- *Window & Door Replacement* – The illustration of a front door in the draft Design Guide did not reflect the design which would have been original to these properties. As such, it was recommended that drawing of door be updated to reflect the a door characteristic of the Barn Hill Conservation Area;
- *Burglar Alarms* – The draft Design Guide suggested a dark colour would be most appropriate for a burglar alarm box. However, it is acknowledged that they also need to be visible to act as a deterrent therefore this reference is to be removed;
- General corrections/ clarification/ typographical errors changed where considered appropriate.

3.6 On 17 April 2013, the Planning Committee gave their endorsement to incorporate the recommended revisions in the Barn Hill Design Guide and present the final document to the Executive Committee for adoption.

Queen's Park Conservation Area Design Guide

3.5 Whilst there is a Queen's Park Conservation Area Design Guide, this has not been updated for many years and does not provide clear guidance for existing residents and those proposing to move into the area about all types of works that are generally accepted in planning terms.

3.7 The following are the key elements included in the Design Guide:

- Detailed guidance on extensions, in particular side infill extensions, to provide clarity of the design and scale that will be accepted;
- Guidance on basements which was not covered in the previous Design Guide and is an important issue in the area;
- Detailed guidance on replacement windows including examples of the plans and level of detail required as part of a planning application to assist applicants and ensure acceptable replacement windows are provided.

- 3.8 On 16 January 2013, the Planning Committee gave their endorsement to consult publically on the draft Queen's Park Design Guide.
- 3.9 Letters were sent owner/occupiers in the Queen's Park Conservation Area on 28 January 2013 giving 28 days to comment on the draft Design Guide. A 'drop-in session' for residents was held at Kilburn Library on 18 February 2013 to give residents an opportunity to discuss the proposals with Officers
- 3.10 A total of 20 comments were received from residents in addition to the comments received from the Queen's Park Residents Association (QPARA). Consideration was given to the responses with the following changes recommended:
- *Dormers, roof-lights and alterations to the roof* - The character of many roads in Queens Park comprise wider rear dormer windows than those generally permitted elsewhere in the borough, given that the original Design Guide allowed them at 2/3 width of the original roof slope. The draft Design Guide proposed to amend this guidance to restrict dormer windows to half of the width of the rear roof slope to reflect the guidance followed elsewhere in the borough. However, following public consultation, it was recommended to retain the guidance to allow 2/3 width rear dormer windows in Queen's Park Conservation Areas given that many properties already have wider dormer windows. This guidance is applicable apart from on wider properties where the half width guidance would still apply;
 - *Rear extensions* - The Council in the past has sought to restrict side infill extensions on character grounds, but more recently the established practice has been to allow them subject to certain criteria. One of these criteria relates to a reduction in height of the addition on the joint boundary to minimise impact on neighbouring amenity. Following public consultation, it was recommended that further clarification be provided to confirm that this limitation would not be relevant in the event of a joint application with the neighbouring property being submitted as the amenity impacts would not be apparent;
 - *Basement Extensions* - The guidance set out in the draft Design Guide has been developed to in accordance with the design approach adopted on recent planning applications for basements in the area. As far as front light wells are concerned, the issue relates to their impact on the character and appearance of the area. Following public consultation, it was recommended that reference to an "unavoidable" light well should be changed to indicate that any changes to the front of the building must be minimised. In addition, given concern regarding impacts on neighbouring properties during/post construction, it was recommended that the Design Guide be revised to include reference to

the Party Wall Act 1996 as well as setting out the requirement to sign up to the Considerate Contractors Scheme. Separately, work is being carried out on basements to propose additional planning application validation requirements which will be implemented borough wide, comprising submission of proposed construction and build methodology at application stage;

- *Window Repair and Replacement* - It is agreed that the examples in the draft Design Guide are not consistent with what can be found in Queens Park Conservation Area. As such, following consultation, it was recommended to delete graphics and also make it clear that for some properties critical windows are still available;
- *Front gardens, walls & boundaries* - The responses received during public consultation illustrate the range of views that exist on certain aspects of the guidance. The adopted guidance seeks to encourage residents to think about the way that the space to the front of their houses are treated, but it would be unlikely that the Council would wish to become involved in pursuing any party for example a hedge that might have grown too high as these are private law rights that would need to be enforced against the relevant parties. As such, it was recommended to revise the text to make it clear that the height of the hedge is not an absolute restriction but guidance. It was also recommended to include reference to defensive planting.
- *Trees* - Street trees are not mentioned in the draft Design Guide. They are an important element of Queen's Park Conservation Area. The Council is now better at planting species that are less damaging to roads and pavements and residents should therefore not cause damage or seek to remove street trees. It was recommended to revise the guidance to include reference to the importance of street trees;
- *Roofs and Chimneys* - The approach adopted in the past has been to allow the change to either the top section of the front gable or the bottom section (but not all of it) to preserve the original character. It was recommended to update the guidance to provide clarification on the established approach;
- *Burglar Alarms* – This matter is not covered in the original Design Guide. It is considered that guidance on this issue should be included;
- *Security grills* – The installation of security grills would not be allowed on the front of any building. It was recommended that this should be set out in the Design Guide.
- *Drop Kerbs* - Where any kerbs are no longer needed they should be made good and removed to the satisfaction of the Council as Highway Authority. It was recommended that this should be set out in the Design Guide.

- General corrections/ clarification/ typographical errors changed where considered appropriate.

3.4 On 17 April 2013, the Planning Committee gave their endorsement to incorporate the recommended revisions in the Queen's Park Design Guide and present the final document to the Executive Committee for adoption.

4.0 Financial Implications

4.1 The guides are intended to provide more detailed guidance for residents, giving a greater level of certainty as to whether works are likely to be acceptable. This may help reduce the expense for residents of submitting multiple applications in order to gain an approval.

5.0 Legal Implications

5.1 If formally adopted by the Executive Committee, the documents will replace the existing Design Guides and carry significant weight when determining planning applications on a case by case basis.

6.0 Diversity Implications

6.1 It is not the intention to prevent people carrying out improvement works to their homes but to ensure that the works are appropriate in the context of the conservation area designation.

7.0 Staffing/Accommodation Implications

7.1 The updated documents are intended to be more 'user friendly' and may reduce the level of input required from officers both at pre-application stage and during the course of the application though seeking revisions.

8.0 Environmental Implications

8.1 The aim of these documents is to ensure development preserves and where possible enhances the character of the area.

9.0 Background Papers

Existing Design Guides

Barn Hill Conservation Area Design Guide (2002):

<http://www.brent.gov.uk/media/194871/Barn%20Hill%20conservation%20area%20design%20guide.pdf>

Queen's Park Conservation Area Design Guide:

<http://www.brent.gov.uk/media/2690322/Queens%20Park%20CA%20Design%20Guide.pdf>

16 January 2013 Planning Committee Agenda, Decisions & Minutes:

<http://democracy.brent.gov.uk/ieListDocuments.aspx?CId=115&MId=1895&Ver=4>

17 April 2013 Planning Committee Agenda, Decisions & Minutes:

<http://democracy.brent.gov.uk/ieListDocuments.aspx?CId=115&MId=1824&Ver=4>

10.0 Appendices

Appendix 1: Revised Planning Design Guide for Barn Hill Conservation Area

Appendix 2: Revised Planning Design Guide for Queen's Park Conservation Area

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ANDY DONALD

Director of Regeneration and Major Projects

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BARN HILL

CONSERVATION AREA

DESIGN GUIDE



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1.0

Introduction



1.0 Introduction

WHAT IS A CONSERVATION AREA?

Conservation Areas are places of special architectural and historic character with a collective quality worth preserving and enhancing. The strength of their character is dependent on the way the individual buildings and gardens complement each other. The Local Planning Authority is responsible for designating Conservation Areas with the law set down in the Planning (Listed Buildings and Conservation Areas) Act 1990 (as amended). This enables the Council, with the aid of localised design criteria and additional controls over Permitted Development, to influence the type of physical changes that would otherwise be harmful to the area.



The Borough Council with the support of English Heritage designated Barn Hill a Conservation Area in March 1990 in recognition of its special architectural and historic character. In 1995, the Council with the support of residents, applied extra planning controls known as an Article 4(1) Direction to part of the Barn Hill Conservation Area. These additional controls are used to help the Council guide the way in which repairs and improvements are carried out.

This guide provides information on Barn Hill's specific planning controls, as well as advice on ways to repair and improve your home so that it helps preserve and where possible enhance the character and appearance of the area. You may also require Building Regulations approval for alterations to your property, further guidance is set out in Section 6.4 of this Design Guide.



1.1 What makes Barn Hill special?

There are historic references to the Barn Hill area from as early as 1547, at which time the area was known as Bardonhill. However, the most significant period for the area was in the late 18th century when Barn Hill formed part of the Uxendon Estate owned by the Page family.

The family employed Humphry Repton, a celebrated landscape designer of the time, to remodel the landscape of the Barn Hill area. Prior to the purchase of the area for housing development in 1926, the hill had been part of a golf course that benefited from the features that Repton had established.

Barn Hill benefits from an attractive hill-side setting overlooking Wembley Stadium, Wembley town centre and Harrow on the Hill further in the distance. This enviable position coupled with the architectural quality of the, generally, mock-Tudor styled houses establishes the area's very special character. The relationship

between the layout of the roads and the positioning of the houses sets the area apart from other residential areas. Houses at crossroads are designed and detailed to be part of a wider streetscape with decorative chimneys and elevations of individual houses contributing to the setting of the junctions.

1.2 Who is this guide for?

This guide is for residents, consultants and builders working in the Barn Hill Conservation Area. It contains practical advice and information to help you make repairs and improvements to your home that will respect the character of the area.

Alterations that are out of keeping with the original appearance of the houses and streets can spoil the quality of the environment and reduce the desirability of the area. The Council can do much to lead in the protection of the Conservation Area, but residents need to care for their own home with the attention to detail shown by the original designers.

We share a duty to protect the special character of the area, not only for today's residents and visitors, but also for those of tomorrow.

As a resident, it is in your interest to keep the special character of your home and area.

Usually, houses in well-maintained Conservation Areas have a greater value than those outside.

There are many Conservation Areas throughout the country all with different characters and building types, but it is only those areas in which the residents are actively involved in conservation that successfully retain their character.



Some of the technical terms you will come across are marked with an *. These are explained in section 7.

1.3 Is my property in the Conservation Area?

Properties in the Conservation Area with an Article 4 Direction	
Street	House number
Barn Hill	1-99, 2-46, 46a, b, c, 48-88, & Barn House
Barn Rise	3-53, 2-50, 62-66
Barn Way	1-35, 2-48
Corringham Road	1-53, 2-42
Eversley Avenue	1-33, 2-34
Grendon Gardens	1-7, 15-45, 2-10, 12a, 12-34
Midhol	1-11, 15-23, 2-26
The Crossways	1-29, 2-32
West Hill	106
Wickliffe Gardens	1-9, 2-12

Properties in the Conservation Area without an Article 4 Direction

Street	House number
Barn Rise	55-73, 52-60
Barn Way	37-69, 50-76
Basing Hill	1-55, 2-70
Beverley Gardens	1-55, 2-58
Brampton Grove	1-37, 2-28, 46-64
Charlton Road	1-12
East Hill	1-31, 2-18
Forty Avenue	1-18 (Grand Parade)
Mayfields	1-41, 2-40
Mayfields Close	1-16 (consecutive, inc)
Midholm	28-32
West Hill	43-71, 66-104

1.4 What is an Article 4 Direction?

An Article 4 Direction is a special control which gives extra protection to a Conservation Area by removing some of the owner's Permitted Development rights. This enables the Council to prevent insensitive development. This does not mean that an owner cannot make any alterations to their home, but it does give the Council more control over the design and specification of proposed alterations to houses and gardens. This helps ensure the character of the area is preserved or enhanced and that the quality of the environment is sustained.

In areas with an Article 4 Direction, owners may have to apply for planning permission for proposed building work that would not normally require planning permission. The extra effort that owners have to make to obtain the appropriate planning permissions is recognised by the Council, so within an Article 4 Direction area the Council does not charge a fee for deciding Planning or Conservation Area Consent applications for work that would otherwise have been Permitted Development.

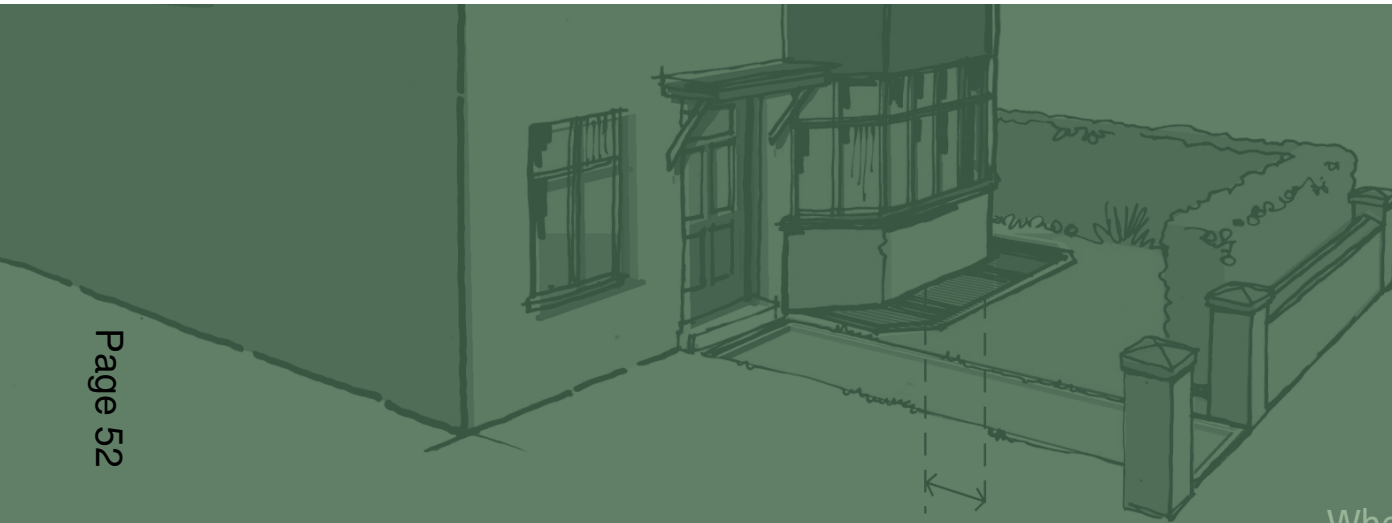
1.5 Sites of extra control

Below is a list of houses in the Conservation Area that are situated on very important road junctions and because of this, the original architects went to great lengths to ensure that the elevations that faced on to these junctions were of a very high design standard.

The decorative chimneys and windows on these important faces should not be covered over with new extensions:

Properties in the Conservation Area situated on important road junctions	
Street	House number
Barn Hill	3, 9, 11, 17, 19, 25, 27, 33, 35, 39, 41
Barn Rise	4, 9, 10, 11, 12, 17, 18, 20, 25, 26, 27, 28, 34
Corringham Road	12, 20
Grendon Gardens	15





2.0

When do I need to apply for Planning Permission?



2.0 When do I need to apply for Planning Permission?

2.1 General controls within the Conservation Area

The Town & Country Planning (General Permitted Development) Order 1995 (as amended) allows owners of houses to carry out certain types of alterations and modest building work to their homes without the need to apply to the Council for planning permission. Permitted Development rights only apply to houses that have not been subdivided. **They do not apply to flats, maisonettes or multiple-occupancy properties where planning permission is required for all external alterations and additions.**

Within a Conservation Area, the type of work allowed under Permitted Development is more limited, and there are greater restrictions over the amount a house can be extended or how much demolition can be carried out without planning permission. All properties located within the Barn Hill Conservation Area require planning permission for the following works:

- » To build any extension to the side of your house.
- » Applying stone, artificial stone, pebble dash, render, timber, plastic or tiles to any part of the exterior of your house.
- » Build any first floor extension.
- » Extending the roof of your house.
- » Fitting, altering or replacing external flue, chimney, or soil and vent pipe onto a principle or side elevation that fronts a highway. In other locations, it should not exceed the highest part of the roof by one metre.
- » Fixing a satellite dish or aerial on a chimney, wall or roof slope which faces onto and is visible from a road.

Please refer to the councils website for guidance on current Permitted Development allowances.

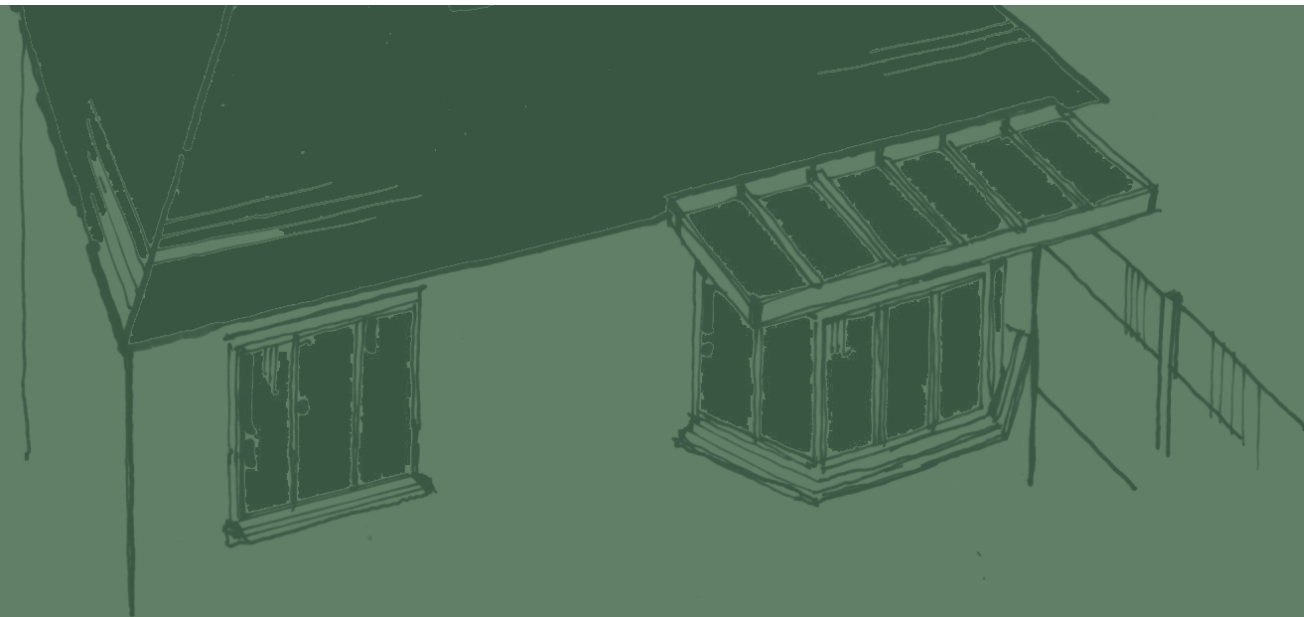


2.2 Additional controls for properties covered by the Article 4 Direction

In consultation with local residents, the Council applied an Article 4 Direction on part of the Barn Hill Conservation Area to further ensure its special character is preserved and enhanced. The additional controls assist in protecting the Barn Hill Conservation Area from insensitive and unsympathetic development by allowing the Council to guide the way in which repairs and improvements are carried out. Properties covered by the Article 4 Direction also require planning permission for the following works:

- » Extensions, alterations or improvements to the front or side of your house.
- » Erect, demolish or make alteration to any chimney.
- » Alter, enlarge or replace any window or door openings that face the street. Be aware that corner lot properties this may affect the side, or rear, of your property.
- » Change roof tiles or install rooflights to any roof slope.
- » Build, alter or remove gates, fences, walls or other types of boundary to front gardens or any other boundary with the street.
- » Painting any part of your house, or any other outbuilding. You may however paint entrance doors and window frames and sills without planning permission. You may also paint existing rendered surfaces with British Standard white or off-white without planning permission. The painting of brickwork is not included in this exemption.
- » Formation, laying out and construction of a means of access to a highway.
- » The construction within the curtilage of a dwelling house of a hardstanding for vehicles.





3.0

Extending and altering your home

3.0 Extending and altering your home

Most houses in Barn Hill are relatively modest in size. This means that, in most cases, nothing other than a small extension will be acceptable. The Barn Hill area benefits from its hilly character but the dramatic changes in level throughout the Conservation Area mean that two storey rear extensions will not normally be permitted because they will have a seriously negative impact on your neighbour. Above all, for a proposal to be acceptable, it must either preserve or preferably enhance the character of the area. **You will need Planning Permission for many types of extension or alteration in Barn Hill Conservation Area. You should consider the following points before submitting your application.**

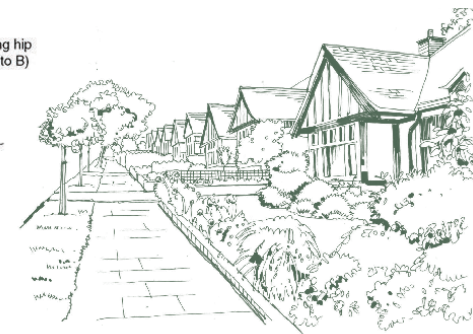
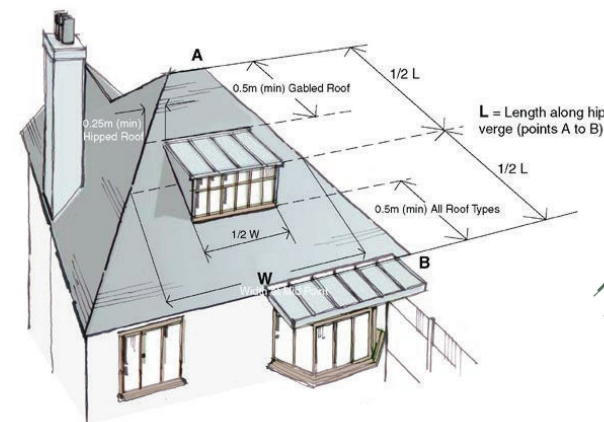
- » Will your proposed changes add to or detract from the enjoyment of the whole area by you, your neighbours and visitors?
- » How will the extension affect the overall shape of the house? The extension should not dominate the existing building or street scene.
- » Will the extension make the building too big in relation to the plot size? The extension should not spoil the original garden setting and should be subsidiary to the original house.
- » Does the proportion of the extension, position of openings (doors and windows), and roof pitch refer to the character of the area? All door and window openings on the extension must either be the same, or otherwise complementary to the proportions of those on the original house.
- » Originally, windows and doors of the houses in Barn Hill were manufactured using timber. Therefore, the best way to preserve the character of your home is to use timber windows and doors in your new extension.
- » Pitched roofs on extensions should complement the roof on the original house. Where possible, matching materials should be used.
- » Will the extension affect your neighbours' view or daylight?
- » Extensions to the side should not fill the space between houses, because this creates a 'terraced' effect and changes the character of the streetscape.
- » Brick bonds* on new building work should match the original and where possible should tie into the existing brickwork. Eventually, the new brickwork will weather down to blend in with the original.
- » You are encouraged to use materials that are environmentally sustainable to construct your extension. In particular, recycled bricks and roofing materials can be cheaper and may match your original materials more easily.
- » For properties on corner plots, the Council discourages the infilling of rear gardens with new buildings facing onto side streets.
- » Guttering should be incorporated within your property and should not overhang property boundaries.



3.1 Dormers, roof-lights and alterations to the roof

Poorly designed alterations to the roof slope will damage the character of Barn Hill. If you do want a dormer window, it should be in keeping with the style and proportions of the existing house and windows and you should use the same construction materials as the original house. The following guidance should be adhered to:

- » Under no circumstances will front dormers be permitted in the Conservation Area.
- » Side dormers will be considered on a house to house basis, but they are not usually permitted as it is very difficult to detail this type of dormer window without compromising the character and appearance of the house or wider street scene.
- » Windows in rear dormers should be of the same proportions and style as the original windows below. Rear dormers should be no wider than half the width of the original roof plane. They should be set down at least 0.3metres from the ridge of the house and set up at least 0.5 metres from the eaves lines of the house. The front face should be predominantly glazed.
- » The conversion of a hipped roof into a full gable will not be permitted as this results in significant change to the character and appearance of the house and street scene.
- » Roof-lights are not permitted on the front roof-slope. On the side roof-slope one roof-light may be acceptable unless the property is located on a corner and fronts the street. At the rear of the property, roof-lights will generally be permitted, although they should be kept as small as possible. Roof-lights must be set flush within the roof plane.



3.0

3.2 Rear extensions (including conservatories)

Development in rear gardens can have a serious impact on the character of the Conservation Area and the amenity of your neighbours. Therefore, you should comply with the following standards:

The height of your extension should be kept to the lowest practical level whilst still complementing the character of the original house. Generally the height permitted for a flat roof extension is 3 metres. If a pitched roof is proposed, the maximum average height permitted is 3 metres.

The maximum depth permitted is 3 metres from the original rear elevation of a semi-detached house or 4 metres from the original rear elevation of a detached house (Note: The depth of the extension may need to be reduced if you are also proposing a basement extension – See 3.4 Basement Extensions).



Where the garden level is lower than your house, it is important that your single storey extension does not appear as a two storey addition. It may be necessary to sit your extension within a raised patio or terrace so that the lower portion below the internal floor level is screened from the garden of your property or from your neighbours gardens. This will ensure that the extension is viewed as a single storey extension and will preserve the character of the original property.

In some cases there may be differences in the levels of gardens. Where your neighbours garden is at a lower level, it is likely that your extension will be required to be of more modest proportions to reduce its impact. This may be achieved by:

- » reducing the height of your extension;
- » reducing the depth of your extension; and/or
- » increasing the set-in from the shared boundary.

3.0



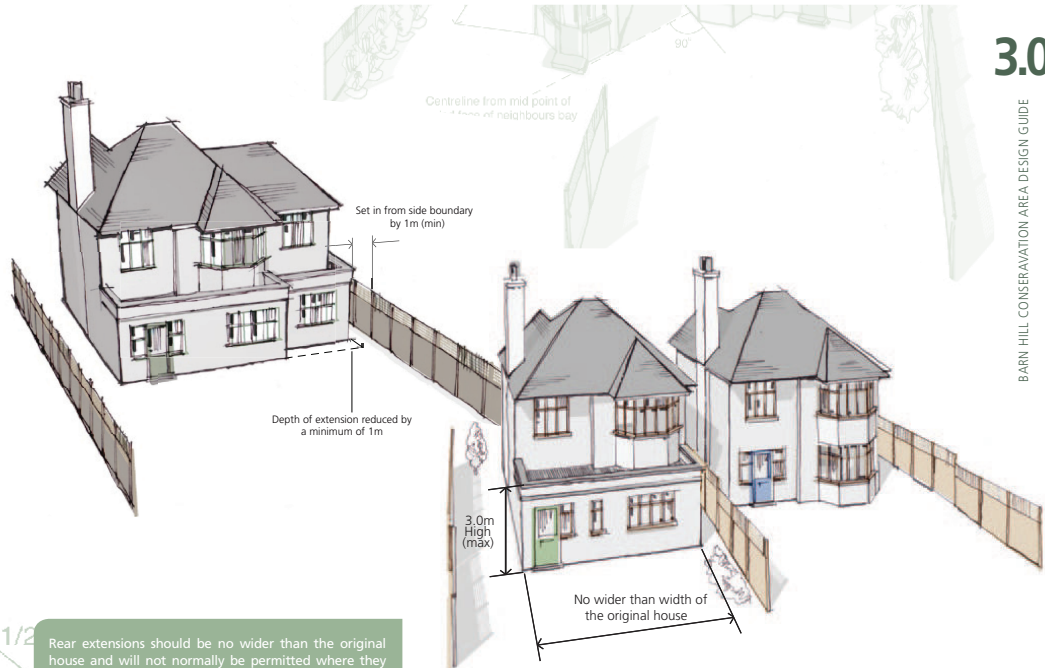


Depth of extension restricted to a point at which the front wall intersects with a line projecting from angled face of neighbours bay

Centreline from mid point of angled face of neighbours bay

90°

Where your extension is situated immediately adjacent to a neighbour's rear bay window, the depth of your extension is restricted by a line drawn at 90° from the mid-point of the angled face of the bay.



Set in from side boundary by 1m (min)

Depth of extension reduced by a minimum of 1m

3.0m High (max)

No wider than width of the original house

90°

Centreline from mid point of angled face of neighbours bay

Rear extensions should be no wider than the original house and will not normally be permitted where they are behind a side extension. This will only be permitted where the depth of this part of the rear extension is reduced by a minimum of 1 metre and set in from the side boundary by a minimum of 1 metre.

Well designed conservatories constructed using traditional materials, such as timber, will be considered on their individual merits. They should accord with the size criteria set out above.

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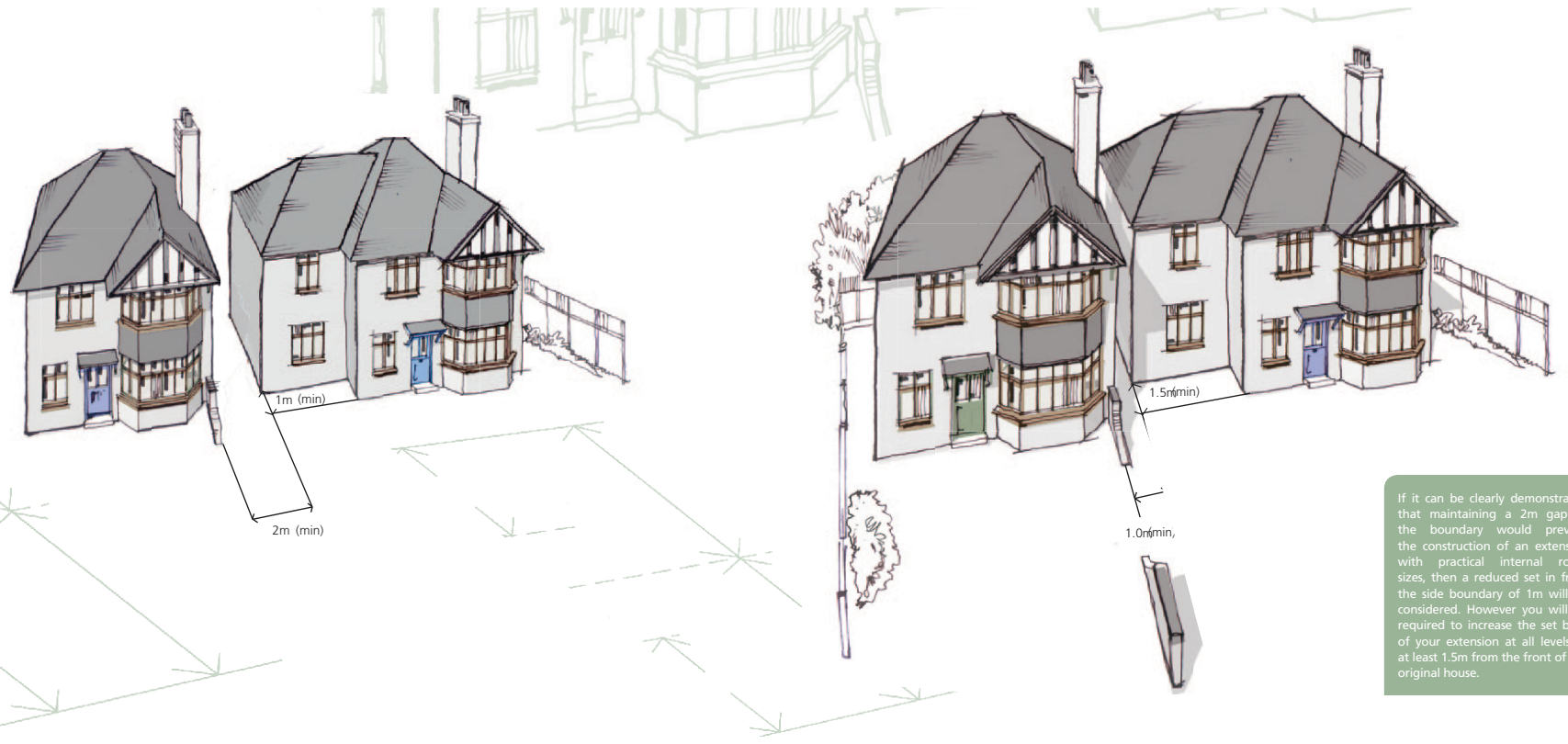
3.0

3.3 Side extensions

Side extensions have a direct impact on the character of the original house, the street and the wider Conservation Area. Poorly designed extensions can change the character of the Barn Hill Conservation Area from that of individual houses in separate garden plots to one of almost terraced town houses; this is not acceptable.

Extensions should be designed to complement the original house and not impact on the amenity of your immediate neighbours. Proposal should comply with the following standards.

To preserve the important separation and views between houses you should maintain a minimum gap of 2 metres to the side boundary (including side garages) at all levels. The front elevation of the new side extension should be set back from the front elevation of the original house by at least 1m.



If it can be clearly demonstrated that maintaining a 2m gap to the boundary would prevent the construction of an extension with practical internal room sizes, then a reduced set in from the side boundary of 1m will be considered. However you will be required to increase the set back of your extension at all levels to at least 1.5m from the front of the original house.



In addition to the above requirements, the width of the side extension is restricted to a maximum of 3.5m wide (measured externally). This is to ensure that it is of a size and scale that is subservient to the original house.

If you are planning to build a first floor extension above an existing garage you should ensure that the front of your first floor extension is set back by at least 2.5m from the front of the existing garage.



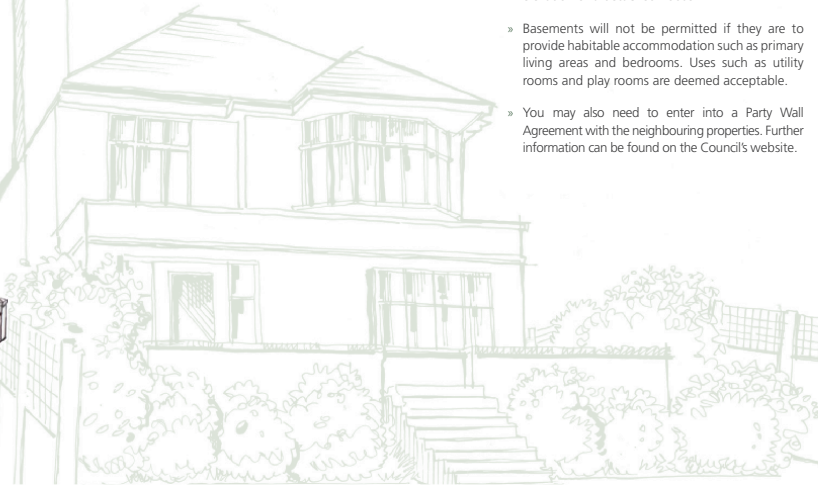
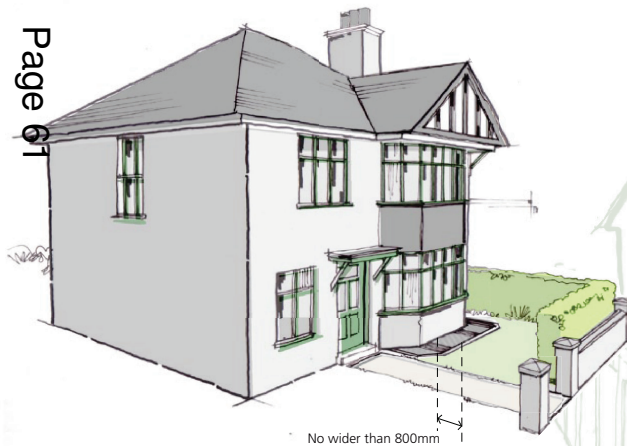
Where the side boundary of your property adjoins the rear boundary of the neighbouring site, the set in from the side boundary is still required to ensure a development does not appear cramped in the plot. This should be set in by a minimum of 1m at first floor level.

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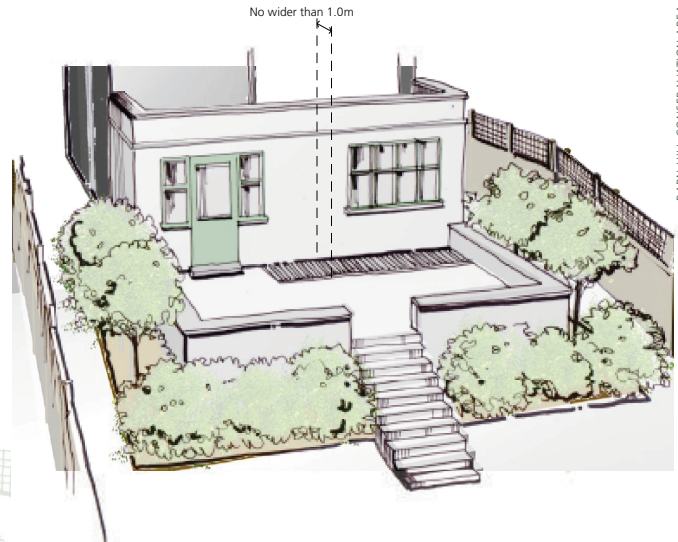
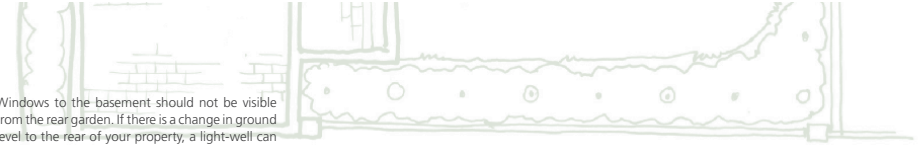
3.4 Basement Extensions

The hillside nature of Barn Hill Conservation Area has resulted in an increased number of residents expressing an interest in excavating new basements below the rear of their property. When considering this type of extension you should comply with the following standards.

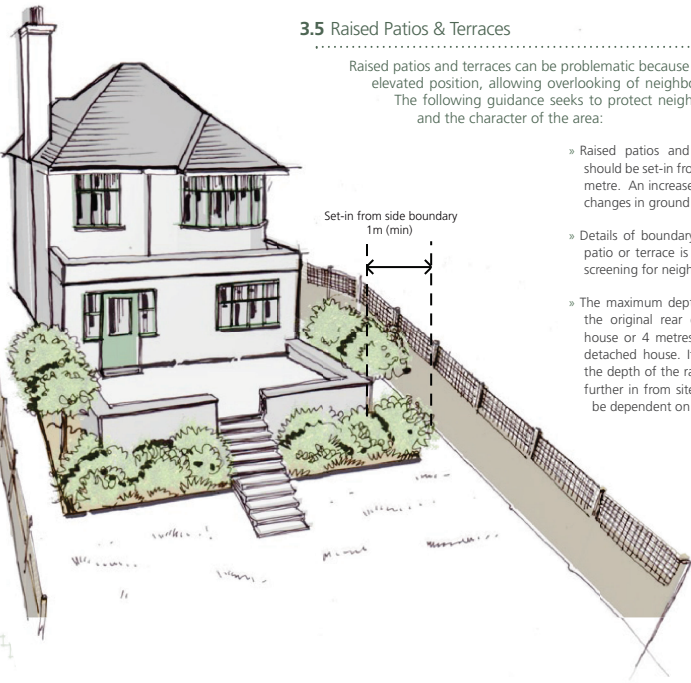
- » Any basement extension should be no wider than the original house.
- » Light wells should be located to the rear, but where unavoidable new front light-wells should project from the front wall of the house by no more than 800mm or half the length of the front garden, whichever is less. On bay fronted houses the light wells must follow the profile of the bay. Light-wells must be no wider than the bay or windows above. On some properties, especially ones set close to the road, it may be not possible to appropriately accommodate a light well.
- » If your property does not have a significant change in ground level to the rear, a light-well with a maximum depth of 1 metre can be provided to allow natural light to the basement.



- » Windows to the basement should not be visible from the rear garden. If there is a change in ground level to the rear of your property, a light-well can be set within the raised patio or terrace which would conceal the windows to the basement (**See Raised Patios & Terrace**). This design approach can be adopted with or without a single storey rear extension being proposed.
- » The maximum depth of basement permitted is 3 metres from the original rear elevation of a semi-detached house or 4 metres from the original rear elevation of a detached house.
- » Basements will not be permitted if they are to provide habitable accommodation such as primary living areas and bedrooms. Uses such as utility rooms and play rooms are deemed acceptable.
- » You may also need to enter into a Party Wall Agreement with the neighbouring properties. Further information can be found on the Council's website.



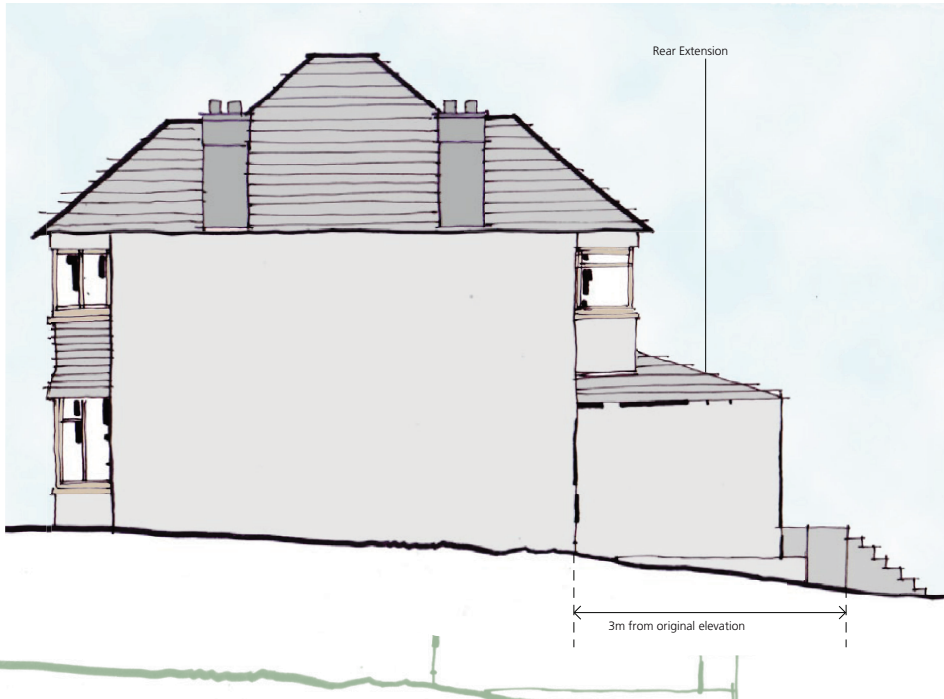
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3.5 Raised Patios & Terraces

Raised patios and terraces can be problematic because they are open and are at an elevated position, allowing overlooking of neighbouring houses and gardens. The following guidance seeks to protect neighbouring residential amenity and the character of the area:

- » Raised patios and terraces (above 0.3m high) should be set-in from side boundaries by at least 1 metre. An increased set-in will be required where changes in ground level are significant.
- » Details of boundary planting between the raised patio or terrace is required to provide additional screening for neighbouring residents.
- » The maximum depth permitted is 3 metres from the original rear elevation of a semi-detached house or 4 metres from the rear elevation of a detached house. It may be possible to increase the depth of the raised patio or terrace if it is set further in from site boundaries however this will be dependent on individual site characteristics.



3.0

3.6 Front doors, porches and canopies

It is always best to retain your original front door, porch or canopy in their original form. The replacement of canopies with enclosed porches or infilling of recessed entrances or porches with extra door sets will not be permitted. If you wish to replace any of these original items, you should ensure that the replacements are detailed to match or complement the originals and that you choose traditional materials.

Where a new porch is proposed, it will need to be designed to be in keeping with the style of the house. Where possible choose traditional materials to match the house.



3.7 Garages

Original garages make a positive contribution to the character of the Barn Hill Conservation Area and their retention will be encouraged. However, where it can be demonstrated that an original garage is too small to accommodate a modern car then the Council may consider proposals for a replacement.

If you want to build a new garage or replace an existing one, the design must be in keeping with the house. It should have a steep pitched roof with wooden swing doors that incorporate high level windows. A decorative gable-end with half timbering will ensure that your garage will preserve the character of the Conservation Area. It should be set well back from the front wall of the house.

Where a development proposal will involve the loss of a garage without replacement, improvements to the front garden will be sought to ensure that the parking of a vehicle within the front garden does not detract from the setting of the property or wider street scene. See Section 5 for further guidance.



3.0

3.0

3.8 Window repair and replacement

The original style of windows within Barn Hill are casement windows. Please repair original windows and doors wherever possible. This will be cheaper than replacing them and will make sure you keep the character of your house. If leaded lights have been damaged, it is surprisingly inexpensive to have them restored to their original condition. Rotten areas of sills* and jambs* can be cut out and replaced with new timber cut to the same size and shape. This is a fairly quick and inexpensive way to repair your windows and doors. Please note, replacement windows and doors to elevations fronting the highway will require planning permission for houses covered by the Article 4 Direction.

If you do need to replace doors or windows then, ideally, you should copy the original exactly as it is unlikely that you will find standard off the shelf replacement frames that will give a close enough match to your original windows. A good carpenter will be able to make a replacement using the original window or door as a pattern so that no detailing is lost. Poor window replacement can have the single most negative impact on the character of the Conservation Area.

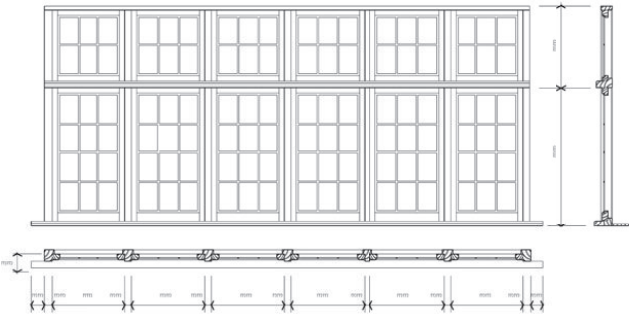
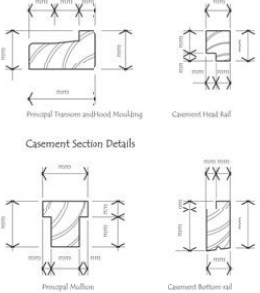
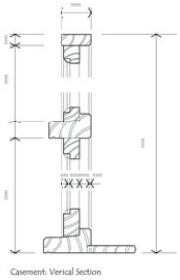
The Council will consider alternative materials to timber including uPVC* and aluminium, subject to the replacement windows replicating the design of

the original windows (even if the windows have already been replaced previously). This also applies to windows within extensions. The following guidance should be adhered to:

- » Replacement windows must have the same overall arrangement and proportions as the original windows, including the same number of uprights, the same number of horizontals and the same number of glazing bars*/leaded light* details all at the same position as the originals.
- » Even sight lines must be provided between fixed and opening lights.



- » All glazing bars/leaded light detailing must be externally mounted and not sandwiched between double glazed units or internally mounted.
- » A drip rail* must be provided within the replacement windows if this is a feature of the original windows.

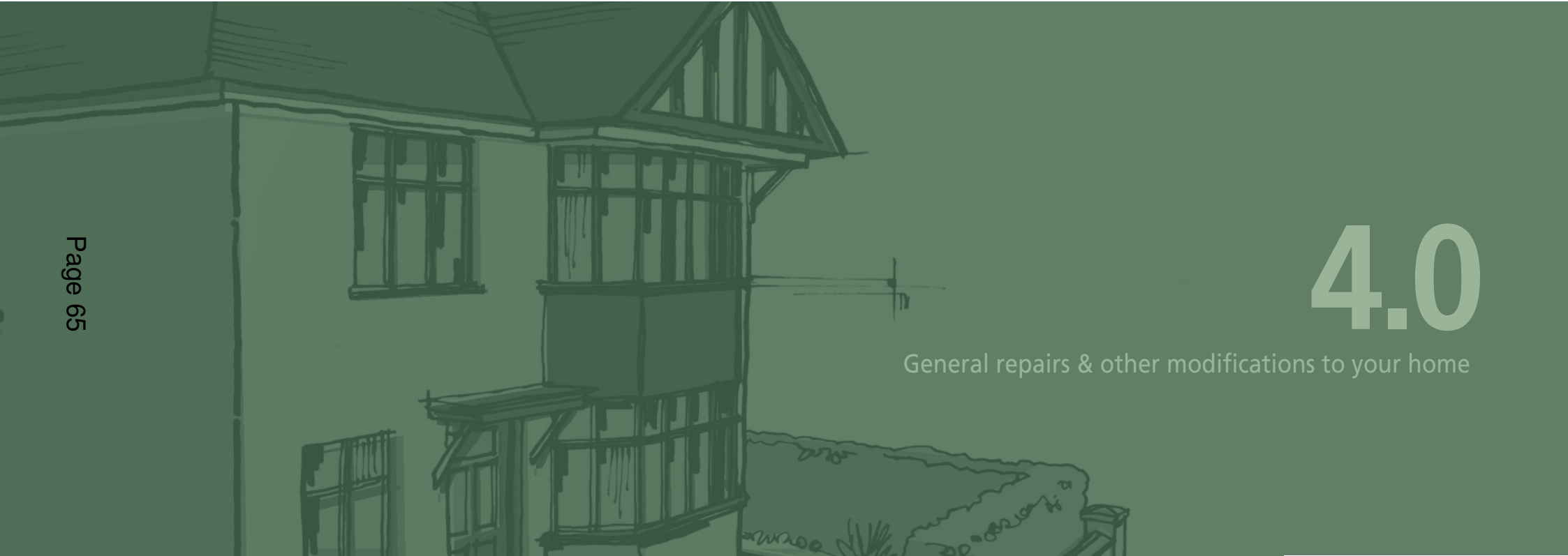


When submitting a planning application for replacement window, the following information will be required:

- » All window elevations to be replaced at a scale of 1:10 or with all dimensions clearly annotated
- » Property elevations or photographs of the whole of the property, with the windows to be replaced numbered to correspond with window elevations
- » A cross-section at a scale of 1:5 or preferably full size through the transom* showing the relationship of fixed and opening lights and drip rails*, with full size details of any glazing bars* or leaded lights* which must be mounted externally



3.0



4.0

General repairs & other modifications to your home

4.0

4.0 General repairs & other modifications to your home

There are many reasons why people want to make changes to their home. Repairs and alterations may be necessary due to weathering, families may need more space and new owners may wish to personalise their home.

Living in a Conservation Area does not mean that you cannot make alterations to your home but it does mean that the changes that you may wish to make must preserve or enhance the character and appearance of your home and the area.

The houses in Barn Hill Conservation Area were built to a variety of designs. However, they all blend together because similar building materials, similar overall sizes and architectural details were used. Also, many streets and short runs of houses were built to consistent designs. This unity of design gives the area its unique character. Alterations to an individual building may affect the whole street scene if they are

not in keeping. The more inconsistent the alterations, the more negatively the area may be affected.

Some properties were altered before the strict controls of the Article 4 Directions were put in place. Where this has happened, we encourage residents to restore the original appearance of their property. In time, the character of the area will be enhanced and the desirability and value of individual homes is likely to increase.

You can avoid costly repairs by regular maintenance. For example, you should clear blocked gutters, repaint woodwork regularly and refit roof tiles or

slates when they come loose. It will be much more expensive to carry out repairs if you leave problems to get worse. However, where repairs are needed, it is important to use the right materials and methods. You may need planning permission to carry out some types of repairs, such as replacement windows and roof tiles for properties covered by the Article 4 Direction (see section 2.2). It is always recommended that you contact the Planning Service prior to commencing any work on your property for advice on whether planning permission is required. In the following section you will find some advice to help you carry out repairs to your home.



4.1 Decorative features and details

The original designers and builders working in Barn Hill paid great attention to the architectural details and decorations of the houses. There is quite a variety of embellishment to be seen. These include: console brackets*, string courses*, decorative mouldings, terracotta details*, stained and leaded glass, carved timber work, roof tiles, ridge tiles and chimney pots, bricks, tile window sills and projecting eaves.



It is essential to retain all original decorative features if you want to preserve the character of your house. Once lost original details are rarely replaced. Removal of building detail can spoil the appearance of individual buildings as it is often the quality of the decorative features of the individual houses that add to their value. Removal of these individual features will eventually damage the whole street scene. If decorative features on your house are beyond repair, specialists will be able to make an exact replica or a building materials salvage supplier may be able to trace an original replacement. Houses with original architectural detailing will usually have a better resale potential.

4.2 Repairing and re-pointing brickwork



Where bricks have spalled*, chipped or decayed, they should be cut out and replaced with bricks of the same size, texture and colour.

The brick bond* should also be matched exactly. You can either use second hand bricks from building salvage suppliers or try a specialist brick manufacturer or supplier. It is in your interest to carry out re-pointing to the highest standards. Poor re-pointing work can make the brickwork decay more quickly.

Generally loose and decayed mortar should be raked out by hand using a hammer and chisel. Do not use grinders! Apply new mortar to the open brick joints with a suitable pointing trowel. The mortar should match the colour and texture of the original. Generally, we recommend that you use a Lime based mortar. Take care not to let mortar spread over the faces of the bricks.



4.0

4.3 Roughcast and render

Do not remove roughcast* or render from walls unless you have to do so for repair, in which case you should replace it. Take care to match the existing colours and texture.

You will need to find out the composition of the roughcast or render before you can choose the right material for repair. Where possible, rendered surfaces should be left natural and not painted.

4.4 Repainting and other wall coverings

Do not paint original brickwork or cover it with artificial finishes such as stone cladding. In the past the original brickwork on some buildings has been covered over with paint and other coverings. If architectural details are covered over, this can spoil the appearance of your property and may trap moisture and cause serious damage to walls. It is usually possible to remove paint.

Painting windows, doors and other woodwork can help preserve these original features. Colours should be traditional and in keeping with the suburban character. There are a number of colours that will preserve the character of the area. Normally it is darker, sober colours that are acceptable for doors whilst window frames are normally white. The Council will not give Planning Permission for garish or bold colours that stand out and break the uniformity of the street scene. Render should be painted in white or off-white.

4.5 Half timbering

Half timbering* is an important part of the character of some houses. This should always be retained and repaired where possible. Replacement timbers should look similar to the originals and be painted and stained to match.

4.6 Tile hanging

Some houses have areas of tile hanging, which are standard plain clay roof tiles applied to the walls on timber battens. Sometimes, bands of specially shaped tiles are added. Tile hanging can easily be repaired or replaced if necessary. Make sure that new tiles match the plain clay originals.

4.7 Roofs

Most roofs in the area are covered in Rosemary Red plain clay tiles. Problems that arise are usually due to rotten fixing nails or wooden battens. If you need to carry out repairs, it is usually possible to re-use up to fifty percent of the original tiles. However, if replacement is necessary, care must be taken to

match the colour, texture, size and materials of the originals as roof tiles come in many shapes and sizes. Planning permission is required for replacing roof tiles for houses covered by the Article 4 Direction. You should also note that Building Regulations approval is also required to replace roof tiles.

4.8 Chimneys

There are many different styles of chimney in the Barn Hill Conservation Area. In some cases they were built using decorative bricks and they are an important part of the character of the area and must not be taken down or altered. Please keep your chimney in good repair. A chimney helps ventilate your house and if you need a new flue for a new central heating system it can be run inside the existing chimney.

Planning permission is required to demolish or make alterations to a chimney for houses covered by the Article 4 Direction. Proposals to remove less prominent chimneys will be considered on their individual merits.



4.9 Gutters and drainpipes

It is essential to keep your gutters and drainpipes in good repair because leaks can cause damp problems in walls, which may cause expensive problems inside your home.

The original gutters and drainpipes in the Conservation Area were cast iron. If you need to replace your gutters and drainpipes you may be able to use painted cast aluminium, which can look similar to Cast iron. Check it matches the original and paint it either black or another dark colour to match your paintwork. If you have to install new gutters and drainpipes, please retain decorative cast iron hopper heads.

4.10 Satellite dishes and aerials

Satellite dishes and aerials must be fixed to the back of houses. Do not place them where they can be seen from the street, on the chimney, or on your roof. You will not normally get permission to fix dishes in these locations. Please contact the Planning Service for advice on more appropriate options. Cable television should be considered as an alternative which does not require the installation of a dish.

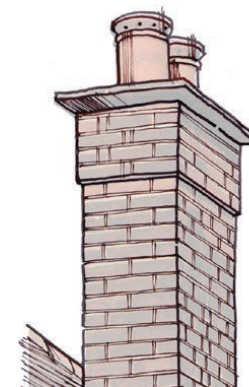
4.11 Gas, electricity and water services boxes and burglar alarms

Please keep existing traditional boxes if you can. Position modern gas, electricity and water meter boxes so they are not too noticeable. Try to make them blend in with the background. Burglar alarms should also be located in a position that enables them to be a deterrent, but does not dominate the front elevation of your home.

4.12 Solar panels and environmental installations

The Council encourages environmental improvements, but also recognises that many installations are not appropriate for conservation. It is always best to install environmental technology that does not impact on the character of the Conservation Area. Solar panels should not protrude more than 200mm beyond the plane of the roof.

To achieve this, many manufacturers provide an in-roof system where the panels are recessed flush with the roof tiles. Furthermore, panels should not be sited on the front or side elevation or roof slope or be visible from the highway.





5.0

Gardens

5.0 Gardens

Gardens are as important to the character of Barn Hill as the houses. In addition to their aesthetic and environmental value, plants can provide privacy and security. The Council will always recommend the planting of hedges in place of tall walls.

5.1 Front gardens, walls and boundaries

The original front gardens are a distinctive feature of Barn Hill Conservation Area. Sadly, many of them have been paved over in recent years and boundary walls, hedges and fences removed. Front gardens that have been planted with soft landscaping features enhance the appearance of your property and the Conservation Area. This can include hedges, plants, grassed areas and trees.

The removal of garden walls and hedges and the formation of hard surfaces will only be permitted where they form part of an acceptable off-street parking scheme (see section 5.2).

Where they have been lost, the Council will encourage additional front boundary walls to be replaced. Walls should be built to match the street scene, including

matching materials. Most walls are of the same brick as those of the house. Low front boundary walls add to the suburban character of Barn Hill and should be no more than 1m in height.

Hedges play an important role by adding to the character and setting of the dwellings. These hedgerows serve to define boundaries and identify access points. The

removal of hedges would drastically alter the natural/urban balance within Barn Hill.

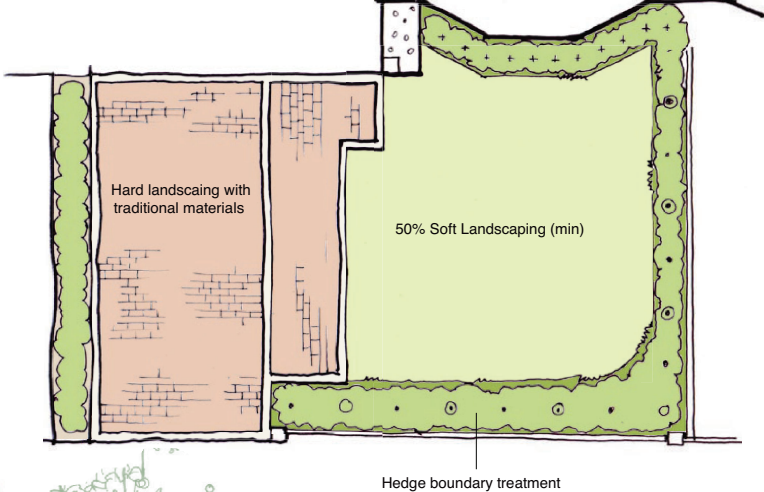
Where possible you should retain your hedges (if you have them) as this is the best way to preserve the character of Barn Hill.



5.2 Driveways and off-street parking

The Council may grant permission for a standard off-street parking space where at least 50% of the total front garden area will be retained and suitably landscaped with soft planting features as described in Section 5.1. Any new hard surfaces should be formed using traditional materials such as cast concrete, pavers or loose gravel. The hard surface should either be made from a permeable construction or otherwise be designed to drain into an area of soft landscaping within the property boundary.

If a new access point is permitted as part of the proposal the remaining walls should always be properly finished. The removal of garden walls and hedges across the whole width of the front plot is not acceptable. Planning Permission for off-street parking spaces will also be subject to assessment by the Council's Transportation Unit.





5.3 Trees

All trees in the Barn Hill Conservation Area that have a diameter greater than 75mm, measured at a height of 1.5m, are protected. You will need permission to carry out even the most minor of work to a tree. It is always best to contact Planning & Development for advice on the best way to protect the trees in your garden. Contact details can be found on the councils website.

5.4 Ramps for people with disabilities

Access ramps may be very necessary for some residents. However, please choose a design and use materials that are in keeping with the area. You can soften the outline of a ramp with planting. Any brickwork should match the bricks used for the house and handrails are best painted a dark colour.



5.5 Garden buildings

If your property is a house you can build some types of garden building in your rear garden without Planning Permission, using Permitted Development rights. However, Permitted Development rights do have limitations and you may need planning permission if the garden building is situated on land between a wall forming the side elevation of the house and the property boundary.

Furthermore, a garden building is limited in height depending on the distance of the building to the site boundary and it is required to be used for purposes incidental to the enjoyment of the house. These rights are not enjoyed by flats, subdivided houses and multiple-occupancy properties. It is recommended that you check with the Planning Service whether planning permission is required prior to constructing any building.

If you want to construct a building larger than that described above or live in a property that does not enjoy Permitted Development rights you will have to apply for Planning Permission. As with extensions and alterations to the main house, new buildings or structures within rear gardens of Conservation Areas must preserve or enhance the character or appearance of the area.

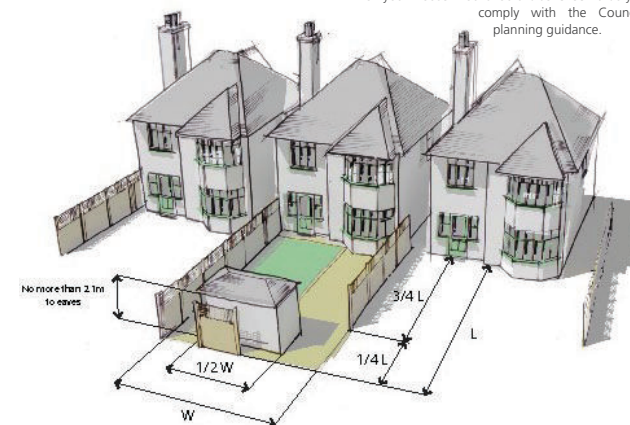
The following will be used by the Planning Service to guide its assessment of the acceptability of such proposals:

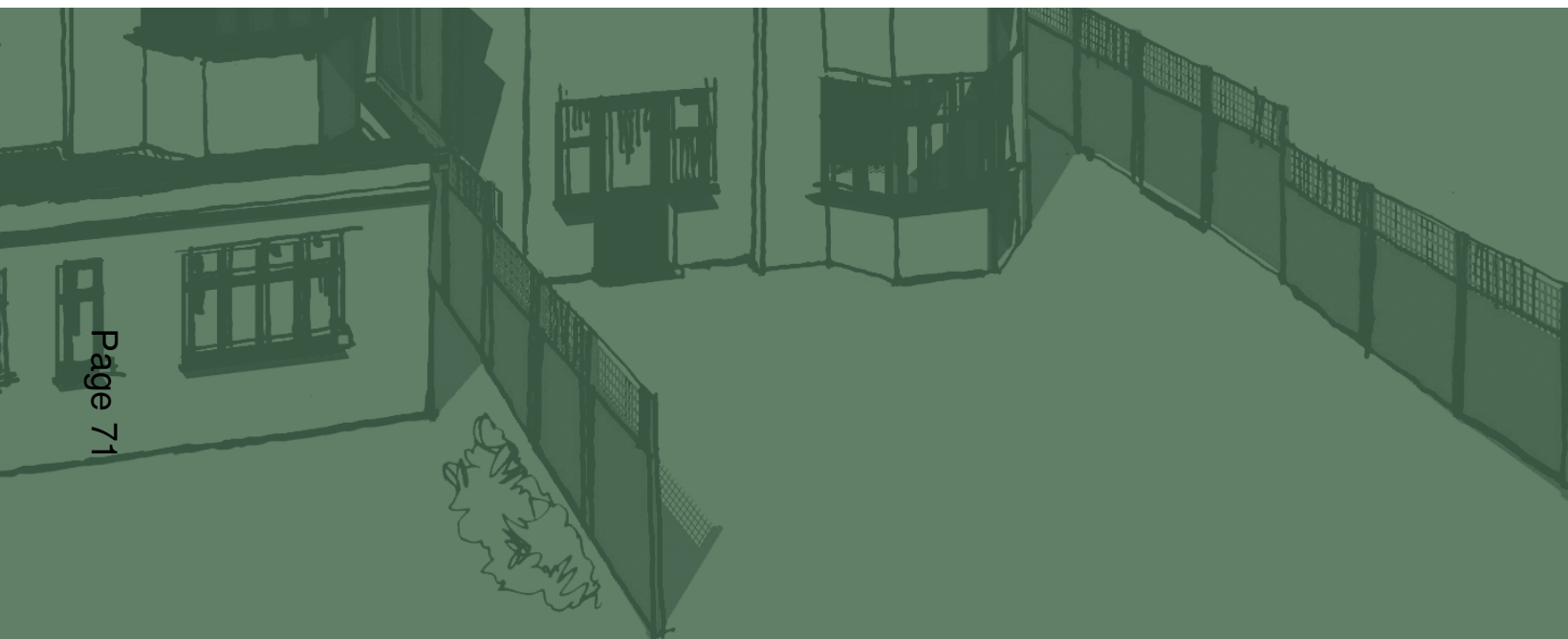
- » In gardens of between 10 and 25 metres in length, the general maximum size of individual buildings should be no greater in plan (footprint) than 1/5 (20%) of the overall length and 1/2 (50%) of the width of the garden. The buildings should be located in the rear 1/4 (25%) of the garden and should have a maximum footprint of 15m². Buildings of this size will normally be required to be set away from joint boundaries by at least 1m to reduce their impact, promote further landscape

development and allow future maintenance without having to enter your neighbour's garden.

- » New buildings within gardens of longer than 25m will be assessed on their individual merits. However, it is likely that they will have to comply with the building proportions described above.

- » New buildings in gardens of less than 10 metres in length will be judged on their individual circumstances. However, if acceptable, they will normally need to be much smaller than the maximum guidance above. New buildings in smaller gardens of less than 10m may also unacceptably reduce the size of your garden or prevent the future extension of your house. You should also check that you comply with the Councils planning guidance.





6.0

Getting permission



6.0 Getting permission

Whether you need planning permission depends on what you want to do. However, in many cases you will need the permission of the Council before you make any changes to the outside of your house that affect its appearance. You may be liable to enforcement action if you carry out work without permission.

Living in a Conservation Area does not mean that you cannot make alterations to your home but it does mean that the changes that you may wish to make must preserve or enhance the character or appearance of your home and the area.

It is very important to remember that the Article 4 Direction planning controls placed on the Conservation Area by the Council are legally binding. In addition to standard planning controls, you must apply for Planning Permission for any of the work listed in Section 2.4. It is always best to call the Planning Service to find out whether you need to make an application. The Council can take enforcement action against you if you carry out work without permission. You may be required to undo the work and reinstate original details at your own expense.

6.1 Planning Permission

You should check with the Planning Service to find out if you need Planning Permission. In many cases you will need Planning Permission to do work which outside the Conservation Area would not need permission. This is because the area is covered by an Article 4 Direction.

6.2 Conservation Area Consent

Conservation Area Consent is designed to prevent the substantial demolition of any structure that contributes to the character of the area. You may need Conservation Area Consent if you want to demolish a building. Please check beforehand with the Planning Service.

6.3 Tree Preservation Order

In Conservation Areas it is necessary to give 6 weeks written notice to the Planning Service before removing or lopping a tree that has a trunk diameter exceeding 75mm at a height of 1.5 metres. In the written notice you should include a description of the tree, its location, what work you intend to do and why. Some trees may also have Tree Preservation Order.

6.4 Building Regulations Approval

You will need Building Regulations Approval for most alterations and extensions. You will need to check with the Council's Building Control department before you start the work. Please remember that you may need Planning Permission even if you do not require Building Regulations approval and you may require Building Regulation approval even if you do not require Planning Permission.

6.5 How to apply

You will need to fill in an application form for the relevant permission and provide drawings of your house as it exists and how it will look when work is completed. The clearer your drawings the quicker your application can be processed.

We recommend that an Architect or similarly skilled professional do the drawings for you. All planning applications within a Conservation Area are required to be accompanied by a Design and Access Statement. Please refer to the Council's website for further guidance on submitting a planning application.

The Council aims to determine minor planning applications within 8 weeks. It is likely that permission will be subject to providing additional information, such as material samples, before you are allowed to start construction work. If you are proposing a contemporary building or alteration that is not traditionally detailed, you will need to submit additional information at the same time as your application. These may include material samples, large scale details, computer models, perspectives and photo montages. Please ask the Planning Service which information they require.

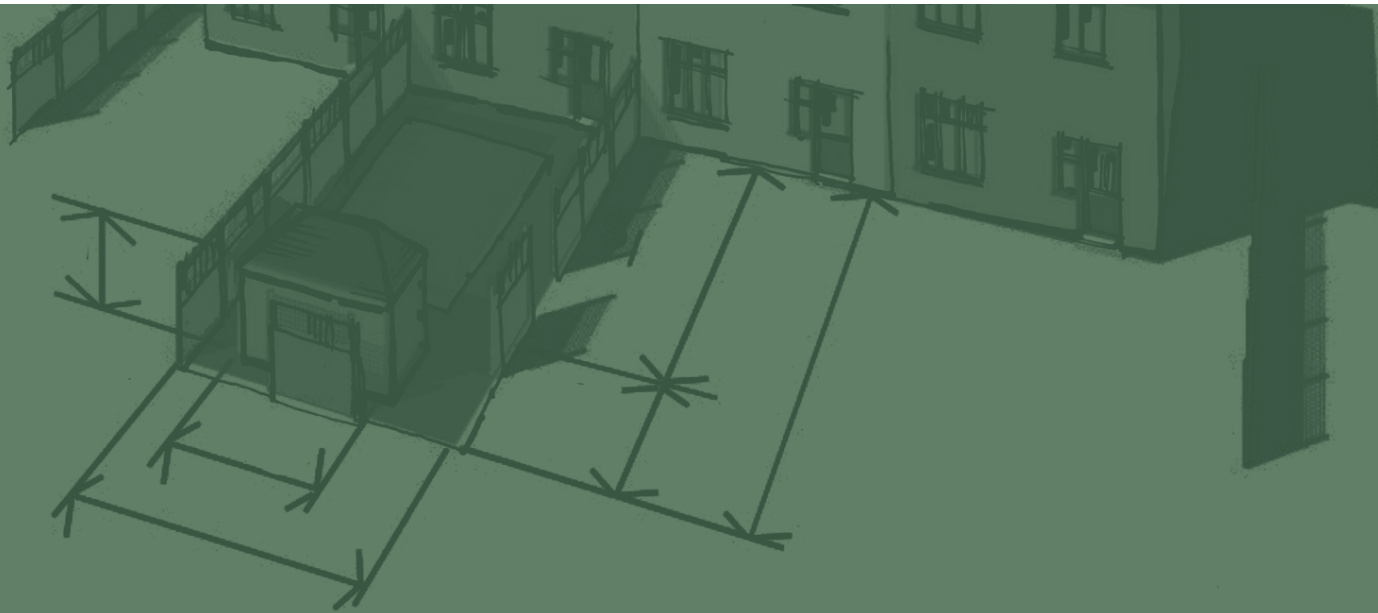
6.6 Specialist help

To make repairs and alterations that preserve or restore the character of your property, you may need to ask specialist suppliers and craftsmen for help.



7.0

Explanation of technical terms



7.0

7.0 Explanation of technical terms

<p>BRICK BOND Arrangement of bricks in a wall, combining bricks laid lengthways (stretchers) and bricks laid width ways.</p>	<p>GLAZING BARS The bars of wood or metal which separate individual glass panes in a window.</p>	<p>ROUGH CAST Rendered wall finish with small stones added to the mixture.</p>
<p>CASEMENT WINDOW Made up of a frame with a smaller sub frame, called a casement, set within which is fixed with hinges at the top or sides to allow it to swing open.</p>	<p>HALF-TIMBERING Often called 'timber framing', this means timbers applied vertically or horizontally to the walls of houses as a decorative feature.</p>	<p>REVEAL The part of a wall that turns back towards the window frame in its opening.</p>
<p>CONSOLE BRACKET A decorative wall bracket which supports a bay window, part of a roof or other feature that projects out from the house.</p>	<p>HOPPER HEAD A cast iron box for collecting rainwater, which feeds into a drainpipe.</p>	<p>SILL The bottom section of a window frame that projects out from the wall to allow rain to run away.</p>
<p>DRIP RAILS A sill like section mounted above the opening casements of windows to shed water away from the opening when it is opened.</p>	<p>JAMBS The side sections of a door or window frame.</p>	<p>SPALLED BRICKS Bricks that have lost their front faces through frost damage.</p>
<p>DENTILS Bricks set at interval to produce a decorative band.</p>	<p>LEADED LIGHT A window made of small pieces of glass joined by strips of lead.</p>	<p>STRING COURSE A projecting band of brickwork.</p>
<p>EAVES The junction of the wall and the lower edge of the roof.</p>	<p>PARAPET A section of a wall that projects above the eaves of a flat roof.</p>	<p>TERRACOTTA DETAILS Specially shaped and moulded bricks used as decorative features.</p>
	<p>PVCU Unplasticised Poly Vinyl Chloride.</p>	



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QUEENS PARK | CONSERVATION AREA DESIGN GUIDE



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1.0

Introduction

1.0 Introduction

WHAT IS A CONSERVATION AREA?



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Conservation Areas are places of special architectural and historic character with a collective quality worth preserving and enhancing. The strength of their character is dependent on the way the individual buildings and gardens complement each other.

The Local Planning Authority is responsible for designating Conservation Areas with the law set down in the Planning (Listed Buildings and Conservation Areas) Act 1990.

This enables the Council, with the aid of localised design criteria and additional controls over Permitted Development, to influence the type of physical changes that would otherwise be harmful to the area.

The Borough Council with the support of English Heritage made Queen's Park a Conservation Area in July 1986 in recognition of its special architectural and historic character. Subsequently in 1993 the designated area was extended westwards towards Chamberlayne Road.

In 1994 and 2004 the Council, with the support of residents, added additional planning controls known as Article 4(1) and 4(2) Directions to provide extra protection from development that may damage the character of the area.

This guide provides information on Queen's Park's specific planning controls, as well as advice on ways to repair and improve your home so that it helps preserve and enhance the character and appearance of the area. You may also require Building Regulations approval for alterations to your property, further guidance is set out in Section 6.4 of this Design Guide.

1.1 What makes Queens Park special?

Queen's Park is one of the most important historic areas in the London Borough of Brent. The area is characterised by its unified urban layout which is made more remarkable by the high level of building preservation.

The park is an excellent example of a Victorian urban green space and is the perfect complement to the high quality built environment that surrounds it; in particular the neighbouring two and three storey buildings complement this character.

There is a close historical association between the park and the surrounding houses. In 1879, the area between Salusbury Road and Chamberlayne Road, and bounded by the two railways, was the site of The Royal Agricultural Show. Subsequently the Ecclesiastical Commissioners, the owners of the land, decided it should be developed as a planned estate. After a sustained campaign from a voluntary body, the North West London Parks League, the Commissioners agreed to incorporate a 30 acre park as the centre piece of the development.

The houses were erected over a number of years starting with the north side of Harvist Road of which the majority were completed by 1899. Chevening Road was also under construction in 1899 by local builders Bennet and Gimbertt to the design of G A Sexton. Many builders contributed to the estate which helped to generate the varied architectural character as can be seen on Kempe and Keslake Roads.

1.2 Who is this guide for?

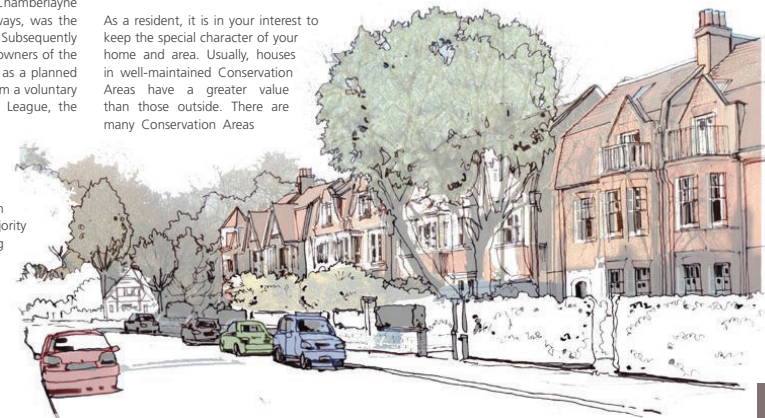
This guide is for residents, consultants and builders working in the Queen's Park Conservation Area. It contains practical advice and information to help you make repairs and improvements to your home that will maintain the character of the area.

Alterations that are out of keeping with the original appearance of the houses and streets can spoil the quality of the environment and reduce the desirability of the area. The Council can do much to lead in the protection of the Conservation Area, but residents need to care for their own home with the attention to detail shown by the original designers. We share a duty to protect the special character of the area, not only for today's residents and visitors, but also for those of tomorrow.

As a resident, it is in your interest to keep the special character of your home and area. Usually, houses in well-maintained Conservation Areas have a greater value than those outside. There are many Conservation Areas

throughout the country all with different characters and building types, but it is only those areas in which the residents are actively involved in conservation that successfully retain their character.

Some of the technical terms you will come across are marked with an *. These are explained in section 7.



1.3 Is my property in the Conservation Area?

Properties in the Conservation Area with an Article 4 Direction	
Street	House number
Brooksville Avenue	Salisbury House, Wimborne House, 1-31, 2C-40
Carlisle Road	1-47, 2-34
Chevening Road	77-195, 6-122 Vicarage, The Al-Khooi Islamic Centre
Creighton Road	1-37, 2-38
Dudley Road	1-15, 2-12
Dunmore Road	1-5 consec
Harvist Road	12-71, 71A, 73-193, 6-70
Hopfield Avenue	1-43, 2-44
Kempe Road	1-47, 2-46
Keslake Road	1-41, 2-40
Kingswood Ave	1-45 consec, Park Lodge
Milman Road	1-47 consec
Montrose Avenue	1-43, 2-44
Reploe Road	1-15
Radnor Road	1-11, 2-12
St Lawrence's Close	1-25 consec
Summerfield Avenue	1-43, 2-40
Tiverton Road	2
Windermere Avenue	1-43, 2-44

Properties in the Conservation Area without an Article 4 (2) Direction	
Street	House number
Chevening Road	1-75, 2-74, Coach House
Keslake Road	43-125, 42-114
Kempe Road	49-97, 48-130
Harvist Road	195-265, 72-116, Field House
Chamberlayne Road	Kensal Rise School

1.4 What is an Article 4 Direction?

An Article 4 Direction is a special control which gives extra protection to a Conservation Area by removing some of the owner's Permitted Development rights. This enables the Council to prevent insensitive development. This does not mean that an owner cannot make any alterations to their home, but it does give the Council more control over the design and specification of proposed alterations to houses and gardens. This helps ensure the character of the area is preserved or enhanced and that the quality of the environment is sustained.

The eastern half of the Conservation Area, centred on the park, has an Article 4(1) Direction applied to it. The western half, which was designated later, has an Article 4(2) Direction. Article 4(1) Directions are applied by the Secretary of State, while Article 4(2) Directions are applied by the Local Authority. Although the legislation is the same, there are slightly more planning controls in the Article 4(1) area. Please check to see which Direction applies to your property.

In areas with an Article 4 Direction, owners may have to apply for planning permission for proposed building work that would not normally require planning permission. The extra effort that owners have to make to obtain the appropriate planning permissions is recognised by the Council, so within an Article 4 Direction area the Council does not charge a fee for deciding Planning or Conservation Area Consent applications for work that would otherwise have been Permitted Development.

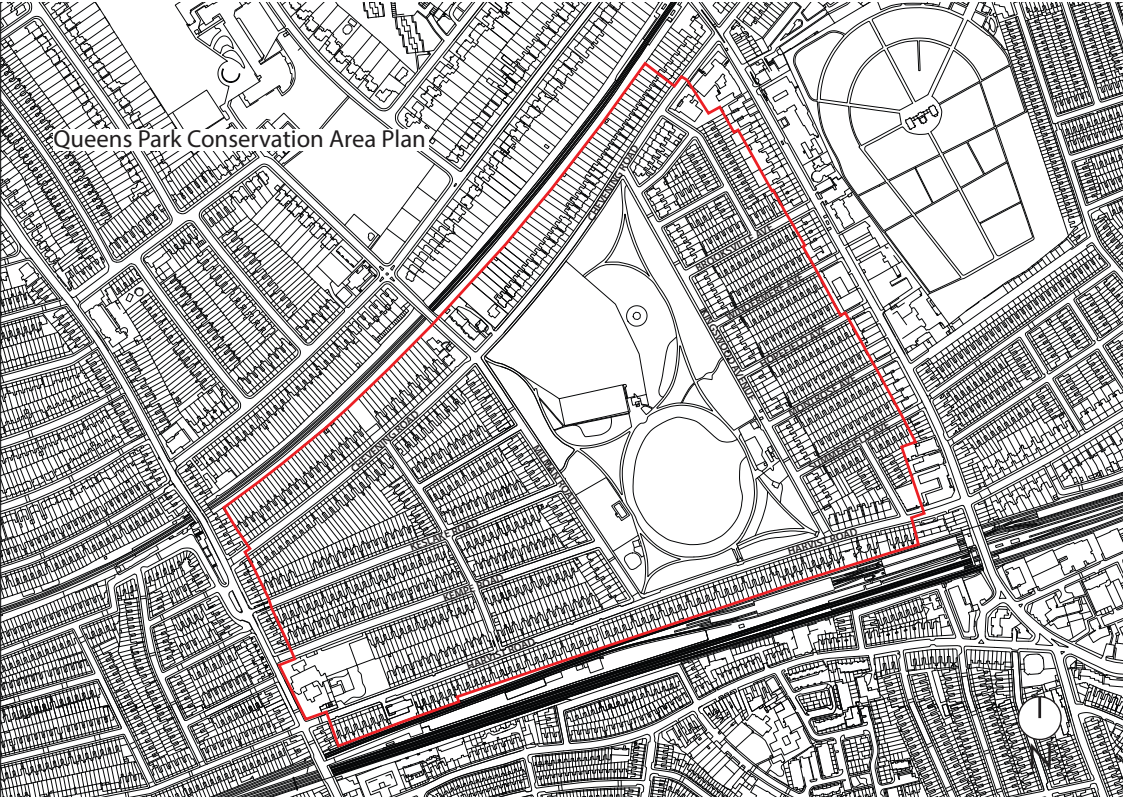
The types of work affected by the Article 4(1) and 4(2) Directions in Queen's Park are summarised in section 2.1 of this guide.

1.5 Listed buildings

Although the Queen's Park Conservation Area is rich in high quality architecture there are only two Grade II Statutorily Listed structures within its boundaries. These are:-

- Telephone Kiosk, Harvist Road
- Queen's Park Bandstand

In addition to this, the Islamic Centre (The Stone Hall) in Chevening Road appears on the Council's local list. Buildings on a local list enjoy no statutory protection, but the compilation of the list by the Local Planning Authority provides a means whereby attention can be drawn to the particular character or importance of a building.





2.0

When do I need to apply for Planning Permission?

2.0 When do I need for apply for Planning Permission?

2.1 General controls within the Conservation Area

The Town & Country Planning (General Permitted Development) Order 1995 (as amended) allows owners of houses to carry out certain types of alterations and modest building work to their homes without the need to apply to the Council for planning permission. Permitted Development rights only apply to houses that have not been subdivided. They do not apply to flats, maisonettes or multiple-occupancy properties where planning permission is required for all external alterations and additions.



Within a Conservation Area, the type of work allowed under Permitted Development is more limited, and there are greater restrictions over the amount a house can be extended or how much demolition can be carried out without planning permission.

All properties located within the Queens Park Conservation Area require planning permission for the following works:

- » To build any extension to the side of your house.
- » Applying stone, artificial stone, pebble dash, render, timber, plastic or tiles to any part of the exterior of your house.
- » Build any first floor extension.
- » Extending the roof of your house.
- » Fitting, altering or replacing external flue, chimney, or soil and vent pipe onto a principle or side elevation that fronts a highway. In other locations, it should not exceed the highest part of the roof by one metre.
- » Fixing a satellite dish or aerial on a chimney, wall or roof slope which faces onto and is visible from a road.

Please refer to the councils website for guidance on current Permitted Development allowances.

In Queen's Park Conservation Area if you live in a house, in addition to standard Conservation Area planning controls, the Article 4(1) and 4(2) Directions remove the following permitted development rights.

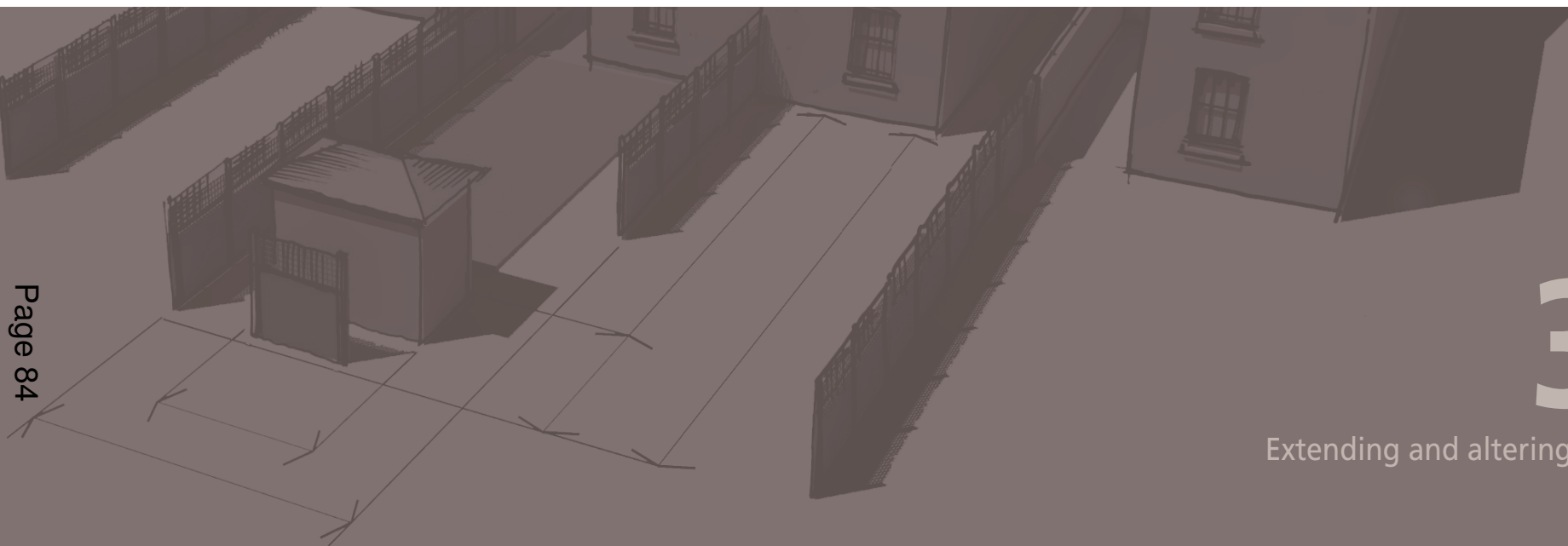
You cannot undertake the following work without Planning Permission:

- » Extend, alter or improve any part of your property that is visible from the street. This may affect the side and rear of corner properties. In the Article 4(1) Direction Area you need permission to build, alter or improve the side of your property regardless of location. You also require permission for all first floor building extensions.
- » Build or enclose any porch that faces the street.
- » Make any alteration or enlargement to the roof. This includes putting in roof-lights or dormers. You will need permission to change slates or tiles visible from the street. In the Article 4(1) area this applies to all roof slates and tiles.
- » Build any building, enclosure or pool in front of side gardens. This also applies to rear gardens of end-of-terrace properties or any property where the rear garden shares a boundary with the street. You will also need Planning Permission to alter any existing building in these locations.
- » Lay any new hard surface at the front of your house. With end-of terrace-properties or any property where the rear garden shares a boundary with the street, all hard services need planning permission
- » Remove, replace or alter windows and doors which are visible from the street. You would also need permission to put a new window or door opening into an existing front wall.

- » Build, alter or remove gates, fences, walls or other types of boundary to front gardens or any other boundary with the street.
- » Change the paint colour of windows or doors which are visible from the street.
- » Paint over render or brickwork or apply render to existing brickwork in areas visible from the street.

- In the Article 4(1) area this applies to all external walls unless you are applying British Standard white or off-white to existing rendered surfaces.
- » Fix a satellite dish or aerial to any part of your house that is visible from the street.
- » Demolish or make alteration to a chimney.





3.0

Extending and altering your home

3.0

3.0 Extending and altering your home

Most houses in Queen's Park are large, but usually well placed in a tight, but composed, plot. This means that in most cases over large extensions will not be acceptable. The Queen's Park Conservation Area benefits from a consistent character and all alterations to homes within the area must maintain that consistent quality. Above all, for a proposal to be acceptable, it must either preserve or preferably enhance the character of the area. **You will need Planning Permission for many types of extension and alteration in Queen's Park. You should consider the following points before submitting your application:**

- » Will your proposed changes add to, or detract from, the enjoyment of the whole area by you, your neighbours and visitors?
- » How will the extension affect the overall shape of the house? The extension should not dominate the existing building or street scene.
- » Will the extension make the building too big in relation to the plot size? The extension should not spoil the original yard/garden setting and should be subsidiary to the original house.
- » Usually the extension should continue in the style of the original house. However, the Planning Service may consider a high quality imaginative, but contextual, contemporary design.
- » Does the proportion of the extension, position of openings, and roof pitch refer to the character of the area? All door and window openings on the extension must be the same or complement the proportions of those on the original house.
- » New window frames and doors for new extensions should complement the character of the original house. Originally windows and doors for the houses in Queens Park were manufactured using timber. Therefore, the best way to preserve the character of your home is to use timber windows and doors in your new extension. As explained above, replacement of timber windows with PVCu* is not acceptable. It has been found that PVCu is unable to replicate the intricate detail and character of original timber or steel windows.
- » Roofs on extensions should complement the roof on the original house. Where possible, matching materials should be used.
- » Will the extension affect your neighbours' view or daylight?
- » Excessively large extensions to the rear should not fill the space between houses. This changes the character of the rear of the houses and can have a significant impact on the rear element of your neighbour's house.
- » Brick bonds* on new building work should match the original and where possible should tie into the existing brickwork. Eventually, the new brickwork will weather down to blend in with the original.
- » You are encouraged to use materials that are environmentally sustainable to construct your extension. In particular, recycled bricks and roofing materials can be cheaper and may match your original materials more easily.
- » For properties on the ends of terraces, the Council discourages the infilling of rear gardens with new buildings facing onto side streets.
- » Guttering should be incorporated within your property and should not overhang property boundaries.



3.0

3.1 Dormers, roof-lights and alterations to the roof

Poorly designed alterations to the roof slope will damage the character of Queen's Park. If you do want to put in a dormer window, it should be in keeping with the style and proportions of the existing house and windows and you should use the same construction materials as the original house.

Unless alterations to the roof are carefully designed to comply with the following guidelines, they will not gain planning permission.

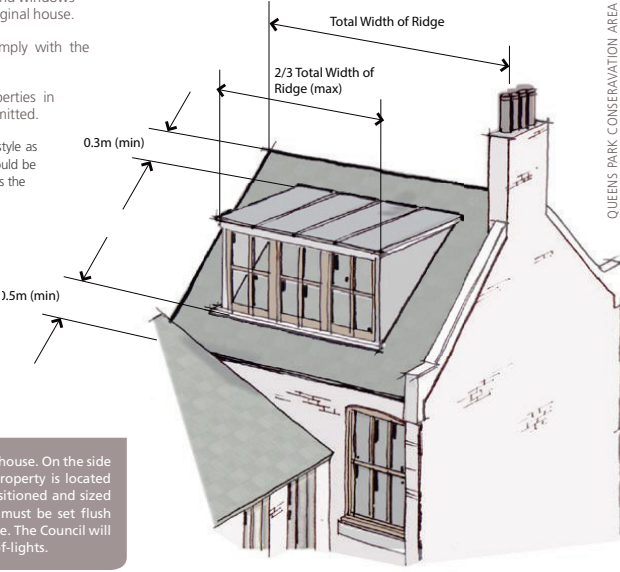
Front dormers are not generally characteristic of the properties in Queen's Park Conservation area and will not normally be permitted.

Windows in rear dormers should be of the same proportions and style as the original windows below in the main building. Rear dormers should be no wider than two-thirds of the width of the original roof plane, unless the building the subject of the application is particularly wide in which case the dormer should be no wider than half the width of the roof. A smaller dormer window may also be required where the rear of the building is clearly visible from the street.

They should be set down at least 0.3metres from the ridge of the house and set up at least 0.5 metres from the eaves lines of the house. The front face should be predominantly glazed.

The cheeks of any dormer window should normally match the roofing materials on the main roof.

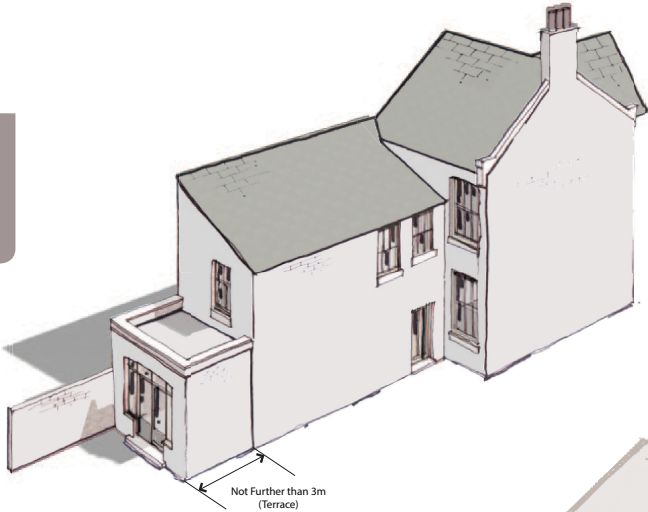
Roof-lights are not permitted on the front elevation of the house. On the side roof-slope one roof-light may be acceptable unless the property is located on a corner. At the rear of the property, appropriately positioned and sized roof-lights are allowed in place of a dormer. Roof-lights must be set flush within the roof plane and should be kept as small as possible. The Council will only give permission for black metal conservation style roof-lights.



3.2 Rear extensions

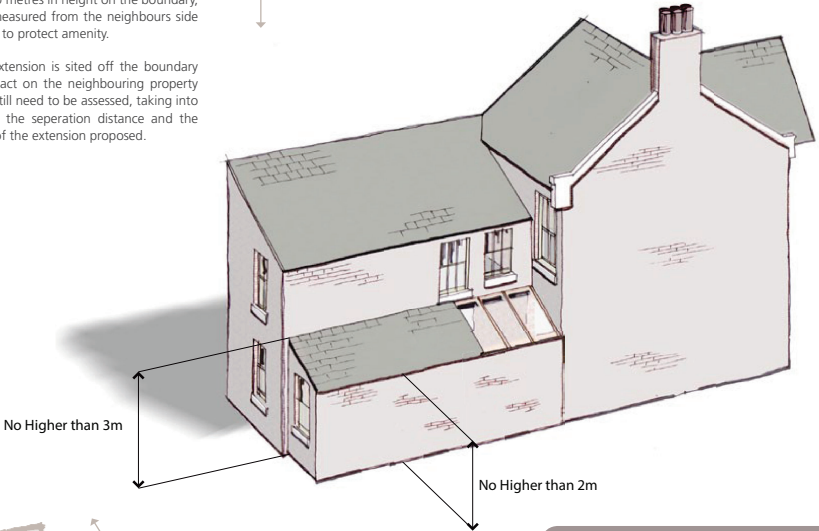
Development in rear gardens can have a serious impact on the character of the Conservation Area and the amenity of your neighbours. On the majority of houses only a single storey extension would be acceptable. You should address the following standards:

New single storey extensions should not project further than 3 metres from the rear elevation (face) of a terrace, or semi-detached house, or 4 metres from the rear elevation of a detached house.



Extensions which infill between outriggers* should be designed to have a lightweight roof structure and should also be no higher than 2.0 metres in height on the boundary, when measured from the neighbours side in order to protect amenity.

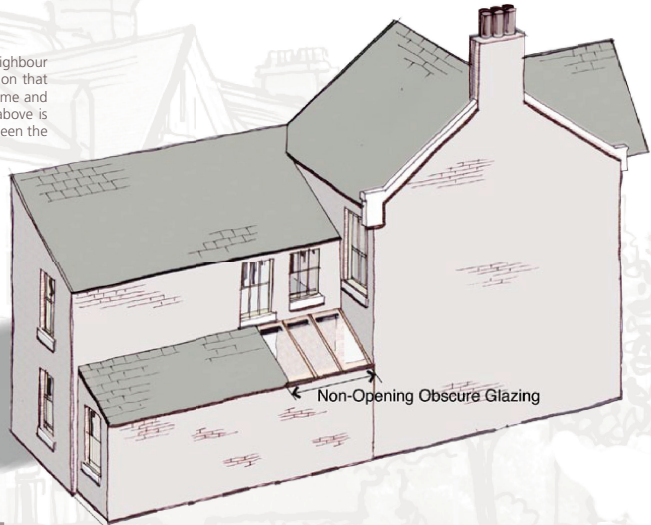
If the extension is sited off the boundary the impact on the neighbouring property would still need to be assessed, taking into account the separation distance and the height of the extension proposed.



The maximum height of any part of the extension should be 3.0 metres where it meets the main house.

If a joint application is submitted with your neighbour then permission will be granted on the condition that both extensions are constructed at the same time and in this case the height restriction referred to above is not relevant as there would be no impact between the two properties.

In both scenarios, the extension should not be any longer than the outrigger to which it is attached.
Extensions should not "wrap around" the back of the existing outrigger or be wider than the part of the building to which it is attached.



The glazed roof may need to be restricted to obscure glass and be non-opening for a minimum of 3 metres from the back of the main house in order to limit light spillage.

No Longer than Existing Outrigger

3.3 Side extensions

Side extensions have a direct impact on the character of the original house, the street and the wider area.

Few properties in the Queen's Park Conservation Area have the space which will allow the building of a side extension. Where there is space, proposals for new side extensions will be judged on their individual merits.

3.4 Conservatories

In the Queen's Park Conservation Area "off the shelf" PVCu conservatories with mock Victorian features will rarely provide sufficient quality to complement the character of the properties.

However, well designed conservatories constructed using traditional materials, such as timber or steel, will be considered on their individual merits. Conservatories must comply with the requirements set out above.



3.5 Front Doors

It is always best to retain your original front door. The infilling of recessed entrances or porches with extra door sets will not be permitted.

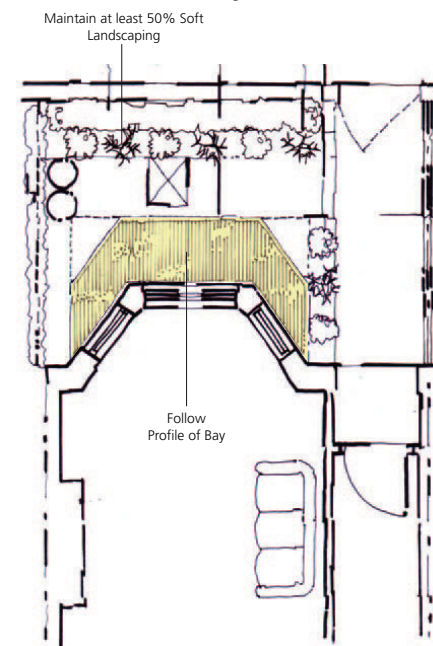
If you wish to replace any of these original items, you should ensure that the replacements are detailed to match or complement the originals and that you choose traditional materials.

3.6 Garages

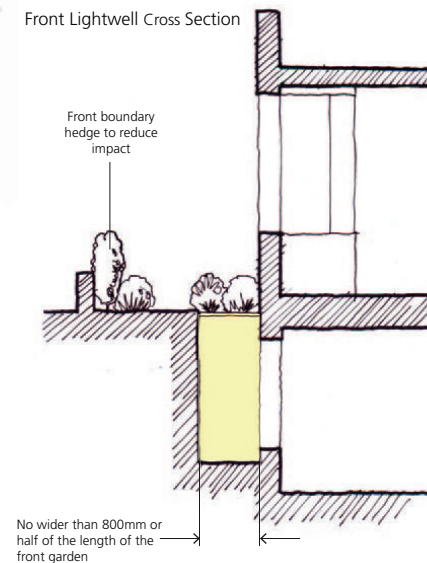
Only a very few houses in Queen's Park have garages. If you want to replace a garage the design must be in keeping with the Conservation Area.

Where there is space for a new garage, the appropriateness will be judged on its individual circumstances.

Front Lightwell Ground Floor Plan



Front Lightwell Cross Section



Light-wells should be finished with a horizontal metal grill or flush glazing and not a vertical balustrade. Basement elevations should be designed to complement the elevations above. If front boundary hedges don't currently exist they will need to be planted behind the front wall to reduce impact. The remaining front garden should be re-landscaped in accordance with Section 5 to provide at least 50% soft landscape.

Mature planting and gardens is an important feature of the character of Queen's Park. Consideration must be given to the impact of any below ground structures on the hydrology of gardens and the root structure of existing and future planting. The Council will refuse planning permission for basement developments that will threaten substantial specimen trees.

Where planning permission is granted for a basement extension the applicant will be required to sign up to the Considerate Contractors Scheme (CCS). The CCS puts an obligation on those carrying out the works to do so in a responsible way. In addition, any applicant will be reminded of their obligations under the Party Wall Act

houses the light wells must follow the profile of the bay. Light-wells must be no wider than the bay or windows above.

On some properties, especially ones set close to the road, it may not be possible to appropriately accommodate a light well.

The visual impact of basements and their light-wells must be kept to a minimum. Light wells should be located to the rear wherever possible. If new front light-wells are proposed they should project from the front wall of the house by no more than 800mm or half the length of the front garden, whichever is less. On bay fronted



3.8 Window repair and replacement

Please repair original windows and doors wherever possible. This will be cheaper than replacing them and will make sure you keep the character of your house. If leaded lights have been damaged, it is surprisingly inexpensive to have them restored to their original condition. Rotten areas of sills*, jambes* and sashes* can be cut out and replaced with new timber cut to the same size and shape. This is a fairly quick and inexpensive way to repair your windows and doors. Please call the Planning Service for advice on the best techniques for this type of repair.

If you do need to replace doors or windows then, ideally, you should copy the original exactly as it is unlikely that you will find standard off-the-shelf replacement

frames that will give a close enough match to your original windows. A good carpenter will be able to make a replacement using the original window or door

as a pattern so that no detailing is lost. Poor window replacement can have the single most negative impact on the character of the Conservation Area.

If you want the replacements to be double-glazed, you need to take extra care to ensure they still look like the originals. This is absolutely critical. New double glazed timber windows can usually be made to match. However, where original windows have decorative glazing bars or leaded lights it may not be possible to replicate the details faithfully. As an alternative, carefully fitted secondary glazing will not spoil the appearance of your home and will allow you to retain your original windows.

Most of the original windows in the area have either casement or sliding sash opening lights. Please do not substitute one style for another. Refit windows in their original position. Windows should be set back into their original position within the depth of the reveal*. Please do not change the original size of the window opening.

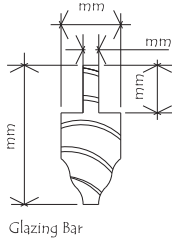
Replacement of timber windows with PVCu* is not acceptable. It has been found that PVCu is unable to replicate the intricate detail and character of original timber or steel windows. Also the Council discourages PVCu as its manufacturing process is highly polluting and it is difficult to dispose of.

When submitting a planning application for replacement window, the following information will be required:

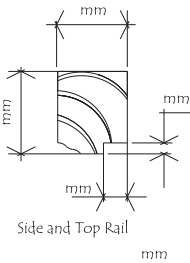


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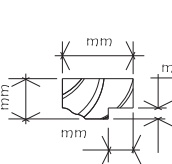
- » All window elevations to be replaced at a scale of 1:10 or with all dimensions clearly annotated
- » Property elevations or photographs of the whole of the property, with the windows to be replaced numbered to correspond with window elevations
- » A cross-section at a scale of 1:5 or preferably full size through the transom* showing the relationship of fixed and opening lights and drip rails*, with full size details of any glazing bars* or leaded lights* which must be mounted externally



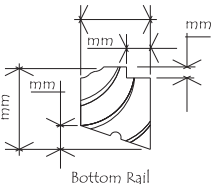
Glazing Bar



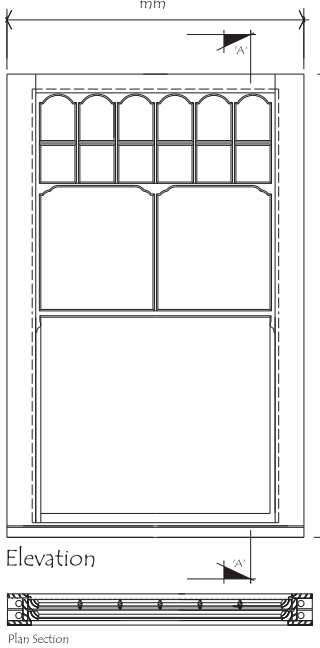
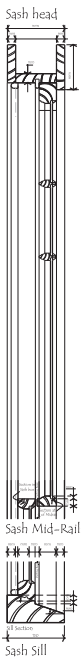
Side and Top Rail



Meeting Rail



Bottom Rail



Elevation

Plan Section

3.0

Although the Queen's Park Conservation Area is predominantly characterised by attractive Edwardian/Victorian terraced dwellings there are also a number of short terraces dispersed throughout the area which comprise of more modern dwellings which were erected to replace bomb damaged properties after the Second World War.

Whilst these post-war dwellings may not be considered to contribute as greatly to the character and appearance of the area they do follow a certain pattern and the relative simplicity and consistency of their facades is considered sympathetic to the buildings of greater architectural or historical interest in the surrounding area.

One of the key original features which underpins the facade of these post-war properties would have been the steel framed Crittall windows. Unfortunately, although they do continue to be available, over past years a number of the original Crittall windows to these properties have been replaced using windows in an inappropriate and unsympathetic style which in some cases has detrimentally degraded the group value of the properties within the terrace.



This guidance adopts the following approach to planning applications for the replacement of windows to post-war properties:

- a. Where all of the properties within the terrace have had their original windows replaced in a variety of styles and materials the Council will seek to approve replacements to a consistent design, and using aluminium frames, in order to better reflect the proportions and appearance of the original windows. Replacements will not be permitted to include a 'picture' window element.
- b. Where some of the properties within the terrace contain a mixture of replacement styles and materials, but some properties have the original windows (or have replacements which reflect the original design) the Council will adopt a variation of a) based on not supporting the removal of appropriate or original windows
- c. Where all or most windows within the terrace are original, or are reasonably designed replacements, the Council will seek the installation of windows of the original design.



4.0

General repairs & other
modifications to your home

4.0 General repairs & other modifications to your home

There are many reasons why people want to make changes to their home. Repairs and alterations may be necessary due to weathering, families may need more space and new owners may wish to personalise their home.



Living in a Conservation Area does not mean that you cannot make alterations to your home but it does mean that the changes that you may wish to make must preserve or enhance the character and appearance of your home and the area.

The houses in Queen's Park Conservation Area were built to a variety of designs. However, they all blend together because similar building materials, similar overall sizes and architectural details were used. Also, many streets and short runs of houses were built to consistent designs. This unity of design gives the area its unique character. Alterations to an individual building may affect the whole street scene if they are not in keeping. The more inconsistent the alterations, the more negatively the area may be affected.

Some properties were altered before the strict controls of the Article 4 Directions were put in place. Where this has happened, we encourage residents to restore the original appearance of their property. In time, the character of the area will be enhanced and the desirability and value of individual homes is likely to increase. It is important to note that changes made prior to the Article 4 Direction coming into force do not mean that owners can make similar changes now.

You can avoid costly repairs by regular maintenance. For example, you should clear blocked gutters, repaint woodwork regularly and refit roof tiles or slates when they become loose. It will be much more expensive to carry out repairs if you leave problems to get worse.

However, where repairs are needed, it is important to use the right materials and methods.

You may need planning permission to carry out some types of repairs (see section 2.1).

It is always recommended that you contact Planning & Development prior to commencing any work on your property for advice on whether planning permission is required. In the following section you will find some advice to help you carry out repairs to your home.

4.1 Decorative features and details

The original designers and builders working at Queen's Park paid great attention to the architectural details and decorations of the houses. There is quite a variety of embellishment to be seen.

These include:

- » console brackets*
- » string courses*
- » decorative mouldings
- » terracotta details*
- » stained and leaded glass
- » carved timber work
- » roof tiles, ridge tiles, finials
- » chimney pots
- » bricks
- » cast iron railings and balconies
- » stone window sills



- » stone cornices
- » projecting eaves.

It is essential to retain all original decorative features.

If you want to preserve the character of your house. Once lost, original details are rarely replaced. Removal of building detail can spoil the appearance of individual buildings as it is often the quality of the decorative features of the individual houses that add to their value.

Removal of these individual features will eventually damage the whole street scene. If decorative features on your house are beyond repair, specialists will be able to make an exact replica or a building materials salvage supplier may be able to trace an original replacement.

Houses with original architectural detailing will usually have a better resale potential.

4.2 Repairing and re-pointing brickwork

Where bricks have spalled*, chipped or decayed, they should be cut out and replaced with bricks of the same size texture and colour. The brick bond* should also be matched exactly. You can either use second hand bricks from building salvage suppliers or try a specialist brick manufacturer or supplier.

The houses in the area were built using Imperial* size bricks, which are not difficult to find; they can be obtained new and second-hand. It is in your interest to carry out re-pointing to the highest standards. Poor re-pointing work can make the brickwork decay more quickly.

Generally loose and decayed mortar should be raked out by hand using a hammer and chisel. Do not use grinders. Apply new mortar to the open brick joints with a suitable pointing trowel. The mortar should match the colour and texture of the original. Generally, we recommend that you use a lime based mortar. Take care

not to let mortar spread over the faces of the bricks. To help you obtain the highest standards the Planning Service can give advice to you and your builders.

4.3 Roughcast and render

Do not remove roughcast* or render from walls unless you have to do so for repair, in which case you should replace it.

Take care to match the existing colours and texture. You will need to find out the composition of the roughcast or render before you can choose the right material for repair. The Planning Service will be able to advise you. Where possible, rendered surfaces should be left natural and not painted.



4.4 Repainting and other wall coverings

Do not paint original brickwork or cover it with artificial finishes such as stone cladding. In the past the original brickwork on some buildings has been covered over with paint and other coverings.

If architectural details are covered over, this can spoil the appearance of your property and may trap moisture and cause serious damage to walls. It is usually possible to remove paint. Please call the Planning Service for advice on how to remove paint and clean the brickwork of your house.

Painting windows, doors and other woodwork can help preserve these original features. Colours should be traditional and in keeping with the Victorian and Edwardian character. There are a number of colours that will preserve the character of the area. Please call the Planning Service for extra guidance. Normally it is darker, sober colours that are acceptable for

doors, whilst window frames are normally white. The Council will not give Planning Permission for garish or bold colours that stand out and break the uniformity of the street scene.

4.5 Roofs

Most pitched roofs in the area are covered in slate tiles. Problems that arise are often due to rusting fixing nails or rotting wooden battens rather than the slates themselves. If you need to carry out repairs, it is usually possible to re-use between thirty to fifty percent of original slates. However, if replacement is necessary, care must be taken to match the colour, texture, size and materials of the originals, having regard to what exists nearby, as slates and clay tiles come in many shapes and sizes.

A number of ridges are finished with crested terracotta roof tiles and topped with finials where the ridges meet gables or form apexes. These should be maintained



and restored. Where Building Regulations require that the roof space should be ventilated, the traditional method is to ventilate from under the eaves and at the ridge, do not use off-the-shelf plastic ventilator tiles.

The replacement of the entire front gable of the property with glazing will not be allowed. It might be possible to replace a small section of the gable with glass, normally either the top or the bottom section, but you should speak to the Planning Service before undertaking any works.

4.6 Chimneys

There are many different styles of chimney in the Queens Park Conservation Area. In some cases they were built using decorative bricks and they are an important part of the character of the area and must not be taken down or altered.

Please keep your chimney in good repair. A chimney helps ventilate your house and if you need a new flue for a new central heating system it can be run inside the existing chimney.

4.7 Gutters and drainpipes

It is essential to keep your gutters and drainpipes in good repair because leaks can cause damp problems in walls, which may cause expensive problems inside your home. The original gutters and drainpipes in the Conservation Area were cast iron. If you need to replace your gutters and drainpipes you may be able to use painted cast aluminium, which can look similar to Cast iron.

Check that it matches the original and paint it either black or another dark colour to match your roofwork. If you have to install new rainwater goods, please retain decorative cast iron hopper heads.



4.8 Satellite dishes and aerials

Satellite dishes and aerials must be fixed to the back of houses. Do not place them where they can be seen from the street, on the chimney, or on your roof, where they will not receive planning permission.

Most roads in Queen's Park now have the benefit of being set up for cable television and this must be given serious consideration as an alternative which does not require the installation of a satellite dish.

4.9 Gas, electricity and water services boxes and burglar alarms

Please keep existing traditional boxes if you can. Position modern gas, electricity and water meter boxes so they are not too noticeable and



please paint them a dark colour. Try to make them blend in with the background.

Burglar alarms should be located in a position that enables them to be a deterrent, but does not dominate the front elevation of your home. External security shutters/grilles will not be permitted in the Conservation Area.

4.10 Solar panels and environmental installations

The Council encourages environmental improvements, but also recognises that many installations are not appropriate for conservation areas. It is always best to install environmental technology that does not impact on the character of the Conservation Area such as additional thermal insulation, secondary glazing and ground source heat pumps.

Solar panels should not protrude more than 200mm beyond the plane of the roof. To achieve this, many manufacturers provide an in-roof system where the panels are recessed flush with the roof tiles. Furthermore, wherever possible, panels should not be sited on the front or side elevation or roof slope or be visible from the highway. On flat roofed outriggers a low traditional parapet should be built to mask panels.



5.0

Gardens



5.0 Gardens

Gardens are as important to the character of Queen's Park as the houses. In addition to their aesthetic and environmental value, plants can provide privacy and security. The Council will always recommend the planting of hedges in place of tall walls.

5.1 Front gardens, walls and boundaries

The original front gardens are a distinctive feature of Queen's Park Conservation Area. Sadly, many of them have been paved over in recent years and boundary walls, hedges and fences removed. Front gardens that have planted with soft landscaping features enhance the appearance of your property and the Conservation Area.

The removal of garden walls and hedges and the replacement of hard surfaces will only be permitted where they form part of an acceptable off-street parking scheme (see section 5.2).

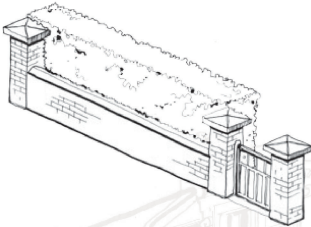
Where they have been lost, the Council will encourage traditional front boundary walls to be replaced. Walls should be built to match the street scene, including

matching materials. Most walls are of the same brick as those of the house.

The maximum height of a front wall is around 10 brick courses, although many are lower.

Hedges play an important role by adding to the character and setting of the dwellings. Although

their height is not an absolute restriction, these privet hedgerows typically trimmed to a height of 1.2-1.5 metres serve to define boundaries and identify access points. The removal of hedges would drastically alter the natural/urban balance within Queen's Park. Where possible you should retain the hedges that you have as this is the best way to preserve the character of Queen's Park. They can also be used as defensive planting, whereby particular species can act as a crime prevention measure, deterring unwanted access.



5.2 Off-street parking

Most front gardens in the Queen's Park Conservation Area are not deep enough to accommodate a parking space. If there is room you should ensure that you keep as much of your front garden as possible. In exceptional circumstances the Council may grant permission for an off-street parking space where at least 50% of the total front garden area will be retained and suitably landscaped with soft planting features.

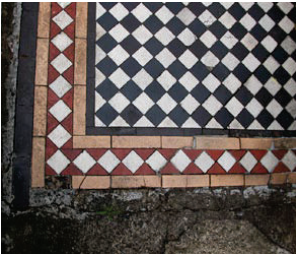


However, you should seek to avoid the demolition of front boundary walls or the removal of landscaping. There are limitations on the creation of a vehicular crossover and you should discuss this with the Council's Transportation Service. Where existing crossovers are no longer needed as a result of a development proposal then the crossover should be made good and the kerb reinstated at the applicants expense.

Planning Permission for off-street parking spaces will also be subject to assessment by the Council's Transportation Unit. Further guidance on the Council's standards for off-street parking can be found on the Council's website.

5.3 Front paths

There are a number of different approaches to the design of paths in Queen's Park, including stone pavers, small quarry tiles* (laid to decorative tessellated patterns) and terrazzo* (with contrasting border patterns).



You should always try to preserve these important elements as they help to define character. It is possible to repair these paving systems and salvaged or new materials can be sourced. Where they have been lost, the Council will encourage traditional paths be replaced. Please contact the Planning Service to discuss appropriate options. **You will need Planning Permission to change your front path.**



5.4 Trees

One of the valuable assets of the Conservation Area is mature tree buffers at the end of many rear gardens. These trees and others add to the character of Queen's Park and help make it special. The loss or damage of existing trees and significant soft landscape features to allow new buildings or landscaping will be discouraged.

All trees in Queen's Park Conservation Area that have a trunk diameter exceeding 75mm at a height of 1.5 metres are protected. **You will need permission to carry out even the most minor of work to a tree.** In a Conservation Area it is necessary to give 6 weeks written notice to the Planning Service before removing or lopping a tree to ensure that it is acceptable. It is always best to contact Planning &

Development for advice on the best way to protect the trees in your garden. Contact details can be found on the Council's website.

There are a number of important street trees in Queen's Park that contribute to the character of the area. Under no circumstances should any works be undertaken to these trees without express

permission. There are a number of important street trees in Queen's Park that contribute to the character of the area. Under no circumstances should any works be undertaken to these trees without express permission and proposals that would be likely to have an impact on these trees without mitigation or adequate replacement (to be agreed by the Council) will not be allowed.



5.5 Ramps for people with disabilities

Access ramps may be necessary for some residents. However, please choose a design and use materials that are in keeping with the area.

You can soften the outline of a ramp with planting. Any brickwork should match the bricks used for the house and handrails are best painted a dark colour. Please check with the Planning Service who will be glad to offer advice on the design of ramps.

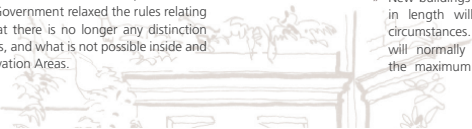
5.6 Garden buildings

If your property is a house you can build some types of garden building in your rear garden without Planning Permission using Permitted Development rights.

However, permitted development rights do have limitations and you may still need planning permission.

As explained above, these rights are not enjoyed by flats, subdivided houses and multiple-occupancy properties. It is recommended that you check with the Planning Service whether planning permission is required prior to constructing any building.

The Council continues to believe that the erection of these, often large, outbuildings in rear gardens can have a detrimental impact on the character and appearance of an area. However, in October 2008, Central Government relaxed the rules relating to them, so that there is no longer any distinction between what is, and what is not possible inside and outside Conservation Areas.



However, the Council believes that it is important to minimise impact where possible. If you want to erect a building larger than permitted development, or you live in a property that does not enjoy Permitted Development rights, then you will have to apply for Planning Permission.

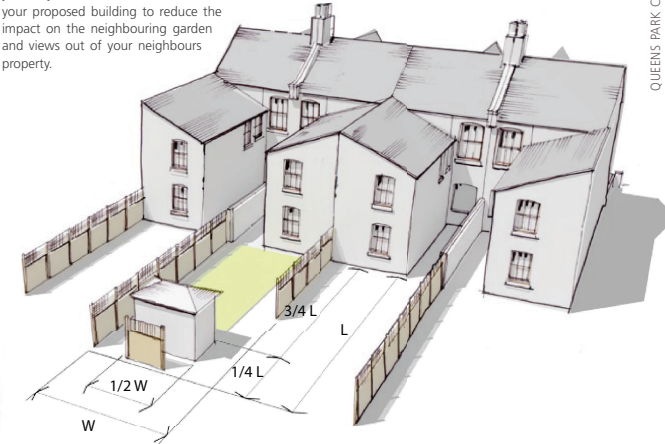
The Council will seek to ensure that new buildings or structures within rear gardens of Conservation Areas preserve or enhance the character or appearance of the area. Please refer to the design advice set out in section 4.0. Subject to this, the following will be used by the Planning Service to guide its assessment of the acceptability of such proposals:

- » In gardens of between 10 and 25 metres in length, the general maximum size of individual buildings should be no greater in plan (footprint) than 1/5 (20%) of the overall length and 1/2 (50%) of the width of the garden. The buildings should be located in the rear 1/4 (25%) of the garden and should have a maximum footprint of 15m². Buildings of this size will normally be required to be set away from joint boundaries by at least 1m to reduce their impact, promote further landscape development and allow future maintenance without having to enter your neighbour's garden.
- » New buildings within gardens of longer than 25m will be assessed on their individual merits. However, it is likely that they will have to comply with the building proportions described above.
- » New buildings in gardens of less than 10 metres in length will be judged on their individual circumstances. However, if acceptable, they will normally need to be much smaller than the maximum guidance above. New buildings

in smaller gardens of less than 10m may also unacceptably reduce the size of your garden or prevent the future extension of your property.

» If you wish to position your building within the first 3/4 (75%) of your garden the Council will assess your application on its individual merits. However, it is likely that a building in this location will have to be significantly smaller than the proportions of buildings described above.

Where your gardens abut a neighbour's garden you may have to reduce the size and scale of your proposed building to reduce the impact on the neighbouring garden and views out of your neighbour's property.



» Existing trees and significant soft landscape features should not be removed or damaged to allow new buildings.

However, if the condition of a tree suggests its removal or pruning, you are required to give six weeks notice to the Council. You can get specialist advice from the Planning Service's Landscape Design Team.



6.0

Getting permission

6.0 Getting permission

Whether you need permission depends on what you want to do. However, in many cases you will need the permission of the Council before you make any changes to the outside appearance of your house. You may be liable to enforcement action if you carry out work without permission.

Living in a Conservation Area does not mean that you cannot make alterations to your home, but it does mean that the changes that you may wish to make must preserve or enhance the character or appearance of your home and the area. It is very important to remember that the Article 4 Direction planning controls placed on the Conservation Area by the Council are legally binding. In addition to standard planning controls, you must apply for Planning Permission for any of the work listed in Section 2.1. It is always best to call the Planning Service to find out whether you need to make an application. The Council can take enforcement action against you if you carry out work without permission. You may be required to undo the work and reinstate original details at your own expense.

6.1 Planning Permission

You should check with the Planning Service to find out if you need Planning Permission. In many cases you will need Planning Permission to do work which outside the Conservation Area would not need permission. This is because the area is covered by Article 4 Directions.



6.2 Conservation Area Consent

Conservation Area Consent is designed to prevent the demolition of any structure over 115 cubic metres that contributes to the character of the area. You may need Conservation Area Consent if you want to demolish a building. Please check beforehand with the Planning Service.

6.3 Tree Preservation Orders

In Conservation Areas it is necessary to give 6 weeks written notice to the Planning Service before removing or lopping a tree that has a trunk diameter exceeding 75mm at a height of 1.5 metres.

In the written notice you should include a description of the tree, its location, what work you intend to do and why. Some trees may also have Tree Preservation Order, so it is always best to contact the Planning Service's Design Team first for advice.



6.4 Building Regulations Approval

You will need Building Regulations Approval for most alterations and extensions. You will need to check with the Council's Building Control department before you start the work.

Please remember that you may need Planning Permission even if you do not require Building Regulations Approval and you may require Building Regulation Approval even if you do not require Planning Permission.

6.5 How to apply

You will need to fill in an application form for the relevant permission and provide drawings of your house as it exists and how it will look when work is completed. The clearer your drawings the quicker your application can be processed. We recommend that a qualified Architect or similarly skilled professional do the drawings for you. All planning applications within a Conservation Area are required to be accompanied by a Design and Access Statement. Please refer to the Council's website for further guidance on submitting a planning application.

The Planning Service aims to determine minor planning applications within 8 weeks. It is likely that permission will be subject to providing additional information, such as material samples, before you are allowed to start construction work. If you are proposing a contemporary building or alteration that is not traditionally detailed, you will need to submit additional information at the same time as your application. These may include material samples, large scale details, computer models, perspectives

and photo montages. Please ask the Planning Service which information they require.

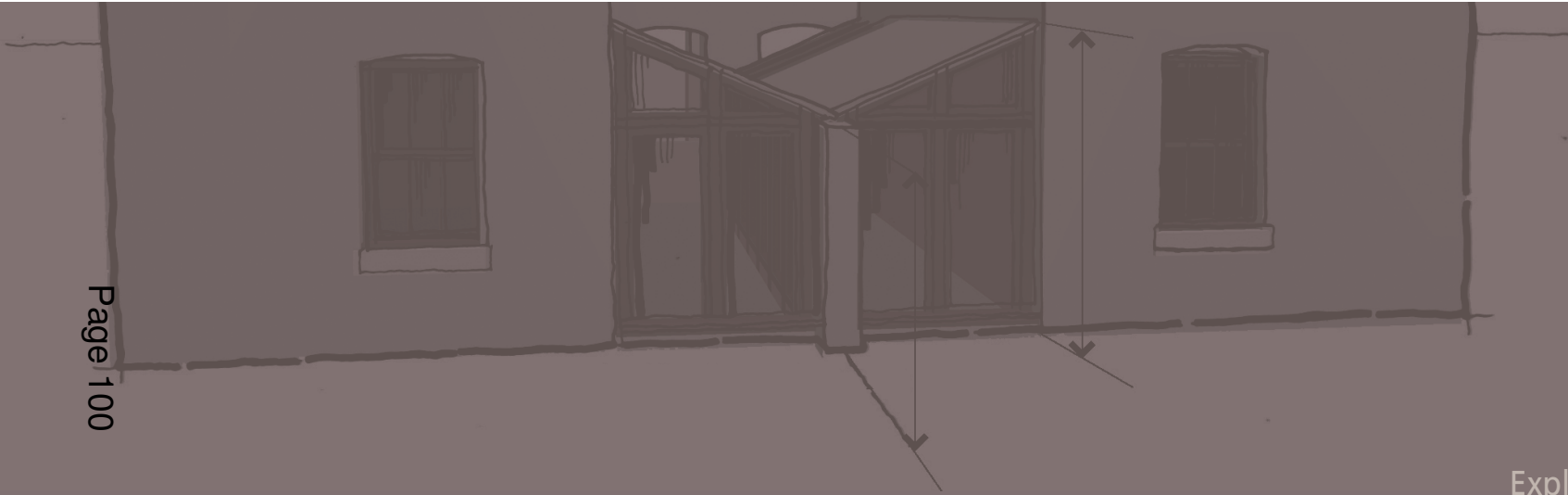
6.6 Specialist help

To make repairs and alterations that preserve or restore the character of your property, you may need to ask specialist suppliers and craftsmen for help. Some of the materials and skills you will need may no longer be in common use and may take time to find. Please check with the Council's Planning Service if you are in any doubt. They will be pleased to give you advice on where to look for specialist help. They can make sure that the work you or your builder proposes to do is the best way to retain the character of your home.



Many of the houses of Queen's Park were built to a relatively high standard. Original doors, windows and other features rarely need to be replaced if properly maintained. In many cases doors and windows have survived for over 100 years and with some careful repair can last for many years longer. We will always encourage you to repair rather than replace original features wherever possible. Of the two, repair is often a less expensive option.

Specialist services and supplies are sometimes more costly than the mass-market, ready-made alternatives, but not always. In most circumstances **specialist help need not cost more**. However, when it does, many residents view the extra expense as an investment. If you preserve or restore the original appearance of your house, this can help to maintain or even increase its value.



7.0

Explanation of technical terms

7.0

7.0 Explanation of technical terms

BRICK BOND
Arrangement of bricks in a wall, combining bricks laid lengthways (stretchers) and bricks laid widthways (headers).

CASEMENT WINDOW
Made up of a frame with a smaller sub frame, called a casement, set within which is fixed with hinges at the top or sides to allow it to swing open.

CONSOLE BRACKET
A decorative wall bracket which supports a bay window, part of a roof or other feature that projects out from the house.

DRIP RAILS
A decorative wall bracket which supports a bay window, part of a roof or other feature that projects out from the house.

DENTILS
Bricks set at interval to produce a decorative band.

EAVES
The junction of the wall and the lower edge of the roof.

GLAZING BARS
The bars of wood or metal which separate individual glass panes in a window.

HALF-TIMBERING
Often called 'timber framing', this means timbers applied vertically or horizontally to the walls of houses as a decorative feature.

IMPERIAL BRICKS
The bricks used to build the Homestead Park houses, which are larger than today's metric sized bricks.

JAMBS
The side sections of a door or window frame.

LEADED LIGHT
A window made of small pieces of glass joined by strips of lead.

PARAPET
A section of a wall that projects above the eaves of a flat roof.

PVCU
Unplasticised Poly Vinyl Chloride.

QUARRY TILES
Small natural clay square tiles.

ROUGHCAST
Rendered wall finish with small stones added to the mixture.

REVEAL
The part of a wall that turns back towards the window frame in its opening.

SILL
The bottom section of a window frame that projects out from the wall to allow rain to run away.

SPALLED BRICKS
Bricks that have lost their front faces through frost damage.

STRING COURSE
A projecting band of brickwork.

TERRACOTTA DETAILS
Specially shaped and moulded bricks used as decorative features.

TERRAZZO
A mix of coloured stone fragments and cement which is poured on site, left to set and then machined to a polished finish. This creates the effect of a continuous sheet of multicoloured stone.



Impact Needs/Requirement Assessment Completion Form

Department: Regeneration and Major Projects	Person Responsible: Rachel McConnell
Service Area: Planning and Development	Timescale for Equality Impact Assessment : 17 June 2013 Executive
Date: 20 May 2013	Completion date: 20 May 2013
Name of service/policy/procedure/project etc: Adoption of Revised Planning Design Guides for Barn Hill Conservation Area and Queen's Park Conservation Area	Is the service/policy/procedure/project etc: New <input checked="" type="checkbox"/> Old <input type="checkbox"/>
Predictive <input checked="" type="checkbox"/> Retrospective <input type="checkbox"/>	Adverse impact Not found <input checked="" type="checkbox"/> Found <input type="checkbox"/> Service/policy/procedure/project etc, amended to stop or reduce adverse impact Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Is there likely to be a differential impact on any group? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	Please state below:
1. Grounds of race: Ethnicity, nationality or national origin e.g. people of different ethnic backgrounds including Gypsies and Travellers and Refugees/ Asylum Seekers Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	2. Grounds of gender: Sex, marital status, transgendered people and people with caring responsibilities Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
3. Grounds of disability: Physical or sensory impairment, mental disability or learning disability Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	4. Grounds of faith or belief: Religion/faith including people who do not have a religion Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
5. Grounds of sexual orientation: Lesbian, Gay and bisexual Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	6. Grounds of age: Older people, children and young People Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Consultation conducted Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
Person responsible for arranging the review: N/A	Person responsible for publishing results of Equality Impact Assessment: N/A
Person responsible for monitoring: N/A	Date results due to be published and where: N/A
Signed:	Date:

Impact Needs/Requirement Assessment Completion Form

Please note that you must complete this form if you are undertaking a formal Impact Needs/Requirement Assessment. You may also wish to use this form for guidance to undertake an initial assessment, please indicate.

1. What is the service/policy/procedure/project etc to be assessed?

Adoption of Revised Planning Design Guides for Barn Hill Conservation Area and Queen's Park Conservation Area

2. Briefly describe the aim of the service/policy etc? What needs or duties is it designed to meet? How does it differ from any existing services/ policies etc in this area

A review of Brent's Conservation Area Design Guides is being undertaken with the overall aim of producing up to date documents to give clear guidance primarily to residents on acceptable types of development. These documents have an important role in ensuring the special character of our conservation areas is preserved and where possible enhanced. Revised Planning Design Guides for Barn Hill Conservation Area and Queen's Park Conservation Area have been produced.

Following endorsement by the Planning Committee on 16 January 2013, public consultation commenced on 28 January 2013 (for 28 days) inviting local residents and Ward Councillors to comment on the revised Barn Hill Conservation Area and Queen's Park Conservation Area Design Guides. General support for the revised Design Guide is an important factor in how effective they are and in both areas there was discussion with the Residents Association on the content of the Guides before local consultation with all local residents was undertaken.

The Planning Committee on 17th April 2013 considered the consultation responses and the recommendations made to revise the documents where appropriate. The Committee endorsed these further changes and recommended that the final documents incorporating the recommended revisions be reported to Executive for adoption

3. Are the aims consistent with the council's Comprehensive Equality Policy?

The Council's Equality and Diversity Policy statement makes reference to the importance of ensuring that the services that we provide meet the needs of the community. The policy seeks to ensure that everyone has equal access to services, regardless of their race, heritage, gender, religious or non religious belief, nationality, family background, age, disability or sexuality. Services must be relevant, responsive and sensitive, and the council must be perceived as equitable in its provision of services by its service users, partners and the wider community. The Statement of Community Involvement (2006) prepared as part of the LDF sets out consultation requirements to improve engagement in the planning system.

Consultation has been carried out with the local community as detailed in Section 7. The purpose of the updated Design Guides is not to prevent people carrying out improvement works to their homes but to ensure that the works are appropriate in the context of the conservation area designation. Public consultation has been carried out to incorporate the views of local residents directly impacted by the proposals.

The Design Guides are directly linked to planning policy requirements that have been the subject of public consultation and examination as well as an equalities impact assessment. The planning strategy for Brent (London Plan and the LDF) reflects the needs of the borough's diverse community.

4. Is there any evidence to suggest that this could affect some groups of people? Is there an adverse impact around race/gender/disability/faith/sexual orientation/health etc? What are the reasons for this adverse impact?

There is no evidence that the adoption the Barn Hill Conservation Area Design Guide and Queen's Park Conservation Area Design Guide would adversely impact on certain groups of people.

5. Please describe the evidence you have used to make your judgement. What existing data for example (qualitative or quantitative) have you used to form your judgement? Please supply us with the evidence you used to make your judgement separately (by race, gender and disability etc).

Letters were sent to all owner/occupiers in each conservation area. In addition, a 'drop-in session' was held open to all residents to give residents an opportunity to discuss the proposals with Officers.

6. Are there any unmet needs/requirements that can be identified that affect specific groups? (Please refer to provisions of the Disability Discrimination Act and the regulations on sexual orientation and faith, Age regulations/legislation if applicable)

Impact Needs/Requirement Assessment Completion Form

7. Have you consulted externally as part of your assessment? Who have you consulted with? What methods did you use? What have you done with the results i.e. how do you intend to use the information gathered as part of the consultation?

- Letters were sent owner/occupiers in the Barn Hill Conservation Area on 28 January 2013 giving 28 days to comment on the draft Design Guide. A 'drop-in session' for residents was held at Brent Town Hall on 12 February 2013 to give residents an opportunity to discuss the proposals with Officers.
- Letters were sent owner/occupiers in the Queen's Park Conservation Area on 28 January 2013 giving 28 days to comment on the draft Design Guide. A 'drop-in session' for residents was held at Kilburn Library on 18 February 2013 to give residents an opportunity to discuss the proposals with Officers.

8. Have you published the results of the consultation, if so where?

The Planning Committee, on 17 April 2013, considered the consultation responses and the recommendations made to revise the documents where appropriate.

9. Is there a public concern (in the media etc) that this function or policy is being operated in a discriminatory manner?

No

10. If in your judgement, the proposed service/policy etc does have an adverse impact, can that impact be justified? You need to think about whether the proposed service/policy etc will have a positive or negative effect on the promotion of equality of opportunity, if it will help eliminate discrimination in any way, or encourage or hinder community relations.

No adverse impacts can be identified at this stage

11. If the impact cannot be justified, how do you intend to deal with it?

n/a

12. What can be done to improve access to/take up of services?

n/a

13. What is the justification for taking these measures?

n/a

14. Please provide us with separate evidence of how you intend to monitor in the future. Please give the name of the person who will be responsible for this on the front page.

Whilst no specific monitoring is proposed, it will be monitored in the following way:

- (i) When assessing a planning application, appropriate weight is given to planning considerations which may include personal circumstances such as requirement for disabled access;
- (ii) The planning appeal system gives applicant the opportunity to challenge a decision to refuse planning permission. Planning appeal decisions are monitored;
- (iii) The Corporate Complaints system provides valuable feedback about our services.

15. What are your recommendations based on the conclusions and comments of this assessment?

No further action necessary at this stage.

Should you:

Impact Needs/Requirement Assessment Completion Form

2. Develop equality objectives and targets based on the conclusions? No
3. Carry out further research? No

16. If equality objectives and targets need to be developed, please list them here.

n/a

17. What will your resource allocation for action comprise of?

n/a

If you need more space for any of your answers please continue on a separate sheet

Signed by the manager undertaking the assessment:



Full name (in capitals please): RACHEL MCCONNELL

Date: 20 May 2013

Service Area and position in the council:

Planning and Development
Area Team Manger – North Area Planning Team

Details of others involved in the assessment - auditing team/peer review:

Once you have completed this form, please take a copy and send it to: **The Corporate Diversity Team, Room 5
Brent Town Hall, Forty Lane, Wembley, Middlesex HA9 9HD**



Executive
17 June 2013

Report from the Director of Regeneration and Major Projects

Wards affected:
Stonebridge

Bridge Park-Redevelopment Proposals

Appendix 3 is exempt from publication under Schedule 12A(3) of the Local Government Act 1972 as this includes Information relating to the financial or business affairs of GMH

1.0 Summary

- 1.1 The council's Bridge Park Community Leisure Centre and associated buildings require significant investment to bring them up to a reasonable standard and funds are not currently available to do this. However the council has been in discussion with the owners of the adjoining Unisys site (General Mediterranean Holdings-GMH) and it is proposed to sell part of the Bridge Park site to GMH to fund the design and build of a completely new sports centre paid for out of the proceeds of residential and commercial development on the Unisys and on the Bridge Park site. This report looks at a range of other development options and uses for the Bridge Park site. It recommends that the council enters into an agreement with GMH to redevelop the Bridge Park site.

2.0 Recommendations

That Executive agree;

- 2.1 The council pursue the option of GMH (and its subsidiary company)

developing the Unisys and Bridge Park sites for residential and commercial development to fund a new Bridge Park sports centre; and

- 2.2 Agree the draft Heads of Terms as set out in appendix 3 of this report to form the basis of the detailed sale agreement between the council and GMH and instruct the Director of Regeneration to complete terms for a land sale between GMH, its subsidiary company and the council as set out in Appendix 3 subject to suitable parent company guarantees to the satisfaction of the council; and
- 2.3 Agree to the making of a Compulsory Purchase Order (CPO) to acquire the freehold interest and other relevant legal interests of the Car Breakers site which for identification purposes is shown edged on the plan attached to this report at Appendix 1(a) ("the CPO Land") under Section 226(1)(a) of the Town and Country Planning Act 1990, to facilitate the carrying out of the redevelopment scheme ("the Scheme") and any new rights in the CPO Land which may be required under section 13 of the Local Government (Miscellaneous Provisions) Act 1976; and
- 2.4 Submit the CPO, once made, to the Secretary of State for confirmation, whilst the Council at the same time seek to acquire the land by private negotiated treaty, funded through funding from GMH under a separate agreement with the council; and
- 2.5 Agree to the making of one or more general vesting declaration(s) or service of Notice to Treat and Notice of Entry (as appropriate) pursuant to the Compulsory Purchase (Vesting Declarations) Act 1981 and the Compulsory Purchase Act 1965 respectively, should the CPO be confirmed, if determined by the Director of Regeneration & Major Projects on the advice of the Director of Legal & Procurement Services, as necessary in order to implement the CPO.
- 2.6 Executive are asked to delegate authority to the Director of Regeneration & Major Projects to undertake the following:
 - 2.6.1 Enter into agreements and make undertakings on behalf of the Council with the holders of interests in the CPO Land or parties otherwise affected by the Scheme setting out the terms for the withdrawal of their objections to the confirmation of the CPO, where such agreements are appropriate; and
 - 2.6.2 Service of all requisite notices on the holders of the CPO Land including rights in the CPO Land relating to the making and confirmation of the CPO; and
 - 2.6.3 Remove from the CPO any plot (or interest therein) no longer required to be acquired compulsorily for the Scheme to proceed and to amend the interests scheduled in the CPO (if so advised); and
 - 2.6.4 To acquire land and/or new rights by agreement either in advance of the confirmation of compulsory purchase powers, if so advised, or

following the confirmation of compulsory powers by the Secretary of State; and

2.6.5 To seek to acquire for the Council by agreement any interest in land wholly or partly within the limits of the CPO Land for which a blight notice has been validly served; and

2.7 To undertake public consultation on the development proposals with local residents, interest groups, users and tenants; and

2.8 To procure an architectural practice to design the new sports and community centre and submit plans with Unisys; and

2.9 Procure a design and build contractor to build the new sports centre through an appropriate contractor/developer Framework or by way of an OJEU advertisement, or by the use of a design, build and operate contract; and

2.10 Officers to undertake public consultation on all four options for the sports centre.

3.0 Background

3.1 The Bridge Park and Unisys sites are on the junction of the Harrow Road and the North Circular Road in Stonebridge. Bridge Park was converted from a bus garage using GLC funding in the 1980's, managed by the local community in its early years but under the council's management for over 12 years. Bridge Park has four main elements: a sports hall and associated health and fitness facilities, a large community hall with catering and conference rooms, a number of business units and Technology House, a separate office block that is used as a children's nursery and offices for a church group. Both Technology House and Bridge Park have a backlog of repairs and both need future investment to bring them up to modern standards. Bridge Park also suffers from the fact that it is a converted bus garage and the layout is relatively inefficient and heating and other costs are considerable due to its structure. Appendix 1 maps out the various elements of the site; Bridge Park, the Unisys site and a privately owned car breakers site to the rear of Bridge Park. The Bridge Park site had a covenant on it that sports and community uses should be protected and around half of any value of any development would have to be paid to the LB Bromley (as successor body to the GLC). However officers have successfully removed this covenant.

3.2 The Unisys site is owned by General Mediterranean Holdings (GMH) a property investment company that also build and invest in hotels across the world. They propose to use a wholly owned subsidiary, Toucan Investments, to undertake the development. GMH has a considerable billion pound asset base and are considered to have the financial standing to undertake a venture of this size and complexity. The council's Financial Management service consider that Toucan Investments are suitable to undertake any land transaction as long as there is strong parental company backing to the satisfaction of the council. The Unisys office buildings have been vacant for over ten years. GMH secured planning consent for a much larger hotel

complex in both Unisys office buildings but have not built out the consent. They now propose to refurbish one of the blocks for a much smaller hotel and convert the other office block to accommodate new residential development. The current Unisys buildings have been vandalised in part and currently create a poor environment on the North Circular Road.

- 3.3 Council officers have been discussing the possibility of some form of agreement with GMH that would deliver a new sports centre, paid for by enabling residential and other development that would also bring forward the conversion or rebuilding of the Unisys office blocks. The council has spent some time examining whether it could afford to re-provide a sports centre by developing only the Bridge Park site. The council considered this approach in 2010 and again this year. It is clear that the development of the council's Bridge Park site alone will not fund a sports centre located within the Bridge Park site. This is set out in more detail background documents (Doc.6 listed at end of report) but in short development of the council's site achieved a land value of c. £4m against a sports cost build requirement of approx. £9m.
- 3.4 Your officers have therefore looked at whether a development between GMH and the council would secure a significant land value to afford a replacement sports centre. In short if some Community Infrastructure Levy (CIL) is also added to the Scheme then it is possible to meet the full costs of building a new sports centre on part of the Bridge Park site. This is very similar in approach to the Willesden Library proposals where the development meets the full capital cost of provision (but should also provide some CIL in addition). The other benefit of this approach is that the comprehensive nature of the development helps overcome potential flood issues on the site and also increases overall values as the outlook between the two sites is enhanced and the open space within the Scheme can be planned comprehensively. Appendix 1 indicates the existing ownership and appendix 1a, the proposed ownership once the transaction has occurred, although the exact boundary lines will be subject to more detailed negotiation. The indicative proposal is to build a little over 500 homes and a hotel to fund a new council owned and built sports centre. These initial ideas are set out in appendix 2. It is important to note that the council is not committed to any particular housing scheme at this stage, only that as the number of homes reduces, the value of the land reduces. This flexibility means that we do not need to have a final scheme agreed at this stage.
- 3.5 However rather than having a development agreement with a third party such as in the development of Willesden Cultural Centre, your officers propose that a more simple land sale takes place and the council uses that land value (with some CIL) to build its own sports centre. The council commissioned Deloitte's Real Estate to advise the council on the terms of the possible land sale to GMH, working with S&P architects to set out options for the sports centre and Urban Initiatives to advise on the residential component of the joint scheme. GMH have valued the council's land (i.e. the residential Value reflected by looking at development on council and GMH land) as £6.4m. This is a 60% share of the residual value of the two sites of 10.7m. The council has approx 60% of the developable land and so the split is considered fair. This is after GMH have acquired the car breakers site at their cost and transferred it to the

council. Although the council's land value share of £6.4m is not sufficient to meet the costs of the £9m cost of building a new sports centre, the council will also generate Community Infrastructure Levy (CIL) of approximately £6.6m (note that CIL replaces S106 planning obligations). So the council uses the land value of £6.4m and approximately £2.6m of its £6.6m CIL to construct the sports centre as follows:

Land Payment from GMH	£6.4m
CIL accruing from development	£6.6m
Total Income	£13.0m
Less cost of Sports Centre	£9.0m
CIL left for other purposes	£4.0m
CIL used for sports hall	£2.6m

- 3.6 Note that CIL payments will help fund a range of the council's infrastructure needs and will include schools, transport, open space, sports and other needs. Your officers are recommending committing £2.6m of CIL from the development to the building of the sports centre. However the final CIL payment will be a balancing item after the land value is taken into account and may be higher or lower. Note also that if the number of units are reduced through the planning process, the land value will reduce and a greater proportion of CIL would be required to build the same size sports centre. The proposed approach however gives the council a good deal of flexibility in that it is not committed to a centre of any particular size and it can consider, say, a smaller centre to reduce costs or a much higher quality centre and commit more CIL to balance the increased expenditure.
- 3.7 Deloitte's Real Estate are satisfied having undertaken a forensic examination of GMH's proposals in terms of build costs and residential and commercial values that the Land Sale would represent good value for the council. The financial model of course will continue to be tested as the detail of the development is crystallised through the planning process.

Nature of the land Sale Agreement

- 3.8 The proposal is for the council to undertake a land sale of the Bridge Park site retaining sufficient land to build a new sports facility that would be funded from a land sale receipt and through the utilisation of some of the CIL receipts. Set out below are the key features of the land transaction:
- 3.8.1 The sports centre will be fully funded and located on the eastern end of the site
 - 3.8.2 The sports centre will be built as a first phase and the current sports centre closed only when the new sports centre is opened
 - 3.8.3 GMH will meet all the costs and risks of the planning application
 - 3.8.3 GMH will fund the design of the sports and community centre to an agreed amount but the council will procure and instruct its own architects to design it and procure its own builders to build it.
 - 3.8.4 GMH will meet the costs of any CPO and the purchase costs of the car breakers yard (indemnifying the council's costs). Any land needed for the new sports centre will be retained (freehold) by the

council and any land required for housing transferred back to GMH at nil value.

- 3.8.5 GMH will pay the council the land value (£6.4m) and sufficient timely payments of CIL to complete the building of the new sports centre by the council.
- 3.8.6 The council will transfer the remainder of the Bridge Park site to GMH once the new sports centre is completed.
- 3.8.7 GMH will pay for demolition of all buildings on the Bridge Park site
- 3.8.8 GMH will take all risks on the residential and commercial elements
- 3.8.9 The council will have an overage mechanism to secure additional funding if sales values are higher than anticipated as the development progresses (subject to a profit ceiling being reached)
- 3.8.10 The council will receive a c. £6.4m land payment if 512 dwellings are consented and this will reduce by a calculated sum (estimated at around £13k per unit) if actual dwelling numbers are reduced through consideration of the planning application.
- 3.8.11 the council will procure its own sports centre through a design and build construction contract.
- 3.8.12 the council is not committed to building any size sports centre but will build a size in relation to its available funding envelope. Its content is solely a matter for the council.
- 3.8.13 Both parties will work positively to consult and develop the scheme with local stakeholders and with the Mayor of London's office and the Environment Agency.
- 3.8.14 A minimum of 5% of all dwellings will be affordable but will be limited in order to fund the sports centre.

3.9 The draft Heads of Terms of the Land Sale Agreement proposed between the council and GMH are set out in Appendix 3. It is proposed that these draft Heads are agreed and form the basis on which the final sale agreement between the council and GMH is completed. There are still some matters to be resolved in the detailed agreement and those issues are considered in square brackets in the draft Heads of Terms in appendix 3.

3.10 Your officers recommend a land sale for a number of reasons, but notably to avoid any particular problems around procurement, to avoid State Aid issues and to comply with CIL regulations. A land sale agreement also allows the council control and flexibility over the design and quality of its own sports centre. The Sale Agreement passes the risk of residential and commercial sales to the developer. So for example the council considered GMH carrying out the whole development on behalf of the council including building the sports centre. While this would remove the sports centre build cost risk to the council it would raise other issues. If the council for example set out its requirements for the sports centre and imposed an obligation to deliver the new sports centre in accordance with that specification then it would have to comply with the European OJEU procurement rules and undertake a fully compliant and separate procurement process. This is despite the fact the landowner (GMH) has no intention of selling to a third party. A land sale avoids this protracted procurement process. The council would have to procure its own architects and build contractors but can do this effectively by using existing pre-OJEU procured frameworks.

Sports Hall proposals and business case

- 3.11 Your officers have considered three main sports centre options on a site that can fit around 3500-4700m² of sports hall development. There are currently three components on the Bridge Park site – the sports hall, community uses including a community function hall and a number of business units. It is clear that the site would not be big enough to accommodate all of the existing uses. If they were all accommodated then the footprint of the enabling residential uses would have to reduce as would the land value. It is therefore proposed not to relocate the business units within the new proposals. There are currently 37 business units in the Bridge Park complex. While they provide useful start up space for new local businesses they do not fit well into a new sports centre in terms of use and floor space they occupy. There are a number of possible relocation options: that they are able to find space within the commercial floor space proposed by GMH, that they can relocate within other vacant council space such as the design works in Harlesden or that they relocate to other industrial space within Park Royal.
- 3.12 In similar fashion, Technology House provides office space for a church group and a children's nursery. Currently no new nursery space is indicated on the draft options but some children's play space will be incorporated within the new centre. Officer's will however look at further options to replace the nursery during the proposed consultation process. No office space is proposed to be replaced. There are some conference rooms also within Bridge Park but the usage is extremely low and again (also with new Civic Centre in mind) it is not proposed to re-provide this space in any new centre. Three of the four options set out below include replacing the large community/function hall with one of similar size. One option replaces this with a swimming pool. As well as providing some limited space for existing non-sports hall users other new uses have been proposed. These include a new soft play area for younger children. This not only meets the needs of the enormous increase in 0-10 year olds in the local area but has a positive effect on the overall business case. The current sauna and steam room provision is very popular and it is proposed to add these uses into the new facility. The new proposals also include expanded gym facilities for which there is a demand and which helps overall financial viability of any sports centre. It is also proposed to add a fitness studio for classes and a separate smaller gym that could be used for targeted sessions such as females only, GP referrals etc without impacting on the main gym, all of which helps the financial viability of the new centre. One option puts a 5-a-side pitch on the roof because there is significant demand for indoor 5-a-side football. Including as as well as the sports hall would free up the sports hall for other sports and therefore accommodate a greater number and range of users.
- 3.13 The brief to the council's architects was to examine four options-each of the four options are illustrated in Appendix 4. The following base provision is set out in option 1 and includes the following uses:
- A four court sports hall
 - An 65 station fitness gym

- Smaller separate gym
- A 385m2 function hall and kitchens
- A young childrens' soft play area & party room
- Sauna and Steam Rooms with own changing rooms
- Exercise Studio for fitness classes
- Spin Studio
- Small 12 person meeting room
- 50 car parking spaces

Option 2 also includes all the facilities above plus:

- 4 lane 25m community swimming pool with moveable floor
- Separate wet side changing facilities

Option 3 includes facilities as option 2 (i.e. a pool and changing facilities) **minus:**

- Function room & kitchen

Option 4 includes those facilities in option 1 plus

- 5 a side pitch on roof in dome

3.14 The indicative costs of building each of the options are as follows;

Options	Total area	Total Cost	Capital
Option 1-base case	3585m2	£7.5m	
Option 2 –base case plus pool	4741m2	£10.1m	
Option 3-the pool replacing function hall	3689m2	£8.3m	
Option 4 – no pool but 5a side pitch on roof	4408m2	£8.5m	

All four options can be afforded if Executive wish to use more of the CIL funds generated by the residential and commercial scheme. The main difference in the options are that they have different effects on the business plan operating costs and income. Also the lower cost options can be considered more prudent in that they could accommodate more build cost inflation or allowances for any particular on site problems such as more significant levels of contamination (note car breakers site) than those currently priced for. Executive may wish to agree a preferred option, consider the matter after public consultation or even when the build contracts are returned and true costs are known.

Options Business plan

3.15 The council's consultants, Deloitte, have considered the financial performance of the existing centre against the predicted performance of the four options for the new centre. In all cases the business performance of any new centre on any option significantly outweighs the performance of the existing centre by a wide margin. This is because the current centre incurs very high running costs (such as heating because it is a converted bus garage) and the quality of the current offering significantly limits current

income. Moreover there are some very big items of capital expenditure required in the next five years that will be needed to keep the centre running (such as boiler and roof replacement/repair) but will do little to enhance its attractiveness and will make the overall position in maintaining the existing centre much worse.

- 3.16 The potential savings of any new centre are therefore significant. The table below summarises the likely revenue savings that could be achieved for each option. They are based on current net annual running costs in 2012/13 of £491,547.

Net Annual Running Costs	Exp without life cycle cost (£)	Exp with life cycle costs (£)	Range of annual savings (£)
Retain current centre	491,547	907,549*	n/a
Option 1	144,382	244,065	267,482
Option 2-base case plus pool	373,954	270,757	117,593
Option 3 –with pool but no function hall	369,542	284,213	122,005
Option 4 – no pool but 5 a side	219,159	138,833	272,388

*note these are not the actual running costs but costs if all key improvements to the fabric of the building were made

- 3.17 The model above is based on a knowledge of over 200 operational sports centres benchmarking against those with similar offers and catchment characteristics. Income is calculated from examination of the facilities provided, the affluence and population of the catchment area and the competition provided by alternatives in the catchment area. Running costs of any new facility are based on the consultants knowledge of running costs of many other similar sports centres. Even in the worse case scenario, the council is projected to make c. £120k annual savings on the running of the existing centre, if a pool is included (options 2 and 3) and c.£270k without a pool (options 1 and 4). This is of course dependent on the success of the centre but these savings are based on relatively conservative assumptions about future use and take into account that the sports centre catchment area is far from affluent.

- 3.18 There are two other considerations to be noted-the first is that the rent for the business units has been excluded to get a like for like comparison between uses in the old and the new centre. The rent on the business units, currently around £100k per year, would therefore be lost however if some of the empty Harlesden Design units were occupied then overall net rental loss would be reduced. However the comparison is on the running costs of the new sports centre with full lifecycle costs included (i.e. the council maintaining 5% of the budget to pay for upgrades through the life of the centre) against the current centre costs that does not include any lifecycle costs. When these are added the picture is dramatically different. It is estimated that the current Bridge

Park will need about £4.16m worth of major improvements notably to boilers, ventilation equipment and roofing improvements. This would add extra costs of £416k per annum over each of the next 10 years and so if the council wished to undertake these improvements, the full comparison of lifecycle costs between the new and old centre gives a greater cost differential (the first column of the table at 3.16 shows running costs of the existing centre without adding in the improvements needed and the second column shows them if they were all done). Moreover the improvements to the fabric of the existing Bridge Park are mostly required to keep it running: they would not significantly improve facilities to attract new customers.

- 3.19 The council's consultants also note that a further revenue saving could be made by managing the centre through an external trust which would save £80-£90k p.a. through NNDR (business rates) and VAT savings. It is also possible to offer the new sports centre as a design build and manage option and secure further savings as a consequence. Officers therefore ask Executive to consider this option as one that should be considered going forward.

Choosing a new sports centre build option

- 3.20 The choice of Bridge Park as an important sports facility is set out in the council's Planning for Sport and Active Recreation Facilities strategy which has (p93) the re-provision of Bridge Park as a priority if the opportunity arises. The reason for locating it at or near current location is because it is in an area of high deprivation, poor healthy, low income, large young populations which enhances the need for an affordable pay and play sports facility. Executive may wish to select a favoured option for any new sports centre but Executive may wish to wait for the results of public consultation. One of the key decisions is whether to include a swimming pool. The capital cost of a sports centre with a pool would be £0.8-£2.6m over the cost of building a dry-side centre. A sports centre with spool may achieve c. £150k per year less savings on running costs but they can also bring in many more visitors to an centre than a dry-side facility. Cost and space prohibit a separate learner pool but the pool is costed with a moveable floor that reduces the depth of the pool and enables more swimming lessons to be offered. The council has negotiated a new 25m six lane pool (with learner pool) under a S106 planning obligation at Dexion House in Wembley but this shows no sign of being developed. According to the council's consultants any pool at Dexion House would only have a limited affect on the business plan for Bridge Park because of the lack of pools in the borough.
- 3.21 The approach recommended is for officers to undertake the public consultation in the next two months and report that back to Executive. This would also help to secure stakeholder buy in to the options proposed.

Alternative Development Proposals

- 3.22 As well as assessing sports centre options, your officers have also considered other alternative development scenarios including:

Option a Use of Bridge Park for a secondary school and sports centre

Option b To develop the whole site for residential uses

Your officers have considered option a building an 8 form entry secondary school on the Bridge Park site with a separate sports centre that could be used by the public and the school –this is a background paper to this report. This option is anticipating the potential shortfall the borough may have in secondary school provision as the current bulge in primary school places works through the system to secondary school age in 5-6 years time. The report shows how school and sports centre could be reasonably accommodated on the Bridge Park and Car Breakers site. However there are currently no allocated funds to build a new school (c. £18m) a new sports centre (c. £9m), to purchase the car Breakers site and to undertake the costs of undertaking of the additional flood storage works (part of the site is in an identified flood zone) which could be between £1m and £2m. Even if the £30m were available the extra flooding works costs mean that the Bridge Park site may not be the most cost effective site on which to locate a school given those extra build costs. A school may also not help to bring forward regenerative proposals on the Unisys site.

- 3.23 An option to develop the whole site for residential development and use the proceeds to develop comparable facilities elsewhere was also considered. If all the Bridge Park site were built as residential development, an additional 98 units could be accommodated (over the 230 in the preferred proposal) and the land value would increase by £3m (over the £6.4m value of the recommended scheme). The CIL contribution would also increase by a further £1m. There are obvious downsides to this approach: planning policy protects on site provision of such community facilities, alternative sites may not be available and land values to acquire them may be higher than values generated by residential development. Bridge Park geographically fills a gap in provision between our two other facilities; Vale Farm and Willesden and Bridge Park is also in an area where these facilities are much needed. It would be difficult therefore to support an argument for off site provision.
- 3.24 For the practical reasons set out above the on-site re-provision of a sports facility on the Bridge Park site enabled by residential development is recommended.

Public consultation

- 3.25 It is proposed to commence public consultation as soon as possible after Executive approval. The consultation will be for users of the sports centre, local residents, community organisations occupying space in Bridge Park and for other interested parties. The consultation will be complete by the end of July 2013 or the first weeks of August.

Conclusions

- 3.26 The redevelopment of Bridge Park as recommended is supported for the following reasons:
- 3.26.1 A joint proposal regenerates both Bridge Park and the Unisys Buildings and values will be better if both sites are brought forward to

- enhance the other
- 3.26.2 Bridge Park will not be closed until the new sports centre is built and the new centre is built up-front as a first phase.
 - 3.26.3 The new sports centre will be cheaper to run and is predicted to make significant revenue savings over its lifetime
 - 3.26.4 The new sports centre will be fully funded by the development through a land payment and CIL.
 - 3.26.5 The risk of the enabling housing development lies with GMH and not the council.
 - 3.26.6 The proposed new sports centre will be a state of the art, fit for purpose new and exciting building (appendix 5 sets out some examples of what has been achieved on similar budgets).

4.0 Legal Implications

Compulsory Purchase Order (CPO)

- 4.1 Circular 06/2004 issued by the Office of The Deputy Prime Minister states that a CPO should only be made where there is a compelling case in the public interest. An acquiring authority should be sure that the purposes for which it is making a CPO sufficiently justify interfering with the human rights of those with an interest in the land affected. Regard should be had, in particular, to the provisions of Article 1 of the First Protocol to the European Convention on Human Rights and, in the case of a dwelling, Article 8 of the Convention.
- 4.2 Officers propose a CPO be made to acquire the freehold interest and all other relevant legal interests for the car breakers site, under Section 226(1)(a) of the Town and Country Planning Act 1990 on the basis that redevelopment of the scheme will substantially improve the economic, social and environmental well being of the area.
- 4.3 As outlined above, the quality of the existing car breaker's site is extremely poor, both in terms of its physical and aesthetic qualities. As such, the appearance of the site epitomises the urban decay that currently blights the Bridge Park area and contributes to the poor physical environment that currently exists. As discussed above, the presence of the car breakers site in close proximity would significantly harm the desirability and value of the residential accommodation proposed, bringing into question the viability of the scheme which is required to kick-start the regeneration of the combined Bridge Park and Unisys sites.
- 4.4. Incorporating the car breakers site into a wider redevelopment offers both a more rational design and ensures that a viable scheme can be produced that enables a new replacement sports centre to be developed. It also best enhances the residential development value that will pay for it. There are significant issues with land contamination within the car-breakers site which can be addressed through the redevelopment. The redevelopment will not only provide housing that meets current standards, but will also provide the high quality spaces, both internally and externally, required to support the economic and social regeneration of the Bridge Park area. The scheme, if permitted, would deliver new sports facilities, new homes creating better

housing choice, commercial floor-space designed to be used in support of the local economy and a better public realm environment for all to enjoy.

- 4.5. The acquisition would extinguish the existing car breakers business operating from the site at the rear of Bridge Park. At present this use does not appear to provide any significant positive contribution towards reversing the decline in the Bridge Park area and it certainly does not in any way come close to providing the benefits that would be delivered by the new development. These benefits will improve the social, environmental and economic well being of the area and is considered sufficient justification for interfering with the human rights of those with an interest in the CPO Land.
- 4.6. Circular 06/2004 also states that before embarking on compulsory purchase, and throughout the preparation and procedural stages, acquiring authorities should seek to acquire land by negotiation wherever practicable. The compulsory purchase of land is intended as a last resort in the event that attempts to acquire by agreement fail. Subject to approval, officers intend to exhaust all possible avenues of negotiation before embarking on a CPO process as acquisition through negotiation would be beneficial to the project programme. Compulsory purchase is seen very much as a last resort, and will be used only if and when all reasonable endeavours to reach an agreement with the freeholder, and any other interested parties, have failed.
- 4.7. Circular 06/2004 also requires acquiring authorities, in demonstrating that there is a reasonable prospect of the scheme going ahead, to show that the scheme is unlikely to be blocked by any impediments to implementation. Officers take the view that by the time the CPO process is set in motion this will be the case in Bridge Park.
- The Council have a clear programme of delivering a planning application for the proposals to the LPA by the end of 2013. A decision on the planning application would therefore be due by the end of March 2014. Officers will try and secure acquisition of the site as soon as practicable and will wait until planning permission is in place before proceeding with a CPO.
 - Initial viability appraisals of the scheme have been undertaken by Deloitte's Real Estate which show that the scheme can deliver a positive residual value for the site. This shows that the proposals are likely to be viable. Officers will appoint independent costs advisors to monitor the design team and ensure that the proposals remain viable as the scheme is progressed.
 - Through a land sale the Council can make provisions to ensure that any developer partner must proceed to deliver the scheme in a timely manner.

Procurement

- 4.8 The council's external legal advisors have recommended that the council do not enter into a development agreement with GMH but instead agree a land sale. If the council enter into a development agreement it would have the benefit of GMH taking the building risk on the sports centre, in effect they

would build it for the council. This would also be efficient in having one build contract in place and avoiding two builders with two set ups. However, regardless of the fact that the only agreement could be with GMH, EU procurement law would consider this to be a works contract and the values involved would require the council to advertise under the OJEU provisions and run a compliant tendering process. This would take about 9 months and it would not in all probability offer up an alternative contractor because GMH would not sell them their land. A Land Sale is not bound by the OJEU procurement regulations and would thus allow the council to move more quickly.

- 4.9 Any land sale will then deliver the council a land value and the council will have to design and procure its own builders for the sports centre. This approach does however allow the council maximum flexibility over the nature of the sports centre, the quality of the building and level of fit out. It is not obliged to build a sports centre of any size and can therefore weigh up floor space against quality of finish and so on. It will secure a design and build contractor through the OJEU process or by using a pre-procured framework. An alternative option is to look at procuring a sports specialist to design, build and manage a new sports centre. Officers will consider these choices and put forward recommendations to Executive in the future.

5.0 Financial Implications

- 5.1 The council has employed consultants, Deloitte's Real Estate to examine the acceptability of the viability analysis and business plan to ensure that the council receives best consideration for its land. They have examined:
- The costs and values of the joint development with GMH
 - The viability of the council developing its own site and building its own replacement sports centre
 - The cost of building the new sports centre and each different option and the business case associated with each option.
- 5.2 In terms of the overall viability analysis of GMH's joint development proposals, Deloitte's, the council's consultants main findings are:
- 5.2.1 The sales values for the residential development are within the range that would be expected in this area
- 5.2.2 The build costs for the residential and other development are comparable with other similar schemes and are considered reasonable
- 5.2.3 The resulting land value of the Bridge Park site is therefore considered to be acceptable and would meet the test of best consideration, noting also that overage arrangements are also in place to give the council a further share of residential value uplifts but placing the burden of risk on the developer.
- 5.3 Deloitte's have concluded that the council would not be able to afford a new sports centre by developing its own site as it has insufficient land to build residential units (about 230 compared with 512 on the joint scheme). It is also true that the joint scheme enhances both the residential values on Bridge Park

and on the Unisys site and therefore values are enhanced with a joint scheme. Deloitte conclude that the scheme with the adjoining land owner makes sense in this regard and the enhancement of value is unlikely to be achieved with a separate scheme on both sites.

- 5.4 Deloitte have set out build costs for the four sports centre options. These show that a sports centre of a robust size can be achieved through using the land value and some of the CIL payment made to the council. The build costs are based on building a centre that will be fit for purpose and be easily maintained by using robust materials. It should be recognised that the build costs are only estimates and ground conditions, the cost of materials and the state of the building contractor market may cause this estimate to rise or fall. The costs estimates have reasonable contingencies, allow for the hire of Health and Fitness equipment and would in any case be fixed through a design and build contract .
- 5.5 Deloitte also estimate that any new centre will have much reduced running costs when compared with the existing centre on a like-for-like basis. This is based on analysis of a considerable database of other sports centres and on an analysis of the income generated by the various uses and the wealth and population of the likely catchment area.
- 5.6 Deloitte conclusions are that a new sports centre can be afforded through a land sale with GMH balanced by some input of CIL, that the development proposals meet tests of best consideration and places most of the development risk with the developer. No General fund payments would be required and the new centre should deliver savings on current budgets. These would be further enhanced if you considered the real costs of improving the current Bridge Park in the next 10 years.

Financial Status Checks

- 5.7 GMH propose developing the Bridge Park site through a wholly owned subsidiary, Tucan Investments. The council has analysed the financial strength of both Tucan Investments and GMH. Tucan Investments is recommended for the land transaction as long as there are suitable parent company guarantees from GMH to the satisfaction of the council.

Other financial benefits of the scheme

- 5.8 The 512 dwelling scheme will deliver other benefits for the council. The hotel and local retail units will deliver business rates on which the council now secures a proportion of new NNDR revenues. 512 new residential units would attract New Home Bonus, and if the NHB scheme were to keep running as present this would accrue approx. £3.7m in NHB funding to the council. This is non-ring fenced grant collected over the next 6 years at a little over £600k per year. The government have made no commitment to the scheme beyond three more years but support the overall principle of rewarding authorities that welcome new development.

- 5.9 The scheme will generate a CIL contribution which is estimated at £6.6m but could be as high as £8.8m. It will depend on the way in which the empty Unisys buildings are treated under proposals being put forward by the government they will be netted off the floor space bill. Currently empty floor space is not.

6.0 Diversity Implications

- 6.1 Your officers have carried out a new Equality Analysis. There are a number of important conclusions. The first is that Bridge Park has been important in serving an important part of Brent's Afro-Caribbean community. Removing the sports centre would strongly negatively impact on this group. The area has one of the strongest increase in under 5's in the whole of Brent. Over 88,000 of the 447,000 people within a three mile catchment of the centre are under 16 years of age (20% compared with a borough average of 16%). The starter business units that would not be replaced do have a high proportion of people from Afro-caribbean background. The public consultation process is intended to see how the council can help to provide alternative provision for those businesses that need support. Bridge Park currently accommodates a number of different faith groups and again the consultation is intended to help how these can continue to be accommodated in any new centre.
- 6.2 Any new sports centre will be fully DDA compliant. It will also have specific facilities that can be used by women only groups and direct access from womens changing to steam and sauna and fitness facilities.

7.0 Staffing/Accommodation Implications (if appropriate)

- 7.1 Bridge Park is now showing its age and is difficult to manage because it is a converted bus garage. Because entry is difficult to control, security staff have to be employed. Any new centre would have new and up-to-date facilities and proper controlled access would increase security.
- 7.2 If the existing centre is kept open until the new one opens then there would be no implications to staff that operate the new centre. If it were chosen to out-source any new centre then TUPE arrangements would apply.

Background Papers

1. Equality Analysis May 2013
2. Deloitte's Viability Analysis Report March 2013
3. Analysis of Gleeds costs by Deloitte, May 2013
4. Bridge Park Centre Feasibility Study May 2013
5. Urban Initiatives-layout of joint development and comments, March 2013
6. Urban Initiatives- plan of Brent Only development, March 2013
7. 20 year cash flow for Existing and proposed Bridge Park
- 8 Letter from Council's External Legal Advisors, May 2013 setting out recommendations on procurement issues
9. Analysis of Financial standing of GMH and Toucan Investments.

Contact Officers

Dave.Carroll@brent.gov.uk

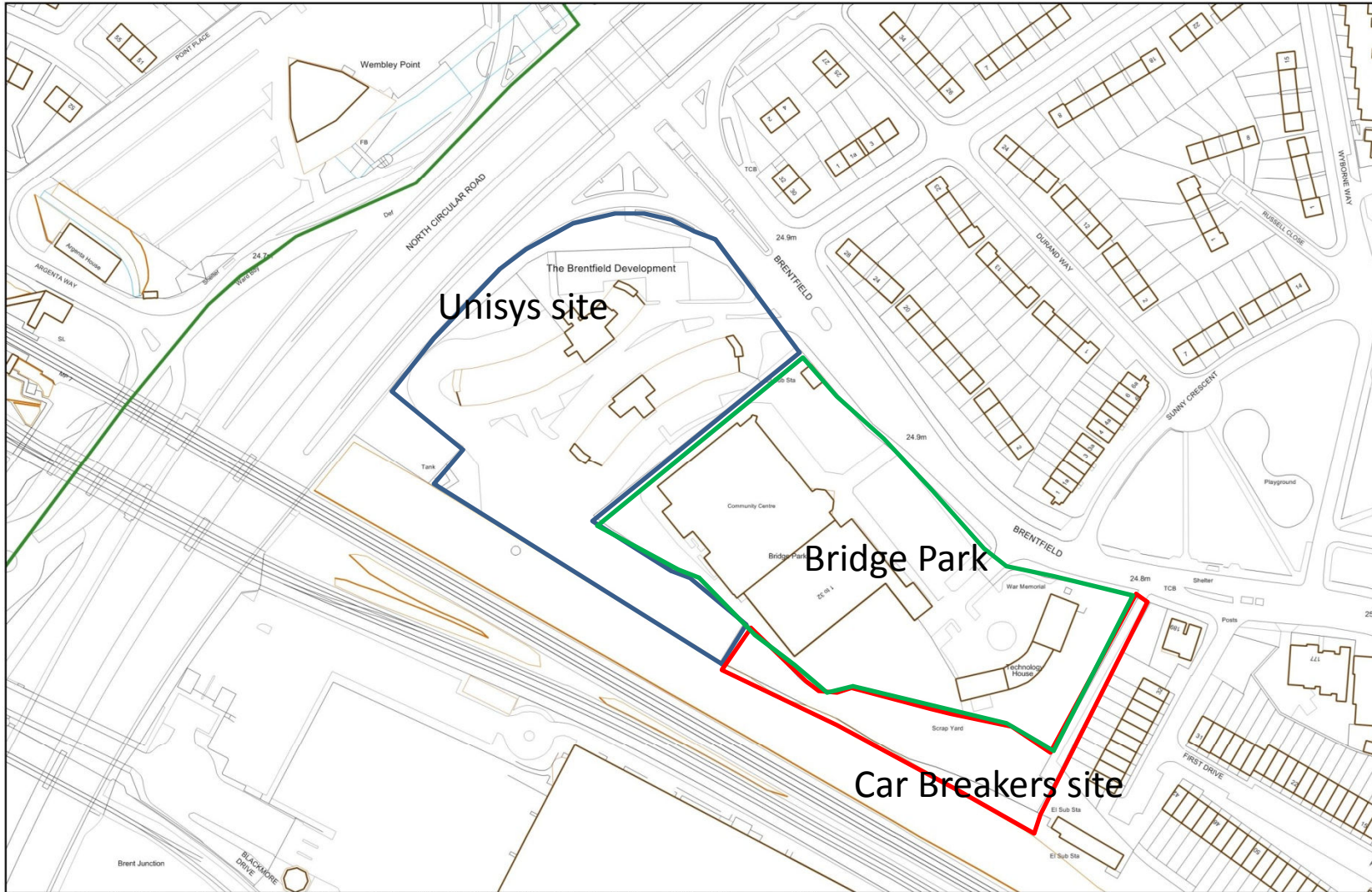
Head of New Initiatives

ANDREW DONALD

Director Regeneration and Major Projects

hBi

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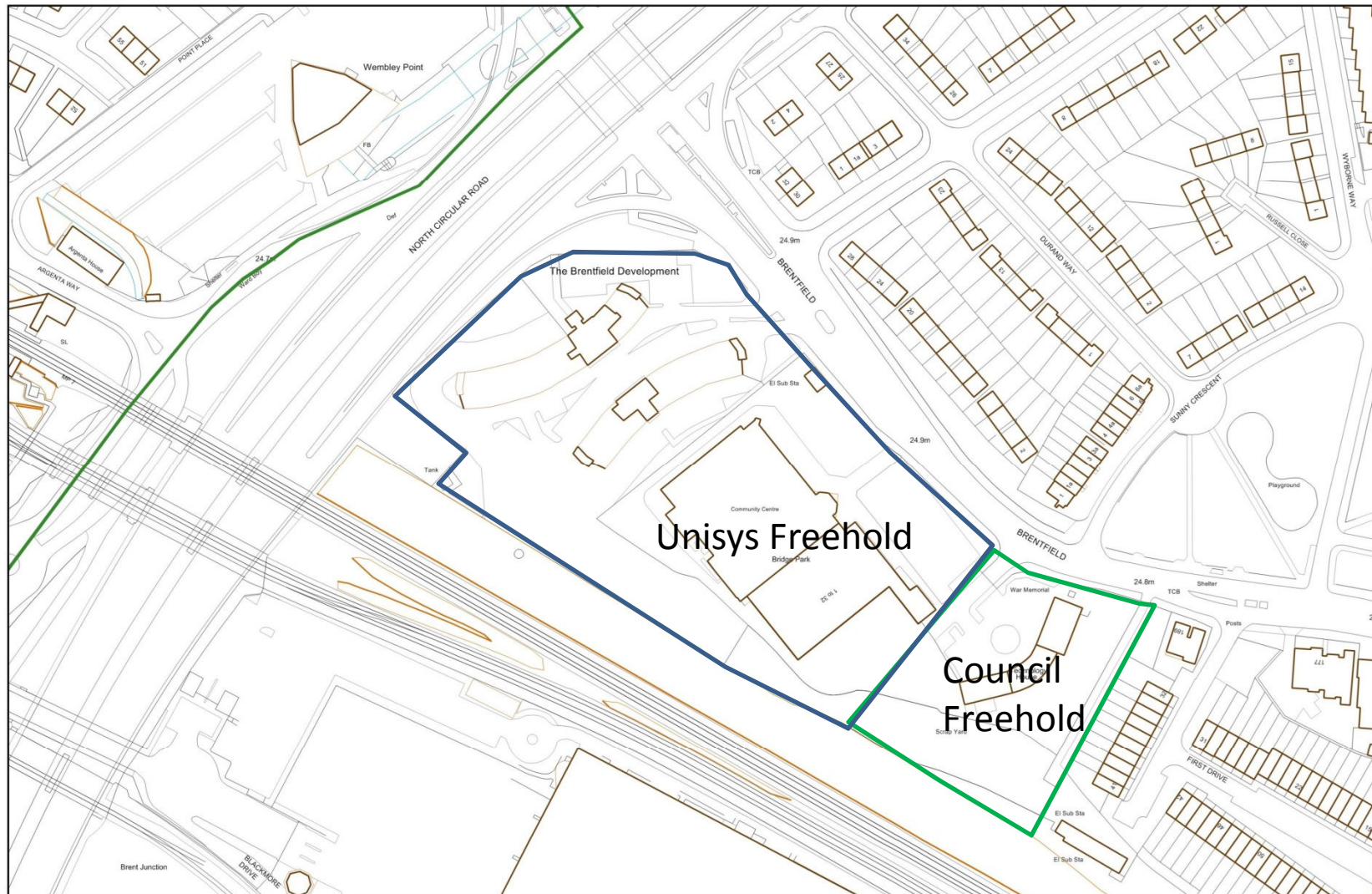
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Date: 17th June 2013

Date 4th June 2013

Appendix1a Bridge Park Ownership After Land Sale and CPO



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Appendix 2 Indicative Development Proposals

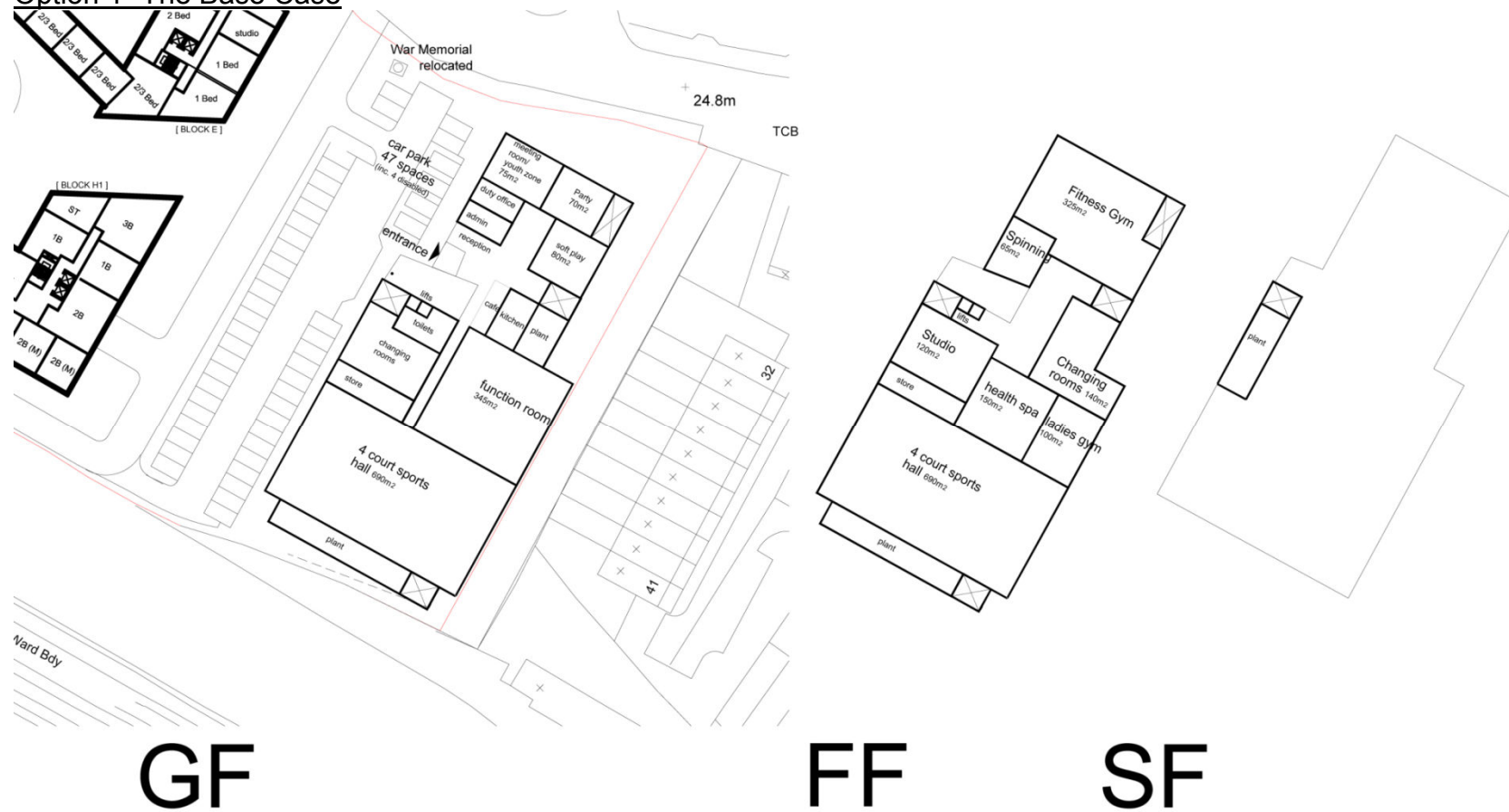
Note that this scheme is only an illustration showing how 512 residential units could be accommodated on site and any planning application may arrange these units in a different way. Alternatively if this number of units are not secured then the land value will reduce accordingly as set out in the main report. The sports hall is illustrated by the block to the right of the illustration. It is very likely that the residential development next to the sports centre would need to be re-located to allow for parking for the sports centre to be accommodated. The Unisys buildings are the two curved buildings to the top of the illustrations.



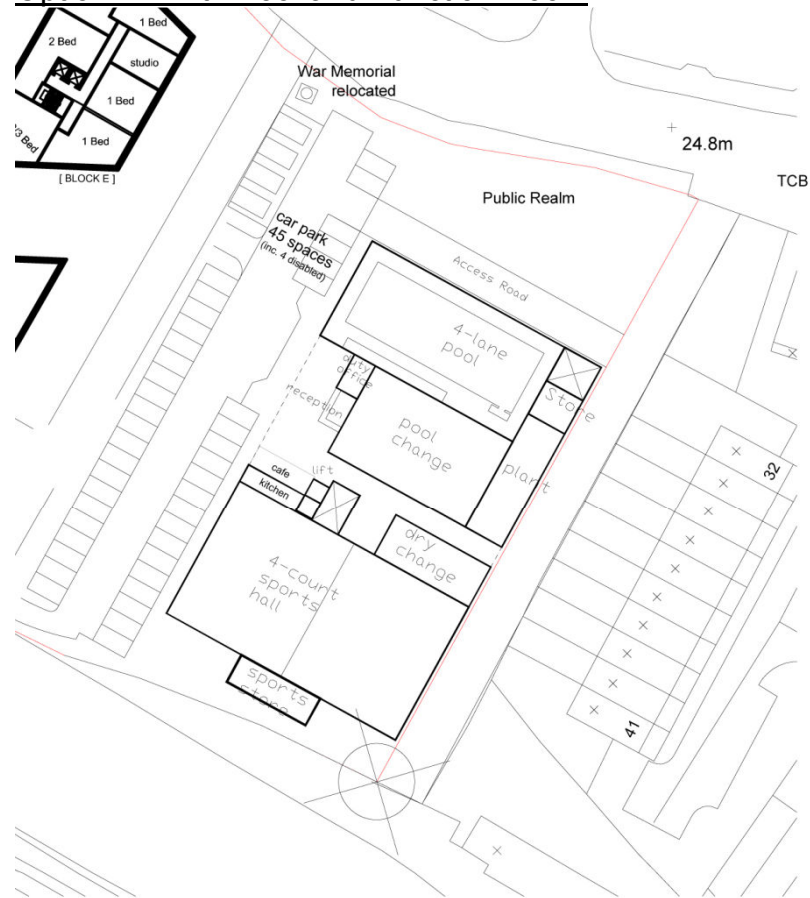


Appendix 4: Sports Centre options

Option 1- The Base Case



Option 2 –With Pool and Function Room



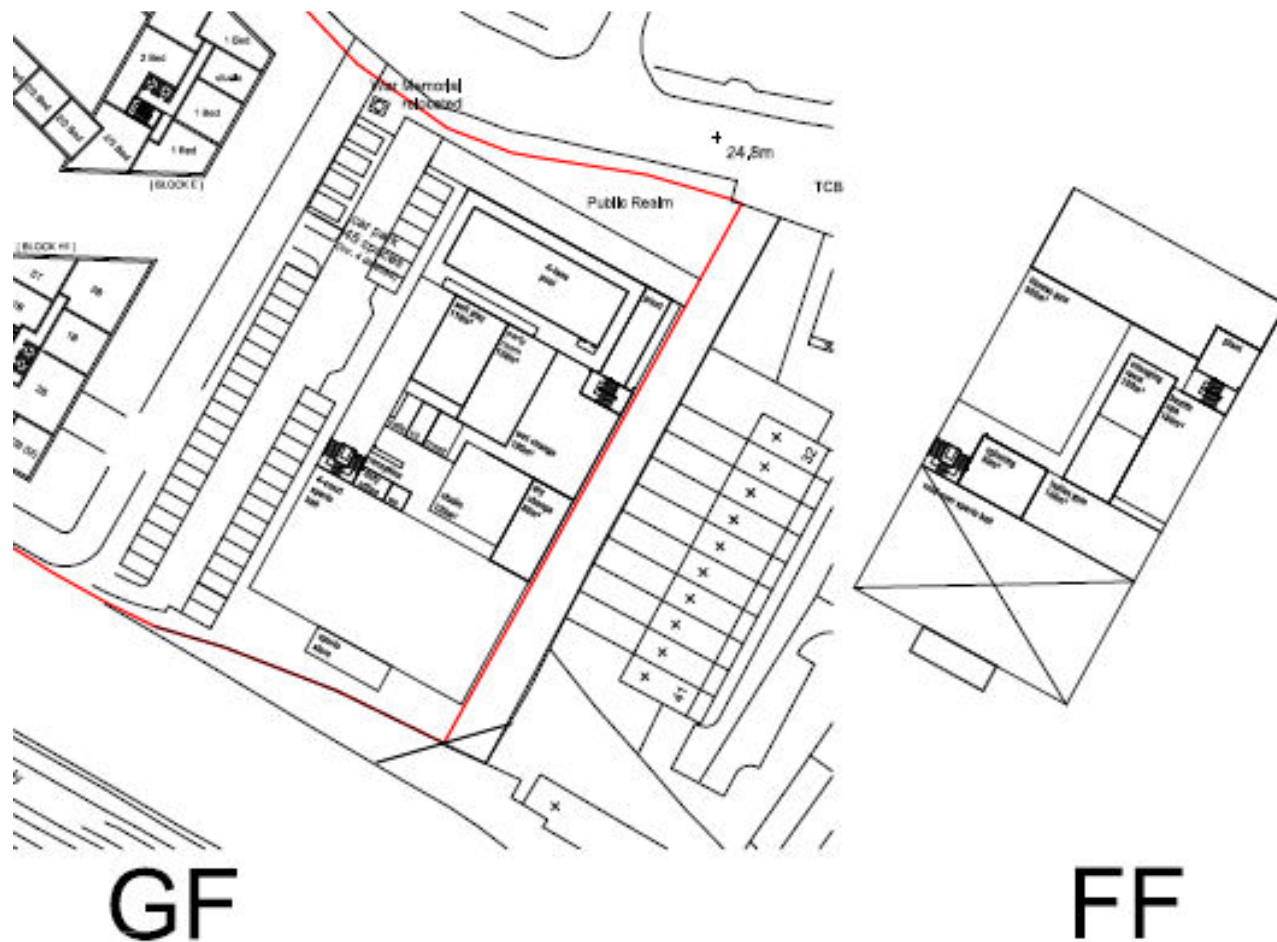
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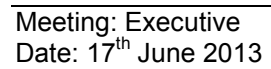
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Option 3-Pool Replacing Function Hall



Page 132



Appendix 5 Sports hall layouts on similar budgets/scales of development





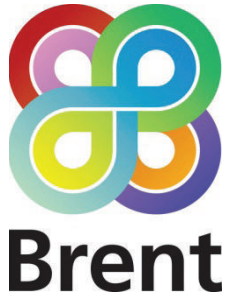


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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Executive
17 June 2013

**Report from the
Interim Chief Executive**

For action

Brent Borough Plan 2013 - 2014

1. Introduction

- 1.1 This report sets out – through its attached appendix – a proposed revision of the Borough Plan for 2013 – 2014. The Plan and its detailed targets have been the subject of consultation with Executive Members and Partners since March 2013. The document builds on previous versions of the Borough Plan and comprises:-

- a shared vision for the borough and the priorities for making sure that vision is achieved
- the promises and specific outcomes on which we will be concentrating over the period from April 2013 – to December 2104

- 1.2 Little of what is presented in the Plan should be new to Members. It has sought to capture the key elements of the numerous plans that currently exist. The Borough Plan constitutes a community strategy for Brent and sets out how the Council, its partner services, local residents, local business and the voluntary and community sector – will, working together, improve the quality of life for local people. The priorities and the promised outcomes identified are firmly rooted in what local people have told us they believe to be the most important things to be achieved.

2. Recommendations

Members of the Executive are asked to:

- 2.1 Agree the priorities and targets set out within the Brent Borough Plan 2013 – 2014.
- 2.2 Refer the Borough Plan 2013 – 2014 to the June 2013 meeting of Full Council for agreement.

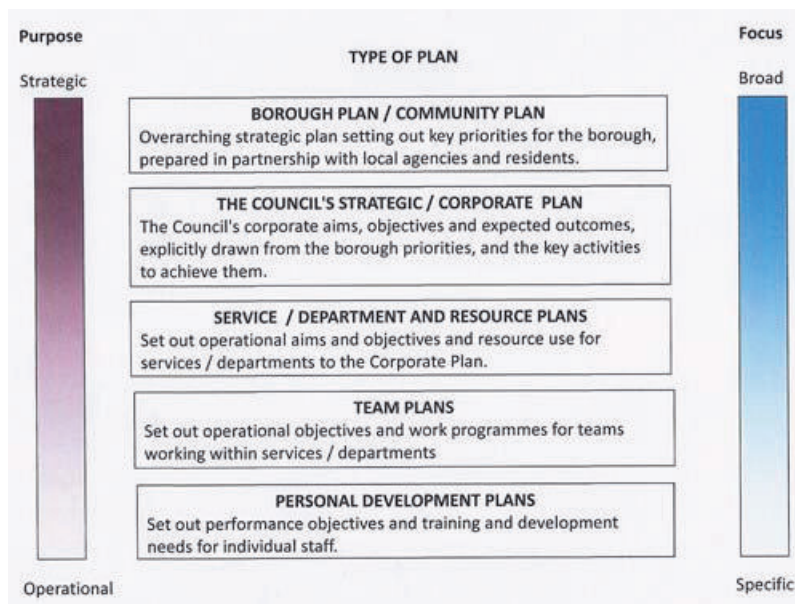
3. Detailed considerations

- 3.1 The Council has a key role in overseeing the Borough Plan for Brent, which sets out the community strategy for the borough. The borough's Local Strategic Partnership, Partners for Brent, has a key role in this.

- 3.2 The Borough Plan 2013-2014 details the priorities and specific targets on which the Council and its partners intend to concentrate for the period to December 2014.

The Borough Plan and the Planning Framework

- 3.4 Planning is a major thread running through all organisations. It enables them to set objectives and priorities, turn policy decisions into action, decide how best to allocate resources, and review results so that learning feeds back into the decision-making process.
- 3.5 It is through an effective planning framework, with clear processes for monitoring and evaluating progress, that all stakeholders can understand exactly what goals are being worked towards and assess progress towards them. An effective planning framework also reflects the role of the organisation and each of its various services and teams – and of each individual within those services and teams – in achieving those goals, and it sets out how performance will be judged.
- 3.6 There are many providers of public services in Brent, including the Council, schools, health services, the police, the voluntary and community sector, businesses. The need for better co-ordination and integration between services has become all the more important because so many of the key issues affecting local communities cut cross organisational boundaries.
- 3.7 The Borough Plan is therefore an overarching plan, which sets out the vision and priorities for the borough as a whole, and how this can be achieved by all of us – the Council, partner services, local residents, local business and the voluntary and community sector – working together.
- 3.8 The Council takes the lead in the development and co-ordination of the Borough Plan, working with local residents and partners in its preparation, implementation and review. Usually this would be an extensive process involving local people as much as possible. Given this stage in the life of the Council, the Plan has been put together from other plans that have generally gone through a detailed engagement process. The Borough Plan, to address the priorities identified by local people, is agreed through *Partners for Brent*, the borough's Local Strategic Partnership.
- 3.9 The Borough Plan is one of a series of plans, interconnected at different levels, each of which informs the other and each of which has identified mechanisms for monitoring and evaluating progress.
- 3.10 The diagram below illustrates the links between each of these plans. It is followed by a brief explanation of the purpose of each plan.



- 3.11 Each organisation involved in delivering the Borough Plan has its own plan, setting out how it is working towards the goals of the Borough Plan.
- 3.12 The Council's Corporate Plan, for example, which will be produced to support the Borough Plan, will set out corporate aims, objectives and expected outcomes – explicitly drawn from the borough priorities – and the key activities through which it aims to achieve them. The Corporate Plan is Member-led, reflects community needs, involves and informs staff, and incorporates the Council's contribution to partnerships and other joint initiatives. Many other statutory and local plans also both inform and are informed by both the Borough and Corporate Plans. Performance against the Council's strategic objectives and targets should be evaluated annually, along with its contribution to the Borough Plan.
- 3.14 Within the Council, each of its larger services will have its own Service Plan, through which it implements the objectives of the Corporate Plan. Service Plans may have different formats, but all show how the service is financed and its budget used to contribute to the achievement of corporate and borough goals. They include targets against which the performance of the service can be judged.
- 3.15 Individual services are made up of different teams or sections focusing on specific areas of service delivery. Each team will have its own Team Plan, demonstrating through a clear, budgeted work programme how it is working towards the strategic goals of the larger service. As with Service Plans, team performance can be judged against how well objectives are met and best value provided.
- 3.16 Finally, each member of staff within a team will have a personal development plan, through which s/he sets out how they intend to contribute to the achievement of service and team objectives. Personal development plans also identify specific training or professional development required to support the staff member in further improving their skills and knowledge to do their job more effectively. They are key to ensuring a skilled, motivated and effective workforce.

4. Financial Implications

- 4.1 The Borough Plan provides the strategy framework for the Council's Medium Term Financial Strategy reflecting the Administration's priorities for the borough and response to the needs of Brent residents. Over the coming period the council will face a considerable reduction in its available resources and it is critical that budget decisions are taken within the context of a clear strategic intent, while still settling ambitious targets to improve service standards and deliver value for money.

5. Legal Implications

- 5.1 Under section 4 of the Local Government Act 2000, every local authority in England must prepare a sustainable communities strategy for promoting or improving the economic, social and environmental well-being of their area and contributing to the achievement of sustainable development in the United Kingdom. A local authority may modify its sustainable communities strategy from time to time. When preparing or modifying its strategy, a local authority consult with and seek the participation of "each partner authority" it considers appropriate, and any other person the local authority considers appropriate.
- 5.2 A local authority also needs to have regard to guidance from the Secretary of State under section 4 of the 2000 Act, any arrangements for co-operation to reduce child poverty in the local area (as set out section 21 of the Child Poverty Act 2010), any local child poverty needs assessment (as set out in section 22 of the Child Poverty Act 2010) and any joint child poverty strategy for the area (as set out section 23 of the Child Poverty Act 2010). This list of what constitutes a "Partner authority" is set out in Chapter 1 of Part 5 of the Local Government and Public Involvement In Health Act 2007 and includes, inter alia, the metropolitan police district, a joint waste authority, Transport for London, a Primary Care Trust, youth offending team, local probation board, NHS trust/foundation trust and the London Fire and Emergency Planning Authority. As stated above, it is for the local authority to decide which partner authority it considers is appropriate to consult with.
- 5.3 In table 3 of Part 4 of the Council's Constitution, it states that the Executive is responsible for formulating and preparing the sustainable communities strategy and then submitting the same to Full Council for consideration and adoption or approval. The sustainable communities strategy constitutes part of the Policy Framework.

6. Equalities Implications

Reducing inequality of opportunity and improving the quality of life experienced by all local people is the central objective of the Brent Borough Plan 2013 – 2014. Individual aspects of the plan when appropriate will be supported by equality assessments.

Christine Gilbert
Interim Chief Executive

SUMMARY

This plan provides a vision for a better future for the borough, to be achieved by the Council and its local public sector, business, voluntary and community sector partners working together with our residents. It sets out the key priorities for achieving that vision, and makes specific promises against which our progress towards those priorities can be judged.

OUR VISION

We will make Brent a place that creates the right opportunities for all who live and work in Brent to change their lives for the better.

OUR VALUES

- Fairness
- Respect
- Diversity
- Excellence

OUR PRIORITIES

Priority	Outcomes promised
Building a strong community	<ul style="list-style-type: none"> • Increased participation by local people in shaping and improving the borough • Improved satisfaction with local services • A place where people from different backgrounds get on well together • An independent, inclusive and thriving local voluntary sector • Excellent sports, leisure and cultural facilities used by more people
Improving health and well-being	<ul style="list-style-type: none"> • More and better managed housing of a higher standard • More people living healthier lives • A reduction in inequalities in life expectancy • More provision and more choice for people needing care and support
Improving Lives for Children and Families	<ul style="list-style-type: none"> • There are places in Brent schools for all who need them • All Brent schools are good quality • All pupils achieve well • Families needing support get it when they need it most • Vulnerable children and young people have high quality support when they need it
Making Brent safer, cleaner and greener	<ul style="list-style-type: none"> • Reduced crime and antisocial behaviour • People feel safer on the borough's streets • Cleaner, safer streets and a healthier, greener environment
Promoting jobs, growth and fair pay	<ul style="list-style-type: none"> • Regeneration of the area to promote economic growth • More opportunities for local businesses • More local people in more local jobs • More people supported into work • A closing of pay gaps compared with other London boroughs
Developing better Ways of Working	<ul style="list-style-type: none"> • Better quality and more efficient, value for money services • Successful partnership working and shared services • A skilled, motivated and effective workforce

INTRODUCTION

Our Vision

Our vision is to make Brent a place that creates the right opportunities for all who live and work in Brent to change lives for the better. This means helping to create a strong, thriving community in which people feel at ease with one another. It means making sure that all children from all backgrounds have the best possible education and can achieve their potential. It means making sure that local business can prosper and grow and provide more job opportunities, which can be taken up by local people who have the skills that are needed. It means that our residents enjoy a safe and attractive environment together with a wide range of cultural and leisure opportunities, and that they are encouraged and supported to live healthy lifestyles. And it means making sure that those who need support and help receive it when it is most needed.

The Brent Borough Plan sets out how we in Brent – the Council, partner services, local residents, local business and the voluntary and community sector – will, working together, achieve this vision. The priorities and the promised outcomes identified are firmly rooted in what local people have told us they believe to be the most important things to be achieved.

Our Values

- **Fairness** Our actions will reduce inequality and promote fairness and justice, in particular for the most vulnerable people in our community
- **Respect** We will respect local people, engage them in decision –making and support their independence
- **Diversity** We will work co-operatively to respond to the different needs of local communities and individuals ensuring cohesion and resilience in Brent
- **Excellence** We will strive to ensure the best possible services are provided for local people and re-designed with local people at a fair and affordable cost

Our Approach

Achieving our agreed vision and priorities will require collaborative working, determination and a sharp focus on improving services for the people of the borough. This will mean:

- Using and creating opportunities innovatively when they present themselves
- Preventing demand for public services occurring in the first place
- Ensuring early intervention and a more personalised approach to meeting needs
- Doing more to support independence and resilience
- Integrating services around individuals
- Embedding co-operation, collaboration and partnership as a way of thinking and acting
- Using joint procurement with partners to ensure value for money
- Exploring the potential of different structures of delivery and governance to establish new and more effective and efficient ways of working

The Role of the Council

The Council has a particular legitimacy in providing a local lead for the development of the Borough Plan and in coordinating our approach to its implementation. This is partly because of the mandate given by the Council's democratic base: ultimately, it is accountable to local people through the ballot box. We use this democratic mandate to ensure that our vision is

an inclusive one, which reaches out to all local people, sustains and celebrates diversity, and which seeks to ensure that barriers to development and success are overcome for individuals from all communities.

The Council's distinctive role in the borough is to lead in:

- building local vision and direction
- coordinating a confident and co-operative response to the scale of change
- promoting effective partnership and collaborative working
- enabling community involvement and participation
- securing improvements in services and standards
- ensuring equity, access and inclusion, especially for the most potentially vulnerable
- managing conflict and competing demands
- ensuring that improved results are delivered with reduced resources
- accounting for performance and service quality and communicating progress and outcomes to local people

THE CONTEXT FOR OUR PRIORITIES

Brent is a place of contrasts. Home of the iconic Wembley Stadium, and Wembley Arena and the spectacular Swaminarayan Hindu Temple, our borough is the destination for thousands of British and international visitors every year. We are served by some of the best road and rail transport links in London, and we are well accustomed to the successful staging of major events. Our population is young, dynamic and growing. There is a palpable entrepreneurial spirit about the place. We have award winning parks and fine open spaces, good schools, a vibrant cultural offer, and a reputation for fostering and celebrating community cohesion. Our long history of ethnic and cultural diversity has created a place that is truly unique and valued by those who live and work here.

In short, Brent is a great place to live, work and do business.

But we also face many challenges, especially at a time of acute economic austerity.

Brent's population is now 312,000, an increase of 18% over the past ten years, caused by a high birth rate, people living longer, and adults moving into the borough: 29,000 people have moved into Brent since 2007. Good transport links into central London and strong community and family bonds within our ethnically diverse population make the borough a popular destination. Brent is now the fifth largest London borough in terms of population, and the 14th most densely populated area in the country. Since 2001, the number of under 5 year olds has increased by 37% and those aged 5-19 years by 8%, giving Brent a young population, often living in extended families.

Our population is highly ethnically diverse with larger Indian, other Asian, Black African and Black Caribbean populations than elsewhere in London. The black and minority ethnic population now makes up 64% of the total population, and Brent is acknowledged as the most diverse community in the country. Cohesion between our communities is strong, and people in Brent say that it is a place where people from different backgrounds get on well together. We need to work hard with our various communities to make sure this continues, that all are fairly treated and receive high quality services, and that any emerging concerns are heard and addressed.

At £27,500 per annum, the median household income in Brent is the third lowest in London (Median £33,000). One in every three children in the borough is living in poverty, and this increases to 50% of children in our most deprived wards. Poverty, unemployment and adult

skills levels are key challenges for the borough, underpinning the pressing need to promote growth in job opportunities, support residents to access them and to tackle inequalities.

The rapid population growth has increased the pressure on available housing, and the huge increase in the private rented sector is a major cause of concern, especially in relation to enforcement of standards, overcrowding and illegal housing – the so-called ‘beds in sheds’. 29% of the population now lives in privately rented accommodation, and the number of people owning their own home has decreased by 12% in the past decade. There is a greater reliance in Brent than many other places on benefits and social housing. As a result, the government’s changes to the welfare system will have a more widespread and more severe impact in Brent than in most other parts of the country. Without better job opportunities, people with larger families will experience a significant reduction in the benefits they receive and will find it increasingly difficult to live and thrive in London. We need more homes to be built and to be affordable, and we need to work with our various communities and with our partners to develop resilience and practical responses to the challenges of austerity.

A quickly rising population has also put pressure on school places, and we need to provide more primary, secondary and special places to make sure that all children get places in our schools as and when they need them. The majority of our schools have been judged as good or better by Ofsted, but we need to make sure that all our schools are good. The attainment levels of our children have improved significantly in recent years, but we need to make sure that this continues, that *all* our children from *all* our communities are achieving well. And we need to make sure that our young people have the very best opportunities to improve their lives in and out of school, and are in the best possible position to move into further and higher education and employment.

Most of the employment in the borough is in small and medium sized enterprises, underlining the entrepreneurial spirit of our residents. Supporting these businesses to grow, identifying opportunities and developing local supply chains is vital to the new Employment and Enterprise service. New start-up spaces will be needed to support local entrepreneurs, and we need reduce the burden of bureaucracy for local businesses.

The development of Wembley and the designer outlet will bring 1500 new jobs and significantly increase the number of visitors to Brent. The new Civic Centre will provide an outstanding community and cultural facility. When it opens in 2014, the Willesden Green Cultural Centre will bring a great cultural venue and better access to services in the south of the borough. These are very important developments for the borough, but we need to do still more to regenerate the area. Five growth areas have been identified across the borough with capacity for new housing, jobs and better local shops and services. We will need to link these to our employment service to ensure that local people benefit from the job opportunities these create.

Living in poverty generally contributes to poorer health, wellbeing and social isolation. The statistics show that people on low incomes are more likely to have a life-limiting health condition, take less exercise and have a shorter life. This applies to too many of our residents, and we need to do more to encourage healthier lifestyles, to promote and support more community participation in sports, physical and recreational activities, and to ensure prompt access to appropriate treatment.

The level of crime in the borough has fallen significantly over the past few years. But the fear of crime and antisocial behaviour remains a key priority for most of our citizens. We remain determined to prevent and reduce it and to make sure that people feel safer and better protected on the streets and in their homes.

Our performance on keeping the borough's streets clean, on recycling, on maintaining our parks and open spaces in good condition, and on keeping our roads in good repair compares well with other local authorities. Even so, we know that we need to do better still to make sure that we achieve the highest possible standards for our public realm, which people living, working and visiting want and deserve.

The need to improve and protect our environment for future generations has never been more pressing. We must make sure that the policies and practices of public service providers are environmentally friendly and that environmentally responsible behaviour is promoted and encouraged.

We also need to recognise the impact that people's own behaviour has, to promote the role of the citizen and foster individual and collective responsibility, and to invite and support participation. We need to find ways to make it easier for people to make the positive choices that will contribute to more recycling, less littering, more use of public transport, healthier lifestyles, more exercise, and more involvement in community and public life. We need to enable people to take more control of their lives, and in the way in which local services are provided.

The reduction in public spending brought about by the austerity measures presents a real challenge in meeting the needs of an increasing population. We need to reduce our costs while protecting and improving service standards. Such challenging times require radical service redesign and really effective commissioning and procurement processes with a focus on early help and intervention, greater independence, effective partnerships and better community engagement.

In meeting these challenges and pursuing our priorities, we need to retain our focus on equality and fairness. We need to protect the most vulnerable in our communities and improve their quality of life, to reduce poverty levels, to reduce the inequality in wages levels, to promote the London Living wage, and to support independence and choice. And we need to develop practical responses to issues such as fuel debt, expensive childcare, loan sharks and poor health outcomes related to poverty. An enhanced role for our voluntary and community sector partners, with their knowledge of our vulnerable residents and communities, will be key in ensuring that these aims are met.

Letting people know how we are doing

We will make sure that residents, local businesses and others with an interest in how well the borough is doing are kept informed about our performance in keeping the promises of the Borough Plan. Progress will be monitored closely and review reports will be published at quarterly intervals over the period of the plan. These reports will be available – in plain language – on the Council's website.

OUR PRIORITIES AND PROMISES

OUR PRIORITY: A STRONGER COMMUNITY	
<p>This means:</p> <ul style="list-style-type: none"> • consistent, high quality engagement of local services with local communities • working together to achieve more • promoting cohesion and integration • providing excellent sports, leisure and cultural facilities and increasing participation 	
WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<p><i>Listen and respond to local people and communities.</i></p> <p>We will:</p> <ul style="list-style-type: none"> • Support and promote greater participation of residents in decision-making, through democratic processes such as voting and council meetings • Ensure that local services engage with local communities more effectively about the services and issues which are important to them, and promote a better understanding about how decisions are made about tough choices • Make improvements that respond to local needs and views and raise resident satisfaction about the borough as a place to live and how the council manages services • Support and promote volunteering 	<ul style="list-style-type: none"> • An improvement on the 2012 response rate for voter registration in the 2013 annual canvass • 72 young people will have been elected to Brent Youth Parliament, providing a representative voice for 72,000 Brent young people. • A significant improvement in attendance at Brent Connects Forums • Effective engagement of local people in each ward, generating views that shape local services, through a comprehensive series of Ward working 'walkabouts' by councillors • An improvement in resident satisfaction to be amongst the best in London in the in 2014 resident survey (this has a minimum £120k cost implication) TBC <p><i>A 2012 telephone survey shows that, currently, 70% satisfied with their area as a place to live and 58% satisfied with the way Brent Council runs things.</i></p> <ul style="list-style-type: none"> • An increase in the number of volunteers in Brent through a number of high profile campaigns and support to volunteering programmes.

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<ul style="list-style-type: none"> • Support and foster good relations between communities and address inequalities wherever they are identified 	<ul style="list-style-type: none"> • An increase in the proportion of people who say that 'Brent is a place where people from different backgrounds get on well together' to amongst the best performance in London. <p><i>A 2012 telephone survey shows that, currently, 82% believe that Brent is a place where people from different backgrounds get on well together (an 8% improvement on the 2009 RAS)</i></p> <ul style="list-style-type: none"> • An <i>Excellent</i> Standard on the Equality Framework for Local Government by January 2014
<ul style="list-style-type: none"> • Introduce a new form of budget consultation to inform the preparation of the 2015/16 budget. 	<ul style="list-style-type: none"> • Residents will have a greater say in how public money should be spent in Brent
<ul style="list-style-type: none"> • Make the democratic process more transparent and accessible to residents 	<ul style="list-style-type: none"> • The introduction of live 'streaming' of all Council meetings on the website TBC • Provision of space and time for residents to meet and interact with councillors before and after the meetings TBC • A significant improvement in the quality and accessibility of the data and information that helps people to understand what is happening in the borough • The introduction of regular access to councillors and officers in public places like shopping centres, markets, libraries etc., through the 'On your side campaign' • The introduction of regular 'house meetings', in which the Council Leader meets neighbourhood residents in the houses of local volunteers

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<p>Promote and support greater community control of neighbourhood services</p>	<ul style="list-style-type: none"> • We will have undertaken a multi-agency 'week of action' in each ward, with demonstrable improvements in resident satisfaction • We will have strengthened resident involvement in our 'Community Champions' scheme, providing annual recognition of local community leaders who have made a real difference across the Borough
<p><i>Support an independent, inclusive and thriving voluntary sector in Brent</i></p> <p>We will:</p> <ul style="list-style-type: none"> • Support and fund independent advice and training for voluntary sector organisations • Open a voluntary sector resource centre • Secure external funding for local projects that benefit local people • Fund local projects through the borough's <i>Voluntary Sector Initiative Fund</i> • Offer one route for voluntary sector organisations to engage with the council on a range of issues, 	<ul style="list-style-type: none"> • Increase the number of voluntary sector organisations which are members of the CVS network by 50% on the baseline for 2012. • CVS will have a new Voluntary sector resource centre and a programme of training in place for local organisations by July 2013. • An improvement of 4% in the levels of external funding secured by local groups • The investment of approximately £2 million to support local projects during 2013/2014 • Provide an updated voluntary sector webpage with all relevant information by August 2013.

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<p><i>Provide excellent sports, leisure and cultural facilities</i></p> <p>We will:</p> <ul style="list-style-type: none"> • Transform six library services into modern, fit-for-purpose libraries in high quality buildings at convenient locations across the borough, serving as council contact points with a range of information, IT facilities and public services 	<ul style="list-style-type: none"> • Increase to 280 the number of outreach services to nurseries, schools and housebound residents • An increase of 211,000 in the number of library visits • An increase of 34,000 in the number of issues. • An increase of 48,000 in the number of electronic interactions with the library services • A programme of events and activities that reflect resident needs and local priorities will have been delivered.
<ul style="list-style-type: none"> • Increase awareness of the cultural offer in the borough, and promote more community participation in cultural activity 	<ul style="list-style-type: none"> • Delivery of a programme to promote cultural venues and arts opportunities which encourage participation and creative expression • Partnership with the Tricycle Theatre to deliver creative learning activities to young people in Brent • High profile cultural programme for the Civic Centre and Willesden Green Cultural Centre • Working with the Culture Sport and Learning Forum to maximise the wider benefits of culture for Brent residents through strong cultural leadership
<ul style="list-style-type: none"> • Provide practical support to sports and community groups working in the borough 	<ul style="list-style-type: none"> • £250K in external funding secured for Brent community groups • Have supported 250 people in obtaining coaching, officiating and leadership qualifications • We will have successfully implemented the borough's Sports and Physical Activity Strategy and Planning for Recreation and Facilities Strategy

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<ul style="list-style-type: none"> Promote and support increased community participation in sports, physical and recreational activities Improve community satisfaction with the provision of leisure and sporting activities in parks and open spaces 	<ul style="list-style-type: none"> A 13,000 increase in the number of visits to Brent's sports centres above the 2012 baseline. More opportunities for both formal and informal sports and physical activities through provision of new equipment or areas, including: <ul style="list-style-type: none"> 5 outdoor gyms installed in parks Multi Use Games Areas installed at Neasden and Alperton recreation ground a cricket wicket provided at Eton Grove pitch improvements at Northwick Park a BMX track at Chalkhill Open space Reduce the proportion of people dissatisfied with the service by 2% to 9% by December 2014.

OUR PRIORITY: JOBS, GROWTH AND FAIR PAY

This means:

- Driving economic opportunity and regeneration
- Raising employment
- Increasing income

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<p><i>Deliver our key major economic and regeneration projects to time and budget</i></p> <p>We will:</p> <ul style="list-style-type: none"> • Complete the move to the Council's new Civic Centre. • Complete the Willesden Green Cultural Centre, providing an exciting new cultural hub for the borough • Continue the expansion of the Wembley development, including the opening of the London Designer Outlet that will create new jobs in the retail and hospitality sectors • Continue the South Kilburn regeneration programme for the long term transformation of the area, offering new high quality homes and an improved living environment 	<ul style="list-style-type: none"> • The Civic Centre will open in the summer of 2013 providing integrated customer services, a state of the art library, function rooms and cafes • Opening of the Cultural Centre at Willesden by Winter 2014/15 • The London Designer Outlet will open in the Autumn 2013, creating 1500 additional local jobs • The Wembley Area Action Plan will set out proposals for further growth and physical regeneration of the Wembley area. • We will have provided 339 new homes, transferred 178 existing South Kilburn households into new properties, and planning permission granted for 200 further new homes

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<p><i>Support local people into jobs</i></p> <p>We will:</p> <ul style="list-style-type: none"> • Deliver an employment programme, with voluntary partners, to drive up employment and ensure that the most excluded households receive the support they need to move into work • Support the borough's most excluded households to access service provision that will help them overcome barriers to work • Provide more vocational training opportunities that meet employer needs, linked directly to real jobs and offer a chance to raise skill levels when in work • Implement the London Living Wage within the Council and promote it with local employers, particularly those who do business with the Council • Offer a package of support, including benefit / housing advice, budgeting support and employment provision, for those households most affected by the welfare reforms 	<ul style="list-style-type: none"> • At least 20% of people employed on these major project sites will live in Brent • An increase in the number of local people in employment by 1,700. • An increase in the employment rate for the most excluded groups and a narrowing of the gap between them and the borough average • A team of 6 Navigators will have placed 108 members of these households into work within the first year of operating • Brent Adult Community Education Service users will receive an employment action plan detailing a personalised route to work. • A rise in the weekly average salary for Brent residents and a closing of the gap with the London average • All households most affected by welfare reforms will have been offered one-to-one advice and a number of choices to mitigate the impact of the changes, with alternative affordable housing sourced for them where necessary • 735 households affected by the overall benefit cap will have been supported to retain their housing tenancies by finding employment

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<p><i>Provide opportunities for local businesses</i></p> <p>We will:</p> <ul style="list-style-type: none"> • Offer improved opportunities to local businesses to tender on our major project sites • Establish more business start-up and creative studio space within our identified growth and priority areas, building on the success of the South Kilburn Studios and Library Lab projects. 	<ul style="list-style-type: none"> • An estimated £3million of pipeline contracts will have been sourced from contractors on our Major Project sites and promoted directly to local businesses through expansion of the Supply Chain project • A creative business hub will have been established in Cottrell House on the fringes of Wembley, and 300 m² of space created for approximately 50 co-working space members

OUR PRIORITY: MAKING BRENT SAFER, CLEANER AND GREENER

This means:

- reducing crime & fear of crime
- improving & protecting our environment for future generations

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<p><i>Reduce crime and antisocial behaviour</i></p> <p>We will:</p> <ul style="list-style-type: none"> • Reduce the level of violent crime, robbery and residential burglary. • Deal with anti-social behaviour quickly and prevent future incidents through early intervention services • Implement a robust partnership strategy to tackle gangs and serious youth violence • Make more arrests for domestic violence incidents. • Reduce the impact and recurrence of domestic violence on families by providing and signposting specialist services • Reduce the number of people reoffending • Protect vulnerable service users by investigating all <i>Adult Safeguarding</i> alerts 	<ul style="list-style-type: none"> • A 2% reduction in violent crime with injury • A 1% reduction in personal robbery • A 6% reduction in residential burglary • A 10% reduction in the number of incidents of serious youth violence • To increase by 50 the number of known gang members subject to a positive intervention. • An increase in the number of known gang members successfully exiting gang involvement. • An increase in the proportion of domestic violence offenders arrested to 80%. • All women and children referred to Multi Agency Safeguarding Hub for domestic abuse will have been referred on to specialist support services, including Independent Domestic Violence Advocates and specialist children's workers for those receiving social care services • A reduction of 10% in the number of offences committed by repeat offenders • A reduction of 10% in the number of first time young offenders entering the criminal justice system • 100% of Safeguarding alerts will be examined and investigated where appropriate, remedial actions will be put in place as necessary

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<p><i>Take action to improve and protect our environment</i></p> <p>We will:</p> <ul style="list-style-type: none"> • Implement <i>The Green Charter</i>, demonstrating how the Council goes about improving the environment when delivering its services 	<ul style="list-style-type: none"> • We will have achieved in partnership with local communities the targets set out within the Council's Green Charter to reduce the impact of climate change • A reduction in the Council's carbon emissions by 25% from the 2009/10 baseline • 60% of waste diverted from landfill • Have developed a Flood Risk Management Plan, which delivers drainage improvements and the installation of new gullies at over 80 locations • Retention of the borough's Fairtrade status • An increase from 63% to 70% in the percentage of designated biodiversity sites meeting the Government standard.
<ul style="list-style-type: none"> • Make sure that the borough is clean and attractive and feels safe and secure by maintaining streets and neighbourhoods to a high standard and protecting the quality of parks and open spaces. 	<ul style="list-style-type: none"> • Fewer than 10% of streets below standard for litter • A reduction in number of graffiti incidents • A 10% reduction in the incidence of fly-tipping and dumped waste • The successful prosecution of those who commit nuisance, dump rubbish and damage through graffiti • Have improved waste arrangements and tidiness in place at houses in Multiple Occupation, through partnership work with landlords and tenants • Have improved public satisfaction with cleanliness of streets, parks and open spaces as measured by the resident's attitude survey.

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<ul style="list-style-type: none"> • Improve the built environment and open spaces of the borough through the rigorous application of policy and design guidelines and specifications 	<ul style="list-style-type: none"> • Investment of over £7m of our £10m investment budget to improve our roads, pavements and transport infrastructure schemes • A reduction in congestion by improving traffic flow, and increased footfall and improved pedestrian, cycling and public transport facilities in town centres (e.g. Sudbury, Harlesden) • The resurfacing of over 7 miles of the boroughs roads in over 26 streets, and the renewal of over 5 miles of pavements in more than 11 streets by March 2014 • We will have provided road safety education to all infants and junior schools • Performance in road safety will be amongst the best in London
<ul style="list-style-type: none"> • Design, develop and implement, working with the Brent Housing Partnerships, the integrated Public Realm Contract for refuse and recycling collections, street cleansing and parks maintenance in a way that delivers the borough's environmental, economic and social objectives 	<ul style="list-style-type: none"> • A change in public perception and behaviours, as measured through the residents attitude survey, through which ultimately residents and visitors will improve and take pride in the appearance of the borough's public places • Have created local growth and job opportunities through initiatives such as apprenticeships and support for the development of the local supply chain • A significant reduction in the cost of providing public realm services
<ul style="list-style-type: none"> • Improve compliance with business regulations and prosecute rogue traders to ensure a safe, fair and equitable trading environment both for consumers and for commerce 	<ul style="list-style-type: none"> • 85% of food businesses will be compliant • Communities will be effectively safeguarded against the risk of food poisoning including outbreaks • Premises that are licensed to safeguard communities against the risk of infectious diseases • Health and safety visits will have reduced the number of accidents in commercial premises • All events at Wembley Stadium will be safe and free from major incidents.

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<ul style="list-style-type: none"> • Tackle environmental causes of poor health and encourage low carbon modes of transport to reduce emissions 	<ul style="list-style-type: none"> • A reduction in air pollutants and respiratory diseases • 39 cycle training courses will have been provided for over 600 school children in the borough, and over 300 lessons for adults • 75 new street trees will have been planted as part of highway improvement projects • Investment of over £30,000 to improve cycle routes and parking in the borough • We will have implemented Work Place and School Travel plans, with more people travelling by walking, by bicycle, and public transport

OUR PRIORITY: IMPROVING HEALTH AND WELL-BEING

This means:

- Improved access to affordable housing
- Addressing health and inequalities and the gap in life expectancy
- Supporting greater personal choice and control

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<p><i>Improve the management of local housing</i></p> <p>We will:</p> <ul style="list-style-type: none"> • Raise living standards in the private rented sector by working more closely with landlords to improve the quality and overall management of their properties • Ensure better management of houses deemed to be overcrowded • Clamp down on the number of illegal “beds in sheds” <p><i>Raise the standards of local housing supply</i></p> <p>We will:</p> <ul style="list-style-type: none"> • Improve the quality and safety of council properties • Use grants effectively and efficiently to support older and disabled people to live at home • Tackle fuel poverty and support affordable warmth across all housing sectors 	<ul style="list-style-type: none"> • The improvement of 650 properties through enforced action • We will explore with private landlords the possibility of a licensing scheme and other innovative options to drive up standards in the sector • 40 additional shared properties will have been licensed to ensure they are fully safety checked, not overcrowded and in a good state of repair • The closure of up to 80 illegally converted outbuildings between <ul style="list-style-type: none"> • We will have spent £3 million to good effect upgrading and repairing Brent Housing Partnership properties • 530 properties will have been improved to support both older and disabled people to live at home • At least 500 properties will have been assessed for new energy measures and 135 will have received energy saving measures.

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<p><i>Increase the supply of local housing</i></p> <p>We will:</p> <ul style="list-style-type: none"> • Increase the supply of local accommodation, including affordable homes • Bring back empty properties into use to help house those most in need of accommodation 	<ul style="list-style-type: none"> • The completion of 1950 new homes, of which 975 will be affordable • At least 50 empty properties will have been brought back into use
<p><i>Address health and inequalities and the gap in life expectancy</i></p> <p>We will:</p> <ul style="list-style-type: none"> • Integrate Public Health and Council Services and improve performance for key programmes • Reduce the number of people living with preventable ill-health and dying early, especially in our most deprived communities. • Carry out a comprehensive review of Brent Mental Health Service in order to improve access and user outcomes 	<ul style="list-style-type: none"> • An increase in the annual rate of uptake of the <i>NHS Health Checks</i> programme to 65%. • An increase of 5% in the number of people successfully completing the 4-week <i>Quit Smoking Programme</i> • A reduction of 225 in the number of 4 to 5 year olds who are overweight • Improve the proportion of people successfully completing drug treatment programmes to 2% above the London average • A new operating model will be in place, which focuses on prevention and person-centred support
<ul style="list-style-type: none"> • Offer every new service user the option of self-directed support in Adult Social Care to maximise independence and personal choice 	<ul style="list-style-type: none"> • The proportion of service users receiving direct payments will have increased by 10%

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<ul style="list-style-type: none"> • Put in place a Sports and Physical Activity Strategy and a Planning for Recreation and Facilities Strategy to increase participation in physical activities • Review all care packages for 'children in transition' between the ages of 14 to 24 • Improve the cost-efficiency of Supporting People services • Develop, with external partners, alternatives to residential care provision for Older and Disabled People • Develop a more efficient operating model for the future delivery of Adult Social Services In Brent • Develop a single point of access which provides the full co-ordinated range of rehabilitation and reablement options for adult social care service users 	<ul style="list-style-type: none"> • A reduction in the zero participation rate in sport and physical activity from 58% to 57%, as measured by the annual Active People survey • An increase in the proportion of adults participating in at least 30 minutes of sport at moderate intensity at least once a week from 31% to 32% • Reviews will have been completed for 100% of the Transitions cohort • A £1.5m budget saving by March 2014, and better use of resources to improve preventative outcomes • 600 extra care units in the borough • A new and improved operating model will be in place by December 2014 • Service users requiring rehabilitation or reablement will have a single point of access by December 2014
<ul style="list-style-type: none"> • Implement the Joint Strategic Needs Assessment and Health and Wellbeing Strategy 	<ul style="list-style-type: none"> • We will put in place actions that limit the availability and advertising of tobacco • Increase the number of prosecutions for underage sales of tobacco • We will have improved prevention and management programmes for the most common health conditions in Brent particularly, diabetes, heart disease, cancer and Tuberculosis.

OUR PRIORITY: BETTER LIVES FOR CHILDREN AND FAMILIES

This means:

- Good quality schools where all pupils achieve
- Supporting families when they need it most

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<p><i>Make sure that all Brent schools are good quality and that all pupils achieve well</i></p> <p>We will:</p> <ul style="list-style-type: none"> • Make sure there is a school place for every child in the borough through a school building and expansion programme and effective administration of admissions • Work in partnership with headteachers and governors to ensure that all schools in the borough provide a high quality education • Support and challenge providers to ensure high quality early years provision in the borough • Ensure high attainment in our primary schools through support, challenge and strategic partnership with schools • 	<ul style="list-style-type: none"> • Every child between the ages of 4-16 years registered as living in Brent will have a school place • All children, including those arriving in the borough mid-year, will have received an offer of a school place within 6 weeks of applying • At least 700 additional primary school places by September 2014 • Plans in place by September 2013 for sufficient secondary school places to meeting the rise in demand in 2017. • 85% primary, secondary and special schools in the borough will be rated 'good' or 'outstanding' by Ofsted • 72% of the Private, Voluntary and Independent early years settings will be judged as 'good' or 'outstanding' • 70% of childminders will be judged as 'good' or 'outstanding' • All children's centres will be judged as 'good' or outstanding • An increase in the number of staff with Level 3 qualifications. • At least 84% of 11 year olds will have achieved Level 4+ in both English and mathematics • No primary schools will be below the floor standard (65% Level 4+ in both English and mathematics) • No primary schools will be below the national median for progress Key Stage 1 – Key Stage 2

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<ul style="list-style-type: none"> • Ensure high attainment in secondary schools through support, challenge and strategic partnership with schools • Ensure that our 18 year olds get the qualifications they need to go to university through support for our local 16 to 19 partnership of schools and colleges • Support and challenge all our schools to make sure that all pupils, including those in groups at risk of underachievement, achieve well • Support young people to make informed choices, to enter and remain in learning, training or employment and to make effective transitions to adult and working life 	<ul style="list-style-type: none"> • 66% of 16 year olds will have achieved 5 A* to C grades, including English and maths, at GCSE (London average is 62.3) • No secondary schools will be below floor the standard (40% 5A*-C grades including English and mathematics) • The Level 3 Average Point Score per student will be 15 points above the London and national averages • 100% of 16-19 education and training providers will be above the minimum threshold standards at Key Stage 5 • The percentage of Somali pupils achieving L4+ in both English and mathematics will be in line with the national average for all pupils • The gap between the percentage of Black Caribbean pupils and White Free School Meals pupils achieving L4+ in English and mathematics and all pupils nationally will be narrowed by 3 percentage points • The gap between the percentage of Black Caribbean and Somali pupils achieving 5A*-C grades at GCSE, including English and mathematics, and that of all pupils nationally will be narrowed by 4 percentage points • A reduction in the young people Not in Employment or training to 4.7%, measured as an average November 2013 to January 2014 • All 16 and 17 year olds have an offer of education or training by the end of September. 2012 performance was 97.8% Year11 and 97.6% Year 12

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<ul style="list-style-type: none"> • Provide a high quality education for children with special educational needs and disabilities through expanding inclusive provision, both in mainstream and special schools, and focusing resources more efficiently and effectively on the pupils' needs 	<ul style="list-style-type: none"> • There will be 109 additional special school and additionally resourced places within the borough by September 2014. • All pupils needing a statement of special educational needs will receive it within the on time and to a high quality. • All pupil with statements of SEN will receive a secondary school place at secondary transfer on time • All special schools will be 'good' or 'outstanding' and inclusion provision in mainstream schools will be judged as good or better. • A coherent approach to support and provision from age 0 to 25, including a diverse and high quality offer for 16 to 25, will have been agreed with partners and stakeholders and put in place,
<p><i>Support families when they need it most</i></p> <p>We will:</p> <ul style="list-style-type: none"> • Improve the lives of our families with the most complex needs through direct family support and bringing together services around the family • Make sure that looked after children get the support they need in a local family environment by recruiting more foster carers in Brent and providing high quality support and training • Make sure that all children in need of it are adopted with minimum delay • Behave as a caring, responsible and creative corporate parent to improve the lives of our 'looked after children' • 	<ul style="list-style-type: none"> • Families with complex needs will have been worked with to gain employment / address school attendance issues and meet other criteria with successful outcomes for 100 families by December by 2014. • The number of Brent foster carers will have increased from ** (Feb 2013) to ** by July 2014 • Average adoption timescales will have reduced from the current 565 days to 475 days, against a national average of 635 days. This target will be reduced to 365 when new government framework is introduced.

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<ul style="list-style-type: none"> • Make sure that high quality safeguarding arrangements are in place to keep children and young people safe • Provide high quality, positive activities and targeted support for young people 	<ul style="list-style-type: none"> • 38% of looked after children will have achieved 5 or more A* to C grades (excluding English and Maths) at GCSE (July 2014) Current performance 27% London average 37%. • 54% of looked after children will have stayed on in education, training or have obtained employment at age 17 • Local services for looked after children will be rated as 'good' or 'outstanding' by Ofsted in Looked After Children inspection • The new Multi-Agency Safeguarding Hub, put in place in July 2013, will be rated as 'good' or 'outstanding' by Ofsted in safeguarding Inspection • A programme of high quality activities (including arts, outdoor pursuits, sports and guidance) will be directing young people away from crime and gang-related activities using Roundwood Myplace as a hub.

OUR PRIORITY: BETTER WAYS OF WORKING	
<p>This means:</p> <ul style="list-style-type: none"> • Using partnership working to ensure high quality services • Working our money harder • Changing the way we deliver services to make them more efficient 	
WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<p><i>Make services better and more efficient</i></p> <p>The Council will :</p> <ul style="list-style-type: none"> • Improve access to its services and achieve greater consistency in the level of service provided, however residents contact us. 	<ul style="list-style-type: none"> • A significantly improved website will be in place which enables residents to easily access a range of services and information on a 24/7 basis • We will have increased the range of services which can be accessed from our website and have increased take up of on-line services for targeted services: (Parking, schools admissions, pest control bookings) • We will have established two modern and multifunctional Customer Services Centres based in the Civic Centre and Willesden Green Cultural Centre – these . will enable residents to access all Council Services and facilities from one building, alongside a range of other facilities • New Customer service standards and performance measures will be supporting consistency in performance across all services and facilitating improvements Council wide for all channels of access
<ul style="list-style-type: none"> • Build a customer focused organisation that puts residents at the heart of its work 	<ul style="list-style-type: none"> • We will have responded to 100% of complaints within our publicised targets, and the Council will remain within the top quartile across London for its performance in handling Ombudsman complaints

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<ul style="list-style-type: none"> Significantly reduce the number of buildings occupied by Council staff and make better, more effective use of remaining buildings Streamline support services to remove duplication and improve efficiency Develop and improve our procurement practices. 	<ul style="list-style-type: none"> The Civic centre will have replaced 12 Council buildings, with significant cost savings that will keep council tax down and fund improved services The Civic Centre will be the greenest building in the UK, having obtained outstanding BREAM status The new Willesden Green Cultural Centre will be complete and open on schedule Staff will be able to work effectively from remote locations, with desk use optimised within Council buildings through shared desk working arrangements A new centralised business support function will be in place for the Civic centre, reducing the number of administrative staff by 35 and providing much greater flexibility in aligning resources to support service delivery We will have implemented a programme of automation and streamlined processes in a range of services We will have a new contract providing facilities management for all Council buildings, delivering a more consistent level of service Ensure that our procurement practices secure the best value for money, as well as benefiting the social and economic well being of the borough We will have implemented shared systems for finance, human resources and payroll, and self-service facilities for both financial and HR processes. We will be sharing the costs for hosting of the new Oracle system application support with 6 other partner authorities Brent and Barnet will be formally sharing services for Registration and Nationality services

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<ul style="list-style-type: none"> • Improve efficiency of service delivery through partnership working to provide shared services and collaborative procurement <p><i>Employ the best possible workforce to meet the needs of the people of Brent</i></p> <ul style="list-style-type: none"> • Make sure we recruit, support, involve, train, develop and manage our people in a way that nurtures a skilled, motivated and effective workforce • Make sure that our workforce provides the best possible services for local people <p><i>Explore and develop partnership and workshare opportunities between service providers in Brent</i></p> <ul style="list-style-type: none"> • Improve efficiency of service delivery through partnership working to provide shared services and collaborative procurement 	<ul style="list-style-type: none"> • We will have procured, developed and implemented tri-borough leisure centre provision for Vale Farm Leisure Centre • We will be working collaboratively with two other boroughs to deliver parking transformation • We will have implemented the collaborative London Highways Alliance Contract <ul style="list-style-type: none"> • The Council will have achieved gold in Investors In People accreditation, confirming the excellent quality of local authority service workers in Brent • A strong performance compared with other London boroughs in inspections of local authority services • An increase in the proportion of people who agree that the Council and its partners are doing a good job as measured by the resident attitude survey. • Through the West London Alliance work with our regional partners to develop collaborative services models which both improve services and reduce costs.

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