Public Document Pack

Cabinet

Monday 24 April 2017 at 7.00 pm
Board Rooms 3, 4 & 5 - Brent Civic Centre

Membership:

Lead Member Councillors:	Portfolio
Butt (Chair)	Leader of the Council
McLennan (Vice-Chair)	Deputy Leader
Farah	Lead Member for Housing and Welfare Reform
Hirani	Lead Member for Community Wellbeing
Miller	Lead Member for Stronger Communities
M Patel	Lead Member for Children and Young People
Southwood	Lead Member for Environment
Tatler	Lead Member for Regeneration, Growth, Employment and Skills

For further information contact: Thomas Cattermole, Head of Executive and Member Services
020 8937 5446 thomas.cattermole@brent.gov.uk

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democracy.brent.gov.uk

The press and public are welcome to attend this meeting

recycle for Brent

Agenda

Introductions, if appropriate.

Apologies for absence.

Item Page

1 Declarations of personal and prejudicial interests

Members are invited to declare at this stage of the meeting, any relevant personal and prejudicial interests and discloseable pecuniary interests in any matter to be considered at this meeting.

2 Minutes of the previous meeting 1 - 8

To approve as a correct record the attached minutes of the meeting held on 13 March 2017.

3 Matters arising

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

4 Appointments to Committees

Barham Park Trust Committee Appointment

Councillor M Patel – Substitute Member

Community Well-being reports

5 Housing Management Options Review: outcome of formal consultation 9 - 54

In November 2016 the Cabinet agreed that the preferred option for future housing management service provision to the Council's tenants and leaseholders is an In-house service, subject to consultation. This report sets out the outcomes from the formal consultation exercise undertaken.

Ward Affected:
All Wards

Lead Member: Lead Member for Housing and Welfare Reform (Councillor Harbi Farah)
Contact Officer: Aniekan Umoren,
Aniekan.umoren@brent.gov.uk

6 Developing a strategic approach for community libraries in the community and voluntary sector 55 - 64

This paper details the work undertaken on developing a strategic approach to community libraries.

Ward Affected:
Kensal Green;
Mapesbury;
Preston;
Sudbury

Lead Member: Lead Member for Stronger Communities (Councillor Tom Miller)
Contact Officer: Rashmi Agarwal, Head of Culture
Tel: 020 8937 3143
rashmi.agarwal@brent.gov.uk

Chief Executive's reports

7 Authority to market Butler's Green toilets under the Council's Community Asset Transfer (CAT) Policy 65 - 80

Through the Council's Community Asset Transfer (CAT) policy, the former public toilets at Butler's Green, Sudbury, were the subject of an Expression of Interest (EOI) by Sudbury Neighbourhood Centre. This EOI has been evaluated and has passed the relevant tests as outlined in the CAT policy. The next step of the decision making process is for Cabinet to grant authority to market the asset as a CAT opportunity.

Ward Affected:
Sudbury

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

8 Brent Faith Covenant 81 - 92

The All Party Parliamentary Group (APPG) on faith and society introduced a Faith Covenant. Brent Multi-Faith Forum has been working with the council to develop this covenant and the commitments from the council to faith groups, and from faith groups to the council, contained within it.

Ward Affected:
All Wards

Lead Member: Lead Member for Stronger Communities (Councillor Tom Miller)
Contact Officer: Pascoe Sawyers, Head of Strategy and Partnerships
Tel: 020 8937 1045
pascoe.sawyers@brent.gov.uk

Children and Young People reports

9 Contract for the provision of the Targeted Mental Health in Schools Service (TaMHS) 93 - 100

The TaMHS Service is a targeted mental health service providing support for children aged 5 to 16 and their families. The project is a collaborative partnership between Brent Council, Central and North West London NHS Foundation Trust and schools. This report seeks to award a contract to CNWL for a further 12 months without the need for a tender for TaMHS services on the grounds that, on the advice from Brent Clinical Commissioning Group (CCG), it would be in the best interests of future service provision to defer retendering to align with the timeline for, and integrate with, the retendering of the CCG's much larger CAMHS contract.

Ward Affected:
All Wards

Lead Member: Lead Member for Children and Young People (Councillor Mili Patel)
Contact Officer: Nigel Chapman, Operational Director Integration and Improved Service
Tel: 020 8937 4456
nigel.chapman@brent.gov.uk

Resources reports

10 Community Asset Transfer at Sports Club at Gladstone Youth & Community Centre, Gladstone Park, 162 Anson Road, London NW2 6BH, the outcome of marketing and recommendation to proceed with a preferred applicant 101 - 120

On 8 February 2016 Brent's Cabinet approved the marketing of the Sports Club at Gladstone Youth & Community Centre, Gladstone Park, 162 Anson Road, London NW2 6BH as a Community Asset Transfer opportunity. This report details the outcome of marketing making a recommendation to grant a lease of the Sports Cub to a preferred applicant.

Ward Affected:
Dudden Hill

Lead Member: Leader (Councillor Muhammed Butt)
Contact Officer: Sarah Chaudhry, Head of Strategic Property
Tel: 020 8937 1705
sarah.chaudhry@brent.gov.uk

Regeneration and Environment reports

11 Town Centres: Action and Investment Planning 121 - 228

This report illustrates planned improvements and proposes recommendations to begin the practical actions required to improve the

town centre experience, whilst also highlighting the opportunities for longer term and more significant investment to transform town centres into successful places for our residents, businesses and visitors to the borough.

Ward Affected:
All Wards

Lead Member: Lead Member for Regeneration, Growth, Employment and Skills (Councillor Shama Tatler)
Contact Officer: Matthew Dibben, Head of Employment, Skills and Enterprise
Tel: 020 8937 1815
matthew.dibben@brent.gov.uk

12 Gloucester and Durham Development Site - South Kilburn (for Delivery Partner award of contract) 229 - 242

This report seeks Cabinet approval to delegate authority to the Strategic Director of Regeneration & Environment in consultation with the Lead Member Regeneration, Growth, Employment and Skills to award and enter into a Development and Sale Agreement with a Delivery Partner for the Gloucester House and Durham Court site

Ward Affected:
Kilburn

Lead Member: Lead Member for Regeneration, Growth, Employment and Skills (Councillor Shama Tatler)
Contact Officer: Jill Rennie, Strategic Property
Tel: 020 8937 2556 jill.rennie@brent.gov.uk

13 Peel - Development Site South Kilburn - Update on site assembly and NHS Engagement and decision to move to procurement of a delivery partner 243 - 260

This report provides Cabinet with an update on the South Kilburn Peel site development and seeks approval to move to the procurement of a delivery partner; to set rent levels at HCA Target Rent and to reaffirm the decision to authorise the use of Ground 10A of schedule 2 part 11 of the Housing Act 1985 and CPO Powers taken in 2012, 2013 and 2014.

Ward Affected:
Kilburn

Lead Member: Lead Member for Regeneration, Growth, Employment and Skills (Councillor Shama Tatler)
Contact Officer: Jill Rennie, Strategic Property
Tel: 020 8937 2556 jill.rennie@brent.gov.uk

14 Brent Cycle Strategy Action Plan Update 261 - 268

This report seeks to inform on actions undertaken in 2016/17 and set out progress against the Cycle Strategy's targets and update the Cycle

Strategy Action Plan and Targets for 2017/18.

Ward Affected: All Wards

Lead Member: Lead Member for Environment (Councillor Eleanor Southwood)
Contact Officer: Rachel Best, Transportation Service
Tel: 020 8937 5289 rachel.best@brent.gov.uk

15 Brent Walking Strategy 2017 - 2022 269 - 362

This report explains the steps taken to develop the Brent Walking Strategy 2017 – 2022 which seeks to reflect the priorities and objectives of the Brent Borough Plan 2015 – 2019, the Long Term Transport Strategy and the Mayor's current and emerging Transport Strategy, and recommends its approval so it can be adopted as a policy in the borough.

Ward Affected: All Wards

Lead Member: Lead Member for Environment (Councillor Eleanor Southwood)
Contact Officer: Rachel Best, Transportation Service
Tel: 020 8937 5289 rachel.best@brent.gov.uk

16 Enforcing Legislation Concerning Letting Agent's Redress Scheme 363 - 370

The Redress Schemes for Lettings Agency Work and Property Management Work (Requirement to Belong to a Scheme etc) (England) Order 2014, (the Order) came into force on 1 October 2014. Local Authorities are the 'enforcement authority' for this order and have a statutory duty to enforce it. It is proposed that Cabinet delegate enforcement of the Order to both the Council's Trading Standards and Private Housing Services and agree the value of the monetary penalty to be levied.

Ward Affected: All Wards

Lead Member: Lead Member for Regeneration, Growth, Employment and Skills (Councillor Shama Tatler)
Contact Officer: Simon Legg, Senior Regulatory Service Manager, Regeneration
Simon.Legg@brent.gov.uk

17 Highways Capital Scheme Programme 2017-18 371 - 394

During 2017/18 initially it is proposed to allocate £3.5m of Brent capital to maintain the highway network, plus £365k of footway works held over from 16/17, subject to approval of the Budget and Council Tax report to be submitted to Cabinet and Full Council in February 2017. This report sets out recommendations for how Brent's £3.5m capital budget should be allocated during 2017/18.

Ward Affected:
All Wards

Lead Member: Lead Member for Stronger Communities (Councillor Tom Miller)
Contact Officer: Tony Kennedy, Head of Highways and Infrastructure
Tel: 020 8937 5151 tony.kennedy@brent.gov.uk

18 Authority to enter into a Joint Venture Vehicle to bring about the comprehensive development of the Cullen House & Falcon P.H. site in South Kilburn Regeneration Programme Area 395 - 414

This report sets out the detail of a proposal to enter into Heads of Terms with the landowner/developer of the Falcon Public House, London & Newcastle Capital Limited, (LN), or a member of its group, in order to proceed with the establishment of a Joint Venture Vehicle to bring forward the comprehensive redevelopment of the Cullen House & Falcon P.H. development site.

Ward Affected:
Kilburn

Lead Member: Lead Member for Regeneration, Growth, Employment and Skills (Councillor Shama Tatler)
Contact Officer: Marie Frederick, Senior Project Manager, Estate Regeneration
Marie.Frederick@brent.gov.uk

19 Tricycle Theatre Renovation Project 415 - 432

The Tricycle Theatre has recently embarked on a major renovation project due for completion in February 2018. Once completed the work will significantly increase capacity and allow the theatre to extend the range of activities that they run. In recognition of the Tricycle Theatre's economic, social and cultural benefits to Brent this report recommends that Brent Council support the theatre with a grant of up to £1m to enable its ongoing capital renovation project to be completed in its entirety.

Ward Affected:
Kilburn

Lead Member: Leader (Councillor Muhammed Butt)
Contact Officer: Mark Allen, Regeneration Officer
Mark.Allen@brent.gov.uk

20 Arboricultural Services and Authority to Tender 433 - 446

This report sets out the background and the options considered for the procurement of Arboricultural Services on the Council's highways, parks and Brent Housing Partnership managed estates. This report also seeks approval to invite tenders for the Arboricultural Services contract, as required by Contract Standing Orders 88 and 89.

Ward Affected: All Wards	**Lead Member**: Lead Member for Environment (Councillor Eleanor Southwood) **Contact Officer**: Gavin F Moore, Head of Parking and Lighting Tel: 020 8937 2979 gavin.f.moore@brent.gov.uk

21 Tackling Illegal Rubbish Dumping and Litter with Uniformed Street Patrols - 6-month Review and Next Steps 447 - 462

This report presents a review of the uniformed street patrol pilot contract with Kingdom Security Ltd, and proposes- on the basis of the very clear information provided by the pilot – that this activity should be sustained into the future. It sets out options for longer-term deployment for consideration.

Ward Affected: All Wards	**Lead Member**: Lead Member for Environment (Councillor Eleanor Southwood) **Contact Officer**: Robert Anderton, Environment Services Robert.Anderton@brent.gov.uk

22 Reference of item considered by Scrutiny Committees 463 - 466

This report has the recommendations for Cabinet agreed by the Community and Wellbeing Scrutiny Committee after discussion of the annual report for 2015-16 of the Brent Local Safeguarding Children Board.

23 Exclusion of Press and Public

The following items are not for publication as they relate to the following category of exempt information as specified in the Local Government Act 1972 namely: paragraph 3 of the Local Government Act 1972, namely Information relating to the financial or business affairs of any particular person (including the authority holding that information).

- Gloucester and Durham Development Site - South Kilburn (for Delivery Partner award of contract) **– Appendix 2**
- Authority to enter into a Joint Venture Vehicle to bring about the comprehensive development of the Cullen House & Falcon P.H. site in South Kilburn Regeneration Programme Area **– Appendix 2**

24 Any other urgent business

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

Date of the next meeting: **Monday 22 May 2017**



Please remember to set your mobile phone to silent during the meeting.

- The meeting room is accessible by lift and seats will be provided for members of the public.

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LONDON BOROUGH OF BRENT

MINUTES OF THE CABINET
Monday 13 March 2017 at 7.00 pm

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

Also present: Councillors S Choudhary, Hoda-Benn and Ketan Sheth

1. **Apologies for Absence**

   None

2. **Declarations of Interests**

   None.

3. **Minutes of the Previous Meeting**

   RESOLVED:-

   that the minutes of the previous meeting held on 13 February 2017 be approved as an accurate record of the meeting.

4. **Matters Arising**

   There were no matters arising.

5. **Q3 Integrated Performance and Finance Report 2016/17**

   Councillor Margaret McLennan, Deputy Leader of the Council, introduced the integrated finance and performance report.

   She stated that the report brings together both financial and performance information to provide an overview of Council performance in Quarter 3 2016/17 (Q3).

   Archa Campbell, Head of Finance, outlined the overall financial position for 2016/17 – drawing Members' attention to over and under spends within individual departments.

Councillor Krupesh Hirani, Cabinet Member for Adults, Health and Wellbeing, outlined the pressures in the Community Wellbeing Directorate, especially regarding the increasing demand in homecare.

Councillor Mili Patel, Cabinet Member for Children and Young People, explained the reasons for the over spend in the Children and Young People's Directorate which were, she stated, related to agency social workers.

RESOLVED:

5.1 Cabinet noted the overall position of the Council in terms of finance and performance and the measures in place to manage budget pressures and improve service delivery.

6. **Community Action Groups Review Pilot - January to July 2016**

Councillor Margaret McLennan, Deputy Leader of the Council, introduced the report to Cabinet outlining the review of the Community Action Groups (CAGs) Pilot which had taken place between January and July 2016, conducted by the Partnerships and Engagement Team.

Councillor Ellie Southwood, Cabinet Member for Environment, spoke in support of the recommendations.

RESOLVED:

6.1 Cabinet approved the discontinuation of the Community Action Groups pilot

6.2 Cabinet approved the allocation of funding to support the Love Where you Live (LWYL) Campaign

6.3 Cabinet approved the grants process set out in paragraph seven of the Community Action Groups Review Pilot – January – July 2016 Report.

6.4 Cabinet approved the launch of the LWYL grant funding in April 2017.

7. **Scrutiny Task Group Report on Signs of Safety**

Councillor Muhammed Butt, Leader of the Council, welcome Councillor Aisha Hoda-Benn to the meeting. Councillor Butt explained that the Signs of Safety task Group had been chaired by Councillor Aisha Hoda-Benn, a member of Community and Wellbeing Scrutiny Committee. The other members had been Councillor Shama Tatler, Councillor Bhagwanji Chohan, Councillor Suresh Kansagra and Councillor Dr Amer Agha.

Councillor Aisha Hoda-Benn introduced the report setting out the recommendations agreed by the Community and Wellbeing Scrutiny Committee, developed by the task group.

She expressed her thanks to the members of the task group and to Councillor Ketan Sheth, Chair of the Community and Wellbeing Scrutiny Committee.

Cllr Mili Patel, Cabinet Member for Children and Young People, welcomed the report and the recommendations.

Gail Tolley, Strategic Director, Children and Young People, informed Cabinet Members that these task group recommendations had received positive feedback nationally.

Councillor Muhammed Butt thanked Councillors Ketan Sheth and Aisha Hoda-Benn for their controbution.

RESOLVED:

7.1 Cabinet noted the recommendations agreed by the Community and Wellbeing Scrutiny Committee as set out in Appendix A of the Signs of Safety – Scrutiny Task Group Report.

7.2 Cabinet noted the Signs of Safety – Scrutiny Task Group Report which had been published in Appendix B.

8. **Council CCTV Making a Safer Brent: Income Generation and Service Savings**

Councillor Tom Miller, Cabinet Member for Stronger Communities, introduced the report stating that , in 2015, a full review and consultation over the future of Closed-Circuit Television (CCTV) took place.

Councillor Miller stated that the review highlighted that cameras were archaic and required an upgrade to ensure operational longevity, reliability and value for money.

RESOLVED:

8.1 Cabinet approved Option 2 Closed-Circuit Television (CCTV) upgrade proposals (a Wireless Network IP enabled CCTV upgrade) as detailed in paragraph 3.8 of the Council CCTV Making a Safer Brent: Income Generation and Service Savings Report.

8.2 Cabinet noted the intention to explore and, if cost effective, enter into arrangements with business partners in respect of Option 2 as outlined in paragraph 3.16 of the Report.

8.3 Cabinet noted CCTV's move towards a modern commercial business model, in line with the Civic Enterprise principles.

9. **Phase 1 Building Project at the Granville Centre - Approval to Tender Works Contract**

Councillor Muhammed Butt, Leader of the Council, informed Cabinet that he had received a request to speak from Mr David Kaye.

Mr Kaye thanked Councillor Butt for the opportunity to speak. Mr Kaye expressed concern about the level of consultation regarding *Phase 1 Building Project at the Granville Centre - Approval to Tender Works Contract.*

On the *South Kilburn Regeneration Programme – Transfer of Land to Network Homes Limited* item, Mr Kaye stated that a major concern was the right of access of the public.

On the *South Kilburn Trust – Proposed Constitutional Amendments* item, Mr Kaye outlined concerns about reducing the South Kilburn Trust's accountability to the residents of South Kilburn and reducing its own democratic structure.
Mr Kaye stated that the most important item to notice here is in 3.8.1 in removing the requirement to hold an annual general meeting.

Councillor Shama Tatler, Cabinet Member for Regeneration, Growth Employment and Skills, introduced the report stating that Granville Centre, will accommodate the Enterprise & Community Hub in the immediate term.

She stated that the report seeks Cabinet approval to invite tender for a works contract as required by contract Standing Orders 88 and 89 to complete phase 1 of this project for refurbishment of the Granville Centre to accommodate the Enterprise & Community Hub.

This report also seeks a delegation of Cabinet's authority to award high value works contracts to the Strategic Director of Regeneration and Environment in consultation with Cabinet Member Regeneration, Growth, Employment and Skills and also with the Chief Finance Officer and Chief Legal Officer in order for the delivery programme to be maintained and meet the GLA timescales necessary for receipt of funding.

RESOLVED:

9.1 Cabinet approved inviting tenders for a works contract in respect of Phase 1 building project at Granville Centre on the basis of pre-tender considerations set out in paragraph 3.10 of the Phase 1 Building Project at the Granville Centre – Approval to Tender Works Contract Report.

9.2 Cabinet approved the evaluation of tenders on the basis of the evaluation criteria set out in paragraph 3.10 of the Report.

9.3 Cabinet delegated the authority to award the high value works contract referred to in Resolution 9.1 to the Strategic Director of Regeneration and Environment in consultation with the Lead Member for Regeneration, Employment and Skills.

9.4 Cabinet noted that the decision was subject to the Greater London Authority grant agreement and other legal documents being entered into by the parties.

10. **Managing Street Drinking and Identified Problem Areas – Pilot Programme**

Councillor Tom Miller, Cabinet Member for Stronger Communities, introduced the report. He stated that Brent Community Safety Service implemented a borough

wide Controlled Drinking Zone (CDZ), allowing local authorities to designate public areas through the introduction of Designated Public Places Orders (DPPO).

A CDZ pilot had been implemented on Kilburn High Road from 1 July- 31 December 2006 to deal with persistent issues of street drinking along the High Road. As a result of the successful pilot, a Borough Wide CDZ was enacted on 15 December 2007 for the duration of 10 years and is due to expire in October 2017.

Councillor Miller stated that Brent has identified 12 drinking hot spot areas and the new approach allows for an effective policing plan in those problem areas to be implemented. The current Borough Wide approach has not resulted in a reduction in our drinking hot spots over the years.

RESOLVED:

10.1 Cabinet authorised consultation on the introduction of six Public Space Protection Order (PSPO) pilot schemes to prohibit street drinking in identified hotspot areas referred to in paragraph 3.7 of the Managing Street Drinking and Identified Problem Areas – Pilot Programme Report.

10.2 Cabinet noted that the pilot outcome would help inform the decision making to continue or discontinue Brent borough wide controlled drinking areas which will cease at the end of October 2017.

11. **South Kilburn Regeneration Programme - Transfer of Land to Network Homes**

Councillor Shama Tatler, Cabinet Member for Regeneration, Growth, Employment and Skills, introduced the report stating that Cabinet's approval is sought to grant Network Homes Limited who have an Existing Lease of Bronte House and Fielding House, South Kilburn, (under Network Stadium Housing Association Limited) to take a Supplementary Lease for the Property identified as the Public Walkway land and basement between the North Block and East & West Blocks of the Kilburn Quarter (Bronte House and Fielding House) Development.

RESOLVED:

11.1 The Cabinet agreed to grant the Supplementary Lease to Network Homes Limited subject to:

- covenant restricting use at ground floor to un-adopted highways and public open space for the purposes of informal public recreation or as a public garden or other amenity greenspace and to preserve the right of the public to access the land;
- covenant restricting use at basement level (as shown on the attached plan – appendix 1) to use as car parking for the residential premises demised by the Existing Lease in accordance with the Planning Permission (as defined by the Agreement for Lease)
- confirmation from the District Valuer that a disposal at zero consideration is appropriate; and to the lessee being bound by any third party rights or overriding interests that currently affect the land.

12. **South Kilburn Trust – Proposed Changes to SKT Constitution and Articles of Association**

Councillor Muhammed Butt, Leader of the Council, informed Members that he had received a request from Mark Allan, Chief Executive of the South Kilburn Trust, to speak. He welcomed Mr Allan to the meeting.

Mr Allan spoke in support on the proposed changes to the Constitution and Articles of Association.

Councillor Shama Tatler, Cabinet Member for Regeneration, Growth, Employment and Skills, introduced the report stating that it proposes changes to the Articles of Association of the South Kilburn Trust.

She stated that, in summary, the main amendment seeks to provide for the Trust to not exclude people who are visiting South Kilburn, acknowledging that people have friends, family and other positive networks who should be welcomed into South Kilburn, and that South Kilburn has needs which could be supported by people who bring additional knowledge, skills, and resources; with other various proposed changes as detailed within this report.

Cabinet expressed concern at the proposal that all reference to Annual General Meetings are to be deleted.

RESOLVED:

12.1 Subject to recommendation 2.2 of the South Kilburn Trust – Proposed Constitutional Amendments Report, the Cabinet gave conditional approval to the amendments proposed to the Articles of Association of the South Kilburn Trust as set out in paragraph 3.8 of the Report, other than the proposal that all reference to annual general meetings be deleted from the articles of the association.

12.2 The Cabinet authorised the Interim Chief Legal Officer to require that these proposed changes to the Articles of Association DO not permit the Trust to operate outside their 'Area of Benefit' as originally agreed when the South Kilburn Trust had been set up.

13. **Authority to Tender Works and Housing Management Services for the Council's PRS And Nail Programmes**

Councillor Harbi Farah, Cabinet Member for Housing and Welfare Reform, introduced the report stating that it concerns the procurement of frameworks for Refurbishment, Property Maintenance Compliance and Void Management and Housing Management of Private Rented Sector (PRS) properties and those purchased for the NAIL programmes.

RESOLVED:

13.1 Cabinet approved inviting tenders for a Dynamic Purchasing Framework agreement for Works (Refurbishment, Property Maintenance, Compliance, void management) to support Private Rented Sector (PRS) and NAIL

programmes on the basis of the pre-tender considerations set out in paragraph 3.14 of the Authority to Tender Works and Housing Management Services for the Council's PRS and Nail Programmes Report.

13.2 Cabinet gave approval to officers to evaluate the tenders referred to in Resolution 13.1 above on the basis of the evaluation criteria set out in paragraph 3.14 of the Report.

13.3 Cabinet approved inviting tenders for a Dynamic Purchasing Framework agreement for Housing Management to support PRS and NAIL programmes on the basis of the pre-tender considerations set out in paragraph 3.20 of the Report.

13.4 Cabinet gave approval to officers to evaluate the tenders referred to in 2.3 above on the basis of the evaluation criteria set out in paragraph 3.20 of the Report.

13.5 Cabinet delegated to the Strategic Director for Community and Wellbeing the authority to award the above contracts.

13.6 Cabinet approved a variation to the Agreement for Housing Management & Other Services with Brent Housing Partnership (BHP) to extend the interim use of the refurbishment works to a total maximum value of £1.8m.

14. **Exclusion of Press and Public**

15. **Any Other Urgent Business**

Councillor Muhammed Butt, Leader of the Council, informed the Cabinet of two items of urgent business.

15a Granville Centre – Delivery of the proposed Enterprise Hub Phase 1

Coucillor Shama Tatler, Cabinet Member for Regeneration, Growth, Employment, and Skills stated that the reasons for urgency were that revisions in the financial structure of the funding of operating, marketing and associated costs in relation to the Phase 1 redevelopment of the Carlton and Granville Centres site require urgent agreement in order to ensure that delivery of Phase 1 can meet the planned timescales.

RESOLVED:

15.1 Cabinet approved the proposal to reimburse operating, marketing and associated costs arising from the delivery of Phase 1 of the Carlton and Granville Centres site redevelopment being the refurbishment and reconfiguration of the Granville Centre to allow for an interim Enterprise Hub to be established.

15.2 Cabinet approved officers' use of the delegated authorities granted by Cabinet on 15 November 2016 to enter into all necessary legal documentation and relevant

agreements with the GLA and with the South Kilburn Trust in order to proceed with the delivery of Phase 1 of the Carlton and Granville Centres site redevelopment.

15.3 In the event that South Kilburn Trust was unable on advice to provide the commitment to contribute the £2m for Phase 2 of the Carlton and Granville Centres site redevelopment as outlined in paragraph 3.25 of the Granville Centre – Delivery of the Proposed Enterprise Hub Phase 1 Report, Cabinet agreed to deliver and fund Phase 1 of the Carlton and Granville Centres site redevelopment but to then offer the South Kilburn Trust business space within the Enterprise Hub as tenants of the Council at market value.

15b Authority to Award, Care and Support Contract for 'Hub and Spoke' Supported Living Schemes Service

Councillor Hirani, Cabinet Member for Adults, Health and Wellbeing, introduced the report.

He stated that the contract was to be awarded in February 2017 but this was delayed due to the need to clarify aspects of the procurement process. Unless the contract can be awarded quickly there is a risk of the preferred provider pulling out of the proposed contract and finding an alternative use for the accommodation. This would impact on Adult Social Care savings target.

RESOLVED:

15.4 Cabinet awarded the contract for the Hub and Spoke Supported Living Scheme to Metropolitan Housing Trust for a period of 4 years with an option to extend by a further 1 year.

The meeting ended at 7.59 pm

M BUTT
Chair

Brent	**Cabinet** **24 April 2017** **Report from Strategic Director, Community Wellbeing**
	Wards affected: All Wards

Housing Management Options Review: outcome of formal consultation

1.0 Summary

1.1 In November 2016 the Cabinet agreed that the preferred option for future housing management service provision to the Council's tenants and leaseholders is an In-house service, subject to consultation.

1.2 This report sets out the outcomes from the formal consultation exercise undertaken.

1.3 The primary means of consultation, a survey, found that for every respondent who expressed support for the continuation of the service through Brent Housing Partnership Ltd (8.1% in total), 6 respondents supported the Cabinet's preferred option (49.1% in total). The majority of the other respondents did not express a view, did not mind or were undecided.

2.0 Recommendations

2.1 Cabinet agrees to cease the delegation of housing management functions and other delegated roles to Brent Housing Partnership Ltd and seeks termination of the Management Agreement with Brent Housing Partnership Ltd.

2.2 Cabinet agrees to giving Brent Housing Partnership Ltd. notice of its intention to cease its delegation of housing management functions and other delegated roles and its consequent wish to terminate the Management Agreement.

2.3 Cabinet agrees to delegate to the Strategic Director Community Wellbeing the power to take all necessary and required steps to achieve the above recommendations in consultation with the Chief Legal Officer (on legal issues), Chief Finance Officer (on financial issues), Director of HR & Organisational Development (on HR issues) and the Cabinet Member for Housing (on strategic issues).

3.0 Introduction

3.1 In June 2016, the Council's Cabinet decided to carry out a review of how its own housing management services is delivered. Set out below is a summary of the outcome. The full Review of Housing Management Options Report and a summary are available on the Council's web-site. (www.brent.gov.uk/housingreview)

3.2 Housing is an executive function of the Council and therefore the statutory rules require that the final decision on the future operation of the Council's housing management service, at present administered by Brent Housing Partnership Ltd (BHP), has to be made by Cabinet. However, as it is considered to be a matter which has major significance, it was referred to a special meeting of Full Council on 20 April 2017 to give all members the opportunity to consider the outcome of the formal consultation undertaken by the Council. Due to the close proximity of the Full Council meeting and this meeting, the views of members cannot be included in this report but will be reported to Cabinet before it makes its final decision.

4.0 Background and Context for Review

4.1 BHP, the Council's Arms-Length Management Organisation (ALMO) was established by the Council in 2002 principally because it provided a vehicle to obtain funds to undertake the works necessary to meet the Decent Homes Standard. In addition, the Council sought to improve the quality of services provided to tenants and leaseholders

4.2 Two main considerations prompted the review. First, the Housing and Planning Act (2016) and other government measures will impact on how the houses are used, managed and financed. Second, there have been concerns over the performance of BHP.

4.3 The review looked at three options:

1. To continue with BHP on a reformed basis
2. To bring the service back in-house
3. To enter into partnership with another organisation to provide the service

4.4 Consultation on the review included:

- targeted telephone survey of representative group of 600 tenants and leaseholders focus groups of tenants and leaseholders,
- interviews with young tenants and vulnerable people,
- a workshop for resident association and other resident representatives,
- a meeting with board members,
- workshops with BHP staff; and
- briefing sessions with Members of the Council.

4.5 The Council owns almost 11,500 homes, mostly flats on small and medium-sized estates, with around 7,700 tenants and 3,700 leaseholders. Around 43,000 people live in these homes - over 1 in 8 of Brent's population. Around a third of tenants are over 60, 4% have a disability and 8% have a vulnerability of

some kind. The Council is responsible for management and maintenance services and has delegated these to BHP since 2002, under a Management Agreement. BHP is a company with a Board of 13 people comprising residents, Councillors and independent persons with an independent chair. BHP provides all landlord services, directly or through contracts, including:

- Tenancy Management – e.g. lettings, rent collection, resident engagement, Right to Buy and the oversight of two Tenant Management Organisations.
- Leaseholder Management – e.g. service charges and major works.
- Property services – e.g. estate management, repairs and major works
- Development services – the delivery of a new-build programme on existing estates

BHP Performance

4.6 Following performance concerns, a jointly agreed Recovery Plan was put in place by BHP from January to October 2016. Progress has been made in several areas, such as the planned maintenance programme and responses to customer service requests. Whilst in relation to other benchmarked housing providers the service is largely in the mid-range, some areas for ongoing improvement remain including customer satisfaction with repairs, the quality of homes, anti-social behaviour and resident involvement. Consultation with tenants and leaseholders showed particular concern over repairs and maintenance, anti-social behaviour and the quality of homes.

The Options

4.7 The options considered in the Review needed to respond to the weaknesses in the current service while generating efficiencies and savings to respond to the financial pressures arising from the government's reforms as well as other changes such as the expansion of digital technologies. The options also needed to be consistent with Brent Council's Housing Strategy priorities. All the options, briefly explained below, have some common features and common aims as well as significant differences:

i. A **Reformed BHP** would not simply continue as before. Changes to service delivery would be required and governance would be through a smaller, skills-based board and a strengthened client-side function within the Council. Better customer engagement and resident involvement would be needed and a new leadership team would be recruited.

ii. An **In-house service** would provide for integration with the Council and its services, with governance through the Council's corporate management to Cabinet. Loss of the board would require alternative arrangements for oversight by residents and Members.

iii. The **Partnership** option represented a more significant change. This would have involved the setting up a form of Joint Venture or housing services company with a partner organisation. The details of how this would work would have had to be agreed.

Evaluation of the Options

4.8 The options were examined to assess how far they were able to:

- Assure provision of modern, high-quality housing management services

- Achieve significant efficiencies and savings
- Get the most out of the value and performance of the Council's housing stock
- Contribute to improved outcomes for tenants
- Contribute delivering the Council's priorities

4.9 It was found that each option could meet these tests, but each has strengths and weaknesses. The Review found that the best prospect for savings would be either the In-house or Partnership option, while the In-house option provides for the most effective strategic and operational control.

4.10 While each option could work, the Review also looked at how each could be put in place. The Reformed ALMO is the most straightforward option as it does not require consultation. For the In-House option, it would be necessary to consult tenants and leaseholders before seeking final approval from Cabinet. The Partnership or Joint Venture option would also require consultation but, if agreed, would then take time to set up, with an assumption that this could not be done before April 2018.

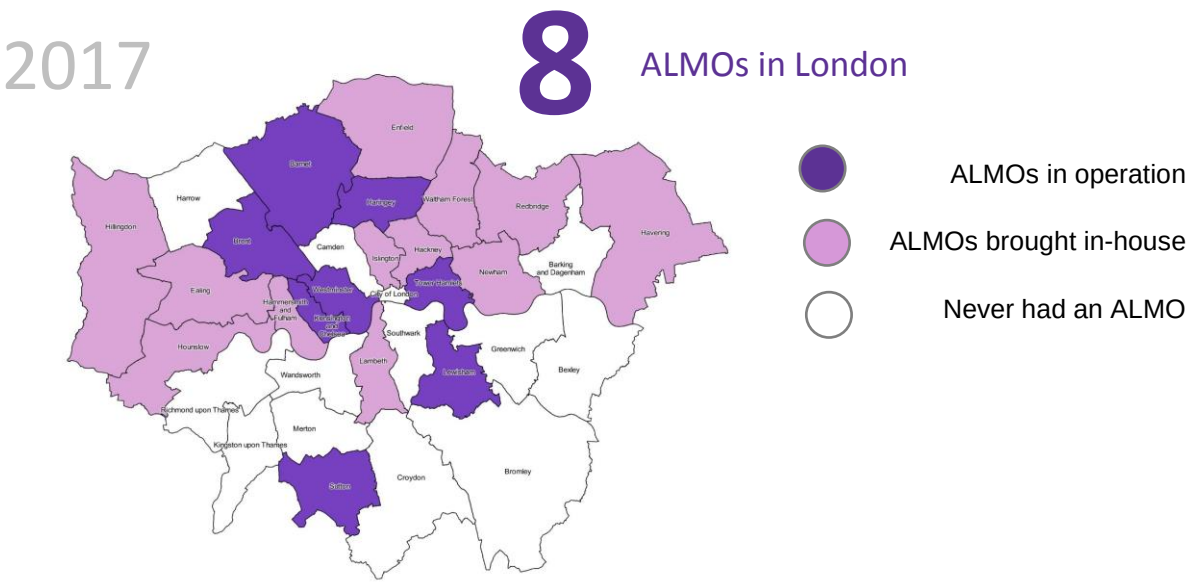
Preferred Option

4.11 The In-House option offers the best opportunity to make savings and provides the strongest levels of control. This option also better positions the housing service within the Council's wider agendas to secure improved outcomes for residents. It will be necessary to look at how this option will address Member and resident engagement and there are various options that could be pursued. For example a Members and residents committee may overcome the loss of the ALMO Board under the In-House option.

4.12 In conclusion, taking into account the challenging financial landscape, and all other factors outlined above, it was recommended that the In-House option be chosen subject to consultation – it is this that this report deals with.

5.0 Other Councils

5.1 Out of the 32 London Boroughs, 20 set up ALMOs and of those there are only 8 still in existence – the rest have had the housing management service taken back in-house to be operated directly.



6.0 Formal requirements to consult

6.1 In accordance with Section 105 of the Housing Act 1985, the Council is required to consult with and have regard to the views of tenants before making a final decision on a matter of housing management. The proposal to bring the service back in house falls within that requirement and therefore the Council has undertaken a process including a 'test of opinion' of Council residents which meets that requirement.

6.2 The process was devised to comparatively meet the consultation undertaken prior to the establishment of the ALMO in 2002. This follows guidance from the Department of Communities and Local Government, namely, 'Review of Arms Length Housing Management Organisations' issued in June 2011 which set out that a test of opinion on changes to the Local Authorities housing management arrangement should be as good as that which was undertaken before the setting up of the ALMO. According to available information the following were the key elements of the consultation undertaken at that time, prior to the establishment of BHP:

- A sample survey of residents (i.e. not all residents were asked for their views)
- A number of meetings were held across the borough for residents to hear the proposals and raise queries

6.3 The survey of all residents plus the 9 meetings that have been held as the central aspects of the recent consultation undertaken exceed the minimum standards required.

7.0 Raising awareness and understanding

7.1 The process for consultation has been planned to cover a 3 month period which began in mid-December 2016 and was completed on 17 March 2017. It was recognised that before asking for the opinion of tenants and leaseholders on the Council's proposal there needed to be an information giving stage.

7.2 Accordingly, considerable effort has been put into seeking to raise the understanding of the issues which the council considered within the review. In summary the ways this has been done are:

- **Newsletters** – there have been 2 of these which were sent to all tenants and leaseholders. The first, which focussed upon the performance issues, the need to make savings and why improvements are necessary, was sent in December 2016. The second, which focused on taking the service forward was sent in February 2017. Copies of these are on the website.

- **Website** – this has been available since the beginning of the consultation period in December – the link is www.brent.gov.uk/housingreview. This has provided ready access to all the key documents, the review report and the report that went to the Cabinet last November. Copies of the newsletters plus information on the consultation process have also been available through this link.

- To facilitate ease of access and for people to be able to raise queries, a dedicated phone line to the Contact Centre has been publicised along with a direct email address– housingpartnerships@brent.gov.uk and a freepost address set-up through the Royal Mail.

- Early during the survey consultation period (see below) an email was sent to all those tenants and leaseholders for whom such records are held and a text message was sent to those whose mobile numbers are held.

8.0 Consultation with residents (tenants and leaseholders)

8.1 Principally this has taken 2 forms:

a. Drop-in events – there were 9 of these (see below)
b. A survey of all tenants and leaseholders undertaken independently by ERS.

8.2 **Drop-in events**

A series of drop-in events were held during the last 2 weeks of the consultation with the aim of providing people who had queries to be able to raise these and discuss any concerns they may have regarding the proposal. These events were both daytime and evening and held at 6 different centres across the Borough. The events were promoted through:

- The website
- 200 Posters being erected on estate/block noticeboards

- A leaflet sent out with the survey forms by ERS and also in the reminder to respond sent by ERS.

8.3 Altogether there were 299 persons attending these sessions of which 68% were tenants and 32% leaseholders. Appendix 3 provides more details of how many attended which event but the sessions were able to accommodate both persons who had individual issues they wished to raise regarding their tenancy and also persons who were keen to engage in a small group style discussion. Amongst those participating in facilitating the group discussions was the Leader of the Council, Cllr. Butt, the Cabinet Member for Housing, Cllr. Farah and the Chief Executive, Carolyn Downs – each of whom attended 3 of these sessions.

8.4 Of those attending there were 53 persons who expressed an interest in becoming involved in working with the Council on improving the service of whom 23 are leaseholders. Apart from the discussion groups – which were wide ranging in relation to the service and its future – there were 97 persons who took the opportunity to raise issues related to their tenancy or lease which have been followed up by BHP since these sessions.

8.4 **The ERS Survey of all tenants and leaseholders**

The purpose of this, the most significant exercise, was to allow all residents (tenants and leaseholders) to have the opportunity to give their feedback and opinions in relation to a single question which was:

- *What are your views about the Council's proposal to move the housing management service back under its direct operation?*
  This would mean the service would no longer be provided by Brent Housing Partnership (BHP).

8.5 The survey commence around 17 February 2017 and concluded at midnight on 17 March 2017. Persons were able to respond by: post; online; over the phone and by SMS text. Those who hadn't responded by the middle of the four week period were sent a duplicate of the questionnaire by ERS as it is recognised that people can mislay such documents despite being keen to complete them.

8.6 In addition to those residents responding themselves through the above methods, the Council asked ERS to contact directly 600 residents (500 tenants and 100 leaseholders) in order to ensure that the outcome was reasonably representative of the population, location and tenure of the Council's properties. This was carried out simultaneously to the rest of the survey. However none of those respondents have been double counted.

The level of response:
Altogether 2937 residents completed the survey which is a response rate of 26%. If the 600 telephone surveyed responses are discounted this gives a net response rate of 20.4%.

8.7 This level of response is compared to:

- Hackney – 18%
- Hounslow – 24%
- Waltham Forest – 5.4%
- Wigan – 0.76%

These councils, which all had ALMOs, had conducted surveys of a similar nature to the one undertaken by Brent.

Summary of ERS's findings

8.8 The full report from ERS is attached at Appendix 1.

8.9 The purpose of this consultation was to gauge opinions and gather feedback from tenants and leaseholders, evaluate their attitudes towards the proposal and identify any concerns they might have. This is usually referred to as a test of opinion.

8.10 Overall, nearly half (49.1%) of respondents support (34.4%) or tend to support (14.7%) the Council's proposal to move the management of its housing services under its direct operation:

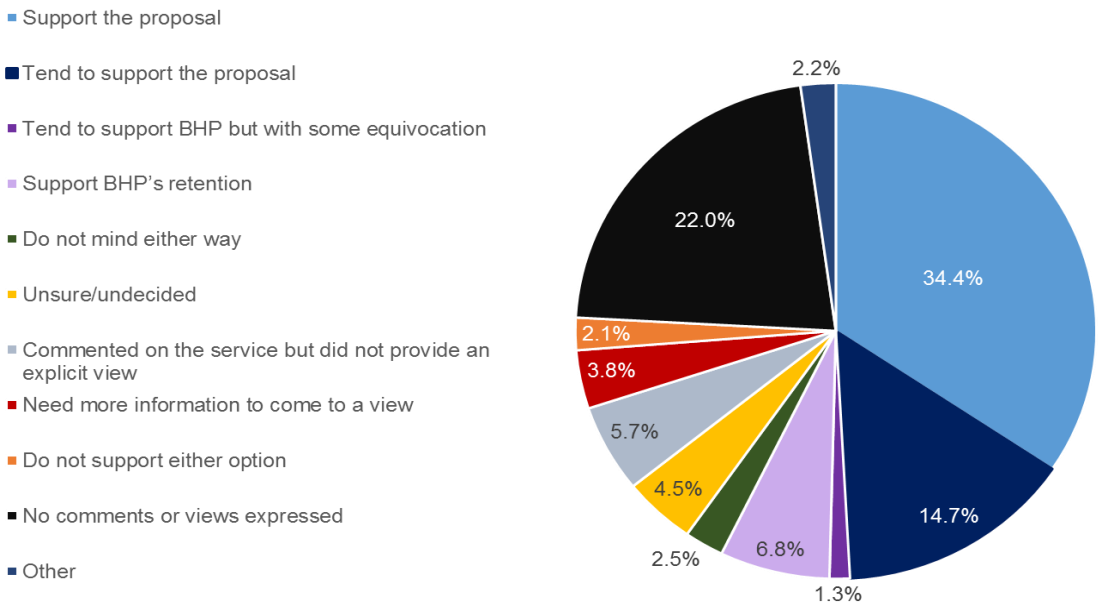
- Leaseholders were more likely to favour the proposal, with 55.6% supporting the decision with or without some equivocations, compared to 47.3% of tenants. Most of these respondents said they have had negative experiences with BHP and/or believe that moving the housing stock under the Council's direct control could improve the service, overall performance and reduce costs.

- By contrast only 8.1% (6.1% leaseholders and 8.8% tenants) supported or tended to support the retention of BHP. These respondents commented on the high quality of service received from BHP, had not experienced any issues and thus are not in favour of any change.

8.11 22% did not express any views – of the remaining 21%:

- A very small proportion (2.5%) do not mind either way;
- Some did not provide an explicit inclination towards one or the other provider (5.7%);
- Some are unsure (4.5%);
- Some felt they needed more information to form an opinion (3.8%); and
- there are those who do not support either option (2.1%).

Survey Outcome – responders views on the Council's proposal



During the consultation, many respondents commented on the service provided by BHP. The most common areas of improvement concerned query response times, communication and customer service, maintenance and repairs, security and safety and the use of contractors.

9.0 Other consultation undertaken

9.1 A meeting was held with the Brent Network of Residents' Associations on Saturday 11 March which was attended by 28 tenant and leaseholder representatives. This gave them an opportunity to hear what the Council is proposing and for them to raise any queries they had. It also was utilised for them to update their 'hopes and fears' on the Council's proposal which was originally produced as part of the review process. This is attached as Appendix 4.

9.2 Meetings have also been held with the 2 Tenant Management Organisations (TMOs):

- Watling Gardens TMO (180 properties);
- Kilburn Square Co-op (249 properties).

These 2 bodies pre-date the establishment of BHP and have a contract under a modular management agreement to undertake the management of the properties they have responsibility for. Their supervision has been carried out on the Council's behalf by BHP. It is not envisaged that their continuity will be affected by the Council's proposal.

9.3 With regards to the Council's proposal and their relationship with BHP the following were matters raised but not necessarily by both TMOs:

- Communications with them and with residents in general

- Recognition of their role and existence when there are issues which affect their estates
- The potential for working together in partnership is not being realised
- Lack of progress on finalizing their revised management agreements
- Over the last few years their view is that BHP's quality of service "went down hill"

10.0 Employee Engagement

10.1 There have been regular staff briefings during the formal consultation phase of this project. In addition BHP staff were given the opportunity to play a part in the consultation events and their contribution was valuable.

11.0. Conclusion and next steps

11.1 The level of responses to the survey was very good and the considerably greater support amongst tenants & leaseholders for the Cabinet's preferred option compared with the support for the status quo is considered to be significant and decisive. The level of responses to the survey was very good and the view of tenants & leaseholders on the Council's proposal is decisive. However, independently of the consultation, joint work has already begun to improve the service now, plan for a more fundamental transformation of the service and a smooth period of transition back to the council if the recommended decision is made.

11.2 The BHP Board retains accountability for the service, but additional forums have been put in place to advance joint working to improve the service now, and to plan for the future. It also ensures that there is a collaborative and inclusive approach and that we communicate a single message to employees.

11.3 The Housing Operations Transformation Board, chaired by the Council Chief Executive and involving senior managers from both organisations is leading the:

- delivery of 'quick wins' that are already improving the service;
- design and implementation of the transformation of the housing management service. The BHP Board and the Council agree this needs to happen whatever the decision, and so work has already started working with staff to design the new operating model. Residents will also be involved in this process over the summer;
- preparation for transition if the decision is made to bring the service back in house, ensuring we are prepared for the practical legal, financial and HR issues that will need to be managed.

11.4 The Resident and Member Panel, chaired by the Cabinet Member for Housing, Cllr Farah, is an advisory group that brings together Councillors and the resident BHP Board members to focus on:

- commenting and advising on the work done to deliver the consultation, providing and encouraging constructive challenge
- commenting on the Housing Operations Transformation, and
- if the decision is made to bring the housing operations service into the Council, this group will be part of the process of developing a housing

scrutiny function and improving the wider resident engagement approach.

11.5 Cross cutting both of these groups are two key issues:

- Resident engagement. BHP conducted a review late in 2016 in order to start the process of improving resident engagement. This work has now been taken on by the Housing Operations Transformation programme. This will ensure that resident feedback and engagement is at the heart of the new operating model, and that we engage positively and constructively with residents to establish new structures that are not merely consultative but genuinely involve consumers of the service in the improvements they wish to see, and
- Scrutiny. Working with the Resident and Member Panel, and with other stakeholders, through April a proposal for a new housing scrutiny function will be developed and brought to the Annual General Meeting of the Council in May 2017 for implementation thereafter.

12.0 Financial Implications

12.1 The Housing Revenue Account (HRA) budget is £56.1m and is used for the management and maintenance of the HRA stock and for the repayment of the HRA debt. The HRA is a ring fenced account. The BHP Management Fee for the current year is £7.5m. This fee is for managing and maintaining the HRA properties on behalf of the Council. Core management costs, including this fee are £12.5m per annum.

12.2 The Housing and Planning Act 2016 will have a significant impact on Brent's Council housing and its financial position in coming years. The implications for which are continuously being reviewed with more comprehensive analysis to follow once the details are published by Government.

12.3 Based on current assumptions and changes in the Housing and Planning Act, an efficiency savings target of circa £3.6m would be required to balance the HRA if the current assumptions on changes materialise.

12.4 The savings to the HRA upon the initial implementation of the in-house housing management service are estimated to be £1m pa. These are provisional figures and will be refined as planning for the implementation of the selected option is progressed.

12.5 The decision to bring the housing management service in house alone is not sufficient to cover the gap without wider transformation. This, then, reinforces the need for further transformation in the service.

13.0 Legal Implications

13.1 Consultation with secure tenants is covered under section 105 of the Housing Act 1985 ("the 1985 Act") which states that a local authority landlord has to maintain arrangements it considers are appropriate to enable its secure tenants who are likely to be substantially affected by housing management matters that are specified in section 105 of the 1985 Act (which includes the management

of dwelling houses let by the Council under secure tenancies) to be informed of the local authority's proposals and to make their views known within a specified period. A local authority landlord needs to take into account any representations made under these arrangements before making a final decision.

13.2 As for the general requirements of consultation, they are set out in the case of R v Brent LBC ex parte Gunning (1986) 84 LGR 168, which has been approved by the Court of Appeal and the Supreme Court, and they are as follows: (i) consultation must be at a time when proposals are at a formative stage; (ii) that the proposer must give sufficient reasons for any proposal to permit intelligent consideration and response; (iii) adequate time must be given for consideration and response; and (iv) the product of consultation must be conscientiously taken into account in finalising any statutory proposals.

13.3 Delegation of housing management functions by a local authority requires consent from the Secretary of State under section 27 of the 1985 Act. In 2009, the Secretary of State issued a general consent which sets out circumstances in which delegation of housing management functions can be carried out without specific consent from the Secretary of State.

13.4 BHP is a subsidiary company of the Council. BHP's Constitution is made up of its Articles of Association and Memorandum of Association. BHP is a limited company, without share capital, which operates on a not-for-profit basis and the Council is the sole guarantor member.

13.5 The Council entered into the Management Agreement with BHP in April 2013 which expires after ten years with a review mechanism after seven years. Whilst there are provisions in the Management Agreement which enable the Council to terminate it in cases of default, there are no express provisions allowing for termination on notice. The parties can however agree early termination of the Management Agreement.

13.6 In April 2011, BHP was granted Registered Provider status by the Tenants Services Authority. BHP has gradually been developing its role as a provider of housing in addition to being a housing management organisation. BHP owns a number of properties in its own right and grants its own tenancies in respect of properties it owns. BHP acquired Granville New Homes from the Council in 2009 (with the assistance of loan funding from the Council) and acquired properties under the Settled Homes Initiative to provide housing to homeless households (with the assistance of grant funding from the Homes and Communities Agency and loan funding from the Council) and has also acquired small-scale developments such as Aldbury Avenue and Ander Close (with the assistance of grant funding from the Homes and Communities Agency). Further legal advice will be provided as and when necessary in regard to these matters.

13.7 If a decision is to be made to bring the housing management services in-house, there will be staff transfer and TUPE implications. Further legal advice will be provided as and when necessary in regard to these matters.

13.8 Guidance given by the Department for Communities and Local Government ("DCLG") in December 2011 advises that consultation on proposing to bring the housing management functions from the Arms Length Management Organisation ("ALMO"), which is BHP in this case, back to the Council should

be as comprehensive as that undertaken when deciding to transfer those functions from the Council to an ALMO. Although DCLG would need to be notified, formal section 27 consent would not be required as this involves a decision to return the Council's housing management functions back to the Council.

13.9 As BHP is a limited company, it enters contracts as a separate corporate entity to the Council. Therefore, if a decision is made to bring housing management services in-house, there would be a need for contracts entered into by BHP to be novated or assigned to the Council. This would require BHP contracts either to contain provision allowing BHP to novate/assign the contract as of right or else for BHP and the Council to negotiate with contractors the novation /assignment of contracts. Full details of BHP contracts are being collated to establish novation/assignment provisions and to understand the liabilities under the contracts that would transfer to the Council.

14.0 Human Resources Implications

14.1 The decision to bring BHP's housing management functions into the Council has clear implications for staff. Key during any transition and transfer is regular and frequent consultation and communication with all staff. A series of communication meetings have already taken place with staff and trade union representatives and this approach will continue. In addition, BHP staff have been involved with workshops to contribute to and comment on proposed changes to the target operating model necessary to transform the housing management functions. The Council and BHP will continue to work together to ensure that staff remain informed, are consulted and feel supported as the transition and transfer processes take shape and are implemented. This is vital to promote staff engagement and ensure business continuity during the transition and transfer. The same consultative approach will be adopted for integration of functions into the council once the transfer has taken place.

14.2 There is already a joint Council/BHP Board, chaired by the Chief Executive of the Council, to oversee all necessary work streams and ensure an efficient and effective transition, transfer and integration of housing management functions. This work includes oversight of all staffing matters. The board will continue to meet regularly until all required activities are completed.

14.3 The Council and BHP will also continue to work together during the transition period to ensure stabilisation of any roles/structures within BHP as a number of positions are currently covered by agency staff or secondment arrangements.

14.4 There are a number of senior management roles in BHP covered by interims or secondments. The council intends to, where practicable, establish and recruit to the most senior roles required within the council's housing management structure to manage the integration of the housing management functions into the Council. This approach will ensure continuity, stability and assist with the integration of BHP staff into the council once a transfer has taken place. As it can take several months to recruit to such posts, recruitment activity is likely to start once the decision to transfer housing management functions has been taken.

14.5 The transfer of staff that are currently employees of BHP i.e. those on permanent or fixed term contracts, will constitute a “relevant transfer” under the Transfer of Undertakings (Protection of Employment) (TUPE) Regulations 2006. Those currently engaged as interims or agency workers by BHP do not have the right to transfer under TUPE however, the actions described within this section of the Cabinet Report will ensure maintenance of business continuity. It is anticipated that the transfer of staff will take place in October 2017. There is a statutory requirement to consult with recognised trade unions and staff about the transfer for a minimum of 30 days before any TUPE transfer takes place.

14.6 Once staff have transferred, they will be employees of the Council but on their BHP terms and conditions. In order to integrate the housing management functions into the Council, there will need to be a reorganisation after the transfer once a new structure has emerged from work on the target operating model. Such reorganisations are permitted under TUPE due to ETO reasons (economic, technical or organisational). The Council will ensure that it consults on any new proposed structures with recognised trade unions and staff and that relevant processes are followed.

15.0 Diversity Implications

15.1 Under Section 149 of the Equality Act 2010, the Council has a duty when exercising its public functions to have ‘due regard’ to the need to eliminate discrimination and other conduct prohibited under the Act; advance equality of opportunity, and foster good relations between those who share a “protected characteristic” and those who do not. This duty known as the public sector equality duty (PSED). The protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, sex, and sexual orientation. The purpose of the duty is to enquire into whether a proposed decision disproportionately affects people with a protected characteristic. In other words, the indirect discriminatory effects of a proposed decision. Due regard is the regard that is appropriate in all the circumstances.

The Housing Management Options review was supported by an extensive consultation, the findings of which are available in Appendix 1 and by a full Equality Analysis attached at Appendix 5. The decision to bring the service back in house will not change the operating model in the first instance, but it is anticipated that the change will result in improvements to the quality of services delivered to Council’s tenants and leaseholders across all protected characteristics.

The consultation findings did not identify any major equality related concerns raised by affected stakeholders. The EA concluded that the impact on residents and leaseholders across all protected characteristics will be either positive or neutral It recommended, however, that when implementing the changes to the operating model, due consideration must be given to ensure that the work and good practice around financial inclusion, communication and engagement with vulnerable groups (including people with disabilities, BAME groups and older people) is retained and further improved. The impact of the changes on people with protected characteristics will be monitored on a regular basis and where

any unintended negative consequences are identified, the Council will implement remedial actions.

16.0 Scrutiny's Proposals

16.1 Scrutiny considered the options on 19 October 2016, they made 3 recommendations for an 'in house' option:

- There be a dedicated scrutiny sub-committee established to review and provide oversight to housing services management and wider housing. This sub-committee would contain co-opted members from appropriate resident associations
- If Cabinet was to agree on the in-house option, that there be complete transparency of the Housing Revenue Account, complete with a business plan to ensure that the Housing Revenue Account is ring-fenced
- Response to the Scrutiny recommendation that: 'There be an effective communications strategy drawn up by the Council to ensure resident engagement and to also articulate with clear evidence why Cabinet has chosen its preferred option for housing management going forward

16.2 The work being undertaken to transform the service incorporates developmental activity aimed at significantly raising the engagement of residents and to identify new governance structures which will facilitate involvement towards decision making in relation to the housing service.

16.3 As regards the work in the future on the Housing Revenue Account there will be every opportunity within these new structures for engagement on those issues and business plan formulation will be a key part of those activities. Within that context there will be ample opportunity to keep the Housing Revenue Account ring fence under scrutiny.

16.4 From the above and other references elsewhere in this report, all of the proposals of the Council's Scrutiny Panel are being positively pursued.

Appendices

1. Housing Management Consultation – report of Electoral Reform Services (ERS)
2. List of all consultation events with dates and locations
3. Details of attendances at consultation events
4. Outcome of workshop session with Brent Network of Resident Associations
5. Equality Impact Assessment

Background Papers

1. Housing Management Options Review – report to Cabinet 16 November 2016
2. Review of Housing Management Options – October 2016

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3.2.7 Do no support either option (2.2%) .....

3.2.8 No comments or views expressed (14.6%) or not applicable to the proposal (2.8%) .....

3.3 Notes for service improvements .....

1. Executive summary

Following a thorough review of the management of its homes, Brent Council is considering bringing the management of its housing services back under its direct operation, which would mean that the service would no longer be provided by Brent Housing Partnership (BHP).

There are two main reasons the Council decided to do this:

- The government have reduced the amount of money councils have to spend on housing.
- There are problems with the performance of Brent Housing Partnership (BHP) (who currently manage housing for the Council) – and after considerable efforts have been made to put things right, problems remain.

The purpose of this consultation was therefore to gauge opinions and gather feedback from tenants and leaseholders, evaluate their attitudes towards the proposal and identify any concerns they might have.

Overall, nearly half (49.1%) of respondents support (34.4%) or tend to support (14.7%) the Council's proposal to move the management of its housing services under its direct operation. Leaseholders are more likely to favour the proposal, with 55.6% supporting the decision with or without some equivocations, compared to 47.3% of tenants. Most respondents have had negative experiences with BHP and/or believe that moving the housing stock under the Council's direct control could improve the service, overall performance and reduce costs.

Only 8.1% (6.1% leaseholders and 8.8% tenants) support or tend to support the retention of BHP. These respondents commented on the high quality of service received from BHP, had not experienced any issues and thus are not in favour of any change.

A very small proportion (2.5%) do not mind either way. The remaining respondents either did not express any views (22%), provide an explicit inclination towards one or the other provider (5.7%), are unsure (4.5%), need more information to form an opinion (3.8%) or do not support either option (2.1%).

During the consultation, many respondents commented on the service provided by BHP. The most common areas of improvement concerned query response times, communication and customer service, maintenance and repairs, security and safety and the use of contractors.

Section 3 of this report discusses the results for both tenants and leaseholders in more detail.

2. Background and approach

Brent Council is considering bringing the management of its housing services back under its direct operation, which would mean that the service would no longer be provided by Brent Housing Partnership (BHP). Before any decisions were made, the Council wished to consult tenants and leaseholders to better understand their opinions about the proposal. The Electoral Reform Services (ERS) group was commissioned to undertake the consultation, analyse the responses and prepare a report, outlining the key themes.
All BHP tenant (7,844) and leaseholder (3,607) households were contacted and invited to express their opinion. Each household was sent a postal pack with information about the proposal and instructions on how to take part. Each pack contained contact details to obtain more information about the consultation and the proposal, as well as a leaflet with information about a series of consultation events being held by the Council. A multichannel approach was adopted to ensure that all tenants and leaseholders were given the opportunity to participate in a secure, unbiased environment, via a method of their choice. Respondents could:

- Return a paper questionnaire via a pre-paid reply envelope.
- Complete the survey online.
- Text their response via their mobile phone.
- Call a freephone number and complete the survey over the phone with a member of staff.

In addition, 500 tenants and 100 leaseholders were contacted via outbound telephone calls to avoid respondent bias and ensure that a wide range of respondents were approached.
Each household was provided with a unique reference number. All responses have been combined and validated using the reference number to eliminate duplicate or invalid responses. Multiple responses per household were checked against the number of registered residents in each property. If the number of responses was higher than the number of registered residents, all submissions were marked 'invalid' and deleted. Only validated responses with a valid reference number were accepted and used for the purpose of the analysis.
The consultation was open from 16th February – 17th March 2017, and a remainder mailing was sent on 6th of March 2017 to all non-respondents.

2.1 Response rate

Overall, 2,937 valid responses from 2,266 tenants and 671 leaseholders were received, resulting in a response rate of 26%:

- 2,092 returned a valid paper questionnaire via post.
- 245 completed the survey online or called to complete it over the phone.
- 600 were contacted via outbound telephone calls – details about the telephone survey can be found in section 2.1.1 below.

2.1.1 Telephone survey with 600 residents

600 telephone interviews were conducted with a random sample of BHP tenants and leaseholders. Quotas were put in place by tenure (tenant/leaseholder) and for tenants only by number of bedrooms and areas. This was to ensure that we engaged with a wide range of tenants and leaseholders and that the results were as representative as possible. Table 1 below outlines the number of interviews conducted:

Table 1: Telephone interviews

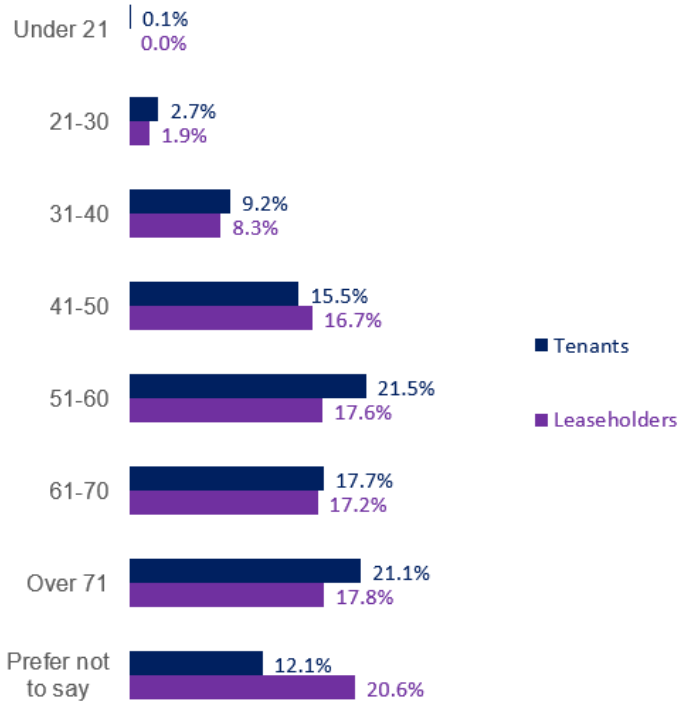
	Target number	Achieved number
Tenants	500	500
Leaseholders	100	100
TENANTS:		
BEDROOMS:		
1 or less	180	160
2	162	182
3 or more	158	158
AREA:		
North	133	133
Mid	137	137
South	230	230

All respondents received postal packs with information about the proposal and the consultation and confirmed that they had reviewed the information, had not answered the survey already and were happy to provide feedback via telephone. Calls were made over a period of 18 days, between 9 am - 9 pm from Monday to Saturday, and between 10 am - 9 pm on Sunday.

2.2 Profile of respondents

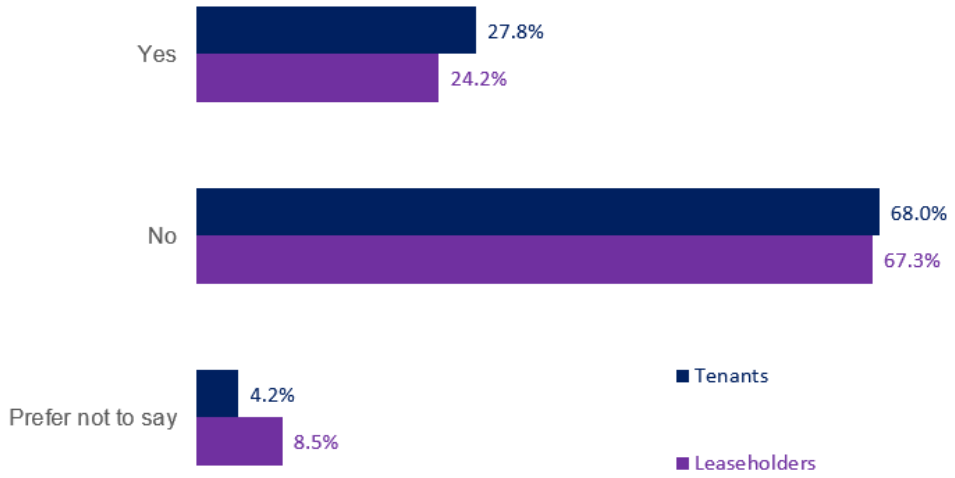
Figures 1 - 8 outline the demographic profile as well as property size and area of all respondents.

Figure 1: Age



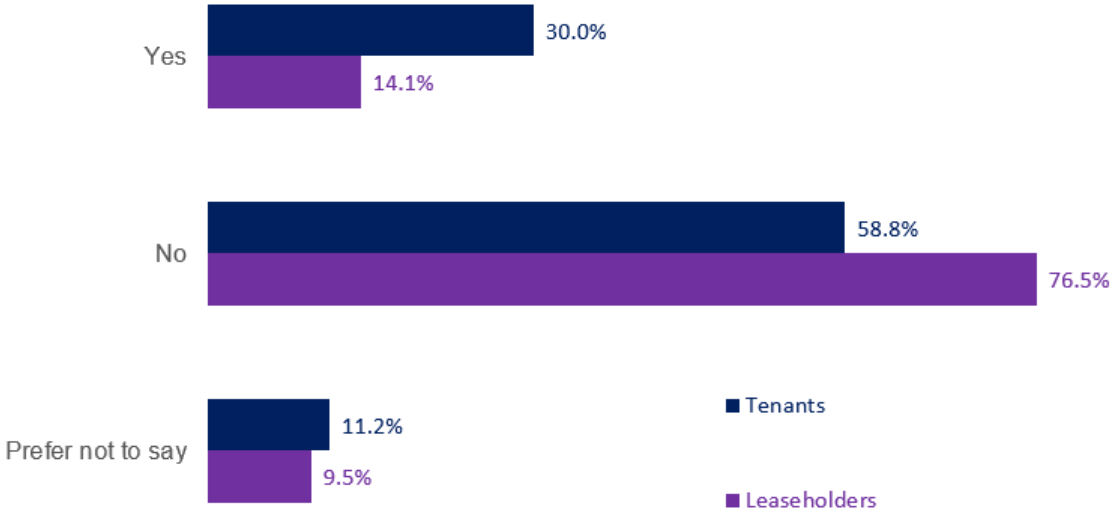
Brent Council Survey, February 16th – March 17th 2017. Q6. Please confirm your date of birth. Sample: Tenants (2,200) and leaseholders (647)

Figure 2: Dependent children under 18



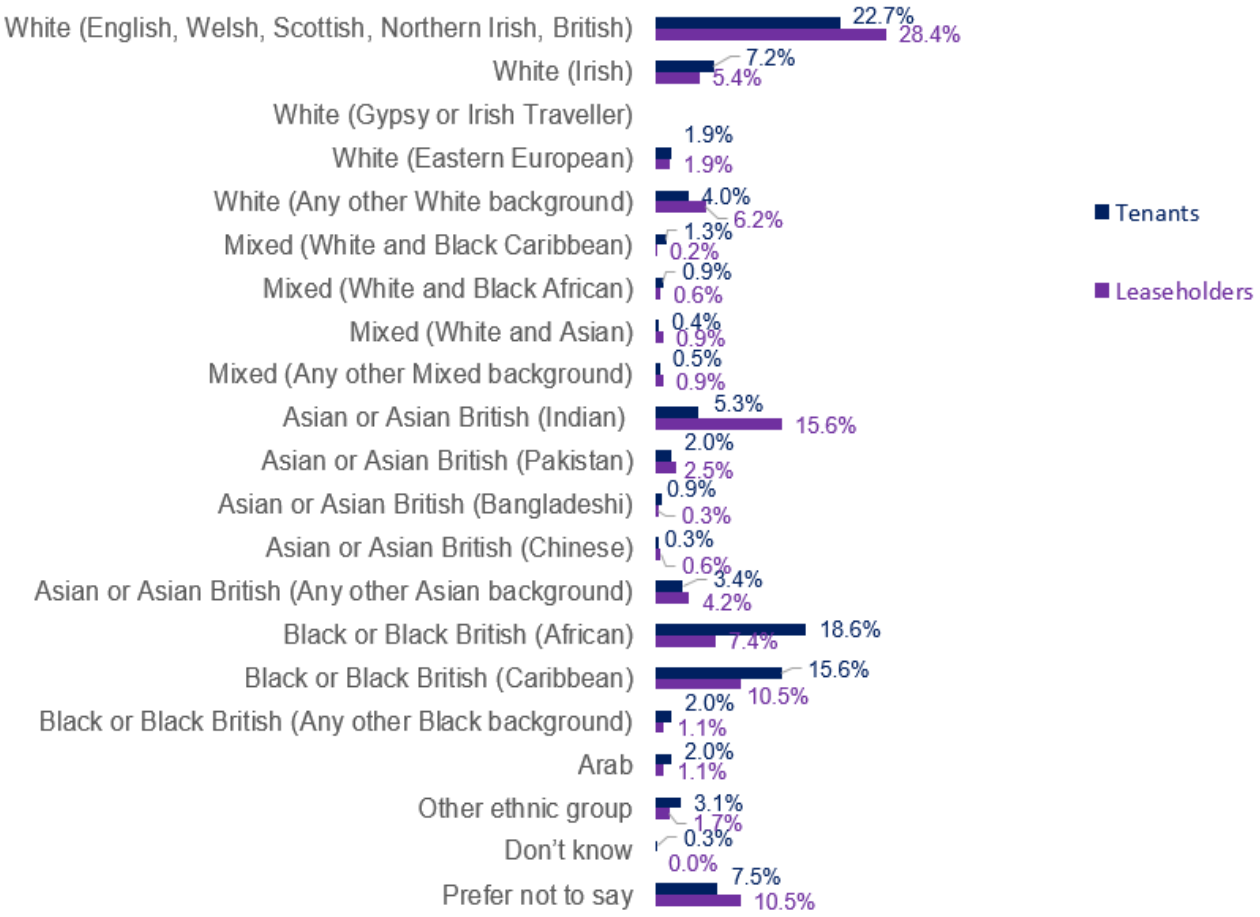
Brent Council Survey, February 16th – March 17th 2017. Q7. Do you have dependant children aged 18 or under? Sample: Tenants (2,200) and leaseholders (647)

Figure 3: Disability



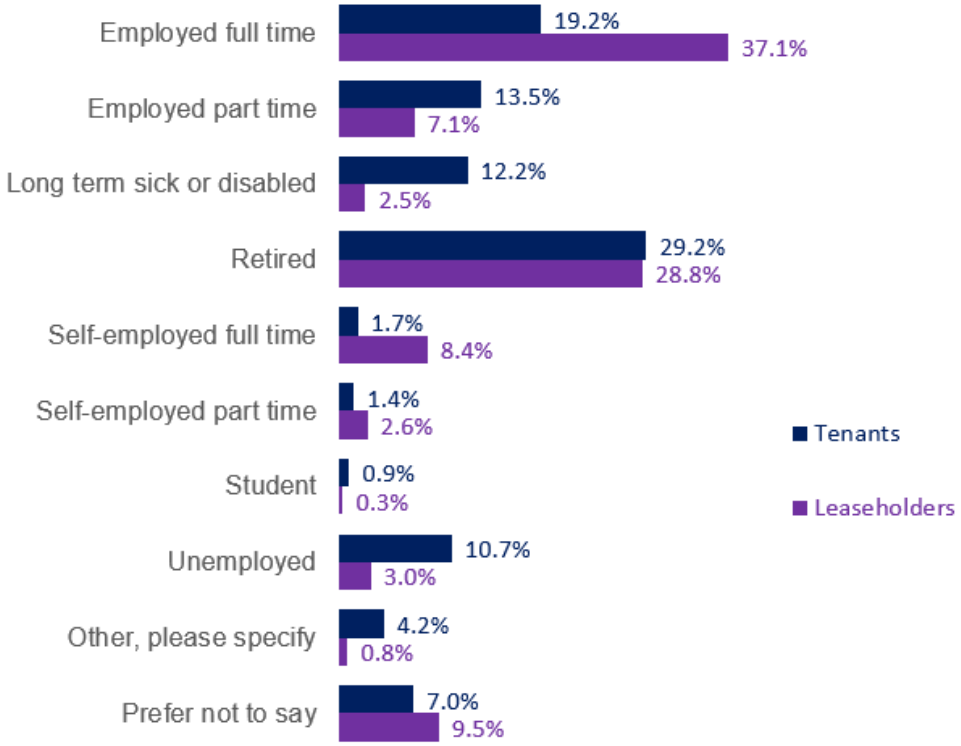
Brent Council Survey, February 16th – March 17th 2017. Q9. Do you consider yourself to have a disability? Sample: Tenants (2,136), Leaseholders (633)

Figure 4: Ethnicity



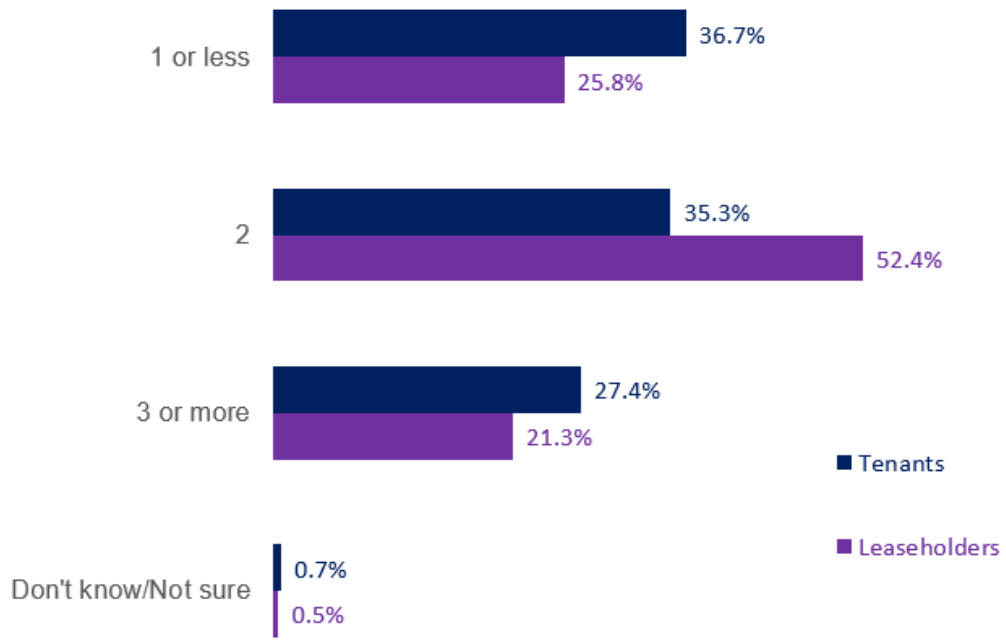
Brent Council Survey, February 16th – March 17th 2017. Q8. What is your ethnic group? Please select one option which best describes your ethnic group or background. Sample: Tenants (2,208), Leaseholders (647)

Figure 5: Socio-economic status



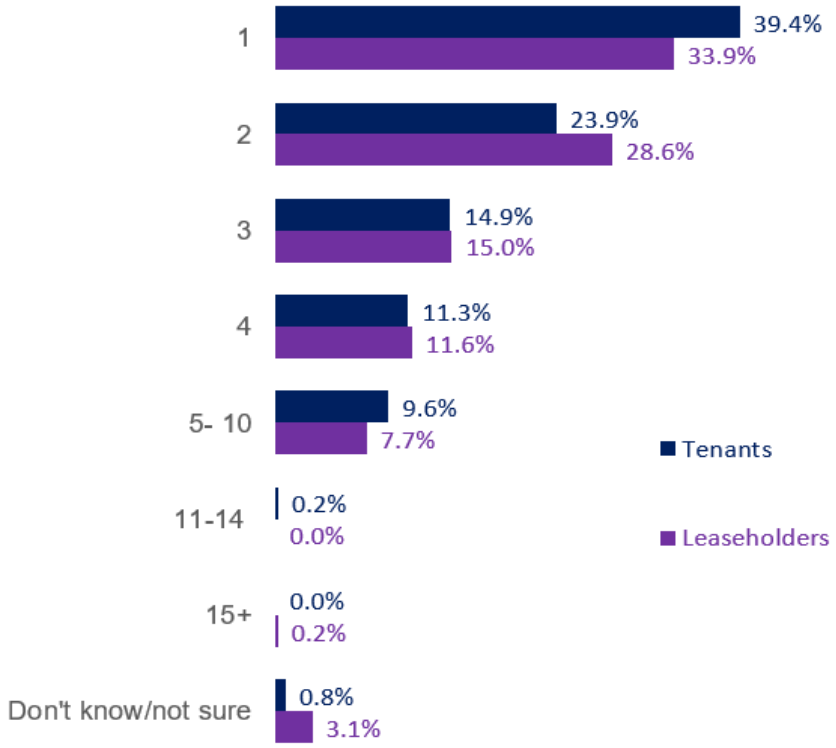
Brent Council Survey, February 16th – March 17th 2017. Q6. Please confirm your date of birth: Tenants (2,192), Leaseholders (645)

Figure 6: Property size



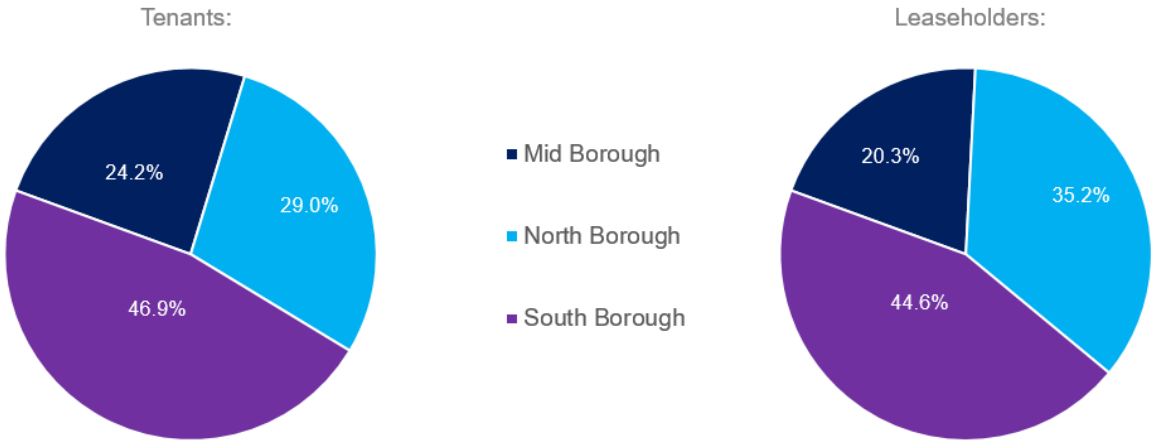
Brent Council Survey, February 16th – March 17th 2017. Q3. Could you confirm the number of bedrooms in your property? Sample: Tenants (2, 245), Leaseholders (642)

Figure 7: Number of residents per household



Brent Council Survey, February 16th – March 17th 2017. Q3. Could you confirm the number of bedrooms in your property? Sample: Tenants (2, 245), Leaseholders (642)

Figure 8: Area



Brent Council Survey, February 16th – March 17th 2017. Data assigned from Brent Council's database: Sample: Tenants (2,265), Leaseholders (671)

All percentage figures were rounded to 1 decimal point. Where percentages do not sum up to 100, this may be due to computer rounding or the exclusion of "don't know/prefer not to say" categories.

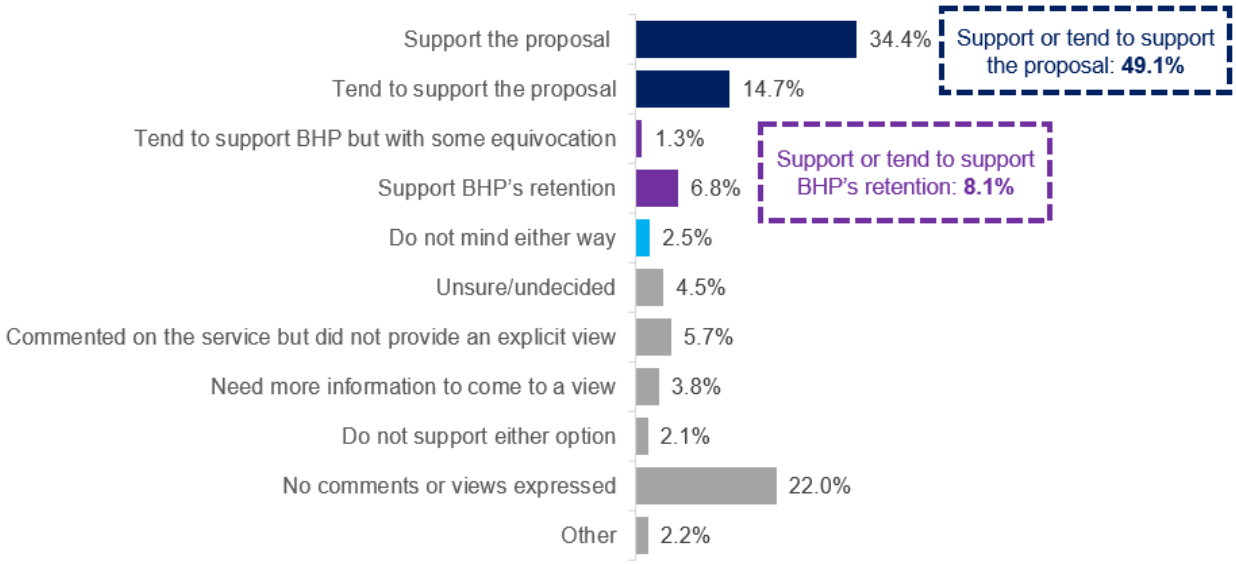
The subsequent section analyses the responses to the open ended question about the proposal:
What are your views about the Council's proposal to move the housing management service back under its direct operation?
This would mean the service would no longer be provided by Brent Housing Partnership (BHP).Please share your opinions below.

Verbatim comments made by respondents have been used throughout this interim report to help illustrate and highlight key findings. All verbatim comments have been anonymised. Each verbatim comment sets out the individual view of the respondent who made them. They do not reflect the views of the ERS Group nor Brent Council, but are presented here to illustrate views made to us during the research exercise.

3. Key findings in detail

Overall, both tenants and leaseholders are inclined towards the Council's proposal to move the management of the housing service under its direct operation (49.1%).

Figure 9: What are your views about the Council's proposal to move the housing management service back under its direct operation? This would mean the service would no longer be provided by Brent Housing Partnership (BHP).



Brent Council Survey, February 16th – March 17th 2017. Sample: Tenants and leaseholders (2,937)

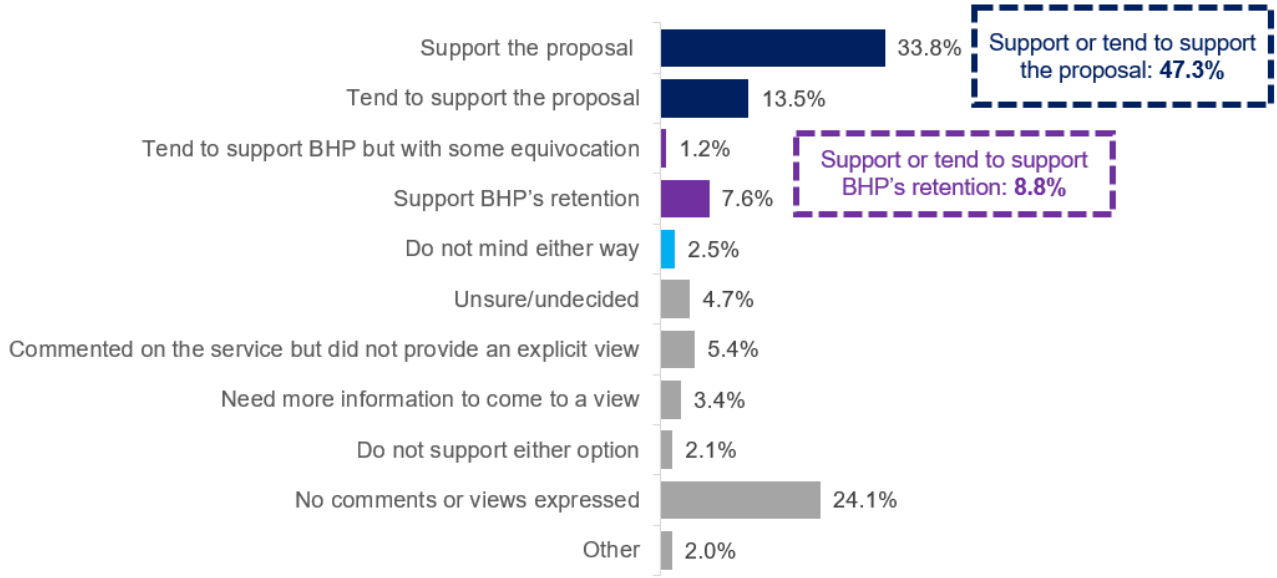
Only a small proportion (8.1%) of both tenants and leaseholders tend to support BHP's retention (with or without prevarication) and 2.5% do not mind who manages the housing stock. The remaining 40.3% are unsure, need more information to form an opinion, do not support either option, commented on the service but did not explicitly express a preference towards either of the providers, did not provide any comments or views, or submitted comments not relevant to this consultation.

The subsequent paragraphs look at the responses provided by tenants and leaseholders in more detail.

3.1 Tenants

Nearly half (47.3%) of the tenants who completed the survey support or tend to support the proposal to move the management of housing stock back under the Council's direct operation.

Figure 10: What are your views about the Council's proposal to move the housing management service back under its direct operation? This would mean the service would no longer be provided by Brent Housing Partnership (BHP).



Brent Council Survey, February 16th – March 17th 2017. Sample: Tenants: (2,266)

3.1.1 SUPPORT THE PROPOSAL (33.8%)

One third of tenants expressed their unequivocal support for the proposal to move the housing service back under the Council's direct operation. In general, most of these tenants had a negative experience with the BHP, do not think that they provide a high quality service and believe that the Council is much better placed to manage and run its housing stock.

> *"We hope this will be better for the residents and leaseholders as single management will operate the system and we will have less charges and better quality service."*

Tenants who expressed issues or had complaints regarding the service provided by BHP mentioned problems with maintenance and repairs, poor communication and customer service, inadequate staff manners, long waiting times and high charges.

> *"I find most of the issues with BHP is very lacking on customer service, communications, repairs, quality of home improvements etc."*

Others do not approve of subcontracting housing services and believe that all of the Council's services should be managed by one organisation (i.e. the Council). This would put the Council in a better position to look at each tenant from a holistic perspective and assess their overall needs. Managing the housing stock in-house would also provide more transparency, accountability and control over the quality of the services provided to council tenants.

> *"We think it would be a good idea to go back to the council, as lines of accountability would be more transparent; less complicated to navigate. While BHP offered a good service, we would like direct communication with Brent Council and our housing concerns."*

Cost saving is another significant factor impacting tenants' views. Many tenants believe that any decision that offers cost savings is a good decision and thus might increase the amount of funds available for housing services, especially maintenance and repairs.

3.1.2 TEND TO SUPPORT THE PROPOSAL (13.5%)

Around one in ten tenants tend to support the proposal, however their view is conditioned on the basis that the service improves. Many have had a negative experience with BHP and are thus sceptical about the Council's ability to improve the services. These respondents need reassurance that they will not be affected by the

changes, the service will improve, the Council will offer savings and that services will not be cut.

> *"As long as there are no additional costs, are more efficient, complaints are addressed in a timely manner and the focus of the people is the primary concern then should be fine."*

They are only willing to support the proposal if their concerns regarding service quality are addressed and positive changes are put in place.

> *"As long as the service improves and benefits the tenants then it's a good move. However more information needs to be presented about the changes and the new structure."*

These respondents also noted that services were only likely to change if BHP replaced all of their current staff with new and appropriately skilled and trained employees.

3.1.3 TEND TO SUPPORT BHP BUT WITH SOME EQUIVOCATION (1.2%) OR SUPPORT BHP'S RETENTION (7.6%)

A small proportion of tenants (8.8%) prefer the housing service to remain under BHP's management. They have not experienced any problems and are satisfied with the quality of the service, thus do not see any reason for changing the current management.

> *"I am happy for Brent Housing Partnership to continue providing our services as I feel that it's a much better service than when Brent was in control. If Brent gets back into control of the services then Brent would have to make sure it is to the same standard of BHP or better."*

Others simply do not want to undergo any change, and/or are worried about the potential impacts it might have on them and their properties.

A proportion have had negative experiences with the Council (through housing/and or other services) and thus are sceptical about the Council's ability to make any improvements or substantial changes.

> *"Work done faster with BHP and much better regarding maintenance, under the council it wasn't good at all - really don't want it to change."*

3.1.4 COMMENTED ON THE SERVICE BUT DID NOT PROVIDE AN EXPLICIT VIEW (5.4%)

A small proportion of tenants has commented on the service (provided by either of the providers) but has not explicitly stated whether they do or do not support the proposal. Their experiences have been both negative and positive and they often described a very specific issue they encountered, however, they did not mention whether they are in favour of the proposal or prefer to retain BHP thus we are unable to classify their opinions as either for or against.

3.1.5 REMAIN UNSURE/UNDECIDED (4.7%) OR NEED MORE INFORMATION TO FORM AN OPINION (3.4%)

Some tenants remain undecided, are unsure, or need more information to form an opinion. Some felt that they do not have enough experience with either of the providers to develop a view, and others find it very hard to make a decision as they are unfamiliar with housing management operations and its requirements.

> *"Really I'm not sure about it because all the time I deal with BHP. I've not dealt with the Council. So the difference, I don't know."*

Others require more information about the recurring issues with BHP and the plans put in place to address these, to enable them to make an informed decision.

"Undecided - as not enough information to clarify whether the decision to move would be better for me as a tenant."

Some also noted that although they do not know how to decide/who to support, they trust the Council to make a suitable decision on their behalf following the consultation.

3.1.6 DO NOT MIND EITHER WAY (2.5%)

A very small proportion noted that they do not mind who provides the housing management services. They have not had any negative experiences with either, do not have any strong opinions or simply do not believe that the decision will impact them.

3.1.7 DO NO SUPPORT EITHER OPTION (2.1%)

Some tenants expressed concerns about the ability of either of the providers to supply the service. They do not believe that either the Council or BHP can make a substantial difference to the way services are provided and thus do not support either. A few noted that they would welcome another alternative – perhaps a cooperation between the two or another party.

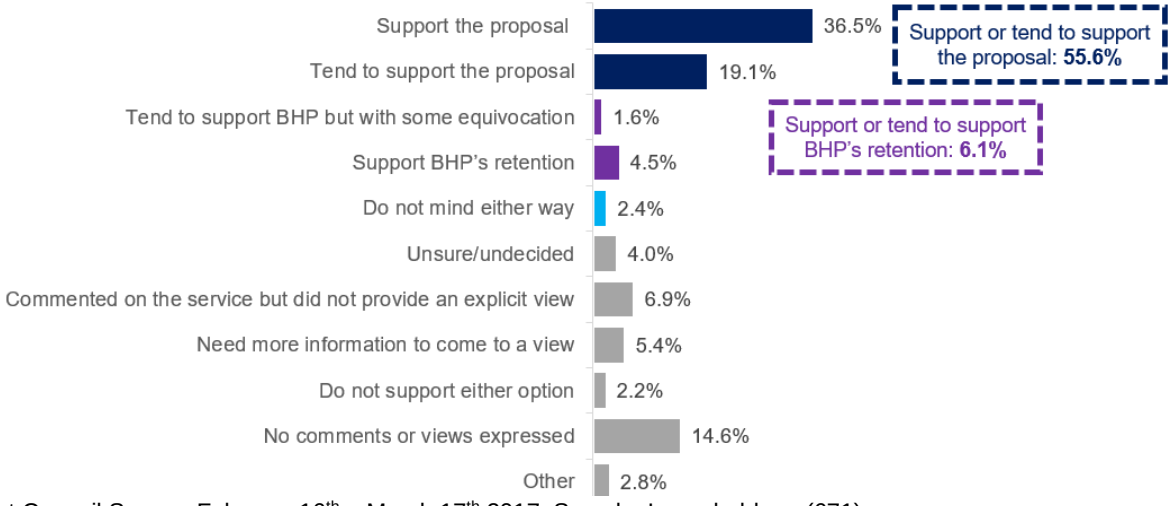
3.1.8 NO COMMENTS OR VIEWS EXPRESSED (24.1%) OR NOT APPLICABLE TO THE PROPOSAL (2.0%)

Nearly a quarter of tenants (24.1%) did not express any opinions or comments whatsoever or submitted a comment not related to the proposal or the housing services.

3.2 Leaseholders

Leaseholders are more likely to be in favour of the proposal with over half (55.6%) expressing unequivocal support or inkling towards the decision to move the management of housing stock under the Council's direct operation.

Figure 11: What are your views about the Council's proposal to move the housing management service back under its direct operation? This would mean the service would no longer be provided by Brent Housing Partnership (BHP).



Brent Council Survey, February 16th – March 17th 2017. Sample: Leaseholders: (671)

3.2.1 SUPPORT THE PROPOSAL (36.5%)

Over a third of leaseholders support the proposal to move the management of housing services under the Council's direct operation. Most have had a negative experience with BHP and are keen for the Council to take back control. Some noted that any provider other than BHP would be an improvement.

> *"I agree with your view of Council moving the housing management service back to its direct operation. The present management company does not do the job as promised."*
>
> *"We would be absolutely delighted if the Council were to move housing management under its direct operation. BHP leaseholder department is a poorly managed, incompetent organisation. Any change from BHP would be an improvement."*

Many have expressed complaints about the lack or poor quality of repairs despite high perceived costs and thus are particularly keen to see the proposals promise of significant savings. Leaseholders also expressed concerns about the high levels of payments and service charges and poor value for money, and thus hope that any savings can be translated in fee reductions.

> *"I am pleased to know that the housing organisation is being brought back under single organisation. Hope this move will lend to increased efficiency and same cost & money wherever possible which can be reflected in reducing service charges for the leaseholders and tenants."*
>
> *"I think this is a good idea partly because I expect this will save money. Also access to help for problems should be easier when no third party is involved. As a leaseholder I expect this will mean a reduction in management fees + service charge."*

Some also hope that bringing the service in-house will provide the Council with more control over the costs and accountability for the quality which will result in overall service improvements.

3.2.2 TEND TO SUPPORT THE PROPOSAL (19.1%)

Around a fifth of leaseholders (19.1%) are likely to support the proposal but only if it improves the quality of the services and reduces costs. They tend to think that managing the service in-house is better than outsourcing it to contractors but are sceptical about the Council's ability to live up to the expectations and provide value for money. Many condition their views on better outcomes for them as leaseholders and their tenants and want a guarantee that the service will improve.

> *"I am in favour of the proposal as long as the quality of service, the outcomes, & response to complaints improve. The Council must provide a better quality of service with clear objectives & outcomes."*
>
> *"Yes but only provided that lessons have been learnt from the problems of BHP and it won't cost more to leaseholders/tenants. Depends on their strategy for managing the properties."*

Those who have not had any issues with BHP but are not opposed to the Council's proposal would like reassurance that the same quality of service will be provided.

> *"Happy enough as it is now but if we got the same level of service I would be happy. Understand it is good to save money. Outsourcing has helped however and BHP have done better job."*

Again, cost savings and efficiencies are significant drivers behind leaseholders' tendency to support the Council's proposal.

3.2.3 TEND TO SUPPORT BHP BUT WITH SOME EQUIVOCATION (1.6%) OR SUPPORT BHP'S RETENTION (4.5%)

A small proportion of leaseholders is keen for BHP to continue to manage the housing service. They are satisfied with the service and/or had a negative experience with the Council. Some also believe that the rationale for change is not strong enough, and they would like to offer BHP another chance.

> *"As a leaseholder I have always been very satisfied with any dealings I've had with BHP - I would be very concerned that the same level of response would continue if services were moved to direct Council management."*

3.2.4 COMMENTED ON THE SERVICE BUT DID NOT PROVIDE AND EXPLICIT VIEW (6.9%)

Similarly to tenants, a small proportion of leaseholders commented on the service provided, by either BHP or the Council, but has not explicitly stated whether they do or do not support the proposal. Their experiences have been both negative and positive and they often described a very specific issue they encountered, however, they did not specify whether they are in favour of the proposal or against it.

3.2.5 REMAIN UNSURE/UNDECIDED (4.0%) OR NEED MORE INFORMATION TO FORM AN OPINION (5.4%)

Some noted that they were undecided or needed more information to be able to develop an opinion. These leaseholders have limited contact with BHP or the Council, do not know what the difference between them is/or could be and thus do not feel in a position to express an opinion.

> *"Haven't got a comparison so no strong views. Haven't had any negative views on the service."*

Others would like more information to obtain a better understanding of why the management should be changed, what the issues are, what the Council's plan of action is, etc. In addition, they raised concerns about how the change would impact them as leaseholders and whether any savings would be to be passed onto them or their tenants.

"It is difficult to form an opinion because we have not been provided with information about the implications of the proposed change. Will it improve the service we receive as leaseholders?"

3.2.6 DO NOT MIND EITHER WAY (2.4%)

A very small proportion noted that they do not mind who provides the housing management services. They have not had many experiences with either the Council or BHP, do not have any strong opinions on the matter or simply do not believe that the decision will impact them.
Some also noted that they do not believe that their opinions will make a difference and thus are indifferent about the outcome.

3.2.7 DO NO SUPPORT EITHER OPTION (2.2%)

Again, similarly to tenants, a small number of leaseholders were sceptical about the ability of either provider to improve the quality of the service. They do not believe that either the Council or BHP would make any difference to the way that services are provided and thus do not support either.

3.2.8 NO COMMENTS OR VIEWS EXPRESSED (14.6%) OR NOT APPLICABLE TO THE PROPOSAL (2.8%)

Other leaseholders either did not provide any comment or opinion (14.6%) or submitted feedback which was not relevant to the consultation (2.8%).

3.3 Notes for service improvements

During the consultation, many respondents commented on the service provided by BHP. The following section highlights the most common areas in need of improvement.

- ***Query response time****.* Many noted that the amount of time taken to process and address queries and issues is too long (10 days) and often incorrect information is provided. Respondents would like a speedier and more effective process to deal with their requests.

  "Currently when you contact leaseholders via e-mail they respond saying it will be at least a 10 day wait until you receive a reply, and more often than not this is the case or you wait longer. In addition when they respond sometimes they do not have the correct information and you get referred elsewhere."

- ***Communication and customer service.*** Respondents mentioned that they do not feel consulted or involved with decisions that have an impact on their properties. They are not notified when changes or decisions are being made and there is a lack of communication between the different team members and the tenants/leaseholders. Some noted that customer service is poor and that staff members are often unhelpful and do not appear to be trained well.

  "Member of staff are not well trained. Have poor communication skills, poor telephone manner and most of the time they are unprofessional and unhelpful (except for few people who are really pleasant)."

  In addition, many noted that if the proposal was to go ahead, a complete overhaul and replacement of staff would be required. Without this, respondents are sceptical that any improvements would be achievable.

- ***Lack of maintenance and repairs***. Many commented on the inadequate state of their property/building/communal areas and the poor quality of repairs. Often, faults have not been addressed or repaired to the requested standard and quality. Lack of cleaning and general maintenance was often noted.

  "There is no maintenance of the front of the property and it is currently in disrepair. When asked if the tenants can take on the remedial work themselves we have been told it is not our property and we must not undertake work ourselves. When undertaking major works, BHP have been unable to provide a breakdown of the work undertaken on the property, which would be fine if tenants were not then expected to foot the bill."

- ***Concerns about security.*** A few expressed concerns about safety and security. Some reported anti-social behaviour around their properties that haven't been addressed and dealt with. They feel that flats are not adequately secured and 'open' which makes them feel unsafe.

  "The flats are all opened up, anyone can walk into them. Tenants are not nice."

- ***Contractors.*** There is a general feeling that housing services should not be outsourced to contractors as they do not provide satisfactory service levels and are too costly. One company noted for poor service in particular was 'Wates' – respondents commented on their negative experience with their staff/service.

  "Far too many contractors are used. On-call plumbers who respond to out of hours services coming all the way from Southend and the further reaches of Essex. The council should employ its own maintenance staff directly and not use contractors except for very specialised jobs. Train and employ local people. Simple."

- ***Concerns about service changes***. Some expressed concerns about the potential changes to the service provided if the proposal was to go ahead. They wanted to know whether they would still be able to contact the Council about an issue, have a dedicated line/contact number, who their housing officer would be, etc.

Respondents would like to see these areas improved and issues solved irrespective of the result of the consultation.

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LONDON BOROUGH OF BRENT
Housing Management Review
Tenant & Leaseholder
CONSULTATION EVENTS

Date & Times	Event room facility	Address
7th March 6 – 8pm	**Bridge Park Community Leisure Centre**	Brentfield, Harrow Rd, London NW10 0RG
8th March 10 – Midday	**Brent Civic Centre**	Engineers Way, Wembley HA9 0FJ
8th March 6 – 8pm	**Brent Civic Centre**	Engineers Way, Wembley HA9 0FJ
9th March 2 – 4pm	**Brent Civic Centre**	Engineers Way, Wembley HA9 0FJ
9th March 6 – 8pm	**Comber Close Meeting Room**	17 Comber Close, Adler Grove, Cricklewood, NW2 7EG
14th March 10 – Midday	**Willesden Green Library**	95 High Rd, London NW10 2SF
14th March 6 – 8pm	**Willesden Green Library**	95 High Rd, London NW10 2SF
15th March 6 – 8pm	**Roundwood Youth Centre**	49 Longstone Avenue, Willesden, London, NW10 3UN
16th March 6 – 8pm	**South Kilburn Studios**	2a Canterbury Road, South Kilburn London NW6 5SW

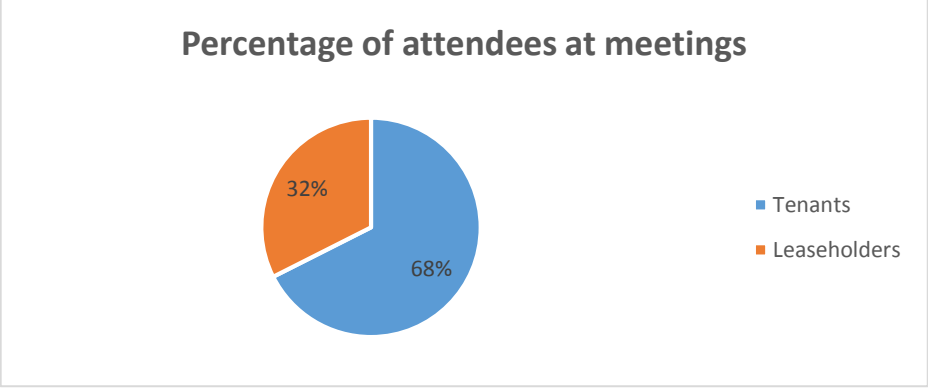
Housing Management Review Consultation Events held in March in 2017

Time Period	Tenants	Leaseholders	Total	Tenants	Leaseholders
Day	38	19	57	67%	33%
Evening	164	78	242	68%	32%
Total	202	97	299	68%	32%

Area	Tenants	Leaseholders	Total	% of attendees that were Tenants in this area	% of attendees that were Leaseholders in this area	% of all attendees who attended a meeting(s) in this area
Cricklewood	15	8	23	65%	35%	8%
Harlesden	9	5	14	64%	36%	5%
South Kilburn	34	16	50	68%	32%	17%
Stonebridge	29	10	39	74%	26%	13%
Wembley[2]	61	24	85	72%	28%	28%
Willesden[2]	54	34	88	61%	39%	29%
Total[1]	202	97	299			100%

[1] Data excludes meeting of Brent Network of Residents Associations

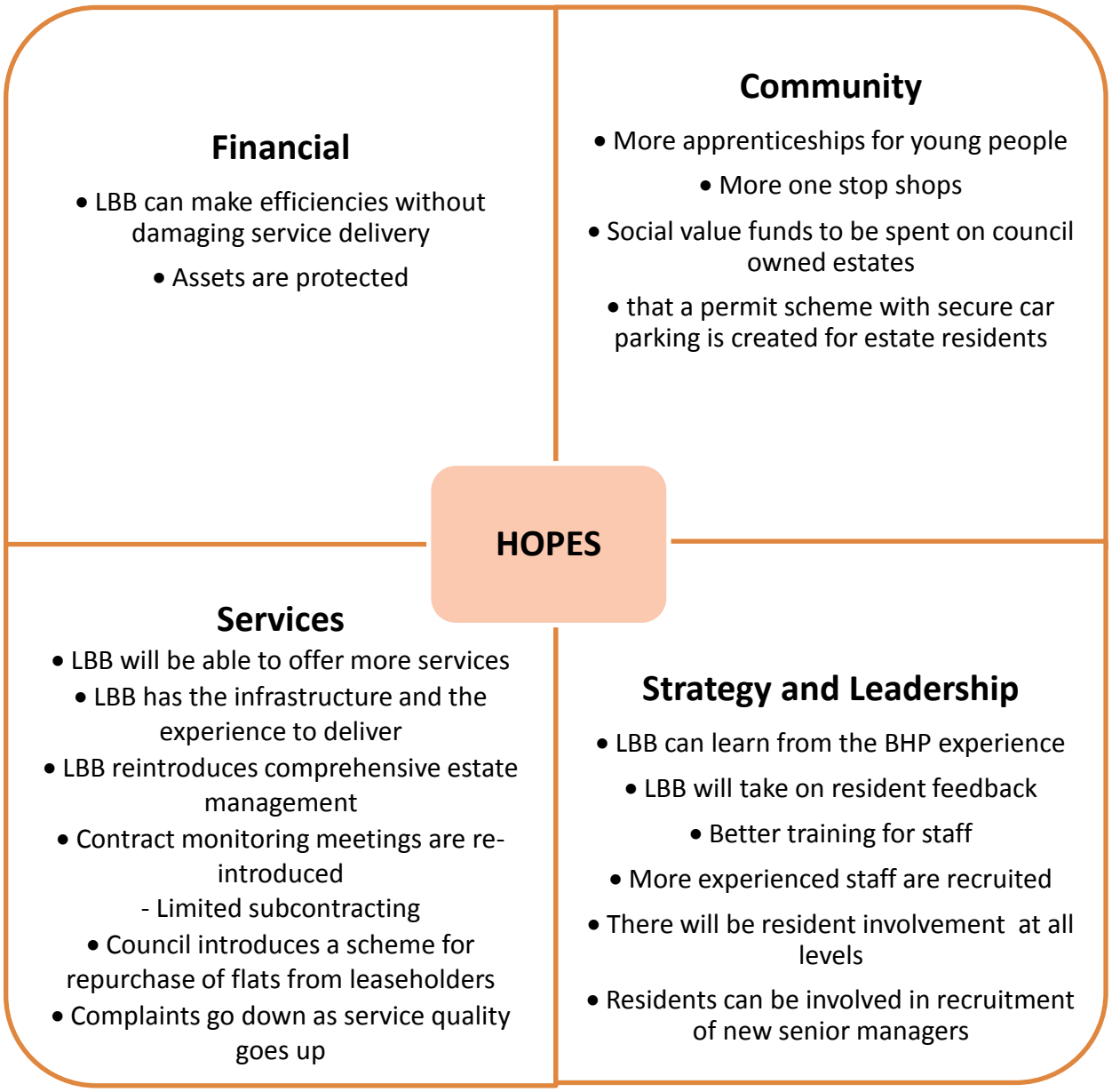
[2]More than one meeting scheduled in area



Network of Resident Associations Workshop discussion

7th September 2016 (revised 11th March 2017)

Option 2: LBB brings Housing Management In-House




Financial
• Privatisation of social housing
• social housing funds are used for other council projects
• there will be insufficient funds to complete the major works programme
• that cost comes first over quality
• that there will be excessive central costs that are not VFM
Community
• Residents Associations loose influence
• LLB fails to communicate or interact with residents (past experiences)
• Residents become just a LBB statistic
• Non-progression : inability to learn from the past
FEARS
Services
• No improvement in services
• Centralisations of services so becomes remote to the service and residents' needs
• Inaccessible services caused by digitisation
• The out-of-hours service ceases
• The good contractors are lost
• Street properties are forgotten
LLBrent
• LBB will not take on resident feedback
• LBB will not prioritise social housing as attention is given to other issues
• LBB has inability to understand resident's views and needs
• poor delivery of services and poor communications

Equality Analysis

Stage 1 Screening Data

1. What are the objectives and expected outcomes of your proposal? Why is it needed? Make sure you highlight any proposed changes.

In June 2016 the Cabinet decided to commission a formal review of Housing Management options for its housing stock, which was prompted by two main considerations:
Firstly, the government's Housing and Planning Act (2016) and other measures will have a significant impact on the council's housing stock including on its future size, financial performance and management over coming years. It was therefore appropriate to consider the implications for housing management services and how these could best be developed and delivered in the context of these challenges, while at the same time ensuring that the quality of service for Council's tenants and leaseholders is improved.
The second consideration was the performance of BHP, the Council's existing Arms Length Management Organisation (ALMO). The details of the performance issues and concerns raised by the Council and its tenants and leaseholders via a number of telephone and face-to-face surveys and focus groups are set out in the Review of Housing Management Options report which accompanies this Cabinet report.
In view of both the challenges presented by the government's reforms and the issues of concern in respect of BHP's performance the Cabinet concluded it was necessary to consider afresh the most appropriate arrangements for the management of the Council's stock.

The purpose of the review was to examine how best to provide housing management services to the Council's tenants and leaseholders and to identify the option that most effectively meets the agreed objectives to::

- Assure the provision of modern, high-quality and continuously improving housing management services to tenants and leaseholders
- Achieve significant efficiencies and savings to contribute to the financial sustainability of the Council's Housing Revenue Account (HRA)
- Maximise the value of the Council's housing stock through active asset management and the development of new affordable homes
- Contribute to improved outcomes for Council tenants, particularly the most vulnerable individuals and households, in respect of education, employment and training, health and wellbeing and tenancy sustainment.
- Help to deliver the Council's strategies and objectives.

The options which the Cabinet agreed in June should be examined are:

i. To continue with BHP on a reformed basis
ii. To bring the service in-house and directly provide housing management services
iii. To enter into a partnership with another organisation to provide these services

These options are described and evaluated in detail within the Review of Housing Management Options report included as Appendix 1 to the Cabinet report.

Overall, while there are a number of differences between the three options, each of them is anticipated to achieve significant improvements and positive outcomes for tenants and leaseholders such as:

- Delivering significant improvement in service quality and customer satisfaction while generating efficiencies and savings to respond to the financial pressures arising from the government's reforms.
- Harnessing digital technologies to enable customers to interact and transact with services online.
- Supporting residents' increased wellbeing through the quality of housing and management services and making links to other services.
- Improving customer insight and using data to drive continuing service design and development.
- Enhancing resident involvement and engagement.

There is also a scope under all the options for further integration with the council in the areas of public realm management, dealing with anti-social behaviour and improving customer service arrangements – areas that both tenants and leaseholders believe require improvements. Financial inclusion and adaptations are the other two areas where stakeholders have identified the need for a more streamlined and joined up approach, regardless of the selected option.

2. Who is affected by the proposal? Consider residents, staff and external stakeholders.

The Council owns approximately 8,000 homes which are tenanted, and the freehold of a further 4,000 homes which are held by leaseholders on long leaseholds. In addition BHP, which is wholly owned by the Council, owns a further 333 homes. The following stakeholders are likely to be affected by the review but the impact will vary depending on the preferred option:

a. The tenants, leaseholders and the households of the BHP owned properties– the residents; and
b. The employees of BHP (approximately 177 persons) – employees are not in the scope of this EA; a separate EA will be carried out if the preferred option is likely to have an impact on staff.

3.1 Could the proposal impact on people in different ways because of their equality characteristics?

It is anticipated that the review will result in improvements of outcomes and quality of services delivered to Council's tenants and leaseholders across all protected characteristics. When looking into the Council's tenants' diversity profile, however, it is notable that:

- 67% are non-white, which is 7% higher than the Brent population as a whole. There is a significantly higher proportion of black tenants and lower proportion of Asian tenants when compared to Brent's population as a whole.
- The religious profile tends to reflect the ethnicity of tenants, with a higher proportion of Christianity and notably lower proportion of Hinduism. There are

slightly more Muslims amongst the tenant base but this is not marked – 23% compared to 20% in the Borough.

- The two biggest age groups in the tenant profile are 40-49 and 50-59 year olds but over one third (34%) of tenants are over 60 years old.
- 59% of tenants are women which means that female tenants are slightly over-represented in the tenants' profile compared to the Borough average. Interestingly, although there are slightly more elderly women than men the difference is not marked, whereas in the age groups 30-60 women outnumber men by almost half as many again. This might suggest an increasing preponderance of female tenants in future years, though without analysis of trends in allocations data this is only speculative.
- Amongst all tenants, around 4% have declared a disability. Amongst tenants aged 60, disability is roughly double that rate. The declared percentages, however, are significantly lower than the proportion of residents declaring disability in the borough (over 14%).
- Almost 8% of tenants are classified as vulnerable, over half of home are older tenants.
- Across the borough, unemployment is higher than the national average at 7%, with over 10% of Brent residents in receipt of out of work benefits.
- 31% of employees living in Brent are low paid, the second highest of any London borough and ten percentage points higher than average. ONS data at the end of 2015 showed that the median salary of a Brent resident is £25,203.
- 84% of tenants and 43% of leaseholders claim Housing Benefit

The rights and responsibilities of Council's tenants and leaseholders will NOT change through the outcome of the review, regardless of the selected option. As previously advised, a full Equality Analysis has now been conducted and is outlined below based on the preferred option agreed by Cabinet. .

3.2 Could the proposal have a disproportionate impact on some equality groups? If you answered 'Yes' please indicate which equality characteristic(s) are impacted

Due to their significant representation in the tenants' diversity profile, the individuals and groups that are more likely to be affected by and/or benefit from the preferred option, and therefore should be given full consideration when assessing the impact of the preferred option, are:

- tenants from black and minority ethnic groups, particularly black tenants
- Tenants of working age, particularly the 40-49 and the 50-59 age groups, but also tenants over 60.
- vulnerable tenants due to disability, older age and/or another type of vulnerability - while the disability rate of tenants is lower than the borough average, it is known that disability is usually under-reported. There is also a link between disability and older age, which is often linked to other types of vulnerability. Of those tenants who are considered to be vulnerable, over half are residents tenants aged 60 and over.
- socio-economic groups – while socio-economic status is not a protected characteristic on its own, we know that a great proportion of residents live on low incomes (e.g. 31% earn less than the LLW) and that socio-economic disadvantage has a huge impact on their quality of life and exposure to vulnerability. It is notable that 84% of tenants and 43% of leaseholders claim

Housing Benefit, which suggests that the majority of Council's tenants and a great proportion of Council's leaseholders are affected by socio-economic disadvantage. Financial inclusion is therefore a key priority for the Council in relation to its tenants/leaseholders and the wider population.

To help inform the review, the Council commissioned an independent research company to undertake opinion survey and a qualitative examination of residents using focus groups and in-depth interviews, in addition to the regular BHP surveys carried out over the past 18 months. Some of the targeted groups that were consulted as part of this research were: older tenants, tenants with disabilities, BAME tenants and young people with known vulnerabilities. The engagement activities carried out did not identify specific equality related concerns, apart from questions related to the Community Fund, BHP Academy and financial inclusion. Detailed information on the methodology and findings is available in the accompanying Review Report**.**

3.3 Would the proposal change or remove services used by vulnerable groups of people?

The outcome of the review should, as set out in section 1 above identify the option which, in the opinion of the Council best:

1. Assures modern, high-quality services
2. Achieves significant efficiencies and savings
3. Maximises the value and performance of the housing stock and new build homes
4. Contributes to better outcomes for tenants, particularly the most vulnerable households (e.g. health, employment & skills, wellbeing, tenancy sustainment)
5. Helps to deliver the Council's strategies and objectives

Therefore it is expected that all three options will deliver an improvement of the services for all of those who are affected, particularly the most vulnerable groups. The changes should not result in the removal of services which are used by vulnerable groups but it is acknowledged that when assessing the impact from the preferred option, due consideration must be given to ensure that the work and good practice around financial inclusion, communication and engagement with vulnerable groups (including people with disabilities and older people) is retained and further improved.

3.4 Does the proposal relate to an area with known inequalities?

Yes. Please refer to section 3.2 above.

3.5 Is the proposal likely to be sensitive or important for some people because of their equality characteristics?

Yes. Please refer to section 3.2 above.

3.6 Does the proposal relate to one of Brent's equality objectives?

There are 5 Brent equality objectives – which are:

1. To know and understand all of our communities
2. To involve our communities effectively

3. To demonstrate leadership in equalities and human rights, both within the council and amongst partners, and organisational commitment to excellence
4. To ensure that local public services are responsive to different needs and treat users with dignity and respect
5. To develop and sustain a skilled and committed workforce able to meet the needs of all local people.

The review relates particularly to objectives 2, 4 and 5.

Recommend this EA for Full Analysis?

Yes

4. Use the comments box below to give brief details of what further information you will need to complete a Full Equality Analysis. What information will give you a full picture of how well the proposal will work for different groups of people? How will you gather this information? Consider engagement initiatives, research and equality monitoring data.

After the preferred option was agreed by Cabinet, all tenants and leaseholders were invited to give their views on the Council's preferred housing management review option. Older tenants, disabled people, young people and people of other vulnerable groups were provided with easy to understand and accessible information so that they can make an informed decision. There were alternative ways for tenants and leaseholder to feed back their views where they could not or prefer not to use the mainstream consultation channels. The findings of the consultation are available in Appendix 1.

Stage 2: Analysis

5. What effects could your policy have on different equality groups and on cohesion and good relations?

5.1 Age *(select all that apply)*

☑ **Positive**

☐ **Neutral**

☐ **Negative**

Please give details:

One of the primary drivers for the review and the proposed decision is that service quality needs to fundamentally improve and that the in-house option gives the Council direct control over the steps needed to bring this about. It is therefore anticipated that this change will have a positive or neutral impact on tenants and leaseholders across all protected characteristics, particularly the most vulnerable groups.

It is acknowledged that when implementing the preferred option due consideration must be given to ensure that the work and good practice around financial inclusion, accessible communication and engagement with vulnerable groups (including people with disabilities, BAME groups and older people) is retained and further improved.

5.2 Disability *(select all that apply)*

☑ **Positive**

☐ **Neutral**

☐ **Negative**

Please give details:

As already detailed in 5.1 above.

5.3 Gender Identity *(select all that apply)*

☐ **Positive**

☑ **Neutral**

☐ **Negative**

As already detailed in 5.1 above.

5.4 Marriage and civil partnership *(select all that apply)*

☐ **Positive**

☑ **Neutral**

☐ **Negative**

Please give details:

As already detailed in 5.1 above.

5.5 Pregnancy and maternity *(select all that apply)*

☐ **Positive**

☑ **Neutral**

☐ **Negative**

Please give details:

As already detailed in 5.1 above.

5.5 Race *(select all that apply)*

☑ **Positive**

☐ **Neutral**

☐ **Negative**

Please give details:

As already detailed in 5.1 above.

5.7 Religion or belief *(select all that apply)*

☐ **Positive**

☑ **Neutral**

☐ **Negative**

Please give details:

As already detailed in 5.1 above.

5.8 Sex *(select all that apply)*

☑ **Positive**

☐ **Neutral**

☐ **Negative**

Please give details:
As already detailed in 5.1 above.

5.9 Sexual orientation *(select all that apply)*

☐ **Positive**

☑ **Neutral**

☐ **Negative**

Please give details:
As already detailed in 5.1 above.

5.10 Other (please specify) - *Socio-economic status*

☑ **Positive**

☐ **Neutral**

☐ **Negative**

Please give details:
As already detailed in 5.1 above.

6. Could any of the impacts you have identified be unlawful under the Equality Act 2010? Prohibited acts include direct and indirect discrimination, harassment, victimisation and failure to make a reasonable adjustment.

○ **Yes**

◉ **No**

7. Please provide a brief summary of any research or engagement initiatives that have been carried out to formulate your proposal.

There have been 2 principal pieces of research carried out for this project:

1. During the review stage the Council employed an independent company, BMG, to carry out a survey of 600 residents (500 tenants and 100 resident leaseholders) to obtain their views on the service and the extent to which that they were satisfied with it. The outcome of this survey is set out in the Review Report and the whole of BMG's report is attached to that as an appendix. It should be noted that this survey forms part of a programme of regular 3 monthly surveys which BHP has initiated – the results of which are included in the trend analysis shown within their report.

2. As the principal instrument for the consultation with the Council's 11,451 tenants and leaseholders – the Council engaged ERS to act independently to undertake a survey of all of these. They sent a questionnaire to all and, in addition they contacted 600 direct (500 tenants and 100 leaseholders) by telephone to ensure that the result was representative. The results of this survey are documented in full within this report. There was a 26% response rate to this survey (20.4% if the telephone survey outcome is excluded)

Older tenants, tenants with disabilities, BAME tenants and young people with known vulnerabilities were some of the target groups of the consultation.

The respondents' profile was broadly reflective of the wider diversity profile of tenants and leaseholders. The three equality groups that were notably over-represented in the consultation, which was partly due to our targeted approach were: Asian or Asian British (Indian) leaseholders at 16%, Black African (19%) and Black Caribbean (16%) tenants, and disabled tenants and leaseholder (30% and 14%, respectively).

What did you find out from consultation or data analysis?

- The data analysis for the first survey, carried out by BMG, was fully explained in the report to Cabinet on the outcome of the review in November 2016. In summary it showed that the views of tenants and leaseholders across 15 months of similar 3 monthly surveys was not significantly improving.
- The second survey undertaken by ERS which was responded to by almost 3000 persons clearly shows that there is strong support for the Council's provisional proposal to bring the Council's housing management service back under its direct control. It found that for every respondent who expressed support for Brent Housing Partnership Ltd (8.1% in total), 6 respondents supported the Cabinet's preferred option (49.1% in total). The majority of the other respondents did not express a view, did not mind or were undecided.
- No major equality related concerns have been identified in either of the consultations carried out.

Were the participants in any engagement initiatives representative of the people who will be affected by your proposal?

All of the participants were persons who will be affected by the proposals – the surveys, mentioned above, were targeted to include only such persons.
Older tenants, tenants with disabilities, BAME tenants and young people with known vulnerabilities were some of the target groups of the consultations carried out.

How did your findings and the wider evidence base inform the proposal?

In both stages of the review the survey findings have been very influential in respect of the proposals that have been made. Indeed the most recent survey in February/March 2017 shows a clear and unequivocal support for the Council's proposal. No major equality related concerns have been identified in either of the consultation stages carried out.

STAGE 3: ACTION PLANNING

Now, you will respond to your findings from the analysis stage and complete an action plan. At this stage you need to think about how to remove or reduce all the negative impacts that you have identified and how to maximise any opportunities to promote equality. This might mean making changes to your proposal or to the way that it is implemented.

8. What actions will you take to enhance the potential positive impacts that you have identified?

There are no negative impacts identified.

It is acknowledged that when implementing the preferred option due consideration must be given to ensure that the work and good practice around financial inclusion, accessible communication and engagement with vulnerable groups (including people with disabilities, BAME groups and older people) is retained and further improved.

9. What actions will you take to remove or reduce the potential negative impacts that you have identified?
As above.

10. Please explain how any remaining negative impacts can be justified?
As above.

Brent	**Cabinet** **24 April 2017** **Report from Strategic Director Community Wellbeing**
	Wards affected: All

Developing a strategic approach for community libraries in the community and voluntary sector

1.0 Summary

1.1 This paper details the work undertaken on developing a strategic approach to community libraries. In December 2016, the Council determined to formalise its ongoing operational relationship with the four independent community libraries in a Memorandum of Understanding (MoU). The MoU was developed in collaboration with the community library groups with the draft version being revised following feedback from the consultation process.

1.2 It was also determined that 'premises' issues be dealt with by a separate process since they are site- specific. Officers have progressed the MoU and the Preston community library premises (Preston Park Annexe) as distinct matters with the former led by the Culture Service and the latter by Property.

1.3 This report also provides an update on the redevelopment of Preston Park Annexe.

2.0 Recommendation

2.1 That Cabinet agrees to formalise its operational ongoing relationship with the four independent community library groups in the Memorandum of Understanding, attached as Appendix 1.

3.0 Background

3.1 The Council has reviewed its working relationship with the four independent community library groups in the borough in order to agree and implement partnership arrangements. These libraries are constitutionally and operationally independent of the Council and do not form part of its statutory provision of library services. They are run by local voluntary and community sector organisations who have a strong sense of independence and individual visions for their community libraries.

3.2 Brent's community libraries receive no direct funding from Council library service budgets. They are wholly independent organisations. They are not included within the Council's statutory service, and they have full flexibility to tailor their offer to local need and interest and are eligible for various funding streams as independent organisations.

3.3 The four community library premises are:

- Barham Library, 660 Harrow Road Wembley HA0 2HB (15 year lease)
- Cricklewood Library, 152 Olive Road, London NW2 (999 year lease being finalised)
- Kensal Rise Library, Bathurst Gardens, London NW10 5JA (999 year lease being finalised)
- Preston Community Library, 2 Carlton Ave East, Wembley HA9 8PL (currently has a temporary lease arrangement).

Preston Community Library

3.4 A temporary lease arrangement is in place until the end of the 2016/17 school year as a short term solution. Long term plans for the site are at the development stage.
In September 2016 Cabinet agreed to redevelop Preston Park Annexe for new homes and D1 space appropriate for library use. Since then the Council has appointed 5Plus Architects to lead the design of the redevelopment proposals and undertaken workshops with Preston Community Library to understand their long term service delivery needs and spatial requirements. The next stage of the design process will be to translate the findings into a design solution that is supported by Preston Community Library. Further consultation will then be undertaken on design proposals before final decisions are made.

3.5 The development of the site will provide a potential long term solution for Preston Community Library. However at present the medium term options for the library are not clear. Officers will continue to work to address this with the library within the constraints of the Council's property portfolio and market options.

3.6 Council officers recognise the strong social value provided by Preston Community Library and are keen to support the group in continuing to provide a service throughout the transition process.

Developing a Memorandum of Understanding (MoU)

3.7 The MoU has been co-produced with the community libraries. Individual meetings were held with each community library group and with internal stakeholders. The process culminated in a combined meeting with representatives from the four community libraries, the Lead Member, the Strategic Director for Community Wellbeing, and managers from the Culture

Service. It was a productive meeting at which the concept of the MoU and its content were broadly welcomed.

3.8 The MoU was amended to reflect initial feedback from the combined meeting and then circulated to allow time for further circulation. A collated set of suggested revisions were supplied by the groups. These were taken into account in producing a revised version of the MoU which was subsequently recirculated to the groups for approval: no further amendments were requested.

3.9 The purpose of the MoU is:

- To clearly set out and formalise the working relationship between the Council and the Community Libraries.
- To support community and voluntary sector development, making best use of and within the confines of existing Council resources.
- To contribute to the Council's strategic priorities which make up its Brent 2020 Vision, through increased access to culture and learning opportunities.

3.10 Four key areas of mutually beneficial partnership working have been agreed: Stock and resources; Operational advice and guidance; Information Technology; and Grant funding and community engagement.

3.11 The implementation process will include quarterly meetings chaired by the Lead Member, individual meetings with community library groups and annual advisory Meetings.

4 Financial Implications

4.1 There are no direct financial implications to the Council if the current support arrangements are formalised. Staff time and support is contained within the existing staffing budget. However any change in the staffing establishment or in the number of community libraries in the borough would impact on the feasibility of the offer.

5 Legal Implications

5.1 By section 7 of the Public Libraries and Museums Act 1964, the Council is under a statutory duty to provide a "comprehensive and efficient" library service for all persons desiring to make use of the same. Having previously carried out a detailed needs assessment of population, the Council considers that its existing library provision complies with its statutory duty, and that it is not necessary to provide further library services in additional locations in order to comply with that duty.

5.2 It is, however, open to the council to provide assistance and/or financial support to community libraries in the exercise of other discretionary powers. For example, it is open to the council to provide such assistance and/or funding under the general power of competence under section 1 of the Localism Act 2011 on the basis that it would be desirable to do so.

6 Diversity Implications

6.1 There have not been any significant changes to the statutory library offer since the implementation of the Libraries Transformation Project.

7 Staffing/Accommodation Implications

7.1 At the current time there is enough capacity within the Culture service and related services to continue to support the community libraries in an advisory role and to provide training and assistance with grant applications.

Background papers

Appendix 1: Memorandum of Understanding

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Appendix 1

Brent Community Libraries: Working Together

A Memorandum of Understanding (MoU) between Brent Council and four Brent Community Libraries: Barham Library, Cricklewood Library, Kensal Rise Library and Preston Community Library

1.0 Introduction

1.1 Brent Council is developing a strategic approach to working with community libraries in the borough. The intention of this document is to recognise the positive partnership work currently taking place between the Council and the four Community Library groups operating in Brent, and express a commitment to continue developing this relationship.

1.2 Secure premises are integral to the existence of community libraries. The current premises for the community libraries are:

- Barham Library, 660 Harrow Road, Wembley HA0 2HB (15 year lease with Brent Council acting in its capacity as a corporate trustee of the Barham Park Trust)
- Cricklewood Library, 152 Olive Road, London NW2 (999 year lease being finalised as of January 2017)
- Kensal Rise Library, Bathurst Gardens, London NW10 5JA (999 year lease being finalised as of January 2017)
- Preston Community Library, 2 Carlton Avenue East, Wembley HA9 8PL. It currently has a temporary lease arrangement but Brent Council holds the freehold and is committed to working with Preston Community Library towards the existence of the community library on this site on a long term basis.

1.3 The provisions set out below represent the potential areas of co-operation and collaboration and are not intended to be prescriptive or compulsory. The Council is committed to offering the support set out below and it will be the decision of each Community Library as an autonomous organisation to take up the offers of interest to them. Signing the document represents an agreement to work in partnership to achieve the objectives of this memorandum in developing the local community sector and to increase cultural opportunities and activity in the borough.

2.0 Background

2.1 There are currently four active community library groups in Brent which have been operating for a number of years. Two of the libraries, Preston and Barham Park, both currently have open premises from which to deliver their services. Cricklewood and Kensal Rise libraries have leases on premises within new developments and are due to open to the public in late 2017.

2.2 Each community library has their own business plan and objectives for their services but work together in partnership and continue to support each other. They all share a commitment to deliver access to books and learning, study space, computers and cultural activities. They have a strong focus on contributing to improving the wellbeing

of residents in the borough and contribute significant social value through their activities.

2.3 This is demonstrated through examples such as:

- a successful partnership between Barham Park Library and a local theatre organisation - with rehearsal and performance space on the site
- hosting of a wide range of classes and events such as a popular film club at Preston Community Library
- the creation of a significant number of volunteering opportunities for residents to gain skills and employment experience.

2.4 Our aim is to make Brent a great place to live and work. The Council is currently working to build on its successes to date while developing a much sharper focus on services designed around the individual and on creating better outcomes for those residents with more complex circumstances. Our vision for Brent in 2020 is centred on five key priorities: Employment and skills, Regeneration, Business and housing growth, Demand management and Raising income. These will have a more significant impact on improving local people's opportunities and life chances. We have selected these priorities based on the key issues facing the borough and on the findings of community engagement activities. We are working more closely across Council services and externally with partners and communities to deliver our vision.

2.5 There is a clear opportunity for the work of the Community Libraries to support the Council's vision and the goals of its Culture service, as well as for the Council to support the development of the Community Libraries - as demonstrated through the informal partnership working which has been taking place since autumn 2015. This has taken the form of quarterly meetings for sharing advice, policies and sector information; joint public events; support for funding applications and site visits to the community libraries by Council library officers to advise on design and layout.

2.6 The Council is committed to working with and supporting the work of the four community library groups to continue providing social value and to deliver the objectives set out in this document.

3.0 Purpose of the MoU

3.1 To clearly set out and formalise the working relationship between the Council and the Community Libraries.

3.2 To support community and voluntary sector development, making best use of and within the confines of existing Council resources.

3.3 To contribute to the Council's strategic priorities which make up its Brent 2020 Vision, through increased access to culture and learning opportunities.

4.0 Principles of collaboration

4.1 The key partners in the MoU will be Brent Council, primarily the Culture Service, and Community Library representatives.

4.2 Partners will communicate openly about any opportunities, issues or concerns related to the working relationship.

4.3 The offers set out below are not compulsory for each Community Library to adopt but represent the scope of what is available from the Council.

4.4 No formal reporting mechanisms are required in the general terms of the MoU. Should any reporting be required as part of one or more of the offers below, such as through joint campaign programmes, this will be agreed on a case by case basis.

4.5 This MoU reflects the current position of the Council and the four Brent Community Libraries. In the event of any significant change in either position impacting on the MoU this will be communicated to the other parties as soon as possible for consultation and review.

4.6 This MoU is not intended to be legally binding, and no legal obligations or legal rights shall arise between the Parties from this MoU. The assistance and support provided by the Council to Brent Community Libraries is in the exercise of its discretionary powers and over and above its statutory duty to provide a comprehensive and efficient library service.

4.7 The autonomy and responsibilities of each Party will not be affected by this MoU. This includes any losses and operational risks which may arise through each Parties actions. There is limited direct financial investment required through the offers set out below and unless otherwise arranged, each Party will bear their own costs and expenses incurred through participation in this MoU.
Examples could include:

- Where Community Libraries choose to jointly deliver a reading campaign for which there is a discount on bulk purchased resources, these will be purchased by the Council and the Community Libraries will contribute the cost of their requested resources.
- Where advice is given by the Council on suppliers which a Community Library then decides to purchase from, the cost and any associated liability will be the responsibility of the Community Library.

4.8 Four key areas of mutually beneficial partnership working have been identified, as detailed in sections 5.0- 8.0 below.

5.0 Stock and resources

Brent Council Officers will offer:

- The option for Community Libraries to buy in to any joint purchase of reading campaign resources where this would be mutually beneficial
- Access to the e-library via the Brent website on any public computers
- Outreach loan collection to all libraries where requested
- Advice on stock layout and presentation
- Contacts for suppliers within the sector including library design and supply companies
- To share policies on stock and management systems.

Brent Community Libraries will:

- Promote membership of the Council's library services
- Provide access to the Council's library service catalogue on public internet access computers.

6.0 Operational advice and guidance

Brent Council Officers will offer:

- Invitations to training sessions delivered by the Council library service where relevant and appropriate
- Quarterly group meetings with the Brent Library Management team
- Sharing of key policy documents where the information is not sensitive
- Signposting to appropriate safeguarding training, sharing of information on compliance with Local Safeguarding Children's Board Guidance, Policies and Procedures
- Publicity to be displayed in Brent libraries free of charge where there is capacity
- Information on the Brent Council website – either directly through the library pages, subject to conditions, or via the community directory
- Option for self-listed community events on the Brent website.

Brent Community Libraries will:

- Ensure compliance with safeguarding responsibilities
- Provide information on the Council's library service offer to customers.

7.0 Information Technology

Brent Council Officers will offer:

- Signposting to open sources of LMS (Library Management System)
- Negotiation on simplified LMS for community library use as part of the current procurement process for a new system
- An initial advice and guidance session, to advise on applications and systems the Library service are already using.

8.0 Grant funding and Community engagement

Brent Council Officers will offer:

- Opportunities to promote the community libraries at joint public events
- Support in bids for relevant grant funding.

Brent Council Officers and the Community Libraries will jointly:

- Share relevant contacts with community groups and organisations where appropriate to meet the objectives of the partnership.

9.0 Implementation Process

9.1 The implementation of this MoU will be based on a continuation of the partnership arrangements already taking place, as referenced in paragraphs 2.1 to 2.6 of the background section of this MoU. This process will involve:

- Ongoing quarterly meetings led by the Lead Member, the Council's library management team and representatives of each community library

- Individual meetings between Council officers and representatives of specific community libraries if required to arrange local implementation of any of the above offers
- Ongoing communication for the sharing of documents, policies and other information
- Annual advisory visits by members of the Brent Council library management team to each community library to consult on design, layout, stock presentation etc.

10.0 Review of MoU

10.1 The view in formalising the partnership working between the Council and the Community Libraries is to provide a framework for a long term relationship. However in light of changing circumstances within the local government and culture sector, the initial duration of the above arrangement is 3 years before a full review will take place. However, any significant change in the position of either Party in advance of that date which may affect the MoU will be raised for discussion with all Parties at the earliest date as and when the matter arises.

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Brent	**Cabinet** **24 April 2017** **Report from the Director of Performance, Policy & Partnerships**
	Wards affected: Sudbury

Authority to market Butler's Green toilets under the Council's Community Asset Transfer (CAT) Policy

1.0 Summary

1.1 Through the Council's Community Asset Transfer (CAT) policy, the former public toilets at Butler's Green, Sudbury, were the subject of an Expression of Interest (EOI) by Sudbury Neighbourhood Centre. This EOI has been evaluated and has passed the relevant tests as outlined in the CAT policy. The next step of the decision making process is for Cabinet to grant authority to market the asset as a CAT opportunity.

2.0 Recommendations

2.1 That Cabinet approve the marketing of Butler's Green toilets as a CAT opportunity.

2.2 That Cabinet note the subsequent granting of the lease will be to the preferred CAT bidder, following marketing through a non-binding informal tender process. The final decision to let the asset on the agreed terms will be placed before Cabinet for approval.

2.3 That Officers advertise in the local newspaper in accordance with Section 123 of the Local Government Act 1972 the land shown edged red on the Site Plan Appendix III and in the event of objections they be considered by the Chief Legal Officer unless in the opinion of the Chief Legal Officer significant objections are received in which case this should be reported back to the Cabinet for it to consider.

3.0 Detail

Community Asset Transfer Policy (CAT)

3.1 The CAT policy was launched in July 2015. It outlines a framework that supports the identification, transfer and sustainable management of Council assets by Third Sector Organisations (TSOs). It encourages TSOs to approach the Council with proposals for assets by submitting a completed Expression of Interest (EOI) template, which

summarises their vision for the asset including how the intended use supports Borough Plan 2015-19 priorities.

3.2 The CAT policy is underpinned by five underlying principles[1]:

1. Community asset transfers will support the priorities of the Borough Plan;
2. Organisations that benefit from the transfer need to be credible, constituted, financially viable with a clear business case;
3. The services and building need to promote equality and community cohesion;
4. All opportunities should be advertised; and
5. Buildings should be transferred on a repairing leasehold basis.

Principle four - *all opportunities should be advertised* - means that a successful EOI does not guarantee the submitting organisation the lease of the asset. Instead, pending Cabinet approval, the asset will be marketed as a CAT opportunity; for which all interested TSOs can submit a more detailed, full application through a non-binding open market tender process.

Expression of Interest

3.3 An EOI for the asset was submitted by Sudbury Neighbourhood Centre. Through a successful CAT this organisation aims to obtain funding that can be used to regenerate the asset. This includes turning the toilets into a charity shop with small café and information point and a pay toilet for public use.

The Borough Plan Test

3.4 The proposal was evaluated to successfully support the priorities outlined in the Borough Plan 2015-19. Additionally, there is scope for a project of this type to contribute towards a number of Borough Plan outcomes to be achieved by 2019 including:

- Significantly more examples of communities taking action for themselves to improve the quality of life in their neighbourhoods.
- A range of examples of new service models developed and run in partnership with local people and organisations.

3.5 The proposal is supported by the lead Brent Service, that manages the council's Public Realm (Parks & Cemeteries facilities), noting that the proposal could help combat some of the anti-social issues being experienced on site.

The Property Test

3.6 The property was a former park public convenience and is at present vacant. It has been closed for at least 10-15 years and is a single storey brick structure under a pitched tiled roof that is in a poor state of repair.

[1] These were approved Brent's Cabinet on 1 June 2015 following a report titled 'Strategic Property Plan 2015-19 including proposals in respect of Community Asset Transfer'.

3.7 Internally it comprises of a number of rooms in the redundant public convenience that are in poor order.

3.8 The property is suitable for a CAT and is surplus to requirements to the lead Service. The Council does not have the financial resources to bring it back into an appropriate use.

3.9 By leasing the asset through a CAT it should enable the tenant to produce increased community outputs.

Proposed Lease Terms

3.10 The CAT policy allows for a 7 year lease to be granted to the preferred tender bidder. However, a longer lease would enable bidders to pursue necessary additional external funding. Should applicants require a longer lease, when they apply they will need to provide a business case and supporting evidence.

3.11 The incoming tenant will be fully responsible for the repair and maintenance including any refurbishment required. Should planning permission be required, this will be the responsibility of the ingoing tenant to obtain.

Social Value Element of Bids

3.12 The Social Value attached to a tenders bid will be quantified through a pilot exercise carried out in partnership with the Social Value Portal. This will involve assigning financial proxies to the outputs delivered by the successful CAT bidder, for example: 'the number of children regularly participating in sporting activity'. The outputs used to demonstrate Social Value will be tailored to promote best use of this asset; including well-being measures around inclusivity for community organisations and local people, and ensuring pleasant and well-maintained public spaces.

4.0 Financial Implications

4.1 The property was valuated in December 2016 but offers a low annual rental value with CAT restriction and as an unrestricted market rental value. However, it should be noted that there may be a Social Value in a tenderer's bid that can be translated into a financial value and may be offset against the actual rental income that the Council receives from this asset.

4.2 The toilet block is currently unoccupied and has no ongoing maintenance costs for the Council. As all assets under the CAT policy are transferred on a repairing leasehold basis, all redevelopment and maintenance costs post-transfer are expected to be met by the successful CAT bidder and should incur no additional costs to the Council. Therefore, any benefit generated by the process would have no cost beyond the use of existing officer time to set up and operate the bidding process.

5.0 Legal Implications

5.1 Under Section 123 of the Local Government Act 1972 the Council has a general power to dispose of properties including by way of the sale of the freehold or the

grant of a lease.

5.1.1 The Council must obtain the best consideration that is reasonably obtainable unless it is a lease for 7 years or less.

5.1.2 Disposals on the open market, either by way of auction tender or by way of appointing a marketing agent, will satisfy the best consideration requirement.

5.2 The lease will be as per the standard CAT policy and will be a template lease that will include the applicant's service officer in the Appendix section.

5.3 Since the land is held as public open space the disposal of the same has to be advertised under Section 123 of the Local Government Act 1972 in a local newspaper for two weeks, with a 21 day period for objections with any objections being considered by the Strategic Director Resources. Unless, in the opinion of the Strategic Director, significant objections are received in which case this should be reported back to the Cabinet for it to consider.

6.0 Diversity Implications

6.1 The EOI confirms that the services and activities included in the proposal will be inclusive and open to all. In relation to the nine protected equalities characteristics, the outcomes associated with this EOI proposal were evaluated as having either positive or neutral outcomes. If the asset is marketed as a CAT opportunity the full application process will include a more detailed equalities assessment based on full business plans.

7.0 Staffing/Accommodation Implications

7.1 Following a successful CAT bid the relevant service unit will monitor the Tenant's outputs on a yearly basis to ensure compliance with the agreed social and other outputs to the community.

8.0 Background Papers

Appendix I: Expression of Interest Form.
Appendix II: Site Photograph.
Appendix III: Site Plan.

Contact Officers

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PETER GADSDON
Director of Performance, Policy & Partnerships

Appendix I: Expression of Interest Form

Community Asset Transfer

Expression of Interest Form

June 2015

This form is to be used to make a speculative request to manage a Brent Council owned asset. It should be only completed after reading the Community Asset Transfer Policy.

Completed expression of interest forms should be submitted to:

By Post: FOA Corporate Policy Team, Brent Civic Centre, Engineers Way, Wembley, HA9 0FJ
Email: communityassettransfer@brent.gov.uk

Eligibility Test

Only TSOs or organisations that are not for private profit can nominate or apply for community asset transfer, these include:

1. Incorporated charitable organisations
2. Company limited by guarantee with charitable status
3. Community interest company (CIC) limited by guarantee
4. Community benefit Industrial and Provident Society with an asset lock
5. CIC limited by shares

Privately owned or commercial organisations can only be considered if their main aim is to deliver social, economic or environmental benefits.

Social enterprises will be considered, provided they can clearly demonstrate social aims.

National organisations whose remit is regional or nationwide are not normally considered for CAT, unless the offer is tailored to deliver outcomes for the people of Brent.

Only eligible organisations can nominate or apply for community asset transfer.

1a. Please confirm your organisation is an eligible organisation, detailing who you are? (please tick as applicable).

Yes	No
✔	

If no your application will not be further considered

Name of Organisation / Group: Sudbury Neighbourhood Centre	
Address: 809 Harrow Road, Wembley, HA0 2LP	
Name of Contact: Neil White	Position in Organisation: Chief Executive
Contact Number: 0208 908 1220	
Email address: chiefexecutive@sudburyneighbourhoodcentre.co.uk	

We reserve our position to make our own enquiries in respect of your eligibility.

Borough Plan Test

2. Please rate and justify your proposal against each of the Borough Plan objectives. Where you have rated 'fully' or 'partially' please detail how the outcomes of your proposal will help in the delivery of the objective. Full details of what these mean in practice and examples of activities that contribute towards each are available in the Borough Plan 2015-2019.

Fully Green

Partially Blue

Not at All Red

Strategic Priorities	Objectives	Rating (G,B,R)	Rating justification	Outcome & Impact
Better lives	Making sure that local people have the best possible life chances, regardless of their starting position.	Green	The proposed project will promote social cohesion and life opportunities through volunteering and possible employment for local people.	Enhanced skills leading to employment Increased confidence and Social skills Improved wellbeing and community integration.
	Supporting local enterprise, generating jobs for local people, helping people into work and promoting fair pay.	Green	The project will provide paid and voluntary employment opportunities for local people, training and skill development, leading to salaried work. We are working towards paying the London Living Wage to our staff.	Leading to training and employment opportunities
	Making sure that our schools are amongst the best and that our children and young people achieve their potential.	Blue	The project will provide opportunities for local children to volunteer in a community setting, increasing their skills, knowledge and confidence.	Experience of working in a community setting, improved attitudes and social skills, and links to the local residents organisations etc. The project will provide educational benefits for young people in education, including

				environmental awareness, healthy eating schemes etc.
	Enabling people to live healthier lives and reducing health inequalities.	Green	The project will promote healthy lifestyles, health and wellbeing, and health promotion. For instance access to Tai Chi, Keep-Fit and Music Therapy classes within the Sudbury Neighbourhood Centre.	People have the knowledge and support to lead healthy lifestyles, and make appropriate life choices based on advice and support.
	Supporting vulnerable people and families when they need it.	Green	The Centre already supports vulnerable people, and will continue to do so through our work.	Improved health and wellbeing, reduced social isolation and depression, leading to less health interventions, increased exercise, dieting, nutritional information.
Better place	Making sure that Brent is an attractive place to live, with a pleasant environment, clean street, well cared for parks and green spaces.	Green	We will ensure that the project provides a high quality attractive space that is well cared for, and pleasant for clients and users.	Presence of the Centre staff/volunteers will lead to a reduction in litter and rubbish dropped in the park and surrounding area. This, combined with our partnership with local community groups, will substantially improve the neighbourhood.
	Continuing to reduce crime, especially violent crime and making people feel safer.	Blue	Having a facility with staff/volunteers present five days a week beside the park area, will provide a safer environment for pedestrians and in particular young families. The Centre is linked to the local churches who are involved in a project called ‘SWAY” - Sudbury, Wembley, Alperton Youth.	Fear and actual crime reduced. Homelessness will be reduced as homeless people will use the facility to gain advice and support.
	Increasing the supply of affordable, good quality housing.	Red	We will not meet this need as the	No direct outcomes, although our

			project is a social cohesion community initiative.	staff/volunteers can direct housing enquiries to Brent Council in behalf of users.
	Supporting good quality, accessible arts and leisure facilities.	Green	The Sudbury Neighbourhood Centre already runs two art classes per week, and have run a community arts event in March 2016 in partnership with the Sudbury Town Residents Association (STRA). We plan to continue to develop this. We also run a wide variety of leisure events and activities in the Centre, and for the community, including outings and trips. The Centre has links to local art organisation "ACAVA" – whose members have been involved with the Centre's "Sudbury Fest 2016".	The community has access to a wide range of arts and leisure opportunities, leading to increased life skills, knowledge, social cohesion, community involvement, and lowering depression, anxiety and health relate problems.
Better lives	Building resilience and promoting citizenship, fairness and responsibility amongst local people and strengthening the sense of community amongst the people who live and work here.	Green	Yes, we absolutely do this anyway, as demonstrated above. Brent Council has a campaign called "Love Where You Live" and locally STRA is working with the major waste disposal contractors, builders, the Met Police, to promote litter picking and clean-up campaigns in Sudbury area.	Community wellbeing and togetherness.
	Promoting cohesion and integration amongst our communities.	Green	Yes, we absolutely do this anyway, as demonstrated above with our partners (i.e. Brent Council, STRA, Sudbury Court Residents Association, Churches and Police etc).	Community wellbeing and togetherness.
	Making sure that everyone has a fair say in the way that services are	Green	Yes, this is important to us and we will	Fairer services provided to meet the

	delivered, that they are listened to and taken seriously.		ensure that we capture people's comments, suggestions, and feedback via questionnaires, forms, one to one and meetings. We also promote engagement work via our magazine, website, and printed material.	needs of local people and community groups.
	Making sure that inequalities in the quality of life in different parts of the borough area tackled by a stronger focus on local needs.	Blue	We are based in Sudbury Town, although we take clients and service users from across Brent, and the surrounding neighbourhoods bordering onto Harrow and Ealing Boroughs. Focus on local need is paramount and we are closely linked with the local residents groups as stated above.	Community involvement in the Centre, and the project idea, lead to enhanced community, support and networking, as well as support for community cohesion initiatives.
	Building partnerships between local service providers and between local services and residents to find new ways of providing services that are more finely tailored to individual, community and local needs.	Green	The Centre, as stated above, is already working closely with community partners including other charities, and will continue to develop its work. We are working with a myriad of local partners already mentioned above, and in addition we want to develop links with SUFRA (food bank)	Community involvement is a key part of our work in this part of North West London, and the outcomes will be greater knowledge of our services, community initiatives, programmes, events and activities, promotion of employment and volunteering opportunities, and support for older adults and young people.

Property Information

3. What property are proposals in respect of?

Building/Land name: Butler's Green Toilets
Address: Butler's Green, Sudbury Town, Wembley, HA0.

Service Offer

4a. Please provide a clear vision of the services, activities or facilities that will be delivered through the proposed Community Asset Transfer.

(no more than 500 words)
Sudbury Neighbourhood Centre, working in partnership with Sudbury Town Residents Association (STRA), wants to turn the disused toilets at Butler's Green into a community asset by renovating the space to create the following community services:

- Charity shop staffed by volunteers – to sell items donated to Sudbury Neighbourhood Centre to generate income for our charitable purposes to support older adults lead dignified lives
- Information point for local residents
- Promotion of the Sudbury Neighbourhood Centre and STRA
- Small café point operating April – October offering light refreshments for park users
- Pay Toilet for public use – there is no public toilet in the area at present
- Programme of local events and activities linked to the park, and the Neighbourhood Centre and STRA (i.e. music in the park, theatre events etc)

The initiative will offer the following community benefits:

- A focal point for Sudbury Town/Hill residents
- Employment opportunities for young people and older adults
- Building community cohesion and networking between organisations and Brent Council
- Regeneration of the Sudbury Town area, particularly Butler's Green
- Safer and cleaner environment
- Working with the local community police, the project will lead to reduced anti-social behaviour (i.e. illegal drinking and drug use)
- Health lifestyles and health promotion linked to Vale Farm Health Centre, with emphasis on diabetes, diet, and obesity.
- The initiative will clean up the urban environment around Butler's Green, including reducing litter and fly tipping, flooding (of blocked drains) and rat infestation.

4b. Please demonstrate that there is a need and demand for the activities being proposed and that the proposals do not duplicate activities, services or facilities already provided in the local community.

(no more than 500 words)

Sudbury Town is an area in need of urban regeneration and the Sudbury Neighbourhood Centre has been working with Brent Council officers and elected members, as well as the two local resident organisations (Sudbury Town Residents Association [STRA] and Sudbury Court Residents Association) and local churches (St. George RC Church, St. Andrew's C of E, and Sudbury Methodist Church, and community groups, to promote social community projects improving the quality of life for residents. Our particular emphasis is to improve the lives of older adults in the community.

Butler's Green Park is one of the few public spaces left in the area, and is well used during the summer months by young families, and adults, as a recreational space. The toilet block on the edge of the park, has been out of use since the early 2000's and the two buildings (male and female toilets) are now in a very dilapidated state. They were closed by Brent Council because the area attracted anti-social behaviour in the evenings, with illegal drinking, squatting and drug use, as well as other anti-social activities. As a result, Sudbury Town does not have a public toilet block.

The Sudbury Neighbourhood Centre is working closely with STRA, and Brent Councillors, to address the needs of the community locally, and has identified the need for a replacement toilet, as well as a community information point, and meeting space. Also, the Sudbury Neighbourhood Centre wishes to open a small charity shop in the town to sell second hand items, such as clothes, bric-a-brac, and other items, to generate an additional income to supports its charitable purposes, and to promote its services. Neither Sudbury Town or Sudbury Hill have a charity shop, which we would use as a community facility, not only benefitting the Neighbourhood Centre, but act as a focal point for community development, networking and partnership working.

Although the two vacant redundant toilets have a small footprint, we believe that with some clever architectural design and small scale capital works, it would be possible to turn the buildings to community benefit, offering a mixed range of community services. The facility would be open to the public throughout the year, and would operate Monday to Saturday, from 10.30am until 5 or 6pm. The facility would be managed by a member of staff from the Sudbury Neighbourhood Centre but staffed by volunteers offering opportunities for older adults, as well as young people. It would support community development, and provide much needed benefits and a valuable focal point for community events and activities on the Green during the summer months (i.e. bazaars, community events, fairs etc).

Equalities

This section is intended to identify whether the delivery of your activities and their outcomes will have a differential impact on residents arising from their equalities characteristics. For further details of each characteristic and the council's commitment to equalities please see our Equality Policy.

When completing this section the outcomes from your project should be specified along with consideration of whether their delivery will have a positive, negative or neutral impact on each of the equalities characteristics.

5a. What outcomes are anticipated in respect of the 9 protected characteristics?

Characteristic	Positive	Negative	Neutral	Comments
Age	x			The Sudbury Neighbourhood Centre has an updated Equalities and Diversity Policy (28.04.2016).
Disability	x			Ditto
Gender identity	x			Ditto
Marriage and civil partnership	x			Ditto
Pregnancy & maternity	x			Ditto
Race	x			Ditto
Religion & belief	x			Ditto
Sex	x			Ditto
Sexual orientation	x			Ditto

5b. Please confirm your services will be inclusive and open to all? (please tick to indicate).

Yes	No
✔	

I am authorised by the governing body of the organisation to submit this form on its behalf.

Name (Print): Neil White	(Sign): *Neil White*
Position in Organisation: Sudbury Neighbourhood Centre	
Date: 31st May 2016	

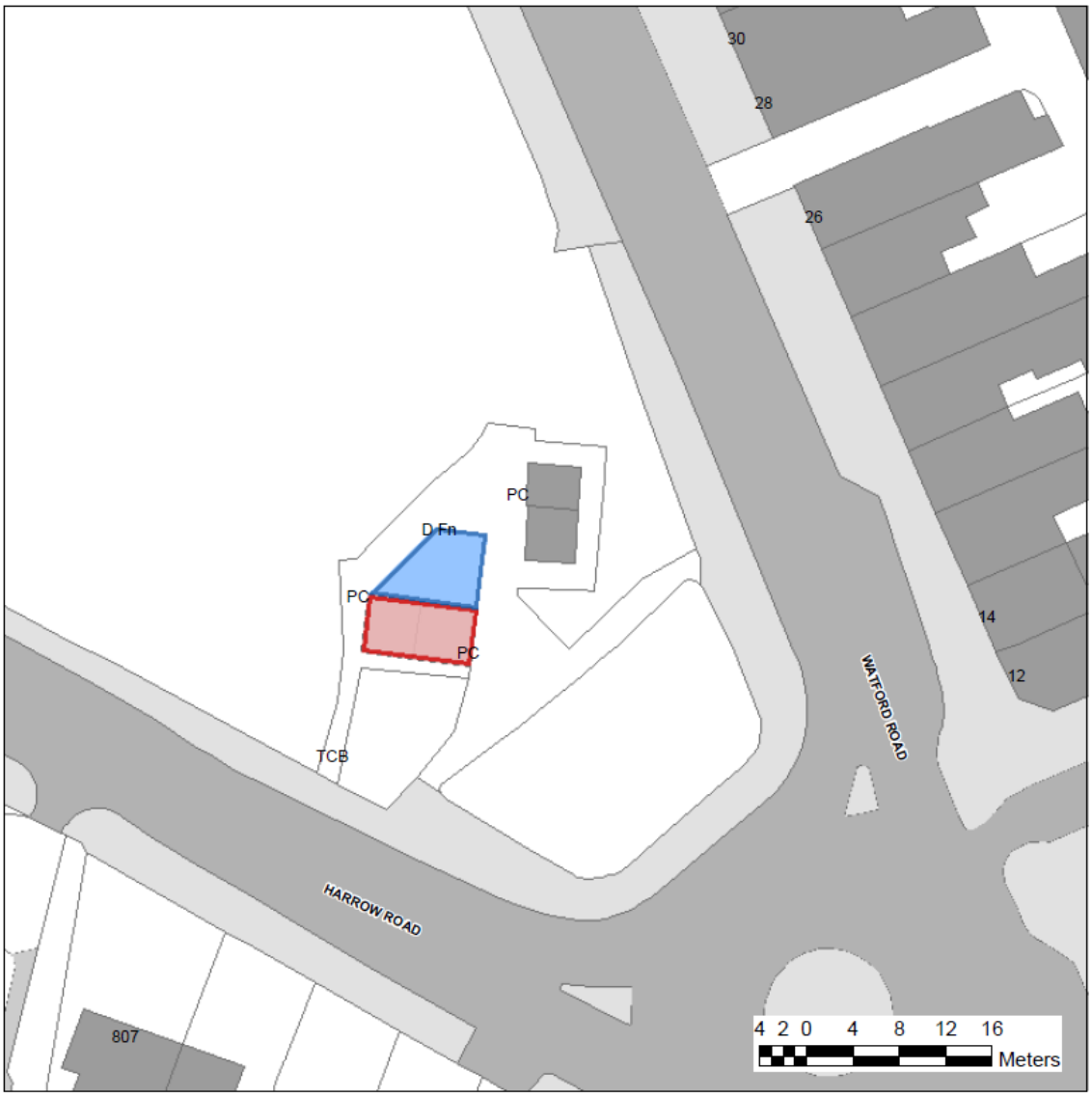
Please complete the equality monitoring and connection & interest forms attached to this expression of interest form.

Appendix II Site Photograph



Appendix III: Site Plan

Butlers Green Public Convenience, Watford Road, Wembley HA0



Demised Area Licenced Area

Brent

1:500
Plan to stated scale if printed at A4.

NORTH

PSMA OS copyright statement
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Brent	**Cabinet** **24 April 2017** **Report from Director of Performance, Policy and Partnerships**
Brent Faith Covenant	

1.0 Summary

1.1 Brent Council has enjoyed a good relationship with faith groups, and specifically, Brent Multi-Faith forum for many years. The relationship would benefit from formal commitments from the council to faith groups, and vice versa.

1.2 The All Party Parliamentary Group (APPG) on faith and society introduced a Faith Covenant. Brent Multi-Faith Forum has been working with the council to develop this covenant and the commitments from the council to faith groups, and from faith groups to the council, contained within it.

2.0 Recommendations

2.1 That Cabinet agree the Brent Faith Covenant attached at Appendix 1.

3.0 Detail

3.1 In May 2016, there was a debate in Parliament about the contribution of faith organisations to the voluntary sector in communities. The All-Party Parliamentary Group (APPG) on Faith and Society had introduced a Faith Covenant, and following this debate pressed for national support and uptake of the covenant.

3.2 In Brent, more than eight out of ten people declare a faith, higher than the average for both London and England. As well as the six main beliefs, Christianity, Islam, Hinduism, Judaism, Buddhism, and Sikhism, Brent has followers of 36 other religions, including 2,500 Jains, the second largest number in London.

3.3 Brent Council has enjoyed a good relationship with faith groups over many years, meeting regularly with the Brent Multi-Faith Forum to discuss issues in Brent and work together to raise awareness, promote tolerance and enhance

community cohesion in the Borough. This relationship will benefit from a clear statement of the council demonstrating its willingness to work in partnership with the forum and commitment to the faith groups in Brent.

3.4 The draft covenant is set out in Appendix 1. It sets out principles for the relationship between local authorities and faith communities, and is a useful tool for engagement.

3.5 The Faith Covenant is built on four principles:

- Faith communities are free to practise their beliefs and religious observances without restriction, and to raise their voice in public debate and to be respected, within the framework of UK law.

- Public services and faith-based social action should respect service users from all backgrounds, with no discrimination on the grounds of religion or lack of religious beliefs, gender, pregnancy and maternity, marital or civil partnership status, race, age, sexual orientation, gender identity, disabilities or long term health conditions. The needs of socio-economic and vulnerable groups should also be considered.

- The voice, participation and solutions that faith communities bring are vital, and consultation should enable them to be brought to bear for the benefit of the wider community.

- Organisations and services are stronger for drawing on diverse sources of funding; monopolies of funding, action and participation are damaging

3.6 The covenant commits Brent Council to "welcoming the involvement of faith groups in the delivery of services and social action on an equal basis with other groups, and faith communities to work actively with local authorities in the design and delivery of services to the public."

3.7 There are eight commitments from the council to faith groups. The council will commit to:

3.7.1 Actively building trust, and sustaining productive relationships with faith based organisations;

3.7.2 Ensuring faith based communities are included in appropriate consultation and civic engagement events;

3.7.3 Encouraging faith groups and their members to be involved in the reshaping and redesign of local services;

3.7.4 Developing awareness raising and training opportunities between faith communities and the local authority;

3.7.5 Seeking to develop opportunities for the council and faith organisations to work together creatively;

3.7.6 Providing open and transparent communication in all aspects regarding funding;

3.7.7 Clearly communicating the council's obligations under the Equality Act 2010, and the Public Sector Equality Duty, the Human Rights Act 1998, and other relevant legislation; and ensuring that its partners are adhering to its Equality and Diversity strategy;

3.7.8 Respect and understand the underlying humanitarian ethical values of the faith communities.

3.8 The Faith Covenant will formalise and strengthen the ongoing work the council does with faith communities, providing a strong basis for continuing and expanding this work.

3.9 A public consultation, open to faith groups in Brent, on the commitments of faith groups to the council ran from 27 February for five weeks, closing on 02 April 2017. The consultation received 28 responses, from four different faith groups: Christianity, Hinduism, Islam, and Judaism. All commitments were agreed by the majority of respondents, and all comments have been acted on. There are six commitments from faith groups, which are set out below. The report summarising this feedback is included as Appendix 2.

3.9.1 Seeking opportunities to bring people together to serve the community, particularly its poorest and most isolated members;

3.9.2 Serving all local residents **seeking to access non-religious, public services** equally, without proselytising, irrespective of their religion, gender, marital status, race, ethnic origin, age, sexual orientation, mental capacity, or long term condition;

3.9.3 Ensuring excellence in child protection, health and safety, accountability and transparency;

3.9.4 Responding to consultations where appropriate;

3.9.5 Developing and sharing training and learning opportunities between faith communities and Partners for Brent;

3.9.6 Understand the 2010 Equality Act, and Brent Equality strategy and policy, challenging the Council to deliver the services accordingly where appropriate.

4.0 Financial Implications

4.1 There are no specific financial implications.

5.0 Legal Implications

5.1 The principles set out in the covenant appear to be consistent with the council's equalities duty as it is an opportunity to foster good relations between different people in promoting and enhancing community tolerance and cohesion.

6.0 Diversity Implications

6.1 The Faith Covenant will not only ensure that the council's relationship and commitment to faith groups living in Brent is clearly set out, but will also enable a more structured and productive partnership working with the Multi-Faith Forum that plays a key role in raising awareness, promoting tolerance and enhancing community cohesion in the Borough.

7.0 Staffing/Accommodation Implications (if appropriate)

7.1 None

8.0 Background Papers

9.0 Contact Officers

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Director of Performance, Policy, and Partnerships

Brent Faith Covenant

The faith covenant was introduced by the all-party parliamentary group on faith and society. In May 2016, following a debate in parliament around the contribution of faith organisations to the voluntary sector in communities, the APPG pressed for national support and uptake of the faith covenant.

It states commitment from faith groups and the Council to a set of principles that guide engagement, aiming to combat mistrust and to promote open, practical working. Discussion with Brent's local faith communities through Brent Multi-Faith Forum has made clear that they will benefit from a clear statement of support and involvement from the council, and a vision of support for faith in Brent - so we are pleased to be taking this up.

Faith groups have a lot to offer the council as support networks and advocates for the communities in which they serve. This is an important resource to support faith organisations within the local area and Brent council to work constructively, and effectively together.

In Brent there are more people with faith on average than in both London and England with 82% declaring a faith compared to 68 and 71%. As well as the six main beliefs (Christianity, Islam, Hinduism, Judaism, Buddhism and Sikhism) Brent has followers of 36 other religions, including just under 2,500 Jains, 178 Rastafarians, and 152 Zoroastrians.

The Faith Covenant is built on the following principles:

- Faith communities are free to practise their beliefs and religious observances without restriction, and to raise their voice in public debate and to be respected, within the framework of UK law.
- Public services and faith-based social action should respect service users from all backgrounds, with no discrimination on the grounds of religion or lack of religious beliefs, gender, pregnancy and maternity, marital or civil partnership status, race, age, sexual orientation, gender identity, disabilities or long term health conditions. The needs of socio-economic and vulnerable groups should also be considered.
- The voice, participation and solutions that faith communities bring are vital, and consultation should enable them to be brought to bear for the benefit of the wider community.
- Organisations and services are stronger for drawing on diverse sources of funding; monopolies of funding, action and participation are damaging

The Faith Covenant entails the following commitments:

Brent Council commits to welcoming the involvement of faith groups in the delivery of services and social action on an equal basis with other groups. In addition, Brent Council commits to:

1. Actively building trust, and sustaining productive relationships with faith based organisations;
2. Ensuring faith based organisations are included in appropriate consultation and civic engagement events;
3. Encouraging faith groups and their members to be involved in the reshaping and redesign of local services;

4. Developing awareness raising and training opportunities between faith communities and the local authority;
5. Seeking to develop opportunities for the council and faith organisations to work together creatively;
6. Providing open and transparent communication in all aspects regarding funding;
7. Clearly communicating the Council's obligations under the Equality Act 2010, and the Public Sector Equality Duty, the Human Rights Act 1998, and other relevant legislation; and ensuring that its partners are adhering to its Equality and Diversity strategy;
8. Respect and understand the underlying humanitarian ethical values of the faith communities.

Faith-based organisations commit to work actively with local authorities in the design and delivery of services to the public. In addition, they commit to:

1. Seeking opportunities to bring people together to serve the community, particularly its poorest and most isolated members;
2. Serving all local residents **seeking to access non-religious, public services** equally, without proselytising, irrespective of their religion, gender, marital status, race, ethnic origin, age, sexual orientation, mental capacity, or long term condition;
3. Ensuring excellence in child protection, health and safety, accountability and transparency;
4. Responding to consultations where appropriate;
5. Developing and sharing training and learning opportunities between faith communities and Partners for Brent;
6. Understand the 2010 Equality Act (link) and Brent Equality strategy and policy (link), challenging the Council to deliver the services accordingly where appropriate.

We pledge to honour these commitments and will work in partnership with people of faith to deliver a relationship which benefits all of our cultures and communities.

[Cllr Tom Miller, DATE 2017]

Brent

Brent Multi-Faith Forum

Faith covenant consultation results

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Introduction

In Brent, more than eight out of ten people declare a faith, higher than the average for both London and England. As well as the six main beliefs, Christianity, Islam, Hinduism, Judaism, Buddhism, and Sikhism, Brent has followers of 36 other religions, including 2,500 Jains, the second largest number in London.

Brent Council has enjoyed a good relationship with many faith groups, and specifically, Brent Multi-Faith forum for several years. The relationship would benefit from formal commitments from the council to faith groups, and vice versa.

The APPG on faith and society introduced a faith covenant. Brent Multi-Faith Forum has been working with the council to develop this covenant and the commitments from the council to faith groups, and from faith groups to the council contained within it.

To gain the views of faith organisations and people of faith in and around Brent about this covenant, a consultation was run for five weeks, from Monday 27 February, closing on Sunday 02 April.

Responses

There were 28 individual responses, 24 on behalf of faith organisations. The responses came from four different faith groups: Christianity; Hinduism; Islam; and Judaism. There were no compulsory questions, and not all respondents replied to each question.

Council commitments

Respondents were asked whether they agreed, disagreed, or neither agreed nor disagreed, the council should make these commitments to faith communities. In each case, the majority agreed that the council should make these commitments.

Commitment	Agree	Neither	Disagree	Don't know
Actively building trust, and sustaining productive relationships with faith based organisations	21 (77%)	4	1	1
Ensuring faith based organisations are included in appropriate consultation and civic engagement events	21 (78%)	3	1	2
Encouraging faith groups and their members to be involved in the reshaping and redesign of local services	19 (70%)	5	2	1
Developing awareness raising and training and learning opportunities between faith communities and the local authority	22 (81%)	1	2	2
Seeking to develop opportunities for the council and faith organisations to work together creatively in promoting and enhancing community tolerance and cohesion	21 (78%)	2	2	2
Providing open and transparent communication in all aspects regarding funding	20 (74%)	3	2	2
Clearly communicating the council's obligations under the Equality Act 2010 and the Public Sector Equality Duty, the Human Rights Act 1998 and other relevant legislation and ensuring that for the council to deliver services within equality law and its partners are adhering to its Equality and Diversity strategy	19 (70%)	1	2	5
The council should respect and understand the underlying humanitarian ethical values of the faith communities, as well as of communities with no religious beliefs	25 (93%)	2	0	0

Comments received about the council's commitments included:

"The council should give recognition to principles and practices held by faith groups and not create legislations that forces faith groups to violate those principles and practices."

"Glad to see an expressed positive view on this. Will seek to see observe where this is working."

"All the main faith groups should be celebrated and treated equally."

"These journeys are never entirely simple. Human self-interest pulls in numerous directions and often disguises itself as religious obligation. We need to commit to the long term aim and patiently navigate the frustrations and complications along the way."

"Sounds excellent. Given the potential and opportunity that the Council has to be supported by faith communities in Brent and the fact that our faith community members are sometimes under served by public services because of lack of engagement I suggest that the Council financially support the Brent Multi Faith Forum to support socially excluded residents in our borough."

"We are not aware of this Group existed as there has been no effective communication with our Temple. We have sought guidance from LB of Brent without success"

"This is the first that I have ever heard about it!"

Faith group commitments

Respondents were asked whether they agreed, disagreed, or neither agreed nor disagreed, the faith groups should make these commitments. In each case, the majority agreed with the commitments.

Commitment	Agree	Neither	Disagree	Don't know
Seeking opportunities to bring people together to serve the community, particularly its poorest and most isolated members	25 (89%)	2	0	1
Serving all local residents seeking to access non-religious, public services equally, without proselytising, irrespective of their religion, gender, marital status, race, ethnic origin, age, sexual orientation, mental capacity, or long term condition	19 (68%)	5	1	3
Ensuring excellence in child protection, health and safety, accountability and transparency	27 (96%)	1	0	0
Responding to consultations where appropriate	24 (86%)	3	0	1
Developing and sharing training and learning opportunities between faith communities and Partners for Brent	24 (86%)	2	0	2
Understanding the 2010 Equality Act and Brent equality strategy and policy; challenging the council to deliver the services accordingly where appropriate	22 (81%)	3	0	2

The commitment: "Serving all local residents seeking to access non-religious, public services equally, without proselytising, irrespective of their religion, gender, marital status, race, ethnic origin, age, sexual orientation, mental capacity, or long term condition" received the smallest proportion of respondents agreeing. Of the nine respondents who did not select agree, only one respondent disagreed, all others stated that they neither agreed nor disagreed, or didn't know.

The comments about this commitment suggested that respondents were unsure about proselytising and what was meant in this commitment by it:

“Faith groups should be free to respond to enquiries on faith received in the process of service to the community.”

“Proselytising: this needs further clarification because to the best of my knowledge, there is no faith group that does not carry an inherent component of sharing their faith with others (?). In the most extreme cases where the freedom of others to disagree are ignored, proselytising is certainly wrong, but proselytising viewed positively increases awareness and promotes religious and humanitarian dialogue. It may also cause a faith group to re-evaluate its position on certain subjects.”

“I would like to see proselytism defined more clearly. It is of the essence of the Christian faith that we are able to share that faith, perhaps in the open air, perhaps by giving out leaflets. There is a difference between ramming Christian faith down people's throats, which is clearly unacceptable, and sharing good news. I sense that in many cases, any attempt to speak publicly about one's faith is not acceptable. This would be regrettable.”

There were more comments of a more general nature:

“Council should communicate with Faith Organisations stating very clearly what they do and how will they assist the faith Organisations in Brent and the Contact person”

“…. I have been here for years running a very busy church and I have never heard from the council in all that time, nor had anything to do with them, so I really can't answer many of these questions.”

“…..Working together across long established ….. boundaries requires great patience. Again, this needs to be approached with a long-term perspective.”

“Again, the Council needs to recognise that some faith communities will need some financial resources to carry out consultations with their congregations.”

Our response

As a result of this consultation, all commitments will be included in the Faith Covenant. The faith communities' commitment about proselytising had many comments. Most of them agreed with us that faith should not be forced upon service users, but if asked about their faith believers should be able to talk freely about it. The council understands that faith communities offer these services because of their faith. The intention of this commitment is for people in need to access services offered by faith communities, without being obliged to talk about, or hear about the faith or belief of the organisation providing the service. It is not intended to stop faith communities talking about their faith in other situations.

A number of comments mentioned contact with the council, and some were unaware that Brent Multi-Faith Forum existed. Currently the council meets four times a year with Brent Multi-Faith Forum. The council will consider how it can communicate better with faith groups. The council would like to encourage faith groups to participate with the forum.

This consultation was available online, and each person contacted was invited to share this consultation with their organisation members. Paper copies of the consultation were also available which were sent to organisations on request. The council did not financially support the organisations to respond to the consultation, but did try and make it as accessible as possible, in line with similar consultations run by the council.

The council has an equality policy. When decisions are made, equality is always considered and the impact on different groups with protected characteristics assessed.

There are a number funding opportunities available in Brent, some of which are directly administered by the council. These are open to residents, community organisations, and voluntary organisations to apply for to provide services to Brent residents. Grants are awarded using a clearly defined process, and all faith organisations in Brent are able to apply for these. Information about funding available is on the Brent website, which includes a link to the funding portal which provides information about all funds, local and national. https://www.brent.gov.uk/your-community/voluntary-sector-advice/

We would like to thank everyone for taking part in this consultation and expressing your views about the commitments in the faith covenant. All comments have been considered. The covenant will be discussed by Cabinet on Monday 24 April at 7pm. This meeting is open to members of the public so you are welcome to attend. If you would like to say something at the meeting, please contact Tom Cattermole, Head of Executive and Member Services: Thomas.Cattermole@brent.gov.uk

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Brent	**Cabinet** **24 April 2017** **Report from the Strategic Director of Children and Young People**
	Wards Affected: All Wards

Contract for the provision of the Targeted Mental Health in Schools Service (TaMHS)

1.0 Summary

1.1 The TaMHS Service is a targeted mental health service providing support for children aged 5 to 16 and their families. It takes the form of either multiple family therapeutic group work and/or individual family work. The project is a collaborative partnership between Brent Council, Central and North West London NHS Foundation Trust (the current provider of CAMHS in Brent) and schools. It is overseen by professionals from these services and managed by a project manager from the Local Authority. The project brings CAMHS practitioners into schools on a weekly basis providing vital support for children and families who have mental health issues. The project is currently used by 16 schools that pay to use the service and 3 schools that are funded by The Virtual School for Looked After Children to provide support to Looked After Children (LAC) specifically.

1.2 The project is currently funded by participating schools budgets (£167,000), the Virtual School for LAC (£60,000) and the Setting and School Effectiveness Service (£6,000). The total value of the contract for 2016/17 is £237,548. This is fully DSG funded. The DSG also provides some additional funds for the Local Authority's management costs and monitoring of the TaMHS contract.

1.3 This report seeks to award a contract to CNWL for a further 12 months without the need for a tender for TaMHS services on the grounds that, on the advice from Brent Clinical Commissioning Group (CCG), it would be in the best interests of future service provision to defer retendering to align with the timeline for, and integrate with, the retendering of the CCG's much larger CAMHS contract. This is primarily on the grounds that there is considerable value in having the same provider for both services. A CAMHS transformation process is currently underway which will map the future of mental health services for children and young people in the Borough. It would, therefore, be premature to go out to tender at this point. Brent CCG is committed to whole scale re-commissioning of CAMHS services for 2018.

2.0 Recommendations

That Cabinet:

2.1 Approves an exemption pursuant to Contract Standing Order 84(a) of the requirement to tender a twelve month contract for Targeted Mental Health in Schools services for good operational and financial reasons as detailed in Section 3

2.2 Approves the award of a twelve month contract for Targeted Mental Health in Schools services from 1st August 2017 to 31st July 2018 to Central and North West London NHS Foundation Trust.

3.0 Detail

3.1 Brent's TaMHS project was initially set up in 2009 with government funding for 2 years, to improve mental health outcomes for children and families. Eight schools took part in the initial two-year pilot, which proved to be very successful. The first 2 year contract to Central and North West London NHS Foundation Trust was awarded in 2011 and then extended to 2014. It has been necessary to continue to extend the contract annually since then due to the CAMHS transformation programme work.

3.2 The Project achieves good outcomes for children and families including: preventing school exclusions, improving the attainment of children, engaging vulnerable families and developing collaborative partnerships between parents and carers, schools and Brent Child and Adolescent Mental Health Service (CAMHS). The project has expanded since then and now includes 19 schools.

3.3 The therapists are allocated to a school for half a day or a day each week providing a range of support including:

- Assessment meetings with children/families
- Delivery of multi-family group work with a school based partner
- Individual therapeutic sessions with families
- Classroom observations
- Advice and training for school staff about mental health issues
- Attendance at school inclusion meetings to ensure a co-ordinated approach
- Liaison with agencies and professionals involved with the families ensuring a joined up approach
- Referral to Tier 3 CAMHS when required

3.4 Staffing Structure:

The TaMHS project currently consists of:

• Art Therapists	2.2 FTE
• Clinical Nurse Specialist	0.4 FTE
• Systemic Family Therapist	0.6 FTE
• Clinical Psychologist	0.1 FTE
• Educational Psychologist	1 FTE
Total Therapeutic Staff	4.3 FTE

Approval is being sought to grant an exemption from the requirement to tender and subsequently award CNWL NHS Foundation Trust a contract for the reasons detailed below:

3.5 A CAMHS review is currently taking place covering the whole of North West London. From discussions with our local CCG (Clinical Commissioning Group) it is clear that the TaMHS service needs to form part of this review and it is anticipated that the delivery, funding and number of schools involved in the project will be reviewed. A new contract with the existing provider would ensure that the existing provision to schools could continue for a further academic year. This would give time for the review of CAMHS to take place in 2017 and preparation for a larger tendering exercise to be undertaken.

3.6 Following the review of CAMHS it is anticipated that recurrent funding will be identified for the TaMHS project and that a longer term strategy for sustainability will be developed.

3.7 The existing contract represents value for money in that the total cost of £237,548 consists solely of salary and employment on costs for therapists who are employed on Band 7 of the NHS. This level of practitioner would cost at least the same with any other provider. The rate for the therapists is negotiated and represents good value for money as it includes clinical supervision and administration.

3.8 The 19 schools currently involved in the project are very anxious that it should continue in the next academic year and are prepared to continue to fund the majority of the service. £70,000 has been agreed by the schools forum and funded by the DSG for the project management for an additional 12 months. However, as yet, no secure funding has been found for the project to continue beyond 2018.

3.9 The service is currently oversubscribed, with additional schools having requested the service last year but only a small number of them were able to access the project due to capacity and funding issues. It is hoped that additional funding will be allocated by the CCG from 2018 which would enable more schools to access the project.

3.10 Schools' feedback regarding the existing provider is very positive. They appreciate the school based support for children and families and the unique aspects that this provider brings to the project which they identify as:

3.10.1 Direct referral to Brent CAMHS Tier 3 service for diagnostic assessment. TaMHS practitioners are supervised and managed between Brent CAMHS and the Local Authority and this allows for discussions related to school referrals to Tier 3 CAMHS to take place quickly and efficiently. For young people who are assessed as requiring specialist diagnostic assessment e.g. for ADHD (Attention Deficit Hyperactivity Disorder) or ASD (Autistic Spectrum Disorder), or where a Specialist Tier 3 intervention is required, the TaMHS therapist is able to make referrals directly to Tier 3 CAMHS and act as the bridge between CAMHS and the schools, providing regular updates on progress to the school.

3.10.2 The multi-family group work approach and high level of family engagement also sets the TaMHS project apart from other therapeutic interventions. Each week six to eight families come together in a group, with a focus on both school and home targets for the children which are reviewed weekly in the group.

3.10.3 Schools value having specialist mental health support on site. They appreciate the immediate school based support for children and their families and positive relationships that are developed with the therapists. Schools appreciate that there is no waiting on long lists for children and families. The school based nature of the support also contributes to a low failure to attend appointments rate which results in better value for money.

3.10.4 Schools appreciate the highly qualified staff employed by the project; all TaMHS practitioners are qualified therapists (see 3.3 above) and receive supervision within Brent CAMHS. This is qualitatively different to counselling agencies that use volunteers or trainees to deliver services since it is able to address more significant mental health issues.

3.10.5 The project also includes the training of a school based partner, who works alongside the therapist, co-facilitating the groups, building capacity and a mental health resource in each school.

3.10.6 As well as supporting the management of the TaMHS project and contract monitoring the additional funds from the DSG support management of other related programmes to support schools on preventing exclusions, work around Personal, Social and Health Education and maintaining the anti bullying council and activities.

3.11 The project continues to deliver positive outcomes for children and families in Brent. A range of outcome measures are in place which track each child in terms of: attendance, punctuality, attainment, behaviour, improvement in attitude to learning and improvement in well being. Feedback from children and families is also sought regularly, via review meetings, questionnaires and focus groups. Some outcomes are detailed in below.

3.12 During the academic year 2015/16, 378 children and their families were supported in 16 schools. Of these, 27% were assessed as experiencing severe difficulties. During the same academic year, 1077 one to one sessions were held with children and families, 302 group sessions and 64 young people were referred to Tier 3 CAMHS for further assessment and treatment. An additional 693 consultations were held with children, parents and school staff and 316 assessments took place with young people.

3.13 The majority of referrals were for social, emotional and mental health difficulties (SEMHD). During 2015/16, 53% of young people referred showed improvement in terms of well being, 55% showed improvement in at least one target, 49% in terms of behaviours for learning and 47% of families reported improvement in relationships at home. According to HONOSCA (Health of the Nation Outcomes Scales Children and Adolescents) data 71% of cases open and closed within 2015/16, for which there was an initial and follow up HONOSCA, showed improvement.

3.14 Approval from Cabinet to grant an exemption from the requirement to tender and approval to award a contract to CNWL from August 2017 to July 2018 would ensure that the existing provision to schools continues for the next academic year while the review of CAMHS takes place and a larger tendering exercise for CAMHS is considered.

4.0 Current Income and Projected Income

4.1 The current value of the contract with CNWL NHS Foundation Trust for the CAMHS service is £237,548 which funds 4.3 therapists.

4.2 The contract is funded from contributions from schools, the Setting and School Effectiveness Service and the Virtual School for Looked After Children, as set out in the table below:

The contract for 2016/17 is funded as follows:

	£
7 schools @ £14,000.00 for a day per week	98,000.00
7 schools @ £7,000.00 for half a day per week	49,000.00
2 schools @ £10,000.00 for a day a week (part of year)	20,000.00
Total Income from schools	167,000.00
Income from The Virtual School (to support Looked After Children in 3 schools)	60,000.00
Income from the Setting and School Effectiveness Service to fund mental health training open to all school staff	6,000.00
The balance from the DSG funding	4,548.00
Income Total	**£237,548.00**

Projected Funding for 2017/18	**£**

The anticipated new contract value would be £291,000 which would fund 5.3 FTE therapists on Band 7of the NHS. This would be primarily funded by participating schools and allow the project to extend to five more schools, 24 in total. The usual process is that schools will be asked to commit to TaMHS for one year early in the summer term 2017.Once the total number of schools is confirmed the project manager will enter into negotiations with CNWL regarding the cost of the contract based on the FTE staffing required and will be looking to obtain a 10% saving.

12 schools @ £14,000.00 for a day per week	168,000.00
9 schools @ £7,000.00 for half a day per week	63,000.00
Total Income from schools	231,000.00
Income from The Virtual School (to support LAC in 3 schools)	60,000.00
Income Total	**£291,000.00**

5.0 Finance Implications

5.1 The TaMHS Service is funded from the dedicated schools grant. The budget associated with the service is net £105k in the financial year 2016/17.

5.2 The Schools Forum recommended to fund this service at this level at the June 2015 forum.

5.3 The contract has not contributed to savings opportunities when retendering contracts since the new contract value is the same at £55k per FTE therapist.

5.4 The contract for the service with CNWL is for £238k for the period August 2016 to July 2017. £233k of this is funded by charging schools and from other service contributions as detailed above. Extension of the number of schools resulting in an increase in contract cost to £291k is also sufficiently funded.

5.5 Consequently there is sufficient budget for the contract funded as outlined above.

6.0 Legal Implications

6.1 The TaMHS Service is classified as a Schedule 3 Service under the Public Contracts Regulations 2015 (the “EU Regulations”). The estimated value over the lifetime of the proposed contract detailed in the Recommendations is £291k and is consequently below the threshold for full application of the EU Regulations.

6.2 The proposed contract is classified as a Medium Value Contract under the Council’s Contract Standing Orders and Financial Regulations and should thus be procured

through a competitive tender exercise. As detailed in Section 3 (particularly paragraphs 3.4 – 3.6 and 3.9), Officers have indicated that there are considered to be good operational and financial reasons not to tender the contract but instead award to CNWL. In the circumstances, an exemption from the requirement to tender in accordance with Contracts Standing Orders and Financial Regulations is sought. Cabinet is permitted to grant such an exemption pursuant to CSO 84(a) if it considers that there are good operational and/or financial reasons.

7.0 Diversity Implications

7.1 The service is providing a valued resource for families from who are mainly from disadvantaged groups. The children and young people are usually experiencing social, emotional and mental health difficulties which can put a strain on family life. Some families experience additional challenges such as poor mental or physical health and social and economic deprivation.

7.2 The approval to award a twelve month TAMHS Service contract to the current provider will ensure continuity and consistency of service while the review of CAMHS takes place and a larger tendering exercise for CAMHS is undertaken. This will also enable officers to consult with stakeholders, consider lessons learnt from the current contract, and identify ways of further optimising the equality benefits and social value outcomes as part of the CAMHS tender exercise.

8.0 Staffing/Accommodation Implications (if appropriate)

8.1 This service is currently provided by an external contractor and there are no implications for council staff arising from the recommendation. Also, there are no accommodation implications as the contractor is not based on council premises.

Public Services (Social Value) Act 2012

9.1 The council is under a duty pursuant to the Public Services (Social Value) Act 2012 (the "Social Value Act") to consider how relevant services being procured might be structured to improve the economic, social and environmental well-being of its area; how, in conducting the procurement process, the council might act with a view to securing that improvement; and whether the council should undertake consultation. Officers have had regard to these requirements in the Recommendation contained within this report.

9.2 The services to be procured have as their primary aim improving the social wellbeing of some of the most vulnerable groups in Brent. The market for such services is highly specialised to client needs and geographical locations which narrows the opportunities available to the council in terms of procuring in such a way as to promote social value. Officers consider that the proposals to combine the TaMHS service with the CAMHS service in due course will offer officers additional opportunities to improve the economic, social and environmental well-being of its area.

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GAIL TOLLEY
Strategic Director Children and Young People

Brent	**Cabinet** **24th April 2017** **Report from the Strategic Director of Resources**
	Wards affected: Mapesbury

Community Asset Transfer at Sports Club at Gladstone Youth & Community Centre, Gladstone Park, 162 Anson Road, London NW2 6BH, the outcome of marketing and recommendation to proceed with a preferred applicant

1. Summary

1.1 On the 8th February 2016 Brent's Cabinet approved the marketing of the Sports Club at Gladstone Youth & Community Centre, Gladstone Park, 162 Anson Road, London NW2 6BH as a Community Asset Transfer opportunity.

1.2 This report details the outcome of marketing making a recommendation to grant a lease of the Sports Cub to a preferred applicant.

2. Recommendations

2.1 That Members approve the proposal for a Community Asset Transfer of the Sports Club which involves entering into a lease for 7 years with the Kilburn Cosmos Rugby Football Club (KCRFC).

2.2 That Members delegate authority to the Strategic Director of Resources to finalise and agree the terms of a leasehold disposal to the preferred applicant, KCRFC in consultation with the Operational Director Environmental Services

3. Detail

3.1 The Sports Club has been occupied by the KCRFC on a Tenancy at Will for a number of years.

3.2 Externally the property is of a rendered construction under a flat roof. The car park entrance and the forecourt are shared with the adjacent nursery. As such any costs associated with the maintenance and repair of the common parts will need to be apportioned. Internally the Unit comprises of a main hall, bar, kitchen facilities and a storage area.

3.3 The property will require internal works to separate the utilities and provide a new heating system. Externally a new toilet bock will need to be built as the facilities

are at present share with the adjacent Nursery. All works are to be completed within 18 months of entering into the lease.

3.4 The Sport Club has an approximate building gross internal area of 130 square metres (sqm) with its own external grounds measuring 190 sqm. Appendix 1.

3.5 The Sports Club is located within a building that in the past formed part of the adjacent Nursery premises. The property has limited off street car parking facilities and these are shared with the adjacent Nursery.

3.6 On 1 June 2015 the Cabinet agreed the new Strategic Property Plan 2015-19, including proposals in respect of a new Community Asset Transfer process. Subsequently in July 2015 a detailed CAT policy, procedure and guidance was published.

3.7 Through the CAT policy, part of the building at the Gladstone Youth and Community Centre was the subject of an Expression of Interest (EOI) by Kilburn Cosmos, (KCRFC). This EOI was evaluated and passed the relevant tests as outlined in the CAT policy. Through a successful CAT this organisation aims to obtain funding that can be used to improve the asset's facilities, which in turn will enable them to increase their sporting provision and grow as a club

3.8 Cabinet approved the marketing of the Sports Club on 8th February 2016 following a report titled 'Authority to market Sports Club at the Gladstone Youth and Community Centre under the Council's Community Asset Transfer (CAT) Policy'**.** This report outlined the CAT process, relevant tests of the CAT policy and (at Appendix 1) gave full details of the area proposed to be included in the CAT marketing particulars.

Marketing

3.9 In September 2016 the Sports Club was marketed as a CAT inviting applications from eligible third sector organisations, with the marketing particulars detailing the CAT policy's standard terms:

1. The Council invites bidders to propose a lease term up to a maximum of 7 years.
2. The lease will be on Full Repairing terms with the property being insured by the Council through Brent Council's block insurance policy and recovering the premium from the ingoing tenant.
3. The ingoing tenant will be permitted to assign the property subject to Landlords' consent, not to be unreasonably withheld. Sub-letting will be prohibited.
4. The lease will contain such terms as the Council considers appropriate. The ingoing tenant will be required to covenant to undertake any proposed work outlined in their business plan at their own expense and obtaining any requisite consents, including planning consents.
5. The lease will be Contracted Out of the security of tenure provisions of the Landlord and Tenant Act 1954.
6. Rent review to be on the 5th anniversary of the lease and to be uplifted by the Consumer Price Index.

7. The lease to be entered into will be on Brent Council's standard terms but may include further terms as the Council's solicitor considers appropriate.

3.10 Interested applicants were asked to use the CAT property application form to submit their offer, the template form comprises the following questionnaire/tests:

1. The organisation test aims to ensure that the applicant is a qualifying organisation, defined in the CAT policy as a third sector organisation (TSO).
2. The organisation test ensures organisations Brent contracts with are of sufficient capacity to take on the building and deliver the proposal.
3. The draft lease Heads of Terms set out contracting conditions.
4. A service offer template asks applicants to detail their proposals in the form of a business plan including cash-flow forecasts. The service offer forms part of the lease and will be subject to an annual self- assessment by the tenant that will be submitted to the Council to review and feedback on.
5. A social value test is a more detailed version of the borough plan test aligning with Brent's vision and objectives.
6. An equality analysis asks applicants to consider the equality impact of their proposal.

Outcome of marketing

3.11 On 31 October 2016, the application submission deadline date, one CAT application was received from Kilburn Cosmos Rugby Football Club, the approved applicants under the EOI. The tendered rent was £5,500 per annum exclusive for a proposed 7 year lease on terms set out in the marketing particulars.

3.12 The rental value offered by the applicant at £5,500 per annum was at the guide rental value in the marketing particulars. It is noteworthy that the rental payment is not however the primary assessment in a CAT application, the detailed criteria is as below.

Application evaluation

3.13 In accordance with the Brent's CAT policy applications were evaluated against the following criteria:

1. Is the applicant a qualifying organisation? (non-qualifying organisations will be removed at this stage).
2. Is the applicant properly consisted and governed?
3. Does the applicant have skill and capacity to manage the asset and provide the service?
4. Do the applicant's accounts demonstrate the ability to take on the asset and delivery the service?
5. Does the applicant have experience of delivering similar projects?
6. Is the applicant a consortium?
7. Are the heads of terms submitted acceptable?
8. What service does the applicant propose to deliver?
9. What are the social value outcomes (the Brent template measures outcomes that align with the Borough Plan)?
10. What are the applicant's equalities outcomes?

11. If the proposed service will be inclusive for all?
12. The form ask applicants to note any connection of interest that may create a conflict of interest issue.

3.14 The application evaluation is at Appendix 2.

Shortlisting

3.15 No shortlisting was required as the Kilburn Cosmos RFC were the only tender applicant for the Sports Club and are a qualifying organisation that meets the requirements of the CAT evaluation.

The Recommendation

3.16 The following contract arrangement is proposed. That Brent enters into negotiations with Kilburn Cosmos Rugby Football Club to lease the Sports Club.

Alternative/Exit Options

3.17 There were no alternative exit options in relation to the Sports Club. However a medium term proposal has since come forward suggesting redevelopment of the entire site. This needs to be worked through in relation to the Sports Club, the Gladstone Youth & Community Centre and possibly the adjacent Gladstone Park Pavilion.

4. Financial Implications

4.1 A rental income of £5,500 per annum exclusive, with a four month rent free period from the commencement of the lease term.

5. Legal Implications.

5.1 A landlord's break clause will be inserted. This will only be operable if service delivery milestones are not met on the basis of service delivery by the tenant 3 years after entering into the agreement to lease the Sports Club, with a provision for a landlord bi-annual break option thereafter, subject to service delivery. This will be added to the existing heads of terms.

5.2 KCRFC have also indicated that they require a lease break option in years three and five of the lease, in case their circumstances change.

5.3 Under Section 123 of the Local Government Act 1972 the Council has a general power to dispose of properties including by way of the sale of the freehold or the grant of a lease or a licence.

5.4 The Council must obtain the best consideration that is reasonably obtainable unless it is a lease or licence for 7 years or less.

5.5 Disposals on the open market, either by way of auction or by way of appointing a marketing agent, will satisfy the best consideration requirement.

5.6 Since the land to be leased is held as public open space the disposal of the same is to be advertised under Section 123 of the Local Government Act 1972 in a local newspaper for two weeks, with a 21 day period.for objections with any objections being considered by the Strategic Director of Resources.

5.7 The form of lease to be granted will be based upon a template lease for the disposal or letting of community assets which includes provision for appending the service offer, a once a year annual review comprising the review of the service offer, details of service delivery outcomes and anticipated outcomes for the following years.

6. Equality and Diversity Implications

6.1 Progressing the proposed CAT will support a number of Brent's equalities objectives. The proposals provide for community engagement and involvement, safeguarding and enhancing the sports facilities by providing opportunities for adults and children to use the adjacent sports grounds as part of a community based approach.

6.2 The marketing process aimed to ensure that all eligible organisations had equality of opportunity and could put forward an application, with marketing resulting in one application being received.

6.3 KCRFC has an equalities policy that broadly aligns with the Council's. KCRFC is

an experienced sports operator their bid provides the opportunity to not only continue the service but to enhance it and create increased opportunity for adults

and young people to participate in sporting activities.

7. Staffing/Accommodation Implications

7.1 There are no staffing implications that arise directly from this report.

7.2 There are no accommodation implications that arise other than the fundamental property matters that are described in detail throughout this report.

8. Additional Information

Appendix 1. Site Plan
Appendix 2. Application Evaluation
Appendix 3. Equality Analysis

Contact Officers

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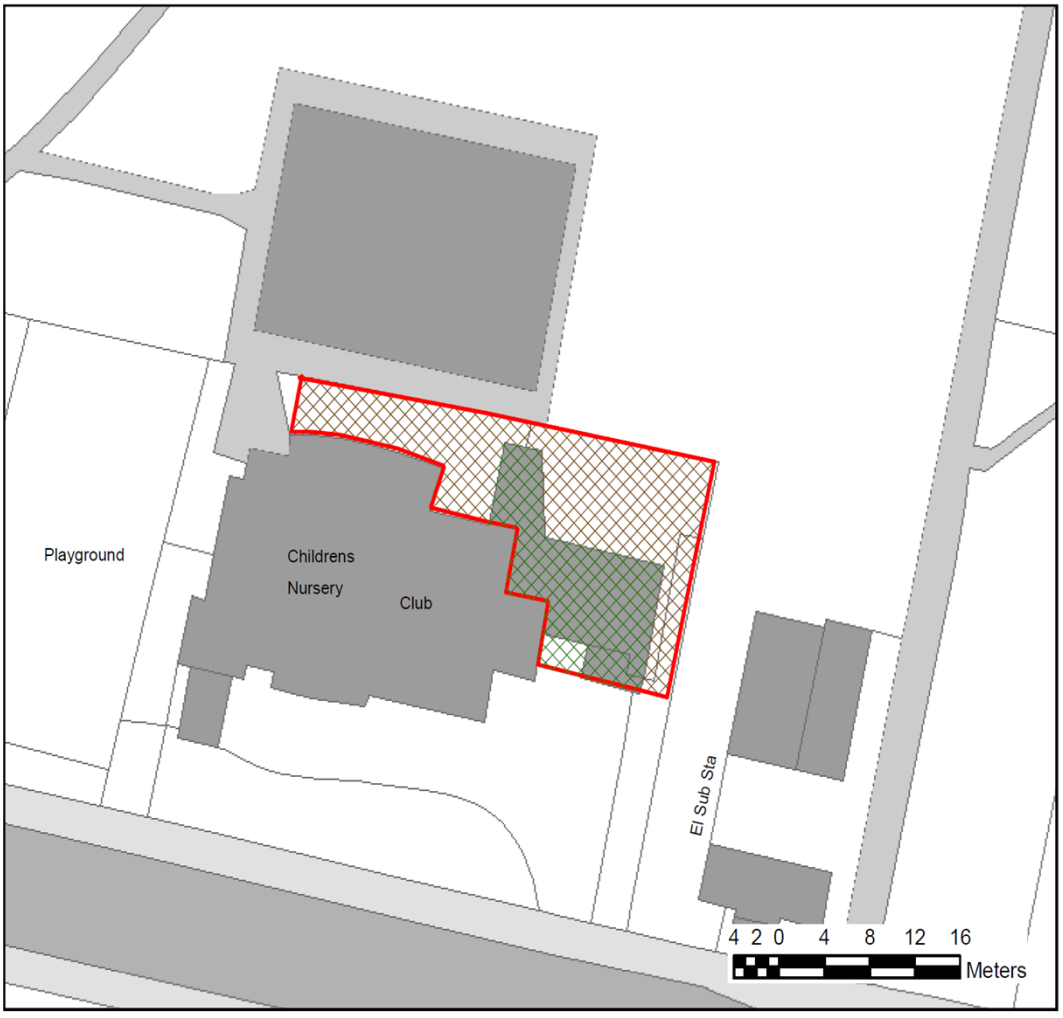
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ALTHEA LODERICK
Strategic Director of Resources

Appendix 1. Site Plan

Gladstone Sports Club
Area to be demised,
Gladstone Centre, 162 Anson Road,
London, NW2 6BH



Area to be Demised | External Premises | Internal Premises

Brent

1:500
Plan to stated scale if printed at A4.

NORTH

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OS Open data copyright statement:
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Appendix 2. Application Evaluation

Criteria	Kilburn Cosmos Rugby Football Club
1. Qualifying organisation	Yes.
2a. Properly constituted and governed.	Yes. The articles of association set out the manner in which the KCRFC operates and is supervised by its Committee. The club is accredited by and affiliated to the Rugby Football Union (RFU) and currently has an application with HMRC to be recognised as a Community Amateur Sports Club (CASC).
2b. Skill and Capacity to manage asset and provide service	They have operated as rugby club for twenty years. They have an elected committee that is responsible for the day to day running of the club and an appointed representative from both the RFU and the Middlesex RFU who supports the club. They have a large membership pool from which they can call for volunteers when needed.
2c.Accounts demonstrate ability to take on asset an deliver service	There is currently no legal requirement to audit the club accounts and the committee and directors do not consider there is a need. They have supplied accounts filed with companies house for the years ending 31/07/2014 and 31/07/2015, with management accounts for the period ending 31/07/2016, which are to be filed shortly
2d. Experience of delivering similar projects	They have held a Tenancy at Will on the clubhouse in Gladstone Park for a number of years and have been responsible for its upkeep and improvement during that time
2e. Copy of equality policy	Yes
2f. Consortium	No
3. Analysis of heads of terms.	Rental offer £5,500 per annum on a 7 year lease, with a four months rent free period from the commencement of the lease term.
4. Service Offer.	They are a RFU accredited community based rugby club – the only rugby club in Brent. They offer sports coaching and participation in organised rugby matches for seniors (Men and Women) and Juniors (ages 6 – 16). They have an active playing membership of over 100 seniors and over 120 juniors as well as a club register of over thirty local volunteers who ensure that the club is able to function They propose to continue to offer rugby in the community, to promote health and wellbeing, to continue to offer school and community outreach so as to offer involvement in sport across all age groups

5. Social value test.	<u>Better Lives</u> Enabling people to live better lives. 1.1 Health & fitness opportunities created for local people resulting from the CAT Year 1 - £95,040 Year 2 - £103,680 1.2.1 Generating jobs for local people- Full time Year 1 - £0 Year 2 - £0 1.2.2 Part time Year 1 - £0 Year 2 - £0 Supporting local enterprise - 1.3.1 Brents SME's in supply chain - Year 1 - £24,000 Year 2 - £6,000 1.3.2 Free use of assets to SME - Year 1-£724. Year 2 -£724. 1.4. Making sure our schools are the best. Year 1 - £17,380 Year 2 - £17,380 <u>Better Place</u> Making sure Brent is a better place to live. 2.1 Upkeep of associated sports fields Year 1 - £0 Year 2 - £0 2.2 Increase the supply of good quality arts & leisure facilities Year 1 - £20,000 Year 2 - £3,000

	<u>Better Locally</u> Building resilience & promoting local community. 3.1.1 Number of volunteering opportunities created through the CAT Year 1 - £0 Year 2 - £0 3.1.2 Accessing for social & community activities for local people. Year 1 - £0 Year 2 - £0 3.2 Building partnerships Year 1 - £603 Year 2 - £603 <u>Other Measures</u> 4.1 Other measures hours Year 1 - £240 Year 2 - £240 4.2 Other measures pounds Year 1 - £0 Year 2 - £0 <u>Sum of Social Value</u> Year 1 - £204,000 Year 2 - £232,000
6. Equalities outcomes	Have indicated a positive outcomes for disability, gender identity, race, religion & belief, sex, sexual orientation.
6a. Inclusive to all	Yes
7. Equality monitoring.	Brent standard equalities monitoring questions were fully completed and received in the equalities section.
8. Connection or interest.	None noted

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Sports Club, Gladstone Y and C-CAT proposed

Department
Resources

Person Responsible
David Veale

Created
10th March, 2017

Last Review
10th March, 2017

Status
Assessed

Next Review
10th March, 2018

Screening Data

1. What are the objectives and expected outcomes of your proposal? Why is it needed? Make sure you highlight any proposed changes.

Brent's Cabinet Report in February 2016 approved the proposal to Community Asset Transfer (CAT) the Sports Club at Gladstone Youth & Community Centre to a third sector organisation (TSO).

The property has been occupied by Kilburn Cosmos Rugby Football Club (KCRFC) for a number of years under a Tenancy at Will, however it is not inÂ a good state of repair. The Council has no allocated budget to return it to a useful state of repair.

The CAT provides for the asset to be leased to a TSO, aiming to build capacity and capability in Brent's TSO community at the same time returning it to good state of repair, generating management and maintenance savings, with an opportunity to improve the use of the surrounding grounds.

2. Who is affected by the proposal? Consider residents, staff and external stakeholders.

Residents. The condition of the Sports Club may attracted anti-social behaviour to the area that could affected the neighbouring housing. The proposed CAT will enable a TSO organisation directly to manage the proposed regeneration of the Sports Club.Â Â

Staffing. There are no staffing issues. On completion of the CAT the operators will employ their own staff.

External Stakeholders. There are no external stakeholders.

Other Members of the community. That may use the Sports Club as a meeting place for both sporting and non sporting activities.

3.1 Could the proposal impact on people in different ways because of their equality characteristics?

- Yes

If you answered 'Yes' please indicate which equality characteristic(s) are impacted

- Age
- Disability
- Race

Age
KCRFC. Impact positive. They have detailed that they will ensure that the facilities are available to all age groups.

Disability
KCRFC. Impact positive. They have detailed that they will ensure that the facilities are available to all communities regardless of disability.

Religion or belief
KCFRC. Impact positive. They have detailed that they will ensure that the facilities are available to all communities regardless of religion or belief.

3.2 Could the proposal have a disproportionate impact on some equality groups?

- Yes

If you answered 'Yes', please indicate which equality characteristic(s) are disproportionately impacted

- Other (please specify)

  Others: KCRFC proposal will result in an improved facility, that may command better rent from community groups that may want to hire the facility.

3.3 Would the proposal change or remove services used by vulnerable groups of people?

- Yes

  The proposed service offered by both the KCRFC has the potential to change overtime. As these services are provided to a wide group of people there is a potential that the changes may impact vulnerable groups of people that use the service. The CAT process is flexible, allowing providers the ability to alter their service offer over time with changes captured through the annual self assessment process that is undertaken by tenants and submitted to the Council to review and feedback on.

3.4 Does the proposal relate to an area with known inequalities?

- Yes

  The proposed services are provided to a wide group of people both in Brent and outside. It is likely the service offer will be accessed by persons from a range of backgrounds. Including those that live in deprived areas, or areas with high crime, high health issue or low education attainment, employment and families living in social housing, that may be benefit dependant.

3.5 Is the proposal likely to be sensitive or important for some people because of their equality characteristics?

- Yes

If you answered 'Yes', please indicate which equality characteristic(s) are impacted

- Other (please specify)

  Low Income Households. The Brent Borough Profile shows Brent residents have the second lowest gross average income of all the London boroughs. Any significant increase in the hire costs by KCRFC to access the site may have an adverse effect with site users and their ability to pay.

3.6 Does the proposal relate to one of Brent's equality objectives?

- Yes

  To know and understand all our communities. The proposal from the KCFRC provides for community engagement.

  To involve our communities effectively, the proposals provides for community involvement.

  To demonstrate leadership in equalities and human rights, both within the Council and amongst partners and organisational commitment to excellence. The proposal attempts to safeguard the Sports Club by providing opportunities for different age groups in Brent and surrounding areas. Additionally it offers the potential for wider access by the community and better sporting facilities.

Recommend this EA for Full Analysis?

Yes

Comments

In respect of CAT and marketing the applicant submitted organisational equality data that was broadly in lineÂ with Brent's equality policy.

Rate this EA

N/A

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Sports Club, Gladstone Y and C-CAT proposed

Department
Resources

Person Responsible
David Veale

Created
10th March, 2017

Last Review
10th March, 2017

Status
Assessed

Next Review
10th March, 2018

Impact Assessment Data

5. What effects could your policy have on different equality groups and on cohesion and good relations?

5.1 Age (select all that apply)

- Positive

  The CAT process aims to ensure opportunity for all and an open market process inviting applications from eligible organisations.

  Position positive. KCFRC have detailed that the facility is to be available to and inclusive of all age groups in Brent and the surrounding area.

5.2 Disability (select all that apply)

- Positive

  The CAT process aims to ensure opportunity for all and an open market process inviting applications from eligible organisations.

  Position positive. KCRFC have indicated that the improved Sports Club will remain available to and inclusive of all communities and groups within Brent and surrounding areas, including people with disabilities and long term health conditions. The diversity and deprivation levels in Brent mean that for some residents to use the proposed improved facility may be the one and only time that such an experience takes place.

5.3 Gender identity and expression (select all that apply)

- Positive

  The CAT process aims to ensure opportunity for all and an open market process inviting applications from eligible organisations.

  Position positive. KCFRC have detailed that the facility is to be available to and inclusive of all people in Brent and the surrounding area regardless across all protected characteristics.

5.4 Marriage and civil partnership (select all that apply)

- Positive

  The CAT process aims to ensure opportunity for all and an open market process inviting applications from eligible organisations.

  Position positive. KCFRC have detailed that the facility is to be available to and inclusive of all people in Brent and the surrounding area regardless across all protected characteristics.

5.5 Pregnancy and maternity (select all that apply)

- Positive

  The CAT process aims to ensure opportunity for all and an open market process inviting applications from eligible organisations.

  Position positive. KCFRC have detailed that the facility is to be available to and inclusive of all people in Brent and the surrounding area regardless across all protected characteristics.

5.6 Race (select all that apply)

- Positive

The CAT process aims to ensure opportunity for all and an open market process inviting applications from eligible organisations.

Position positive. KCFRC have detailed that the facility is to be available to and inclusive of all people in Brent and the surrounding area regardless across all protected characteristics.

5.7 Religion or belief (select all that apply)

- Positive

The CAT process aims to ensure opportunity for all and an open market process inviting applications from eligible organisations.

Position positive. KCFRC have detailed that the facility is to be available to and inclusive of all people in Brent and the surrounding area regardless across all protected characteristics.

5.8 Sex (select all that apply)

- Positive

The CAT process aims to ensure opportunity for all and an open market process inviting applications from eligible organisations.

Position positive. KCFRC have detailed that the facility is to be available to and inclusive of all people in Brent and the surrounding area regardless across all protected characteristics.

5.9 Sexual orientation (select all that apply)

- Positive

The CAT process aims to ensure opportunity for all and an open market process inviting applications from eligible organisations.

Position positive. KCFRC have detailed that the facility is to be available to and inclusive of all people in Brent and the surrounding area regardless across all protected characteristics.

5.10 Other (please specify) (select all that apply)

- Positive
- Unknown

The diversity and deprivation levels in Brent mean that for some residents to use the proposed improved facility may be the one and only time that such an experience takes place. It is likely the service offer will be accessed by persons from a range of backgrounds. Including those that live in deprived areas, or areas with high crime, high health issue or low education attainment, employment and families living in social housing, that may be benefit dependant, which will have an additional social value to the area.

KCRFC proposal will result in an improved facility, that may command better rent from community groups that may want to hire the facility.

The CAT process is flexible, allowing providers the ability to alter their service offer over time with changes captured through the annual self assessment process that is undertaken by tenants and submitted to the Council to review and feedback on. While this will enable the Council to potentially negotiate additional social value elements, it may also mean that KCRFC may want to change services or charges over time which may have an impact on specific groups. The Council will monitor any potential/likely impact on service users as part of the contract monitoring review meetings.

6. Please provide a brief summary of any research or engagement initiatives that have been carried out to formulate your proposal.

What did you find out from consultation or data analysis?
Were the participants in any engagement initiatives representative of the people who will be affected by your proposal?
How did your findings and the wider evidence base inform the proposal?

The Community Asset Transfer (CAT) tender marketing campaign resulted in one applications for the Sports Club.

KCRFC are an established body registered for sports development. Their equalities analysis comments covered 8 out of the 9 protected characteristics and are broadly in line with the Council equality policy.

7. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

- No

8. What actions will you take to enhance any potential positive impacts that you have identified?

The Council will require the CAT leaseholder to submit an annual self assessment comprising a service review on a regular basis with the time frame to be agreed.

This monitoring approach will enhance the potential positive impacts that have been identified in the report.

9. What actions will you take to remove or reduce any potential negative impacts that you have identified?

There are no negative impacts identified at this stage. The Council will continue to monitor any potential/likely impact on service users as part of the regular contract monitoring arrangements.

10. Please explain the justification for any remaining negative impacts.

N/A

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Brent	**Cabinet** **24 April 2017** **Report from Strategic Director Regeneration and Environment**
	Wards affected: All Wards
Town Centres: Action and Investment Planning	

1. Introduction

1.1 Brent's Town Centres and High Streets[1] are critical to the borough's economy and vibrancy; most residents live near one of them and they generate a significant number of jobs and business rates for the borough.

1.2 Like many centres across the country and London, many have struggled to maintain a positive presence and character, often suffering as a result of wider socio-economic trends such as the emergence of 'out of town' shopping (e.g. Brent Cross) and the internet-shopping era. The struggles of the town centres then has a knock on effect to local businesses and employment as well as the look and feel of the places in which Brent residents can spend their leisure time, thus affecting their wellbeing.

1.3 To survive and thrive in this new environment, the town centre will need to diversify their offer to become places where people live, work and spend their leisure time. The town centre's will also need to be bold and look forward to the future in which digital technology will only become more intertwined with almost everything we do, most certainly the retail and consumer experience.

1.4 The report illustrates planned improvements and proposes recommendations to begin the practical actions required to improve the town centre experience, whilst also highlighting the opportunities for longer term and more significant

[1] Town Centres and High Streets will be used through the report. Town Centres are a more holistic description of a place that can accommodate a wide range of services and core characteristics, such as housing, workspace, and cultural activities, in addition to retail. High streets refers to smaller centres where retail is the more predominant function.

investment to transform them into successful places for our residents, businesses and visitors to the borough.

1.5 In the preparation of this report, in addition to Legal and Finance, the team has consulted/requested information from the following :

Children & Young People (Safeguarding, Performance and Strategy)
Community Wellbeing (including Public Health, Housing and Culture)
Policy Performance & Partnerships (Regeneration Outcome Based Review)
Regeneration & Environment (Inward Investment and Capital Delivery, Planning, Transport and Licensing and Community Protection)
Resources (Strategic Property and Commercial Services - Resources)

2. Recommendations

That Cabinet agree:

2.1 To progress the detailed development and implementation of the draft action and investment plans for the nine town centres.

2.2 To prioritise nine town centres where council and external investment can be focussed to generate greater impact upon the council's priorities (see Action and Investment Plans, Appendix 1), including Wembley High Road, Ealing Road, Harlesden, Willesden, Neasden, Church End, Kilburn High Road, Colindale/ The Hyde, and Burnt Oak.

2.3 To prioritise six of these for additional town centre management resource, responding to levels of need identified (such as street-scene and anti-social behaviour, identified in Appendix 1), including Wembley High Road, Ealing Rd, Harlesden, Willesden, Neasden and Church End.

3. Executive Summary

3.1 The purpose of the recommended approach in this report is to enable the town centres in Brent to adapt and thrive, through diversification of their core purpose for businesses, residents and visitors.

Overarching this report is a new up to date definition of town centres within the London and National socio-economic context. With the challenges faced by traditional retail centres, particularly with the rapid expansion of online shopping, town centres need to adapt and diversify. Town Centres will still play a critical function for local communities, and whilst retail will continue to have significant importance to their use and success, they must also respond to the access to services, leisure and cultural needs of local residents and/or visitors, as well as help meet population growth pressures for housing, workspace and jobs.

3.2 This report proposes an approach to town centre investment and action that will support the delivery of the Brent 2020 Vision and the Borough Plan aspirations. Through this approach, Brent's town centres can become places and destinations that Brent's residents and businesses will be proud of, and that will attract more visitors and investment to Brent.

3.3 Nine high streets have been approved for the development of investment plans around three workstream of actions. The nine high streets are: Wembley High Road, Ealing Road, Harlesden, Kilburn High Road, Church End, Neasden, Burnt Oak, Colindale/The Hyde, and Willesden, and the workstreams are:

- Town centre management priorities
- Current/ planned capital activity
- Future opportunities for capital investment

3.4 Business partnerships will also be considered for the largest of the prioritised centres with the greatest chance of this being a viable option. This will include Wembley High Road, Ealing Road, Harlesden, Willesden and Kilburn. Business Improvement Districts (BIDS) can enhance the business leadership of town centre management and improvement.

3.5 Resources for taking forward these plans have been considered, three Town Centre Manager posts have been established within the Regeneration and Environment Directorate and included within the 2017/18 base budget. Their remit will be to accelerate the pace of change in the six priority town centres (Wembley High Road, Ealing Road, Harlesden, Willesden, Church End and Neasden), focussed on the leadership of improved town centre management.

3.6 The capital investment plans will need to be developed (see draft Town Centre Investment Plans in Appendix 1). Project proposals are likely to be financed via one or more of the following identified sources:

- Prioritisation of Community Infrastructure Levy to support town centre development.
- Utilising the council's ability to invest its own capital finance, either to unlock development where there is market failure, or to invest in assets that could generate capital gain or revenue income.
- Bidding for external investment, led by the strategic investment plans. It seems clear that the Greater London Authority (GLA) under the leadership of the new Mayor of London will invest in capital initiatives to

support economic and housing growth in outer-London, however, the details of upcoming funds are not yet known.

3.7 Whilst the draft investment plans have been solely developed by council officers at this stage, it will be imperative to engage a wide range of stakeholders to ensure that the plans are taken forward in partnership, with the insight and support of communities and elected members.

4. Responding to borough priorities

4.1 The town centre action and investment plans are designed to deliver against the councils strategic priorities and address identified issues in our centres. Ultimately success in delivery will lead to more vibrant town centres that can serve a range of purposes to different communities, whilst also improving the economic prosperity of the borough. The key priorities and issues being addressed through the plans are:

Address economic growth pressures

4.2 Brent's town centres already account for one fifth of business rates generated in Brent and have more potential via diversification of use of space, particularly maximising commercial workspace in and around the town centres.

4.3 Since 2010, the Council has been experimenting with meanwhile and pop up shop reactivation projects in support of the council's ambitions for social and economic regeneration. Past successful meanwhile projects include: South Kilburn Studies, New Windows on Willesden Green, Queens Parade in Willesden Green, Learning from Kilburn, Cottrell House and Chesterfield House. Taking on board the learnings and insights from the above projects, future considerations will be explored by the council but only as a flexible response to short-term opportunities.

4.4 Future focus will take into account the range of different methods to effectively reactivate vacant properties in priority high streets, including short-term and flexible (for example, meanwhile use or pop up spaces) to long-term and sustainable (for example, permanent workspaces).

4.5 The workspace study commissioned by the council is due to be completed in early 2017, which can inform the development of workspace in existing sites or new developments, to attract different businesses to Brent. Managed workspaces or incubators could be focussed on growth industries in London and West London, to attract companies with high growth potential to the London Borough of Brent. Larger spaces can provide 'move on' opportunities for businesses that might otherwise look elsewhere as they seek to expand their operations.

4.6 The impact of Business Rates revaluation may have the effect of driving out businesses from central London areas into outer areas. A recent report by Colliers International[2] illustrates the negative impact of the business rates revaluation on Central London businesses, stating that the biggest losers will be businesses based with Central London, with Dover Street, in Mayfair earmarked for an enormous 415% increase. Other popular outer London areas such as Brixton, Hammersmith and Southall are also likely to experiences sharp spikes of over 89%. The stark increases presents a potential opportunity for Brent to create an attractive offer for business relocation into Brent, with its position being more positive with an 11.9% increase.

4.7 A report by London First in association with EY[3], provides analysis that illustrates the positive economic impacts that the 24 hour tube service will have on London's economy. The new 24 hour weekend could add up to 2,200 new jobs with over 500 jobs directly employed in operating the service. The extended tube service will also add £77 million to London's economy each year. Many parts of Brent will benefit from the introduction of the round the clock tube service on Friday and Saturday nights as the borough is well served by Jubilee (Kingsbury, Wembley Park, Neasden, Willesden Green and Kilburn), Northern (Burnt Oak and Colindale) and Piccadilly (Alperton) lines.

4.8 Business networks, clustering, and business support add additional value to attract investment. This can be invested in by the council to build the capacity of these forums, and Business Improvement Districts (BIDs) are an effective model that are well established across London (there are 50 in total), with none yet established in Brent. BIDs would help high streets lobby for their needs, and invest in their priorities (more detail in section 7 – Partnerships, resource and engagement).

4.9 Projected population growth in Brent also places pressure on jobs. The Brent economy will need to grow to sustain local employment. This can be enabled in the town centres via the action and investment plan opportunities for workspace creation and diversification of uses.

Health and Wellbeing

4.10 Brent's Borough Plan highlights the need to ensure Brent's residents are supporting people to live healthier lives and reducing health inequalities, as well

[2] Colliers International (2015) *How the 2017 Rating Revaluation will affect High Street Retailers*, London: http://www.colliers.com/-/media/files/emea/uk/services/business-rates/20160909-how-the-2017-rating-revaluation-will-affect-high-street-retailer.pdf?la=en-gb

[3] http://londonfirst.co.uk/wp-content/uploads/2016/08/Londons-24-hour-economy.pdf

as the Sustainability and Transformation Plan[4] aspiration to respond to key local demands. Those most relevant to town centres include the impact of low value food outlets on Brent's high levels of childhood obesity and diabetes, and the prominence of pay day loan and betting shops can be problematic for mental health issues (approximately 34,000 residents are thought to have a common mental health issue in Brent). Recent rise in Illegal shisha bars in town centres adds to the negative health and wellbeing impacts.

Community and Culture

4.11 The Borough Plan supports good quality, accessible arts and leisure facilities that will improve the quality of life of Brent's residents. Cultural presence in town centres will support this aim, whilst also improving the vibrancy of the area and creating additional footfall that may then increase their dwell time and spend in the area. The diversity of the Brent communities presents unique opportunities to shape our centres to feed cultural needs of Brent residents and welcome visitors from outside the borough to enjoy the cultural offer.

Accessible and Attractive

4.12 The Borough Plan states that we have a key role in making sure that Brent is an attractive place to live, with a pleasant environment, clean streets, roads in good repair, as well as reducing crime, particularly violent crime.

4.13 Brent also seeks to improve walking and cycling routes and reduce overcrowding on buses, which improves people's enjoyment of the town centre, and responds to the high levels of physical inactivity identified in Brent through the Sustainability and Transformation Plan.

4.14 Accessibility extends to online access. This means that the shops and facilities in town centres perform better if they are accessible on line and users of town centres are able to access free broadband in the centres.

Accommodate housing needs and growth:

4.15 Between 2015-2020 Brent's population is forecast to grow by 17,000 (11,200 working age), generating additional demand on housing at a time when supply is already clearly outstripped by demand across London. Town centre housing development can help to respond to the challenge, whilst also adding to the vibrancy and viability of centres by generating increased local footfall, dwell time

[4] The Sustainability and Transformation Plan is an NHS led, joint local government and NHS five year transformation plan, ensuring health and care systems are built around the needs of the local population. It is delivered at regional level; Brent is part of North West London, along with Ealing, Hammersmith and Fulham, Harrow, Hillingdon, Hounslow, Kensington and Chelsea, and Westminster.

and local spend. The Borough Plan responds to this growth, planning to increase the supply of affordable, good quality housing, and the 2020 Vision further prioritises housing supply.

Raising Income:

4.16 The council seeks opportunities to raise local income and tax revenues to support the delivery of core services, to mitigate reducing government grant.

4.17 When taking forward the investment strategies for town centres, it is advised the council carefully consider investment in land or housing that can yield income, either capital receipts, or more importantly, ongoing revenue streams (e.g. through purchasing land, developing private rented accommodation within the scheme that can be retained for ongoing rental yield, or commercial floorspace, e.g. to stimulate supply for SMEs).

4.18 More generally, with the devolution of business rates, maintaining successful town centres and minimising vacancy rates may form an important part of the council's income generation strategy. This depends on the final details of the business rates devolution deal (see section 7 – Partnerships, resource and engagement).

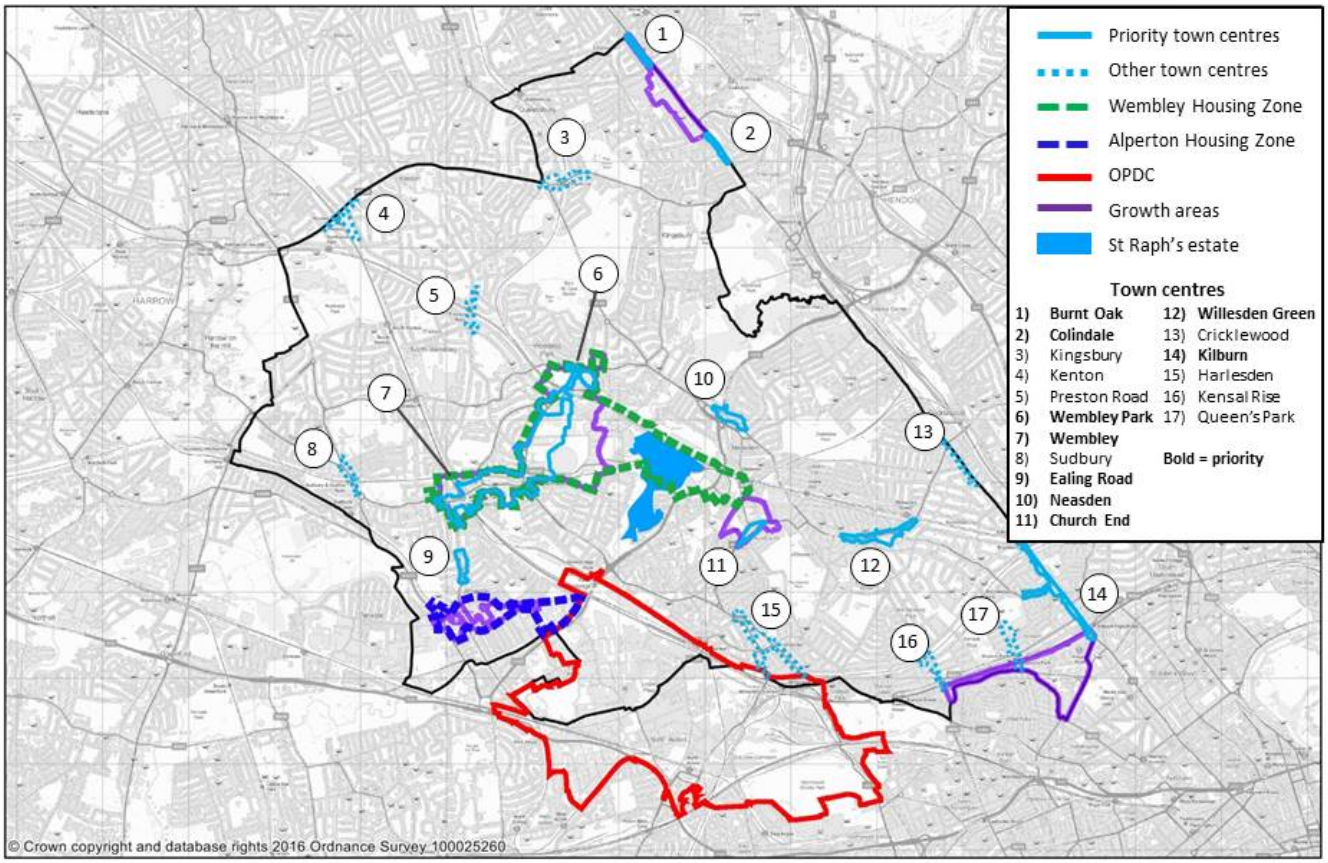
5. Background Information

5.1 Brent is a large and diverse borough. There are seventeen distinct centres, which form the local heart of each community. See Map 1 below.

5.2 Nearly every resident lives within half a mile of at least one of them. Brent's town centres are the economic, civic, retail, leisure and transport hubs of the borough.

5.3 They are also significant drivers of the economy, contributing approximately one fifth of Brent's business rates and represent a key area of opportunity for further economic growth and income generation.

How the town centres have evolved



Map 1: Map of Brent's High Streets

5.4 In order to succeed, Brent's town centres must adapt to the unprecedented changes that have taken place to the retail sector in recent decades. Retail patterns continue to change, adapting to the internet-shopping generation. Research conducted by London Council's in October 2015 highlights that there has been a significant growth in Omni channel shopping (shopping online via a number of platforms: desktop, mobile and tablet) as consumers prefer the ease, accessibility and speediness of purchasing online. This is an upward trend that is unlikely to change;

> "After a decade in which Amazon had risen progressively to become the UK's eighth largest retailer, and with many retailers of the view that total online sales would lie in the range 25 to 30% by 2020 –the shift to the era of the digital high street was deepening and accelerating... Whilst supermarkets are also becoming more important for comparison shopping". (British High Streets: Crisis to Recovery, Neil Wrigley and Dionysia Lambiri).

5.5 The impact of these trends on London is that the growth of long term consumer expenditure is projected to be down by a quarter, despite a doubling in the level of London's population growth (as estimated in Experian's 2009 study and the 2011 London Plan).

In addition to these social and technological changes, the recession in 2008 impacted the town centres across the UK, with increases in vacancy levels and reductions in consumer confidence and footfall. Nationally vacancy levels peaked following the recession and have subsequently recovered. In Brent levels have also decreased since the recession but still remain high with levels in Kilburn, Neasden, Harlesden and Wembley remaining higher than the London average. However, as Table 1 highlights vacancy levels within the primary frontage (the core retail area) generally remain low. This reflects that vacant frontage is generally concentrated on the edge of Brent's town centres, and points to the need to consolidate the retail core and diversify areas on the periphery for other uses, such as residential or employment space.

Table 1: Vacancy levels (Source: GLA/Brent Health Checks & Local Data Company, 2013)

Centre Type	Centre Name	Vacancy levels as a % of primary frontage	Vacant retail floorspace as a % of total town centre floorspace
Major	Kilburn	3.0	14
	Wembley	6.9	15
District	Burnt Oak	0.0	9
	Colindale	0.0	12
	Cricklewood	2.9	7
	Ealing Road	1.4	2
	Harlesden	5.6	14
	Kingsbury	1.0	5
	Neasden	8.3	16
	Preston Road	0.0	9
	Wembley Park	4.4	4
	Willesden Green	4.2	11
Local	Church End	7.5	Not available
	Kensal Rise	2.8	Not available
	Kenton	0.0	8
	Queen's Park	4.6	Not available
	Sudbury	9.3	Not available
London Average		9.4	
National Average		14.1	

5.6 From the 2013 analysis data above on vacancy levels across Brent's town centres, Sudbury is shown to have the highest vacancy rate in the borough. The rate of vacancy in Sudbury seems relatively high at 9.3% of the length of primary frontage. Sudbury is one of Brent's smaller centres, comprising 64 units - 35 of which are in the primary frontage. The high level of vacant frontage is due to 3 units being vacant at the time the survey was undertaken. Of these units only one has been persistently vacant.

5.7 Retail rents within the prime town centres[5] also decreased following the recession before somewhat stabilising. Despite this recovery, rental rates in Kilburn (£100 per sq.ft) and Wembley (£75 per sq.ft) are still below the Outer London average of £133 per sq.ft, as per figure 1. This is in part an indicator of demand and could be associated with Brent's town centres being characterised by smaller retail units, the average unit size being 151 sq.m for comparison and 191 sq.m convenience (Goad Experian data), and a lower proportion of multiples. A benefit is that relatively low rents and smaller units have the potential to make Brent more attractive for independent traders and start-up businesses. The converse is that it can be often occupied by 'lower value' uses such as betting shops, pay day loan companies, and fast food outlets.

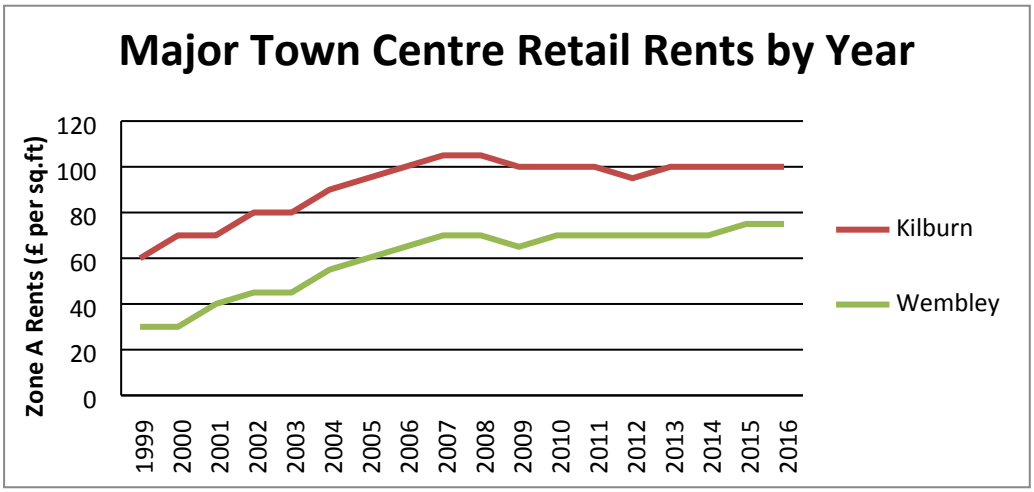


Figure 1: Prime Retail Rents (Source: Colliers)

5.8 The marked increase in the concentration of perceived 'lower value' uses, such as hot food takeaways, betting shops and pay day loan shops, is London-wide, and reflected in Brent. Between 2007 and 2013 the number of betting shops in Brent's town centres increased 41% from 43 to 61, whilst the number of pawnbrokers/payday lenders increased 171% from 7 to 19. Centres in wards with higher levels of deprivation have witnessed a greater concentration of these uses. The dominance of these uses impacts the vitality of town centres and raises concerns around public health and anti-social behaviour.

[5] 'Prime' refers to Zone A town centres

5.9 The Brent Joint Strategic Needs Assessment highlights obesity, in particular childhood obesity, is one of the boroughs key challenges. Childhood obesity rates in Brent remain higher than the England average. 11% of reception year pupils and 24% of year 6 pupils were obese in 2012/13. Brent Council has also undertaken research locally which found students who attended schools with takeaways within a 400m radius of the schools consumed takeaways more often at lunch times, on the journey home and for the evening meal. One in 4 students stated if there were no takeaways within 400m of the school they would not go. Access to takeaway food therefore has a clear impact on eating patterns and health.

5.10 Information on the health impacts of betting shops and pay day loan shops at a local level is more limited; however the demographics of Brent's residents indicate they are particularly at risk from social impacts, such as problem gambling. As summarised in the report Health on the High Street by the Royal Society for Public Health 'There is strong evidence that increasing opportunities – availability and accessibility – to gambling does increase the number of regular and problem gamblers in an area'. The Council has subsequently taken forward Development Management Policies which place a cap on the proportion of takeaways, betting shops and pay day loans shops in town centres, to ensure they form part of a diverse mix of uses. In addition, the policy restricts takeaways and shisha cafes opening within 400 metres of secondary schools and further education establishments.

The Future Town Centre

5.11 The core of town centres will continue to be retail, but an offer that adapts to the increase in convenience shopping and digital retail and consumer experience.

Convenience shopping has had a resurgence; "IGD's forecast that the convenience store grocery sector would add more sales (+£11.6 bn)… and by 2019 would account for almost a quarter (24.1%) of total UK grocery sales [compared with] the once dominant one-stop 'superstores & hypermarkets' sector whose market share was forecast to collapse over the 5 year period [2014-19]" (Opinion Pieces, University of Southampton, 2014)

The scope for digital influence on town centres is in its infancy and is only likely to accelerate, providing challenges and significant opportunities to town centres;

> "The coming years will be characterised by an increased use of various online customer-contact channels and devices for Internet access… mobile-Internet, the physical and virtual worlds will become increasingly interwoven. New technologies such as 3D images, holograms, and augmented reality provide opportunities to present products and

services in an interactive way." (Opinion Pieces, University of Southampton, 2014)

5.12 The continued pace of technological development will create significant opportunities and challenges for the Brent town centres, the wider economy and infrastructure. For example, driverless cars, which was until recently in research and development is now becoming a reality, with trials of their use internationally, and in the UK legislation and law seeking to adapt to their existing through an upcoming Modern Transport Bill. This is a useful example of the impacts of such developments, as it would be significant for businesses in terms of accessibility to their products (potentially without impact upon parking), as well as people who may be given more opportunity to visit such locations, or competition further afield.

5.13 This is part of a wider development of 'Smart Infrastructure', connecting digital technology and monitoring systems to the physical environment. For town centres this can intersect in multiple ways, such as energy, utility and waste systems, as well as through communications technology; e.g. "Online customer care and mobile 'apps' are being provided, serving the customer when they want, by time or day or location. Data can be converted to voice, and voice to data, or from language A to language B." (Smart Infrastructure: The Future, the Royal Academy of Engineering). This provides opportunities for how people interact with providers of services, whether community, consumer or retail. It could provide opportunities for improved traffic systems in busy areas of London, such as through intelligent traffic systems, made more user-friendly, "integrating all transport modes and operators so that travellers can optimally plan their journeys using real-time information, which reduces both congestion and emissions." (Our Future Depends on Intelligent Infrastructure, Siemens).

5.14 Learning from the recently commissioned digital high street pilot programme in Wembley, it was identified that 67% of local businesses were "not online", significantly higher than the national average of 50%. In realisation of the changing pace of our high streets, it is imperative to ensure the right level of digital skills and infrastructure is available.

5.15 As well as becoming smarter, Brent's town centres can and are already diversifying, with mixed economies. With the notable exception of Ealing Road, the town centres are dominated by service functions (i.e. professional and financial services, restaurants/cafes, drinking establishments and takeaways). This is reflective of the national trend of centres diversifying from traditional retail functions. Figure 2 below highlights the rise of professional services in Brent's town centres.

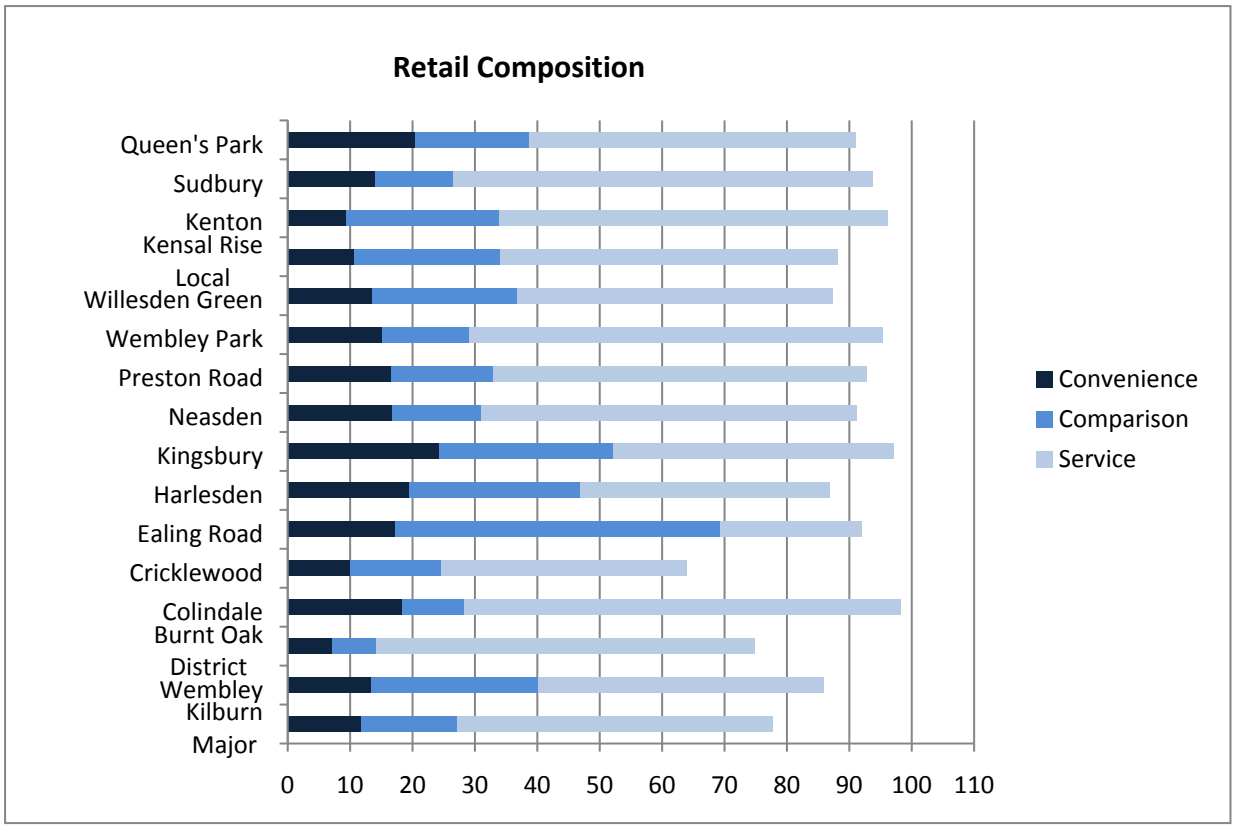


Figure 2: Retail Composition of Brent's Town Centres (Source: Brent Town Centre Health Checks)

5.16 This direction of travel indicates the potential to diversify town centres, moving away from a vision dominated by retail uses and measures of success, toward something that incorporates wider economic uses. However, the data sets are limited, but should not limit the scope of the town centre vision for the future. Diversification must move beyond the consumer and economic uses, to the wider opportunities to enliven town centres, increasing their footfall and day to day usage, including cultural and leisure uses (including the night time economy) and considering the potential to develop housing in areas of low value use, to increase dwelling, community and local spend.

5.17 Looking forward the town centres need to diversify:

> "As decision makers try to find coherent ways forward for our high streets and towns, it is necessary both to go with the grain of long-term trends and to understand the significance of newly emergent phenomena. What is certain is that high streets will not revert back to pre-crisis forms – particularly nostalgic images of those forms… Emergent relationships between online and offline, retail and leisure & community spaces, and corporates and independents, suggest symbiotic relationships are at the heart of future high street configurations." (British High Streets: From Crisis to Recovery)

6. Defining the new Town Centre

6.1 To ensure town centres in Brent respond to both the borough's priorities outlined in section 4 and the socio-economic context in section 5, the following definition is proposed to help frame the future of Brent's town centres.

- Retail: Retain and build a high quality retail and consumer offer, but not as the sole function.

- Economic growth: Maximise opportunities for commercial use (i.e. workspace), jobs and enterprise to support economic growth.

- Accessible and attractive: locations that people can easily access (physically and online), and that is a welcoming and positive environment.

- Community based: A place for the community to enjoy, through a mixed range of high quality community uses (leisure, entertainment and cultural facilities). Easy access to consumer services (public, private and voluntary sector services).

- Housing: Liveable places that providing attractive residential living options to meet housing needs and growth.

6.2 *Retail offer and access to consumer services:*

- An offer that is accessible for convenience shopping is identified as the success factor for retail in a successful town centre. However, some locations may have the 'pull factor' to attract footfall from further afield (e.g. Ealing Road)

- The offer should maximise the benefits of local cultural character where possible (e.g. ethnic diversity in food or clothing).

6.3 *Promoting economic growth :*

- To support the creation of jobs for local residents, as well as potential income via a devolved business rates model.

6.4 *Accessible and attractive:*

- The centres must be attractive destinations with high quality public realm. They must also be accessible for residents of the local catchment, as well as visitors from further afield to maximise the pull factor of the town centres.

6.5 *Community uses:*

- A range of leisure or cultural uses that support the local community, as well as the potential to attract wider audiences where appropriate.

- The quality of this offer, including the aspiration to reduce unhealthy fast food outlets, replaced with more quality produce, can have the dual benefit of local quality of life and wellbeing as well as attracting additional footfall to the centre that adds to the vibrancy and local spend in other areas such as retail and consumer services.

- Consumer Services (Public, private and voluntary) - Consumer services are an excellent way of attracting people to the town centres and can enable building of capacity of public or voluntary services, e.g. health services, community facilities, or professional services (e.g. estate agents, lawyers or accountants). It attracts people to spend time in the centres, which can lead to greater vibrancy and viability.

6.6 *Accommodate housing needs and growth:*

- To accommodate local residents and key workers and the growth in population forecast (population growth of 17,000 by 2020 (GLA Population Survey).

- Housing growth in or around the town centre has the added benefit of building a local catchment of residents who will spend time and money in their respective centre, adding to its vibrancy and viability.

7. Town Centre action and investment plans

Prioritisation

7.1 Of the seventeen town centres in Brent, town centre management and investment plans have been developed for nine town centres. The rationale for selection was based on their ability to meet the borough priorities identified in section 4.

7.2 Of these nine centres, it is proposed that six should receive support of the additional Town Centre Managers, to respond to the scale of needs identified from current and recurring issues that negatively affect these centres.

Action and investment plans

7.3 The Action and Investment Plans in Appendix 1 provide an overview of the activity required to improve town centre management as well as capital investment.

7.4 The town centre priorities are unique for each area, however, key themes have emerged:

In response to immediate issues identified by residents, businesses and officers. In summary, the following can be highlighted regarding town centre management action required:

- The majority of centres are not welcoming, as they are not well maintained, clean, safe or green. Issues such as pest control, fly-tipping, commercial waste management, as well as planning licencing, environmental health and trading standards issues have been identified.

- The issues identified can be best resolved by a coordinated council approach. Intensive campaigns and activity that bring together council resources is one option to take forward.

- Operational coordination is required, which will be trialled by the Town Centre Managers in the six prioritised centres.

- Engagement with businesses and the community is key, including education, incentives (carrot) and enforcement (stick). For example, compliance with business rate, planning regulation, or waste management all require ownership of businesses, or it is a case of continual firefighting. Also, one businesses negative behaviour has a knock on effect to another, collective responsibility is needed, which could be facilitated by the existence of strong business groups.

7.5 Capital investment is bespoke to each centre and the following themes are clear.

- Significant activity is already being progressed, much of which is focussed on improving the retail offer, the public realm, or transport.

- There are other opportunities identified that are being progressed, for more substantial mixed use development, but often without considering the wider implications or potential for the town centre/ high street as a whole.

- Future opportunities are wide ranging and have the potential to unlock growth in the centres, through a range of uses from retail, to cultural, commercial or housing uses.

- A more coordinated approach to the investment of town centres is needed. There are significant opportunities, particularly for the nine prioritised centres, which will need to be invested in a coordinated way responding to the overall vision and definition of the town centres that has been set in this report.

- Investment will require the council to consider its levers (e.g. CIL and capital investment) in order to move quickly and independently from external investment (e.g. GLA).

Outcomes

7.6 A set of measures are required that respond to the proposed purpose of the action and investment plans.

7.7 Outcomes are summarised below. A full list can be found in Appendix 3: Outcomes, measures of success and KPIs.

7.8 Outcomes Summary

- *Baseline data*: to benchmark and track improvements (will need to include community and visitors opinion)

- *Retail and consumer:* reduced vacancy rates, and particularly long term vacancy rates, and improved/ widened offer

- *Economic growth:* workspace created; employment and apprenticeships created; business rates generated.

- *Accessible and attractive:* improved public realm (clean, safe and green) and improved access via different transport/ travel modes.

- *Community uses:* New uses (measurable by number of users and increase in physical footprint of community uses)

- *Housing growth:* new development (number of units).

- *Vibrancy of town centres:* footfall and usage by different communities.

8. Partnerships, Resources and Engagement

8.1 It has been highlighted in the report that the investment plans have been developed by council officers. Moving forward it will be critical to engage the community and formulate ideas and proposals for the opportunity sites available. The process of engagement will need to ensure that community input is structured with clear opportunities in mind, e.g. a range of sites for alternative uses of workspace or housing, but not as a fait accompli once funding has already been secured (e.g. CIL or GLA investment).

8.2 Engagement will include Ward Members, resident & tenant associations, Neighbourhood Planning forums, and business partnerships.

Town Centre Managers – delivering the plans

8.3 Town Centre Management resource for the six prioritised town centres is proposed to lead delivery of the respective plan [note, three Town Centre Managers posts have been established, with one covering the Wembley and Ealing Road area, which are in close proximity to one another, another for Harlesden and Willesden, and the third for Neasden and Church End. They will provide the capacity to deliver the plans, coordinating activities with the support of relevant officers, as well as reaching out and securing the involvement of the key stakeholders.

The Town Centre Managers will inform opportunities for investment in the six prioritised town centres.

8.4 They will also contribute to feasibility studies to test the appetite for BIDs and other possible sustainable models in five priority high streets identified in section 3.4 (Wembley, Ealing Road, Harlesden, Willesden and Kilburn) utilising already committed New Homes Bonus funding (time limited to the 2017/18 financial year).

8.5 They will also help to build stronger business and resident relationships by being a voice of the council in the selected town centres and taking forward the improved town centre management approach and action plans. For this to be effective, council services will have to work responsively to their needs with a common level of prioritisation in the town centres.

Potential Sources of Funding

Community Infrastructure Levy

8.6 CIL is identified as a potential source of funding to support the town centre investment plans but all business cases will be reviewed to ensure they deliver

on Council priorities and that they demonstrate value for money. The Town Centre Commissioners will need to write business cases to the appropriate Boards and/or Cabinet and funding will be allocated to successful bids, subject to Cabinet Approval, for requests over £500k.

8.7 Brent CIL receipts currently stand at c£18.3m for strategic projects and c£3.4m for neighbourhood projects.

8.8 The first item on Brent's adopted CIL Regulation 123 List (types of infrastructure which can be wholly or partly funded by CIL) is "public realm infrastructure, including town centre improvement projects and street trees". Brent's Draft Investment Strategy states that the medium and long term focus for investment will include "Revitalising high streets as major retail destinations". CIL represents a commonly recognised source of funding for delivery of Town Centre action plans.

Mayor of London, Greater London Authority & London Enterprise Panel

8.9 The previous Mayor invested £189m of regeneration funding, with £131.5m match-funding, into more than 85 High Streets. Pan-London this funding saw 1,000 shopfronts improved, 1,577 jobs created, and 3,000 businesses and young people receive training and support. Programmes have included the London Regeneration, Outer London, Growing Places and High Street Funds. The new Mayor has not yet announced a funding settlement with Government and HM Treasury, however one might expect some trickle down from the Autumn Statement in November 2016 and Budget March 2017. GLA Officers have confirmed that High Streets and Workspaces remain regeneration priorities for future funding. As detailed LB Brent has benefited from GLA and London Enterprise Panel (LEP) funding in the past and will clearly want to be alive to any future opportunities and be in a position to make bids for future funding.

Transport for London

8.10 The Council works with Transport for London (TfL) on schemes to improve road safety; particularly for vulnerable users such as pedestrians and cyclists, accessibility and connectivity for public transport and smooth traffic flows whilst prioritising the needs of the local community including parking and loading facilities for residents and businesses.

Funding for public realm and road safety scheme improvements is available through a range of TfL funding streams, including the Local Implementation Plan (LIP) allocation to deliver the Mayors Transport Strategy, Mayors Air Quality Funding, Bus Pinch Point Funding and Principal Road Network. Schemes are developed to focus on accessibility and connectivity for public transport and

smooth traffic flows; particularly for vulnerable users such as pedestrians and cyclists, whilst prioritising the needs of the local community including parking and loading facilities for residents and businesses. Brent capital funding that may be available includes, S106, CIL and highways main programme.

Council capital investment

8.11 The Draft Investment Strategy identifies 'Revitalising high streets as major retail destinations' as a medium to longer term investment opportunity. More detailed investment criteria could benefit high street development by unlocking key sites for development, for sale or retention, with the potential for income generation. Broadly the following criteria could be considered for council investment in physical assets on high streets, all subject to an appropriately robust business case:

- Land or property that packages a site to enable development and intensification.

- Land or property that is an eyesore or has not been sufficiently invested in or promoted to secure development, intensification and the delivery of environmental improvements and a coherent sense of place.

- Land or property that can provide higher financial returns, whilst also seeking to diversify the mix of uses to meet council priorities (e.g. affordable housing, workspace etc.).

8.12 A proposal is being taken to Cabinet in November to establish a Wholly Owned Company (WOC), for the purpose of buying residential property. In the future other opportunities could be explored in relation to investment in the town centres. Setting up a WOC may or may not be the best option in this situation.

Business Partnerships and Support

Business Partnership/ BID development

8.13 Good progress has been made by Brent to create empowered business groups and partnerships, with five being formed to date. The ambition now is to establish an empowered business group in every priority high street in Brent.

8.14 One opportunity to stem from these developed and active business partnerships in some priority high streets would be to evolve into a Business Improvement District (BID model), thus creating financially sustainable and self-sufficient organisations, independent from council resources

8.15 It is estimated that it will cost £35,000 of New Homes Bonus to scope the feasibility of BIDs in the five identified town centres. This funding is already committed to supporting local business growth. Scoping will test the rateable value required for a successful outer London high street BID, test interest and build support for a BID, and establish the process necessary to take forward a formal ballot. It could be a challenging time to establish a BID due to the business rates payment required (usually 1-4% with the majority being closer to the bottom end of the scale). It will require development of business-led partnerships in the immediate future, with advocates from within the business community. Town Centre Managers can take forward these studies in collaboration with the high street businesses. See Appendix 4 for more information regarding BIDs.

Business intelligence: Base-lining data for high streets

8.16 £60,000 of New Homes Bonus has already been committed to be invested in information base-lining for the nine prioritised high streets to support their development, related to the requirements for outcome measurements (see Appendix 3).

Business Support: Advice and guidance to SMEs

8.17 To support growth of existing businesses in the four priority high streets and in workspace hubs, £90,000 of New Homes Bonus revenue funding has been committed to providing focussed support (£30,000 per high street). This will include such activities as workshops and 1-2-1 support for marketing, access to finance, digital skills, and business planning.

Digital High Street

8.18 As discussed in section 5, in light of evolving digital trends, it is integral to support and strengthen the appeal and accessibility of priority high streets, and to assist in the long term sustainability of SMEs. Focus within prioritised high streets, will include digital upskilling from the delivery of digital skills workshops and mentoring. This will help businesses increase in confidence and capacity when using digital tools to develop their engagement with new and existing customers.

The ambition for Brent is that every priority high street will have high speed broadband and be “discoverable” by 2020.

The Digital High Street Pilot has created a number of insights to help inform future action and investments plans regarding skills and infrastructure development. Future opportunities could include the deployment of a Wi-Fi reward incentivisation scheme to ensure that our priority high streets are discoverable, through acting as attractive advertising platform.

In addition, there is scope for setting up a “Digital Hub” in every priority high street, taking advantage of any under-utilised or vacant units. The hubs will acts as a focal point for community engagement, digital inclusion training as well as continuing SME and business mentoring and will complement aims to increase business and local centre discovery.

9. Programme of delivery

9.1 A high level programme plan has been developed highlighting key phases of implementation. See Appendix 5.

10. Financial Implications

10.1 A number of the BID proposals detailed in section 8 to this report refers to the use of New Homes Bonus (NHB) to meet associated costs.. The NHB monies referred to are within existing Council allocations.

10.2 BIDs are cost neutral to the Council once they are established and have the potential to drive business growth through businesses paying for additional services that make the BID areas more attractive to customers. There are set-up costs outlined in the paper for which there are existing NHB monies allocated. BIDs are different to Enterprise Zones that would keep the growth in business rates. It is important to recognise the differences in the two models.

10.3 This paper identifies areas of potential Capital expenditure but does not request additional funding at this time. Any proposals for council investment in physical assets on high streets will be subject to development of robust business cases and subsequent reports to Cabinet.

11. Legal Implications

11.1 Section 106 of the Town and Country Planning Act 1990 provides for agreements that allows the Council to impose positive and negative covenants on a land owner, who wishes to develop their land. The Council may use the provisions of the S106 Agreement to impose the requirement for the Developer to make financial contributions towards the local area.

11.2 The Planning Act 2008 provides powers to the Council to impose a charge on new buildings above a certain size. The Charge is paid by owners of land who wish to develop land and the finance raised can be used toward the local infrastructure.

11.3 Under Section 31 of the Local Government Act 2003 the Government may make grants to the Council for any purpose including the New Homes Bonus councils may decide how to spend the New Homes Bonus, which is based on the amount of extra Council Tax revenue raised for new-build homes.

12. Risk Implications

Action	Mitigation	Risk level following mitigation
Town Centre Managers become fire-fighters of operational issues without time to lead investment plans.	Clear job descriptions and associated work plans. Working groups of operational services should be established for the priority centres to coordinate town centre management. It must be a shared responsibility.	Low
Town Centre Managers unable to achieve rapid response to issues raised due to inflexible contracts.	A review of waste and highways maintenance contracts is being conducted by Environment services, which should identify options for this flexibility and issues still remaining.	Medium
Capital investment plans enacted without sufficient engagement of communities and relevant stakeholders leading to public disengagement and/ or dissatisfaction.	Development of town centre communications strategy. Ensure that any town centre capital investment projects or programmes go through appropriate consultation and engagement processes, as well as decision making governance.	Low
Council investment in assets that depreciate, or create bad debt.	Council investment to be carefully managed through a clear criteria to judge when investment is appropriate, and utilising existing capital decision making governance.	Low

13. Diversity Implications

There are neutral impacts on the protected characteristics at this stage. As site specific proposals are developed equality impacts are anticipated, the detail of which will need to be determined at the time.

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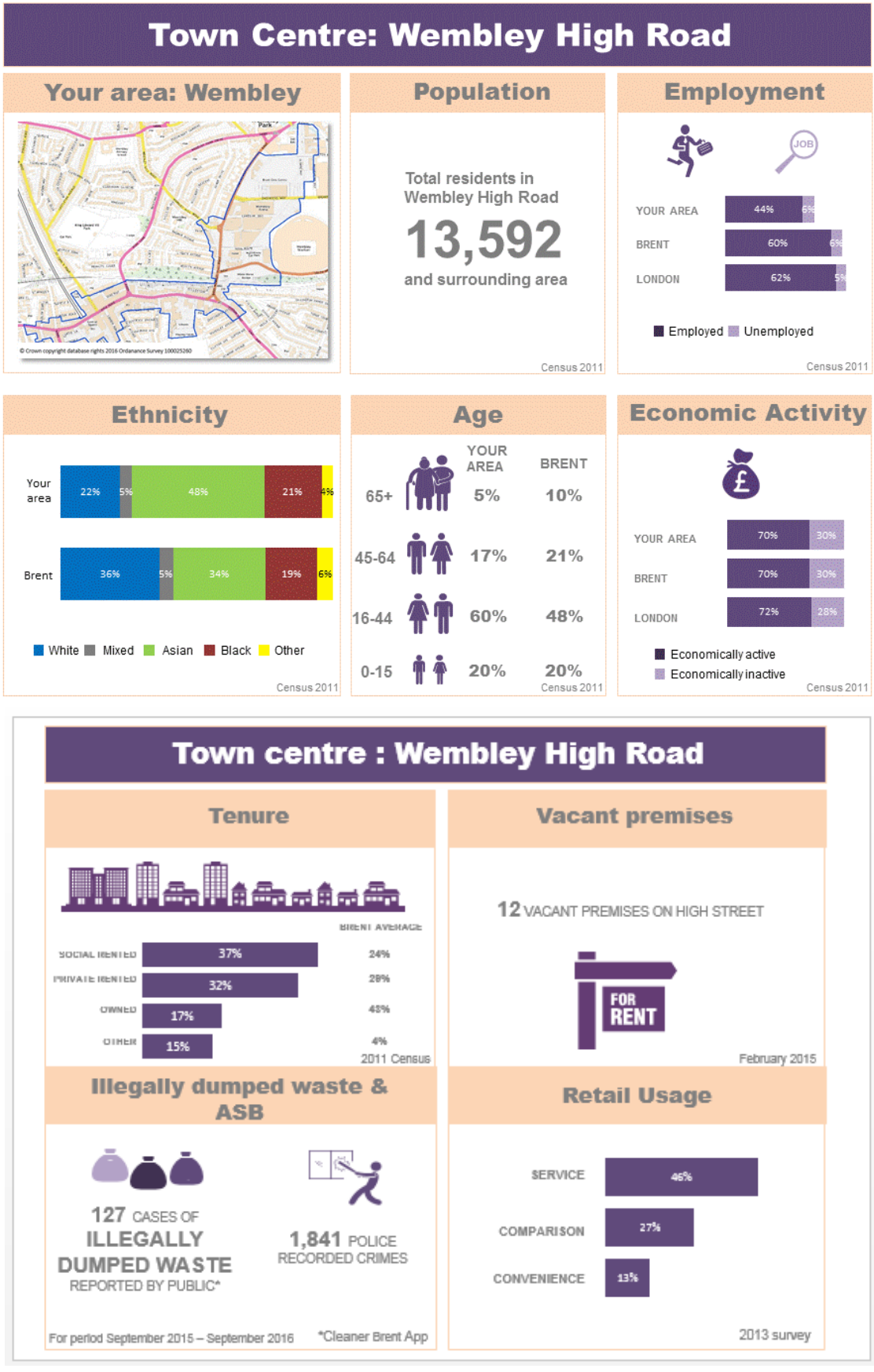
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Town Centres
Investment Plan

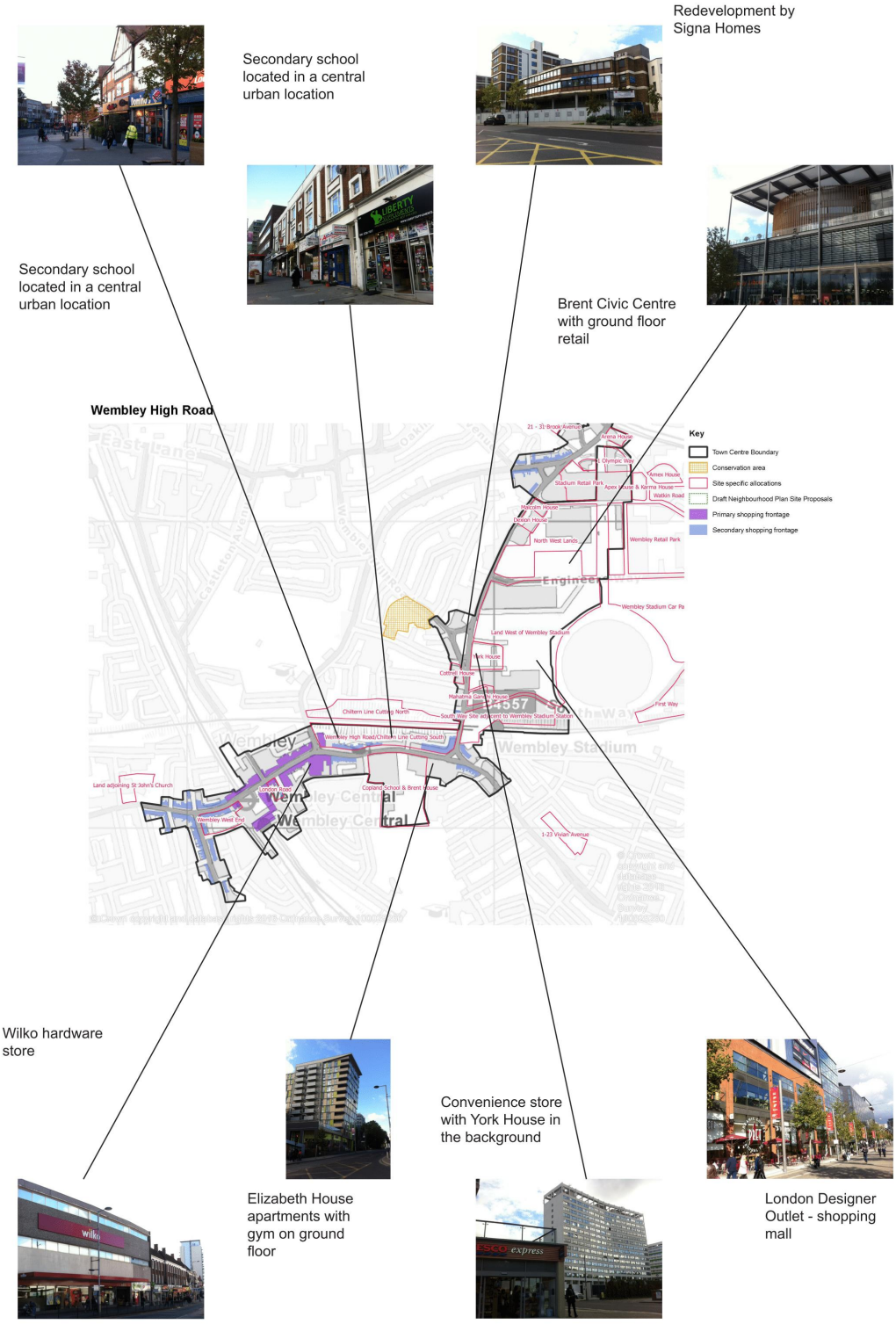
December 2016

1. Wembley High Road
2. Ealing Road
3. Kilburn High Road
4. Harlesden
5. Neasden
6. Willesden
7. Church End
8. The Hyde
9. Burnt Oak

Town Centres Investment and Action Planning – Wembley High Road



Source: Brent Research and Intelligence 2016



Map A: Map illustrating Wembley High Road context

Wembley High Road

Wembley is the largest centre in Brent and is defined as one of Brent's two major centres (alongside Kilburn) as per the London Plan 2011. It currently sits within the largest growth area and one of the largest regeneration programmes in the UK.

The wider Wembley regeneration area has the capacity to accommodate at least half of the planned residential and employment growth and thus is strategically important to meeting the challenges of regeneration of Brent as a whole. Through its regeneration strategy, the council is seeking to attract further investment to Wembley to assist with meeting demands for new homes and for business to help improve income and employment levels of local residents.

The Wembley Area Action Plan (AAP) sets the strategy for growth and regeneration in Wembley, including the creation of an additional 30,000sqm of retail floor space, 11,500 new homes and 10,000 new jobs. The AAP extended the Wembley Town Centre boundary northwards to adjoin Wembley Park Centre, and established the principle of a strategic route with active frontage connecting both centres via White Horse Bridge and Olympic Way.

Future vision

The long term ambition for Wembley High Road is to capture the investment momentum occurring in Wembley Park and to ensure that such momentum is visible within its adjacent neighbourhoods, through the delivery of homes; growth of the business base; supporting development with infrastructure and public realm; and placemaking.

There is an opportunity to connect momentum from Wembley Park with the high road through intensification measures that will diversify or bring back into use a mixed offer as well measures to improve public realm for pedestrian and cycle access. Investment is also required to improve the quality of the end of Wembley High Road that connects to Ealing Road, which is primarily made up with low value uses at present, such as betting shops and fast food outlets. This end should retain a retail use or diversified to cultural or consumer uses to create a natural flow to Ealing Road, rather than replacement housing.

Due to the scale and nature of development which has occurred since the adoption of the AAP, there is an opportunity through the London Plan review for Wembley High Road and Wembley Park Drive to be promoted as one 'metropolitan centre'. This is being explored through the latest GLA town centre health checks. Designation would raise the status of Wembley High Road in the London Plan retail hierarchy, to be in a par with these centres. Wembley is already recognised in the London Plan as a Strategic Cultural Area, designation as a metropolitan centre will recognise its strategic role for other uses including employment and retail. The status can assist in attracting investment, including from higher order retailers.

The Outer London Commission suggests that in broad terms the impact of internet and multi-channel shopping could have a positive effect on attractive, mostly larger centres (most Metropolitan and some Major centres), where the projected, albeit more limited, quantum of growth in comparison goods floorspace is likely to be concentrated. Informed by this the London Plan indicates the likely growth categories of London's centres, with higher order centres identified for higher growth.

Wembley Park Drive and Wembley High Road already have adjoining boundaries, and have a symbiotic relationship. Designation as one centre allows consideration as a whole.

Town Centre Performance

Wembley is currently the largest centre in Brent and extends from Harrow Road west along the high road, past the junction that meets Ealing Road until the corner of Napier Road. It is connected to the wider London by tube, overground and bus. London Midland also runs a service between Wembley and Watford Junction. The town centre is comprised of a total of 266 units, 2157m of frontage and is home to around 700 businesses employing over 14,000 people. This makes up around a third of all employment in the Central sub-area (this describes the mixed area with residential and commercial uses and significant development around Wembley, and industrial areas in Staples Corner and Dollis Hill.

In terms of the retail composition, as per Brent's Health Check survey report 2013 - Wembley High Road is heavily weighted with a high proportion of service outlets (examples include restaurant and cafes, fast food takeaways, banks and betting shops), making up 46% of the retail composition in the area. There is a notable high concentration of takeaways, restaurants and cafes in the local high road, which can be partly explained by the centre's close proximity to Wembley's main visitor attractions including the Wembley Stadium and the SSE Arena. On the down side, Wembley also has a significantly high concentration of betting shops (11) and pawnbrokers (7), which are clustered in the southern part of the high road before the high road meets the junction of Ealing Road.

In terms of comparison versus convenience – the high road has a higher proportion of comparison retail (27%) (Including clothes shops, jewellery, variety stores) compared to convenience (defined as retailers that sell every day convenience items) (13%), which is expected for a centre of its size. The high level comparison retail offer comprises of a combination of both multiples and independents. Multiples tend to be concentrated in the primary frontage area around Wembley Central station.

New residential and mixed use development is contributing to the town centre's revival. St Modwen's Wembley Central has replaced a run down and hard to navigate shopping area with a mixed use development, a public square and attractive national retail chains occupying a large retail space.

Vacancy Levels

Despite overall increases in Brent's vacancy levels, they have fallen along Wembley High Road since 2001 by 4.5% to 7.6% (2013). This shows positive signs of high street revival as the decline along the stretch is not visibly apparent. However, this disguises issues regarding quality of uses along sections of the high street.

Recent research on Rightmove highlights that there is a single advertised opportunity for commercial freehold investment in Wembley Central in the form of a four-storey building (ground floor A1 retail shop (12,000sqft) with lower ground floor basement accommodation (1,350sqft) together with two floors above. The freehold is going for £1,000,000 and demonstrates the attractive nature of the area, given the excellent transport links and the surrounding regeneration.

Key

0 – 1 year	Short
0 – 3 years	Medium
3 years +	Long

Funding [To provide sense of scale, but not specifying at this stage whether council or external investment]

Nil	Using existing council resources
£	00s
££	000s
£££	000000s

Key Opportunities: delivering the new Town Centre vision

	Opportunities	Timescale	Funding
Retail	WR1: Wembley restaurants quality / discount initiative	Medium	££
	WR2: Welcome to Wembley (branding, identity, look and feel)	Short	£
	WR3: Café and night time economy retail	Medium	££
	WR4: Ealing Road	Medium	££
Economy	WE1: Crossrail Lobbying	Long	Nil
	WE2: Enterprise Village	Medium	££
Accessible & Attractive	WA1 - Designation as a Metropolitan Centre (linked with Wembley Park District Centre). Lobbying	Medium	Nil
	WA2: Pedestrianisation of northern part of the High Road (between Park Lane and Wembley Triangle)	Medium	£££
	WA3: Secure frequency of trains to Wembley Stadium	Long	£££
	WA4: Free Wi-Fi everywhere – link into street light replacement	Medium	££
	WA5: Public realm and shop front enhancement (between Park Lane and Ealing Road junction)	Medium	££
	WA6: Re-zone Wembley as Zone 3 through lobbying TfL.	Long	Nil
Community	WC1: Events around key festivals (cultural celebration of diversity)	Medium	£
	WC2: Street Trading and Market Activity	Short	£
Housing	WH1: Housing Zone	Long	££
	WH2: Unlocking vacancy above shops with residential uses	Long	£

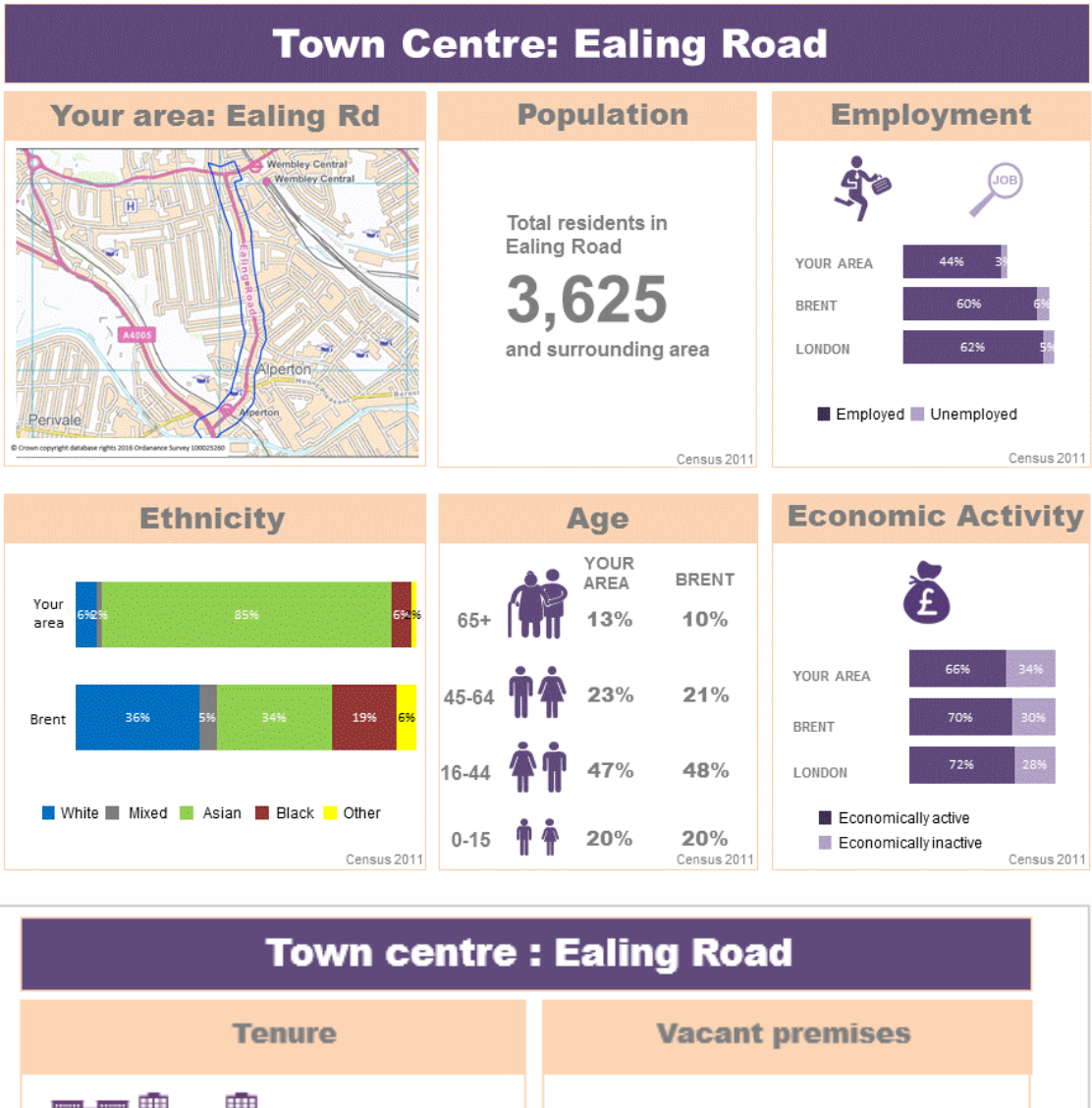
Town Centre Management Plan			
Priorities	**Areas for Action**	**Resource**	**Partnership**
Businesses sharing responsibility and accountability for Wembley Major, Wembley Park District issues	Improved business ownership of local issues via Wembley High Road Business Association (WHRBA) and the emerging network of businesses in Wembley Park District	WHRBA established. £25K New Homes Bonus being used to continue the development of WHRBA to become sustainable.	WHRBA Regeneration and Environment services
Priority to increase Wembley Park event day usage of the high road	Close working partnership with Wembley Stadium, local traders in Wembley High Road to draw footfall.	Officer time WHRBA business network identify investment.	WHRBA Wembley Stadium Quintain
Look and feel of Wembley Major is often compromised by waste and illegal dumping.	Enforcement carrots, sticks and education to improve compliance whilst understanding business needs.	Officer time from a number of teams would need to be prioritised in a coordinated campaign.	WHRBA Regeneration and Environment services (licensing, trading standards, environmental health)
Seasonal marketing campaign	Supporting WHRBA in the development of a seasonal marketing programme, which includes seasonal lighting, events, festivals and markets to help attract new audiences in to the high road and other parts of the area.	Officer time	WHRBA
Business rates collection.	Campaign in partnership with WHRBA/ WPD Business network for compliance with rate paying.	Officer time.	Business rates Regeneration and Environment WHRBA
Shopfront improvement and wider business support mechanisms made available	Focus on the part of the high road between Park Lane and Ealing Road junction– programmed shop front improvement works to create a more inviting and appealing entry into the area.	Officer time	WHRBA

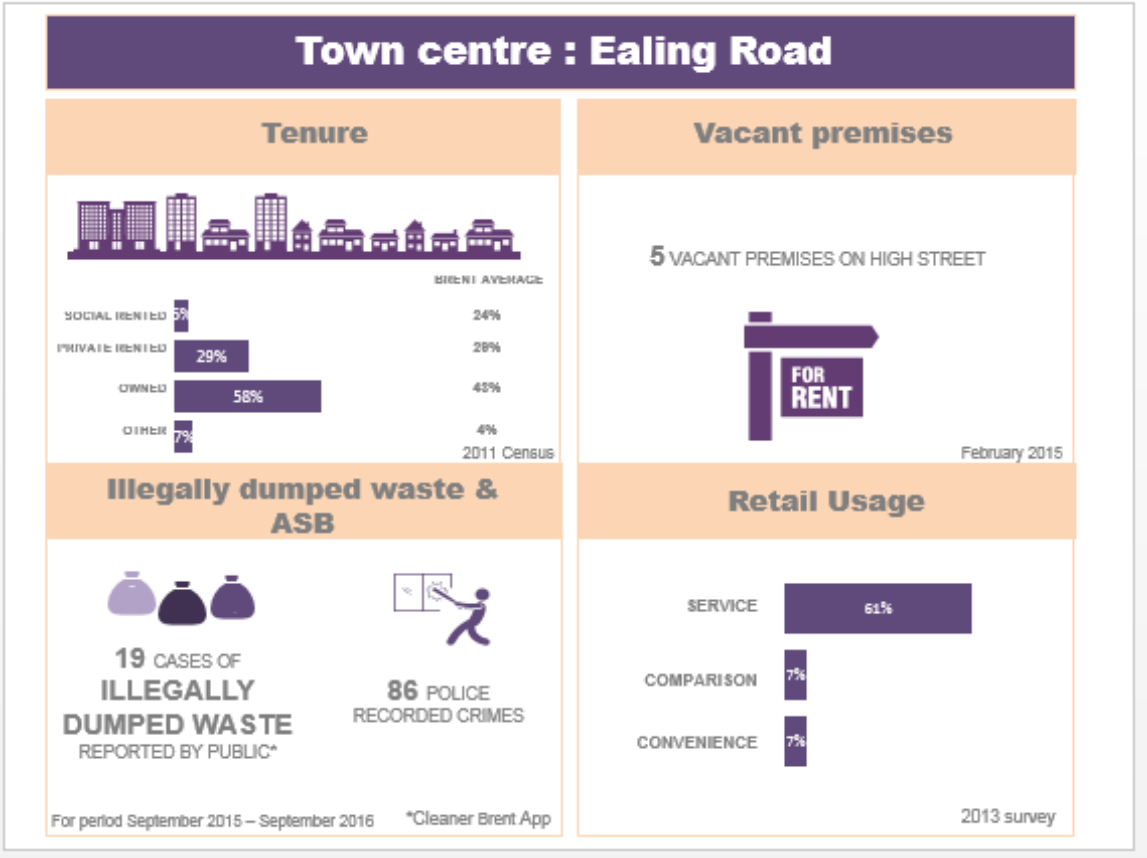
	This will be accompanied by a robust business support programme which includes visual merchandising, marketing and promotion as well business plan review, information on how to access finance etc. and incentivising those businesses that remain compliant.		
Landlord Partnership	Working closely with landlords to manage/ help reoccupy empty spaces along the high road	Officer time	Landlords WHRBA
Promoting available parking in the area	Campaign to promote the available parking opportunities to visitors: Curtis Lane car park, St John's car park, Cecile Road car park	Officer time	WHRBA

Investment Plan – Current/ planned projects

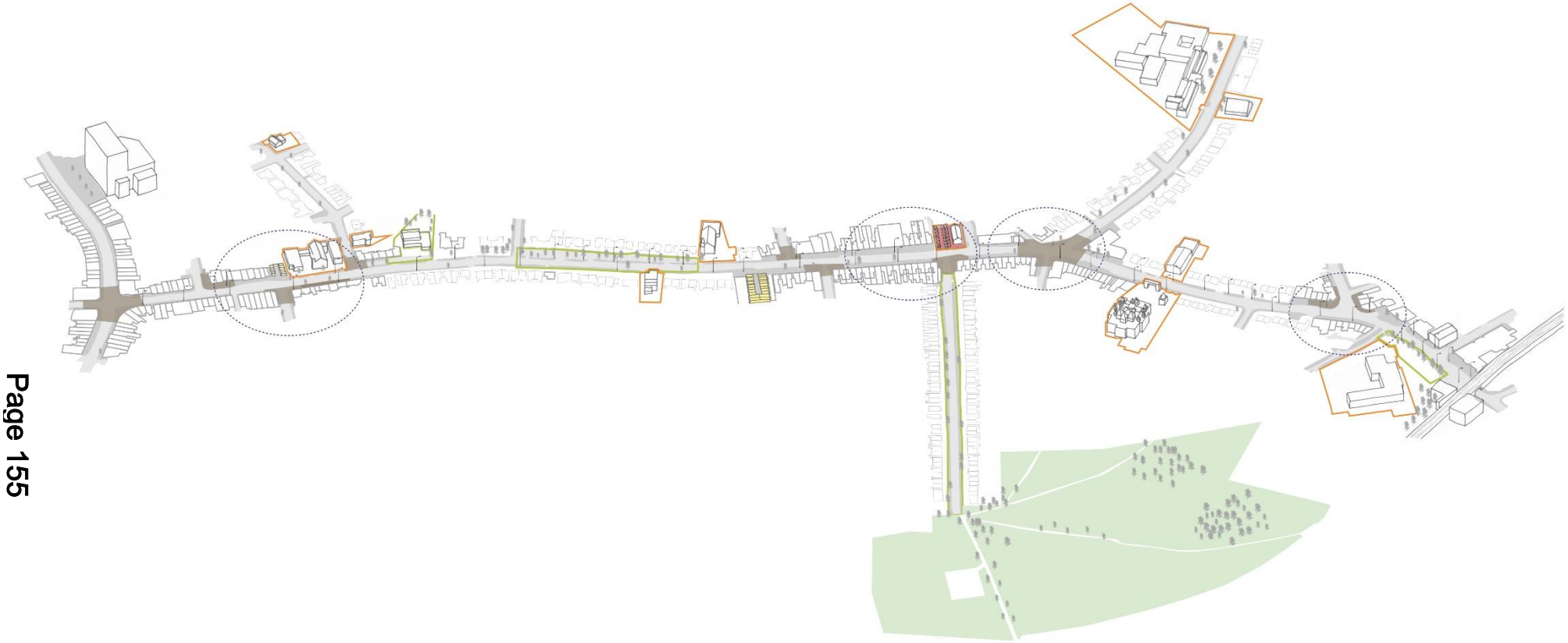
Project	**Project description**	**Resource (funding source and value)**	**Objectives met**
Central Station Square, Wembley High Road	An existing urban square, the most significant public space on Wembley High Road. Improvement of this space with a new design, potential for creation of a significant town centre urban square in partnership with landowner St Modwen.	Officer time	Community and retail
Trees, Central Station Square, Wembley High Road	Ongoing current Landscape project to plant new trees on Wembley High Road, holding funds for new trees at Wembley Triangle, subject to outcome of studies by Transportation.	Officer time S106 –	Community
Bus Pinch Point, public realm improvements and pedestrian accessibility at junction improvements - improve highway safety, Wembley High Road	Feasibility study completed whereby the 4 junctions between Ealing Road junction and South Way Junction have been assessed to see if a pedestrian phase can be included to improve pedestrian accessibility as well as reducing congestion along this corridor. Initial findings have shown that improvements to the 4 junctions is not good value for money. Therefore a more transformational design is needed. Looking to undertake further design feasibility work to determine if only permitting buses, cyclists and pedestrians to use Wembley High	Bus Pinch Point, Major scheme, S106 CIL	Accessible and Attractive Community Economic

	Road between Ealing Road and Wembley Triangle would achieve the objectives for making the area a better place.		
Landscaping project, Wembley Park District	Current potential for landscape improvement has already been delivered with tree planting, some potential to extend this.	Officer time	Accessible and Attractive Community
Forty Lane collision reduction, Wembley Park Drive	Barn Rise to The Paddocks & Bridge Road/Forty Lane to Wembley Park Station - preliminary design and consultation. Collision reduction Programme (also to address loading/unloading and parking issues in the area).	LIP 2017/18 Programme	Accessible and Attractive
Naturalisation of Wealdstone Brook	Exploring the naturalisation of the Wealdstone Brook through Wembley Park This will interact with college of North West London site Crescent House, and other development sites in North End Road. Links to Education Quarter proposal under development.	Officer time	Accessible and Attractive
Brent House	Disposal of existing office building for residential redevelopment (erection of 2 buildings of between 8 10 storeys accommodating 248 dwellings and flexible commercial ground floor (use classes A1, A2, A3, A4 and/or B1(a) New public square, landscaped communal gardens, alteration to existing crossover and basement car and cycle parking	Developing Council land/ Property	Economic Community Housing
Ark Elvin school site redevelopment	Disposal of existing buildings on site and replacement with replacement building (3 storey 9FE secondary school for 1750 pupils with associated car parking, servicing and circulation space. New pelican crossing planned near junction with Ecclestone Place for January 2018	Developing Council land/ Property	Economic Community Housing





Source: Brent Research and Intelligence 2016



Map B: Illustration Map illustrating Ealing Road context

Credit: Mark Projects Ltd

Ealing Road

Ealing Road is located at the western end of the Wembley Growth Area and has the growing potential to become a destination for Brent, London, nationally and even internationally. Brent is to continue to promote Ealing Road as a specialist centre for Asian fashion, jewellery and culture. In order to ensure that Ealing Road remains a popular destination for Asian shopping. It needs to be branded clearly by the local community (residents and businesses), e.g. Little India has been mentioned by some as well as the "the gem in the jewel" but would ultimately need to be something the community establishes, leads and ultimately believes in.

Ealing Road has long been a priority for the Council as a niche high street. In the past it was particularly well known as being one of London's best Asian shopping areas but it has more recently lost this position to the likes of Southall and Green Street. The central objective of the Ealing Road project will be reposition the high street as London's premier Asian shopping destination.

The Council is currently delivering a part funded GLA High Street Project which seeks to regain Ealing Road's competitive advantage as a specialist shopping destination. The programme for Ealing Road includes capital projects to improve the road as well as the library forecourt with a new public square and introduce a new workspace facility and café provision, a business engagement programme supporting a new formed traders association, a series of events and a way finding strategy to promote Ealing road as a global destination.

Future Vision

The vision for Ealing Road is for it to regain its market position as a premier Asian shopping destination and place to visit for retail / cultural experience around planned events and festivals. Due to its distinctive offer, the high levels of expenditure and rent paid, Ealing Road stands the best chance in the borough of being a high street Business Improvement District.

Town centre performance

Ealing Road is a district centre located in the south west of the borough. The main retail parades are located on the east, middle and western side of Ealing Road, each section separated lengths of residential and community use buildings.
The centre has vibrant display of specialist Asian goods which adds to its appeal that attracts footfall from pan London and in some instances globally. Customers of Ealing Road will travel from far and wide to spend thousands of pounds on specialist jewellery and fashion items or purchase convenience foods in bulk quantities.

However, a challenge for Ealing Road is for it to retain and enhance its position as one of the UKs premier Asian shopping streets in the face of competition from Southall and Green Street. It also has a unique opportunity to position itself as the authentic alternative to Wembley Park and London Designer Outlet that surrounds Wembley Stadium and yet struggles to pick up incidental trade and footfall from visitors to Wembley Central Station.

In terms of the retail composition, as per the Brent Health Check Survey 2013 - Ealing Road has a healthy mix of uses, with a particularly high proportion of comparison stores (61%) compared to service (7%) and convenience (7%). This is reflective of Ealing Road's role as a centre specialising primarily in Asian goods, particularly clothing and jewellery. The balance of convenience stores such as grocer's service fresh food produce, butchers and

general foodstores helps add to a diverse offer in the local centre. The centre also meets the day to day shopping needs of its local and diverse resident catchment but in a recent visitor survey area (June 2016), residents and visitors to the centre commented that they would like to see a wider and more diverse offer.

Vacancy Levels

Similar to Wembley High Road, Ealing Road has been an exception to overall increases in vacancy rates, with the third lowest vacancy rate in the borough, with only 1.4% of the total frontage being vacant.

Town Centre Management will be key to improving the look and feel of Ealing Road, which needs to be achieved in partnership with businesses, with a mix of education, partnerships, incentives and enforcement. It is proposed that x1 Town Centre Commissioner manages a coordinated approach and programme across both Wembley/ Wembley Park Drive and Ealing Road, taking into account the recurring issues in each centre which focus on environment challenges (cleanliness, parking) as well as placemaking (enhancing USP, accessibility, marketing and promotion) are quite similar across the board. The aforementioned challenges should be managed with in view of each centres close relationship to Wembley Park and the momentum already being created within through sustained development.

There are not many clear opportunities for capital investment at the moment. A new of key stakeholder partners have already been established in the area, with the same passion and vision for promoting Ealing Road as an international destination.

There is an established traders association (Ealing Road Traders Association) in Ealing Road, currently with 20 members but the membership set to steadily increase as momentum starts to pick up in the area. A business plan is being prepared for the traders association will look at short – medium interventions over the next 1 – 3 years, aligned with the Council's priorities for place shaping in the area.

Key

0 – 1 year	Short
0 – 3 years	Medium
3 years +	Long

Funding [To provide sense of scale, but not specifying at this stage whether council or external investment]

Nil	Using existing council resources
£	00s
££	000s
£££	000000s

Key Opportunities: delivering the new Town Centre vision

	Opportunity	Timescale	Funding
Retail	ER1: Specialist Fashion and Jewellery Quarter	Medium	£
	ER2: "Little India" Placemaking – e.g London's Golden Mile	Medium	££

	ER3: Night economy retail and dining ER4: Maximise mutual benefits of proximity to Wembley High Road/ Wembley Park ER5: Street trading regularisation (shopfront design SPD)	Medium Medium Short	££ ££ £
Economy	EE1: Expansion of workspace/ enterprise offer	Medium	££
Accessible & Attractive	EA1: Rationalisation of junctions EA2: Free Wi-Fi everywhere – link into street light replacement	Long Medium	£££ ££
Community	EC1: Specialist events around key festivals, cultural and fashion exhibitions EC2: Street Trading and Market Activity	Medium Short	£ £
Housing	EH1: Comprehensive residential redevelopment above Ealing Road Library EH2: Unlocking vacancy above shops with residential uses	Long Long	££ £

Town Centre Management Plan

Priorities	Areas for action	Resource	Partnership
Businesses sharing responsibility and accountability for Ealing Road issues	Improved business ownership of local issues via Ealing Road Traders Association (ERTA).	ERTA established. £20k New Homes Bonus being used to continue its development to become sustainable.	ERTA Regeneration and Environment services
Improving accessibility from one end of the high street to the other (there is a disconnect between either end)	Practical activities to link the two ends of Ealing Road, via rickshaws for example. ERTA taking lead.	ERTA to identify investment.	ERTA
Look and feel of Ealing Rd is often compromised by waste and illegal dumping.	Enforcement carrots, sticks and education to improve compliance whilst understanding business needs (e.g. encroaching onto pavements with	Officer time from a number of teams would need to be prioritised in a coordinated campaign.	ERTA Regeneration and Environment services (licensing, trading standards,

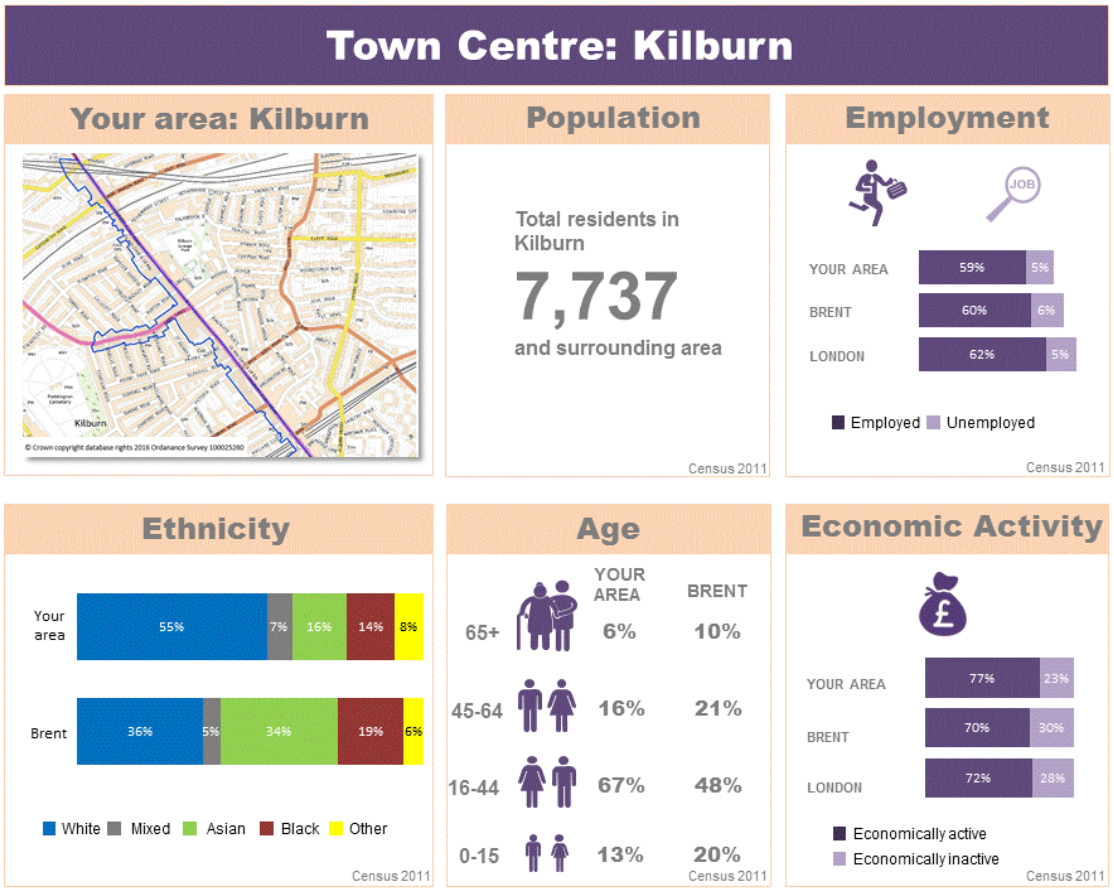
	trading; illegal dumping; and rat infestation).		environmental health)
Business rates collection.	Campaign in partnership with ERTA for compliance with rate paying.	Officer time.	Business rates Regeneration and Environment ERTA
Themed cultural celebrations	Using the "Leicester Golden Mile" as an example of large theme celebrations – coordinating an annual programme of public festivals (Diwali and Christmas) in Ealing Road which carry global celebrity status and fast becomes the largest outside India	Officer Time External sponsorship identified (e.g. media partners)	ERTA

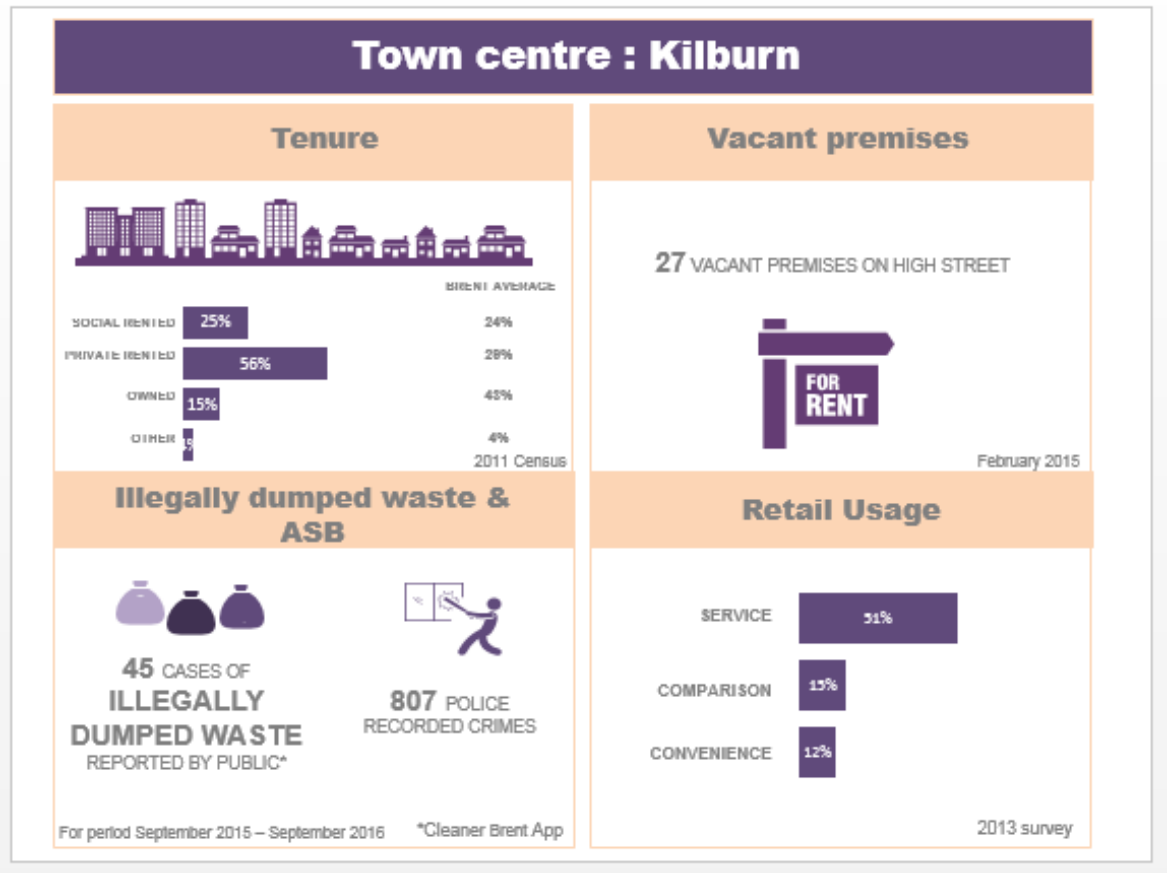
Investment Plan – Current/ planned projects

Project	Project description	Resource (funding source and value)	Objectives met
Ealing Road Library forecourt scheme to create workspace and community space for users of the local centre	Physical objectives is to deliver a set of coordinated interventions that will strengthen the identity, improve connection and reinvent public space along Ealing Road. The introduction of a new high quality public space at Ealing Road Library for the community/ traders to hold events and festivals. Proposal to provide a café and workspace	GLA High Street Fund	Economic Community
Alperton Community School / Alperton Station	Alperton Community School being rebuilt under school build programme. Funding available to enhance safety and the public realm along the frontage and approach to the school to include Alperton Station entrance. Planned improvements include, wider pavements, new bus lay by, new pedestrian crossings, 20mph speed limit, trees and street furniture.	S106 funds	Accessible + Attractive
Cleanliness Awareness Campaign	A developed awareness campaign led by ERTA and Keep Wembley Tidy, which seeks to educate and inspire the local community on ways to keep their local area clean and tidy and to report all instances of illegal dumping.	GLA High Street Fund	Community

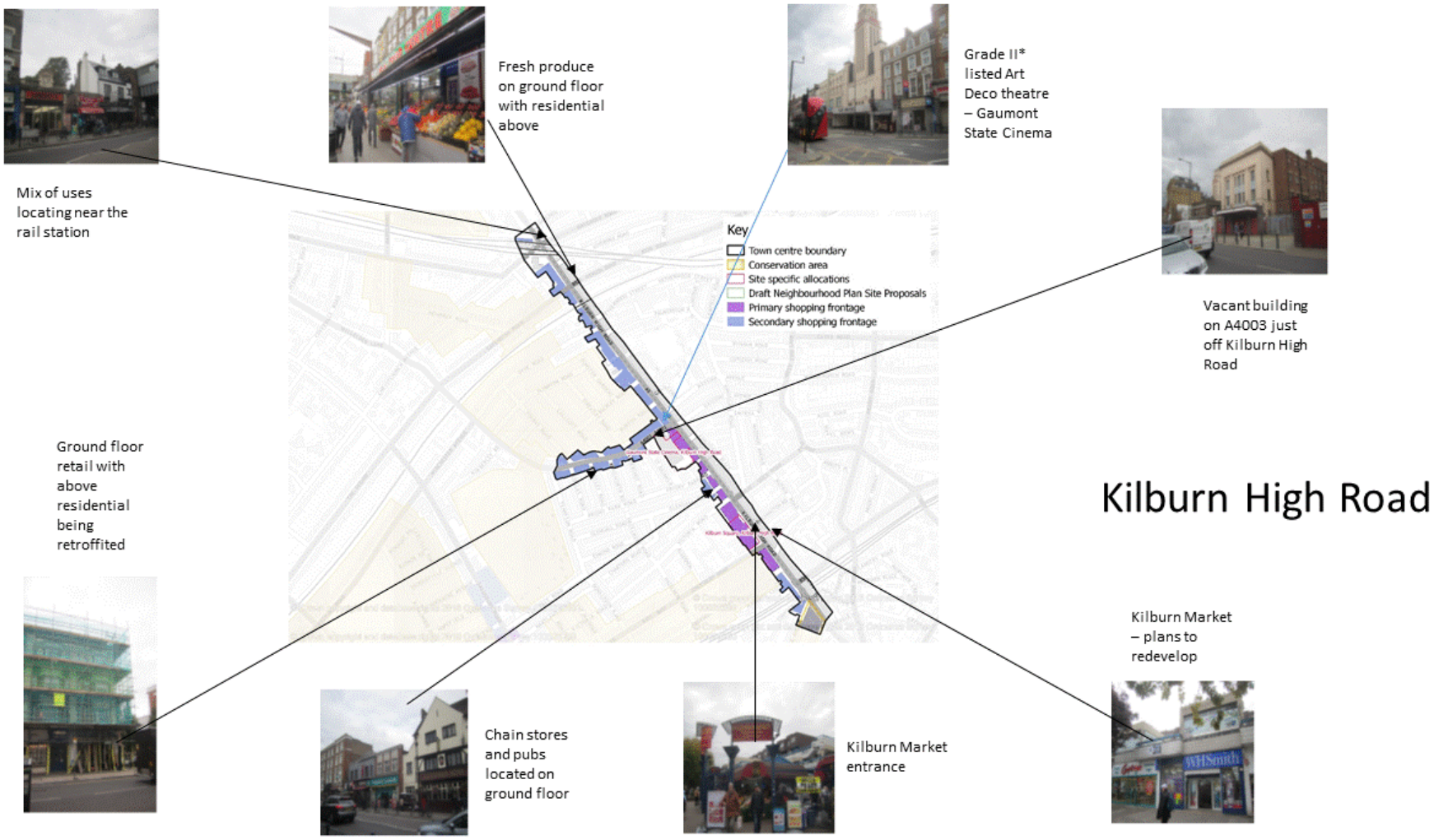
Decluttering Programme	Rationalisation of all street furniture along Ealing Road to provide a cleaner appearance in the area. Also Includes the removal of pedestrian guardrails, repainting the BT boxes raven -black	S106 funds	Community
Gateway signs to symbolise entry to a cultural quarter.	Installation of four crossing banners, spanning lampposts across the road, A banner will be located at either end of the road to act as a gateway/arrival point; the two others will be sited to address the severances to the local offer and create an enhanced sense of continuity along the length of the street.	GLA High Street Fund CIL	Retail Economic Community
Area Map	As part of the wider place-shaping strategy for Ealing Road, a map will be produced. This will act as a destination marketing tool and will be managed by Ealing Road Traders Association and act as an incentive to get more businesses to join the trader's association. Sitting alongside the map will be a bespoke website for Ealing Road.	GLA High Street Fund CIL	Retail Economic Community
Painting Lamp columns	50 Lamp columns to be painted in a complementary colour scheme to the new public space being created in the library forecourt. The aim is to create a high impact and visual connection along the length of the road. This will be done by using a varying gradient of colour along four stratified sections of the road to reflect the nature of the activity and typology of offerings unique to each section. Lampposts have already been painted black in preparation for the next stage of décor.	GLA High Street Fund CIL	Economic Community Retail

Town Centres Investment and Action Planning – Kilburn High Road





Source: Brent Research and Intelligence 2016



Map C: Map illustrating Kilburn High Road context (Brent side)

Kilburn High Road

Kilburn is one of Brent's two major centres and shares a boundary with Camden. The town centre is located along Kilburn High Road between Oxford Road and Kilburn Station. The town centre is very well served and has excellent levels of accessibility by tube from Kilburn Station and regular bus links to Paddington, Victoria, Oxford Circus and White City. Kilburn High Road forms part of the A5 corridor which is both a key strategic traffic route and a busy corridor for bus services. Kilburn High Road also functions as an important district shopping centre and a focus for leisure and cultural activities. Kilburn is designated as one of thirty five 'major centres' in the Mayor's London Plan.

The A5 forms the boundary between Brent and neighbouring boroughs and there is a boundary road agreement between Brent and Camden Councils which covers Kilburn High Road. This agreement divides responsibility for the public highway between the two boroughs, with Brent being responsible for the section north of Willesden Lane, and Camden taking responsibility for the section south of Willesden Lane. There is no existing arrangement or agreement with Camden regarding the more holistic regeneration of Kilburn High Road.

It has been recognised for some time that the vitality of the High Road shopping environment is compromised by the dominance of motor vehicles and that the local public realm needs upgrading. Footways are congested and cluttered and crossing opportunities are limited. The High Road also has one of the worst safety records in the borough with large numbers of personal injury accidents occurring along its length. In response to this poor safety record, both Brent and Camden have prioritised a scheme to improve conditions along the High Road.

Kilburn High Road is in an area of significant affluence and spending power such as West Hampstead, Paddington and Maida Vale, with excellent transport links via the three stations including underground and overground lines. The South Kilburn regeneration area is also located nearby.

Future Vision

Kilburn High Road has a rich and diverse economy which can be capitalised on further by ensuring that it has the right mix of character. The current leisure offer in the centre is important to its strength and currently includes the Tricycle theatre, pubs and restaurants (primarily clustered to the North of the High Road) and a nightclub. Continual focus should be on celebrating the high road's mixed and rich diversity in retail, culture and leisure to ensure a thriving leisure and night time economy is sustained in the bid to continue to attract new audiences from the neighbouring areas including new residents from South Kilburn.

There are significant opportunity sites in the central area of the High Road that help to link the North to South, expanding the high quality cultural/ leisure and retail offer that better meets the local catchment's needs and profile, particularly the Gaumont State art deco building and nearby vacant site which adjoins to the state building. To the South of the High Road, improvements to the offer are necessary, which could be enabled by the development of the local market site, either as an improved cultural market destination, or through re-purposing the site for mixed use development. Significant investment in Kilburn High Road transport infrastructure could enable safer and more accessible and attractive access that would be more appealing to a wider audience.

Town Centre performance

Kilburn comprises 266 designated units in Brent and provides a somewhat varied shopping environment along the length of the linear High Road. Overall, the centre is easily accessible and is functioning reasonably well but does have weaknesses. The environmental quality of the centre varies from north to south, and in addition, the busy A5 which dissects the centre results in problems with congestion which detract from the quality of the centre. Despite the borough boundary, the centre functions as one as there is a strong call for a single approach to be led by Brent council.

Kilburn High Road is home to a growing number of independents although there is quite a strong base of multiples such as Primark, Marks and Spencers, Sainsburys, Aldi, McDonalds, KFC, TK Maxx, Argos and a number of banks – which are key attractors to the town centre not only to the local catchment but for visitors further afield. Almost all of the aforementioned are on the Camden side, with the exception of McDonalds, Argos and a few banks, although Brent has a high proportion of service outlets (51%) compared to its other types of retail uses. Comparison retail uses on the high road equates to 15% whilst convenience is slightly lower at 12%. The convenience retail offer includes some of the necessary day to day shopping essentials such as greengrocers and general foodstores. The comparison offer consists of a variety of goods including footwear, clothes, electrical goods and variety stores. Kilburn market makes an important contribution to the retail offer of Kilburn providing a range of comparison goods. The town centre has a high proportion of service outlets particularly takeaways, restaurants, cafes and hairdressers.

Vacancy levels

As with Wembley High Road and Ealing Road, vacancy levels in the primary frontage has fallen since 2007 (7.7%) to 3% (27) in 2013, which is relatively low when compared to other town centres in the borough. However, this disguises issues regarding quality of uses along sections of the high street.

Key

0 – 1 year	Short
0 – 3 years	Medium
3 years +	Long

Funding [To provide sense of scale, but not specifying at this stage whether council or external investment]

Nil	Using existing council resources
£	00s
££	000s
£££	000000s

Key Opportunities: delivering the new Town Centre vision

	Opportunity	Timescale	Funding
Retail	KR1: Kilburn Square market redevelopment Or KR2: Market site mixed use development	Short Medium	££ £££
Economy	KE1: Potential through lower ground uses or mixed use development (e.g. KR1 and KC1) KE2: Promote a BID	Medium	££/ £££
Accessible & Attractive	KA1: Transport infrastructure and public realm improvements KA2: Create an enhanced sense of arrival/gateway entry (Kilburn Underground Railway Bridge)	Medium – Long Medium	£££ ££
Community	KC1: Gaumont Redevelopment for cultural and leisure uses (e.g. good precedents of re-use of similar art deco sites in other Outer London centres such as Muswell Hill and Dalston). KC2: Support Tricycle Theatre in raising funds to implement capital refurbishment and expansion programme.	Medium Medium	£££ £
Housing	KH1: Potential through mixed use development of KR1 and KC1 KH2: Development of upper storeys.	Medium Medium	£££ £££

Town Centre Management Plan

Priorities	Areas for Action	Resource	Partnership
Single coordinated and managed approach overseeing both sides of the high road	Overseeing environmental issues including educating local businesses about commercial waste disposal and reporting illegal dumping	Officer time	Camden Council Input from businesses and local groups including Neighbourhood Planning Forum.
Promote Kilburn's night time leisure and entertainment economy	Build on Kilburn's current night time economy and promote the area as the new "West End of North West London" (previously highlighted by local politicians and residents) or something snappier, 'Kilburn Cultural Quarter" or "The Kilburn West End".	Officer time	Kilburn Neighbourhood Planning Forum Residents Groups Businesses

Policing to respond to local ASB issues, with local community citing this as impacting the feeling of safety in the High Road.	Police presence campaign. Links to the local Mental Health Unit cited by Community Protection as potentially requiring management. Is the location appropriate with its proximity to the night-time economy?	Officer time Capital if considering relocation of centre.	Police Mental health services/ NHS/CCG

Investment Plan – Current/ planned projects

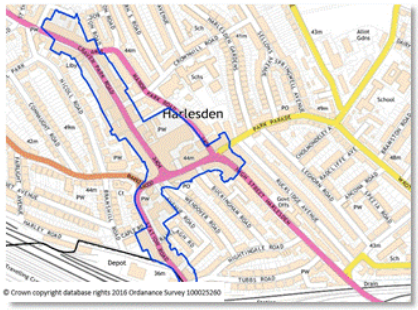
Project	Project description	Resource (funding source and value)	Objectives met
Kilburn Square	Partly dependent on development proposals being received for Kilburn Square SSA which would create potential for a new public square. Demolition of the existing Kilburn Square shops, replacement with a taller residential building including space for ground floor retail and retention of the Kilburn Square market would create potential for a new landscaped public square on Kilburn High Road. Such a square would create a defined town centre focus for Kilburn. Any improvement to Kilburn High Road is important to nearby South Kilburn Growth Area as nearest shopping location.	S106 CIL	Accessible + Attractive
Kilburn High Road tree planting	A Landscape project to line full length of Kilburn High Road with new trees, this is linked to the potential TfL Major Scheme.	LIP Major Scheme bid (Tri-borough)	Accessible + Attractive
Public Realm and Safety Improvement Scheme	In partnership with Camden looking to develop outline scheme proposals to improve public realm and reduce accidents in Kilburn High Road between Loveridge Road and Greville Road. The scheme is being developed to address the high number of personal injury accidents and improve bus journey reliability times through smoothing traffic flow.	LIP Major Scheme bid (Tri-borough) S106	Accessible + Attractive

	Key features of the preferred option includes widening of footways, removal of 3 signalised crossing points, the provision of a 4.5m single traffic lane in each direction and the removal of all guard railing. Further measures included to assist cyclists		

Town Centres Investment and Action Planning – Harlesden

Town Centre: Harlesden

Your area: Harlesden



Population

Total residents in Harlesden

7,248

and surrounding area

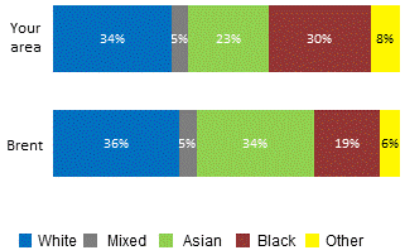
Census 2011

Employment



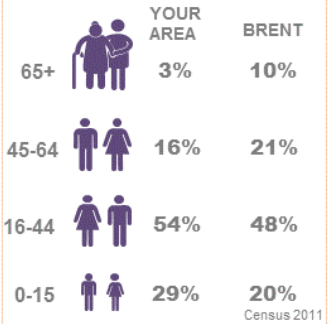
Census 2011

Ethnicity



Census 2011

Age



Census 2011

Economic Activity



Census 2011

Town centre : Harlesden

Tenure



2011 Census

Vacant premises

38 VACANT PREMISES ON HIGH STREET



February 2015

Illegally dumped waste & ASB



687 CASES OF **ILLEGALLY DUMPED WASTE** REPORTED BY PUBLIC*

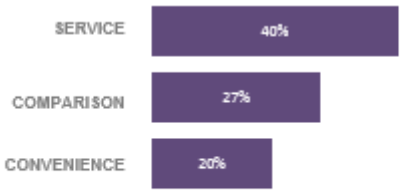


905 POLICE RECORDED CRIMES

For period September 2015 – September 2016

*Cleaner Brent App

Retail Usage



2013 survey

Source: Brent Research and Intelligence 2016



Map D: Map illustrating Harlesden context

Harlesden

Harlesden is one of the largest district centres in Brent, located in the south of the borough. With the area transforming, in light of the OPDC developments, it will be a priority for the Council to measure and assess the impact of how this change will help bring economic and social benefits to Harlesden. Due to the combination of the existing socio-economic challenges in Harlesden, coupled with the scale of nearby development, it was selected as a prototype area for the Outcome Based Review of Regeneration (Social and Environmental).

The proposals and Planning Framework for Old Oak Common, produced by the GLA in conjunction with boroughs, presents an opportunity to drive the regeneration of Harlesden town centre. A new High Speed 2 (HS2) and Crossrail station at Old Oak by 2026 will potentially make it one of the best connected railway stations in the UK. This could give rise to significant potential for economic development, jobs growth and new homes. The Framework establishes a 30-year vision to transform the Old Oak area with up to 90,000 jobs and up to 19,000 new homes, schools, open spaces, shops and leisure facilities.

To maximise the potential benefits and attract footfall to Harlesden town centre, it is proposed to improve the link between the centre and Old Oak via Willesden Junction. To facilitate this it is proposed to extend the town centre boundary along Station Road towards Willesden Junction, and designate frontage comprising town centre uses along this route as secondary frontage.

Harlesden benefits from a proactive community including the Harlesden Town Team, Harlesden Neighbourhood Planning Forum and other community groups such as the Harlesden Business Forum and active resident groups. The emerging Neighbourhood Plan has identified a number of opportunities for development, the most significant being Harlesden Plaza with the aspiration for a new community square, community space and residential development.

Harlesden has a number of key attributes and has been praised for its vibrant Caribbean culture and unofficially carries the tag of “London's reggae capital”. The town centre also has a high growth of Brazilian and Portuguese population and this is quite apparent through the diverse mix of restaurants and takeaways that fulfil the needs of the local catchment.

The south of Harlesden Town Centre is designated as a conservation area, due to its special architectural and historic character.

Future vision

To maximise growth in Harlesden, through its relationship with the Old Oak Common and Park Royal development, particularly Willesden Junction station and potential ‘above ground’ development.

Harlesden should build on its cultural diversity and strong community leadership to build a distinct cultural and retail offer that will appeal to a wide audience. Opportunity sites can also be utilised to diversify the mix of Harlesden through development of workspace and housing, to increase the diversity of footfall in the town centre. Brent’s property strategy identifies Harlesden as a prime area of opportunity for investment/ acquisitions of property, due to the high returns that could be yielded as the OPDC development progresses.

Town Centre performance

Harlesden is a district centre in the south of the borough and is one of Brent's largest district centres, with 215 designated units extending from High Street Harlesden north to Craven Park Road and east along Park Parade. Willesden Junction and Harlesden stations are a 15 minute walk from the town centre and is also well served by bus.

Harlesden has a high proportion of service outlets (86%) including a total of 28 hairdressers/ hair stores and 15 takeaways. Comparably, the proportion of comparison (59%) is significantly higher than convenience (42%). The centre also had a good mix of stores selling fresh food including bakers, butchers, grocers and supermarkets.

Vacancy levels

Although vacancy levels in the town centre has decreased significantly since 2001 by 4.3% to 5.6% in 2013; they still remain quite high. This level of vacancy puts Harlesden as having the third highest proportion of total vacant frontage in the borough.

Research on Rightmove shows, there is a total of 5 freehold commercial properties currently on the market including a large 12 bedroom hotel and a residential building made up of 6 double bedrooms located with the heart of the town centre.

Key

0 – 1 year	Short
0 – 3 years	Medium
3 years +	Long

Funding [To provide sense of scale, but not specifying at this stage whether council or external investment]

Nil	Using existing council resources
£	00s
££	000s
£££	000000s

Key Opportunities: delivering the new Town Centre vision			
	Opportunity	Timescale	Funding
Retail	HR1: Develop high quality retail offer, responding to digital and convenience shopping agenda.	Medium	££
Economy	HE1: Identify workspace opportunities, following completion of the commissioned workspace study, to create an offer that can benefit from the gentrification of nearby Kensal and future growth of population and commercial in OPDC area.	Medium	££
	HE2: Create OPDC job shop (primarily construction)/ and arm of the hub that is under development.	Medium	££

Accessible & Attractive	HA1: Exceptional quality public access to Willesden Junction station and the wider OPDC development. HA2: Development of Harlesden Plaza as an attractive public square.	Long Long	£££ £££
Community	HC1: Invest in the cultural offer for Harlesden, building upon the uniqueness of the Brazilian and Portuguese population growth, and 'London's Reggae Capital' tag, a USP to attract footfall. Creation of a 'Cultural Quarter' focussed on restaurant offer. HC2: Potential for cultural events and/or festivals. HC3: Potential investment in the community hub prototype (OBR)	Medium Short Short	££ ££ ££
Housing	HH1: Resolve the pressures on private rented accommodation, with evidence of overcrowding resulting from increasing rental prices. HH2: Review future Housing potential using council's property assets HH3: Potential for acquisition of private assets (Harlesden identified in property strategy as having potential to significantly increase in value, due to OPDC development).	Short Medium Medium	££ £££ £££

Town Centre Management Plan

Priorities	Areas for action	Resource	Partnership
Tackling antisocial behaviour associated with Shisha bars	A co-ordinated campaign in partnership with the community.	Officer time	Harlesden Neighbourhood Planning Forum Harlesden Business Association Harlesden Residents Groups Harlesden Town Team
Promote the positive elements of Harlesden to counter the 'bad' perception	Robust destination marketing campaign which celebrates the rich heritage and diversity of the local area through marketing, markets, events, festivals throughout the year working alongside the various community groups in the locality	Officer time	Harlesden Neighbourhood Planning Forum Harlesden Business Association Harlesden Residents Groups Harlesden Town Team

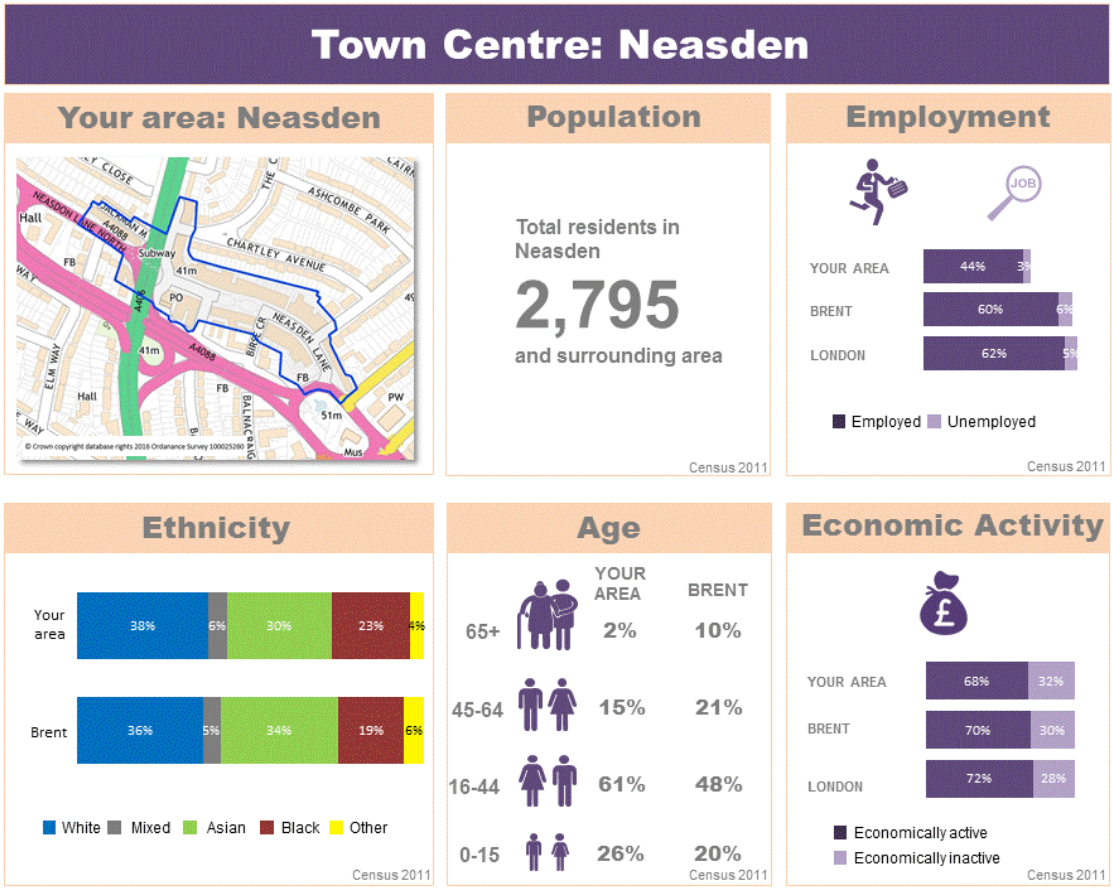
Seasonal town centre activities, for example youth markets	Campaign to encouraging animation of public spaces within the town centre	Crowdfunding	Harlesden Neighbourhood Planning Forum Harlesden Business Association Harlesden Residents Groups Harlesden Town Team
Better lighting and shop front improvements	Improve the physical appearance of the high street by coordinating investment towards better lighting as well as improving the shop frontages with more attractive, cleaner designs that look more welcoming. A tailored business support programme should accompany the shop front improvement scheme so that business owners can learn skills on visual merchandising, marketing (social media)	CIL GLA funding	
Night time economy – build on exotic food USP (Caribbean, Brazilian and Portuguese)	Developing a close partnership with local businesses and encouraging businesses to remain open longer to help increase dwell time in the area	Officer time	
Attract a different profile of businesses	Promotional marketing campaign which builds on the USP/ character of Harlesden	Officer time	Harlesden Neighbourhood Planning Forum Harlesden Business Association Harlesden Town Team

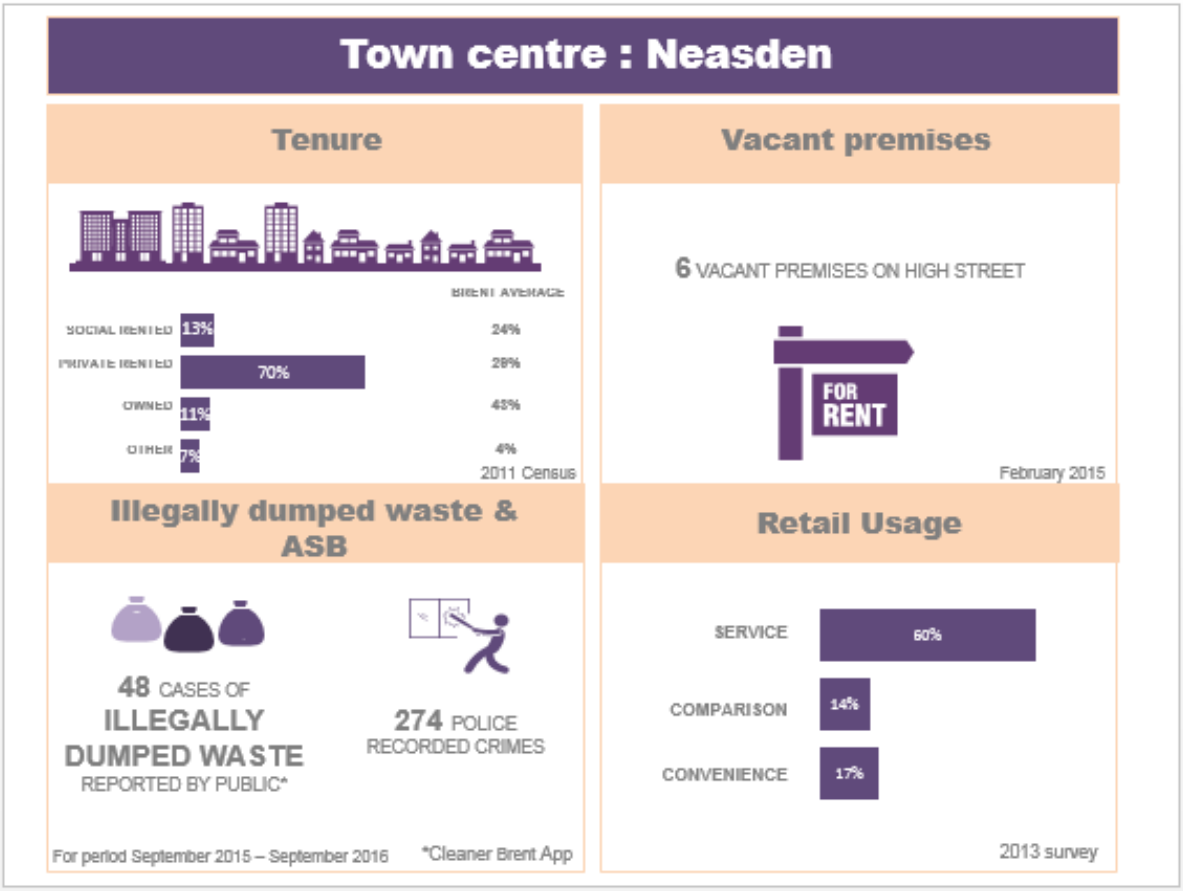
Investment Plan – Current/ planned projects

Project	Project description	Resource (funding source and value)	Objectives met
Routes to Harlesden Town Centre	New Pedestrian Crossing in Manor Park Road, modification of island at Manor Park Road, de-cluttering in Craven Park, yellow box junction at junction with Wendover Road, new road markings at Park Parade junction.	LIP 2016/17 Programme	Accessible + Attractive

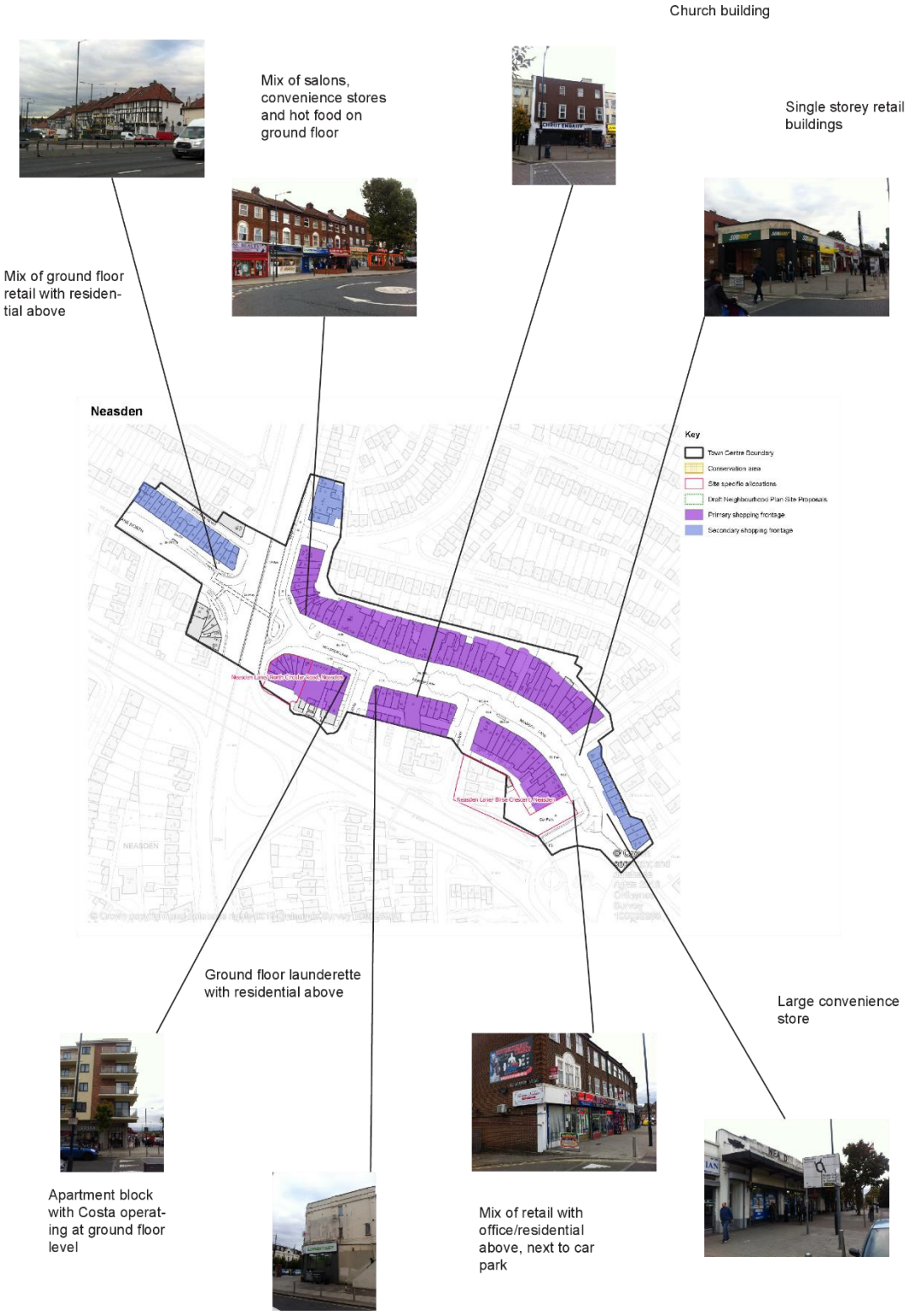
Signal replacement	Replacement of signals at junction of High Street Harlesden and Furness Road.	LIP 2017/18 Programme	Accessible + Attractive
Extended Tree Planting	Tree planting has already been completed in Harlesden Town Centre, including the pedestrianised High Street. This project is currently being continued in partnership with Harlesden Neighbourhood Forum and other community groups, extending tree planting into other streets around the town centre.		Accessible + Attractive

Town Centres Investment and Action Planning – Neasden





Source: Brent Research and Intelligence 2016



Map E: Map illustrating Neasden context

Neasden

Neasden primarily acts as the local retail and service centre for the surrounding residential area. Brent Cross in Barnet (located to the northeast of Neasden) and Wembley act as major retail and services centres serving the wider area. The town centre is bounded by two major dual carriageways – the North Circular Road (which bisects the town centre on a north-south axis), and also the A4088 which runs alongside the south edge of the town centre. The area is served by a number of bus routes and a London Underground station located around 500m to the south of the town centre.

Future Vision

In a recent socio-economic study report on Neasden town centre, an in-depth examination was taken looking at opportunities for Neasden to intensify and how this can be achieved by potentially accommodating a range of different uses, including residential, SME workspace and community space. Increased residential uses has a particularly strong policy fit and would potentially be most effective in supporting the long term vitality of the town centre. Map A below highlights a number of potential development sites within the town centre which provide potential to intensify and diversify uses. The study also illustrates that there is not currently a strong evidence base showing demand for SME workspace at this time, but this is something which should be monitored on an ongoing basis.

The Council will play key role in supporting local businesses in delivering a robust action plan for the area, including promotional marketing as well as events and festivals. There is also great opportunity to test a new street market in the area via planned temporary relocation, related to Church End development proposals.

Neasden can succeed by diversifying and creating a strong offer to the local catchment. To have appeal to a wider audience, the accessibility issues from Neasden underground in particular need to be addressed through significant investment in transport infrastructure, and would depend on moving the existing goods yard, that blights the area's look and feel, as well as its safety for pedestrians or cyclists.

Town Centre Performance

Neasden Town Centre contains 113 business units (14,3000m^2) along Neasden Lane, housed predominantly in 3 storey inter-war buildings, with the upper floors rented out as residential units by private landlords. The town centre offer is dominated by independent services and convenience retail businesses, with relatively few comparison retailers or national multiples.

The wider Neasden area has experienced strong economic growth in recent years, with growth in the employment base of around 7% and in the business base of around 21%.

The area is characterised by a higher than average proportion of part time employment, likely to reflect the activities within the town centre itself (e.g. retail employment).

The area experiences a number of labour market challenges including below average economic activity levels, higher than average unemployment and lower than average skills levels. Partly reflecting this, there income levels are significantly below the London average.

As would be expected given Neasden's location in London, the area experiences strong labour market flows, with 7,600 residents commuting out of the area each day and 6,100 people commuting in.

Vacancy levels

Overall Neasden has relatively low vacancy rate (10.6% or 12 units), with the majority (7) of vacancies concentrated on the periphery of the town centre on Neasden Lane North.

Key

0 – 1 year	Short
0 – 3 years	Medium
3 years +	Long

Funding [To provide sense of scale, but not specifying at this stage whether council or external investment]

Nil	Using existing council resources
£	00s
££	000s
£££	000000s

Key Opportunities: delivering the new Town Centre vision

	Opportunity	Timescale	Funding
Retail	NR1: Build upon local diversity to create clearer identity/brand	Short	£
	NR2: Potential for more permanent market presence following temporary relocation of Church End market.	Medium	££
	NR3: Explore intensification measures through possible infill development. Sites identified as follows: (refer to Map F below). Site A: Neasden Lane/Birse Crescent Site B : Neasden Lane/ North Circular Site C : Jackman Mews Site D : Neasden Lane North Yard Site E : Birse Crescent West	Medium	£££
Economy	NE1: Associated with NR3 potential for mixed use development including workspace.	Medium	£££
	NE2: Building on the initial success of The Grange Enterprise Hub, explore ways to increase capacity and market the offer widely.	Medium	££
Accessible & Attractive	NA1: Measures to enhance sense of arrival (the route from the Neasden Tube station)	Medium	££
		Long	£££

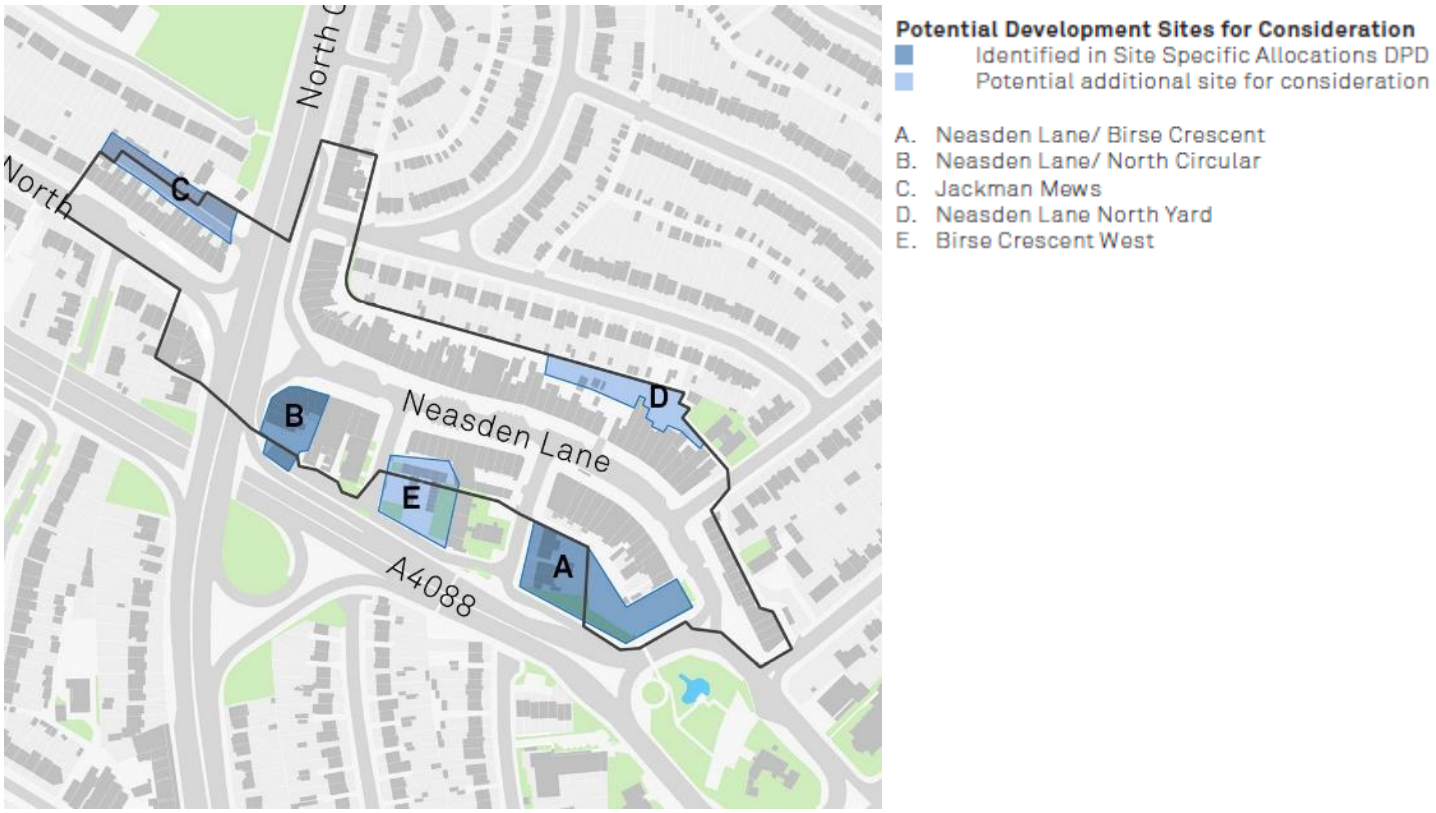
	NA2: Explore potential to redevelop the goods yard site (and relocate occupier) which would significantly improve accessibility from Neasden Tube Station. NA3: Building cycle crossing over North Circular A406 connecting to Neasden Lane North. Improving accessibility.	Long	£££
Community	NC1: Building on NR1 potential for cultural events linked to local character and diversity	Short	£
Housing	NH1: Linked to NR3 potential housing development as part of mixed use sites NH2: Potential development of upper floors, which could also alleviate ASB issues.	Medium Medium	£££ £££

Town Centre Management Plan

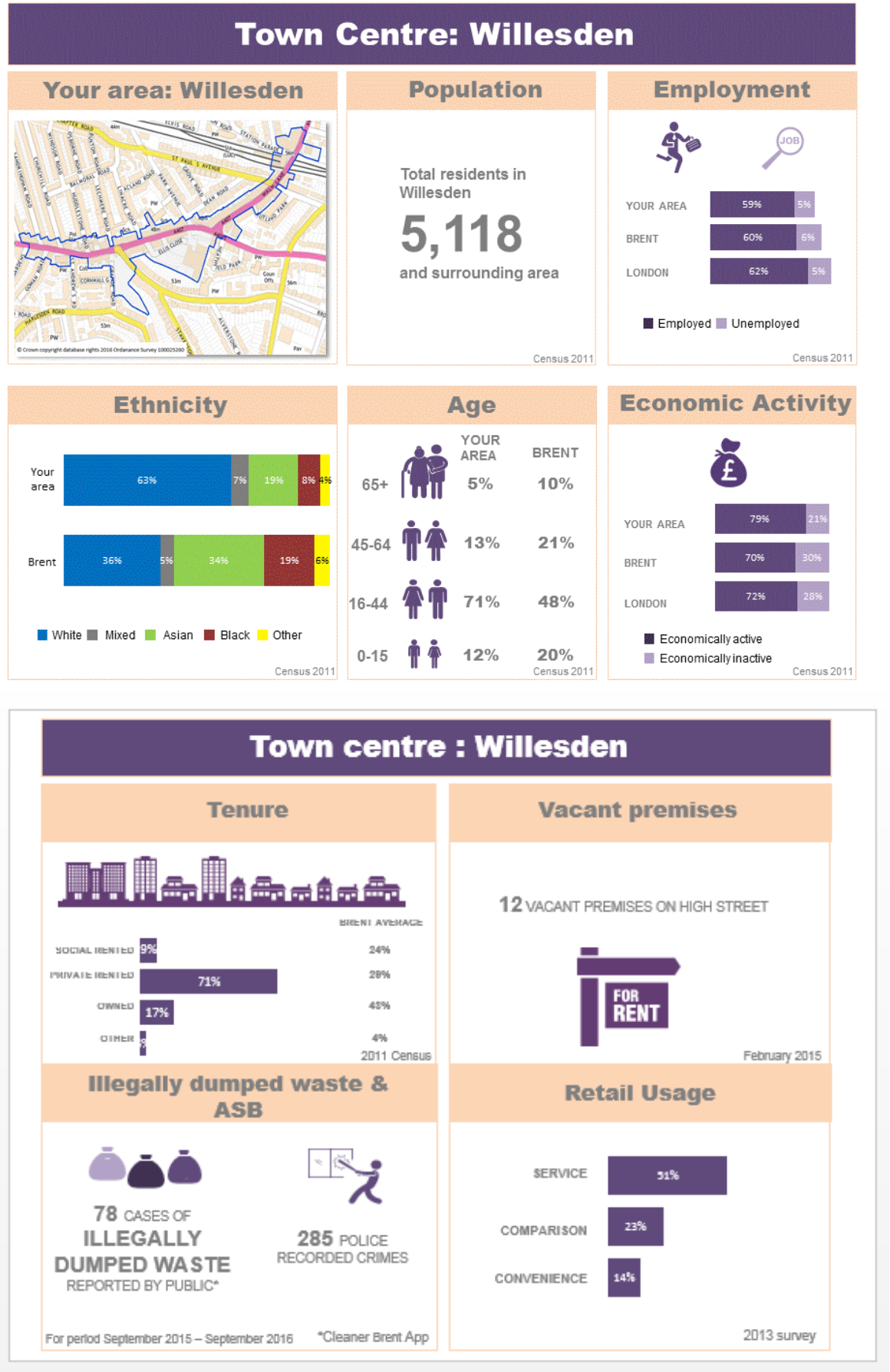
Priorities	Areas for action	Resource	Partnership
The pedestrian approach and arrival experience	Gateways into Neasden Lane including the : Neasden Tube station entrance The Neasden underpass footbridge into Neasden Lane Welcome signage (above "Nadia Kebab"	CIL GLA Funding Potential sponsorship from Partners	Neasden Business Association TFL
Issues with littering and illegal dumping	The numerous alleyways and passages off and behind the high street. Possible tarmac	Officer time	Veolia Neasden Business Association
Crime & Safety: ASB, violent sexual offences, public order, shoplifting, criminal damage & arson	Improve community ownership of local issues via active resident's groups and the newly formed business association Consistent reporting of issues.	Officer time	
Physical appearance and image	Close working partnership with local estate agents regarding high number of letting hoardings adorned to buildings, rationalisation of street furniture and pavement decluttering	S106 CIL	Letting Agents

Investment Plan – Current/ planned projects

Project	Project description	Resource (funding source and value)	Objectives met
Temporary Neasden Street Market	As part of the Church End redevelopment the council need to re-provide a temp market in order to free up land for redevelopment.	Officer time	Accessible and Attractive Economic Community



Map F: Potential Development Sites for Consideration in Neasden Town Centre



Source: Brent Research and Intelligence 2016



Map G: Map illustrating Willesden Green context

Willesden

Willesden is located in the south of the borough and is in some parts an attractive town centre, with a selection of restaurant eateries and pubs within close vicinity of the underground station, as well as the newly built Willesden library further down the high street. It is located only a short distance by tube from Zone 1 and has become an increasingly attractive location to live with many newcomers in recent years taking advantage of the quality of housing stock and ease of access. However, it is a long high street, which changes significantly beyond Willesden Library, with a high number of 'low value' uses such as betting shops, fast food outlets, and pay day loan companies.

Willesden is Brent's largest District Centre (followed by Harlesden) and is home to 140 businesses employing 1,080 people.

Future Vision

Responding to the weakness of the West end of the high street, furthest away from the underground station, and to the wider demand for housing in the area as it becomes increasingly attractive to those that cannot afford to live in Kensal, Queen's Park, Kilburn or West Hampstead, Willesden could shorten its high street to accommodate more housing and workspace. This could in turn increase footfall to the area and reduce the lower value offer that is so prominent in that section of the centre.

Town Centre Performance

As Brent's largest district centre, extending from Willesden station along Walm Lane and the High Road as far as Villiers Road, the centre has good transport links by bus and tube from Willesden station. Parking is also recognised as a key issue, with particular regard to the provision of spaces for shoppers and loading/unloading arrangements for High Road businesses. Willesden benefits from good pedestrian routes to and from the neighbouring residential areas as well as excellent public transport connections. There are some attractive high street properties. Buildings are of an attractive scale and there is some good traditional architecture which should be retained.

The local environment is one of the chief concerns of residents and businesses within Willesden town centre.

Willesden contains 335 registered enterprises, employing 4,074 people, which is about average for Brent. Of these, 28% are in property and business services, and 22% are in retail. Other enterprise groups include hotels and catering (13%), public administration and other services, construction and wholesale.

The selection of shops and services that can be found in Willesden are predominantly from independent traders. Willesden is also home to a high number of restaurants and public houses and is one of Brent's more popular centres for socialising. Willesden attractiveness is reinforced by its designation as a conservation area. The quality and history of the local built environment is considerable and an important asset to safeguard and improve where possible. The centre is characterised by its late Victorian architecture and is quite striking as a shopping district.

There is evidence that a specialist street market in Willesden could be successful. This view has been borne out by the success of the two annual French Markets, the first of which was attended by over 5000 visitors largely from the local population. The success of the French Market, despite relatively expensive prices shows a willingness to spend money on high

quality and high price goods by residents, workers and visitors to Willesden town centre. This in itself indicates that new prosperity is attainable in Willesden.

Vacancy

Despite this attractiveness, Willesden possesses a number of problems, which includes a significant number of vacant stores, particularly in the eastern section of the High Road. Whilst some shop fronts are of an exceptional nature, many others are low quality and the centre is blighted by the use of shutters and graffiti.

Key

0 – 1 year	Short
0 – 3 years	Medium
3 years +	Long

Funding [To provide sense of scale, but not specifying at this stage whether council or external investment]

Nil	Using existing council resources
£	00s
~~££~~	000s
~~£££~~	000000s

Key Opportunities: delivering the new Town Centre vision

	Opportunity	Timescale	Funding
Retail	WR1: Refocus the retail offer to the vicinity of Willesden Green underground. Consider alternative options for the less successful end of the high road.	Medium	~~£££~~
Economy	WE1: Potential to CPO property or invest in vacant units towards the declining part of Willesden High Road (western end)	Medium	~~££~~
	WE2: Capitalise on workspace demand and opportunities including Willesden Green Library and vacant units identified through draft workspace study (Regeneris 2016). Also identifying meanwhile options for vacant retail units in lower value end of the High Road.	Short-Medium	~~££~~
	WE3: Opportunity sites for new markets (using WGL space) and Sainsbury car park site	Medium	~~££~~
Accessible & Attractive	WA1: Re-vitalising the Western end of the High Road could improve the	Medium	~~£££~~

	look and feel, linked to WR1 and WE1.		
Community	WC1: Utilise use of Willesden Library as cultural centre	Short	£
Housing	WH1: Linked to WR1 and WE1, mixed used development through change of purpose for Western end of the High Road.	Medium	£££

Town Centre Management Plan: Note Willesden is an exception as there is an independently run town centre management function.

Priorities	Areas for Action	Resource	Partnership
Compliance with statutory regulation	Working in partnership with the Willesden Green Town team to support local businesses (carrot and stick).	Officer time	Willesden Green Town Team Local Businesses

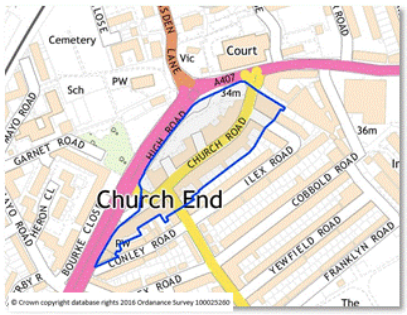
Investment Plan – Current/ planned projects

Project	Project description	Resource (funding source and value)	Objectives met
Local Safety Scheme (St Andrew's Road to Park Avenue)	Design and consult on a road safety improvement scheme - zebra crossing	LIP, TfL	Accessible and Attractive
Walm Lane Public Realm Scheme	Enhanced public realm including wider pavements, planters, street furniture and cycle parking in the vicinity of Willesden Green Underground Station.	LIP / S106	Accessible and Attractive
Pavement renewal, Willesden High Road (Walm Lane to Huddlestone Road)	Renewal of paved footway and de-cluttering.	Brent Capital – Highways Main Programme	Accessible and Attractive

Town Centres Investment and Action Planning – Church End

Town Centre: Church End

Your area: Church End



Population

Total residents in Church End

1,847

and surrounding area

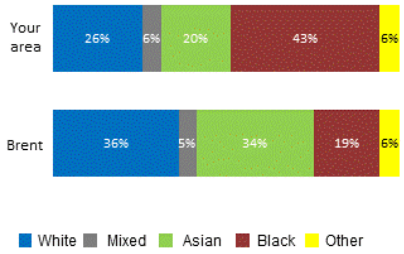
Census 2011

Employment



Census 2011

Ethnicity



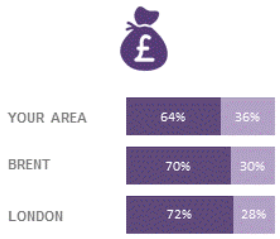
Census 2011

Age

	YOUR AREA	BRENT
65+	8%	10%
45-64	18%	21%
16-44	47%	48%
0-15	31%	20%

Census 2011

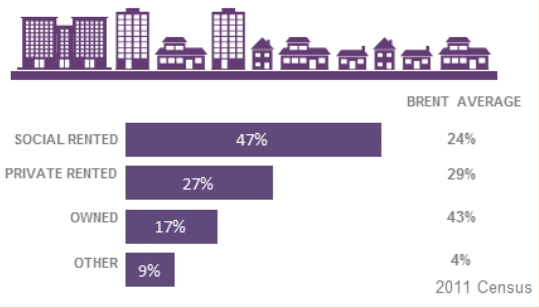
Economic Activity



Census 2011

Town centre: Church End

Tenure



2011 Census

Vacant premises

17 VACANT PREMISES ON HIGH STREET



February 2015

Illegally dumped waste & ASB



36 CASES OF **ILLEGALLY DUMPED WASTE** REPORTED BY PUBLIC*



132 POLICE RECORDED CRIMES

For period September 2015 – September 2016

*Cleaner Brent App

Source: Brent Research and Intelligence 2016

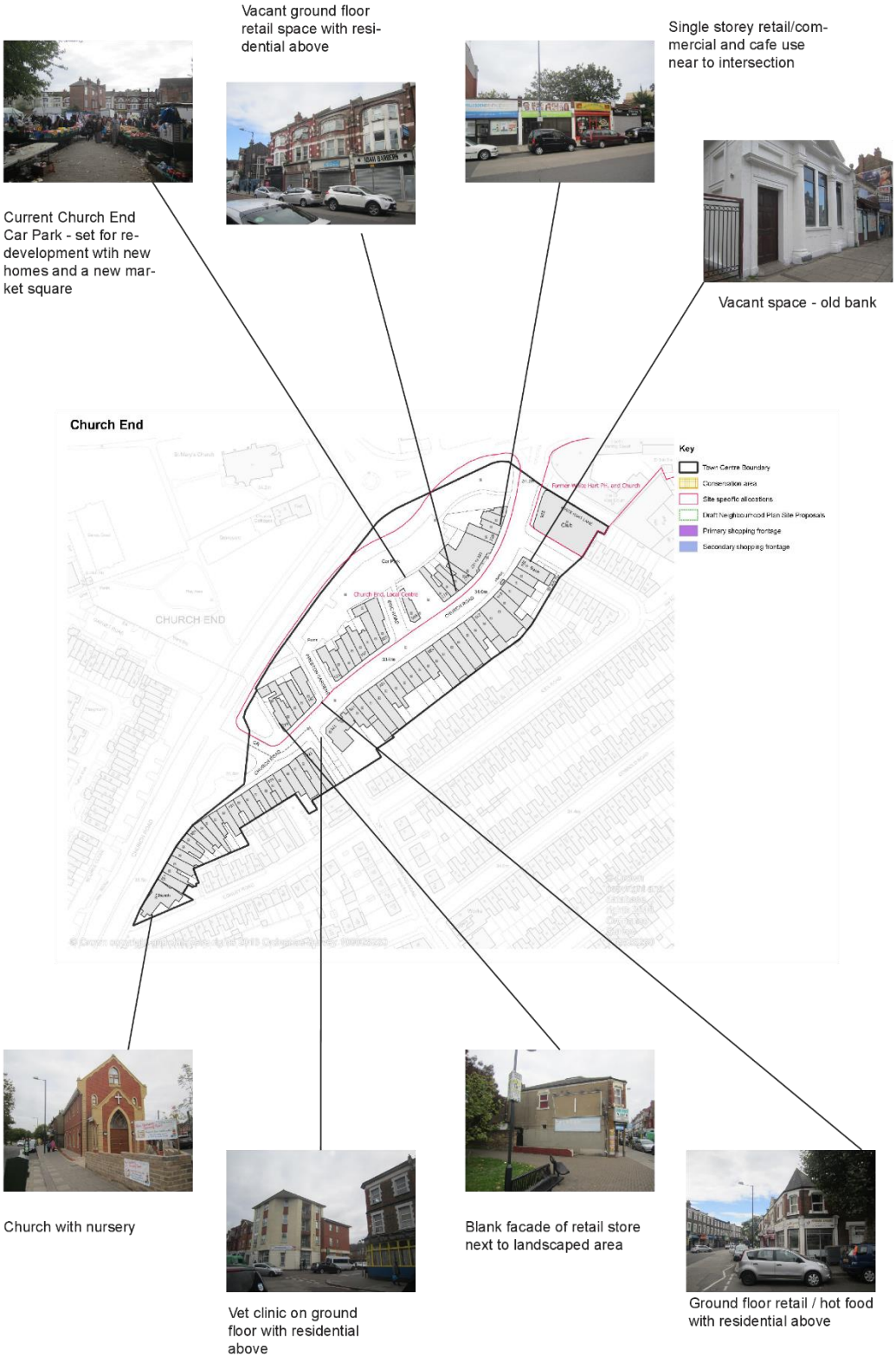


Figure 1: Map illustrating Church End context

Church End

Church End is a characterful 'village' located in an urban setting. It is one of five growth areas in Brent and is also a Priority Neighbourhood. It is home to a local high street and a strong community. Church End is located to the south east of Wembley, south of the North Circular Road. This growth area sits across Dudden Hill and Harlesden Wards and borders Stonebridge and Willesden Wards.

The area is well connected in terms of transport links, with Harlesden and Neasden Tube stations in near proximity and good road access via the A406 North Circular Road. The area is well served by TFL bus routes, two of which pass through Church Road.

Within easy reach of Church End are Wembley, Harlesden and Willesden town centres, these centres are experiencing economic growth. Church End has the potential for similar growth but the conditions are not ready yet to attract new communities and investors.

As well as being a growth area Church End is a priority neighbourhood. A strategic aim in The Regeneration Strategy for Brent 2010 to 2030 is to reduce deprivation levels within the borough's six priority neighbourhoods of Harlesden, Stonebridge, St Raphaels, Church End, Chalkhill and South Kilburn.

The local centre is surrounded by light industrial estates. Church End has a number of large, predominantly socially rented, housing estates. Catalyst Housing are the most active registered provider in the area and there is a Catalyst presence in Church End.

At the centre of the growth area is Church Road, a Victorian-era high street, which remains largely intact, although somewhat run down in appearance with a number of vacant units. The Afghan Islamic Cultural Centre (AICC), located at the north end of Church Road, provides a hub which is well used by the local Muslim community, and Church Road also boasts a concentration of Somali businesses which attract the Somali community to Church Road.

The Church End Car Park (CECP) is situated in between Church Road and High Road. The vision for the regeneration of the growth area centres on the successful development of the CECP site.

Future Vision

Church End growth area is to be promoted for mixed use regeneration set around the economic revitalisation of the local centre and an outdoor market square, using the highest standards of urban design to physically improve the area and change the perception.

Church End will become a busy, safe and secure village centre. The design of new developments will emphasise the benefits of natural surveillance and 'eyes on the street'. The council will plan for a more balanced mix of dwellings to deliver a place that is mixed in size and tenure with a particular focus on family housing and owner occupation.

The local economy will be re-energised by a permanent location for the market in the heart of the area as well as new shops and services. There will be an anchor store at Paradigm House which will meet the needs of the local community. New light industrial units will be delivered for small and medium sized enterprises and a new arts based community space will provide out-reach, education and training to raise skills.

Affordable premises for local businesses and an educational outreach centre will help to support business start-ups and skills development. New open spaces and outdoor recreation facilities will be supported by high quality landscaping, tree planting and public realm strategy to soften the impact of vehicular movement and improve conditions for pedestrians and cyclists.

Building upon improvements to the road network, access to public transport interchanges will be improved including being made safer, offering connections to other local town centres, and beyond.

Town Centre Performance

The characterful High Street forms the core of the neighbourhood along with the popular Church End Market. However the High Street is tired under-used and not fulfilling its potential. Church End is a Priority Neighbourhood with high levels of deprivation, amongst the highest in the UK. The community is strong and wants to see positive change, there is a Neighbourhood Forum in place and a number of active community and resident groups. There is great potential by forming a close partnerships with the local active community groups to make Church End become great place to live for existing and new communities.

There are a number of interventions that can be made in Church End to enhance its many assets. Brent will invest in the streets and public realm and improve the quality of key routes to Neasden Station, Dollis Hill and Harlesden. Investment in the High Street will include shop-fronts, shop-front uppers and key gateways to create a strong core to the village. This would be supported by the substantial improvements that are being made to the market square. Existing local open spaces will be improved by adding further play and recreation features.

The Local centre in Church End comprises 76 units and 503.4m of frontage, which makes it significantly larger than Sudbury (64 units) and Queen's Park (44 units) local centres.

Vacancy levels

As per the Brent 2013 health check survey, Church End was reported to have a vacancy level of 20% whilst other local centres have around 5% or lower. The high vacancy levels could in part be attributed to Church End not being designated as a town centre, by planning policy. Planning policy highlights that such failure to give Church End town centre status is likely to result in increasing vacancy levels and loss of town centre uses. This will impact on service provision for residents and the viability of the centre.

Key

0 – 1 year	Short
0 – 3 years	Medium
3 years +	Long

Funding [To provide sense of scale, but not specifying at this stage whether council or external investment]

Nil	Using existing council resources
£	00s
££	000s
£££	000000s

Key Opportunities: delivering the new Town Centre vision

	Opportunity	Timescale	Funding
Retail	CR1: Physical Improvements: The delivery of a phased public realm and street improvement plan to create a well-connected and pleasant area, including enhancements to shop fronts and upper floors of the high street CR2: Church End Village (branding and identify for convenience retail and community offer)	Medium Medium	£££ £££
Economy	CE1: Business Group Network and Landowner Forum CE2: Potential for expansion of the One Public Estate programme, encompassing the DWP and Magistrates offices, including potential use for commercial workspace.	Short Medium	££ ££
Accessible & Attractive	CA1: Delivery of an enhanced public realm along Neasden Lane, High Road and Church Road (Welcome to Church End) CA2: As per NA2, consider relocation of the goods yard and redevelopment of the site, to enable much improved pedestrian and cycle accessibility from the underground. CA3: Consider utilisation of green space opposite market site.	Medium Long Medium	£££ £££ ££
Community	CC1: Proactive stewardship: Programme of working closely with existing stakeholders to agree vision and investment plan CC2: New market redevelopment site CC3: Neighbourhood Plan CC4: Unlock the potential of vacant property sites	Medium Medium Medium Medium	NIL ££ ££ ££
Housing	CH1: Unlocking Housing development potential and introducing active commercial ground floor uses.	Medium	££

Town Centre Management Plan

Priorities	Action areas for development	Resource	Partnership
Formation of an active and empowered business group in the locality	Formation of a business network for church End and supported delivery of action plan	Officer time	Businesses

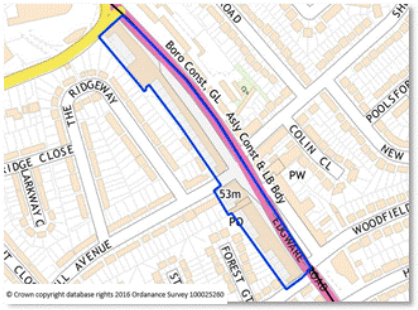
Programme for ensuring the upkeep of environmental standards	Encourage action of town centre environmental issues such as security, cleansing, paving, lighting, accessibility	Officer time	
Market Space	In partnership with market operators, administer and develop the Church End new market space to ensure that the market continues to meet the necessary standards.	Officer time	Market Traders Businesses
Communications	Nurture relationship and enhance communications between the Council and town centre businesses. Develop and implement a marketing and communications strategy for the area (with new market redevelopment)	Officer time	Market Traders Businesses
Property Freehold	Encourage property owners to take responsibility for their own buildings, consistent with the terms of leases.	Officer time	Housing Accessible and Attractive

Investment Plan – Current/ planned projects

Project	**Project description**	**Resource (funding source and value)**	**Objectives met**
Church End (Eric Road) Redevelopment	Development of Church Road car park for 99 new homes and a new market	TBC	Housing

Town Centre: The Hyde

Your area: The Hyde



Population

Total residents in The Hyde

897

and surrounding area

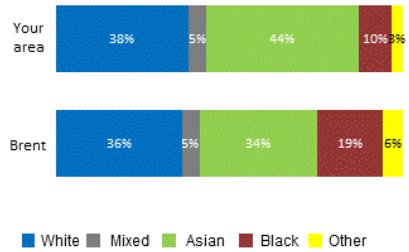
Census 2011

Employment



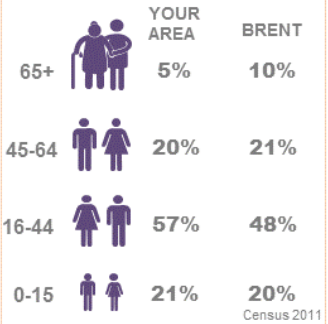
Census 2011

Ethnicity



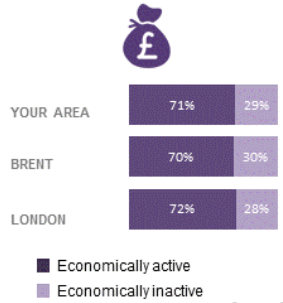
Census 2011

Age



Census 2011

Economic Activity



Census 2011

Town centre : The Hyde

Tenure



2011 Census

Vacant premises

4 VACANT PREMISES ON HIGH STREET



February 2015

Illegally dumped waste & ASB



0 CASES OF **ILLEGALLY DUMPED WASTE** REPORTED BY PUBLIC*

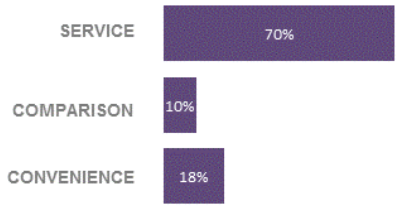


52 POLICE RECORDED CRIMES

For period September 2015 – September 2016

*Cleaner Brent App

Retail Usage



2013 survey

Source: Brent Research and Intelligence 2016

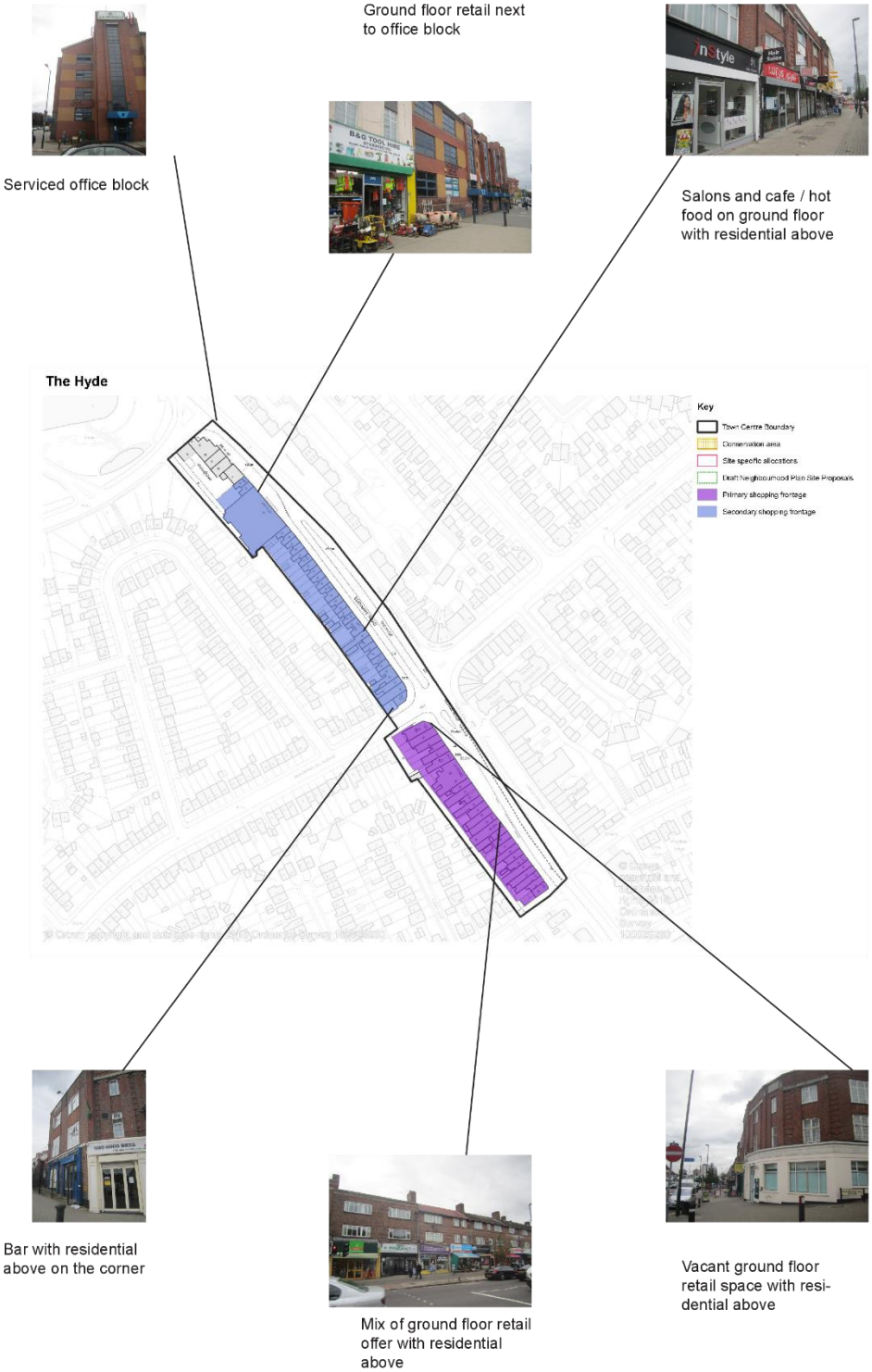


Figure 2: Map illustrating The Hyde context

Colindale/The Hyde

Colindale is perceived as a commuter town but in fact there is strong local economic activity and more people commute into Colindale than out. The area is an appealing and affordable place for London's workforce to live, set within a suburban landscape of semi-detached houses and winding streets on the banks of the Silk Stream river valley.

The area is surrounded by some significant large open spaces to the North, East and South and running through the centre of the valley are a sequence of smaller open spaces but these are not very visible, accessible or easy to find and therefore not well used.

Colindale/The Hyde town centre sits within the Colindale Opportunity Area, and is located along the A5 corridor. The A5 acts as a key arterial route in and out of London and this section of Edgware Road is largely characterised by retail warehouses and car showrooms. A key challenge is crossing the A5 at Colindale, which is not easy for pedestrians or cyclists and there could be better bus routes to link the two boroughs of Brent and Barnet at this point.

The Council's adopted Placemaking Plan for Burnt Oak, Colindale, The Hyde (BOCH Placemaking Plan 2014) sets out a series of projects along the A5 with the key aim of creating a more pleasant walking and cycling environment and a better sense of arrival and identity.

Colindale/The Hyde is described as a very important local centre, with active high street frontages in the north of the borough. The main challenges identified in The Hyde focus on: the dominance of the staggered road junction between the A5/Edgware Road and Wakemans Hill Avenue/ Sheaveshill Avenue, the posed dangers in pedestrian movement crossing the A5 corridor and lastly the impact of extensive and uncontrolled parking between Springfield Mount and Hay Lane. However, growing opportunities also present themselves in the form of the wide pavements in front of shop buildings, which can be transformed to create a more distinctive and pleasant public realm experience for residents, businesses and shoppers.

Future vision

It has been proposed in the BOCH placemaking plan, 2014 that the two existing local town centres on the Edgware Road, Burnt Oak and The Hyde will serve distinct communities with good local shops to the north and south, together with a high quality public realm and a diverse shop offer. Businesses will be empowered to work together to improve their areas in both the local centres and industrial estates. Colindale is primed to be a shopping and leisure destination with a distinct comparison goods retail offer, a number of large supermarkets. There will be an evening economy with restaurants and leisure activities.

Further work is needed to explore the range of options for adjusting the road junction with a view to influence a transformational public realm proposal. The ambition is to adopt a radical way of rethinking The Hyde junction as a shared space.

Town Centre Performance

As per planning policy, Colindale/The Hyde is defined as a district centre located on the north east boundary of Brent. The centre comprises 60 units on the west of Edgware Road in Brent; the remainder of the centre on the east of Edgware Road is within Barnet. Colindale/The Hyde is less accessible than Brent's other centres, for example the closest tube station, Colindale Station, is over a 20 minute walk away, which is not ideal and makes the centre less desirable to visit. The centre is located on a bus route with regular buses going north towards Stanmore and Edgware and south east to Kilburn and Cricklewood.

In terms of the centre's retail composition, it has a significantly higher proportion of service outlets (70%), including betting shops, hairdressers and restaurants. Despite the low proportion of convenience (18%), Colindale/The Hyde does have a good mix of fresh food outlets including bakers, grocers, foodstores and supermarkets. Comparison retail in the area is 10%, which is reflective of the area as there is not a strong demand for such retailers.

Vacancy levels

The proportion of vacant frontage in The Hyde has reduced significantly since 2003 (3.2%) and there is currently no vacant primary frontage.

Key

0 – 1 year	Short
0 – 3 years	Medium
3 years +	Long

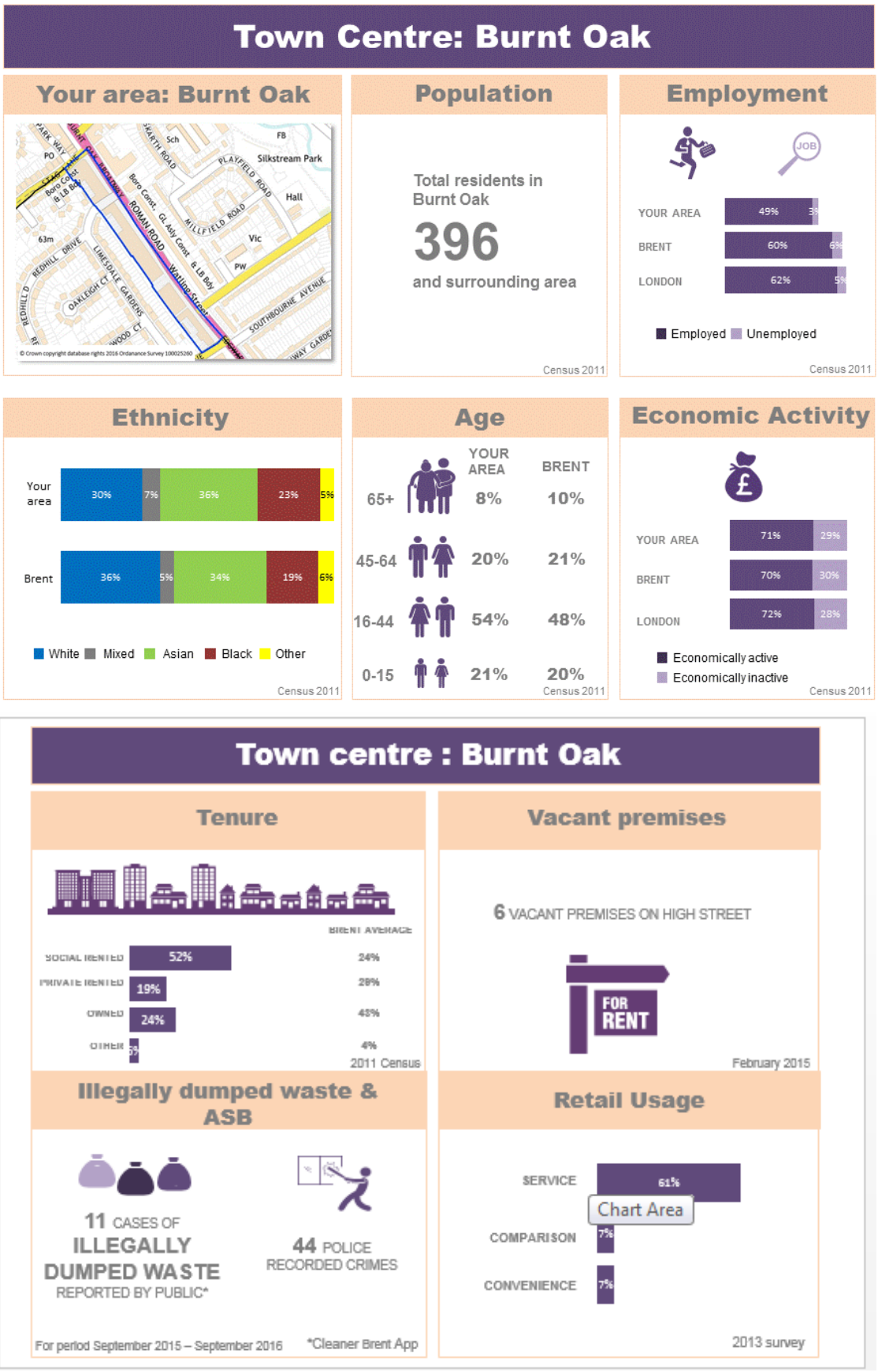
Funding [To provide sense of scale, but not specifying at this stage whether council or external investment]

Nil	Using existing council resources
£	00s
££	000s
£££	000000s

Key Opportunities: delivering the new Town Centre vision

	Opportunity	Timescale	Funding
Retail	THR1: Strengthen enforcement on illegal car parking. Possible introduction of a Controlled Parking Zone (CPZ).	Short	££
Economy			
Accessible & Attractive	THA1: Public realm improvements at The Hyde as set out in the existing Placemaking Plan. TfL, Barnet and Brent to contribute investment. Including cycle lane and junction improvements. THA2: Improvements for pedestrian access and parking and loading facilities near the Hyde. THA3: Alley Way upgrade improvements between Springfield Mount & Wakemans Hill & Hay Lane.	Medium	£££
Community	THC1: Work with freeholder/ owners to develop scheme to significantly enhance the external façade of the Hurricane rooms, to create a focal point for The Hyde. THC2: Potential for Neighbourhood Planning Forum that spans Brent and Barnet.	Medium Medium	££ £
Housing	THH1: Consider bringing forward residential on minor non-performing industrial sites.	Medium	£££

Town Centre Management Plan			
Priorities	**Areas for action**	**Resource**	**Partnership**
Alternatives to prevent illegal dumping through back alleys to the high street. [link to capital investment, potential re-design of these alleys as residential entrances?]	Develop prevention approach to illegal dumping back-alleys led by environment services. Inform capital re-design options.	Officer time	Environment services Residential and commercial landlords Any private owners of the alleyways.



Source: Brent Research and Intelligence 2016



Figure 3: Map illustrating Burnt Oak context

Burnt Oak

Burnt Oak town centre is situated across three boroughs Barnet, Brent and Harrow and is one of Brent's district centres The town centre has retained its characterful buildings and landmarks, however many are in a poor state. The shop parades have architectural value but the shops units are in need of improvement and tend to have disorderly displays on the street. In recent times Burnt Oak has had a transient population consisting of diverse migrant groups. The businesses in the town centre have a tendency to respond to new populations coming in by changing their produce to suit. The town centre contains a range of community assets that are fully operative including the Library and Love Burnt Oak.

Future Vision

Barnet in partnership with Brent and Harrow recently completed the Burnt Oak Town Centre Strategy which identified a suite of projects that will enhance the approach to the Burnt Oak Colindale A5 corridor and therefore the vitality of the businesses on the Brent side of the A5. Figure 2 below shows the boundaries of the projects and the projects along Watling Avenue and Burnt Oak Broadway being the gateway to the A5 from the Barnet side. This is important context as Colindale is a major opportunity area for Barnet with significant housing development proposed. Burnt Oak Broadway station (northern line) is also located within the Barnet area and major pedestrian flows from the A5 across Watling Avenue to the station. A key investment which the borough will need to consider is the pedestrian crossing across from the Brent side of the A4 to Watling Avenue.

This investment was identified in the Burnt Oak, Colindale The Hyde Placemaking Plan 2014 (BOCH placemaking plan 2014), which also sets the vision for town centres along the A5 corridor to create a series of mixed and accessible districts which will attract new residents and uses.

Town Centre Performance

The section of Burnt Oak falling within Brent comprises 28 units running along Burnt Oak Broadway between Holmstall Avenue and Stag Lane. The town centre is a somewhat vibrant and lively centre – with a strong connection between the A5 corridor and the underground station to the East. It is dominated by the road junction between the A5 (Burnt oak Broadway), Watling Avenue and Stag Lane. Existing businesses in Burnt Oak town centre are struggling. There are local issues including illegal dumping, anti-social behaviour, poor range of local shops, lack of community spirit and identity. This is often a feature of high roads that are split between two or more authorities that they can lack cohesiveness as different boroughs carry out different improvement projects at different times.

A number of surveys carried out as part of a high street fund regeneration commission project led by Barnet (June 2016) resulted in some very useful insights into local people's opinion of Burnt Oak town centre. A shopper's survey revealed that people generally have a negative opinion of the town centre, will visit often but only for a short amount of time for convenience shopping. A consultation survey with the local businesses revealed that over 30% of businesses have been in the area for over 10 years and the majority are independent. The majority of people interviewed for this survey were using Burnt Oak for convenience shopping, work or for another reason that included taking children to school or catching public transport out of the town. They were frequent visitors, spending less than two hours and £20 in the town per visit.

Statistics revealed that Burnt Oak has a predominantly young population, with 70% of residents under the age of 44 (in comparison with 58% nationally). Census data reveals there is a diverse population within Burnt Oak.

Business support is currently being offered to local businesses in Burnt Oak in collaboration with Retail Revival as part of the High Street Fund (HSF) project, led by Barnet. This includes advice and workshops focusing on visual merchandising, marketing, brand identity and recruitment.

The percentage of unemployed individuals in Burnt Oak has remained above average compared with the rest of LB Barnet. 9% of the economically active population are unemployed (a rise of 1% since 2001). Self-employment has risen by 6% over this 10 year period.

Vacancy

On-site mapping in November 2015 revealed 17 vacant properties from a total 292 properties within the study area boundary. This equates to just under 6% vacancy, below the current London average of 8.7%. However, there are a number of high-profile vacant sites which have a negative impact on the character of the town centre, including the Grade II Listed former-Mecca Bingo hall, the Bald Faced Stag pub and The Lansdowne pub, which was destroyed by fire in December 2014. As set of data from the LB Barnet's Empty Properties team highlighted 16 unoccupied residential properties in the town centre, 6 of which are empty and the remaining 10 being second homes.

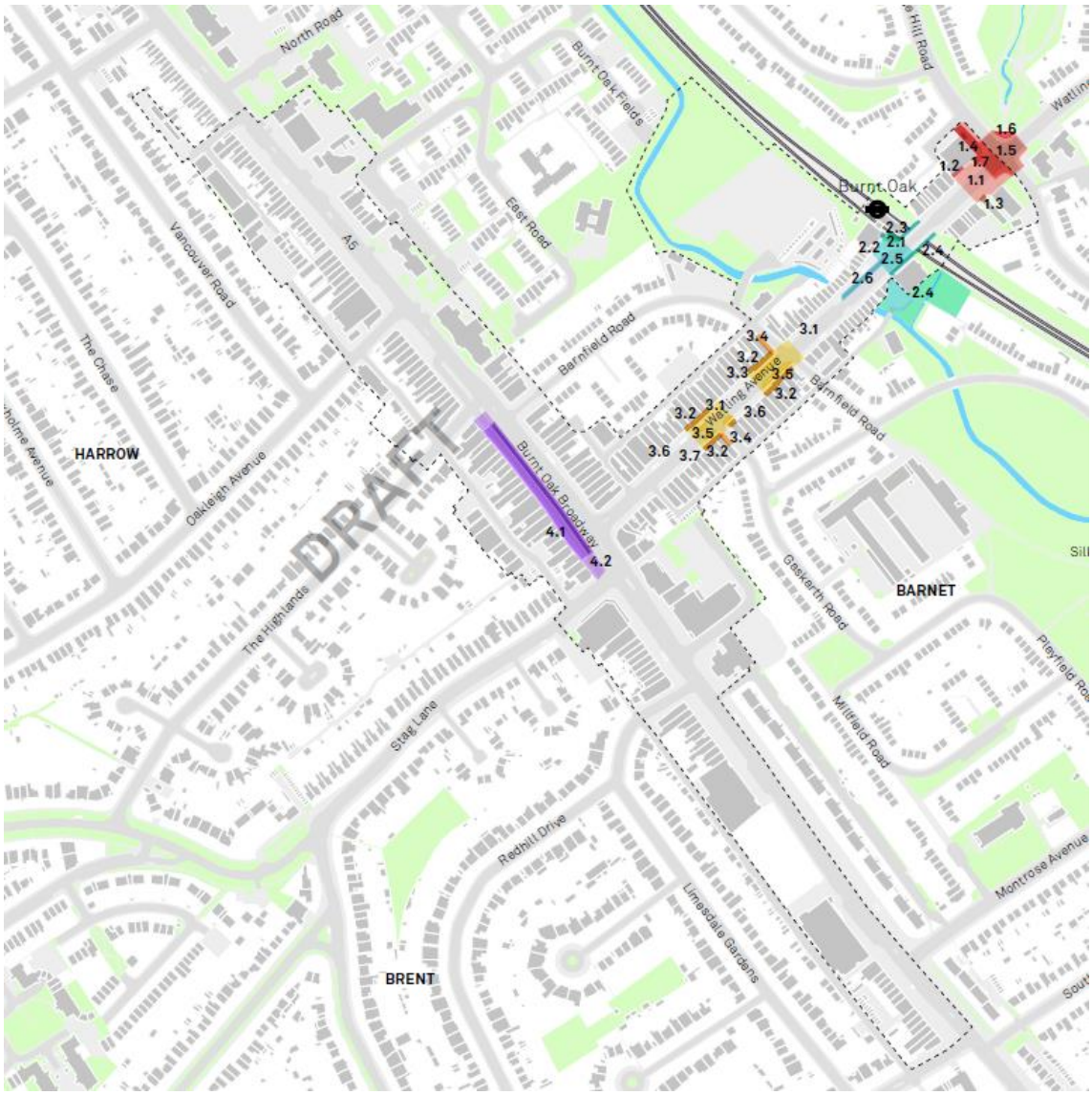


Figure 4: Burnt Oak Colindale Town centre projects as proposed by the draft Burnt Oak Town Centre Strategy, June 2016

Key

0 – 1 year	Short
0 – 3 years	Medium
3 years +	Long

Funding [To provide sense of scale, but not specifying at this stage whether council or external investment]

Nil	Using existing council resources
£	00s
££	000s
£££	000000s

Key Opportunities: delivering the new Town Centre vision			
	Opportunities	**Timescale**	**Funding**
Retail	BOR1: In partnership with Barnet, maximise the opportunities flowing from the Colindale Opportunity Area.	Medium	££
Economy			
Accessible & Attractive	BOA1: Improvements in bus links from A5/ Colindale underground to Burnt Oak, enhancing connectivity from nearby Colindale Opportunity Area.	Medium	££
Community	BOC1: Pilot specialist market taking advantage of wide pavements.	Short	££
Housing	BOH1: Mecca Hall development opportunity, which could be mixed use. BOH2: Conversion of retail to housing (a very small shopping parade that is cut off from the more successful Barnet retail) with increased focus on The Hyde retail area. BOH3: As per THH1, consider bringing forward residential on minor non-performing industrial sites.	Medium Medium Medium	£££ £££ £££

The following projects and tasks have been identified with the Burnt Oak Looking Forward town centre strategy, June 2016[1]. These are provided for information, as Barnet is the lead authority, Brent's role will be as a strategic partner. Brent investment is not required.

Priorities	Action areas for development
Hotspot 1: Community Cluster	To enhance and celebrate community assets by improving their identity and accessibility, for example Burnt Oak library, the International Gospel Church, medical centre and the entrance to Watling park (all assets that sit on the Barnet side) There enhancement can be achieved by improving the forecourts of key buildings along with planting and street furniture, including a community noticeboard.
Hotspot 2: Station Arrival	Address the cluttered public realm area outside Burnt Oak station and develop measures to celebrate the station building. Opportunity for distinctive gateway artwork.
Hotspot 3: Watling Avenue	Support businesses through visual branding and marketing workshops, with light-touch shop front improvements.

[1] A draft abbreviated Burnt Oak Looking Forward Town Centre Strategy document developed as part of Barnet's High Street Fund commission can be found at: https://dl.dropboxusercontent.com/u/37440661/094%20Burnt%20Oak%20Town%20Centre%20Strategy%20Summary%20DRAFT.pdf

	Decluttering of the streetscape and addition of street furniture and planting in key locations along the high street.
Hotspot 4: Burnt Oak Broadway	Opportunity to trial the relocation of Watling Market and new healthy food stalls on Burnt Oak Broadway

Project	Project description	Resource (funding source and value)
Love Burnt Oak	Upgrade frontage of Love Burnt Oak building in coordination with new fencing to church perimeter.	Barnet GLA High Street Fund
Burnt Oak Library	Open up library green and introduce new planting.	Barnet GLA High Street Fund
Decluttering	Declutter the junction to enhance pedestrian experience.	Barnet GLA High Street Fund
Watling Park	Improve gateway into Watling Park by introducing new signage.	Barnet GLA High Street Fund
Burnt Oak Church	Improve access to church basement where community activities are held	Barnet GLA High Street Fund
Business Action Plan/ Support Programme	Business Action Plan to support local enterprise. A business support programme for all businesses has been launched which includes business training on marketing, brand identity, food hygiene and visual display for local independents.	Barnet GLA High Street Fund

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Appendix 2: Town Centre Manager draft JD

GLPC Job Description ***Manager***

Brent	**Job Title**	Town Centre Manager
	Department	Regeneration and Environment
	Section	Employment, Skills and Enterprise
	Grade	PO4
	Reports to	Economic Growth Senior Manager
	Staffing Responsibility	N/A
	Organisation	*See organisation structure chart attached*

Job Purpose:

Their principal functions will be to:

1. To coordinate and lead the capital investment plans for the town centres to deliver a range of improvements that meet the council's vision for diverse and thriving town centres.

   This will require significant engagement with key communities, including but not limited to businesses, residents, and Members as well as working in partnership with a range of internal services, particularly the council's planning, property and regeneration teams.

2. To take forward town centre management action plans, responding to key local town centre issues that impact upon their success, such as developing strong business and community relationships, and providing quick response to key issues that are affecting their town centre experience, including but not limited to, anti-social behaviour, fly-tipping, and financial challenges such as business rates, rents and access to finance.

3. Be the champion for their allocated high street / town centre including in collaboration with businesses and residents their promotion, marketing and new project development.

4. To lead the town centre management Operational Working Group for the specified priority centre, to take forward a coordinated one-council approach, building support with a range of services.

Principal Accountabilities and Responsibilities:

1. Coordinate and project manage the investment plans to deliver the council's, community and business aspirations.
2. Identify opportunities for investment in the centres that will contribute to a more vibrant and thriving place as well as meeting council objectives.
3. Lead the engagement activity with businesses, residents, Members and other stakeholders to ensure they contribute to the approach to town centre investment and management,
4. To lead a coordinated approach to town centre management, delivering action plans for the centre in partnership with a range of services and external agencies.
5. To lead the development of high street business networks, to inform the future vision, management and development of Brent's high streets. To oversee feasibility work for Business Improvement Districts for the town centres.
6. Ensure that the council's overall vision, values and ethos are central to the requirements of the service.
7. Keep up to date with developments in service delivery and best practice to ensure the service performs effectively and to the highest standards.
8. Gather and maintain up-to-date information / intelligence on the health of the town centre.
9. Safeguarding is everyone's responsibility and all employees are required to act in such a way that at all times safeguards the health and well-being of children and vulnerable adults.
10. Carry out duties with due regard to the council's customer care, equal opportunities, information governance, data protection and health and safety policies and procedures.
11. Undertake any other duties commensurate with the general level of responsibility of this post.

Job Context:

Strategic:

- The role supports a range of aspirations of the Brent Borough Plan, namely to reach Brent's full potential as "an exciting, dynamic and vibrant place to live and work".
- Brent 2020 Vision: to enable regeneration with both social and environmental benefits; stimulating economic growth to generate jobs for a growing population and to increase Brent's vibrancy; and responding to housing growth pressures.
- Brent's Employment, Skills and Enterprise Strategy 2015-20: focussed on generating jobs for Brent residents at income levels that are sustainable, and equipping them with the skills needed to succeed.
- Regeneration Strategy 2010-30: focus on growth areas for development, and the need to improve indices of deprivation in Brent's priority neighbourhoods.
- Local Plan: Highlights the role of the town, district and high street centre and their importance for local businesses and communities.
- Supporting the West London Alliance Vision for Growth.

Operational:

- Operates within a framework set by Corporate and Departmental Management Teams, but with freedom to influence the shape of services.

- Service development leadership and significant responsibility for delivery and implementation.
- Contributes and shapes funding bids and introduces new ways of working to meet wider objectives.
- Wide range of internal and external contacts and partnership working.
- Management / leadership of a high performance team.

Note: Employment contracts for these posts will include a requirement for the post holder to work at least on 25 weekends and 75 evenings.

DBS Status	No check required
Politically Restricted	No

Job Knowledge, Skills and Experience:

Knowledge and Qualifications:

- An appropriate qualification in urban regeneration, town centre development, economic development or any related discipline.
- Knowledge of regeneration, economic development and business support strategies, policies and practice.
- Knowledge and understanding of business culture, practices and needs
- Knowledge and understanding of national, regional and local government policy, regulation, and funding.
- Knowledge of sustainable business network models
- Knowledge and understanding of issues affecting town centres, including specific knowledge of the context for local businesses and organisations in and around the town centre.
- Knowledge of monitoring, auditing and performance management
- Understanding of local authority roles and functions in relation to business.
- Detailed knowledge of business needs and drivers
- Knowledge of how technology can be used to support business growth.

Experience:

- Experience of working directly with businesses and business groups in a similar role
- Project management experience including the development and implementation of projects involving several partners.
- Experience of fundraising and bid writing for partnership projects.
- Experience of managing or coordinating programmes or projects and successfully delivering outcomes.
- Experience of managing project budgets
- Experience of commissioning including developing service specifications, tendering, selection and monitoring of external providers.
- Experience of working collaboratively across the public, private and voluntary sectors to deliver improved outcomes

Skills and Abilities:

- Active and energetic motivated by seeing tangible results from own action.
- Strong management and people skills, with the ability to motivate and lead others to achieve successful outcomes and deal with under-performance.
- Ability to work with a diverse range of internal and external stakeholders within the council and in the community, resolving complex and/or conflicting issues.
- Excellent written and oral communication skills, with the ability to influence a wide

range of stakeholders and potential funders.

- Persuasive and engaging approach; able to present complex information clearly.
- Ability to plan strategically, identify opportunities for development of the service and promote innovation in delivery
- Ability to work proactively, creatively and flexibly, responding to business evidence and needs and lobbying funders and other agencies
- Ability to manage sensitive relationships and influence partners to deliver new/shared priorities.
- Ability to manage a varied workload and balance priorities within the time frame available.
- High level of analytical capability and able to take a strategic approach
- Political sensitivity and judgment to work with businesses and politicians

Appendix 3: Outcomes – Objectives, measures of success and KPIs

Outcomes	Measures of success	KPIs/ metrics
Baseline data	Updated baseline data for the 9 prioritised town centres (including place audits). Updated town centre health check indicators (towards 2017)	Baseline from which measures of success can be tracked and benchmarked.
Retail and consumer offer	Reduced vacancy rates and improved offer.	- Vacancy rates. - Survey of community & visitors opinion.
Economic growth	Workspace opportunities developed and balance of floorspace (including Meanwhile use)	- Workspace sq.m created. - Increase in avg. sq.m rents (indicator of demand). - Usage of workspace. - Survey local workforce re usage of local centres.
	Business growth	- Increased turnover. - Increased business rates income. - Improved broadband speed and accessibility. - Increased business online presence.
	Increase number of jobs and apprenticeships created.	- Number of jobs (by sector) and apprenticeships created.
Accessible and attractive	Improved public realm – clean, safe and green Improved transport connectivity Shopfront and building upper improvements	- ASB, clean and quality public spaces, pavement & surfaces, street furniture, decluttering, landscaping, tree planting improvements, lighting, toilets) - PTAL - Bus stop improvements; pedestrian and cycling improvement; disabled access; wayfinding and signage

		- Survey of community and visitor opinion.
Community uses (leisure and community facilities)	New cultural attractions or uses developed (including Meanwhile use)	- Re-occupation of vacant floorspace sq metres and number of community uses. - Community opinion captured.
Housing growth	Housing development in town centres. Greater balance of floorspace use.	- Number of homes built in the town centre areas. - Survey residents to understand level of town centre usage.
Vibrancy of the town centres	Improved vibrancy of the high street with increased usage by residents and visitors.	- Increased footfall and local spend (mix and balance of uses e.g. retail, leisure, markets, events etc. to enhance the shopping experience for residents and visitors).

Appendix 4: Business Improvement Districts (BIDs)

BUSINESS IMPROVEMENT DISTRICTS

BIDs are:

- a legally and geographically defined partnership for area improvement and service delivery
- funded by the levy-paying businesses within an agreed boundary
- managed and operated by a BID Company

BID Types:

- Commercial focus – inner London
- Retail focus – outer London
- Industrial Bids
- Tourism BIDs or TBIDs
- Property owner BIDs – legislation awaited

Paid for through:

- Hereditament Rate Payer
- BID levy & multiplier - usually 1% & 2% of rateable value
- BID threshold
- Upper threshold or cap
- Levy discounts
- Voluntary contributions

Steps to Set up a BID:

Takes 2 years – minimum 14 months

1. Identifying the area and the issues
2. BID Proposal
3. Baseline Services Agreement
4. Postal Ballot
5. Dual Key Majority
6. Mandatory Levy
7. Renewal Ballot

Role of the LA:

- Statutory consultee
- Provide stipulated information
- Approve the Bid Proposal
- Arranging and paying for the ballot
- Collecting the levy and making a collection charge
- Providing many of the services in the baseline agreement
- Ensuring the BID proposal is aligned with local authority policies

Broad Stages:

1. BID proposer consulting with stakeholders to assess and secure support and to agree local needs and priorities
2. Establishing governance, control and leadership arrangements
3. Scoping the area, assessing feasibility, defining the levy payers and how the levy will be calculated
4. Developing a prospectus and business plan and canvassing support
5. Balloting potential levy payers
6. Delivering the programme, reviewing and developing the BID

AC/BIDS

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Town Centre Implementation Plan (Draft)

Project Phase	Project Description	Implementation Lead	2016/17 Qrt 3	2016/17 Qrt 4	2017/18 Qrt 1	2017/18 Qrt 2	2017/18 Qrt 3
Town Centre Commissioner Recruitment	X3 Town Centre Managers recruited into the Employment, Skills and Enterprise service through service-wide re-organisation recruitment process	Matt Dibben					
Town Centre management action plan implementation	Town Centre Managers take ownership of the draft Town Centre Management action plans.	Town Centre Managers, Grace Nelson					
	Operational Working Groups' developed to deliver and oversee the town centre management approach and action plans in the X6 prioritised areas (including representation from across the council, with a focus on environmental mgt) that meets the identified needs and issues of the area).						
	Performance management matrix established by the Town Centre Managers to track performance in their respective centres, according to the issues at hand. The Operational Working Group will be accountable to performance, and it will be reported periodically to Regeneration and Environment DMT (to act as Programme Board for Town Centres).						
Development of more detailed Investment Plans	**Town Centre Programme Group** to be established to oversee the capital investment programme; including Employment, Skills and Enterprise, Regeneration, Strategic Planning, Strategic Property, Finance, Culture, Housing, and CYP.	Matt Dibben					
	Completion of more detailed investment plans and designs for the prioritised Town Centres (regardless of funding decision, these will provide the framework, from which, investment can be sought for delivery).	Grace Nelson (with support of the Programme Group. Clear cross-council invovement required as relationships with stakeholders dispersed across departments)					
	Indicative costings and business cases for site development where not already available.						
	Holistic planning of the sites within a plan for each centre in their entirety (i.e. each proposition will impact upon one another and core infrastructure needs of the centre so need to be considered as a whole)						

	External stakeholder engagement will need to be conducted in tandem with the development of the draft capital programme designs for Town Centres. They must be supported by the community (including businesses, residents, Members, and other key representatives such as Neighbourhood Planning						
Delivery of Investment Plans	Business cases will be utilised to bid for CIL, council capital investment, or external funds (such as GLA funding when released). Note: essentially the specific proposals for sites can be launched as and when they have detailed business cases approved by Capital Investment Panel. This will be according	Town Centre Managers					
Baseline research: £60k New Homes Bonus Commission	Develop specification for Town Centre baseline information	Grace Nelson					
	ITT published to the market (minimum 3 bidders invited)						
	Evaluation conducted by officers						
	Study deliverered						
Feasibility Study for Business Improvement Districts (BIDs): £50k New Homes Bonus Commission	Develop specification. Seek input from other neighbourhing boroughs where BID's have recently launched (e.g. Ealing, Westminster, Camden).	Grace Nelson					
	Consult existing business networks prior to launching study?						
	ITT published to the market (minimum 3 bidders invited)						
	Evaluation conducted by officers						
	Study delivered						

Town Centre Programme Group - Membership			
Name	**Job Title**	**Department**	**Note re representation**
Matt Dibben (chair)	Head of Employment, Skills and Enterprise	Regeneration and Environment	Management of improvement plans and Town Centre Commissioners
Grace Nelson	Regeneration Officer - High Streets	Regeneration and Environment	Town Centre partnerships and developemnt of improvement plans
Anouska Raguwan	Regeneration Support Officer	Regeneration and Environment	Project support/ secretariat
Tony Nixon	Strategy and Knowledge Manager	Resources	Property capital programme
Gareth Robinson		Resources	Finance capital: link to Capital Investment panel
Tony Hirsch	Strategy and Policy Manager	Community Wellbeing	Housing policy and partnerships
Martin Crank	Head of Neighbourhood Regeneration and Wellbeing	Brent Housing Partnership (BHP)	BHP housing development and community engagement
CYP Strategy and Partnerships (consult Brian Grady)			Link to CYP local needs
Public Health (consult Melanie Smith)			Link to Sustainability and Transformation Plan
Maire Grogan	Regeneration Officer	Regeneration and Environment	Commercial workspace
Claire Jones	Strategic Planning	Regeneration and Environment	Local Plan, CIL and planning policy
Jonathan Kay	Development Manager (Funding & Appraials)	Regeneration and Environment	Development propositions
Sadie East	Strategic Advisor	Performance, Policy and Partnerships	OBR: Regeneration (Harlesden)

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Best Practice Examples

Example 1: Myddleton Road, Bowes Park, Haringey

Myddleton Road, Bowes Park, is now one of Haringey's most beautiful shopping streets after enjoying a revival assisted through a funded regeneration exercise. One of the challenges in this case was to ensure that its character was protected as new businesses open their doors. In order to celebrate Haringey's heritage the regeneration of this area involved careful restoration of the shop fronts of four of the arcade's ornate buildings – returning them to their elegant original designs.

The impressive results highlight the heritage and architecture of the area as the activities inside its buildings have evolved from the butchers and bakers of days gone by to today's start-up successes.

The regeneration improvements were funded by Haringey Council, English Heritage and local traders. The traders have said that the positive transformation and the "shabby-turned-spectacular" shop fronts have had a domino effect along the high street.

The improvements included:

- reveal, repair and restoring historic features, such as corbels, pilasters, to renovate.sash windows – to make them attractive and distinctive
- reducing clutter –satellite dishes, trailing cables and signage - to give customers a clear message
- shop fronts – improving fascias and signage, in keeping with scale and architecture of the surrounding terrace.
- reducing use of external roller shutters and blocked windows, which prevent window shopping and make the area feel unsafe or run down.



Example 2: Green Lanes, Haringey

Green Lanes, Harringay received £99,000 from Round One of the Outer London Fund, and £1.9m from Round Two, matched by £220,000 from Haringey, to help regenerate the area. Formerly one of Victorian London's finest shopping streets, Green Lanes suffered from limited investment and upkeep over the years. Despite this, a thriving and diverse community and a rich variety of independent shops and eateries gave it a lively personality.

The regeneration of the area was first signalled in early 2012 by a shop front art project, funded by Round One of the Mayor's Outer London Fund. This smartened up seven vacant shops on the high street in an attempt to increase local interest in Green Lanes' bid for further Outer London Fund investment. The first round of Outer London Fund investment was also used to support the Harringay Green Lanes Traders Association. The group has brought together businesses and residents in partnership to determine the future of the area.

From these initial improvements, most of the traders responding to a survey found at least a 5% increase in business turnover and footfall since conservation works were carried out. There was a significant reduction in vacant units. It has also been positive in that other businesses have been inspired to restore their building facades, even though Green Lanes is not a conservation area.

Green Lanes is now benefiting from public space improvements to help support the lively high street character. The various initiatives include:

- East Architecture Landscape Urban Design have designed a scheme to turn the corners of Green Lanes linear high street into eight new 'micro-squares'.
- New signage around Green Lanes train station will lead visitors to the high street. They will also be welcomed by a bold mural on the railway bridge.
- The Harringay Green Lanes Traders Association has organised events like the Food Festival and a Christmas Market. The association has also introduced a loyalty card scheme to promote shopping on Green Lanes.
- Thirty premises to benefit from improvements including everything from facade cleaning, relocation of satellite dishes and superficial redecoration to the replacement of entire shop fronts. Innovative works to contemporary buildings is complementing the renovation of historic facades.
- New high-quality paving, with new plants and trees to brighten up the area
- Making junctions safer for cyclists and pedestrians and traffic calming measures
- A new pedestrian crossing near the junction with Falkland Road
- Special lighting for the landmark Salisbury pub, with improvements to shop fronts along Green Lanes
- A new 'pocket park' between Allison Road and St Ann's Road, providing a calm spot to rest from the bustle of Green Lanes
- More benches and cycle racks, along with improvements to the rail bridge

Example 3: West Green Road, Tottenham

West Green Road is a vibrant shopping area near Seven Sisters which has been benefitting from a range of regeneration schemes which followed local consultation in early 2013. West Green Road is now always bustling with activity and has a strong daytime and evening economy. The businesses not only serve the needs of the local community but it is a destination for its specialist foods, great tailoring services, busy beauty services, independent travel agents and restaurants serving fare food from around the world.

As a direct result of the feedback gathered through local consultation, and with support from local businesses and funding from the Greater London Authority, three projects have been completed which include:

- Shopfront improvement project: 21 independent businesses around Tottenham High Road and West Green Road have had their shop fronts revamped with bespoke motifs. The £90,000 scheme funded by the GLA and shopkeepers, provided new shop signage, light remedial work to the exterior of the lower ground of the building, bespoke branding and design proposals for window displays and external artwork including walls and shutters.

- Pocket park: West Green Road's Pocket Park is a tropical oasis that reflects the diversity of the area. It was opened in May 2015 and is funded by Pocket Park programme and matched by Haringey Council.

- Bridge art: Artist Jennie Pedley worked with pupils of local schools to create four separate artworks throughout 2015 (funded by the Arts Council and Haringey Council). This project has now been taken over by FRAME Art Sapce working with Parkview School.

West Green Road was awarded a Rising Star Award in the Great British High Street Awards 2015 – recognising a raft of upgrades from shop front revamps and public art displays to fly-tipping crackdowns and a new tropical pocket park.

West Green Road was one of just 13 streets across the country to pick up the award, which comes with another £1,000 for further improvements. The award reflects the hard work of the local traders and residents, alongside Haringey Council, to improve the area.





Example 4: High Street 2012, Newham

Funding from the Mayor, supported by investment from the Department for Communities and Local Government, English Heritage, TfL, Heritage Lottery Fund and London Thames Gateway Development Corporation, of over £36m, has been invested in London's oldest high street. The London 2012 Olympic and Paralympic Games was the catalyst for a range of schemes, collectively known as High Street 2012, that have created more cohesive route between the City and Stratford, home to the Queen Elizabeth Olympic Park. The scheme brought together 17 individual creative projects, from works to the street and building facades, to cultural events and celebrations.

Creating and improving public space was a High Street 2012 priority. Highlights include:

- a brand new green space designed by EDCO Design in Aldgate, created by unravelling a series of one-way traffic systems and closing one arm of the Aldgate Union gyratory.
- Altab Ali Park, an underused green space in Whitechapel, has been brought back to life.
- Nearby Whitechapel Market has also been improved with better lighting, drainage and services increasing its capacity and improving functionality.

Together, these improved public spaces and many others from High Street 2012, have increased the connection between individual places – making each one an attractive destination.

The historic building part of High Street 2012's vision led to major changes to the facades of important buildings at Aldgate, Whitechapel, Mile End and Bow. Conservation architects Julian Harrap were teamed with a regeneration consultant and graphic designers Objectif to negotiate the dual demands of historic conservation and contemporary requirements for shop front design. A dedicated council officer liaised between shopkeepers and planners and was absolutely vital to the successful delivery of the scheme.

A significant part of High Street 2012 was making sure that traffic infrastructure was improved, including establishing new walking and cycling routes. A new floating towpath and footbridge designed by Adams and Sutherland over the River Lee links up the Lea Valley Walk underneath the A11. New pedestrian pathways were created at every opportunity, encouraging visitors to explore the historic route to the Olympic Park on foot. The creation of Cycle Super Highway 2 also meant that a number of other related footpaths and junctions could be made safer and more efficient. Changes to Stratford High Street by Aecom such as new pavement surfaces, lighting and planting, have made it more pedestrian friendly and human in scale.

In 2008, the architectural practice Fluid produced a vision study to support High Street 2012. A series of area-based initiatives were proposed for Aldgate, Whitechapel, Mile End Waste, Ocean Green, Mile End Intersection, Bow, the Greenway, and Stratford. The vision document established a broad design framework, setting out standards and overarching aims which individual projects could then deliver. This was a critical part of ensuring that a wide range of architectural, highway and cultural consultants were engaged in a collaborative effort. The study also contributed to the early buy-in from partners, without which the project may not have been possible.

Phase 1: 64-68 Whitechapel High Street



BEFORE



AFTER

Example 5: Leyton High Road, Waltham Forest

Based on the Olympics and the subsequent strategic position which Leyton would take up as a result of the legacy programme, High Road Leyton was selected to trial the Council's vision of high street regeneration. With the conversion of the athlete's village to provide almost 3000 new homes and six further developments just down the road, the high street was expected to benefit.

The High Road Leyton Pilot Shopfront Project was Waltham Forest's first large-scale shopfront initiative and was intended to set an ambitious precedent for other high streets. Works improved 43 properties spanning 6 retail parades and were completed in time for the Olympic torch relay on the High Road in July.

What is unique about the Leyton Town Centre Project is the breadth of the strategy that was adopted, combining private funding with public funding, the creation of community space with the creation of business space, public realm works with shopfront improvements, capital investment with specialist retail advice. The success of the project is due to the collaborative effort that was put in by stakeholders, consultants, the Council and the private sector. The Leyton Town Centre project has helped to:

- instil a sense of civic pride amongst residents,
- has brought about new business confidence,
- created a lively community hub,
- put Leyton on the map with local authorities and traders' associations across the capital taking interest in Waltham Forest's regeneration model.

To ensure the future protection of the area following the regeneration activity Leyton Town Centre was designated as a Conservation Area in May 2013. This designation gives broad protection to the area and all features within it, including buildings, parks and open spaces, trees, landscaping and street furniture, recognising the special character of the Leyton Town Centre as a place of architectural and historic interest.

This designation also means that status now means that the area will gain special status under planning legislation to protect and maintain its character and appearance.



Example 6: Wood Street, Walthamstow

The Outer London Fund has awarded £310,000 from Round One and £1.2m from Round Two to Wood Street in Walthamstow, matched by £452,500 from Waltham Forest and £2m from TfL to help Wood Street realise its potential as an attractive destination.

Revitalising Wood Street Indoor Market was identified as a way of bringing excitement and activity back to the high street. Once a thriving local hub, famous across London, the market had become shabby and there were many empty units. Major renovations designed by Gort Scott to the market structure have created clearly defined entrances and a more inviting interior. This in turn has inspired the market's owners to invest in further improvements. A programme that offered subsidised market units helped bring new businesses to the market, from florists to vintage sellers. 'Walthamstow's secret gem' re-launched in February 2012 and has been a big success.

'Wood Street Inside Out' is an arts programme that aims to involve the community in defining a new vision for the area and reveal local history. 'Inside Out' activities range from a public competition to design a cotton bag which was distributed by local shops, to several new public artworks inspired by the stories of local residents. Local school children worked together with an artist to create an animated film which was screened at Valentin Road. For one weekend in August 2012 the Wood Street Fiesta hosted films, tea dances, music and more.

The reconfiguration of Wood Street's Plaza is turning it into an inviting place for all ages, with greater activity and footfall from the high street. New seating will create pockets of pleasant social space outside shops and restaurants, while a major tree planting programme is greening the area. A redesigned playground and multi-use games area will encourage both families with small children and young people to use the space. New lighting been installed in the plaza and the high street, visually linking these areas and lighting up the town centre.

There has been a two-pronged approach to the renovation of high street frontages and windows. 'Shopportunity' pairs designers, artists and makers with local shops and services to carry out bespoke, light-touch improvements to business frontages. A second programme has identified three parades of shops on Wood Street for:

- improvements to the street level and upper frontages,
- the restoration of historical figure,
- the introduction of new signage developed with graphic designers and artists.

Training has also been offered on improving window displays, marketing, social media and managing stock. This mix of training and physical interventions is providing sustainable improvements to the look and feel of Wood Street.

Example 7: Windsor Parade, Tottenham

Townscape Heritage Initiative (THI) funded by Heritage Lottery Fund with Haringey Council, has brought the restoration of historic buildings and repairs to shop fronts along Windsor Parade.

With money from the Heritage Lottery Fund and the European Union, the Survey & Design Partnership repaired the Edwardian brickwork, stonework, slate roofs and original casement windows, replacing missing features like cupolas and converting the interiors into flats. They restored the one remaining original shop front with its granite pilasters, and redesigned the other shop fronts with appropriate signs, awnings and shutters.

Windsor Parade, 438-454 High Road



Before



After

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Brent	**Cabinet** **24 April 2017** **Report from the Strategic Director of Regeneration & Environment**
	Wards affected: Kilburn

Gloucester and Durham Development Site – South Kilburn (for Delivery Partner award of contract)

Appendix 2 is Not for Publication

1 Summary

1.1 This report seeks Cabinet approval to delegate authority to the Strategic Director of Regeneration & Environment in consultation with the Lead Member Regeneration, Growth, Employment and Skills to award and enter into a Development and Sale Agreement with a Delivery Partner for the Gloucester House and Durham Court site (shown edged red at Appendix 1).

2 Recommendations

2.1 That Members delegate authority to the Strategic Director of Regeneration & Environment in consultation with the Lead Member Regeneration, Growth, Employment and Skills to award and enter into a Development and Sale Agreement with a Delivery Partner, in line with the redevelopment as set out in paragraph 3.5, procured from the GLA London Development Panel for the Gloucester House and Durham Court site (shown edged red at Appendix 1). The delivery partner provisionally selected, subject to the standard caveats around agreeing final contract terms, is Telford Homes Plc.

3 Detail

Background

3.1 The Cabinet on the 26 January 2015 resolved the following (in relation to Gloucester House and Durham Court):

> (i) that the Strategic Director of Regeneration and Environment be authorised to undertake a mini competition under the Greater London Authority (GLA) London Development Panel subject to confirmation by the Director of Legal and Procurement that participation in the GLA London Development Panel is legally permissible, to procure a developer partner for the redevelopment of Gloucester House and Durham Court and report back to the Cabinet to secure approval for award of the contract;

(ii) that approval be given to set rent levels for the affordable homes at Gloucester House and Durham Court once complete, at a rent equivalent to the Homes and Communities Agency Target Rent levels;

3.2 It should be noted that terminology has changed and that the developer partner is now referred to as a delivery partner.

3.3 A detailed planning application for the redevelopment of the site was submitted on 9 May 2014, resolution to grant planning permission was given on 20 August 2014 and a planning decision notice was issued on 23 September 2014.

3.4 On 9 May 2014 a Compulsory Purchase Order (CPO) for land surrounding and including Gloucester House and Durham Court was made. The CPO was confirmed by the Secretary of State for Communities and Local Government on 20th February 2015.

3.5 The redevelopment of Gloucester House and Durham Court site consists of:

- The demolition of 209 residential units and garages contained within Gloucester House and Durham Court
- Erection of 236 new residential units - market sale (134 new homes) and affordable social rented (102 new homes)
- Relocation and improvement of the public open space and play area at the north of the Site
- New public realm and improved routes through the Site
- Landscaped private and shared gardens
- Basement car park providing 91 spaces
- Space for an energy centre[1] for South Kilburn District Energy System.
- Market and affordable dwellings including a range of 1 to 4 bed flats and 3 and 4 bed duplex family units.

3.6 Pursuant to the January 2015 Cabinet authority, the Council is procuring a delivery partner for the elements of the redevelopment of Gloucester House and Durham Court site detailed in paragraph 3.5 using the GLA London Development Panel framework. The Council has also sought as part of the procurement process to have an option to have 10 Shared Equity units included, at this time the inclusion of these units cannot be confirmed. As part of the regeneration process the Council is acquiring leasehold properties, if these shared equity units are secured they will be offered to South Kilburn leaseholders, who are affected by the South Kilburn Regeneration Programme, to purchase.

3.7 The Delivery Partner will be required to build the energy centre structure and include appropriate ducting to allow for installation of the South Kilburn District Energy System and associated pipework out of the energy centre to the surrounding area. The Council will tender a separate contract for delivery of the South Kilburn District Energy System, including the mechanical design and build out of the energy centre. This will be the subject of a separate report to Cabinet in due course.

[1] For the purposes of this report, the Energy Centre is a “box” which will house the infrastructure for the South Kilburn District Energy System. The Civic Enterprise Team are taking forward the delivery of the South Kilburn District Energy System.

Greater London Authority (GLA) London Development Panel (LDP)

3.8 The GLA LDP framework has been used for this procurement. The report to Cabinet on 26th January 2015 envisaged that the tender documents would be sent out in spring 2015. Due to delays, associated with the CPO challenge and an internal reassessment of the scheme, the procurement process started in September 2016. A three stage process of 1) Expression of Interest (EOI), 2) Sifting Brief and 3) Mini-Competition has been progressed, with the Mini-Competition stage closing on 20 February 2017. 11 panel members expressed an interest at the EOI stage, 7 panel members submitted at the Sifting Brief Stage, with 5 invited to the Mini-Competition stage. At the Mini-Competition stage 4 submissions were received, the submissions have been evaluated.

3.9 The GLA LDP framework is due to expire on the 9 May 2017 and the Development and Sale Agreement must be awarded prior to this date. Due to the fact that officers are still finalising documentation and, following discussions with Legal officers, it is deemed prudent to seek delegated approval to award the Development and Sale Agreement to ensure that it is possible to award ahead of the 9 May 2017 expiration date. Telford Homes Plc have been provisionally selected with partner Notting Hill Housing Group, confidential appendix 2 provides details of the evaluation.

3.10 As permitted by the GLA LDP, the tender evaluation criteria was set at 70% for financial offer and 30% for quality.

3.11 The mini-competition documentation included provision that the affordable (social rent) homes will be subject to Brent Council's Target Rents (equivalent to Homes and Communities Agency Target Rents)

4 Financial Implication

4.1 There is no request for additional capital budget or spend because the Council has agreed the scheme already and has completed most of the lease buy-backs on the site and there are only a few to complete. Overall, South Kilburn is self-financing in nature and the delivery partner pays for the known affordable and other community benefits required (see point 3.5). The logic of the South Kilburn programme is that the residual value of the site (capital receipts) and overage payments pay for the original planning and design works plus any lease buy-backs that the Council must make to ensure the development goes ahead. This is the primary risk that the Council undertakes. The Gloucester House and Durham Court site may not be self-financing but as a whole, higher performing schemes may need to subsidize other schemes, such as this one.

4.2 The financial decision to deliver the project and the agreement to conduct the procurement process has already previously taken place. Therefore, the financial decision noted here relates to the specific choice of the delivery partner.

4.3 The benefits noted in 3.5 were part of the original delivery partner tender requirements and there is no change to that. However, the level of overage payments will be dependent on market conditions in the future. Recently, overage payments have been rather healthy (>5% of original estimated sales value return to the Council) but market conditions are more uncertain, and such rosy assumptions might now be viewed as overly optimistic.

5 Legal Implications

5.1 The estimated value of this contract over its lifetime is higher than the relevant EU threshold and the award of the contract is therefore governed by the Public Contracts Regulations 2015 (the "EU Regulations"). The GLA LDP is a framework let in accordance with the EU Regulations. Provided the procurement of a delivery partner is conducted in accordance with the framework rules, the Development and Sale Agreement will have been procured in accordance with EU Regulations. The award is subject to the Council's own Standing Orders in respect of High Value contracts.

5.2 The GLA LDP is due to expire on the 9 May 2017. Paragraph 62 of the Preamble to the Public Procurement Directive 2014 makes it clear that contracts based on a framework agreement are to be awarded before the end of the term of the framework agreement itself. The award of the Development and Sale Agreement must therefore be made prior to the expiry of the GLA LDP framework. The award of the Development and Sale Agreement is subject to the Council's own Standing Orders in respect of High Value contracts and therefore approval of Cabinet is required for award. For the reasons detailed in paragraph 3.9, the intention is to seek delegated approval to the Strategic Director of Regeneration & Environment in consultation with the Lead Member Regeneration, Growth, Employment and Skills to award and enter into the Development and Sale Agreement.

6 Diversity Implications

6.1 There is a need to ensure that the Council's Equality Analysis in relation to the different projects comprising the South Kilburn regeneration programme and their impact on residents (including leaseholders) with protected characteristics is kept up to date, and that reports to members provide sufficient information to demonstrate adequate consideration of the impacts on all protected groups.

6.2 As with all other schemes that are part of the South Kilburn regeneration programme, full consideration must be given to residents and leaseholder with protected characteristics, particularly people with disabilities and / or other types of vulnerabilities due to older age, childcare and/or caring responsibilities, socio-economic status (lone parents and large families). Due to the ethnicity profile of the area, full consideration must also be given to the impact on black, Asian and minority ethnic individuals/groups. The Council must also ensure that the options put forward to secure tenants and leaseholders, so far as possible, provide reasonable and affordable alternatives that enable them to remain in the area and maintain their family and community ties, as per Article 1 of the First Protocol and Article 8 of the European Convention on Human Rights. Wherever possible, affected secure tenants and leaseholders should be engaged in the process of identifying the options and alternatives put forward.

6.3 This Cabinet report is solely in relation to the award of the contract for the Delivery Partner for the Gloucester House and Durham Court site. A robust procurement process has been followed. All secure tenants and leaseholders have already vacated the site and therefore are no longer impacted by this scheme. As such there is no need to consider any diversity issues in regard to occupiers. Within the Development and Sale Agreement there is an "Unlawful Discrimination and Equal Opportunities" section and Social Value obligations.

6.4 The new affordable social rented homes will be available to secure tenants currently living in properties due for demolition as part of the South Kilburn regeneration programme. All of the proposed units will be constructed to be Lifetime Homes compliant. Ten percent of all units will be designed to be wheelchair accessible, or easily adaptable properties and the allocation process includes officers reviewing occupational therapy (OT) requirements for secure tenants so that their physical needs can be pre-built into the scheme such that their individual homes are tailored to take account of any identified OT needs.

7 Staffing/Accommodation Implications

7.1 There are no specific staffing implications for Brent staff or accommodation implications associated with the proposals contained within this report.

8 Public Services (Social Value) Act 2012

8.1 The Council is under duty pursuant to the Public Services (Social Value) Act 2012 ("the Social Value Act") to consider how the services being procured might improve the economic, social and environmental well-being of its area; how, in conducting the procurement process, the council might act with a view to securing that improvement; and whether the council should undertake consultation. This duty does not strictly apply to the proposed contract as it is not a services contract. Nevertheless, Officers have had regard to considerations contained in the Social Value Act in relation to the proposed contract.

8.2 The 26 January 2015 Cabinet report included a requirement for the developer, once appointed, to submit and gain approval for an employment and training action plan to deliver education links, apprenticeships and local labour outcomes in accordance with a Section 106 agreement for Gloucester House and Durham Court. The draft Section 106 agreement states that prior to the making of a Material Start the Owner must prepare, submit and obtain the Council's approval of the Employment and Training Plan. This includes:

The Owner must comply with the following obligations in relation to the construction phase of the Development:

(a) prior to the making of a Material Start of the relevant part of the Development, the Owner must inform Brent Works in writing of the anticipated employment opportunities in the construction of that part of the Development;

(b) use all reasonable endeavours to deliver a total of fifteen (15) Education Link, Apprentices/Local Labour and Workforce Development;

(c) use all reasonable endeavours to procure that contracts to be let to sub-contractors are advertised to SMEs on the Brent First website or such other equivalent website as the Council may advise;

(d) provide details of how the Owner and the main contractor(s) will work with the College of North West London or such other similar body as may be notified in writing by the Council to the Owner to ensure that construction related and/or work based training opportunities target students from within the Borough;

(e) encourage and promote an approach to the employment and recruitment of Local People (including those previously unemployed) throughout the supply chain for the construction phase of the Development;

(f) use reasonable endeavours to work with the Council to provide Local People with opportunities to improve their constructions skills offering, thereby enhancing their future employment prospects;

(g) use reasonable endeavours to ensure that the Local People Employment Requirement is met in the construction phase;

(h) submit monthly monitoring figures to the Council that outline:

(i) the number and status of construction job starts and finishes by Local People; job title; job length and post code of employee.

(ii) the number and status of construction apprenticeship/traineeship starts and finishes by Local People; apprenticeship/traineeship length and title and post code of individual.

8.3 The 26 January 2015 Cabinet paper outlined that the Gloucester House and Durham Court redevelopment site would also deliver an energy centre for the South Kilburn Neighbourhood Decentralised Heating System (referred to above as South Kilburn District Energy System), which envisages delivering lower energy costs for residents (based on average consumption use) to contribute towards the improvement of the economic well-being of residents of South Kilburn. As detailed in paragraph 3.7 above, this will be delivered separately. As outlined in the 26 January 2015 report the Gloucester House and Durham Court redevelopment site will provide a replacement public open space and general amenity space for the use and enjoyment of residents of South Kilburn.

8.4 Officers had regard to the Social Value Act in its procurement of a delivery partner and included questions around social value benefits into the Qualitative Tender Questions.

9 Background Papers

Cabinet Report
26 January 2015 South Kilburn Regeneration Programme

Appendices

Appendix 1 – Gloucester House and Durham Court Site boundary

Appendix 2 – Confidential – Award Report (Not for Publication)

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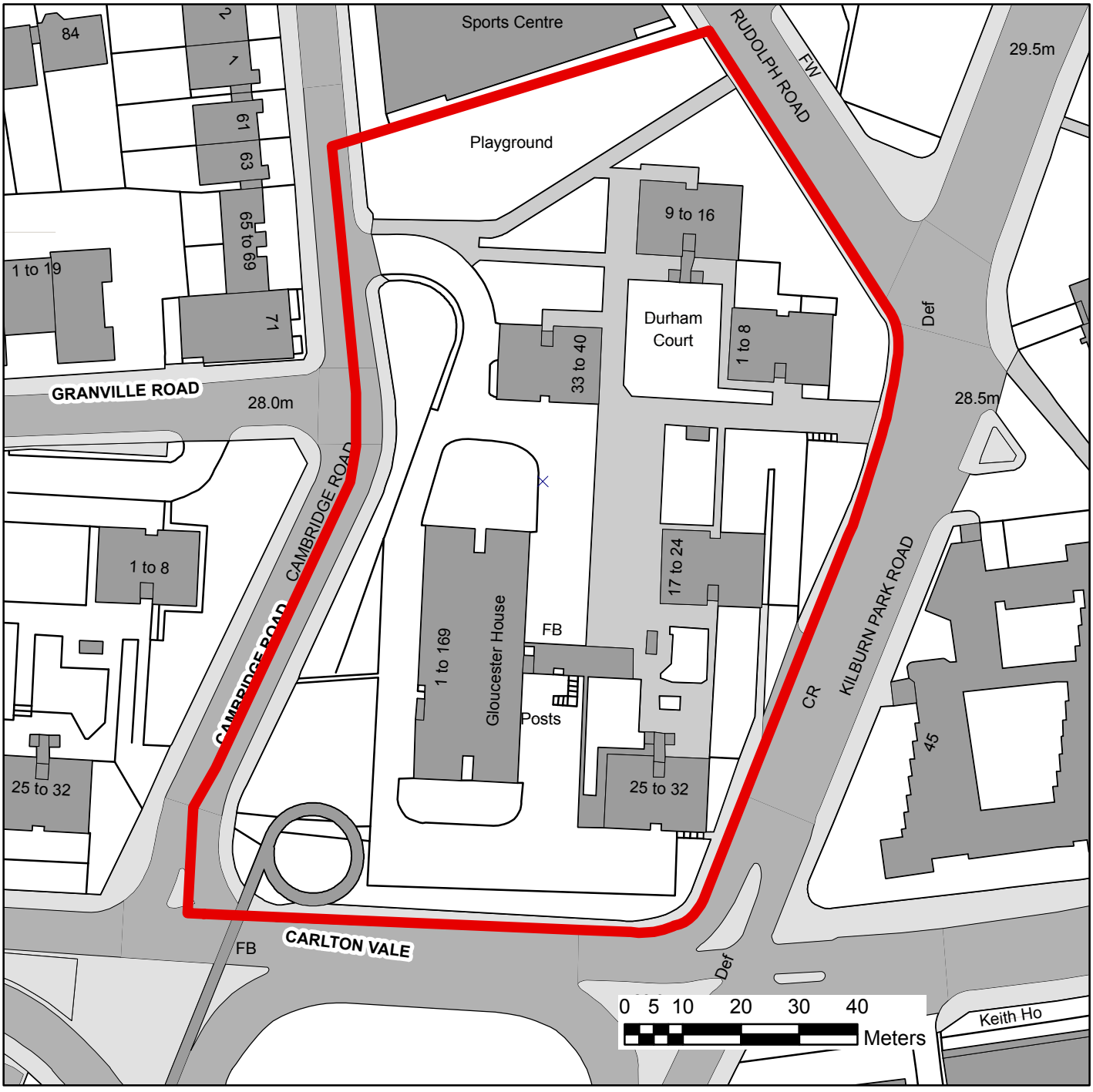
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Appendix 1 - Gloucester House and Durham Court Site Boundary



Land shown heavily outlined red.

NORTH

PSMA OS copyright statement
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OS Open data copyright statement:
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Brent	**Cabinet** **24 April 2017** **Report from the Strategic Director of Regeneration & Environment**
	Wards affected: Kilburn

Peel – Development Site South Kilburn – Update on site assembly and NHS Engagement and decision to move to procurement of a delivery partner

1 Summary

1.1 This report provides Cabinet with an update on the South Kilburn Peel site development and seeks approval to move to the procurement of a delivery partner; to set rent levels at HCA Target Rent and to reaffirm the decision to authorise the use of Ground 10A of schedule 2 part 11 of the Housing Act 1985 and CPO Powers taken in 2012, 2013 and 2014.

1.2 The Peel site comprises – Peel Precinct, 97-112 Carlton House, 8-14 Neville Close, 2A Canterbury Road & Peel site garages (see appendix 1 – Existing Site Plan).

2 Recommendations

That Members:

2.1 Approve the procurement of a delivery partner for the Peel site through inviting tenders using a Competitive Procedure with Negotiation under the Public Contracts Regulations 2015 on the basis of the pre-tender considerations set out in paragraph 3.18 of this report and evaluating the tenders on the basis of the evaluation criteria set out in that paragraph.

2.2 Approve the setting of rent levels for the affordable homes at the Peel site once complete, at a rent equivalent to the Homes and Communities Agency Target Rent levels.

2.3 Approve the previous Executive and Cabinet decisions as detailed in paragraph 3.11 to utilise 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 to secure the vacant possession of properties within the Peel.

3 Detail

Background

3.1 Planning Committee resolved to grant planning permission for the Peel site on 15 February 2017. This was a hybrid planning application.

3.2 The Peel site will deliver the following:

- **Full** planning application for the demolition of 2A Canterbury Road, 1-7 and 15-33 Peel Precinct and 8-14 Neville Close, and erection of four buildings (A, B, C and E) ranging between four to 16 storeys, plus part basement comprising of 38 replacement affordable homes for existing South Kilburn secure tenants, 64 private sale units (38 x 1-bed, 47 x 2-bed, 13 x 3-bed and 4 x 4-bed units) new health centre (Use Class D1) with flexible first floor space (Classes A1/D1/D2), 3no A-class retail units at ground floor, associated landscaping, highways and public realm improvements (including new public space), private open space, associated car parking, cycle parking and servicing provision.

- **Outline** planning application with reserved matters (around Appearance, Landscaping, and Scale) for the demolition of 97-112 Carlton House, 34-57 Peel Precinct and Peel site garages, and erection of three buildings (D, F and G) ranging in height between up to 4 and up to 8 storeys provide up to 124 residential units comprising of 4 Affordable Housing units, and up to 120 private units, with associated landscaping, private open space, and cycle parking.

3.3 It should be noted that there will be three and four bedroom properties for secure tenants on the Peel site, where at present there are only one and two bedroom secure tenant properties. This will result in a 50% increase in bedrooms for secure tenants on the Peel site.

3.4 The site is split into 3 phases (see appendix 2 – Phasing Plan, in part to enable properties, for secure tenants on the Peel, to be built for them to move into directly from their current homes. It is currently envisaged the development will come forward in phases:

3.5 Phase 1 - would require the vacation and demolition of the South Kilburn Studios (2A Canterbury Road), as well as 16-33 Peel Precinct. This would allow the first 38 affordable units to be constructed in Block E, housing all secure tenants currently remaining on the Peel site.

3.6 Phase 2 would require 1-7 & 15 Peel Precinct and 8-14 Neville Close to be vacated. Once vacant possession has been secured blocks A, B and C can be constructed. This will contain 64 private sale units, the health centre and the commercial units (Blocks, A, B and C).

3.7 Phase 3 would require the demolition of 34-57 Peel Precinct and 97-112 Carlton House. This would allow for the construction of blocks D, F and G (submitted in outline), which will contain up to 120 private sale units and 4 affordable units.

3.8 It is worth noting however that Phase 2 and 3 could potentially be built out at the same time if all properties are vacant and reserved planning matters have been dealt with.

3.9 The current site comprises of 56 residential units, 36 of which are deemed social rent units and 20 owner occupier/leaseholder units. There are 16 commercial properties along with the West Kilburn branch of the Royal British Legion and the temporary South Kilburn Studios. To date there remain 24 social tenanted properties who will be offered the opportunity to move into the new affordable (social rent) units on the Peel site if they are still on the Peel site at that time. Also there are nine owner occupier/leaseholder properties. (In the interim, as properties become vacant the Council lets these out on temporary licence to homeless families to provide short term accommodation). The Councils Property team are negotiating to acquire the remaining nine leasehold properties and acquire/gain vacant possession of 6 commercial units. All residential leaseholders have been offered the opportunity to acquire a shared equity property on the South Kilburn Estate. To date one has taken up this opportunity and negotiations are on-going with another leaseholder.

3.10 Of the commercial units, there are three properties which are still to be acquired with a long lease and three others where arrangements to vacate the premises are being made. A date for the West Kilburn branch of the Royal British Legion to vacate has been agreed, The Royal British Legion HQ has already surrendered back their occupation of the first floor premises. The Peel Surgery (Dr. Shaikh GP) as one of the three identified GP practices to move into the new health centre is due to be relocated to Carlton Hall (Brent Council is supporting this process) once the South Kilburn Trust vacate Carlton Hall, the GP practice is then due to relocate to the new health centre once built, resulting in a continuous service to local residents. The small businesses who are currently occupying South Kilburn Studios together with the South Kilburn Trust (whose premises is not in the Peel site but is within the wider South Kilburn Masterplan site) are due to move to the Granville Centre in 2017. The remaining units are either vacant or being used for short term purposes which aids the wider regeneration of the South Kilburn estate, for example Network Homes are currently utilising a unit in connection with the new Kilburn Quarter development on the former Bronte and Fielding Houses site.

3.11 The Council will need to progress a CPO process for the Peel site and plan to start this imminently. The Council, however, will continue and would prefer to seek to acquire the residential and commercial units which are 12 in total (9 residential and 3 commercial) ahead of this process by mutual agreement. The Council has approval for possession proceedings based on Ground 10A in relation to the secure tenants and then CPO for all other interests from the following previous Executive and Cabinet resolutions:

3.11.1 15 October 2012 - South Kilburn Regeneration Progress Update. Included that it was resolved:
(xv) that approval be given to proceed with securing vacant possession of the properties within 113 -136 and 97 -112 Carlton

House, Peel Precinct (together defined as 'Peel') as identified edged red on Plan D at Appendix 1 and Hereford House and Exeter Court as identified edged red on Plan E at Appendix 1 to the Director's report (together with Peel defined as 'Phase 3') through negotiation and private treaty and then, if necessary, via possession proceedings based on Ground 10A in relation to the secure tenants and then CPO for all other interests

3.11.2 11 February 2013 – Amendment to South Kilburn Regeneration Progress Update Report. Included that it was resolved:

(i) that it be noted that the definition of Peel in recommendation 2.15 of the Report to the Executive on 15 October 2012 should not have included 113 to 136 Carlton House (all numbers inclusive) and should have included 8 to 14 Neville Close (all numbers inclusive;

(ii) that approval be given to rescind the decision in the minutes of the meeting of the Executive on 15 October 2012 Clause 8 (xv) as referred to in the paragraph 2.15 of the report to that meeting and to replace it with the following:

(xv) that approval be given to securing vacant possession of the properties within 8 to 14 Neville Close (all numbers inclusive), 97 to 112 Carlton House, Peel Precinct (together defied as "Peel") as identified edged red on Plan D and Hereford House and Exeter Court as identified edged red on Plan E at Appendix 1 (together with Peel defined as "Phase 3") through negotiation and private treaty and then, if necessary, via possession proceedings based on Ground 10A in relation to the secure tenants and then the CPO for all other interests.

3.11.3 15 September 2014 – South Kilburn Regeneration Programme. Included that it was resolved:

(iii) that, having noted and considered the responses to the consultation as set out in Appendix 2 in connection with seeking approval of the Secretary of State for use in seeking possession of the 36 affordable homes which are currently occupied by secure tenants (the 'Peel Homes') under Ground 10A of Schedule 2 to the Housing Act 1985, authority be delegated to the Strategic Director of Regeneration and Growth 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 the Peel Site for the purpose of Ground 10A of Schedule 2 to be used to obtain possession of the Peel Homes;

(iv) that, having noted and considered the responses to the consultation as set out in Appendix 2 in connection with the intention to make a Compulsory Purchase Order (CPO) on the Peel Homes and in connection with the draft Allocation Policy for the Peel Homes, approval be given to the adoption of the Allocation Policy which will apply to the Peel Homes and which includes the proposal to make a CPO on the Peel Homes as well as seeking possession of the Peel Homes, subject to the

Secretary of State's consent, under Ground 10A of Schedule 2 to the Housing Act 1985. This Allocation Policy sets out the basis on which replacement homes will be allocated to secure tenants in the Peel Homes and the legal means to be adopted for seeking possession of the Peel Homes 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.

3.12 The Council is seeking that Cabinet reconfirm their approval to utilise 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 to secure the vacant possession of properties within the Peel site as given through the previous Executive and Cabinet papers as detailed above.

GP Practices and NHS engagement

3.13 The South Kilburn Regeneration team have identified that the following practices could be accommodated at the Peel site (though note that no legal agreements have been entered into at this time):-

- Blessing Medical Centre (307 Kilburn Lane)
- Kilburn Park Medical Centre (12 Cambridge Gardens)
- Peel Precinct Surgery (3 Peel Precinct)

3.14 There is concern amongst one of the practices regarding the length of time it will take to deliver the new health centre and the ability for this practice to be able to wait for a new health centre to be ready. The Council will work with all practices to identify wherever possible additional intermediate arrangements to allow services to be delivered whilst the new health centre is developed. The Council is committed to delivering a health centre with the three GP practices identified, if any of the GP practices did choose to look for alternative long term premises the Council would continue to seek to create a Health Centre with alternative GPs/NHS services. The Council is also currently in discussion with Brent CCG and NHS England to secure various NHS approvals for this scheme.

3.15 A PID document to the (now known as) Estates and Technology Transformation Fund seeking funding from NHS for fit out costs of the new Health Centre, project development costs and recurrent revenue costs was submitted. The Brent CCG supported the PID and they submitted this onwards to NHS England, however the bid for funding was rejected by NHS England. The Council can continue with the project without the funding (see section 4) and what is positive is that the Brent CCG were supportive of this project. A new bid may be submitted nearer the time of completion of this development.

Delivery Partner

3.16 The Council is seeking to engage a Delivery Partner now ahead of the site being fully vacant in order to speed up delivery timescales for both delivering the new homes and health centre, but also to assist with the wider South Kilburn programme as there are additional units on site that will be utilised to decant other tenants from buildings due for redevelopment. It is hoped that by the time

a delivery partner is on board the site will be fully vacant. The current estimated timescales for delivery from start on site are:

- Phase 1 April 2018 – September 2019
- Phase 2 & 3 September 2019 – July 2021

3.17 The procurement of a delivery partner for the Peel site will be undertaken by inviting tenders using Competitive Procedure with Negotiation under the Public Contracts Regulations 2015 ("PCR 2015") on the basis of the pre-tender considerations set out in paragraph 3.18 below commencing by placing a notice in the Official Journal of the European Union (OJEU).

3.18 In accordance with Contract Standing Orders 88 and 89, pre-tender considerations have been set out below for the approval of the Cabinet.

Ref.	Requirement	Response
(i)	The nature of the service/ works.	To procure a delivery partner to develop the Peel site.
(ii)	The estimated value.	As the procurement is for a delivery partner, the Council would receive a receipt for the sale of the site. Any contract will have a value in excess of £500k thus being a High Value Contract under the Council's Contract Standing Orders and requiring Cabinet approval to tender.
(iii)	The contract term.	The contract period will be approximately four years.
(iv)	The tender procedure to be adopted including whether any part of the procedure will be conducted otherwise than by electronic means and whether there will be an e-auction.	PCR 2015 compliant Competitive Procedure with Negotiation procurement route, in which parts of the procedure may be conducted by electronic means but there will not be an e-auction.
v)	The procurement timetable.	The procurement would be undertaken during 2017. Indicative milestones/timescales are: • Contract Notice placed • Selection Questionnaire (SQ) – 30 days • Evaluation of SQ responses in accordance with the Council's approved criteria – 10 days • Invitation to tender period – 6-8 weeks • Panel evaluation, moderation– 10 days • Negotiation meetings (if required) • Panel decision • Seek Cabinet approval to award contract • Standstill period – 10 calendar days
(vi)	The evaluation criteria and process.	Shortlists are to be drawn up in accordance with the Council's Contract Procurement and Management Guidelines namely the SQ and thereby meeting the Council's financial standing requirements, technical capacity and technical expertise.

Ref.	Requirement	Response
		Officers will evaluate the tenders from the shortlisted bidders on the basis of "most economically advantageous tender criteria" (MEAT) on the basis of: 60% - price 30% - quality 10% - social value
(vii)	Any business risks associated with entering the contract.	The Council will ensure the Development and Sale Agreement is drafted to minimise all business risks.
(viii)	The Council's Best Value duties.	The procurement process will seek to ensure best value is achieved.
(ix)	Consideration of Public Services (Social Value) Act 2012.	See Paragraph 8 below.
(x)	Any staffing implications, including TUPE and pensions.	No staffing implications relating to TUPE or pensions.
(xi)	The relevant financial, legal and other considerations.	See Paragraphs 4 and 5 below. This proposed procurement process would be in line with the Council Standing Orders and the Public Contract Regulations 2015.

3.19 The Cabinet is asked to give its approval to these proposals as set out in the recommendations and in accordance with Standing Order 89.

Target Rents

3.20 On 18 July 2011 the Executive agreed to adopt a rent equivalent to the HCA Target Rent levels for affordable developments in South Kilburn until Borough wide rent levels were reviewed. The 18 July 2011 Executive report set out the background to the rent level change and concluded that setting HCA Target Rent levels on phases 2 and 3 and subsequent phases is the only realistic way of affording the South Kilburn regeneration programme and avoiding the requirement for large amounts of grant that would not in themselves be certain of being awarded and, if awarded, would require rents to be increased to the new higher 'affordable rent' levels of up to 80% market rents.

3.21 The Target Rent regime controls rent levels in the social sector. Target Rents are calculated by a formula, the basis of which is set out below. Increases in Target Rent levels are also pegged to inflation and subject to an overall cap.

- 30% of a property's Target Rent is based on relative property values compared to the national average
- 70% of a property's Target Rent is based on relative local earnings compared to the national average

- A bedroom factor is then applied so that, other things being equal, smaller properties have lower rents

3.22 Between 2010/11 and 2014/15 increases in Target Rent levels and caps have been linked to RPI as set out in the tables below:

Year	Guideline Limit	All Items RPI changes at Previous September	Guideline Limit for rent changes	Maximum increase to individual rent
1/4/2014 to 31/3/2015	RPI + 0.5%	+3.2%	+.3.7%	+3.7% plus £2 per week
1/4/2013 to 31/03/2014	PRI + 0.5%	+2.6%	+3.1%	+3.1 plus £2 per week
1/4/2012 to 31/3/2013	RPI + 0.5%	+5.6%	+6.1%	+6.1% plus £2 per week
1/4/2011 to 31/3/2012	RPI + 0.5%	+4.6%	+5.1%	+ 5.1% plus £2 per week
1/4/2010 to 31/3/2011	RPI + 0.5%	-1.4%	-0.9%	-0.9% plus 2 per week

Year	Rent Cap Change limit	All items RPI change at the previous September	Change in rent cap Levels
1/4/2014 to 31/3/2015	RPI + 1.0%	+3.2%	+4.2%
1/4/2013 to 31/3/2014	RPI + 1.0%	+2.6%	+3.6%
1/4/2012 to 31/3/2013	RPI + 1.0%	+ 5.6%	+6.6%
1/4/2011 to 31/3/2012	RPI + 1.0%	+4.6%	+5.6%
1/4/2010 to 31/3/2011	PRI+ 1.0%	-1.4%	-0.4%

3.23 In 2014 Government introduced a new rent policy, and for the ten years 2015/16 – 2024/25, increases in rents in the social sector would be limited to CPI +1% and increases in rent caps will be limited to CPI + 1.5%. In the Summer Budget 2015 however this policy was reversed with the announcement that rents in the social sector would reduce by 1% per annum for four years from 1st April 2016, with the new policy introduced into law through the Welfare Reform and Work Act 2016. The Social Housing Rents (Exceptions and Miscellaneous Provisions) Regulations 2016 published the following 2015-16 rent caps, which increased the 2014-15 caps by CPI +1.5% (i.e. 2.7%).

Target & Formula Rent Caps 2015-16

Table 3

Number of bedrooms	*Rent cap*
0 or 1	*£141.43*
2	*£149.74*
3	*£158.06*
4	*£166.37*
5	*£174.69*
6 or more	*£183.00*

3.24 It should be noted that new social rented properties being developed in South Kilburn have a higher capital value than existing Council properties and therefore will attract a higher Target Rent under the formula outlined. Notwithstanding current government policy is to reduce rent in the social sector by 1% per annum, any inflationary rent increases on these new properties, would therefore also be higher in monetary terms (i.e. in pounds sterling). This is because 1) inflation would be applied to a higher base Target Rent and 2) the Council will sometimes (and more commonly than the Registered Providers managing the new properties in South Kilburn) not apply a full inflationary increase to rents across its own housing stock.

3.25 In line with the Council's commitment to maintaining current HCA Target Rent levels in regeneration areas it is recommended that the Cabinet agree to set the rent levels for the affordable units at the Peel site once complete, at rents equivalent to the HCA Target Rent levels.

4 Financial Implication

4.1 The financial model for the South Kilburn regeneration programme is to be self-financing within the funding envelope generated from on-going disposals, which are ring-fenced so all the capital receipts generated are reinvested back into the South Kilburn regeneration programme, to enable the rolling regeneration programme to continue to deliver much needed new homes. However, this particular scheme in itself may not be self-financing due to the inclusion of a health centre but other schemes are anticipated to offset this additional cost.

4.2 The South Kilburn model has traditionally worked through a process of procuring delivery partners, who develop an existing site and generate high value properties. In return for this site, they build needed affordable and social housing, while also delivering capital receipts to support the capital programme.

4.3 The capital receipt for the Peel site redevelopment site, when received, will be reinvested back into the South Kilburn regeneration programme to bring forward future phases of the regeneration programme.

4.4 There is currently a budget of £8.2m, of which £2m relates to 2016/17. Further budget will be required, predominantly associated with leaseholder buy-backs, but further budget requirements will be approved via the appropriate Board. Nonetheless, this paper does not seek any additional funding to that budget than which is currently available to the Peel project.

5 Legal Implications

5.1 Officers consider that the development of the Peel site is best achieved through the use of a development agreement with a third party. As a result of rulings in the European Court of Justice, if the Council utilises a development agreement in respect of the land, it will need to undertake some form of procurement process which is compliant with EU law in order to identify a partner to carry out the development. The Court of Justice has ruled that development agreements cannot be viewed as merely part of a land transfer, because they impose detailed requirements as to the development to be constructed and are therefore a form of procurement of works.

5.2 The intention is to identify a delivery partner through inviting tenders using the Competitive Procedure with Negotiation under the PCR 2015.

5.3 When a Competitive Procedure with Negotiation under the PCR 2015 is used, the value of this proposed procurement over its lifetime will be higher than the EU threshold for Services and the procurement of the contract is therefore governed in full by the PCR 2015. The estimated value of the procurement is in excess of £500k and therefore it will be classed as a High Value Contract under Contract Standing Orders and accordingly the Cabinet must approve the pre-tender considerations set out in paragraph 3.18 above (Standing Order 89) and the inviting of tenders (Standing Order 88).

5.4 Once the procurement process has been undertaken under the PCR 2015, officers will report back to the Cabinet in accordance with Contract Standing Orders, explaining the process undertaken in tendering the contracts and recommending award.

5.5 Using the Competitive Procedure with Negotiation under the PCR 2015, the Council must observe the requirements of the mandatory minimum ten calendar days standstill period imposed by the PCR 2015 before the contract can be awarded. The requirements include notifying all tenderers in writing of the Council's decision to award and providing the prescribed information which includes the reasons for the decision and the characteristics and relative advantages of the winning bid. The standstill period provides unsuccessful tenderers with an opportunity to challenge the Council's award decision if such challenge is justifiable. However if no challenge or successful challenge is brought during the period, at the end of the standstill period the Council can issue a letter of acceptance to the successful tenderer and the contract may commence.

5.6 The Council will be acquiring some of the properties on this site by utilising its compulsory purchase powers. Section 226 (1) of the Town and Country Planning Act 1990 (TCPA 1990) provides a tool to enable the Council to acquire and assemble land for planning purposes.

5.7 The statutory power can be used if the Council believes that it will facilitate the carrying out of the development (as defined by Section 55 of the TCPA 1990 redevelopment or improvement on or in relation to the land being acquired.

5.8 The Compulsory purchase order must only be made where there is a compelling case in the public interest in addition the Council should be sure that the purposes for which the compulsory purchase order is made justify interfering with the human rights of those with an interest in the land affected. Particular consideration should be given 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.

5.9 Government policy provides that the Compulsory purchase powers must however be used as a last resort, the Council must demonstrate that it has taken steps to acquire the land and associated rights included in a compulsory purchase order.

5.10 It is noted that the Council seeks to rely upon the Housing Act 1985 Schedule 2 which provides grounds upon which a Court may order possession of premises, provided that suitable alternative accommodation is available. Ground 10A can be utilised to obtain possession. where an area which is subject of a redevelopment scheme approved by the Secretary of State…… and the Landlord intends within a reasonable time of obtaining possession to dispose of the dwelling house in accordance with that scheme.

6 Diversity Implications

6.1 The new affordable homes in South Kilburn are available to all secure tenants currently living in properties due for demolition as part of the South Kilburn regeneration programme within the neighbourhood. In regards to the Peel site, the secure tenants who are on the Peel site at the time the new units are complete will be offered the opportunity to move into the new affordable (social rent) units. The additional units will be made available to other secure tenants living in properties due for demolition as part of the South Kilburn regeneration programme.

6.2 Every effort should be made to provide the secure tenants with a suitable alternative accommodation and to reach mutually acceptable agreements with the leaseholders to buy their properties without seeking legal action. When identifying the options and alternatives put forward, the Council should proactively engage with affected residents and leaseholders.

6.3 As with all other schemes that are part of the South Kilburn regeneration programme, full consideration must be given to residents and leaseholders with protected characteristics, particularly people with disabilities and / or other types of vulnerabilities due to older age, childcare and/or caring responsibilities, socio-economic status (lone parents and large families).

Race / Ethnicity

6.4 Due to the ethnicity profile of the area, full consideration must be given to the impact on black, Asian and minority ethnic individuals/groups. The Council must also ensure that the options put forward to secure residents and leaseholders, so far as possible, provide reasonable and affordable alternatives that enable them to remain in the area and maintain their family and community ties, as per Article 1 of the First Protocol and Article 8 of the European Convention on Human Rights.

Age/Carers/Disability/Pregnancy and maternity

6.5 These groups maybe more likely to access GP facilities. There will not be a break in the delivery of a GP facility. The current GP on the Peel site is due to move to a nearby location - Carlton Hall - until the new Health Centre is built. The Peel site GP is envisaged to then move into the new facility.

6.6 The requirements for anyone who is older or with a disability, or those who are pregnant or on maternity to have to move from their current property (residential

or commercial property) is likely to be more difficult and could suffer greater psychological effects, including stress. (This in turn has an impact on carers).

6.7 To mitigate this, for the secure tenants who are moving, the re-housing team provides help to secure tenants through the moving process, additional support and services to those who require it can be provided.

6.8 Leaseholders may be affected if they are seeking to acquire a similar sized property in the surrounding area as the value for a Local Authority property tends to be less than a non-Local Authority property. To counteract this leaseholders have been offered the option of shared-equity on the South Kilburn Estate. For those who move off the estate, they may have to increase/get a new mortgage agreement which could be difficult for older residents or those with caring/dependant children responsibilities. The Council is also in the process of recruiting an estate regeneration leasehold liaison officer which will liaise with all leaseholders providing support and guidance as to the options available to relocate or sell their property

6.9 The new accommodation on the Peel has been designed with the needs of the current secure tenants in mind and occupational therapy adaptation will be put in as required for secure tenants. Across the 226 units, 23 dwellings (10%) have been designed to be wheelchair adaptable dwellings and meet the requirements set out in Part M4(3) 'wheelchair user dwellings'. All other dwellings across the scheme have been designed to meet the requirements set out in Part M4(2) 'accessible and adaptable dwellings".

Socio-economic Disadvantage

6.10 Local services on the Peel site will cease during the redevelopment, with some functions not returning. There will still be provision of a general store for day to day goods and a GP practice in walking distance of the Peel Site through out the redevelopment, and there will be a new health centre with improved facilities to that currently on site delivered as part of the redevelopment, along with commercial/retail. A new proposed pharmacy on the Peel site is likely to improve service for vulnerable groups of people as one is not currently on the Peel site. Those services which are not returning to the Peel site or available nearby are not deemed critical for day to day living.

6.11 Target rents are proposed for secure tenants, but it should be noted that new social rented properties being developed in South Kilburn have a higher capital value than existing Council properties and therefore will attract a higher Target Rent under the target rent formula.

6.12 All residents of South Kilburn will be able to benefit from the new Health Centre, Commercial/Retail offer and highways and public realm improvements. The residents of 65 to 96 Carlton House will also have access to the new private amenity space behind Blocks D and E, there will also be limited parking provision made available which will be given to Brent Housing Partnership to decide on how to allocate (intended for 65-96 Carlton House).

7 Staffing/Accommodation Implications

7.1 There are no specific implications for Council staff or accommodation associated with the proposals contained within this report.

8 Public Services (Social Value) Act 2012

8.1 The Council is under duty pursuant to the Public Services (Social Value) Act 2012 ("the Social Value Act") to consider how services being procured might improve the economic, social and environmental well-being of its area; how, in conducting the procurement process, the council might act with a view to securing that improvement; and whether the council should undertake consultation. This duty does not strictly apply to the proposed contract as it is not a services contract. Nevertheless, Officers have had regard to considerations contained in the Social Value Act in relation to the proposed procurement.

8.2 The services being procured aim to improve the economic, social and environmental well-being of residents of South Kilburn through the disposal of the Peel site. The new homes will improve living conditions of residents of South Kilburn. The delivery partner will be required prior to a material start (excluding demolition and piling) to inform in writing Brent Works of the projected amount of construction jobs, training opportunities and provide a copy of the Schedule of Works, and, prior to a Material Start to prepare and submit for the Council's approval an Employment Training Plan for the provision of training, skills and employment initiatives for residents of the Borough relating to the construction phase of the Development and in relation to the operational phase of the Development.

8.3 The development will also deliver a new Health Centre, with flexible first floor space, 3no A-class retail units at ground floor, highways and public realm improvements (including new public space) available to all South Kilburn residents.

8.4 Officers will also have regard to the Social Value Act in its procurement of a delivery partner and seek to implement Social Value considerations where permitted.

9 Background Papers

Appendix 1 – Existing Site Plan

Appendix 2 – Phasing Plan

Planning Committee Report and Supplementary Information for Agenda Item 9
15 February 2017
http://democracy.brent.gov.uk/ieListDocuments.aspx?CId=115&MId=3292 see item 9

Executive/Cabinet reports:
15 October 2012 - South Kilburn Regeneration Progress Update.
11 February 2013 – Amendment to South Kilburn Regeneration Progress Update Report
15 September 2014 – South Kilburn Regeneration Programme

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N

KEY:

Site Boundary

Existing buildings

Rev	Date	Prep/Check	Description
A	02.09.16	JG/PB	First Issue - Planning Submission

Penoyre & Prasad

28-42 Banner Street
London EC1Y 8QE

020 7250 3477
penoyreprasad.com

Client
London Borough of Brent

Project
The Peel Project

Drawing Title
Existing Site Plan

Drawing Status
PLANNING

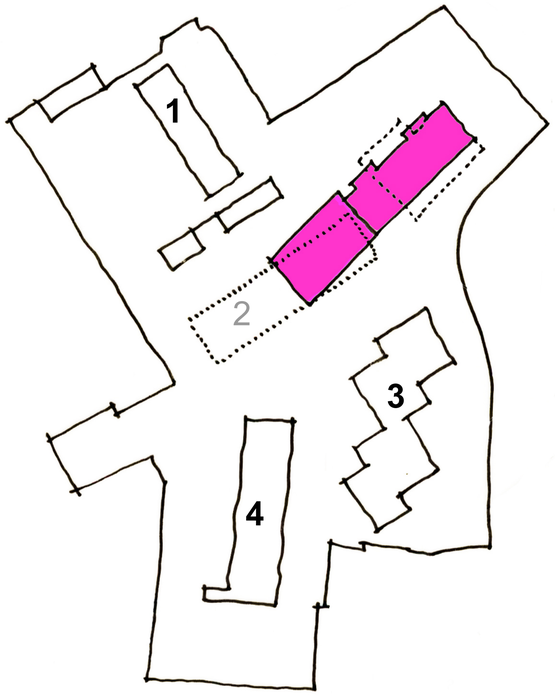
Date
17.06.2016

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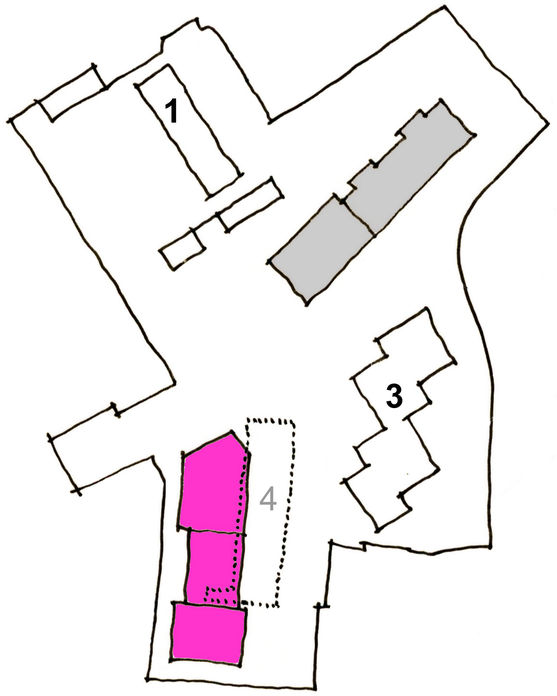
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Revision
A

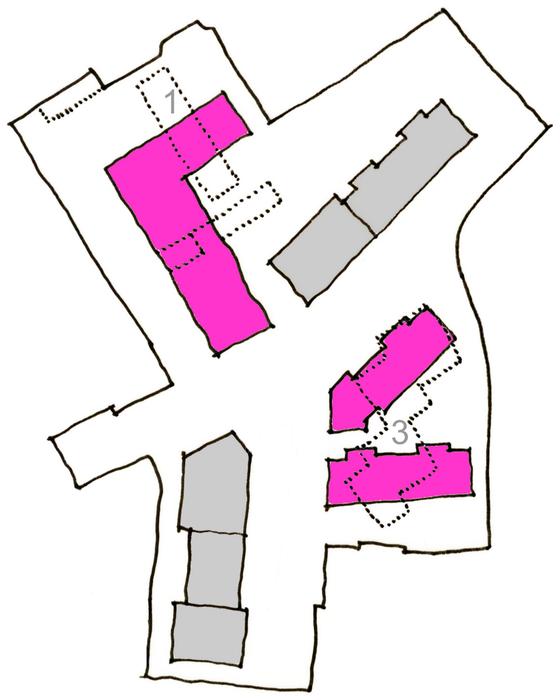
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PHASE 1



PHASE 2



PHASE 3



Parking

84 x private homes (with shared residential garden at roof level)

Shared residential garden (65 - 96 Carlton House + new residential buildings)

21 x Affordable homes

17 x Affordable Homes

22 x private homes

Shared residential garden

4 affordable homes + 14 x private homes

25 x private homes (with shared residential garden at roof level)

Shared residential garden on roof over health centre

39 x private homes

TENURE MIX DIAGRAM

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Do not scale from this drawing.
Dimensions are to be verified on site prior to construction

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KEY:

BUILDING 1: 97-112 Carlton House

BUILDING 2: 16-24 Peel Precinct
25-33 Peel Precinct

BUILDING 3: 34-57 Peel Precinct

BUILDING 4: 1-7 & 15 Peel Precinct
8-14 Neville Close

FULL PLANNING

Phase 1: 38 x affordable units

Phase 2: 64 x Private units

OUTLINE PLANNING

Phase 3: 120 x private units

4 x affordable units

Rev	Date	Prep/Check	Description
A	02.09.16	JG/PB	First Issue - Planning Submission
B	31.01.17	PB	Updated following planning comments

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Client
London Borough of Brent

Project
The Peel Project

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Proposed Phasing / Decant Diagram and Tenure Mix Diagram

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Brent	**Cabinet** **24 April 2017** **Report from the Strategic Director Regeneration & Environment**
	Wards Affected: All Wards
Brent Cycle Strategy Action Plan Update	

1. Summary

1.1. The Brent Cycle Strategy was approved by Cabinet in January 2016 (the Strategy).

1.2. The Strategy provides a transparent framework from which works to increase the number of people cycling are being implemented and investment for cycling throughout the borough is being prioritised.

1.3. This report seeks to:

1.3.1. Inform on actions undertaken in 2016/17 and set out progress against the Strategy's targets; and,
1.3.2. Update the Cycle Strategy Action Plan and Targets for 2017/18.

2. Recommendations

2.1. That Cabinet note the actions and progress undertaken in connection with the Cycle Strategy Action Plan and Targets 2016/17;

2.2. That Cabinet approve the updated Cycle Strategy Action Plan for 2017/18 and revised Targets;

2.3. That Cabinet approve the intention to seek delegated approval from Cabinet to the Strategic Director Regeneration & Environment, in consultation with the Lead Member for Environment the final approval of content, including design, following any required changes to the updated Cycle Strategy Acton Plan for 2017/18 agreed by Cabinet.

3. Actions and Target Achievements to Date

3.1. Construction of the Brent section of the Quietway cycle route from Regent's Park to Gladstone Park has been completed. Signage for the entire Quietway will be installed in April. This output will add an additional 3.5km of cycle route to Brent's network. A further 840m of cycle route along Carlton Vale is due for completion in Spring 2017 resulting in Brent's first lightly segregated cycle route. These schemes will increase the length of Brent's cycle network in 2016/17 by 13.9%, greatly exceeding the Cycle Strategy's 1% target.

3.2. A revision of the Council's procurement process has successfully ensured that all fleet operators working within contractual agreements with Brent Council have Fleet Operator Recognition Scheme (FORS) accreditation. The scheme promotes best practice for commercial vehicle operators in several measures including safety, whereby drivers must complete cycle safety training to recognise the causes and minimise the risk of collisions with cyclists.

3.3. Similarly, freight safety is now a required element of planning applications for developments in Brent that are of strategic importance to London. In accordance with the London Plan, planning applications must be accompanied by a Delivery and Servicing Plan (DSP) that sets out how the impact of freight activity on the borough's transport network will be managed. This includes measures to mitigate conflict with cyclists on preferred routes and the use of cycle-specific safety equipment on FORS accredited vehicles. These requirements will contribute to the objective of reducing the number of accidents on Brent's roads involving cyclists.

3.4. In line with standards in the London Plan, cycle parking design standards for all new building developments in Brent have been updated. The perception of bike theft is a significant barrier to cycling and so this output will contribute to the promotion of cycling as a safe and convenient activity. Additionally, the location of public cycle parking facilities in Brent is being clarified on the cycling pages of the Council's website.

3.5. The Council's cycle training programme reached 285 adults and 956 children between April and December 2016. The figure for adults receiving training has so far exceeded the 2016/17 target (234). The figure for children is slightly below the anticipated number for the eight month period passed though the 2016/17 target is expected to be met with school cycle training programmes planned between January and March 2017.

3.6. There has been a reduction in the proportion of road accidents involving cyclists from 12.3% in 2014 to 11.2% in 2015. Several of the completed actions described here may be attributable to this reduction which works towards the 2020/21 target of 8%.

3.7. There has been an increase in the modal share of cycle trips undertaken in the borough. Data for the three-year period 2012/13 to 2014/15 from the London Travel Demand Survey shows a cycle modal share of 2% for Brent, an increase from 1% in 2013. Whilst above target, the updated Action Plan will ensure that

this figure is retained and then improved on in subsequent years with an aspiration to see a more even distribution of cycling across the borough. The actions also target groups for whom and areas of the borough where barriers or perceived barriers to cycling exist.

3.8. A minimum of 66 new cycle parking spaces will be provided by the end of 2016/17 through the installation of 11 on-street cycle hangars in the south of the borough. There are plans for an additional 20 hangars this year. The targets for new cycle parking spaces in subsequent years are ambitious and achievement of these targets are subject to funding.

4. Amendments to Action Plan

4.1. Outputs from the Action Plan that have been completed in 2016/17 have been removed from the 2017/18 Action Plan whilst those that have not been achieved have been carried forward to be progressed. Some have been amended to provide more explicit outputs.

4.2. The action to develop a "Cycle App" for smart phones to identify gaps in the cycle network in Brent has been removed as it has been shown that existing apps are available that serve this purpose.

4.3. New actions have been added to the 2017/18 Action Plan that will work towards the Strategy's targets and reflect ongoing work to improve access to cycling in Brent.

4.4. The updated Action Plan for 2017/18 can be seen in Appendix A.

5. Amendments to Targets

5.1. In order to address concerns that may reduce the ability of some demographic groups to take up cycling, the Cycle Strategy contains a target to increase the number of cyclists from under-represented groups. However, reliable data to inform progress towards this target is not currently available. Therefore, it is proposed to remove this target from the Strategy as it has been assessed as too costly to obtain the data annually ourselves against the benefit of the information it provides.

5.2. The 2016/17 Action Plan contained two performance indicators relating to communication on the Council's cycle-related webpages and social media. For clarity and reporting accuracy, the indicator relating to social media has been removed. 2016 data on the number of hits on Brent Council cycling-related web pages shows a decrease of 3.3% on the 2015 figure. Action to address this will take place in 2017/18 through new and revised actions within the Action Plan.

5.3. The updated Targets for 2017/18 can be seen in Appendix B.

6. Conclusion

6.1. Performance to date has shown that good progress is being made in working towards achievement of the Cycle Strategy's objectives. To ensure the continued direction of travel is maintained, the Action Plan has been updated to reflect activities that will be undertaken during 2017/18. Encouraging people to cycle is not achieved by purely providing cycle lanes and facilities. As such, there are a range of actions from training through to being able to access a bike and maintaining it to ensure it is roadworthy and safe. All of these contribute to enabling people to make a choice to cycle more.

6.2. Following the review of performance against targets contained within the Cycle Strategy, it is considered that the Action Plan and Targets, as shown in Appendices A and B, are inclusive of progress to date and the changes needed in order to meet the objectives of the Cycle Strategy. It is recommended that these amendments are made to the Strategy and it be adopted as policy by the Cabinet.

7. Financial Implications

7.1. Schemes included in the Strategy that are currently being progressed and are due to be furthered in future financial year(s), are subject to existing budgets, largely from TfL grant funding, and are within the existing capital programme. New schemes and work associated with the achievement of the new outputs for 2017/18 will be carried out within existing budgets, including Local Implementation Plan (LIP) funding, for which the allocation for 2017/18 has been agreed. Some actions, such as the provision of new cycle parking facilities, are reliant on external funding that has not yet been secured. These actions are therefore subject to agreement of funding allocations before finalisation and although Brent will work hard to secure additional funding in order to progress these actions, they will not be progressed if this funding is not forthcoming.

7.2. Staff costs associated with the proposal will be met from existing budget provision.

8. Legal Implications

8.1. There are no direct legal implications arising from this report at this stage. The update and amendments to the Strategy's Action Plan and Targets reflect the progress against the Strategy's objectives and identify areas where either further work is needed or a different approach might be required.

8.2. Implementation of some of the proposed actions set out in the report will require further legal input to include: entering into a formal agreement from Brent Cross developers; updating web pages and information on Brent's website; agreement(s) that Brent may be required to enter into in order to increase the

access to bikes through a cycle hub and/or hire scheme; and the review of arrangements with GPs.

9. Equality Implications

9.1. There are no known equality implications associated with the amended Action Plan within the Strategy.

10. Staffing / Accommodation Implications (If Appropriate)

10.1. There are no implications for Council staff or accommodation arising from the Recommendation.

11. Background Papers

11.1. Brent Cycle Strategy 2016 – 2021

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APPENDIX A: Updated Action Plan for 2017/18

OBJECTIVE	ACTION	BY	OUTPUTS
1, 4, 5	We will work with partner organisations to develop a network of cycle routes, catering for a variety of abilities and connecting key locations.	2017/ 18	• Complete a route development plan for a Phase 2.3 Quietway route from Harrow to Wembley Park
1,4	We will secure facilities or funding through development and other large projects, such as Brent Cross and HS2.	2020/ 21	• Secure formal agreement from Brent Cross developers to provide either infrastructure or funding
1, 2, 4	We will develop an improved network map of cycle routes and facilities in Brent and update this annually.	June 2017	• Create an up to date, printable map of Brent cycle routes on the website • Develop a new, interactive map of cycle routes and facilities
2, 4	We will develop a strong brand and communication strategy for 'Cycling in Brent' to promote cycling. This will include information on activities and events and where to access a bike.	2017/ 18 & following years	• Update web pages and information provision as part of the communications strategy including the Guide to Cycling in Brent • Deliver the Wembley cycling road race in May 2017
2, 4	We will further develop short and long-stay cycle parking facilities.	2017/18	• Increase the number of short and long-stay cycle parking facilities
4	We will work with local enterprises to improve access to bikes and bike maintenance skills.	2017/18 & following years	• Continue to develop cycle maintenance skills in Brent residents • Set up a second-hand bike market scheme in Brent
1, 4	We will develop a coherent cycle signage system that will be rolled out alongside new network routes and overtime applied to existing routes.	2017/18 & following years	• Improve signage on all routes
1, 5	We will investigate the potential for shared paths through some of Brent's parks, where this is viable.	2017/18 & following years	• Increase off-road facilities • Implement an amendment to the Parks Byelaw
2, 4	We will investigate the feasibility of implementing a cycle referral scheme by GPs	2017/18	• Complete a review of arrangements • Implement the scheme

APPENDIX B: Revised Targets and Performance Indicators

OBJECTIVE	TARGET 2020/21	PERFORMANCE INDICATOR	ANNUAL TARGET				
			2016/ 17	2017/ 18	2018/ 19	2019/ 20	2020/ 21
All	Increase the mode share to 3% from 1% in 2013	Mode share of cycle trips	1%	1.5%	2%	2.5%	3%
1	Increase the length of cycle network by an average of 1% year on year	Percentage increase in length of cycle network	+1%	+1%	+1%	+1%	+1%
2	Increase the number of hits on Brent Council cycling-related webpages by 15%	Percentage increase in number of hits on Brent Council cycling-related webpages	3%	6%	9%	12%	15%
3	Reduce the proportion of road accidents involving cyclists to 8% or less	Percentage of total road accidents involving cyclists	13%	12%	10%	9%	8%
4	Increase the number of cycle parking spaces by 1000	Number of new cycle parking spaces	100	150	200	250	300
4	Increase the number of adults accessing cycle training by 50 adults per year	Number of adults accessing cycle training	234	284	334	384	434
4	Increase the number of children accessing cycle training by 50 children per year	Number of children accessing cycle training	1,650	1,700	1,750	1,800	1,850

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Brent	**Cabinet** **24 April 2017** **Report from the Strategic Director Regeneration & Environment**
	Wards Affected: All Wards
Brent Walking Strategy 2017 – 2022	

1. Summary

1.1. This report explains the steps taken to develop the Brent Walking Strategy 2017 – 2022 which seeks to reflect the priorities and objectives of the Brent Borough Plan 2015 – 2019, the Long Term Transport Strategy and the Mayor's current and emerging Transport Strategy, and recommends its approval so it can be adopted as a policy in the borough.

2. Recommendations

That Members:

2.1. Note the steps taken to develop the Brent Walking Strategy 2017 – 2022;

2.2. Approve the Brent Walking Strategy 2017 – 2022 as set out in Appendix A, subject to 2.3 below; and

2.3. Delegate authority to the Strategic Director Regeneration & Environment, in consultation with the Lead Member for Environment, to approve final design of the Brent Walking Strategy 2017 – 2022.

3. Background

3.1. The Brent Long Term Transport Strategy (LTTS) was approved by Cabinet on 24 August 2015. The LTTS provides strategic direction for investment in transport throughout the borough over a 20 year period (2015 – 2035).

3.2. The Brent Walking Strategy 2017 – 2022 (The "Strategy") forms one of several supporting strategies which will be used to inform how the long term transport aspirations from the LTTS are being met.

4. Purpose of the Strategy

4.1. The Strategy has been developed to:

4.1.1. Provide a transparent framework from which works to increase walking in the borough will be implemented; and

4.1.2. Prioritise investment for walking throughout the borough.

4.2. Officers consider that the Strategy will provide a basis for future Local Implementation Plan (LIP) annual spending submissions to Transport for London (TfL) and assist with bids for other alternative funding that becomes available.

4.3. The Strategy's vision, objectives and action plan have been formulated following consultation with residents and key stakeholders regarding walking in the borough.

4.4. The Strategy reflects the priorities and objectives of the Brent Borough Plan 2015 – 2019, and the Mayor's current and emerging Transport Strategy.

4.5. The Strategy's objectives and actions if implemented will also complement and support the LTTS as well as aspirations for improving public health and air quality in Brent.

4.6. Progress towards achievement of the Strategy's targets will be monitored and conveyed to the lead member through annual reports at the end of the financial year in order to demonstrate clearly whether the objectives are being met. This will ensure the continued direction of travel is maintained. The action plan will be amended where necessary in order to meet targets in subsequent years. A mid-Strategy report will be prepared for Cabinet as an update to progress achieved by the Strategy at its mid-point.

4.7. Brent is committed to delivering on the objectives identified and meeting the actions set but is mindful of risks related to funding levels and staff resource. Any changes will compromise delivery of the objectives by the timescales given.

4.8. The Strategy will be reviewed in its entirety every five years to enable inclusion of new findings, research and issues that have emerged since its inception, as well as to examine the targets set and review them as necessary.

5. Public Consultation

5.1. An initial public and stakeholder engagement consultation was undertaken between August and October 2015 to understand existing levels of walking in Brent and what issues needed to be addressed to encourage more walking in the borough. Responses to this engagement were monitored to ensure the diverse nature of Brent was fully represented within the results.

5.2. Based on the results, three objectives were developed that are designed to make the vision for walking in the borough a reality:

- Objective 1: Provide a better environment and improve the experience of walking within the borough, ensuring it is accessible and inclusive for all
- Objective 2: Promote walking as a healthy and sustainable way to travel as well as to increase personal activity
- Objective 3: Improve the perceived and actual safety and security of pedestrians

5.3. These three objectives form the basis of the Strategy alongside a series of actions within an action plan. These actions have arisen from analysis of consultation responses which identified barriers to walking and where improvements could be made. The action plan will be updated annually to ensure progress is being made.

5.4. A draft of the Strategy went out for public consultation from 1st to 30th September 2016 and 11th November to 23rd December 2016. The consultation exercise involved an on-line and paper questionnaire, promoted to stakeholders and interest groups, and to the public via emails. Brent's website, libraries and sports centres also took part in the promotion of this consultation.

5.5. The consultation received 134 responses and all comments submitted during the consultation process were assessed for incorporation into the final draft of the Strategy. These can be viewed in Appendix B.

5.6. The numerical survey results can be seen in Appendix C.

6. Consultation Analysis

6.1. The vision, objectives and action plan received strong support from respondents. A minority of respondents disagreed with actions 4 and 14 (17% and 15% respectively), relating to the enforcement of parking restrictions and the expansion of 20mph zones. However, there was majority support for these actions (66% for both) and so they have been retained and will be implemented in accordance with current practice on a site by site basis.

6.2. Respondents were asked to identify if there were any objectives and/or actions that they felt were missing in addition to any further comments they had. The following is a summary of topics raised:

- Pavement condition: Improve the condition of pavements to remove trip hazards.
- Pavement obstruction: Remove obstructions on the footway such as advertising boards on high streets.
- Street cleanliness: Reduce fly tipping and remove litter to make pavements clean and attractive to walk on.

- Anti-social behaviour: Increase actions against anti-social behaviour to make walking on Brent's streets a safer activity.
- Footway parking: Ensure that there is sufficient space on footways for walking and access for those with pushchairs.
- Cycling on footways: Prevent cyclists from using footways to increase pedestrian safety.
- Promotion of walking groups: Set up and promote social walking groups to create more opportunities for walking.

6.3 Appendix B sets out all comments received, showing a comparison point (where available) to the consultation document and highlighting where comments have been incorporated into the final Strategy (Appendix A). It also provides an explanation where it has not been possible to take comments forward.

6.4 Appendix B also shows editorial changes to the final Strategy. These changes have been made to ensure that: Text is in plain English and is easier to interpret; references to supporting documents are made where necessary and are up to date; key ideas (such as an Air Quality Management Area) have been explained so that these make sense to readers in the context of the Strategy. The action plan has also been updated to include specific outputs which better reflect the commitment to achieving the Strategy's vision.

7. Conclusion

7.1 Following the revisions as a result of the consultation, it is considered that the Strategy, as shown in Appendix A, is now a strategic document that is accessible and fully reflects the consultation results, the LTTS and the Mayor's current and emerging Transport Strategy. Therefore, officers recommend that the Strategy is adopted as policy by Cabinet.

8. Financial Implications

8.1. There are no direct financial implications arising as a result of the adoption of the Strategy as it employs strategies and policies to which Brent Council is already committed to. However, it may provide a good basis for bidding for further funding in the future.

8.2. Any costs linked to implementing the Strategy would be met from existing resources. Should any additional funding requirement arise, then this would be subject to budget availability and ratification by Cabinet, before proceeding.

9. Legal Implications

9.1. There are no direct legal implications associated with the adoption of the Strategy.

10. Diversity Implications

10.1. The consultation material was made available to all groups. The responses received reflect Brent's diversity with comments received from all ethnic groups and all ages (with the exception of those age 15 and under).

10.2. Older age groups, namely those covering the ages 45-64, were overrepresented in the responses received when compared to Brent's demographic make-up. The same was the case for those from a White[1] or Bangladeshi background.

10.3. There are no known diversity implications associated with the Strategy.

10.4. This report is accompanied by an Equality Impact Assessment which can be seen in Appendix D.

11. Staffing / Accommodation Implications

11.1. There are no implications for Council staff or Council accommodation arising from the Recommendations contained within this report.

12. Background Papers

12.1. None

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[1] White includes those who identified themselves as White: English/Welsh/Scottish/Northern Irish/British and White: Irish (including traveller/gypsy)

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Brent Walking Strategy 2017 - 2022

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   Provide a better environment and improve the experience of walking within the borough, ensuring it is accessible and inclusive for all

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5. **Objective 3:**
   Improve the perceived and actual safety and security of pedestrians

6. **Action Plan**

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8. **Monitoring and review**

1 Introduction

1.1 The Brent Borough Plan 2015-2019 outlines the ways in which Brent Council aims to improve life in Brent for its residents. The plan aims to improve services to provide for Better Place, Better Lives and Better Locally for all residents. This Walking Strategy provides a framework for Brent to implement these goals in a transparent way and prioritise funds to schemes which support an increase in walking throughout the borough.

1.2 Most journeys start and end with walking. Therefore, it is important that walking is considered a key means of encouraging more sustainable or active modes of travel, whether it is for part or all of a journey. Pavements and footpaths are essential to all as they allow access to local places and create the street environments where daily life is played out. With Brent's growing population, an increase in walking is essential to ensure other transport networks continue to function efficiently, as well as delivering public health improvements for Brent residents.

1.3 Air pollution is a substantial environmental and public health issue for Brent and all of Greater London. Poor air quality can have a detrimental impact on quality of life, as well as physical and mental health. In some cases, it can even contribute to a shortening of life. Brent has implemented an Air Quality Management Area (AQMA) to tackle this issue. An AQMA is any part of the borough in which it appears that air quality standards or objectives are not being met and this covers most of the borough, including 12 wards in their entirety and significant road corridors. Trips undertaken by walking instead of private vehicles reduces the number of car journeys and therefore lowers emissions of carbon dioxide. Public transport also assists to reduce both air and noise pollution and deliver a wide range of personal health benefits. Together these work to improve air quality and help to lower the causes of climate change. Walking in town centres also supports local businesses and jobs.

1.4 As with many other areas of the United Kingdom, Brent has been faced by looming public health challenges. Walking is a key component of Brent's approach to tackling these issues, particularly where they lead to long-term public health improvements and establish active lifestyles for residents.

1.5 The Walking Strategy has been developed as part of a suite of policy documents under the Brent Long Term Transport Strategy (LTTS). The Walking Strategy reflects the objectives of the LTTS and complements the Cycle Strategy, Physical Activity Strategy and Air Quality Strategy. These stem from the Brent Borough Plan and Mayor's Transport Strategy (MTS). The actions arising out of the Walking Strategy therefore also reflect those outlined in the LTTS and the MTS.

1.6 The careful design of Brent's streets within a wider public realm is essential to creating vibrant, safe and accessible places that encourage walking. To enhance the experience of walking in Brent, the Walking Strategy will work

alongside the Brent Placemaking Guide and best practice industry standards of good urban design.

1.7 The Walking Strategy has been developed following public and stakeholder engagement, which took place from August to October 2015. This was used to understand what issues Brent residents felt needed to be addressed to encourage more walking in the borough and suggestions on how they might be implemented. The vision, objectives and actions of the Walking Strategy were developed from this and consulted on between September and December 2016.

1.8 Responses to this engagement were monitored to ensure the diverse nature of Brent was represented within the results.

1.9 To ensure the Strategy meets its objectives, a number of targets have been developed that will be monitored annually. These will enable Brent Council to measure progress towards achieving the Vision and Objectives set out in Chapter 2.

1.10 An action plan has been designed to help achieve the Strategy's targets and will be implemented by a variety of funding means, including the Local Implementation Plan, developer contributions and funding available for specific schemes or programmes.

2 Vision and Objectives

2.1 The Vision and objectives set out in this Chapter have been developed following assessment of the results of a public and stakeholder engagement survey carried out between August and October 2015. This survey resulted in a better understanding of what issues are most important to encourage more walking and what the residents of Brent want to see in relation to investment in walking measures.

2.2 Comments received from the survey indicate that there is strong support for the provision of more and better walking facilities. Other key issues highlighted include concerns regarding maintenance, environmental considerations and anti-social behaviour. Therefore, our vision for walking in Brent is:

> *"Make Brent a healthy, active and safe borough where walking is a practical and pleasant option for all."*

2.3 Brent Council is committed to achieving this vision through the following objectives:

2.4 **Objective 1: Provide a better environment and improve the experience of walking within the borough, ensuring it is accessible and inclusive for all**

2.4.1 Many respondents indicated that a key barrier to walking is a poor walking environment. Brent will build on its existing network and facilities in order to make walking a more attractive and practical option, especially in our town centres, retail parades, parks and key routes from residential areas and stations. Brent is committed to encouraging more walking by improving the walking environment for the community.

2.5 **Objective 2: Promote walking as a healthy and sustainable way to travel as well as to increase personal activity**

2.5.1 The public consultation showed there is broad community support for improving walking facilities across the borough, but it is also important that existing infrastructure is utilised. Therefore, given that walking is a healthy and environmentally friendly way of getting around, Brent Council will work with stakeholders across government, the community and the Council to promote walking as a primary means of transport and recreation.

2.6 **Objective 3: Improve the perceived and actual safety and security of pedestrians**

2.6.1 Personal safety and anti-social behaviour was raised repeatedly as an issue in the engagement survey, particularly as an un-prompted comment. Brent Council sees this as a significant issue both as a barrier to increasing walking in the borough, and as an unaddressed equality issue. In addition, Brent faces the significant challenge of trying to reduce pedestrian casualties at the same time as the population is growing and the number of pedestrians is increasing. Therefore, improving road safety for pedestrians is a key focus of the Walking Strategy.

3 Objective 1: Provide a better environment for pedestrians and improve the experience of walking within the borough, ensuring it is accessible and inclusive for all

3.1 The engagement survey highlighted residents wanted better facilities for walking to become an attractive option for travel and recreation. Poor quality or excessive street furniture such as advertising boards outside businesses, high vehicle speeds on local streets and insufficient lighting and footpaths through parks were identified as specific barriers to walking.

3.2 Such issues discourage people from walking in the borough and represent a barrier to equality, given certain people, such as those with disabilities, older people or parents with prams, can be disproportionately affected by poor walking environments including pavement surfaces, street clutter and insufficient crossing facilities.

3.3 The survey also shows that Brent residents specifically want improved facilities to public transport stops and stations, in town centres and at shopping destinations, as well as on local streets. Improvements in these locations will also help to support ongoing regeneration, which is a key corporate priority for Brent Council.

3.4 A key issue raised in the engagement survey undertaken was the maintenance requirements for pavements, particularly on high streets. In certain circumstances, such as constrained urban town centres, it is not possible to install any additional pedestrian facilities. In these locations, the maximum utility must be obtained from the existing infrastructure, which requires an extensive maintenance regime.

3.5 Uneven pavements and footpaths present trip hazards, which can be a safety risk and is a significant equality issue for several groups protected under the Equality Act (2010), including older people, people with disabilities and parents with children. In recent years, due to substantial budget cuts, Brent Council has had to amend the way it identifies and prioritises pavement defects for repair. Currently, 27.0% of pavements in Brent are in need of structural maintenance[1]. In 2015/16, Brent resurfaced approximately 6.89km of pavements, representing 0.81% of the total network[2]. Brent is currently engaged in ongoing efforts to reduce the maintenance backlog on resurfacing of roads and pavements, but it is essential this is continued into the future.

3.6 In 2015, Brent Council approved a plan to improve street lighting across the borough by replacing existing streetlights with Light Emitting Diode (LED) lights and implement a Central Management System (CMS). This proposal includes all lamp columns on our road network and provides an improved standard of lighting at a reduced operating and maintenance cost. This allows for lighting to be customised to suit individual circumstances and resolve local issues with lighting.

3.7 **How we will achieve this**

3.7.1 We will use a whole street approach to deliver better streets. Utilising Transport for London's (TfL's) healthy street indicators and ensuring the right balance between

[1] National Performance Indicators (BV187)

[2] Report to Cabinet: 'Highways Capital Scheme Programme 2016-17', Brent Council (2016)

movement and place through TfL's Roads Task Force Street Types[3] to deliver a wide range of economic, social, health and environmental benefits.

3.7.2 We will design to Living Streets[4] principles when improving the highway network to better manage space, with particular consideration for younger and older people, and those with disabilities.

3.7.3 We will plant more street trees to improve the urban environment. The presence of more street trees will assist in slowing traffic, providing shade on pavements during hot weather and contribute to mitigating air pollution. Street trees also provide a form of separation between pedestrian and vehicular traffic, which ensures pavements are more pleasant for pedestrians. These benefits may help to encourage a greater number of people to walk and should assist in reducing pedestrian casualties on the roads.

3.7.4 We will provide additional safe and comfortable off-road footpaths, where possible, particularly in parks, as long as there is strong demand.

3.7.5 When designing schemes in high footfall areas, such as high streets, we will undertake street audits to ensure obstructions are not placed on the public pavement and identify areas for improvement on a case-by-case basis. This includes taking action to ensure that shops are not encroaching onto the public footway beyond their license agreements.

3.7.6 In areas currently undergoing regeneration or growth, we will secure high quality pedestrian environments from developers, in accordance with Development Management Policies.

3.7.7 We will ensure that shopping areas and key pedestrian routes, such as from stations, schools and hospitals offer high quality provision for pedestrians, particularly for people with mobility difficulties.

3.7.8 We will reduce pavement parking where it is detrimental to pedestrian safety and convenience. We will employ a range of potential interventions, including but not limited to:

- Formalising parking arrangements in unregulated areas;
- Improving highway design to protect pedestrian priority on pavements; and
- Utilising enforcement action.

3.7.9 In areas of high pedestrian footfall, such as high streets and stations, we will continue to support the introduction of pedestrian countdown signs at crossings as part of signal replacement schemes to support greater pedestrian safety and accessibility.

3.7.10 We will provide improved wayfinding street furniture, such as Legible London signage (an easy-to-use, visual TfL signage system to help people find their way), to support walking, particularly for short distances, on high streets and near major

[3] https://tfl.gov.uk/info-for/boroughs/street-types

[4] https://www.livingstreets.org.uk/

destinations. This should be complemented by removing obsolete street furniture to reduce clutter on pavements and footpaths.

3.7.11 We will introduce and implement a Lighting Plan for Brent which will provide guidance on how we will light roads, pavements and off-road footpaths and reduce the fear of crime. The Plan will also seek to optimise operational and maintenance costs, and increase the lifespan of our lighting infrastructure.

4 Objective 2: Promote walking as a healthy and sustainable way to travel as well as to increase personal activity

4.1 Walking is essential for the health of the business community. A 2012 study for London Councils found that while shoppers who come to London high streets by car may spend more in a single trip, those who walk to the high street will spend more per week or per month, leading to more active streets and higher turnover for shopkeepers[5].

4.2 Lack of physical activity is currently one of the biggest threats to health. Over half of Brent's adult population do not undertake sport or physical activity and a higher percentage of Brent's school children in reception and year 6 were obese when compared to the England average[6]. Active travel is likely to be the easiest and main way many that people can incorporate physical activity into their daily routine. It has been recommended that the minimum physical activity requirement is thirty minutes per day[7], which can easily be achieved through a fifteen minute walk to and from public transport. The use of public transport has been associated with maintaining a healthy weight and weight loss because of the walking involved getting to and from public transport stops.

4.3 Shifting shorter car journeys to other modes such as walking or cycling will also increase physical activity. Walking is a particularly important activity as it is one that most people are likely to do consistently.

4.4 Being physically active can help prevent a wide range of illnesses including heart disease, stroke, depression, type 2 diabetes and some cancers.

4.5 Brent has released a Physical Activity Strategy[8] for the borough, which aims to increase physical activity and address the causes of obesity and inactivity. Walking is a key way of increasing this and small behavioural changes, such as walking to or from a station or bus stop, can provide motivation to a more active lifestyle.

4.6 Brent will work in partnership with third parties to identify, design and implement improved walking facilities, particularly in high streets and regeneration areas.

4.7 **How we will achieve this**

4.7.1 We will work to increase the number of pupils and school staff walking to school to help it become part of daily travel from a young age.

4.7.2 We will work with companies and employer organisations to encourage walking to work, including as part of commuter journeys by public transport.

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[5] 'The relevance of parking in the success of urban centres', a review for London Councils prepared by Tyler, S. *et al.* (2012). Accessed from: http://www.londoncouncils.gov.uk/services/parking-services/parking-and-traffic/parking-information-professionals/review-relevance

[6] Brent Council Joint Strategic Needs Assessment: Overview Report 2015/16, https://www.brent.gov.uk/jsna

[7] 'Physical activity guidelines for Adults (19-64 years)', Department for Health (2011)

[8] https://www.brent.gov.uk/your-council/about-brent-council/council-structure-and-how-we-work/strategies-and-plans/a-physical-activity-strategy-for-brent-2016-21/

4.7.3 We will work with Public Health and social care professionals to promote regular walking specifically for health improvement, with a focus on those most at risk of developing chronic conditions.

4.7.4 We will work with partners and user groups to ensure specific destinations popular with residents and visitors are convenient and attractive to access and explore on foot.

4.7.5 We will work to reduce the need to travel by car through land use and development planning; promoting walking journeys.

5 Objective 3: Improve the perceived and actual safety and security of pedestrians

5.1 Between 2005 and 2015 the number of pedestrian casualties in Brent has fluctuated. The number of pedestrians receiving fatal injuries in collisions with vehicles has decreased slightly though still remains too high. These trends are being experienced across London[9] as well as nationally[10].

5.2 Ultimately, Brent aims to achieve zero pedestrian fatalities by 2021/22 and a reduction of 30% on the total number of casualties. At the same time, Brent aims to see an increase in pedestrian mode share from 27% of all trips in 2013/14-2015/16 to 30% by 2021/22.

5.3 It is widely accepted that as vehicle speed increases, so does the likelihood of a collision and the severity of injury. In order to improve safety for pedestrians and cyclists on local streets, Brent has been introducing local 20mph zones for over ten years. In order to further take advantage of the safety improvements of reducing speed limits, Brent will continue to support introduction of 20mph zones throughout the borough.

5.4 Over 25% of respondents to Brent's engagement survey reported that concerns regarding anti-social behaviour and personal safety affected their decisions to walk. The most commonly reported forms of anti-social behaviour were:

- Personal harassment and intimidation
- Drinking in public
- Cycling on the pavement
- Fly-tipping

5.5 While cycling on the pavement is unlawful, previous consultations undertaken by Brent in preparation of the Cycle Strategy found that many cyclists cycle on pavements because they do not feel safe on the road. Whilst moving traffic offences such as this can only be enforced by the Metropolitan Police, Brent's role is to make the roads safer for cyclists so they do not feel they must cycle on pavements.

5.6 Anti-social behaviour and fly-tipping are key equality issues for Brent. As a community, we continue to combat any form of harassment and intimidation. In addition to the impacts of anti-social behaviour, fly-tipping can impact the ability of all to walk in Brent, particularly older people, young children, parents with children or people with disabilities. Residents are encouraged to report incidences of fly-tipping online, by phone or via the Cleaner Brent app. In the past, Brent Council has utilised Public Spaces Protection Orders to address localised anti-social behaviour issues in public areas, and we will continue to do so in future.

5.7 **How we will achieve this**

[9] 'Collisions and casualties on London's roads: Annual report 2015', Transport for London (2016)

[10] 'Reported road casualties in Great Britain: 2015 annual report', Department for Transport (2016)

5.7.1 To reduce vehicular speeds and the risks to pedestrians and other road users, Brent will support the wider implementation of 20mph zones. This will be in accordance with current practice of assessment on a site by site basis.

5.7.2 We will routinely analyse accident data to identify casualty reduction priorities and implement remedial measures as and when possible.

5.7.3 Continuing the Council's existing work, Brent will to support the improvement of cycle routes to encourage appropriate cycling behaviour, including the provision of public information on where cycling is permitted. In addition to this, we will also continue to offer cycle training to children and adults in order to encourage safe cycling where it is permitted.

5.7.4 Brent Council will raise the issue of harassment and public safety with the Metropolitan Police's Safer Neighbourhoods Team to ensure that they are aware of residents' concerns and are taking appropriate action to address them.

5.7.5 We will work with a variety of community stakeholders to implement Brent's Community Safety Strategy in the interests of improving public safety.

5.7.6 We will expand the implementation of City Safe Zones across the borough. These are identified places such as shops and community centres that provide a safe haven for anyone who feels in immediate danger. This scheme will help to improve perceptions of public safety on the street.

5.7.7 We will, in consultation with residents, businesses, community stakeholders and the Metropolitan Police, investigate the use of Public Space Protection Orders to address specific localised anti-social behaviours which cause public intimidation and discourage residents from walking.

5.7.8 We will investigate crime hotspots and implement Safer by Design[11] principles, where possible, including potential utilisation of CCTV as appropriate to improve surveillance and security on pavements and footpaths.

5.7.9 Continuing the Council's existing work, Brent will continue to support the improvement of cycle routes to encourage appropriate cycling behaviour including, improving the provision of public information on where cycling is permitted.

[11] 'Manual for Streets', Department for Transport & Department for Communities and Local Government (2007), and 'Manual for Streets 2', Chartered Institute of Highways and Transportation (2010)

6 Action Plan

This table summarises actions that are designed to achieve the three objectives set out in this Strategy.

OBJECTIVE	ACTION	BY	OUTPUTS
1	We will plant more street trees to improve the urban environment.	2017/18	• We will plant more street trees than those we remove.
1	We will provide additional off-road footpaths.	2017/18	• We will identify locations for off-road footpaths to determine their feasibility for further development.
1	We will undertake street audits in high footfall areas such as high streets.	2017/18	• We will complete an audit of Kingsbury Town Centre and remove obstructions on pavements.
1	We will reduce pavement parking that is detrimental to pedestrian safety and convenience.	Ongoing	• We will increase enforcement of parking restrictions in response to footway parking complaints.
1	We will secure high quality pedestrian environments from developers.	Ongoing	• We will undertake pre-planning application discussions to request and secure high quality pedestrian environments. • We will ensure passive surveillance of any new footpaths provided as part of new developments using development management policies.
1	We will ensure key pedestrian routes such as from stations, schools and hospitals offer high quality provision for pedestrians, particularly those with mobility difficulties.	2017/18 2018/19	• We will continue to provide bus stop accessibility improvement works to increase the percentage of bus stops in the borough that are accessible. • We will identify high footfall locations most in need of maintenance and prioritise these for improvement using our scanner surveys. • We will identify locations where pedestrian countdown signs at crossings will be of greatest benefit.
1	We will provide improved wayfinding street furniture to support walking, particularly for short distances.	2017/18	• We will identify feasibility work for improved wayfinding street furniture along Walm Lane.
2	We will work with local schools to promote walking as a viable alternative mode of transport.	2017/18	• We will continue to work with schools to increase the number with active travel plans. • We will hold an engine idling campaign to encourage parents/carers to park away from schools and walk with their children the final part of their journey.
2	We will work with companies and employer organisations to encourage walking to work.	2017/18	• We will support WestTrans to increase the number of workplaces in Brent on the Travel Plan Database by engaging with new developments to promote walking and active travel to work.
2	We will work with public health and social care professionals to promote regular walking specifically	2017/18	• We will promote the 'My Heart Beats for Brent' campaign to get local people active. • We will promote the 'Active 10' campaign from Public Health England to encourage

	for health improvements.		people to undertake a short, brisk walk each day.
2	We will work to reduce the need to travel by car through land use and development planning.	2017/18	• We will work in accordance with Development Management Policy 12 to ensure that in locations with high levels of public transport (PTAL 4 or above), including those within CPZs, car free developments should be considered.
3	We will reduce vehicular speeds and the risks to pedestrians and other road users.	2017/18	• We will monitor vehicle speeds and collisions involving pedestrians to identify where new 20mph zones are needed, and implement these.
3	We will support the Cycle Strategy to encourage appropriate cycling behaviour.	2017/18	• We will offer cycle training to adults and children to build confidence to cycle on the road. • We will continue to provide segregated cycle lanes and the Quietway network to discourage cycling on pavements.
3	We will expand the implementation of City Safe Zones across the borough.	2017/18	• We will set up new City Safe Zones in Wembley and Kingsbury. • We will continue to promote the Harlesden City Safe Zone.
3	We will work with community stakeholders and the Metropolitan Police to address specific localised anti-social behaviour.	2017/18	• We will pilot six Public Space Protection Orders to curb street drinking in recognised hot spots and make a further four if the pilot is successful.

7 Targets

OBJECTIVE	TARGET	PERFORMANCE INDICATOR	ANNUAL TARGET				
			2017 /18	2018 /19	2019 /20	2020 /21	2021 /22
All	Increase the pedestrian mode share to 30% from 27% in 2013/14-2015/16	Mode share of walking trips	28%	28%	29%	29%	30%
1	Plant more trees each year than the number that are removed	Number of street trees planted each year	More trees planted each year than are removed				
1	Reduce to 22% the proportion of Brent's most used pavements in need of substantial maintenance	Percentage of most used pavements in need of substantial maintenance	26%	25%	24%	23%	22%
2	Increase the percentage of schools implementing an active travel plan to 90% by 2021/22	Percentage of schools with an active travel plan	84%	86%	88%	89%	90%
2	Support 40% of schools to achieve gold accredited active travel plans by 2021/22	Percentage of schools with gold accredited active travel plans	36%	37%	38%	39%	40%
3	Eliminate pedestrian fatalities in road traffic collisions	Number of pedestrian fatalities in road traffic collisions	1	1	0	0	0
3	Reduce the number of pedestrians slightly or seriously injured in road traffic collisions to 121	Number of pedestrians receiving slight or serious injury in road traffic collisions	163	152	142	131	121

8 Monitoring and Review

8.1 To allow the success of the Brent Walking Strategy to be measured, we will establish a robust monitoring strategy as well as identifying particular schemes or areas that show potential for future investment. It should be noted that measuring levels of walking is difficult as it is hard to consistently determine the start and end point of a walking trip as walking is invariably used to complete part of a longer trip, i.e. walking to a bus stop. It is also costly to collect walking data as it usually requires face to face surveys rather than automatic counters. As such, much of the data used is derived from recent Census releases (2011) and TfL's annual 'Travel in London' reports.

8.2 The targets outlined in Chapter 7 will be monitored and conveyed to the lead member through annual reports with a mid-Strategy report being prepared for Cabinet at the mid-point. These reports will set out progress against the targets and identify areas where either further work is needed or a different approach might be required to achieve the targets.

8.3 This strategy will be reviewed in its entirety every five years to enable inclusion of new findings and research, and any issues that have become apparent since it was first produced. This will also provide an opportunity to examine the achievability of targets and review them if necessary.

Theme 1: Provide a better environment and improve the experience of walking within the borough, ensuring it is fully accessible and inclusive for all

Response/Suggestion	Consultation document	Revised draft Walking Strategy	Brent Council comments
1. All responses/suggestions relating to uneven pavements and footpaths, and the hazards posed by these, are commented on together.	3.5 Uneven pavements and footpaths present trip hazards, which can be a safety risk and is a significant equality issue for several groups protected under the Equality Act (2010), including older persons, people with disabilities and parents with children. In recent years, due to substantial budget cuts, Brent Council has had to amend the way it identifies and prioritises pavement defects for repair. Currently 7.6% of the most used pavements are in need of substantial maintenance. In 2015/16, Brent resurfaced approximately 6.89km of pavements, representing 0.81% of the total network. Brent is currently engaged in ongoing efforts to reduce the maintenance backlog on resurfacing of roads and pavements, but it is essential this is maintained into the future.		<u>Noted</u> This point is already contained within the draft Strategy and is retained. Specific locations for improvement have not been cited so as not to limit the opportunity for improving the whole network where opportunities present themselves. However, there will be a focus on high streets and regeneration areas where there is a high footfall (4.6). Also, while we agree that improvements are needed at particular locations, these are to be addressed through alternative schemes which will support walking. Maintenance of pavements and footpaths will be undertaken in accordance with the Highway Asset Management Plan.

	4.6 Brent will work in partnership with third parties to identify, design and implement improved walking facilities, particularly in high streets and regeneration areas. Action Undertake annual scanner surveys to identify areas in need of maintenance and prioritise the most used pavements for maintenance.		
2. All responses/suggestions relating to fly tipping, litter and the cleanliness of streets are commented on together.	5.6 Anti-social behaviour and fly-tipping are key equality issues for Brent. As a community, we continue to combat any form of harassment and intimidation. In addition to the impacts of anti-social behaviour, fly-tipping can impact the ability of older people, young children, parents with children or people with disabilities to walk in Brent.		<u>Noted</u> This point is already contained within the draft Strategy and is retained. Measures to tackle environmental crime and anti-social behaviour are contained within the Safer Brent Partnership Community Safety Strategy 2014-17.
3. All responses/suggestions relating to anti-social behaviour are commented on together. This includes comments on the behaviour of specific groups and types of behaviour that are unwarranted.	5.6 Anti-social behaviour and fly-tipping are key equality issues for Brent. As a community, we continue to combat any form of harassment and intimidation. 5.7.4 Brent Council will raise the issue of harassment and public safety		<u>Noted</u> This point is already contained within the draft Strategy and is retained. Measures to address anti-social behaviour are contained within the Safer Brent Partnership Community Safety Strategy 2014-17. Additionally, the

	with the Metropolitan Police's Safer Neighbourhoods Team to ensure they are aware of resident's concerns and are taking appropriate action to address them. 5.7.7 We will, in consultation with residents, businesses, community stakeholders and the Metropolitan Police, investigate the use of Public Space Protection Orders to address specific localised anti-social behaviours which cause public intimidation and discourage residents from walking.		Council is working in partnership with the Metropolitan Police's Safer Neighbourhoods Teams to tackle anti-social behaviour in specific areas which may be a barrier to walking.
4. All responses/suggestions relating to dog mess on streets are commented on together.			<u>Noted</u> Points relating to the cleanliness of pavements are contained within the Council's street cleaning programme and there is also a Cleaner Brent app for reporting dog mess on streets.
5. All responses/suggestions relating to footway parking are commented on together.	3.7.8 We will reduce pavement parking where it is detrimental to pedestrian safety and convenience. We will employ a range of potential interventions, including but not limited to: • Formalising parking arrangements in unregulated areas;		<u>Noted</u> This point is already contained within the draft Strategy and is retained. Footway parking is necessary in certain streets in Brent to maintain the safe flow of traffic. However, several criteria must be met before a street is granted

	• Improving highway design to protect pedestrian priority on footways; and • Utilising enforcement action. Action Increased enforcement of parking restrictions in response to footway parking.		exemption from regulations including a minimum footway width to allow access by pushchairs. New footway parking schemes will not therefore be unnecessarily implemented at the expense of pedestrian space. Additionally, the Council is working to increase enforcement of footway parking restrictions.
6. All responses/suggestions relating to air pollution and its impact on air quality are commented on together.	1.3 Air pollution is a substantial environmental and public health issue for Brent and all of Greater London. Poor air quality can have a detrimental impact on quality of life, as well as physical and mental health. In some cases, it can even contribute to a shortening of life. Brent has implemented an Air Quality Management Area to confront this issue which covers most of the borough, including 12 wards in their entirety and along significant road corridors.		Noted This point is already contained within the draft Strategy and is retained. In addition to more street trees, other measures to improve air quality in Brent are contained within the Borough's Air Quality Action Plan. Brent Council has also raised the need for additional funding for measure to alleviate poor air quality in known hotspots with the Mayor of London.
7. All responses/suggestions relating to the provision of public toilets are commented on together.			Noted Brent Council hosts a number of public toilets around the Borough, information of which is detailed on the Council's website. Measures to address perceived and actual safety around these facilities are contained within the Safer Brent Partnership

			Community Safety Strategy 2014-17. New public toilets are not something that can be provided as part of the draft Walking Strategy.
8. All responses/suggestions relating to public seating are commented on together.	3.7.1 We will use a whole street approach to deliver better streets. Utilising TfL's healthy street indicators and ensuring the right balance between movement and place through TfL's Roads Task Force Street Types to deliver a wide range of economic, social, health and environmental benefits.		Partially agree Public seating facilitates walking, particularly for those who are less mobile. However, new seating needs to be assessed on a site by site basis in order to manage potential anti-social behaviour. Appropriate public seating is installed as part of public realm design work, in accordance by 'Safer by Design' guidance. We would not therefore include an action in the Walking Strategy to increase the number of benches.
9. All responses/suggestions relating to cycling on footways are commented on together.	5.5 While cycling on the footway is unlawful, previous consultations undertaken by Brent in preparation of the Cycle Strategy found that many cyclists cycle on the footway because they don't feel safe on the carriageway. In addition to this, moving traffic offences such as this can only be enforced by the Metropolitan Police, therefore Brent's role is to make the roads safer for cyclists so they do not feel they must cycle on the footway.		Noted This point is already contained within the draft Strategy and is retained. Further detail on cycling in Brent and actions we are taking are contained in the Brent Cycle Strategy 2016 – 2021.

	5.7.3 We will promote a range of awareness training and safe behaviour offered by Brent Council. In addition to this, we will also continue to offer cycle training to children and adults in order to encourage cyclists to cycle only where cycling is permitted. 5.7.9 Continuing the Council's existing work, Brent will continue to support the improvement of cycle routes to encourage appropriate cycling behaviour including, improving public information on where cycling is permitted.		
10. All responses/suggestions relating to Brent's parks and footpaths in parks are commented on together.	3.7.4 We will provide additional off-road footpaths where possible and providing there is a strong demand, particularly in parks, to provide safe, comfortable routes for walking.		<u>Noted</u> This point is already contained within the draft Strategy and is retained. Specific locations for new footpaths and improvements to existing footpaths have not been cited so as not to limit the opportunity for improving the whole network where opportunities present themselves. Due to the costs of installation and maintenance, not all of Brent's parks have footpaths. Currently, any funding that is

			available is used to maintain existing footpaths in parks. New paths are considered where funding is received for a larger scheme. In an area that requires a new layout, new paths would be dependent on demand.
11. All responses/suggestions relating to lighting are commented on together.	3.7.11 We will introduce and implement a Lighting Plan for Brent which will provide guidance on how we will light roads, pavements and off-road footpaths and reduce the fear of crime. The Plan will also seek to optimise operational and maintenance costs, and increase the lifespan of our lighting infrastructure. Action Introduce a Lighting Plan for Brent.		Noted This point is already contained within the draft Strategy and is retained. A new Lighting Plan for the borough will be produced in the near future once new lanterns have been procured and installed.
12. All responses/suggestions relating to signage and wayfinding street furniture are commented on together.	3.7.10 We will provide improved wayfinding street furniture, such as Legible London signage, to support walking, particularly for short distances, on high streets and near major trip generators. This should be complemented by removing obsolete street furniture to reduce clutter on pavements and footpaths. Action		Noted This point is already contained within the draft Strategy and is retained.

	Provide additional way-finding street furniture, such as Legible London signage.		
13. All responses/suggestions relating to the set up and promotion of group walks are commented on together.	Action Support the provision of programmes to get more residents walking and increase personal activity		Noted This point is already contained within the draft Strategy and is retained. The Council's Active Lifestyles team is currently reviewing its healthy walks programme (consultation closed on 07 November 2016) with the intention of developing a revised programme. The principles of this are contained within Brent's Physical Activity Strategy 2016-21. Additionally, the Council will support external groups in the promotion of their activities where they are of benefit to Brent residents.
14. All responses/suggestions relating to mobility and ease of mobility for the elderly and other groups, such as parents with prams, are commented on together.	3.2 These issues discourage people from walking in the borough and represent a barrier to equality, given certain people, such as those with disabilities, older persons or parents with prams, can be disproportionately affected by poor walking environments including pavement surfaces, street clutter and insufficient crossing facilities.		Noted This point is already contained within the draft Strategy and is retained.

	3.7.2 We will design to Living Streets principles when improving the highway network to better manage space, with particular consideration for younger and older persons. 3.7.7 We will ensure that shopping areas and key pedestrian routes, such as from stations, schools and hospitals offer high quality provision for pedestrians, particularly for people with mobility difficulties.		
15. All responses/suggestions relating to items, such as signs, stalls, tables, chairs, blocking/cluttering pavements are commented on together.	3.7.5 When designing schemes in high footfall areas, such as high streets, we will undertake street audits to ensure obstructions are not placed on the public footway and identify areas for improvement on a case-by-case basis. 3.7.10 This (wayfinding street furniture) should be complemented by removing obsolete street furniture to reduce clutter on pavements and footpaths.		<u>Noted</u> These points are already contained within the draft Strategy and are retained.
16. Missing objectives: Ensure pavements with no cars parked on them to enable residents	3.7.8 We will reduce pavement parking where it is detrimental to		<u>Disagree</u> Footway parking is necessary in certain streets in Brent to

especially mother's with pushchairs to be able to walk on them.	pedestrian safety and convenience. We will employ a range of potential interventions, including but not limited to: • Formalising parking arrangements in unregulated areas; • Improving highway design to protect pedestrian priority on footways; and • Utilising enforcement action. Action Increased enforcement of parking restrictions in response to footway parking.		maintain the safe flow of traffic. However, several criteria must be met before a street is granted exemption from regulations, including a minimum footway width to allow access by pushchairs.
17. Missing objectives/actions: Provide public art.	3.7.1 We will use a whole street approach to deliver better streets. Utilising TfL's healthy street indicators and ensuring the right balance between movement and place through TfL's Roads Task Force Street Types to deliver a wide range of economic, social, health and environmental benefits.		<u>Partially agree</u> Public art is a wider public realm issue and is therefore considered within wider regeneration projects.
18. Missing objectives: If the provision of a better environment for walking infringes longstanding fixtures of the community, i.e. independent businesses, lower income business owners, community attractions, long-term (and lower income) residents -			<u>Noted</u> An Equality Impact Assessment (EIA) will be carried out as part of the consultation to assess the effects the Strategy could have on different equality groups, and on cohesion and good relations. EIAs are also undertaken on all

particularly those who live in social housing, and vulnerable members of the community, I would not support it.			highway improvement design schemes to be implemented in the Borough. Inclusion of all who live and work in Brent is encompassed in the draft Strategy's Vision.
19. Missing objectives: Clarification of "better environment" is needed, Does the term refer only to air/emissions or does it include other factors such as noise?	3.1 In response to the engagement survey undertaken, the most common response was requesting better facilities for pedestrians. This includes poor quality or excessive street furniture, high vehicle speeds on local streets and insufficient lighting and footpaths through parks. It also encompasses utilising the latest technology and improved standards to provide the best possible facilities for walking in the borough. Examples include the use of pedestrian countdown signs at signalised crossings and new wayfinding street furniture, such as the Legible London system.		Noted The term 'better environment' is contained in Objective 1 in the draft Strategy and detail on what this term refers to is provided in the accompanying text in Section 3. This clarifies that factors beyond air emissions contribute to the creation of a better environment.
20. Missing objectives: It should be linked with other council strategies, such as making sure pavements are kept clean for pedestrians to walk.	1.5 The Walking Strategy has been developed as part of a suite of policy documents under the Brent Long Term Transport Strategy (LTTS). The Walking Strategy reflects the objectives of the LTTS and compliments the		Agree The draft Walking Strategy is already linked with other Council strategies, as described in 1.5. The experience of walking inevitable relates to numerous other Council policies, strategies

	Physical Activity Strategy, along with the Brent Borough Plan and Mayor's Transport Strategy (MTS), as shown in **Error! Reference source not found. Error! Reference source not found.**. The actions arising out of the Walking Strategy therefore also reflect those outlined in the LTTS and the MTS.		and programmes. Therefore, only the Council's main strategies have been noted here.
21. Email: It would be good to see the Walking Strategy have a greater emphasis on the relationship between walking and good urban design, i.e. the creation of a high quality street network and in particular well designed town centres which encourage walking. A lot of this stuff is covered in the Brent Placemaking Guide particularly important are the sections on Streets for All and Move and Rest together with the Public Realm Objectives. It seems odd that the Walking Strategy does not mention the Placemaking Guide? The Walking Strategy should also maybe reference the latest research on the economic benefits of investing in 'walkability' and making the (ususally overlooked) economic case for investing in walking improvements.	1.5 The Walking Strategy has been developed as part of a suite of policy documents under the Brent Long Term Transport Strategy (LTTS). The Walking Strategy reflects the objectives of the LTTS and compliments the Physical Activity Strategy, along with the Brent Borough Plan and Mayor's Transport Strategy (MTS), as shown in **Error! Reference source not found. Error! Reference source not found.**. The actions arising out of the Walking Strategy therefore also reflect those outlined in the LTTS and the MTS.	1.6 The careful design of Brent's streets within a wider public realm is essential to creating vibrant, safe and accessible places that encourage walking. To enhance the experience of walking in Brent, the Walking Strategy will therefore work alongside the Brent Placemaking Guide and other latest design guidance documents that contain principles of good urban design.	<u>Partially Agree</u> An additional paragraph will be added to Section 1 (1.6) to reference the Brent Placemaking Guide and other best practice design solutions. Reference to other research will not be included as it will become out of date quickly. Research influences the design guidance documents that are used in highway design and projects relating to the Walking Strategy will be completed using the latest design guidance as it becomes available.

22. Missing actions: Ensure builiding developers do not cause footpaths and pedestrian sight-lines to be removed while work is undertaken, as at ex Moberley site Kilburn Lane/ Banister Rd/ Chamberlayne Rd			Noted This issue is a matter for the Planning Team and is covered by Development Management Policies (DMPs). Construction traffic and the impact of this on walking and pedestrian sight-lines is dealt with through DMPs and wouldn't therefore be a matter for the Walking Strategy.
23. Missing actions: Maybe within the lighting strategy but more work on local environment to contribute to wiser environmental benefits.			Noted The suggested action is unclear nor what is meant by 'wiser environmental benefits'. However, the Brent Borough Plan 2015-19 sets out what is being done to make sure Brent is an 'attractive place to live, with a pleasant, sustainable environment'.
24. Missing actions: Consider pathways interesting to children - e.g. drawing hopscotch squares at intervals or drawing cracks on the path for kids to avoid, etc, etc...	3.7.4 We will provide additional off-road footpaths where possible and providing there is a strong demand, particularly in parks, to provide safe, comfortable routes for walking.		Noted The inclusion of children's activities on pathways would be considered where appropriate in design schemes as outlined in the Brent Placemaking Guide. This would be particularly relevant in streets included in the 'home zones' project.
25. Missing actions: Commit to pedestrianising more areas. - Identify roads which can be closed to through traffic, making more inviting routes for walking and cycling. - Reduce overall	3.7.7 We will ensure that shopping areas and key pedestrian routes, such as from stations, schools and hospitals offer high quality provision for pedestrians,	3.7.7 We will ensure that shopping areas and key pedestrian routes, such as from stations, schools and hospitals offer high quality provision for pedestrians,	Agree The point on pedestrianisation is now incorporated in the revised Walking Strategy (3.7.7). Traffic signals and pedestrian

waits at crossings for pedestrians. - Ensure all arms of main road junctions have signal	particularly for people with mobility difficulties.	particularly for people with mobility difficulties and where possible, we will consider having pedestrian-only areas.	wait times at signalised crossings are managed by TfL. Pedestrian phasing is considered on a site by site basis where there is demand but must be managed to ensure the signals do not create congestion and make the walking environment worse through congestion and air pollution.
26. Further comments: Repairing existing pavements and footpaths should be a priority. An active and effective campaign against litter should be conducted. Regular pavement sweeping should be reinstated. Local residents need to be reminded to keep bins away from pavements. Walking in a slalom between overflowing bins and on littered pavements is not a pleasant experience at the moment.			Noted Points relating to pavements and litter has been commented on previously. In relation to a campaign against litter, Brent Council is currently running a 12-month project to help keep Brent's streets clean and litter-free by issuing on-the-spot fines for waste offences in Brent. This is part of a 'Love Where you Live' campaign to make Brent a better, happier place to live.
27. Further comments: Home owners should be made to trim back hedges over hanging onto pavements. More street lightning should be provided and maintained (led).			Noted In relation to hedges, homeowners are responsible for the maintenance of hedges near a public highway and the Council carries out statutory highway inspections where notice is given to owners of any hazardous overhanging foliage. Such foliage can also be reported using the Cleaner Brent app. As this issue

			is covered under existing legislation and is therefore a statutory function, it is not required as a specific action in the Walking Strategy.
28. Further comments: Existing footpaths should be maintained as a priority. I believe this should be prioritised before spending on new things.	3.4 A key issue raised in the engagement survey undertaken was the maintenance requirements for pavements, particularly on high streets. In certain circumstances, such as constrained urban town centres, it is not possible to install any additional pedestrian facilities. In these locations, the maximum utility must be obtained from the existing infrastructure, which requires an extensive maintenance regime.		<u>Partially agree</u> Brent receives grant money that stipulates what it can and cannot be spent on. Therefore, spending on new things (like new footpaths) rather than solely on maintaining existing footpaths will occur.
29. Further comments: Brent has invested a huge amount in infrastructure to charge for parking and enforce parking fees but there is hardly a charging point for electric vehicles any where in the borough. This is a particular issue for the large parts of the borough where people dont have off street parking			<u>Noted</u> Measures to expand electric vehicle charging points are contained within the Council's Parking Strategy in line with a commitment in the LTTS. This is not therefore relevant to the Walking Strategy.
30. Missing objectives/actions: Reduce the SPEED of and number of vehicles in the borough in order for walking to be considered an option.			<u>Noted</u> It isn't possible for the Council to control through-traffic on the borough's roads. However, private vehicle ownership in

1)Reduce the number of vehicles in and entering the borough by making as Westminster do 2)In areas of 20mph ensure the road humps are of a size to enforce this whilst being acceptable to cyclists e.g. sinusoidal humps. 3)Find ways to prevent bad tempered drivers from overtaking those keeping to the speed limits. Eg where I live in Anson Road/Kendal Road, NW10, drivers regularly cross to the right hand side to overtake those going more slowly. Central barriers? Other ideas? 4) Prioritise all traffic lights to suit pedestrians 5)Put all zebra crossings near cross roads to slow down traffic and give priority to walkers as they do in Helsinki, Finland, a city of walkers. Fully support this effort by the council. Thank you			Brent is decreasing. The Council receives numerous requests for traffic calming measures. Sites for traffic calming are identified using accident data provided by the Metropolitan Police. Currently, Brent implements 20mph zones on an area by area basis; a Borough-wide 20mph zone is not supported at this time. Speed humps are designed in accordance with DfT design standards and use guidance from the Brent Placemaking Guide. Personal driving decisions, such as overtaking, can't be controlled by the Council. In order to ensure the free flow of movement on the highway network, it is difficult to influence this behaviour. Traffic signals and pedestrian wait times at signalised crossings are managed by TfL. However, the introduction of pedestrian countdown signs as part of this Strategy will support greater pedestrian safety. In regards to the placement of zebra crossings, highway design standards are adhered to when

			considering these in new scheme designs, to ensure the safety of all road users.
31. Missing objective: To make less traffic enter the area i.e. schools	4.7.1 We will work to increase the number of pupils and school staff walking to school to help it become part of daily travel from a young age.		Noted Brent works with a number of schools to help them develop School Travel Plans which are part of Transport for London's (TFL) STAR framework (School Travel Accredited and Recognised) and aim for a mode shift away from travelling to school by car. Brent School Safer Roads Campaign highlights the illegal and dangerous driving practices that put Brent school children's lives at risk every day. This is a joint initiative in partnership with Brent Police.
32. Missing objective/action/further comments: Better drainage, walk ways become flooded when it rains and the water takes a long time to clear.			Noted The Brent Highway Asset Management Plan provides details on the prioritisation process for drainage and flood alleviation schemes to manage surface drainage on footways. This includes information on the cleaning cycle for road gullies that are cleaned as part of a cyclic maintenance programme.
33. Missing objective/further comments: Providing new / improved crossing facilities in the	3.2 These issues discourage people from walking in the borough and		Noted This point is already contained within the draft Strategy and is

borough after investigating current facilities and identifying the gaps. The above states- Investigate locations for additional new footpaths and prioritise for funding under Local Implementation Plan funding. New footpaths?? Should include new crossing facilities as well!	represent a barrier to equality, given certain people, such as those with disabilities, older persons or parents with prams, can be disproportionately affected by poor walking environments including pavement surfaces, street clutter and insufficient crossing facilities. Action: Support the introduction of pedestrian countdown signs at signalised pedestrian crossings, particularly on high streets and at train stations.		retained. Specific locations for improvement have not been cited so as not to limit the opportunity for improving the whole network where opportunities present themselves. However, there will be a focus on high streets and regeneration areas where there is a high footfall (4.6). Also, while we agree that improvements are needed at particular locations, these are to be addressed through alternative schemes which will support walking.

Theme 2: Promote walking as a healthy and sustainable way to travel as well as to increase personal activity

Response/Suggestion	Consultation document	Revised draft Walking Strategy	Brent Council comments
34. All responses/suggestions relating to encouraging/promoting walking of all ages including school children as well as collaboration with public health partners to action this, are commented on together.	4.7.1 We will work to increase the number of pupils and school staff walking to school to help it become part of daily travel from a young age. 4.7.3 We will work with Public Health and social care professionals to promote regular walking specifically for health improvement, with a focus on those most at risk of developing chronic conditions.		Noted This point is already contained within the Draft Strategy and is retained. It is also an action within the Brent Physical Activity Strategy 2016-21. Other methods of promoting the health benefits of walking are considered with regards to effectiveness and cost; leaflets to all households in Brent are unlikely to be cost-effective. Additionally, the Council has a series of healthy self-led walking routes that are available on its website. The Council's Active Lifestyles team is currently reviewing its healthy walks programme (consultation closed on 07 November 2016) with the intention of developing a revised programme as part of the Brent Physical Activity Strategy 2016-21.
35. Missing objectives: I think there should be a greater emphasis on walking for health as well as active travel.	1.4 As with many other areas of the United Kingdom, Brent has been faced by looming public health challenges. Walking is a key		Disagree Objective 2 within the draft Strategy contains a strong emphasis on walking for health. Both walking for health and

	component of Brent's approach to tackling these issues, particularly where they lead to long-term public health improvements and establishing active lifestyles for residents.		walking for active travel are given equal priority in the Strategy as they both complement one another.
36. Missing objectives: Health And Travel are very different options. And should be separate objectives.	1.4 As with many other areas of the United Kingdom, Brent has been faced by looming public health challenges. Walking is a key component of Brent's approach to tackling these issues, particularly where they lead to long-term public health improvements and establishing active lifestyles for residents.		Disagree Research shows that certain modes of travel such as walking and cycling have inextricable health benefits. Policies on travel and health must therefore be linked to ensure they are beneficial to one another. The promotion of active travel is also an important means of addressing major public health issues such as child obesity.
37. Further comments: Something does need to be done. Walking in Brent is horrible! Worst walking conditions I've found in London (or anywhere really). There is so much traffic. It's hard to get between A and B without at least some of the journey being either along a horrid busy road or dingy alleys between warehouses. Guidance needs to be provided offering good walking routes between different areas of the borough. I wouldn't even mind if it was slightly longer, just a few good routes as guidance would	3.7.10 We will provide improved wayfinding street furniture, such as Legible London signage, to support walking, particularly for short distances, on high streets and near major trip generators.		Noted This point is already contained within the Draft Strategy and is retained. Additionally, the Council has a series of healthy self-led walking routes that are available on its website. Greater promotion of these is an action that is being investigated by the Active Lifestyles team as part of its Physical Activity Strategy 2016-21.

be good.			
38. Further comments: Great to encourage sake walks			Noted

Theme 3: Improve the perceived and actual safety and security of pedestrians

Response/Suggestion	Consultation document	Revised draft Walking Strategy	Brent Council comments
39. Missing objectives: Make existing parks crime free and have more patrolling in them.	5.7.4 Brent Council will raise the issue of harassment and public safety with the Metropolitan Police's Safer Neighbourhoods Team to ensure they are aware of resident's concerns and are taking appropriate action to address them. 5.7.7 We will, in consultation with residents, businesses, community stakeholders and the Metropolitan Police, investigate the use of Public Space Protection Orders to address specific localised anti-social behaviours which cause public intimidation and discourage residents from walking.		Noted Brent Council does not have the funding nor resources to enable all of Brent's parks to be crime free. The management of crime in the borough's parks is covered under the Safer Brent Partnership Community Safety Strategy 2014-17. The issue of safety in specific parks can be raised by the Council to the relevant Safer Neighbourhoods Team and more patrols by the Police can be carried out in these areas.
40. Missing objectives: Night time lights	3.7.11 We will introduce and implement a Lighting Plan for Brent which will provide guidance on how we will light roads, pavements and off-road footpaths and reduce the fear of crime. The Plan will also seek to optimise operational and maintenance costs, and increase the lifespan of our lighting infrastructure.		Noted This point is already contained within the draft Strategy and is retained. Brent does not have a policy to dim or turn streetlights off during the night.

41. Missing objectives: not missing, but you need to separate perceived from actual. I want to promote actual safety, I will not support perceived safety to give people a false sense of security. Danger is real. So I had to vote 'disagree'.			Disagree Both the perception of crime and actual safety and security are barriers to walking in Brent as identified in the responses received to the first consultation to develop the draft Walking Strategy. Both aspects therefore need to be addressed together as the solutions are likely to be the same. This will support the Vision of the Strategy to make walking a pleasant and practical option for all.
42. Missing objectives: Make school access extra safe and give priority to the pedestrian over the cars during the school opening and ending period	4.7.1 We will work to increase the number of pupils and school staff walking to school to help it become part of daily travel from a young age Action: Increase the number of children walking to school Targets: - 90% of schools to implement an active travel plan by 2020. - Support 30% of schools to achieve gold accredited active travel plans by 2020		Noted Road priorities can't be changed part way through the day as legislation doesn't allow this. Brent Council will continue to work with schools to promote walking to school, thereby reducing the number of cars on local streets during school opening and closing hours.
43. Missing objectives: I know Brent is fighting a battle with litter, but there doesn't seem to be a poster campaign "Don't drop			Noted Brent Council is currently running a 12-month project to help keep Brent's streets clean and litter-

litter or cigarette ends"; "Take your litter home", thanks for the initiative.			free by issuing on-the-spot fines for waste offences in Brent. This is part of a 'Love Where you Live' campaign to make Brent a better, happier place to live.
44. Missing objectives: New crossing facilities. e.g. accessing bus stops - are there facilities to cross across safely?	3.2 These issues discourage people from walking in the borough and represent a barrier to equality, given certain people, such as those with disabilities, older persons or parents with prams, can be disproportionately affected by poor walking environments including pavement surfaces, street clutter and insufficient crossing facilities.		Noted New crossing facilities are provided as part of highway safety planning and Local Implementation Plan funding so will be addressed on a needs basis. Currently, 98% of bus stops in Brent are accessible and the Council is working in partnership with TfL to ensure that all bus stops in the borough are accessible.
45. Missing actions: Pavements must be for pedestrians only and young children on bicycle or child scooter as there are so many middle aged pedestrians, only one fall & can end up with a fracture. CYCLISTS must be banned from using mobile when on a bicycle and they must have Lights on as soon as it gets dark or if it is dark for their own safety as well as that of pedestrians as some cyclists do not take any notice of pedestrians. Recently I have come across cyclists even on Wembley High Road.			Noted Enforcement of lights on bicycles is the responsibility of the Police and the Council has no legal status to enforce this. There is no law to prevent cyclists from using mobile phones so the Council is unable to prevent this. However, alongside the necessity of lights at night, guidance is given on this to bike users as part of the Council's cycle training programme. Additionally, the Brent Cycle Strategy 2016-21

			contains an action to update the Council's cycling web pages to provide clearer guidance on appropriate cycling behaviour and use of lights whilst cycling.
46. Missing actions: - Reduce pedestrian waiting time near schools - implement extra safe zone 0,5 mile around any school - make sure speed is closely checked for each roundabout	3.7.9 In areas of high pedestrian footfall, such as high streets or train stations, we will continue to support the introduction of pedestrian countdown signs as part of signal replacement schemes to support greater pedestrian safety and accessibility to these trip generators. 5.7.2 We will routinely analyse accident data to identify casualty reduction priorities and implement remedial measures as and when possible.		<u>Noted</u> Traffic signals and pedestrian wait times at signalised crossings are managed by TfL. However, the introduction of pedestrian countdown signs as part of the Walking Strategy will support greater pedestrian safety. It is unclear what is meant by an 'extra safe zone'. Speed checks at roundabouts will occur where necessary in response to accident data.
47. Missing actions: including the riding of bicycles and motorbikes on footpaths in Parks and streets.			<u>Noted</u> These offences would require reporting to the Police as the Council does not have the legal power to stop them. This can be done through one Brent's Safer Neighbourhoods teams and is not therefore an action required in the Walking Strategy. The Council will continue to work alongside the Metropolitan

			Police's Safer Neighbourhoods Team to identify measures that could be put in place to prevent these offences. Cycling in parks is managed through byelaws. Brent is currently reviewing its byelaws in parks and is undergoing its own consultation and evaluation in accordance with Department for Communities and Local Government (DCLG) procedures.
48. Missing actions: Audit of current pedestrian crossing facilities and filling in gap.			Noted Specific locations for new pedestrian crossing facilities have not been cited so as not to limit the opportunity for introducing these elsewhere on the network where opportunities present themselves. Additionally, new crossing facilities are provided as part of highway safety planning and Local Implementation Plan funding so will be addressed on a needs basis.
49. Further comments: I'm not quite sure why a walking strategy doesn't seem to have links to Active Health strategies, but seems concerned with Anti-social behaviour? Also wondering on the objective stated above	1.5 The Walking Strategy has been developed as part of a suite of policy documents under the Brent Long Term Transport Strategy (LTTS). The Walking Strategy reflects the objectives of		Disagree The point about links to active health strategies is already contained within the draft Strategy and is retained. Anti-social behaviour was

regarding surveillance; if Anti-social behaviour areas are known, why you would invest in CCTV rather than looking to have people on the ground, as you already know where the areas are and what the problem are; so spending money just watching them; doesn't seem to be solving a problem.	the LTTS and compliments the Physical Activity Strategy, along with the Brent Borough Plan and Mayor's Transport Strategy (MTS), as shown in **Error! Reference source not found. Error! Reference source not found.**. The actions arising out of the Walking Strategy therefore also reflect those outlined in the LTTS and the MTS.		identified in the responses received to the first consultation to develop the draft Walking Strategy as a key equality issue for Brent and one that deters walking. Brent Council deploys CCTV cameras in crime hotspots to support an evidence-based need to prevent crime and disorder. The Council also continually analyses usage to decommission any cameras that do not contribute to the safety of the community; thereby ensuring their cost-effectiveness.
50. Further comments: It is imperative that the 20mph limit is established and enforced. Also action against anti-social scooter riders who ride in convoy and often on footpaths.	5.7.1 To reduce vehicular speeds and the risks to pedestrians and other road users, Brent will support the wider implementation of 20mph zones within its new speed limit strategy.		Noted The point on a 20mph limit is already contained within the draft Strategy and is retained. A borough-wide 20mph scheme Is not currently supported at this time. Work will continue on implementing 20mph zones on an area-by-area basis such as around schools where requested. The riding of scooters and mopeds on the footway is illegal and enforceable by the Metropolitan Police only.
51. Further comments: Walking is great for people who are able and who do not have to carry anything. While supporting enabling people to be safer when			Noted An Equality Impact Assessment (EIA) will be carried out as part of the consultation to assess the effects the Walking Strategy

walking, I do not support anything that penalises, or makes it more difficult for people who still need to use private cars.			could have on different equality groups. Additionally, individual schemes that affect the highway also require an EIA to ensure different user groups are not unfairly affected. Brent's street network is limited and has to function and deliver for all road and footway users. Whilst striving to meet its Vision, the Walking Strategy will be delivered alongside the Council's other policies and strategies to best manage the space and demands on streets around the borough. It will not therefore unduly impact on users of private cars.
52. Further comments: Cycling lanes need to be clearly marked with a continuous white line and should not stop abruptly. Random bicycle signs do not make the roads safe for cyclists which is why so many cycle on the pavements.	5.7.9 Continuing the Council's existing work, Brent will continue to support the improvement of cycle routes to encourage appropriate cycling behaviour including, improving public information on where cycling is permitted.		Noted This point is already contained within the draft Strategy and is retained. Further actions supporting this are contained in the Brent Cycle Strategy 2016-21 and therefore do not need to be contained in the Walking Strategy.
53. Further comments: School access should be more secured and pedestrian crossing you'll be prioritised during rush hours.			Noted Traffic signals and pedestrian wait times at signalised crossings are managed by TfL.
54. Further comments: We agree with the visions to provide (2.4) a better walking environment and (2.6) to improve subjective and	Action Support the introduction of pedestrian countdown signs at signalised pedestrian crossings,	3.7.7 We will ensure that shopping areas and key pedestrian routes, such as from stations, schools	Partially agree When proposed to be delivered, further detail regarding specific schemes such as new, off-road

actual safety. 3.1 to 3.5 highlight infrastructure quality as key to getting more Brent residents to walk. We agree, however the proposals are weak and poor on detail. Brent Council must commit to pedestrianising more areas, or making roads no-through-routes for motor traffic, in particular in town centres where pedestrian footfall is far more important than through motor traffic. Pedestrian movement must be made easier and safer at main road junctions with crossing signals at all junction arms (e.g. junction of the A5 with Colindeep Lane), and with straight-across, single stage crossings without guard-rails. Uncontrolled crossings with pedestrian islands are not inviting, especially for pedestrians with young children, these should be replaced with straight-across pedestrian crossings which also help remove conflict for cyclists travelling along the road. Road crossings must be made easier for pedestrians by reducing waiting times (eg. Blackbird Hill by Lidl) and using intelligent systems which do not delay pedestrians following a button	particularly on high streets and at train stations. 3.7.1 We will use a whole street approach to deliver better streets. Utilising TfL's healthy street indicators and ensuring the right balance between movement and place through TfL's Roads Task Force Street Types to deliver a wide range of economic, social, health and environmental benefits. 3.7.7 We will ensure that shopping areas and key pedestrian routes, such as from stations, schools and hospitals offer high quality provision for pedestrians, particularly for people with mobility difficulties.	and hospitals offer high quality provision for pedestrians, particularly for people with mobility difficulties and where possible, we will consider having pedestrian-only areas.	footpaths will be available. It is not the intention of this strategy to provide this level of detail at this stage. The point about footway parking has been commented on previously. With regards to Objective 2, measures to improve the physical walking environment are addressed in Objective 1. The public and stakeholder engagement carried out in the development of the Walking Strategy showed that the provision of more and better walking facilities was essential to supporting more walking. With regards to integration of the Brent Cycle Strategy, the Walking Strategy will work alongside this in relation to point 3.7.1. In relation to the issue of cycling on pavements, this problem cannot be solved through cycle training though such training can go some way to reducing the issue. This point has also been commented on previously. In relation to the improvement of

press if motor traffic has had priority for a long period. Where important pedestrian routes cross roads (e.g. at Olympic Way / Fulton Road) crossing arrangements should be biased more towards pedestrian convenience, with fast or immediate light changes and wide, well marked crossings. 3.7.4 mentions the possibility of introducing new off-road footpaths but gives no specifics. These are in fact needed in Silver Jubilee Park / West Hendon Open Space and Fryent Country Park, which are hardly walkable at present. Pavement parking (3.7.8) blurs the boundaries between pedestrian and motor traffic space and we support the interventions proposed, these should be extended to a commitment to ensuring formal parking space is not provided on or at the expense of pedestrian space. Objective 2 proposes a strategy (promotion) which has not been demonstrated to work for cycling, and it unlikely to work for walking. If the environment does not make walking inviting, promotion will make no difference. 4.7.4 and 4.7.5			cycling routes (5.7.9), this does not fall under the remit of the Walking Strategy but is supported by it. We agree that Figure 2 is not informative enough to support the statement in 5.1 and will be amended accordingly. The point on pedestrianisation is also incorporated into the amended Walking Strategy (3.7.7). Traffic signals and pedestrian wait times at signalised crossings are managed by TfL. In relation to additional infrastructure e.g. continuous pavements across side roads, junctions are designed for visibility and usability for all road users. Therefore, continuous pavements would only be considered as part of a scheme design where the entire junction would be placed on a raised table.

propose interventions which will make improvements to the environment and we support these aims. We support the "Vision Zero" approach outlined in 5.2, this must not be at the expense of restricting pedestrian movement, but must be through making walking both easier and safer. We also support the further introduction of 20 mph zones (5.3), Brent Council must use a borough-wide approach similar to that employed in Camden. All residential streets in Brent should be 20 mph, taking 10 years to introduce piecemeal 20 mph zones is not working. Additional improvements to pedestrian infrastructure should include continuous pavements across side roads, particularly on the boundary of 20mph zones. The walking strategy should be integrated with the Brent Cycling Strategy. In particular pedestrian improvements should always be taken as an opportunity to improve conditions for cyclists (to reduce conflict through cyclists using pavements); therefore the London Cycle Design Standards should always be taken into account, and also the new 'Healthy Streets' guidance that			

TfL is currently developing, as well as the London Plan (in the case of new developments). 5.4 and 5.5 highlight pavement cycling as a concern for pedestrians. We agree that pavement cycling is a response to the unsafe cycling environment in Brent. Safe, direct, separate cycle infrastructure would dramatically reduce the prevalence of people using bicycles on pavements. 5.7.3 does not propose to solve this problem. In addition, the language used in 5.7.9 is very non-committal ("continue to support the improvement of cycle routes"), Brent Council must commit to "improve and expand a network of safe cycle routes."Shared space between pedestrians and cyclists must be avoided in high-usage areas and new developments (eg Wembley Park redevelopment) to eliminate possible conflict between walkers and cyclists. Paths through parks should be wide enough to accommodate cycling and walking (either segregated or unsegregated) to eliminate conflict. Separate paths are justifiable in high-use locations. We are concerned about the use			

of figure 2, which is illegible and does not appear to support the statement made in 5.1.			
55. Further comments: The actions on introducing a standard review; annual scanner surveys; and ensuring passive surveillance all seem quite similar - can you combine into 1 action?			Disagree These actions cover different aspects of monitoring for different regimes, for example monitoring the condition of the footway and planning policy. Therefore, they should remain as separate actions.
56. Missing action: To replace street furniture when it's broken			Noted Damaged or missing street furniture can be reported using the Cleaner Brent app. Work to replace or remove this damaged street furniture is delivered through the borough's LOHAC contract which is also used to deliver statutory safety inspections. Repairs to street furniture are made on a priority assessment basis.

Theme: Other comments

Response/Suggestion	Consultation document	Revised draft Walking Strategy	Brent Council comments
57. Missing objectives: Do the same for cycling.			Noted Actions to expand cycling in Brent are contained within the Cycle Strategy 2016-21.
58. Missing objectives: Engagement with eg employers, companies, public sector bodies, entertainment venues etc etc encouraging their contribution towards the objectives. Also something a bit more focused on long term environmental benefits.	4.7.2 We will work with companies and employer organisations to encourage walking to work including as part of commuter journeys by public transport. 1.3 Air pollution is a substantial environmental and public health issue for Brent and all of Greater London. Poor air quality can have a detrimental impact on quality of life, as well as physical and mental health. In some cases, it can even contribute to a shortening of life. Brent has implemented an Air Quality Management Area to confront this issue which covers most of the borough, including 12 wards in their entirety and along significant road corridors. Trips undertaken by walking instead of private vehicles or public transport reduce air pollution and deliver a wide range of personal health benefits. Walking in town	1.3 Air pollution is a substantial environmental and public health issue for Brent and all of Greater London. Poor air quality can have a detrimental impact on quality of life, as well as physical and mental health. In some cases, it can even contribute to a shortening of life. Brent has implemented an Air Quality Management Area to confront this issue which covers most of the borough, including 12 wards in their entirety and along significant road corridors. Trips undertaken by walking instead of private vehicles or public transport reduce both air and noise pollution and deliver a wide range of personal health benefits. Walking in town centres also supports local businesses and jobs. Furthermore, a reduction in car journeys lowers emissions of carbon dioxide which is a primary cause of climate change. A modal shift from private car to	Partially agree The first point is already contained within the draft Strategy and is retained. The long term environmental benefits of walking have now been incorporated into the revised Walking Strategy (1.3).

	centres also supports local businesses and jobs.	walking can therefore contribute to long term environmental benefits.	
59. Missing objectives: If this at the detriment to drivers and public transport users then my answers would differ.			Noted An Equality Impact Assessment (EIA) will be carried out as part of the consultation to assess the effects the Walking Strategy could have on different equality groups. Additionally, individual schemes that affect the highway also require an EIA to ensure different user groups are not unfairly affected. Brent's street network is limited and has to function and deliver for all road and footway users. Whilst striving to meet its Vision, the Walking Strategy will be delivered alongside the Council's other policies and strategies to best manage the space and demands on streets around the borough. It will not therefore unduly impact on users of private cars.
60. Missing objectives: Integrate the Walking Strategy with the Cycling Strategy to form a comprehensive programme of active travel.	3.7.1 We will use a whole street approach to deliver better streets. Utilising TfL's healthy street indicators and ensuring the right balance between movement and place through TfL's Roads Task Force Street Types to		Noted The Walking Strategy will work alongside the Cycle Strategy in relation to point 3.7.1. To facilitate implementation of new cycling and walking schemes, the Walking and Cycle Strategies are separate policies but will work

	deliver a wide range of economic, social, health and environmental benefits.		together to achieve the aims of the LTTS.
61. Missing actions: Review bus stops that are close together eg wembley high road where large numbers of people waiting make pavement impassable. Ticket cars that are parked in driveways without dropped kerbs or where several cars are parked and therefore obstruct the pavement. See London rd, Lonsdale ave, Cecil ave and connecting streets for dozens of cars parked on front garden without dropped kerb. Why isn't this monitored and enforced. Deter parents from driving to local schools by enforcing parking restrictions at the schools. Where my children go to school the parents park illegally and irresponsibly which is dangerous for children and unfair to the residents.	3.7.8 We will reduce pavement parking where it is detrimental to pedestrian safety and convenience. We will employ a range of potential interventions, including but not limited to: • Formalising parking arrangements in unregulated areas; • Improving highway design to protect pedestrian priority on footways; and • Utilising enforcement action Action Increase the number of children walking to school		<u>Noted</u> Bus stops are placed in accordance with TfL bus design standards and in consultation with the Council and Metropolitan Police. Their location also adheres to guidance on bus accessibility as set out in the Mayor's Transport Strategy. Queues at bus stop which obstruct pavements are often caused by disruptions to bus services that affect frequency. Bus services in Brent are delivered by TfL who are responsible for improving bus reliability. However, Brent Council is working with TfL and other bus operators to improve reliability throughout the borough, thereby reducing queues at bus stops. The parking of cars in driveways without dropped kerbs does not impact on walking and therefore is not covered in the draft Walking Strategy. Where cars are parked in a manner that obstructs the

			footway, the Council's parking enforcement officers are able to issue Penalty Charge Notices to deter drivers from parking in this manner. Obstruction of the footway is also already contained within the draft Strategy (3.7.8). Several Council policies such as the Cycle Strategy and Physical Activity Strategy work together to encourage children to travel to school by sustainable means. The draft Walking Strategy also has a designated action to increase the number of children walking to school. Enforcement of parking restrictions around schools is contained within the Council's Parking Strategy 2015.
62. Missing actions: Share information on air quality with residents on a regular basis, and in accessible format, identifying the locations as well as providing advice on how residents can reduce their exposure to such. This information should identify areas where exceedance of air quality limits, particularly NO2 are a regular occurrence. In addition to increasing the number of children to walk to school, the same should be done for the number of teachers walking to			Noted Air quality in Brent is monitored at several air quality monitoring sites across the borough that are part of the London Air Quality Network. The Mayor of London uses information from this network to issue alerts when levels of air pollution are high. Brent residents can also subscribe through the Council's website to receive air quality text alerts. Advice on reducing exposure is provided by the National Health Service.

school. Brent Council staff should also be encouraged to walk to work, lead by example, and this data should be made available to residents. Travel subsidies and therefore claims that relate to activities undertaken locally, should be ended, as Brent staff should be encouraged to either walk or cycle to such.			In similar practice to most workplaces across Brent and Greater London, Brent Council staff are encouraged to use sustainable modes of transport to travel to work. The Council has recently surveyed staff on their travel choices to facilitate an increase in active travel. This information is currently being incorporated into a Civic Centre Travel Plan which will be available to the public once published. Council staff do not receive any travel subsidies or claims relating to local activities.
63. Missing actions: Instead of build new and bigger pavements, keep in better condition what we have. Brent is the costier borough in London. Cut unresonable spending. No need for bigget pavements just teach kids basic rules, like check both way before crossing and use zebra crossing.	3.5 Uneven pavements and footpaths present trip hazards, which can be a safety risk and is a significant equality issue for several groups protected under the Equality Act (2010), including older persons, people with disabilities and parents with children. In recent years, due to substantial budget cuts, Brent Council has had to amend the way it identifies and prioritises pavement defects for repair. Currently 7.6% of the most used pavements are in need of substantial maintenance. In 2015/16, Brent resurfaced approximately 6.89km of		<u>Noted</u> The first point is already contained within the draft Strategy and is retained. Brent Council's Cabinet meets on an annual basis to agree a spending budget. Annual statements of accounts and the budget book are available for Brent residents to view on the Council's website. Brent Council provides lessons for primary school children on the safe crossing of roads. These are available to primary schools on request.

	pavements, representing 0.81% of the total network. Brent is currently engaged in ongoing efforts to reduce the maintenance backlog on resurfacing of roads and pavements, but it is essential this is maintained into the future.		
64. Missing actions: Looking at better usage of canals as walkways around the borough Looking to work with other strategies such as the Air Pollution strategy to ensure a more holistic approach to walking and air pollution			Noted The Canal & River Trust are responsible for maintenance of the towpaths alongside the canal network in Brent and encouraging their usage. The Council is also looking to include canals as part of the footpath network. The point on air pollution has been commented on previously. Additionally, the Walking Strategy will work alongside Brent's other strategies, including the Air Quality Action Plan, to ensure that actions within it contribute to the Council's commitment to reducing air pollution and improving air quality across the Borough.
65. Missing actions: As well as footway parking reporting there is a need for pavement obstruction reporting e.g. Overhanging hedges and tree which can cause serious hazards for blind	2.4.1 Many respondents indicated that a key barrier to walking is a poor walking environment. Brent will build on its existing network and facilities in order to make walking		Noted Pavement obstructions, including overhanging hedges and trees, can be reported using the Cleaner Brent app. Homeowners are responsible for the

people. Enforce no parking outside schools during drop off and pick up periods as part of walking to school strategy. Do much more to identify, improve and promote pleasant walking and cycling routes around the borough e.g. to/from parks, high streets etc.	a more attractive and practical option, especially in our town centres, retail parades and key routes from residential areas and stations. Brent is committed to encouraging more walking by improving the walking environment for the community		maintenance of hedges near a public highway and the Council carries out pro-active inspections where notice is given to owners of any hazardous overhanging foliage after it is reported. As this issue is covered under existing legislation and is therefore a statutory function, it is not required as a specific action in the Walking Strategy. Parking restrictions outside schools are set out in the Council's Parking Strategy 2015 and not therefore included in the draft Walking Strategy. The promotion of pleasant walking routes around the Borough is inherent in the draft Walking Strategy's Vision and first Objective (2.4.1). The promotion of pleasant cycling routes is contained within the Brent Cycle Strategy 2016-21.
66. Missing actions: I think that cycling and the provision of cycle paths should be secondary to pavement and safe walking environments. Not everyone can or wants to cycle, older people probably want to walk on flat surfaces.			<u>Noted</u> The draft Walking Strategy sets out a plan for how Brent Council can support an increase in walking in the Borough. Frequent cycling on footways reduces pedestrian safety and can be a barrier to for some residents to walking. The draft Walking

			Strategy addresses this barrier by supporting the Cycle Strategy to continue to deliver cycle training and cycle routes so that cyclists do not feel it necessary to use footpaths. These actions will contribute to achieving safer walking environments that allow all Brent residents to walk more.
67. Further comments: perhaps the areas where there is grass verge can be removed so that cyclists can ride on that patch but they should still not be on the pavement.			Noted Grass verges are often valued by local residents through improving the appearance of the public realm and also in providing easy access to utilities such as water and electricity that don't require the pavement surface to be damaged. They are therefore retained by the Council where possible. Provision of new segregated cycle routes is an action within the Brent Cycle Strategy 2016-21. Such routes will help to discourage cyclists from cycling on pavements.
68. Further comments: I love this strategy - absolutely the right thing to do.			Noted
69. Further comments: As this is should be something that should benefit all residents of Brent, no area should be given precedence over others, particularly parts of Brent that have long been neglected. It's also important to			Noted The draft Walking Strategy sets out a vision for walking that covers the entire borough. It does not specify actions that will benefit only certain locations so that a better environment and

note that areas should be improved for the people who are already there, not as a means of attracting people with higher incomes.			improved experience of walking will be felt across all of Brent's wards and by all of its residents.
70. Further comments: Pedestrians, mothers with pushchairs and wheelchair users must be able to use our pavements easily and safely. School children should make short journeys to school on foot so that others can get on buses. Surely pupils getting a bus from Ealing Road to Ark Academy, Wembley High Road must be considered unacceptable - just because they get free fares why should they be allowed to travel this short a journey by bus rather than walking it? Surely all of this is adding to childhood obesity rates?	Action Increase the number of children walking to school		<u>Noted</u> The provision of Zip Oyster photocards for school children that allow free travel on Brent's buses is a policy delivered by TfL. Whilst this is supported by Brent Council, active travel to school is promoted in the draft Walking Strategy and also in Brent's Physical Activity Strategy of which reducing childhood obesity is a key theme. Bus services in Brent are delivered by TfL who are responsible for improving bus reliability. However, Brent Council is working with TfL and other bus operators to improve journey time reliability throughout the borough, thereby reducing queues at bus stops and improving the passage of wheelchair users and pedestrians.
71. Further comments: One of the main issues is how enforcement will be ensured and what penalties and/or fines will be implement. It is important to			<u>Noted</u> The comment does not make clear what issue should be enforced and cannot therefore be responded to.

have rules and policies but enforcement is equally important			
72. Further comments: well planned and well thought over			Noted
73. Further comments: Instead of focusing on encouraging people to walk on London's streets the council should be concentrating on improving access to parks and maintenance of natural spaces. Local voluntary groups could be established to help. Increasing the flora and fauna on London streets will make walking more pleasant than installing unsightly and unnecessary signage. The elderly who have long term conditions do not benefit from this scheme and many find walking very painful and exhausting. Large increases in speed bumps mean that car journeys are more painful for those with arthritic complaints. Increasing the number of cyclists requires a policy to ensure cyclists are aware of safety and are considerate to other road users. Fit & healthy people in London simply don't have time to walk everywhere, but do in fact lead less sedentary lives than those in the home counties who don't have access to the tube network and who rely on cars. In	3.7.3 We will introduce more street trees to improve the urban environment. The presence of more street trees will assist in slowing traffic, providing shade on pavements during hot weather and contribute to mitigating air pollution. Street trees also provide a form of separation between pedestrian and vehicular traffic, which ensures footways are more pleasant for pedestrians. These benefits will help to encourage a greater number of people to walk and will assist in reducing pedestrian casualties on the roads. 3.7.10 We will provide improved wayfinding street furniture, such as Legible London signage, to support walking, particularly for short distances, on high streets and near major trip generators. This should be complemented by removing obsolete street furniture to reduce clutter on pavements and footpaths.		Noted The points on footpaths in parks, cycling on footpaths and anti-social behaviour have been commented on previously. The point about flora and fauna is already contained within the draft Strategy in relation to street trees and is retained. Additional flora and fauna at specific locations is considered in relation to larger scheme designs where funding has been secured. In the responses received to the first consultation to develop the draft Walking Strategy, residents identified that poor wayfinding signage was a barrier to walking in the borough. New wayfinding signage is therefore necessary to support walking in combination with the removal of obsolete signage (3.7.10). Traffic calming measures such as speed bumps are used to reduce speed on roads in Brent that have high incidences of road traffic accidents, as part of the Borough's road safety

certain areas people are reluctant to walk for fear of anti social groups. Tackling this would be helpful, but increased surveillance is not a positive way to do so.			programme. This programme is approved and closely monitored by TfL to ensure that speed bumps are located at known accident sites and are not used unnecessarily in order to reduce discomfort for those travelling in cars with arthritic complaints.
74. It seems that the council is looking towards yet another mechanism to generate revenue from residents and business in addition to the council taxes			Disagree The Brent Walking Strategy is a policy for improving walking in the borough. Any costs linked to implementing the Strategy would be met from existing resources (both externally and internally). Should any additional funding requirement arise, then this would be subject to budget availability and ratification by Cabinet, before proceeding.
75. Missing actions: This needs to be communicated to all brent residence as not everyone have email or access to web or confidence to fill in online douments			Noted Paper copies of the consultation questionnaire and documents were available in the borough's libraries and sports centres providing those without internet access the opportunity to have their say.
76. Further comments: North wembley high street needs investment	3.4 A key issue raised in the engagement survey undertaken was the maintenance requirements for pavements, particularly on high streets. In certain circumstances, such as		Noted Walking specific locations for improvement have not been cited so as not to limit the opportunity for improving the whole network where opportunities present themselves. However, there will

	constrained urban town centres, it is not possible to install any additional pedestrian facilities. In these locations, the maximum utility must be obtained from the existing infrastructure, which requires an extensive maintenance regime. 4.6 Brent will work in partnership with third parties to identify, design and implement improved walking facilities, particularly in high streets and regeneration areas.		be a focus on high streets and regeneration areas where there is a high footfall (4.6). Also, while we agree that improvements are needed at particular locations, these are to be addressed through alternative schemes which will support walking Sites will be assessed on an individual basis. The Wembley Area Action Plan focuses on the strategy for growth and regeneration in Wembley.
77. Missing objective: Perhaps offer staff who complete visits, parking permits within the Civic Centre Parking area. This may offer a solution to the current issue for some staff that do require a car. As a resident of Wembley, all neighbours are fed up off with parking issues, especially during the day where residents themselves have no where to park. Parking restrictions MUST apply all over Brent. Not fair on residents to park miles away from their homes.			<u>Noted</u> Measures relating to parking enforcement are contained within the Council's Parking Strategy in line with a commitment in the LTTS.
78. Missing action: Improve Brent councils response to complaints relating to parking abuseand Blue badge abuse			<u>Noted</u> Measures relating to Blue Badge fraud and use are contained within the Council's Parking

			Strategy in line with a commitment in the LTTS.
79. Further comments: Giving my support and wish you the best in taking the plan forward and implementing			Noted
80. Missing objective: I think it would be better to focus on cycling instead of walking.	3.7.1 We will use a whole street approach to deliver better streets. Utilising TfL's healthy street indicators and ensuring the right balance between movement and place through TfL's Roads Task Force Street Types to deliver a wide range of economic, social, health and environmental benefits.		Noted The Walking Strategy will work alongside the Cycle Strategy in relation to point 3.7.1. To facilitate implementation of new cycling and walking schemes, the Walking and Cycle Strategies are separate policies but will work together to achieve the aims of the LTTS.
81. Missing objective/further comments: Who would disagree with any of the above? This is a pointless consultation. The 'actions' are full of jargon and difficult to understand.			Partially disagree Where phrases are not self-explanatory, such as 'annual scanner surveys' these will be explained in the body of the Strategy. For example, annual scanner surveys are surveys to determine the condition of pavements and roads.
82. Missing objective: Finish road work be check everytime and pass			Noted The comment is not clear as to the issue and cannot therefore be responded to.
83. Missing action/further comments: Provide places where young people could go. No (Caribbean people are being pushed out of Brent.)			Noted Provision of sports and active recreation facilities for young people are considered in the Planning for Sport and Active

			Recreation Facilities Strategy. Not enough explanation has been provided regarding the statement, 'Caribbean people are being pushed out of Brent'. Therefore, we are unable to provide a response to this.
84. Missing action: Urgent pedx crossing needed at M&S Salusbury Road	4.6 Brent will work in partnership with third parties to identify, design and implement improved walking facilities, particularly in high streets and regeneration areas.		Noted Walking specific locations for improvement have not been cited so as not to limit the opportunity for improving the whole network where opportunities present themselves. However, there will be a focus on high streets and regeneration areas where there is a high footfall (4.6). Also, while we agree that improvements are needed at particular locations, these are to be addressed through alternative schemes which will support walking Sites will be assessed on an individual basis.
85. My concern is that pedestrians are not gettng any priority. For example: '5.7.9 Continuing the Council's existing work, Brent will continue to support the improvement of cycle routes to encourage appropriate cycling behaviour including, improving public information on where cycling is permitted.' The			Noted Traffic islands can create 'pinch points' for cyclists and can be removed in accordance with London Cycling Design Standards. In order to ensure pedestrian safety and accessibility isn't compromised, road widths are usually narrowed. The addition of zebra

implementation of the cycle quietways and the works around Willesden Green station mean that traffic islands are being removed. I remember the campaigns to get some of these traffic islands installed. Traffic volumes will not have reduced since they were installed. This will mean crossing the road becomes more dangerous for pedestrians. We are told that they are being removed as cyclists don`t like traffic islands. Install zebra crossing or traffic lights instead and you will be helping pedestrians. Narrowing a road and removing traffic islands does not help pedestrians. Cycling features a lot in the walking strategy. But we have different needs. An Equality Impact Assesssment should be done on all traffic schemes. Pedestrians are often not very mobile and we should not be expected to be able to run across a road. And I don`t know how blind people or people with learning difficulties are mean to cope with floating bus stops, some of which are planned for Brent. And design schemes to take rain into account, too many dropped			crossings or traffic lights would be considered as part of new scheme designs that include the removal of traffic islands, and these crossings would adhere to highway design standards. Therefore, the needs of both pedestrians and cyclists would be considered and balanced in such schemes. A small number of actions to improve the provision of cycling facilities in Brent are present in the Walking Strategy as a means of discouraging cycling on footways, thereby improving pedestrian safety. All actions in the Walking Strategy are present to meet the needs of pedestrians and achieve the Strategy's objectives. An Equality Impact Assessment (EIA) will be carried out as part of the consultation to assess the effects the Strategy could have on different equality groups, and on cohesion and good relations. EIAs are also undertaken on all highway improvement design schemes to be implemented in the Borough. In order to prevent pedestrians,

kerbs have inadequate drainage and collect water.			particularly those with visual impairments and other disabilities, colliding with cyclists at floating bus stops, tactile paving and informal zebra crossings will be used in scheme designs, with humps by bus stops to encourage cyclists to reduce speeds and give pedestrians priority. New scheme designs will also follow guidance from the Brent Placemaking Guide as well as standard industry good practice in relation to the provision of appropriate drainage on dropped kerbs.
86. To facilitate walking the Council may wish to review planning policies to encourage mixed uses and a close relationship between living and working. Promoting enjoyment of walking is an effective way to bring about change. We note that the questionnaire refers to guide-led walks through parks. Promotion of the local historic environment, whether in terms of local townscape or significant individual heritage assets, can be used to enhance the experience			<u>Noted</u> Brent currently has five identified growth areas around the borough that provide a focus for increased employment, housing and population. These growth areas have been identified for their ability to concentrate sustainable development close to transport hubs, in order to reduce the need for private cars and enable more walking. Therefore, our planning policies will align with this principle to ensure a close relationship between living and working. The new Development

of walking as compared to other means of transport that are more divorced from the locality. We hope that you will consider opportunities to promote interest in the local historic environment as a strand of your walking strategy.			Management Policies provide further detail regarding this matter which is managed through Planning and detailed in the DMP. This requires implementation when applications are submitted. No further action is therefore needed in the Walking Strategy. The self-led walks on the Council's website make reference to places of local historic interest where relevant. In addition, the Council's Active Lifestyles team is currently reviewing its healthy walks programme with the intention of developing a revised programme as part of the Brent Physical Activity Strategy 2016-21. The importance of integrating the local historic environment into these walks has been noted.

Original	Amended
Brent Walking Strategy 2016-2021	Brent Walking Strategy 2017-2022
1.2 All journeys invariably start and end with walking. Therefore it is important that walking is considered a key part in encouraging more sustainable or active modes of travel, whether it is for part or all of the journey. Pavements and footpaths are essential to all and require no skills or equipment to use. With Brent's growing population, an increase in walking is essential to ensure other transport networks continue to function efficiently, as well as delivering public health improvements for Brent residents.	1.2 Most journeys start and end with walking. Therefore, it is important that walking is considered a key means of encouraging more sustainable or active modes of travel, whether it is for part or all of a journey. Pavements and footpaths are essential to all as they allow access to local places and create the street environments where daily life is played out. With Brent's growing population, an increase in walking is essential to ensure other transport networks continue to function efficiently, as well as delivering public health improvements for Brent residents.
1.3 Air pollution is a substantial environmental and public health issue for Brent and all of Greater London. Poor air quality can have a detrimental impact on quality of life, as well as physical and mental health. In some cases, it can even contribute to a shortening of life. Brent has implemented an Air Quality Management Area to confront this issue which covers most of the borough, including 12 wards in their entirety and along significant road corridors. Trips undertaken by walking instead of private vehicles or public transport reduce air pollution and deliver a wide range of personal health benefits. Walking in town centres also supports local businesses and jobs.	1.3 Air pollution is a substantial environmental and public health issue for Brent and all of Greater London. Poor air quality can have a detrimental impact on quality of life, as well as physical and mental health. In some cases, it can even contribute to a shortening of life. Brent has implemented an Air Quality Management Area (AQMA) to tackle this issue. An AQMA is any part of the borough in which it appears that air quality standards or objectives are not being met and this covers most of the borough, including 12 wards in their entirety and significant road corridors. Trips undertaken by walking instead of private vehicles reduces the number of car journeys and therefore lowers emissions of carbon dioxide. Public transport also assists to reduce both air and noise pollution and deliver a wide range of personal health benefits. Together these work to improve air quality and help to lower the causes of climate change. Walking in town centres also supports local businesses and jobs.
1.4 As with many other areas of the United Kingdom, Brent has been faced by looming public health challenges. Walking is a key component of Brent's approach to tackling these issues, particularly where they lead to long-term public health	1.4 As with many other areas of the United Kingdom, Brent has been faced by looming public health challenges. Walking is a key component of Brent's approach to tackling these issues, particularly where they lead to long-term public health

improvements and establishing active lifestyles for residents.	improvements and establish active lifestyles for residents.
1.5 The Walking Strategy has been developed as part of a suite of policy documents under the Brent Long Term Transport Strategy (LTTS). The Walking Strategy reflects the objectives of the LTTS and compliments the Physical Activity Strategy, along with the Brent Borough Plan and Mayor's Transport Strategy (MTS), as shown in **Error! Reference source not found. Error! Reference source not found.**. The actions arising out of the Walking Strategy therefore also reflect those outlined in the LTTS and the MTS.	1.5 The Walking Strategy has been developed as part of a suite of policy documents under the Brent Long Term Transport Strategy (LTTS). The Walking Strategy reflects the objectives of the LTTS and complements the Cycle Strategy, Physical Activity Strategy, Air Quality Strategy. These stem from the Brent Borough Plan and Mayor's Transport Strategy (MTS). The actions arising out of the Walking Strategy therefore also reflect those outlined in the LTTS and the MTS.
No equivalent in original version – paragraph added.	1.6 The careful design of Brent's streets within a wider public realm is essential to creating vibrant, safe and accessible places that encourage walking. To enhance the experience of walking in Brent, the Walking Strategy will work alongside the Brent Placemaking Guide and best practice industry standards of good urban design.
Figure 1	Figure 1 removed
1.6 The Walking Strategy has been developed following public and stakeholder engagement, which took place from August to October 2015. This was used to understand what issues Brent residents felt needed to be addressed to encourage more walking in the borough and suggestions on how they might be addressed.	1.7 The Walking Strategy has been developed following public and stakeholder engagement, which took place from August to October 2015. This was used to understand what issues Brent residents felt needed to be addressed to encourage more walking in the borough and suggestions on how they might be implemented. The vision, objectives and actions of the Walking Strategy were developed from this and consulted on between September and December 2016.
1.7 Responses to this engagement were monitored to ensure the diverse nature of Brent was fully represented within the results.	1.8 Responses to this engagement were monitored to ensure the diverse nature of Brent was represented within the results.
1.9 The Action Plan designed to help achieve the targets will be implemented by a variety of means, including the Local Implementation Plan, development contributions and funding	1.10 An Action Plan has been designed to help achieve the Strategy's targets and will be implemented by a variety of funding means, including the Local Implementation Plan,

available for specific schemes or programmes.	developer contributions and funding available for specific schemes or programmes.
1.11 To achieve this vision Brent Council has set the following objectives:	1.3 Brent Council is committed to achieving this vision through the following objectives:
1.4 **Objective 1: Provide a better environment and improve the experience of walking within the borough, ensuring it is fully accessible and inclusive for all**	1.4 **Objective 1: Provide a better environment and improve the experience of walking within the borough, ensuring it is accessible and inclusive for all**
1.4.1 Many respondents indicated that a key barrier to walking is a poor walking environment. Brent will build on its existing network and facilities in order to make walking a more attractive and practical option, especially in our town centres, retail parades and key routes from residential areas and stations. Brent is committed to encouraging more walking by improving the walking environment for the community	1.4.1 Many respondents indicated that a key barrier to walking is a poor walking environment. Brent will build on its existing network and facilities in order to make walking a more attractive and practical option, especially in our town centres, retail parades and key routes from residential areas and stations. Brent is committed to encouraging more walking by improving the walking environment for the community
3 Objective 1: Provide a better environment for pedestrians and improve the experience of walking within the borough, ensuring it is fully accessible and inclusive for all	**3 Objective 1: Provide a better environment for pedestrians and improve the experience of walking within the borough, ensuring it is accessible and inclusive for all**
1.1 In response to the engagement survey undertaken, the most common response was requesting better facilities for pedestrians. This includes poor quality or excessive street furniture, high vehicle speeds on local streets and insufficient lighting and footpaths through parks. It also encompasses utilising the latest technology and improved standards to provide the best possible facilities for walking in the borough. Examples include the use of pedestrian countdown signs at signalised crossings and new wayfinding street furniture, such as the Legible London system.	1.1 The engagement survey highlighted residents wanted better facilities for walking to become an attractive option for travel and recreation. Poor quality or excessive street furniture such as advertising boards outside businesses, high vehicle speeds on local streets and insufficient lighting and footpaths through parks were identified as specific barriers to walking.
1.2 These issues discourage people from walking in the borough	1.2 Such issues discourage people from walking in the borough

and represent a barrier to equality, given certain people, such as those with disabilities, older persons or parents with prams, can be disproportionately affected by poor walking environments including pavement surfaces, street clutter and insufficient crossing facilities.	and represent a barrier to equality, given certain people, such as those with disabilities, older persons or parents with prams, can be disproportionately affected by poor walking environments including pavement surfaces, street clutter and insufficient crossing facilities.
1.3 The survey also shows that Brent residents specifically want improved facilities to public transport stops and stations, in town centres and at shopping destinations, and on local streets. Improvements in these locations will also help to support ongoing regeneration, which is a key corporate priority for Brent Council.	1.3 The survey also shows that Brent residents specifically want improved facilities to public transport stops and stations, in town centres and at shopping destinations, as well as on local streets. Improvements in these locations will also help to support ongoing regeneration, which is a key corporate priority for Brent Council.
1.5 Uneven pavements and footpaths present trip hazards, which can be a safety risk and is a significant equality issue for several groups protected under the Equality Act (2010), including older persons, people with disabilities and parents with children. In recent years, due to substantial budget cuts, Brent Council has had to amend the way it identifies and prioritises pavement defects for repair. Currently 7.6% of the most used pavements are in need of substantial maintenance[1]. In 2015/16, Brent resurfaced approximately 6.89km of pavements, representing 0.81% of the total network. Brent is currently engaged in ongoing efforts to reduce the maintenance backlog on resurfacing of roads and pavements, but it is essential this is maintained into the future.	1.5 Uneven pavements and footpaths present trip hazards, which can be a safety risk and is a significant equality issue for several groups protected under the Equality Act (2010), including older persons, people with disabilities and parents with children. In recent years, due to substantial budget cuts, Brent Council has had to amend the way it identifies and prioritises pavement defects for repair. Currently, 27.0% of pavements in Brent are in need of structural maintenance[2]. In 2015/16, Brent resurfaced approximately 6.89km of pavements, representing 0.81% of the total network[3]. Brent is currently engaged in ongoing efforts to reduce the maintenance backlog on resurfacing of roads and pavements, but it is essential this is continued into the future.
1.5.1 We will use a whole street approach to deliver better streets. Utilising TfL's healthy street indicators and ensuring the right balance between movement and place through TfL's Roads Task Force Street Types to deliver a wide range of economic,	1.5.1 We will use a whole street approach to deliver better streets. Utilising Transport for London's (TfL's) healthy street indicators and ensuring the right balance between movement and place through TfL's Roads Task Force Street

[1] 'Report to Cabinet: Highways Capital Scheme Programme 2016-17', Brent Council (2016)

[2] National Performance Indicators (BV187)

[3] Report to Cabinet: 'Highways Capital Scheme Programme 2016-17', Brent Council (2016)

	social, health and environmental benefits.		Types[4] to deliver a wide range of economic, social, health and environmental benefits.
1.5.2	We will design to Living Streets principles when improving the highway network to better manage space, with particular consideration for younger and older persons.	1.5.2	We will design to Living Streets[5] principles when improving the highway network to better manage space, with particular consideration for younger and older persons, and those with disabilities.
1.5.3	We will introduce more street trees to improve the urban environment. The presence of more street trees will assist in slowing traffic, providing shade on pavements during hot weather and contribute to mitigating air pollution. Street trees also provide a form of separation between pedestrian and vehicular traffic, which ensures footways are more pleasant for pedestrians. These benefits will help to encourage a greater number of people to walk and will assist in reducing pedestrian casualties on the roads.	1.5.3	We will plant more street trees to improve the urban environment. The presence of more street trees will assist in slowing traffic, providing shade on pavements during hot weather and contribute to mitigating air pollution. Street trees also provide a form of separation between pedestrian and vehicular traffic, which ensures footways are more pleasant for pedestrians. These benefits may help to encourage a greater number of people to walk and should assist in reducing pedestrian casualties on the roads.
1.5.4	We will provide additional off-road footpaths where possible and providing there is a strong demand, particularly in parks, to provide safe, comfortable routes for walking.	1.5.4	We will provide additional safe and comfortable off-road footpaths, where possible, particularly in parks, as long as there is strong demand.
1.5.9	In areas of high pedestrian footfall, such as high streets or train stations, we will continue to support the introduction of pedestrian countdown signs as part of signal replacement schemes to support greater pedestrian safety and accessibility to these trip generators.	1.5.9	In areas of high pedestrian footfall, such as high streets and stations, we will continue to support the introduction of pedestrian countdown signs at crossings as part of signal replacement schemes to support greater pedestrian safety and accessibility.
1.5.10	We will provide improved wayfinding street furniture, such as Legible London signage, to support walking, particularly for short distances, on high streets and near major trip generators. This should be complemented by removing obsolete street	1.5.10	We will provide improved wayfinding street furniture, such as Legible London signage (an easy-to-use visual TfL signage system to help people find their way), to support walking, particularly for short distances, on high streets and near

[4] https://tfl.gov.uk/info-for/boroughs/street-types

[5] https://www.livingstreets.org.uk/

furniture to reduce clutter on pavements and footpaths.	major destinations. This should be complemented by removing obsolete street furniture to reduce clutter on pavements and footpaths.
1.5.12 As part of our Community Access Strategy, we will review communication of public reporting procedures for pavement and footpath defects to ensure defects can be reported more easily, particularly in hard-to-reach communities, which otherwise may not be reported.	Paragraph removed
1.6 Lack of physical activity is currently one of the biggest threats to health. Active travel is likely to be the main way many people meet their physical activity because it can be incorporated into their daily routine easily. It has been determined that the minimum physical activity requirement is thirty minutes per day, which can easily be achieved through a fifteen minute walk to and from public transport. The use of public transport has been associated with maintaining a healthy weight and weight loss because of the walking involved in using public transport.	1.2 Lack of physical activity is currently one of the biggest threats to health. Over half of Brent's adult population do not undertake sport or physical activity and a higher percentage of Brent's school children in reception and year 6 were obese when compared to the England average[6]. Active travel is likely to be the easiest and main way many that people can incorporate physical activity into their daily routine. It has been recommended that the minimum physical activity requirement is thirty minutes per day[7], which can easily be achieved through a fifteen minute walk to and from public transport. The use of public transport has been associated with maintaining a healthy weight and weight loss because of the walking involved getting to and from public transport stops.
1.3 By shifting shorter car journeys to other modes such as walking or cycling will increase physical activity. Walking is a particularly important activity as it is one that people are most likely to do consistently through their life and does not require purchasing of equipment to be able to do it.	1.3 Shifting shorter car journeys to other modes such as walking or cycling will also increase physical activity. Walking is a particularly important activity as it is one that most people are likely to do consistently.
1.5 Brent has released a Physical Activity Strategy for Brent, which	1.5 Brent has released a Physical Activity Strategy for the

[6] Brent Council Joint Strategic Needs Assessment: Overview Report 2015/16, https://www.brent.gov.uk/jsna
[7] Department for Health, 2011. Physical activity guidelines for Adults (19-64 years).

aims to increase physical activity and address the causes of obesity and inactivity. Walking is a key way of increasing this, and small behavioural changes, such as walking to or from a train or underground station can provide a step-change to more active lifestyles.	borough, which aims to increase physical activity and address the causes of obesity and inactivity. Walking is a key way of increasing this, and small behavioural changes, such as walking to or from a station or bus stop can provide a step-change to a more active lifestyle.
1.5.1 We will work with partners and user groups in ensuring specific destinations popular with residents and visitors are convenient and attractive to access and explore on foot.	1.5.4 We will work with partners and user groups to ensure specific destinations popular with residents and visitors are convenient and attractive to access and explore on foot.
1.1 In the past five years, the number of pedestrian casualties in Brent has been generally rising, as shown in **Error! Reference source not found.**. This is consistent with patterns seen across London, and is likely caused by an increase in total pedestrian numbers.	1.1 Between 2005 and 2015 the number of pedestrian casualties in Brent has fluctuated. The number of pedestrians receiving fatal injuries in collisions with vehicles has decreased slightly though still remains too high. These trends are being experienced across London[8] as well as nationally[9].
Figure 2	Figure 2 removed
1.2 Ultimately, Brent aims to achieve a zero pedestrian fatality rate by 2020 and a reduction of 15% on total casualties. At the same time, Brent aims to see an increase in pedestrian mode share from 29% of all trips in 2013/14 (London Travel Demand Survey, 2014) to 35% by 2021.	1.2 Ultimately, Brent aims to achieve zero pedestrian fatalities by 2021/22 and a reduction of 30% on the total number of casualties. At the same time, Brent aims to see an increase in pedestrian mode share from 27% of all trips in 2013/14-2015/16 to 30% by 2021/22.
1.3 It's widely accepted that as vehicle speed increases, so does the likelihood of a collision and the severity of injury. In order to improve safety for pedestrians and cyclists on local streets, Brent has been introducing local 20mph zones for over ten years. In order to further take advantage of the safety improvements of reducing speed limits, Brent will continue to support further introduction of 20mph zones, and we will develop a Speed Limit Strategy.	1.3 It is widely accepted that as vehicle speed increases, so does the likelihood of a collision and the severity of injury. In order to improve safety for pedestrians and cyclists on local streets, Brent has been introducing local 20mph zones for over ten years. In order to further take advantage of the safety improvements of reducing speed limits, Brent will continue to support introduction of 20mph zones throughout the borough.

[8] 'Collisions and casualties on London's roads: Annual report 2015', Transport for London (2016)

[9] 'Reported road casualties in Great Britain: 2015 annual report', Department for Transport (2016)

1.5 While cycling on the footway is unlawful, previous consultations undertaken by Brent in preparation of the Cycle Strategy found that many cyclists cycle on the footway because they don't feel safe on the carriageway. In addition to this, moving traffic offences such as this can only be enforced by the Metropolitan Police, therefore Brent's role is to make the roads safer for cyclists so they do not feel they must cycle on the footway.	1.6 While cycling on the pavement is unlawful, previous consultations undertaken by Brent in preparation of the Cycle Strategy found that many cyclists cycle on pavements because they do not feel safe on the road. Whilst moving traffic offences such as this can only be enforced by the Metropolitan Police, Brent's role is to make the roads safer for cyclists so they do not feel they must cycle on pavements.
1.6 Anti-social behaviour and fly-tipping are key equality issues for Brent. As a community, we continue to combat any form of harassment and intimidation. In addition to the impacts of anti-social behaviour, fly-tipping can impact the ability of older people, young children, parents with children or people with disabilities to walk in Brent. In the past, Brent Council has utilised Public Spaces Protection Orders to address localised anti-social behaviour issues in public areas, and we will continue to do so in future.	1.6 Anti-social behaviour and fly-tipping are key equality issues for Brent. As a community, we continue to combat any form of harassment and intimidation. In addition to the impacts of anti-social behaviour, fly-tipping can impact the ability of all to walk in Brent, particularly older people, young children, parents with children or people with disabilities. In the past, Brent Council has utilised Public Spaces Protection Orders to address localised anti-social behaviour issues in public areas, and we will continue to do so in future.
1.6.1 To reduce vehicular speeds and the risks to pedestrians and other road users, Brent will support the wider implementation of 20mph zones within its new speed limit strategy.	1.6.1 To reduce vehicular speeds and the risks to pedestrians and other road users, Brent will support the wider implementation of 20mph zones. This will be in accordance with current practice of assessment on a site by site basis.
1.6.3 We will promote a range of awareness training and safe behaviour offered by Brent Council. In addition to this, we will also continue to offer cycle training to children and adults in order to encourage cyclists to cycle only where cycling is permitted.	1.6.3 Continuing the Council's existing work, Brent will continue to support the improvement of cycle routes to encourage appropriate cycling behaviour including, the provision of public information on where cycling is permitted. In addition to this, we will also continue to offer cycle training to children and adults in order to encourage safe cycling where it is permitted.
1.6.4 Brent Council will raise the issue of harassment and public safety with the Metropolitan Police's Safer Neighbourhoods Team to ensure they are aware of resident's concerns and are taking appropriate action to address them.	1.6.4 Brent Council will raise the issue of harassment and public safety with the Metropolitan Police's Safer Neighbourhoods Team to ensure that they are aware of residents' concerns and are taking appropriate action to address them.

1.6.6 We will expand the implementation of City Safe Zones across the borough to provide safe spaces for when people feel threatened and improve perceptions of public safety on the street.	1.6.7 We will expand the implementation of City Safe Zones across the borough. These are identified places such as shops and community centres that provide a safe haven for anyone who feels in immediate danger. This scheme will help to improve perceptions of public safety on the street.
1.6.9 Continuing the Council's existing work, Brent will continue to support the improvement of cycle routes to encourage appropriate cycling behaviour including, improving public information on where cycling is permitted.	1.6.9 Continuing the Council's existing work, Brent will continue to support the improvement of cycle routes to encourage appropriate cycling behaviour including, improving the provision of public information on where cycling is permitted.
This table summarises actions that are designed to achieve the three objectives set out above.	This table summarises actions that are designed to achieve the three objectives set out in this Strategy.
We will establish a robust monitoring strategy. This will allow the success of Brent Walking Strategy to be measured, as well as identifying particular schemes or areas that show potential for future investment. It should be noted that measuring levels of walking is difficult as it is hard to consistently determine the start and end point of a walking trip as it is invariably used to complete part of a longer trip, i.e. walking to a bus stop. It is also costly to collect the data as it usually requires a face to face survey rather than by counter. As such much of the data used is derived from recent Census releases (2011) and TfL's annual 'Travel in London' reports.	1.7 To allow the success of the Brent Walking Strategy to be measured, we will establish a robust monitoring strategy as well as identifying particular schemes or areas that show potential for future investment. It should be noted that measuring levels of walking is difficult as it is hard to consistently determine the start and end point of a walking trip as walking is invariably used to complete part of a longer trip, i.e. walking to a bus stop. It is also costly to collect walking data as it usually requires face to face surveys rather than automatic counters. As such, much of the data used is derived from recent Census releases (2011) and TfL's annual 'Travel in London' reports.
The targets outlined will be monitored and reported to cabinet annually. The report will set out progress against the objectives and identify areas where either further work is needed or a different approach might be required to achieve the objective.	1.8 The targets outlined in Chapter 7 will be monitored and reported to Cabinet annually. This report will set out progress against the targets and identify areas where either further work is needed or a different approach might be required to achieve the target.
This strategy will be reviewed in its entirety every five years to enable	1.9 This strategy will be reviewed in its entirety every five years to

inclusion of new findings and research and issues that have come on-line since it was first produced. This will also provide an opportunity to examine the achievability of targets and review them if necessary.	enable inclusion of new findings and research, and any issues that have become apparent since it was first produced. This will also provide an opportunity to examine the achievability of targets and review them if necessary.

Appendix C: Numerical Survey Results

Numerical results of public consultation: 1st to 30th September 2016 and 11th November to 23rd December 2016

1. In your opinion, do you agree or disagree with the Walking Strategy Vision, as set out below?

Responses	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Make Brent a healthy, active and safe borough where walking is a practical and pleasant option for all	72.18%	21.05%	4.51%	0.75%	1.50%

2. In your opinion, do you agree or disagree with the three objectives, as set out below?

Responses	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
1. Provide a better environment and improve the experience of walking within the borough, ensuring it is fully accessible and inclusive for all	73.48%	21.21%	3.03%	1.52%	0.76%
2. Promote walking as a healthy and sustainable way to travel as well as to increase personal activity	68.18%	23.48%	5.30%	1.52%	1.52%
3. Improve the perceived and actual safety and security of pedestrians	75.76%	18.18%	4.55%	0.76%	0.76%

Question 3 was a textual question. The comments received to this question can be seen in Appendix B.

4. In your opinion, do you agree or disagree with the actions contained in the 'action plan', as set out below?

Responses	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
1. Investigate locations for additional new footpaths and prioritise for funding under Local Implementation Plan funding	44.70%	36.36%	12.12%	5.30%	1.52%
2. Introduce standard review of street environments to ensure	66.42%	31.34%	1.49%	0.75%	0.00%

high quality footways which are clear of obstructions and suitable for local pedestrian flows					
3. Support new developments to provide high quality pedestrian environments	52.63%	27.82%	17.29%	2.26%	0.00%
4. Increased enforcement of parking restrictions in response to footway parking	46.21%	20.45%	15.91%	10.61%	6.82%
5. Support the introduction of pedestrian countdown signs at signalised pedestrian crossings, particularly on high streets and at train stations	47.01%	36.57%	14.93%	0.75%	0.75%
6. Provide additional way-finding street furniture, such as Legible London signage	37.40%	40.46%	19.08%	3.05%	0.00%
7. Introduce a Lighting Plan for Brent	46.97%	33.33%	15.91%	3.79%	0.00%
8. Undertake annual scanner surveys to identify areas in need of maintenance and prioritise the most used pavements for maintenance	60.15%	30.08%	7.52%	2.26%	0.00%
9. Review communication of reporting procedures for pavement and footpath defects	59.85%	29.55%	9.85%	0.76%	0.00%
10. Increase the number of children walking to school	67.42%	23.48%	8.33%	0.76%	0.00%
11. Increase the number of Workplace Travel Plans	38.17%	30.53%	28.24%	3.05%	0.00%
12. Support the provision of programmes to get more residents walking and increase personal activity	52.34%	32.81%	11.72%	2.34%	0.78%
13. Engage with Brent Council service units to identify barriers to walking near Council buildings or services	35.88%	36.64%	25.19%	2.29%	0.00%
14. Develop Brent Speed Limit Policy to deliver more extensive 20mph zones for improved pedestrian and cyclist safety	45.45%	21.21%	18.18%	9.09%	6.06%
15. Continue to deliver road safety training programmes, such as adult and children's cycle training	50.75%	35.07%	11.94%	2.24%	0.00%
16. Ensure engagement with Brent Metropolitan Police Safer Neighbourhoods Teams on anti-social behaviour	58.46%	32.31%	6.92%	1.54%	0.77%

17. Use Council's communication channels to publicise harassment and intimidation as an anti-social behaviour issue in Brent	53.91%	32.03%	8.59%	3.91%	1.56%
18. Implement the City Safe Zones programme across Brent	35.38%	31.54%	31.54%	1.54%	0%
19. Utilise CCTV to improve surveillance on footways and footpaths with proven anti-social behaviour issues	56.39%	27.07%	11.28%	2.26%	3.01%
20. Deliver the Regent's Park to Gladstone Park Quietway to encourage cyclists to cycle on the carriageway	40.91%	31.82%	20.45%	3.79%	3.03%
21. Deliver other cycle routes identified in the Brent Cycling Strategy to discourage cycling on footways, subject to funding	47.37%	28.57%	15.79%	4.51%	3.76%
22. Ensure passive surveillance of any new footpaths provided as part of new development	39.53%	41.86%	15.50%	0.78%	2.33%

Questions 5 and 6 were textual questions. The comments received to these questions can be seen in Appendix B.

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Brent Walking Strategy

Department
Regeneration & Environment

Person Responsible
Monica Li

Created
21 February 2017

Next Review
March 2018

Screening Data

1. What are the objectives and expected outcomes of your proposal? Why is it needed? Make sure you highlight any proposed changes.

The Walking Strategy sets out Brent Council's visions for walking in the borough including a list of actions to enable Brent to achieve its objectives. It forms part of a package of strategies which supports the Brent Long Term Transport Strategy (LTTS) 2015-2035. The LTTS itself was developed to reflect the objectives set out in both the Borough Plan and the Mayor's Transport Strategy (MTS) and outlines Brent's intentions to provide a transport network which supports economic development and works to improve safety, accessibility and inclusivity in the borough whilst also mitigating, where possible, the negative impact of traffic growth.

The Mayor of London has recently published his long-term vision 'Healthy Streets for London' to encourage Londoners to walk more so Brent Council's Walking Strategy is particularly timely as it looks to take this on board.

Public and stakeholder engagement was undertaken to determine the issues that people faced when walking in Brent and what would encourage them to walk more. This led to the development of an overall vision for walking in the borough which is to *"Make Brent a healthy, active and safe borough where walking is a practical and pleasant option for all"*.

In order to achieve this vision the Walking Strategy contains three objectives:

1. Provide a better environment and improve the experience of walking within the borough, ensuring it is accessible and inclusive for all
2. Promote walking as a healthy and sustainable way to travel as well as to increase personal activity
3. Improve the perceived and actual safety and security of pedestrians

A strategy for walking is needed in Brent for a number of reasons:

- Continued population growth;
- Lower than average walking trip rates across all age groups;
- Numerous pedestrian accident hotspots across the borough;
- Existing deterrents or obstacles to walking;
- As a way of improving health and wellbeing; and
- Increasing road congestion and air pollution.

Brent's population grew from just over 311 thousand people in 2011 to over 324 thousand people in 2015 and is set to continue rising, reaching over 350 thousand people by 2022. This increase brings with it a number of challenges and will mean more pedestrians of all ages on Brent's streets.

The London Travel Demand Survey (LTDS), undertaken annually by Transport for London (TfL), shows that average walking trip rates in the borough are considerably lower than those of Outer London as a whole or Greater London. Brent residents undertake, on average, 0.49 walking trips per day compared to 0.59 walking trips by Outer London residents and 0.72 walking trips per day by Greater London residents. The average length of a walking trip per day for Brent residents is 0.3km; the fifth lowest of all London boroughs.

Children walk the most in Brent with those aged between five and 16 undertaking on average 0.72 walking trips per day. However this is still below the London average of 0.81 walking trips per day. In all other age categories, Brent residents walk considerably less than both London and Outer London residents (Table 1).

Table 1: Number of walk trips per person per day by age, three-year average, 2013/14 to 2015/16

	5-16 years	17-24 years	25-44 years	45-59 years	60-64 years	65+ years
Brent residents	0.72	0.4	0.57	0.5	0.45	0.47
Outer London residents	0.71	0.52	0.69	0.62	0.61	0.59
Greater London	0.81	0.85	0.65	0.88	0.94	1.05

Source: London Travel Demand Survey, Transport for London

Accident data highlights several pedestrian hot spots in the borough. Namely, the B4565 Wembley Hill Road and Empire Way, the A404 Wembley High Road and Harrow Road; Kingsbury roundabout; the A5 Cricklewood Broadway; and Harlesden High Street. The Walking Strategy should help in reducing pedestrian accidents at these and other locations in Brent.

There are many deterrents to walking ranging from street clutter (such as signs, guard rails and bollards), poor pavement condition and litter, to people's perceptions of safety. For some groups, such the disabled, the old, pregnant women and parents with young children, these issues may act as obstacles.

Brent, along with other local authorities, TfL and the Greater London Authority (GLA), see increasing walking as a key means of reducing congestion, improving lifestyles and reducing pollution. Over half of Brent's adult population do not undertake sport or physical activity and a higher percentage of Brent's school children in reception and year 6 were obese when compared to the England average highlighting the need to encourage more active lifestyles that include walking.

TfL's 'Travel in London' report estimates there to be on average over 90 thousand potentially walkable trips per day in Brent – the sixth highest of all London boroughs. This takes into account both current and potential trips and trip lengths suggesting that promotion of walking in Brent and improvements to aid walking could have a large impact.

Any new infrastructure provided as part of the Strategy will be in accordance with the latest relevant standards. Consultation and consideration or equality implications will be undertaken for each individual scheme which will address the particular impacts on people of affected protected characteristics, and responses will be considered as part of the scheme to be delivered. As yet, there is no evidence to suggest any of the proposals within the Walking Strategy will have an adverse impact on any of the equality groups listed.

Sources:

- ONS 2011 Census estimates
- ONS 2015 mid-year estimates
- GLA interim 2015-based housing linked population projections
- TfL London Travel Demand Survey (three year average 2013/14 to 2015/16)
- TfL accident data
- Brent Council Joint Strategic Needs Assessment: Overview Report 2015/16
- TfL Travel in London: Report 9 (2016)

2. Who is affected by the proposal? Consider residents, staff and external stakeholders.

The Walking Strategy will aim to enhance the pedestrian environment through the proposals contained within it and will have an effect on everyone who lives, works and/or studies in Brent as well as those who visit the borough or pass through it. It will also affect businesses that operate in Brent as well as neighbouring boroughs. It is specifically geared to reducing barriers to walking and to making walking a more appealing and pleasant alternative.

3.1. Could the proposal impact on people in different ways because of their equality characteristics?

- Yes

The Walking Strategy is a borough-wide strategy and will therefore impact everyone. However the Strategy will affect people in different ways because of their equality characteristics. For example, a person with visual impairment may benefit more from the removal of street clutter whereas a young woman may benefit more from a perceived safer walking environment.

If you answered 'Yes' please indicate which equality characteristic(s) are impacted

- Age
- Disability
- Pregnancy and maternity
- Race
- Sex

3.2. Could the proposal have a disproportionate impact on some equality groups?

- Yes

If you answered 'Yes', please indicate which equality characteristic(s) are disproportionately impacted

- Age
- Disability
- Pregnancy and maternity
- Race
- Sex

Although the Walking Strategy covers the whole of Brent, there will be targeted actions and anticipated benefits for the above identified equality characteristics. For example, young people are over represented in accidents involving pedestrians when compared to this age group only making up the Borough average of 11.3 per cent of Brent's population (at mid-year 2015). Therefore, any schemes which specifically address local safety issues will have a disproportionate impact for young people of this age.

3.3. Would the proposal change or remove services used by vulnerable groups of people?

- No

3.4. Does the proposal relate to an area with known inequalities?

- Yes

The Walking Strategy covers the whole of Brent where there is considerable variation in equality across the borough. Brent itself is made up of 21 wards and 173 LSOAs (Lower Super Output Areas).

The indices of deprivation 2015 are the official measure of relative deprivation in England and are determined on a LSOA basis. From this a local authority rank is calculated. The Index of Multiple Deprivation (IMD) combines all the indices of deprivation and is made up of seven measures. These are: income deprivation; employment deprivation; education, skills and training deprivation; health deprivation and disability; crime; barriers to housing and services; and the living environment.

Brent ranks 39th out of all English local authorities in terms of deprivation. Fourteen of Brent's LSOAs fall into the 10 per cent most deprived in England with six of these 14 found in Stonebridge ward (Brent's most deprived ward). Harlesden, Kilburn, and Willesden Green wards also contain LSOAs which are amongst the most deprived nationally. Only LSOAs in the north of the borough close to its border with Harrow and Barnet fare considerably better. No LSOAs in Brent are in the top 10 per cent least deprived nationally.

This indicates that the Walking Strategy relates to areas with known inequalities. The Strategy will benefit all LSOAs and wards in Brent.

3.5. Is the proposal likely to be sensitive or important for some people because of their equality characteristics?

- Yes

If you answered 'Yes', please indicate which equality characteristic(s) are impacted

- Age
- Disability
- Pregnancy and maternity
- Race
- Sex

The Walking Strategy is a borough-wide vision but is likely to be important for some people because of their equality characteristics. For example, older people who do not walk as much as they would like to because of a lack of rest places may find the Strategy important if it contains plans to introduce a number of new rest places in an area where they would walk.

3.6 Does the proposal relate to one of Brent's equality objectives?

- Yes

To ensure that local public services are responsive to different needs and treat users with dignity and respect.

Recommend this EA for Full Analysis?

Yes

Comments

A mixture of qualitative and quantitative data was used to inform this EA and the final draft strategy, including:

- Transport for London, (2015), *London Travel Demand Survey*
- Transport for London, (2016), *Travel in London Report 9*
- Transport for London, *Accident data*
- Office for National Statistics (2012), *2011 Census*
- Office for National Statistics, (2016), *2015 mid-year population estimates*
- Office for National Statistics, *Birth Summary Tables* 2013 to present
- Office for National Statistics, *Vital Statistics Tables* 1991 to 2012
- Greater London Authority, (2017), *Interim 2015-based housing-linked population projections*
- Brent Joint Strategic Needs Assessment Overview Report: 2015/16
- Brent Joint Strategic Needs Assessment Deprivation (2015) – presentation

Information which has been used in developing the Walking Strategy also includes:

- Brent Borough Plan 2015-2019
- Brent Long-Term Transport Strategy 2015-2035
- Mayor's Transport Strategy
- Outcomes of stakeholder and public engagement and consultation
- Internal conversations with the representatives of: Parking and Lighting; Housing; Highways and

Infrastructure; Safety and Travel Planning; and Public Health
- Information provided by WestTrans
- London Councils, (2012), *Review of the relevance of parking to the success of urban centres*
- Brent Council Joint Strategic Needs Assessment: Overview Report 2015/16
- Department for Health, (2011), *Physical activity guidelines for adults (19-64 years)*
- Transport for London, (2016), *Collisions and casualties on London's roads: Annual report 2015*
- Department for Transport, (2016), *Reported road casualties in Great Britain: 2015 annual report*

Rate this EA

N/A

Brent Walking Strategy

Department
Regeneration and Environment

Person Responsible
Monica Li

Created
21 February 2017

New Review
March 2017

Impact Assessment Data

5. What effects could your policy have on different equality groups and on cohesion and good relations?

5.1 Age (select all that apply)

- Positive

Overall Brent's population is projected to rise by 8.2 per cent to some 350,600 residents by 2022 from just over 324 thousand residents in 2015. This increase however is not projected to be uniform across all ages meaning that those age groups which will see the largest rises are more likely to benefit from any proposals introduced as part of the Walking Strategy.

The older age groups, namely those aged 55 and over, are projected to see the largest increases over the period 2015 to 2022; on average a 17.8 per cent rise per age group (age 55-64, age 65-74, and age 75 and over).

Young people are over represented in accidents involving pedestrians. In the 36 months to December 2015, 18.5 per cent of accidents to those whose age was known were to young people aged between 10 and 19 years. This compares to this age group only making up 11.3 per cent of Brent's population at mid-year 2015.

Children age 15 and under make up one fifth of Brent's population. Although the number of children of this age is projected to rise by nearly eight per cent between 2015 and 2022, the number as a proportion of Brent's overall population is projected to remain stable.

All schemes that form part of the Walking Strategy will be subject to an equality assessment which will identify any outstanding barriers for groups with protected characteristics and ways in which these can be addressed.

Sources:
- ONS 2015 mid-year estimates
- GLA interim 2015-based housing linked population projections
- TfL accident data

5.2 Disability (select all that apply)

- Positive

The 2011 Census revealed that 5.34 per cent of Brent's population classify themselves as in bad or very bad health. For nearly seven per cent of residents, their day to day activities are limited a lot because of a long-term illness.

At ward level there is considerable variation with 6.9 per cent of Stonebridge ward residents classifying themselves as being in bad or very bad health compared to Northwick Park ward where this falls to just four per cent. When it comes to limiting long-term illness, 8.4 per cent of Stonebridge ward residents stated that their day to day activities are limited a lot compared to 5.5 per cent of Queens Park residents.

This highlights that the areas of Brent which have higher numbers of residents in poor health or with a limiting long-term illness are more likely to benefit from proposals in the Walking Strategy aimed at improving accessibility to walking and the walking environment.

All schemes that form part of the Walking Strategy will be subject to an equality assessment which will identify any outstanding barriers for groups with protected characteristics and ways in which these can be addressed. In particular, the schemes will consider the impact on the large spectrum of physical and non-physical disabilities and long-term health conditions.

Sources:
- ONS Census 2011; Table KS301EW

5.3 Gender identity and expression (select all that apply)

- Neutral

The Walking Strategy does not contain any measures which appear to have an impact on the 'Gender identity and expression' protected characteristic. Notwithstanding this, consultation will be undertaken for each project to ensure this on a case-by-case basis.

5.4 Marriage and civil partnership (select all that apply)

- Neutral

The Walking Strategy does not contain any measures which appear to have an impact on the 'Marriage and civil partnership' protected characteristic. Notwithstanding this, consultation will be undertaken for each project to ensure this on a case-by-case basis.

5.5 Pregnancy and maternity (select all that apply)

- Positive

In 2015 there were over 5,200 live births in Brent equating to some four per cent of all live births in Greater London. Although births have fallen slightly in recent years, they are still over 33 per cent higher than in 2001 (just over 3,900).

This rise in the number of births to women resident in Brent means a higher number of pregnant women and parents with dependent children resident in the borough who would see a positive impact from the implementation of a walking strategy. In particular, removal of street clutter and a more pleasant walking environment would be a positive effect of the Strategy.

All schemes, including those which are not directly aimed at improving accessibility for people within the pregnancy and maternity protected characteristic, will be subject to an equality assessment which will identify any outstanding barriers and ways in which they can be addressed.

Sources:

- ONS Birth Summary Tables 2013 to present
- ONS Vital Statistics Tables 1991 to 2012

5.6 Race (select all that apply)

- Positive

Brent ranked as the second most diverse local authority in England & Wales in the most recent Census estimates using Simpson's Diversity Index. Dollis Hill ward in Brent ranked as the most diverse ward in England & Wales on the same basis with a further nine of Brent's wards featuring in the top 50 most diverse.

In the 2011 Census, 18.6 per cent of residents classified themselves as Asian/Asian British: Indian, 18.0 per cent as White: English/Welsh/Scottish/Northern Irish/British, and a further 14.3 per cent as White: Other White. It is projected that by 2022, these three ethnic groups will remain dominant in Brent but the largest increases are projected in the White: Other White, Asian/Asian British: Other Asian, and Arab groups; up 2.0 percentage points, 1.5 percentage points and 1.2 percentage points respectively when compared to 2011.

Data from the LTDS shows that Brent residents undertake considerably fewer walking trips on average per person per day than Outer London residents and Greater London residents regardless of ethnic group. Additionally, residents from mixed, other or Arab backgrounds undertake on average the most walking trips per person per day in both Greater London and Brent; 0.73 and 0.78 walking trips respectively. Given Brent's diversity, any measures to encourage walking would therefore be particularly positive for all ethnic groups but may disproportionately benefit those from mixed, other and Arab backgrounds who already walk more.

All schemes that form part of the Walking Strategy will be subject to an equality assessment which will identify any outstanding barriers and ways in which they can be addressed.

Sources:

- GLA Update CIS2012-04, 2011 Census Snapshot: Ethnic Diversity Indices
- GLA Update CIS2013-02, 201 Census Snapshot: Ethnic Diversity Indices for wards
- ONS Census 2011; Table KS201EW
- GLA 2015-round trend-based ethnic group population projections (long-term trend)
- TfL London Travel Demand Survey (three year average 2013/14 to 2015/16)

5.7 Religion or belief (select all that apply)

- Neutral

The Walking Strategy does not contain any measures which appear to have an impact on the 'Religion or belief' protected characteristic. Notwithstanding this, consultation will be undertaken for each project to ensure this on a case-by-case basis.

5.8 Sex (select all that apply)

- Positive

The LTDS shows that female residents in Brent undertake more walking trips per person per day than their male counterparts; 0.59 versus 0.40. This rises to 0.84 walking trips per person per day for females for those who work or

go to school in Brent and 0.61 for males. These are a three year average covering the period 2013/14 to 2015/16.

Any improvements to the walking environment are therefore likely to particularly benefit girls and women who make up a greater proportion of pedestrians to begin with.

All schemes that form part of the Walking Strategy will be subject to an equality assessment which will identify any outstanding barriers and ways in which they can be addressed.

Sources:

- TfL London Travel Demand Survey (three year average 2013/14 to 2015/16)

5.9 Sexual orientation (select all that apply)

- Neutral

The Walking Strategy does not contain any measures which appear to have an impact on the 'Sexual orientation' protected characteristic. Notwithstanding this, consultation will be undertaken for each project to ensure this on a case-by-case basis.

5.10 Other (Socio-economic characteristics)

- Positive

Levels of economic activity vary amongst Brent residents (in this instance those aged 16-74) from less than 62 per cent in Stonebridge ward to nearly 78 per cent in Queen's Park ward. This therefore indicates that over a third of Stonebridge ward residents are economically inactive. This includes those who are retired, studying, looking after the family or home as well as those who are sick or disabled. A strategy to encourage and improve walking conditions would particularly benefit these groups by improving accessibility to walking, and in some instances, employment opportunities.

Brent ranks 39th out of all English local authorities in terms of deprivation. Fourteen of Brent's LSOAs fall into the 10 per cent most deprived in England with six of these 14 found in Stonebridge ward (Brent's most deprived ward). Walking is a free activity which would be promoted through the Walking Strategy and could help those in more deprived areas access services in other parts of the borough.

There were over 9,700 lone parent households in Brent at the time of the last Census and in 46 per cent of these households, the lone parent was not in employment. Increased options for these families (and others) to safe and clutter free walking routes is beneficial for both adults and children in terms of health as well as for accessing opportunities to employment, education and other key services.

Sources:

- ONS Census 2011; Table KS601EW to KS603EW
- Brent Joint Strategic Needs Assessment Deprivation (2015) – presentation
- ONS Census 2011; Table KS107EW

6. Please provide a brief summary of any research or engagement initiatives that have been carried out to formulate your proposal.

What did you find out from consultation or data analysis?
Were the participants in any engagement initiatives representative of the people who will be affected by your proposal?
How did your findings and the wider evidence base inform the proposal?

Two sets of engagement/consultation events have been undertaken. The first public and stakeholder engagement was undertaken between August and October 2015, the results of which were used to shape the Walking Strategy. This engagement took the form of a questionnaire asking respondents a variety of questions on different aspects of walking. These included how frequently they walked by purpose, why they walk, the length of their walking trips, opinions on barriers to walking, what changes to the street environment would enable them to walk more and where improvements to walking infrastructure were needed. Key stakeholders were also written to as part of this engagement.

A second wave of consultation was undertaken between August and September 2016 and again between November and December 2016 on the draft Walking Strategy itself to give people the opportunity to comment on the objectives and actions proposed.

No one aged 15 or under completed the engagement questionnaire which is as expected. The older age groups were disproportionately represented in the responses received. In particular, for the first engagement exercise, over a quarter (25.7 per cent) of respondents were aged between 45 and 54 despite this age group only making up 16.1 per cent of Brent's actual population. For the second consultation, 25.6 per cent of respondents were aged between 55 and 64 compared to only 12.3 per cent of Brent's population. Those aged between 16 and 24 years were considerably underrepresented; on average 2.9 per cent of responses across both consultations compared to this age group accounting for 14.0 per cent of Brent's population.

When comparing the ethnicity of consultation respondents with Brent's residents, those of a White background (both White: English/Welsh/Scottish/Northern Irish/British and White: Irish (including traveler/gypsy) are considerably overrepresented; on average half of all respondents across the two consultations compared to only 22.1 per cent of

Brent residents. The same applies to those of a Bangladeshi background; on average 8.8 per cent of respondents over both consultations compared to only 0.6 per cent of Brent's population.

It is acknowledged that as a whole the responses received are not proportionally representative of the demographic make-up of Brent. However, responses were received from all ethnic group categories and all ages (with the exception of those age 15 and under) and from both genders. In this sense the consultations can be considered to represent Brent's make-up.

Individual schemes proposed as part of the Walking Strategy will be informed by additional consultation and engagement with under-represented groups who are known to undertake significantly lower than average walking journeys. Comments received are considered in deciding whether or not to implement schemes, with or without amendments. Any potential adverse impact on the community would be identified at the scheme development/pre-implementation stage.

Comments and feedback received during the two consultation phases has been taken into account when carrying out this EA and finalizing the Walking Strategy. All feedback has been noted and has either resulted in amendments to the Walking Strategy or acknowledgement accompanied by reasoning as to why the Strategy will not be modified.

Sources:

- ONS 2015 mid-year population estimates
- ONS Census 2011; Table KS201EW

7. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

- No

8. What actions will you take to enhance any potential positive impacts that you have identified?

Any schemes that come forward as part of the Walking Strategy will be in accordance with existing design standards which have been developed to meet the requirements of people with a range of disabilities (both physical and non-physical) and long-term health conditions, and include measures to improve accessibility.

The Mayor's 'Healthy Streets for London' vision and any associated documentation will also be taken into account to ensure that any potential positive impacts are enhanced.

Brent Council will continue to publicise improvements made to reduce or remove barriers to equality and will raise awareness of any outstanding equality issues within the community.

9. What actions will you take to remove or reduce any potential negative impacts that you have identified?

There are no negative impacts of the Walking Strategy identified by the equality analysis at this stage. However consultation will be undertaken for proposals on a case-by-case basis prior to implementation to ensure that any potential negative impacts are reduced or removed for all schemes.

10. Please explain the justification for any remaining negative impacts.

None of the actions listed within the Walking Strategy have any outstanding identified negative impacts.

Brent	**Cabinet** **24 April 2017** **Joint Report from the Strategic Directors of Regeneration & Environment and Community Wellbeing**
	Wards affected: All Wards
Enforcing Legislation Concerning Letting Agent's Redress Scheme	

1.0 Summary

1.1 The Redress Schemes for Lettings Agency Work and Property Management Work (Requirement to Belong to a Scheme etc) (England) Order 2014, (the Order) came into force on 1 October 2014. Subject to certain exemptions, it creates a legal requirement for lettings agents and property management businesses to join a Government approved scheme so that tenants or landlords in the private rented sector and leaseholders or freeholders dealing with residential property managers, can if required, complain to an independent person for the purposes of adjudication and/or reaching a settlement to any dispute.

1.2 Local Authorities are the 'enforcement authority' for this order and have a statutory duty to enforce it. A monetary penalty not exceeding £5,000 can be imposed by an enforcement authority against those breaching the requirements of the Order. It is proposed that Cabinet delegate enforcement of the Order to both the Council's Trading Standards and Private Housing Services and agree the value of the monetary penalty to be levied.

2.0 Recommendations

2.1 That Cabinet Members agree:

2.1.1 To the introduction of a penalty charge of £5k, reduced to £2.5k if paid within 14 days for the non-compliance of the Redress Schemes for Letting Agents and Property Management Work (Requirement to Belong to a Scheme etc) (England) Order 2014

2.1.2 Officers working in the Trading Standards Service, are delegated responsibility for the Council's statutory duty of enforcing the Redress Schemes for Lettings Agency Work and Property Management Work (Requirement to Belong to a Scheme etc) (England) Order 2014.

2.1.3 Officers working in Private Housing Services, are delegated responsibility for the Council's statutory duty of enforcing the Redress Schemes for Lettings Agency Work and Property Management Work (Requirement to Belong to a Scheme etc) (England) Order 2014.

2.1.4 Delegating authority to the Trading Standards Senior Regulatory Service Manager and any manger above this position, to review the value of any penalty charge imposed subject to any representations made by recipient as prescribed by the Order.

2.1.5 Delegating authority to the Head of Service, Private Housing Services and any manger above this position, to review the value of any penalty charge imposed subject to any representations made by recipient as prescribed by the Order.

2.1.6 Any monetary penalties received in connection with the Order be used by either of the two teams issuing the penalty charge to fund the costs of enforcing the Order.

3.0 Details

3.1 The Redress Schemes for Lettings Agency Work and Property Management Work (Requirement to Belong to a Scheme etc) (England) Order 2014, (the Order) came into force on 1 October 2014. Subject to certain exemptions, it creates a legal requirement for lettings agents and property management businesses to join a Government approved scheme so that tenants, landlords in the private rented sector and leaseholders or freeholders dealing with residential property managers, can if required, complain to an independent person for the purposes of adjudication and/or reaching a settlement to any dispute.

3.2 There are three Government approved schemes as follows:

1. Ombudsman Services Property
2. Property Redress Scheme
3. The Property Ombudsman

3.3 The schemes require a yearly membership fee to be paid to an approved scheme provider and cover breaches of letting agency codes of conduct such as:

- Ensuring transparency about fees for tenants
- Preventing false or misleading property descriptions
- Poor quality customer service
- Disputes surrounding refunds of deposits taken to reserve a property known as 'holding deposits'
- Not passing on tenants' rents to their landlord
- Infringement of consumer's legal rights and/or unfair treatment

3.4 Redress schemes typically require letting agencies to:

- Follow a strict code of practice
- Operate their own complaints procedure to be followed in the event of a dispute
- Cooperate with any investigation commenced by the Redress Scheme operator

3.5 Guidance for business affected by the Order was published by the Department for Communities and Local Government (DCLG) in 2014. Guidance for local authorities regarding the Order was published in March 2015. Links to these two sets of guidance can be found in Appendix 1.

3.6 This legislation followed the DCLG inquiry into the private rented sector which identified high levels of consumer detriment in respect of 'letting and property management businesses' trading practices. One recommendation resulting from the inquiry, was the requirement of such businesses to join a redress scheme seeking to improve overall standards.

3.7 This Order states it is the duty of every 'enforcement authority' to enforce the Order. The London Borough of Brent is an 'enforcement authority' for the purposes of the Act. This differs from much of the other legislation Trading Standards have the duty to enforce which specifically says it is the duty of every 'weights and measures authority to enforce……' (Trading Standards are a weights and measures authority). Instead, this Order provides the enforcement authority discretion as to who should enforce the legislation.

3.8 The London Borough of Brent provide the Trading Standards Service to the London Borough of Harrow on a joint consortium basis with Brent being the host authority. The Service has a 'Joint Advisory Board' (JAB) made up of members from both Brent and Harrow Council's. At the JAB meeting on 24 October 2016, a report was presented to members, concerning the letting agents redress scheme. Whilst members of the JAB do not hold any decision making powers, they supported the Trading Standards Service receiving the delegations as set out in paragraph 2.1.2 above.

3.9 The DCLG guidance for local authorities referred to in paragraph 3.5 above, states on page 53 that '…trading standards officers will be able to enforce the regulations and issue the penalty notices, as well as housing officers'.

3.10 The London Borough of Harrow has already delegated its Divisional Director authority to enforce the provisions of this Order following a Cabinet meeting on 19 November 2015 whereas the London Borough of Brent has yet to delegate the responsibility.

3.11 A survey was carried out by London Trading Standards in June 2016. 27 London Boroughs responded, of which 56% of the replies confirmed Trading Standards teams were enforcing the provisions of this Order. The remaining 44% were in the process of seeking the required authorisation.

3.12 Trading Standards records show 223 business premises categorised as estate or

letting agents in Brent. It is unlikely that the Order will apply to all of them but it will be applicable to most. The survey referred to above showed that London local authorities who had carried out proactive checks to gauge compliance with the Order found between 95-99% of businesses to be compliant.

3.13 To date, the Trading Standards Service have carried out advisory visits where necessary to businesses following an allegation that they are not complying with the Order. No formal action has been taken in the London Borough of Brent for noncompliance.

3.14 It is not intended for there to be any duplication of work between the Trading Standards and Housing teams should all recommendations set out in 2.1 be agreed. Instead, it is suggested that whichever team receives a complaint from a member of the public, would take the lead role in enforcing the provisions of this Order. This means that in circumstances where other offences may have been committed, the relevant department can conduct any investigation rather than having to refer the matter to another Council team. Each team will check with the other, before commencing any enforcement to avoid any repetition.

3.15 If evidence was discovered of any noncompliance after checking with redress scheme providers, the authority will allow one opportunity for an agent or property manager to join an approved redress scheme and will issue a letter of warning. If the agent or property manager does not follow this advice with 14 days of being contacted by the Council, then a 'Notice of Intent' to issue a monetary penalty will be issued, setting out the reasons and the penalty charge.

3.16 Following this Notice, the letting agent or property manager has 28 days to make written representations or objections to the authority as required by the Order. At this point, a decision is made as to whether to impose the penalty and a Final Notice is issued giving 28 days for payment to be made.

3.17 A lettings agent or property manage can lodge an appeal against the penalty to a Property Tribunal, within 28 days of the day on which the Final Notice was sent.

3.18 The Order provides powers that when the local authority is satisfied on the balance of probabilities that someone is engaged in letting or property management work and is required to be a member of a redress scheme, but has not joined such a scheme, that a monetary penalty can be imposed of up to £5k.

3.19 Whilst the enforcement authority has the discretion to determine the level of penalty, the DCLG guidance referred to in paragraph 3.5 above states, 'the expectation is that a £5k fine should be considered the norm and that a lower fine should only be charged if the enforcement authority is satisfied that there are extenuating circumstances'. The DCLG guidance suggests that extenuating circumstances might include when the fine would be disproportionate to the turnover of the business or lead to the company going out of business.

3.20 It is entirely up to the London Borough of Brent to agree its own level of charge considering the DCLG guidance. However, Cabinet Members may wish to know that the The London Borough of Harrow has agreed its monetary penalty at £5k offering a 50% reduction for early payment within 14 days, but only on the basis

there has been no previous penalty charge.

3.21 If this report was agreed, it is suggested that the London Borough of Harrow's approach appears to be a sensible incentive to encourage payment and the same penalty with an early payment discount should apply in the London Borough of Brent proving consistency to the Trading Standards Officers who may be issuing penalty charges as well as those subject to the terms of the Order.

3.22 If a lettings agent or property manager remains noncompliant with the Order and does not join a redress scheme following a penalty being imposed, then there is no limit to the number of penalties that could be issued should a breach continue.

4. Financial Implications

4.1 On the assumption that levels of compliance with the Order within our borough is generally good, it would be our intention to absorb routine advice regarding compliance with this Order within current staffing resources and existing budgetary provision. Where it is necessary to take formal action to enforce the requirements of the Order, a greater staffing resource will be needed which may result in staff being taken away from other duties.

4.2 Any penalty fines received as a result of formal action will be used to offset the overall cost of the enforcement activity for the team involved. On the basis that the maximum penalty of £5k is agreed, it is likely that this would cover the costs up to the point of issuing the penalty charge. It is possible that if businesses do not pay the penalty, steps will need to be taken to enforce the debt which will incur additional costs from the relevant team's budget. These will need assessing on a case by case basis.

4.3 Data obtained from the survey referenced in paragraph 3.11, showed that between October 2014 and June 2016, 49 penalty charge notices have been issued in London by Trading Standards, 39 of which were generated by two Boroughs alone. Despite this, it is expected that most businesses will choose to comply with the terms of the Order as the cost of membership is much lower than any penalty fine. Therefore, it is expected that any payments received from penalty notices, will be minimal.

5. Legal Implications

5.1 The Redress Schemes for Lettings Agency Work and Property Management Work (Requirement to Belong to a Scheme etc) (England) Order 2014 (SI 2014 No. 2359). The effect of this legislation is that as from 1 October 2014, it is a legal requirement for all letting agents and property managers in England to register with one of three Government-approved redress schemes. It is for local authorities to enforce these regulations.

5.2 This requirement means that the following groups of people would be able to complain to an independent person about the service they have received. These groups of people are: (1) Tenants and landlords with agents in the private rented sector and (2) Leaseholders and freeholders dealing with property managers in the residential sector.

5.3 The proposals put forward in this report are in line with the assertions contained in the DCLG 2015 guidance document entitled *" Improving the Private Rented Sector and Tackling Bad Practice: A Guide for Local Authorities".* The DCLG guidance document stated that both the Trading Standards and Private Housing Services departments of the local authority can enforce the 2014 Order.

5.4 In line with the Council's Constitution Cabinet approval is now sought for the proposed delegation arrangements as set out in section 2 this report. The proposals in this report have no identifiable negative legal implications.

6. Equality Implications

6.1 The proposals in this report have been screened to assess their relevance to equality and were found to have no equality implications.

7. Staffing Implications

7.1 There are no significant staffing implications arising from this report. Written procedures and notices will need drafting to enforce the provisions of this Order. Staff will need training in relation to these procedures but it is expected that this can be accommodated within existing staffing resource and there is a free training 'toolkit' available online to assist with this process.

8.0 Background Information

8.1 Any person wishing to obtain more information should contact Simon Legg, Senior Regulatory Service Manager, Regulatory Services, Brent Civic Centre, Engineers Way, Wembley Middlesex HA9 0FJ.

Contact Officers

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AMAR DAVE
Strategic Director Regeneration & Environment

APPENDIX 1

1) Department for Communities and Local Government Guidance for Letting Agents and Property Managers

   https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/361556/Lettings_Agents_and_Property_Managers_redress_scheme_leaflet.pdf

2) Department for Communities and Local Government Guidance for Local Authorities

   https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/412921/Improving_private_rented_sector.pdf

3) Trading Standards Joint Advisory Board Report dated 24 October 2016 regarding letting agents redress scheme

   http://democracy.brent.gov.uk/documents/s45296/Enforcement%20of%20Legislation%20on%20Lettings%20Agents%20Redress%20Scheme.pdf

4) London Borough of Harrow Cabinet Report dated 19 November 2015

   https://www.harrow.gov.uk/www2/documents/s131027/Legislation%20affecting%20Private%20Rented%20Sector%20-%20Main%20Report.pdf

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Brent	**Cabinet** **24 April 2017** **Report from the Strategic Director Regeneration and Environment**
	Wards Affected: All Wards

Highways Capital Scheme Programme 2017-18

1.0 Summary

1.1 In 2016/17 approximately £6.086 m will be spent improving the condition of Brent's highways, including resurfacing of 11 miles of road and reconstructing 6 miles of pavement. This equates to 3.6% of the road network and 1.1% of the pavements. This investment includes £5.185m of Brent capital (an initial allocation of £3.55m followed by additional £2m, with £365k of footway works held over to 17/18) and £901k of TfL capital funding for Principal (A road) maintenance.

1.2 During 2017/18 initially it is proposed to allocate £3.5m of Brent capital to maintain the highway network, plus £365k of footway works held over from 16/17, subject to approval of the Budget and Council Tax report to be submitted to Cabinet and Full Council in February 2017.

1.3 In addition to £3.5m of Brent capital in 2017/18, TfL have confirmed funding of £0.886m of Principal Road (A-road) improvements. This is slightly less than the 2016/17 Principal road programme value of £0.901 m.

1.4 This report sets out recommendations for how Brent's £3.5m capital budget should be allocated during 2017/18 through a prioritised programme of:

- Major and minor pavement reconstruction;
- Major Road resurfacing;
- Preventative maintenance;
- Improvements to the public realm, and
- Renewal of Road Markings

1.5 This programme will be delivered using Brent's Highway Asset Management Planning (HAMP) approach, which provides a systematic long term methodology for maintaining the borough's highways. The HAMP approach, which was started in 2014/15, will deliver better value for money through adoption of a sensible and forward thinking maintenance plan.

1.6 In line with public and member priorities further investment in the roads and pavement network will also be considered this year to improve our performance and reduce reliance

on reactive maintenance. Future proposals and priorities to cover a medium term (up to 5 years) approach will see more miles of road maintained each year and our customers will have greater visibility as to the relative status of their roads.

1.7 Investment is aimed to address the following; achieving greater equality in condition between footways and carriageways; accommodating members' requests for regenerating High Streets by giving them greater priority, so improving their look and feel; and replacing slabs with asphalt when doing full footway renewals.

2.0 Recommendations

2.1 That the Committee notes the proposed highways maintenance programme for 2017-18 as detailed in Appendix B.

2.2 That any changes to this and future highways capital programmes, are approved by the Strategic Director of Regeneration & Environment in consultation with the Cabinet Member for Environment.

3.0 Last Year's Highways Maintenance Investment 2016/17

3.1 Brent's annual highways maintenance investment programme consists of Brent capital funding, which is used to fund the roads maintenance programme for local roads; capital funding provided by Transport for London, which is used to deliver principal (strategic) road maintenance

3.2 By 31 March 2017, approximately £6.086m will have been spent on maintaining Brent's highway infrastructure funded through £5.55m of Brent capital, and £0.901 million of principal road maintenance investment, with £365k of footway works held over to 17/18. Appendix A provides details of the works delivered, which will result in (amongst other things):

- 11 miles of roads being resurfaced; and
- 6 miles of footways being reconstructed.

3.3 Members will recall that as part of the additional £2m highways investment approved at the May 2016 Cabinet, it was resolved that the default surfacing material for footway reconstruction is now asphalt rather than slab paving, with concrete block paving used at vehicle crossings and street corners. By using asphalt, we are able to make our limited resources stretch further, meaning more pavements can be repaired, making the borough a safer, more accessible place to live. Whilst 12 out of 15 footway reconstruction schemes on the original have been successfully completed , delays in order to consider representations from residents about the programme have meant that three schemes have been held over to the 2017 /18. It is proposed that the remaining 2016/17 funding is carried over to 2017/18 and these schemes (Medway Gardens, Manor House Drive and Grosvenor Gardens) are carried out using this remaining funding and any 2017/18 funding required to complete the schemes.

3.4 Members will recall that Brent entered into an 8 year contract on 1st April 2013 to provide a range of highway services, including planned and reactive maintenance works. Our provider for highways maintenance services was procured through the London Highways Alliance Contract (LoHAC).

4.0 Managing Highways Assets

4.1 Highway infrastructure is the most visible, well-used and valuable physical asset owned by the Council. Brent's highways assets include:

- 505 km (315 miles) of roads;
- 847 km (529 miles) of pavements;
- 53 bridges and structures;
- 24,500 road gullies;
- 10,000 street trees; and
- 22,848 street lights and other illuminated street furniture.

The value of this asset is estimated at around £3.8 bn

4.2 The table below sets out the condition of Brent's roads by indicating the percentage of each length of road type where maintenance should be considered.

	% of roads where maintenance should be considered		
Year	**A class roads**	**B and C class roads**	**Unclassified roads**
2008/2009	8%	9%	23%
2009/2010	11%	9%	23%
2010/2011	9%	7%	27%
2011/2012	9%	6%	26%
2012/2013	8%	9%	20%
2013/2014	13%	11%	21%
2014/2015	16%	16%	21%
2015/2016	6%	10%	21%
2016/2017	6%	5%	24%

4.3 Unclassified roads make up 80% of all borough roads and currently 24% of Brent's unclassified roads are in need of substantial maintenance. Classified roads are in a better condition. Latest condition surveys also indicate 49% of the all pavements are in need of substantial maintenance. There are a number of factors affecting the deterioration of roads and pavements, and it is impossible to disaggregate the various effects

4.4 As time goes on roads that are currently in good condition will deteriorate, just like any physical asset such as a house or a vehicle. To keep on top of the deterioration of our asset we must invest continually in maintenance.

4.5 Up until 2014/15 Brent adopted a "worst-first" approach to highways asset management. We identified the worst condition roads and developed one year programmes of road resurfacing and reconstruction.

4.6 To improve the way we maintain our highways, the council adopted the Highway Asset Management Plan (HAMP) in February 2014. The HAMP sets out a strategy based on the need to repair our assets on a regular basis, before they fail, so as to extend their lifespans and reduce higher long term repair costs, and provide the best value for money to local people

4.7 The strategy initially involves introducing a programme of major resurfacing works along with preventative maintenance, which will take the form of thin surface repairs to seal roads against water ingress and improve their anti-skid properties.

4.8 During 2017/18 it is expected that this ongoing work will produce a programme of works priorities to cover the medium term up to 5 years from 2017/18. Proposals arising from this work for priority schemes and budget allocations for 2017/18 and future years will be submitted to a later meeting of the Cabinet. This will be the next step in long-term programme development for which a 10 year programme period is recommended to maximise the benefits. This is an aspiration that we will continue to work towards.

4.9 During 2016/17 we have assessed the network to determine the current condition both for roads and pavements. We have then taken account of a range of factors to define relative priorities for maintenance. We have used a scoring system to identify roads and pavements suitable for various maintenance treatments that assessed the following:

- Network Condition - condition-based on outcomes of annual condition surveys and inspection programmes;
- Network hierarchy and traffic usage, including proximity of local schools / colleges;
- Risk - Level of risk in terms of numbers of accident claims, historic pothole repair records and/or collision history; and
- Value for Money - The cost effectiveness of preserving roads that have not yet fully deteriorated and fixing those which have.

4.10 Preventative maintenance is appropriate where the deterioration in the surface (as measured highway condition survey data) by has not yet resulted in a problems with the underlying structure of the road. Similarly, major resurfacing is required when deterioration has progressed further and so more extensive (and more expensive) repairs are necessary

4.11 We continue to take account of councillor nominations for road maintenance and, where a number of schemes attract the same or similar scores, we prioritise councillor nominated schemes earlier in our proposed maintenance programmes. We may also deviate from priority order where, for instance, a section of road in relatively good condition may be resurfaced if it is on a street where the rest of the road needs maintenance and it would be illogical, or impractical, not to resurface the whole street.

4.12 As a result of member feedback from business, we are now prioritising our High Streets to assist regeneration by improving the look and feel of the environment.

4.13 Part of the £2m additional funding approved at the May 2016 Cabinet was to procure a highway asset management (AM) tool. Increased level of investment to maintain the highway network is one step forward in delivering an asset management approach; and the next step is being more efficient in how and where the investment is spent. To enable this, we had to be more intelligent with our decision making. This requires confidence in our information and the ability to analyse it, including budget vs condition level modelling scenarios.

4.14 The AM tool uses the Council's Survey data to produce scenario-based asset management programmes both on an annual basis and for the long term (5, 10, 15 etc. year programmes) It can:

1. Calculate Asset Condition vs Budget scenario-based programmes taking into account the deterioration of the asset
2. Calculate road and footway condition at the end of a projected term.

3. Calculate the budget required to achieve a given target of road and footway condition at the end of a projected term, taking into account the deterioration of the asset

It can also produce annual road and footway maintenance programmes, including suggested treatments, for defined budgets to give optimum condition, taking into account deterioration of asset. Officers have used this function of the AM tool to draw up the flowing programme elements

- Major resurfacing of B, C and unclassified roads;
- Preventative maintenance of unclassified roads
- Major footway reconstruction

4.15 In previous years the approach was to split the unclassified carriageway resurfacing budget in the ratio 30:70 between the preventative maintenance and major resurfacing treatments. This year budgets have not been ring-fenced in that way, as the AM tool produces maintenance programmes within the overall budget, including suggested treatments, to give optimum condition

4.16 Investment is aimed also to address the following; achieving greater equality in condition between footways and carriageways; addressing localised conditions in an area patching programme to extend the life of roads; accommodating members' requests for regenerating High Streets by giving them greater priority, improving their look and feel; and replacing slabs with asphalt when doing full footway reconstructions.

5.0 Highways Investment During 2017/18

5.1 Carriageway Resurfacing

5.1.1 The 2017/18 carriageway maintenance programme is shown in Appendix B, and in map form in Appendix D. Appendix E illustrates the location of principal and other classified roads within Brent for information. Roads have been prioritised from the results of an independent network condition survey, with input from local engineering staff, who assess the road against the wide range of factors noted above.

5.1.3 In summary the proposed carriageway resurfacing programme of £1.1m includes:

- £0.950m to improve the condition of the borough roads (i.e. B, C and Unclassified roads) divided between major resurfacing and preventative maintenance schemes (see Appendix B for list of streets that have been selected):
- £0.150m to resurface short sections of road (300m or less) that have deteriorated and are in need of resurfacing, but where the whole street is generally in good repair;

5.1.5 Each year Brent is provided with an allocation from TfL to renew principal (A class) roads in the Borough. This programme of works is developed through an assessment of need taken from the most recent condition surveys provided by, and reviewed by, TfL. A draft programme for principal road renewals is contained in Appendix B.

5.1.6 TfL have allocated "A" road funding of £0.886m to Brent for 2017/18. TfL requests that Boroughs include an additional 25% to their provisional allocation (which was £0.900m) to enable them to put forward one or more reserve schemes. This provides an opportunity for additional schemes to be delivered each year if additional funding becomes available. This "reserve" bid adds a further £0.225m (approx.) to the provisional programme value to make a total A Road bid value of £1.125m. Members should note that reserve scheme funding relies on TfL funding availability and is not guaranteed.

5.1.7 It is proposed to utilise up to £5,000 of capital funding for carriageway resurfacing to undertake asset condition surveys during 2017/18. These surveys will assist to prepare a long term asset management programme and confirm future year's capital programmes.

5.2 Footway Repairs

5.2.1 The latest survey of the condition of the borough pavements indicates that overall 49% are in need of maintenance

5.2.3 In previous years, the funding split in the main Highways Capital Scheme Programme between roads and pavements was roughly 50:50. Given the disparity in the overall condition between roads and pavements (pavements being in worse condition) one of the objectives of the 2016/17 £2m additional Highways Investment Programme, was achieving greater equality in condition between roads and footways. Therefore the split was altered to 65:35 in favour of pavements, and this overall ratio has been kept for the 2017/18 programme. In future, in order to best achieve the desired levels of service, further refinement using the Brent Asset Management Tool will allow better analysis of data and consequent optimisation of funding allocation, and hence the split will change over time. Appendix B contains details of the footways which have been prioritised for improvement.

5.2.4 Given the priorities evidenced by the Horizons information, this year we will be carrying out preventative maintenance to pavements already surfaced in asphalt. This will help improve the overall condition of the pavements and is evidence that we will maintain pavements once they have been converted to asphalt.

5.2.5 As we did in the 2016/17 programme, it is proposed to set aside £50,000 to systematically replace slabs across vehicle crossings with concrete or asphalt, reducing the amount of cracked and broken slabs requiring repair. We would aim to do whole streets at a time. At some point in the past, it appears the practice in Brent was that vehicle crossings were built with two materials. The front section (nearest the kerb) was of tarmac / concrete construction. At the back, the footway slabs carried on over the vehicle crossing. The advantage of this was that the footway was continuous for the full length of the street and not interrupted (visually) by vehicle crossings. The disadvantage of this is that cars are driving over slabs. In the past when cars where smaller and lighter, this may not have been a problem. However, now we are finding that slabs are damaged on a regular basis which creates hazards for pedestrians and is a drain on revenue maintenance budgets.

5.2.6 Similarly to the issues with short sections of road that are in poor condition, short lengths of footway that are in poor condition can cost a significant amount in reactive maintenance repairs, as well as being a cause of accident claims. It is therefore proposed to invest £150k of this year's overall budget to resurface short sections of footway.

5.2.7 It is proposed to utilise up to £25,000 of capital funding for footway improvements to undertake asset condition surveys during 2015/16. These surveys will be used to confirm future year's capital programmes.

5.3 Reducing the risk of flooding in Brent

5.3.1 Gully cleaning is prioritised to prevent local flooding, with both scheduled and reactive gully cleansing activities taking place. There are approximately 20674 road gullies in the borough. These are cleaned as part of a cyclic maintenance programme procured through the London Highways Alliance Contract (LoHAC). The cleaning cycle includes:

- High-priority (regularly blocking) gullies cleaned every six months;
- 1,300 medium-priority gullies cleaned each year; and
- 14,100 gullies cleaned every eighteen months as part of a rolling programme.

5.3.2 The cleansing frequencies depend on the likelihood of gullies filling up with silt. Monitoring of the contractor's performance continues and the contractor has remained on programme. On-site monitoring of cleansing indicates that last year's improvement in the quality of cleansing has been maintained with monitoring scores of 100% (i.e. all gullies are being cleaned well). Hard to reach gullies (i.e. where there are parked cars over them, or on busy corners) are subject to repeat attendance until cleaned; if necessary other measures (e.g. suspending parking bays) will be considered where necessary.

5.3.3 Gullies are also cleaned on a reactive basis in response to reports from members of the public or Councillors of blocked gullies.

5.3.4 In the future, once the existing regime has yielded as much as it can it terms of cleansing, it will be made more efficient. Measurements of silt levels are being taken when gullies are cleaned and will indicate whether the existing cleansing frequency is too great or too little. The regime can then be redesigned to be more efficient so that the silt level doesn't become unacceptably high and block the gully.

5.3.5 Small scale schemes are implemented to address localised flooding problems such as broken gullies or gully pipes, or localised gully capacity problems. Larger scale capacity problems are within the remit of Thames Water who are responsible for the main drainage system. Whilst maintenance helps, rainfall which is more intense than the capacity of the network can cope with will still result in localised flooding, which will nevertheless dissipate away down the drains given time

5.3.6 We are anticipating similar funding from Defra for flood risk management as was received in 2016/17 which translates into a revenue budget of £127k. This will be used for alleviating flooding in the borough and for improvements/upgrades to existing highway drainage as per the following proposed works programme:

Flood Management Scheme	**Proposed works**	**Cost Estimate**
Various locations in highway	Installation of Land Drainage	£10K
Barham Park		£20K
Silk Stream (Barnet agreement)	Trash screen cleaning at A5 Hendon	£15K
Tramway Ditch, Stag Lane, NW 9	Inspect and clear watercourses	£1K
Northwick Park, Kenton		£8K
Various location	Installation of new gullies to prevent flooding	£25K
Reactive gully cleaning and various works undertaken through maintenance programme	Clean and repair gullies, replace missing covers, CCTV survey	£47K
LoDEG	Drainage Engineering Group Subscription	£1k
	Total	£127K

5.4 Investing in Public Realm

5.4.1 The Public Realm programme involves three areas of highways capital programme investment:

a. Works to strengthen and protect footways and soft verges;

b. Works to improve areas of “marginal” land that are part of the public highway but are not footways, verges or carriageways; and.
c. Works to reinstate abandoned tree pits.

It is proposed to allocate £125k of the 2017/18 capital budget to these areas of work.

5.5 Improving Brent’s bridges and structures

5.5.1 The Council are responsible for 67 highway structures, including 52 bridges and 13 culverts. The majority of bridges are small structures spanning brooks. Funding for bridge maintenance is allocated by Transport for London on a regional priority basis. The London Bridge Engineering Group is currently reviewing the pan-London programme and funding will be confirmed towards the end of this financial year.

5.5.2 Although funding has not been confirmed, the Structure Programme 2017/18 bid Total is £345k, made up for bids as follows:

North End Road (B62) Bridge Strengthening	£250k
Princess Frederica School Wall feasibility	£45k
Twybridge Way N (B49 & B50) Bridge Strengthening	£275k
Load assessments depending on results of 16/17 PI results	

5.6 Renewal of Road markings

5.6.1 In recent years up until 2015/16 there was no funding allocated for the systematic renewal of road markings. Consequently many road markings had faded beyond the point we would wish them to; those road markings which had faded more than 30% and which are deemed high priority are renewed under the LoHAC contract. However, following on from the practice started in 2015/16 officers recommend the continuation of a £50,000 annual renewal programme. This programme will continue to concentrate on the renewal of those markings most in need of attention (e.g. on main roads and at junctions) before in subsequent years establishing a borough-wide schedule of road marking restoration.

5.6.2 Renewal of those road markings which are required for enforcement are managed by the Parking & Lighting Service.

6.0 Financial Implications

6.1 The table below summarises the proposed allocation of Brent capital funding for highways maintenance during 2017-18:

Schemes	**% of cway & fway Capital Budget**	**Amount (£ 000’s)**
BRENT CAPITAL – 2016/17 Footways		
Funding brought forward, due to delays in footway scheme implementation		**365**
BRENT CAPITAL – 2017/18 Footways		
Major footway reconstruction		1825
Crossover conversion		50
Footway upgrades – short sections		150
Improvements to the public realm		125
Sub-total 2017/18	**65%**	**2150**

BRENT CAPITAL – 2017/18 Carriageways		
Major resurfacing of B, C unclassified roads; Preventative maintenance unclassified roads		950
Road resurfacing – short sections		150
Renewal of Road Markings		50
Sub-total 2017/18	**35%**	**1150**
Highway Structures		**200**
2017/18 Sub Total Brent Capital		**3500**
2017/18 TfL Funding for Principal Roads*		**886**
TOTAL 2017/18 HIGHWAY MAINTENANCE PROGRAMME		**4386**

***value could increase if TfL agree to deliver reserve schemes.*

6.2 The provisional allocation for 2017/18 assumes the same division of funding.

6.3 It is proposed to utilise up to £5k of carriageway maintenance allocation and £25k of footway allocation to undertake condition surveys during 2016/17. These surveys will assist preparation of a long term asset management programme.

6.4 Flood risk management expenditure is within the ENS revenue budget and as such is not reflected in the capital programme of works. The DEFRA flood grant was incorporated into the ENS revenue base a number of years ago and the grant taken centrally. As such all required expenditure will be contained within the revenue budget.

6.5 A bid for capital funding will be submitted to the London Bridge Engineering Group of the as detailed in section 5.5 Notification on the progress of the bid is due to be received towards the end of this financial year. The 2017/18 capital programme does not include any funding from this source. TfL allocates funds purely for assessments, strengthening, etc. Funding for general and principal inspections needs to be sourced from elsewhere.

6.7 The HAMP approach to provide a systematic long term methodology for maintaining the borough's highways will continue to be furthered during 2017/18. Future proposals and priorities to cover a medium term (up to 5 years) approach to budget allocations will be developed as part of this process. As such proposals for further priorities will be submitted to a later meeting of the Cabinet for consideration.

7.0 Legal Implications

7.1 The Highways Act 1980 places a duty on the council to maintain the public highway under section 41. Breach of this duty can render the council liable to pay compensation if anyone is injured as a result of failure to maintain it. There is also a general power under section 62 to improve highways.

8.0 Diversity Implications

8.1 The proposals in this report have been subject to screening there are considered to be no diversity implications that require full assessment. The works proposed under the highways main programme do not have different outcomes for people in terms of race, gender, age, sexuality or belief.

8.2 In addition, the design criteria used in all highway work does take note of the special requirements of various disabilities. These will take the form of levels and grades associated with wheelchair users, for example road crossing points, and for partially sighted / blind persons at crossing facilities. The highway standards employed are

nationally recognised by such bodies as the Department for Transport. This programme of works continues the upgrade of disabled crossing facilities at junctions which were not constructed to modern day standards. All new junctions are designed to be compliant at the time of construction.

8.3 Strengthened areas of footway are far less susceptible to damage and will therefore aid the movement of pedestrians that may find it difficult to walk on uneven pavements.

8.4 We make sure accessibility ramps are provided to aid wheelchair users and those with prams. We make sure high visibility barriers and tapping rails are provided to allow those with visual impairments to negotiate the works as they are in progress

8.5 We make sure of the visibility of the required signage, also where temporary work is being carried out.

8.6 We monitor of the quality of the work to ensure that the finished surface is to specification and does not form a mobility hindrance; and that signage and road markings are correctly provided as aid to movement.

Background Papers

None

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AMAR DAVE
Strategic Director Regeneration and Environment

APPENDIX A

Unclassified Roads Resurfaced during 2016/17

Unclassified Roads Resurfaced (£1217k)	Length (m)	Ward
Limesdale Gardens	345	QBY
Park Chase	410	TOK
Vivian Avenue (Chalfont Avenue to Monks Park)	228	TOK
Verney Street	305	WHP
Elspeth Road	95	WEM
Barnhill Road (section near Waterside Close)	60	BAR
Canterbury Terrace	120	KIL
Wycombe Road	140	ALP
Bathurst Gardens (property no 2 to Wrottedley Road)	510	KGN
Buck Lane (Hay Lane to Highfield Avenue)	287	FRY
Winchelsea Road (Knatchbull Road to Farm Road)	206	STN
Brownlow Road	290	HAR
Melrose Avenue	899	DNL
Eton Avenue (Charterhouse Avenue to Repton Avenue)	230	SUD
Oakdale Avenue	160	KEN
Maybank Avenue (Greenbank Avenue to Harrow Road)	365	SUD
Langler Road	225	QPK
Sudbury Hill Close	255	NPK
Warfield Road	90	QPK
Burrows Road	312	QPK
Fairlight Avenue (Minet Avenue to Acton Lane)	95	HAR
Geary Road (Cullingworth Road to Park Avenue North)	271	DNL
Mostyn Avenue	263	TOK
Ballards Road	306	DOL
Mordaunt Road	245	STN
Mostyn Gardens	132	QPK
Perrin Road	135	NPK
Buckingham Road	292	KGN
West Way	321	WHP
Ebrington Road	380	KEN
Athlon Road	254	ALP
Fawood Avenue (Brentfield Road to Marshall Street)	191	STN
Cumberland Road	101	QBY
Hazeldean Road	192	STN
Total km	**8.71**	
Miles	**5.44**	

Preventative Maintenance during 2016-17

Preventative Maintenance (£761k)	Length (m)	Ward
Wakemans Hill Avenue	603	FRY
The Croft	260	SUD
Village Way	420	WHP
Napier Road	227	WEM
Chaplin Road (Belton Road to Villiers Road)	171	WLG
Grendon Gardens	375	BAR
Lewgars Avenue	250	FRY
North Way	362	QBY
Aboyne Road (Neasden Lane to Annesley Close)	85	WHP
Bryan Avenue (Donnington Road to Rowdon Avenue)	290	BPK
Copland Avenue	200	SUD
Copland Close	49	SUD
Lancaster Road	245	DNL
Windermere Avenue (Ennerdale Gardens to Coniston Gardens)	298	PRE
Kinch Grove	125	BAR
Lyon Park Avenue (Woodstock Road to property no 196/198)	266	WEM
The Crossways	350	BAR
All Souls Avenue (Bathurst Gardens to Herbert Gardens)	312	BPK
Dobree Avenue	342	BPK
Gardiner Avenue	130	MAP
Minet Gardens	64	HAR
Priory Gardens	275	NPK
Total km	**5.70**	
Miles	**3.56**	

Non-Principal Classified B&C Roads Resurfaced during 2016/17

Carriageway Resurfacing (£281k)	Length (m)	Ward
Stag Lane (Roe Green to Princes Avenue)	514	QBY/FRY
Neasden Lane (Lansdowne Grove to High Road Willesden)	751	WHP/DNL
Roe Green	514	FRY
Total km	**1.78**	
Miles	**1.11**	

Short Sections Resurfaced during 2016/17

Short Sections Carriageway Resurfaced (£150k)	Length (m)	Ward
Gervase Close	117	BAR
Ilex Road (Roundwood Road to no 15)	185	DNL
Northwick Hospital (Exit Road)	65	NPK
Alverstone Road	249	BAR
Wood Close	103	WHP
Linden Avenue (Dagmar Gardens to Station Terrace)	82	QPK
Wood Lane (Blair Avenue to Glenwood Avenue)	148	WHP
Woodhill Cresent (Donnington Avenue to Southwell Road)	101	KEN
Total km	**1.05**	
Miles	**0.66**	

Principal A Roads Resurfaced during 2016/17

Principal (A Road) Maintenance Programme (£901k)	Length (m)	Ward
A404 Manor Park Road (Craven Park Road to Crownhill Road - also 400mts of footway resurfacing completed)	200	HAR
A4005 Ealing Road (Carlyon Road to Alperton Lane)	255	ALP
A404 High Street Harlesden (Furness Road to 139)	360	KGN
A4003 Willesden Lane (Walm Lane to Sidmouth Road)	230	WLG
Total km	**1.045**	
Miles	**0.65**	

Major Footway Reconstruction completed in 2016/17

Major Footway Reconstruction (£2153k)	Length (m)	Ward
Regal Way (Westward Way to Shaftesbury Avenue)	958	KEN
Chandos Road	460	DNL
Townsend Lane (Kingsbury Road to Kingsmead Avenue)	1572	FRY
Elthorne Road	610	WHP/FRY
Mallard Way	744	WHP
Chalfont Avenue (Oakington Manon Drive to Brent Way)	162	TOK
Geary Road (Cullingworth Road to Park Avenue North)	542	DNL
Mostyn Avenue	652	TOK
Woodcock Hill (Kenton Road to Dovedale Avenue)	958	KEN
Princes Avenue (Berkeley Road to Honeypot Lane)	490	QBY
High Road Willesden (Walm Lane to Huddlestone Road)	854	MAP
Tokyngton Avenue (Northchurch Road to Elsley Primary School)	430	TOK
Total km	**8.43**	
Miles	**5.27**	

Short Sections of Footway Resurfacing completed in 2016/17

Short Sections Footway Resurfaced (£150k)	Length (m)	Ward
Park Parade	155	KGN
High Road Wembley	144	WEM
Wood Close	223	WHP
Empire Way	96	TOK
Egerton Road	34	ALP
Total km	**0.65**	
Miles	**0.41**	

APPENDIX B

Highways Maintenance Programme 2017/18

Non-Principal B&C, Unclassified Borough Roads - Major and Preventative Maintenance Programmes 2017-18

Resurfacing Programme	Length (m)	Estimated Cost (£k)	Treatment	Ward
Dollis Hill Avenue (A5 to 26, 46 to 86 and 117 to Parkside)	678	134	Major	DOL
Furness Road (Wrottesley Road to High Street Harlesden)	315	70	Preventative	KGN
Dicey Avenue	245	33	Preventative	MAP
Salmon Street (from 159-199 only side area off main road)	239	24	Preventative	FRY
Chartley Avenue	322	57	Major	DNL
Mayfields Close	167	17	Major	BAR
Stanley Avenue	415	95	Major	ALP
Chaplin Road (Harrow Road to Width Restriction)	495	89	Major	SUD
Shaftesbury Avenue (Westward Way to end near schools)	570	93	Preventative	KEN
Chamberlayne Road (Okehampton Road to 187)	177	83	B&C	BPK/QPK
Beaumont Avenue (Sudbury Avenue to 46)	355	40	Major	SUD
Dewsbury Road (Cullingworth Road to Hamilton Road)	245	44	Major	DNL
Highfield Avenue	376	64	Preventative	FRY
Richmond Avenue	40	10	Major	WLG
Waylett Place	74	9	Preventative	SUD
Burnley Road (Hamilton Road to 37)	218	30	Major	DNL
Lansdowne Grove	155	27	Major	WHP
Parkfield Road	159	31	Major	WLG
Total km	**5.25**	**950**		
Miles	**3.28**			
Total Area m2	**40,280**			
Reserve Schemes	***Length (m)***	***Estimated Cost (£k)***	***Treatment***	***Ward***
Blenheim Gardens	*388*	*46*	*Major*	*PRE*
Danethorpe Road	*244*	*26*	*Major*	*WEM*
Drayton Road	*429*	*79*	*Major*	*HAR/ KGN*
Fawcett Road (Fortunegate Road to St Marys Road)	*108*	*14*	*Preventative*	*HAR*
Torbay Road	*312*	*49*	*Major*	*KIL*
Cumberland Avenue	*525*	*145*	*Major*	*STN*

Total km	***2.01***	***359***		
Miles	***1.25***			
Total Area m2	***14,314***			

Major resurfacing of short sections 2017/18

Short Sections of Carriageway Resurfacing	Length (m)	Estimated Cost (£k)	Treatment	Ward
Sites to be prioritised in-year	TBD	**150**		-

Renewal of Road Markings 2017-18

Renewal of Road Markings	Length (m)	Estimated Cost (£k)	Treatment	Ward
Sites to be prioritised in-year	TBD	**50**		-

Principal (A Road) Maintenance Programme 2017/18 - funded by TfL £0.886m

Principal (A Road) Maintenance Programme	Length (m)	Estimated Cost (£k)	Treatment	Ward
A5 Edgware Road (Bus Garage to Gladstone Park Gdns)	230	97	Major	DOL
A4005 Bridgewater Rd j/w Whitton Avenue East	285	188	Major	ALP
A4089 Ealing Road (High Road to Lyon Park Avenue)	400	191	Major	WEM
A407 Walm Lane (Stanley Gardens to Melrose Avenue)	200	78	Major	MAP
A404 Harrow Road (Monks Park to A406)	160	129	Major	TOK
A5 Edgware Road (Dollis Hill Lane to Geron Way)	225	75	Major	DOL
A404 High Road Wembley (Ealing Road to Napier Rd)	190	128	Major	WEM
Total km	**1.69**			
Miles	**1.05**			

Note: programme identified through the results of a London-wide SCANNER survey and to be funded by TfL. All schemes are subject to co-ordination with internal and external agencies.

Major Footway Reconstruction 2017/18

Major Footway Reconstruction	Length (m)	Estimated Cost (£k)	Treatment	Ward
2016/17 Footways Carried Forward to 2017/18				
Manor House Drive	976	215	Asphalt/Brick	BPK
Medway Gardens	810	155	Asphalt/Brick	SUD
Grosvenor Gardens	270	71	Asphalt/Brick	MAP
Total km	**2.06**	**441**		
Miles	**1.29**			
Total Area m2	**5,089**			
Footway Reconstruction Programme 2017/18				
High Road Willesden (Huddlestone Road to Strode Road)	912	295	Paving	WGN
Dawpool Road	914	221	Asphalt/Brick	DOL
Dicey Avenue	490	148	Asphalt/Brick	MAP
Harrow Road (Victoria Avenue to Monks Park north east side only)	308	118	Asphalt	TOK
Harvist Road (Salusbury Road to Kingswood Avenue)	368	123	Paving	QPK
Fryent Way (Footway north east side of open space)	1065	83	Asphalt	FRY
Fairway Avenue	888	215	Asphalt/Brick	QBY
Woodgrange Avenue	794	232	Asphalt/Brick	KEN
Stilecroft Gardens	472	83	Asphalt	SUD
Langham Gardens	502	104	Asphalt	NPK
Greystone Gardens	572	127	Asphalt	KEN
Funding to complete 2016/17 Footways (Tokyngton Avenue from Northchurch Avenue to Elsley Primary School completed in 2016/17 as a reserve scheme)		76		
Maintenance to Vehicle Crossings		50		
Total km	**7.29**	**1875**		
Miles	**4.55**			
Total Area m2	**18,974**			
Reserve Schemes	***Length (m)***	***Estimated Cost (£k)***	***Treatment***	***Ward***
Rugby Road	*584*	*135*	Asphalt/Brick	QBY
Park Court	*70*	*15*	Asphalt/Brick	*TOK*
Beechcroft Gardens	*966*	*253*	Asphalt/Brick	*PRE*
Ladore Gardens	*642*	*133*	Asphalt	*FRY*
Total km	***2.26***	***536***		

Miles	***1.41***			
Total Area m2	***5,671***			

All schemes subject to co-ordination with internal and external agencies.

Other footway improvements 2017/18

Footway Short-section Improvements	Length (m)	Estimated Cost (£k)	Treatment	Ward
Sites to be prioritised in-year	TBD	**150**		-

Public Realm improvements 2017/18

Public Realm Improvements	Length (m)	Estimated Cost (£k)	Treatment	Ward
Sites to be prioritised in-year	TBD	**125**		-

APPENDIX C

WARD ABBREVIATIONS

WARD	ABBREVIATION
- ALPERTON	ALP
- BARNHILL	BAR
- BRONDESBURY PARK	BPK
- DOLLIS HILL	DOL
- DUDDEN HILL	DNL
- FRYENT	FRY
- HARLESDEN	HAR
- KENSAL GREEN	KGN
- KENTON	KEN
- KILBURN	KIL
- MAPESBURY	MAP
- NORTHWICK PARK	NPK
- PRESTON	PRE
- QUEENS PARK	QPK
- QUEENSBURY	QBY
- STONEBRIDGE	STN
- SUDBURY	SUD
- TOKYNGTON	TOK
- WEMBLEY CENTRAL	WEM
- WELSH HARP	WHP
WILLESDEN GREEN	WLG

APPENDIX D

MAP OF PROPOSED CARRIAGEWAY AND FOOTWAY RESURFACING PROGRAMME 2016-17

SEE ATTACHMENT

APPENDIX E

MAP OF PRINCIPAL AND OTHER CLASSIFIED ROAD NETWORK IN BRENT

SEE ATTACHMENT

LONDON BOROUGH OF BRENT

HIGHWAYS MAINTENANCE PROGRAMME 2017/18

2017/18 Footway

2017/18 Carriageway

WARD BOUNDARY

QUEENSBURY
KENTON
FRYENT
BARNHILL
WELSH HARP
PRESTON
NORTHWICK PARK
TOKYNGTON
DOLLIS HILL
SUDBURY
DUDDEN HILL
WEMBLEY CENTRAL
MAPESBURY
WILLESDEN GREEN
BRONDESBURY PARK
HARLESDEN
STONEBRIDGE
ALPERTON
KENSAL GREEN
QUEENS PARK
KILBURN

Harrow L.B.
Barnet L.B.
Ealing L.B.
Camden L.B.
Hammersmith & Fulham L.B.
Kensington & Chelsea L.B.
Westminster L.B.

Eton Grove Open Space
Roe Green Park
Woodcock Park
Fryent Way Open Space
Church Lane Recreation Ground
Barn Hill Open Space
Northwick Park Hospital
Pavilion
Northwick Park
Preston Park
Forty Farm Sports Ground
Town Hall
Vale Farm Sports Ground
Sports Centre
Fantasy Island
Wembley FC
King Edward V11 Park
Barham Park
Wembley Stadium Stn.
Sherrans Farm Open space
Tesco
Grant Park
Ikea
LTE Neasden Depot
Gladstone Park
Dudden Hill House
Roundwood Park
Willesden General Hospital
Willesden Sports Centre
Willesden Lane Cemetery
Queens Park
One Tree Hill Rec. Ground
Alperton Sports Ground
Capitol Business Centre
Heinz
Grand Union Industrial Estate
Townsend Industrial Estate
United Biscuits
Guinness
Park Royal
Cumberland Business Park
AMC Business Centre
Central Middlesex Hospital
Royal London Industrial Estate
Felnex Industrial Estate
Hanover West Industrial Estate
Container Depot
Capitol Industrial Park
Yeoman Place
Bowmans Trading Estate
Kingsbury Hospital
Nowden Recreation Ground
Roundwood Park
Willesden Green Station
Dollis Hill Stn.
Wembley Stadium Stn.
Sudbury Town Stn.
Sudbury Hill Harrow Rd Stn.
Northwick Park Stn.
Preston Road Stn.
Kingsbury Stn.
Queensbury Stn.
Kilburn Stn.
Brondesbury Stn.
Brondesbury Park Stn.
Kilburn High Road Stn.
Kensal Rise Stn.
Queens Park Stn.
Harlesden Stn.
Stonebridge Park Station
Wembley Central Stn.
Hanger Lane Stn.
Metropolitan
Jubilee
Bakerloo
Piccadilly
Central
Overground
Silver Jubilee Park
Grand Union Canal
Wembley Brook
Stonebridge Depot LTE
Cobbold Est
Cemetery
Magnificent Cinema
Cygnus Business Centre
Dudden Hill Lane
Pumping Station
Dollis Hill House
Stadium
Sch
BR
A40
WESTERN AVENUE

† PLACE OF WORSHIP
Sch SCHOOL
FS FIRE STATION
PS POLICE STATION
LC LAW COURT
L LIBRARY
M MUSEUM

N

Brent

0 1 2 MILES 3 MILES

0 1 2 3 KILOMETRES

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LONDON BOROUGH OF BRENT

Principal & Non Principal Classified Roads in Brent

- Borough Boundary
- Principal Roads
- Non Principal Classified Roads
- A406 NCR^

* *All non coloured roads are Non Principal Unclassified roads*

^ *Maintained by the Highways Agency*

Appendix 8

PARKS AND OPEN SPACES

†	PLACE OF WORSHIP
Sch	SCHOOL
FS	FIRE STATION
PS	POLICE STATION
LC	LAW COURT
L	LIBRARY
M	MUSEUM

Brent

0 1 2 3 MILES

0 1 2 3 KILOMETRES

Brent	**Cabinet** **24 April 2017** **Report from the Strategic Director of Regeneration & Environment**
	Wards Affected: Kilburn, Queens Park

Authority to enter into a Joint Venture Vehicle to bring about the comprehensive development of the Cullen House & Falcon P.H. site in South Kilburn Regeneration Programme Area

Appendix 2 is Not for Publication

1.0 Summary

1.1 This report sets out the detail of a proposal to enter into Heads of Terms with the landowner/developer of the Falcon Public House, London & Newcastle Capital Limited, (**LN**), or a member of its group, in order to proceed with the establishment of a Joint Venture Vehicle to bring forward the comprehensive redevelopment of the Cullen House & Falcon P.H. development site.

1.2 This development will involve the demolition of Keniston Press, Premier House, Cullen House and the Falcon public house and the closure of the spur road), together defined as **("Site 18"),** please see (**Appendix 1**); which is a site that forms part of Phase 2b of the, South Kilburn Regeneration Programme.

2.0 Recommendations

2.1 Subject to 2.2 below, to approve the creation and for Brent Council to enter into a joint venture vehicle to bring forward the comprehensive redevelopment of Site 18 through the formation of a Joint Venture Vehicle (JV) as a Limited Liability Partnership (LLP) with London & Newcastle Capital Limited**,** or a member of its group as approved by the Council (LN) (as the landowner of the Falcon Public House)**;**

2.2 Delegate authority to the Strategic Director of Regeneration and Environment in consultation with the Lead Member Regeneration, Growth, Employment and Skills, to agree terms for creation and entry into a joint venture based on the draft Heads of Terms at (**Appendix 2).**

2.3 To note the intention to engage Londonewcastle as Development Manager to the JV on terms to be agreed and as approved by the Board of the JV when established

2.4 Reconfirm that the development of Site 18 is a key component of the overall South Kilburn Regeneration Masterplan which seeks to bring forward a comprehensive redevelopment of South Kilburn providing new homes and significant social and economic benefits to the area through the regeneration process;

2.5 Confirm that the primary purpose of the Council's participation in the JV is the pursuit of socio-economic objectives which are more particularly described in paragraph 3.7 below and are in, overall terms, non-commercial.

3.0 Detail

3.1 Site 18 is a consented scheme and a vital part of the South Kilburn Regeneration Programme currently sitting within Phase 2b. The redevelopment consists of the closure of Salusbury Road Car Park, demolition of the adjoining buildings comprising Keniston Press, Premier House, Cullen House and the Falcon public house and the closure of the spur road, with subsequent redevelopment of 137 new high quality homes of which 39 affordable rent for social rent for existing secure tenants of South Kilburn, along with new public space, 1270 sqm of commercial space, 959 sqm of office space and a new signalled junction at Kilburn Lane, as shown edged red on the Plan at (**Appendix 1**). Development of Site 18 has been in abeyance since 2012 when HS2 safeguarded the site for a vent shaft and ATS. This HS2 safeguarding is now removed enabling development to proceed.

3.2 Site 18 is predominantly in the ownership of Brent Council with only the TfL Offices (Premier House) and the Falcon PH (recently purchased by Londonewcastle (QP2) LLP), that sit outside the Council's ownership.

3.3 By way of background, LN is the developer partner for the private homes at Queens Park Place, opposite Site 18, and have ensured the delivery of high quality private homes which have generated overage payable to the Council in addition to the land sale.

3.4 Since purchasing the Falcon P.H., LN has approached the Council and suggested that it would like to deliver the proposed development of Site 18 with the Council.

3.5 For a number of months officers from the Estate Regeneration Team and a core group of officers from other departments have been working through technical aspects and undertaking various financial checks and other due diligence action in order to explore this approach to delivery of a joint venture (JV) scheme and also to ensure the Council is acting properly and that this proposition would be to the Council's financial advantage .Therefore should

the Council have the desire to take on the risk of acting as a developer and taking a scheme to full build, then working alongside a known and respected private developer would seem a good entry point. Furthermore establishing a partnership through a JV will have significant advantages to the Council and in particular for South Kilburn and should generate a higher level of financial return which can be reinvested in the wider South Kilburn regeneration programme to achieve the Council's social and economic objectives for the area.

3.6 Delivering this scheme with LN via a JV is considered to be the preferred approach to deliver this particular scheme as they already own part of the proposed development site and are therefore the obvious partners should the Council decide to want to bring forward its own scheme. The Estates Regeneration Team has worked successfully with LN on the Queens Park Place scheme and are of the view that LN can add significant private sector expertise to this scheme, due in part to their detailed knowledge of the local market but also their understanding of the private residential market as a whole. This would therefore help to de-risk the proposal for the Council as it would be partnering up with a known entity who has successfully worked with the council on a similar development scheme.

Objectives of the JV

3.7 The Council's stated objectives for participation in the JV and the overall aim for the wider South Kilburn Programme (**SKRP**) are contained within the South Kilburn Masterplan Review 2016 (Final Proposal Highlights December 2016) document and the Regeneris Report (Section 5 Assessment of Impact document) and may be summarised as follows:

- The Council have described the overall aim of the SKRP as being:-

  "*to transform the area into a sustainable and mixed neighbourhood and create a real sense of place and belonging*"

- The current stated objectives, aims and outcomes for the SKRP include the following:

  (a) "*to provide high quality homes with values driven by market sales in order to maintain the viability of the Regeneration Programme in the long term, and to achieve a substantial improvement in the living conditions of existing South Kilburn secure Council tenants*";

  (b) "*to deliver 2400 new high quality homes of which 1200 are available for existing secure tenants of South Kilburn, facilities for primary age provision, a new estate wide energy solution, new retail facilities, an enhanced and improved public realm and a new health centre*";

(c) "*to implement a number of open and green spaces that vary in scale and character to create a greener and more sustainable South Kilburn*";

(d) "*to continue to rebalance the existing housing stock across the area to transform the area into a sustainable and mixed neighbourhood*";

(e) "*to create a real sense of place and belonging by meeting needs of the existing residents but also creating sustainability for generations to come*"; and

(f) "*working with our developers and contractors to look at offering employment and training opportunities for local residents when sites are brought forward for development*"

- The current stated objectives for participation in the JV and the development of site 18 itself include the following:-

(a) "***directly supporting up to 360 construction years of employment***". *This is described as being a "**benefit to the local area**" (due to a high number of unemployed residents seeking employment within the construction sector) and as contributing to the Council's "**strategic objectives of improving access to employment opportunities for residents***" ;

(b) "*helping the Council to achieve its objectives of improving the quality of the housing stock in the South Kilburn area*";

(c) "*helping to deliver a step **change in local quality of life**, raising aspirations and reducing levels of disparity*

Form of JV

3.8 The Council's legal advisors, Pinsent Masons, have reviewed the applicable legislative provisions and the Council's objectives for the scheme (specifically those set out in the South Kilburn Master Plan Review 2016 and section 5 (reference case of the full development of site 18) of the Regeneris Report) and has confirmed that the Council has the requisite power to establish and participate in a JV with LN. The preferred option would be for the corporate JV to be established as a Limited Liability Partnership (LLP) rather than a company limited by shares. The Council has the requisite power to establish the JV as an LLP on the basis that there are reasonable grounds to support the case that the primary purpose of the Council's participation in the LLP is the pursuit of socio-economic objectives which are, in overall terms, non-commercial.

Heads of Terms for the JV

3.9 Officers have been in discussions with LN and attached as (**Appendix 2**) are draft Heads of Terms reflecting discussions to date. These set out the funding, budget and governance arrangements of the proposed JV. The Heads of Terms will also contain provision for the JV Board to appoint Londonewcastle as development manager for the scheme and to act as advisers to the JV Board. The Council will have a similar role to Londonewcastle to the JV Board to ensure the delivery of the scheme in accordance with the objectives of the JV as stated in Paragraph 3.7 above

3.10 The intention in order to maintain the continuity of work already being carried out on this site by the Design Team is to formally enter into a JV by June 2017. Members will recall the Cabinet report of February 2017 enabled the scheme to be restarted following a number of years in abeyance due to the HS2 safeguarding which, as stated above has now been lifted. In order to meet the proposed June 2017 date, delegated authority for the Strategic Director of Regeneration & Environment is sought to agree the final Heads of Terms.

3.11 If it is decided not to proceed with the JV option then Council officers will ensure that the scheme is still delivered as a project within the Regeneration Programme, as the scheme forms an integral and fundamental part of the South Kilburn Regeneration Programme and the homes to be delivered are needed for decant for the existing secure tenants of South Kilburn and the site is a key gateway to the area.

4.0 Financial Implications

4.1 Entering this JV provides the Council with an opportunity to generate a return on capital investment which can be reinvested to achieve the Council's overall objective for the wider South Kilburn regeneration programme. However, at the same time, the Council would be exposed to significant risk as the achievement of all returns is dependent on the JV generating profits sufficient to finance them.

4.2 The Council would need to set-aside a substantial capital sum to fund a cash contribution, as well as transferring land to the JV and would then not anticipate any return on either of these investments for many years.

4.3 A key principle of the JV is that it should be mutually beneficial (i.e. deliver equal financial benefit to both parties). To this end, Council officers are working with counterparts at LN to determine the parameter(s) that should be used to measure ‘financial benefit’ and to establish what the cash-flows that achieve parity will look like for LN, the Council and the JV itself.

4.4 Officers have engaged the services of specialist tax consultants to advise on arrangements for the Council making payments on behalf of the JV and/or transferring assets to JV ownership, so that these can be made as tax efficient as possible for the Council, specifically with respect to VAT and

Stamp Duty Land Tax (SDLT).

5.0 Legal Implications

5.1 **Procurement Approach:** The recommendation is to enter into a JV with LN. Leading Counsel's advice has been sought regarding whether an OJEU compliant procurement process is required before entry into such contract. The opinion received is that entry into the joint venture vehicle would not itself entail an OJEU procurement as a competitive procurement in these circumstances is not required by either the Public Contracts Regulations 2015 or the Treaty on the Functioning of the European Union or otherwise.

5.2 **State Aid Considerations:** The Council's investment in the operation, and continued involvement in its operation, has the potential to create State aid risk at two levels. Firstly, the private sector partner could be a potential recipient of State aid. Second, the JV itself could be a recipient. To mitigate this risk, the Council's investment in the JV must be made on entirely commercial terms so as to satisfy the legal principle of the Market Economy Investor Principle (MEIP). The MEIP test dictates that where a public sector investor invests on terms which a private sector investor in comparable circumstances would agree to. The MEIP test is automatically satisfied if the private sector investor is investing on a *pari passu* basis. For an investment to be *pari passu* , it must be exactly the same, both in terms of amount, risk and reward. If the JV partner is not investing on a *pari passu* basis, it will still be possible to demonstrate that the MEIP test is met however an independent commercial appraisal on the terms of the Council's investment in the JV will need to be undertaken prior to completion. Further State aid analysis can be provided once the transfer of funds and property into the JV is confirmed.

5.3 **Form of the JV:** As stated above, there are reasonable grounds to support the case that the primary purpose of the Council's participation in the corporate JV is the pursuit of socio-economic objectives which are in, overall terms, non-commercial (as more particularly described in paragraph 3.7). Once confirmed, such objectives should remain consistent and clearly reflected in all other documentation produced by or on behalf of the Council in respect of the Project.

5.4 It should be noted that the use of an LLP is, however, not entirely without risk as the use of the General Power of Competence pursuant to Section 1 of the Localism Act 2011 in this context is currently untested by the Courts. In the event that the use of such a vehicle is deemed to be ultra vires by a Court, it is also difficult to assess the consequences of such a determination as such projects are often multi-layered and contain a number of stakeholders and interests. However, comfort can be taken from the fact that LLPs have been utilised by a number of local authorities in large scale regeneration schemes, so far as Pinsent Masons are aware, without challenge for the preceding seven to eight years. Further details are given in Pinsent Masons' Legal Options report.

6.0 Property Implications

6.1 Council officers have instructed BNPPRE (BNP Paribas Real Estate) to carry out an independent Red Book development valuation and negotiation advice in respect of site 18.

6.2 BNPPRE have assessed the development value of the comprehensive redevelopment of the whole site with the benefit of its existing planning permission and also the development value of the Council's land only.

6.3 BNPPRE will negotiate with Londonewcastle's surveyor to agree the benchmark and values of both parties' land interests to be included in the proposed joint venture following approval of BNPPRE's valuation by Council officers."

7.0 Equality Implications

7.1 It is anticipated that the new scheme will provide high quality residential and commercial premises which will assist in improving the physical characteristics of the neighbourhood and will also help regenerate the area by attracting new retail business.

7.2 Currently there are four secure tenants and two leaseholders remaining within Cullen House. Every effort will be made to provide the secure tenants with a suitable alternative accommodation and to reach mutually acceptable agreements with the two leaseholders to buy their properties. When identifying the options and alternatives put forward, the Council should engage with affected residents and leaseholders.

7.3 As with all other schemes that are part of the South Kilburn regeneration programme, full consideration must be given to residents and leaseholders with protected characteristics, particularly people with disabilities and / or other types of vulnerabilities due to older age, childcare and/or caring responsibilities, socio-economic status (lone parents and large families). Due to the ethnicity profile of the area, full consideration must also be given to black, Asian and minority ethnic individuals/groups. The Council must also ensure that the options put forward to secure residents and leaseholders, so far as possible, provide reasonable and affordable alternatives that enable them to remain in the area and maintain their family and community ties, as per Article 1 of the First Protocol and Article 8 of the European Convention on Human Rights.

8.0 Staffing/Accommodation Implications (if appropriate)

8.1 N/A

Background Papers

Appendix 1 – Site 18 Site Boundary

Appendix 2 – Heads of Terms

Contact Officer(s)

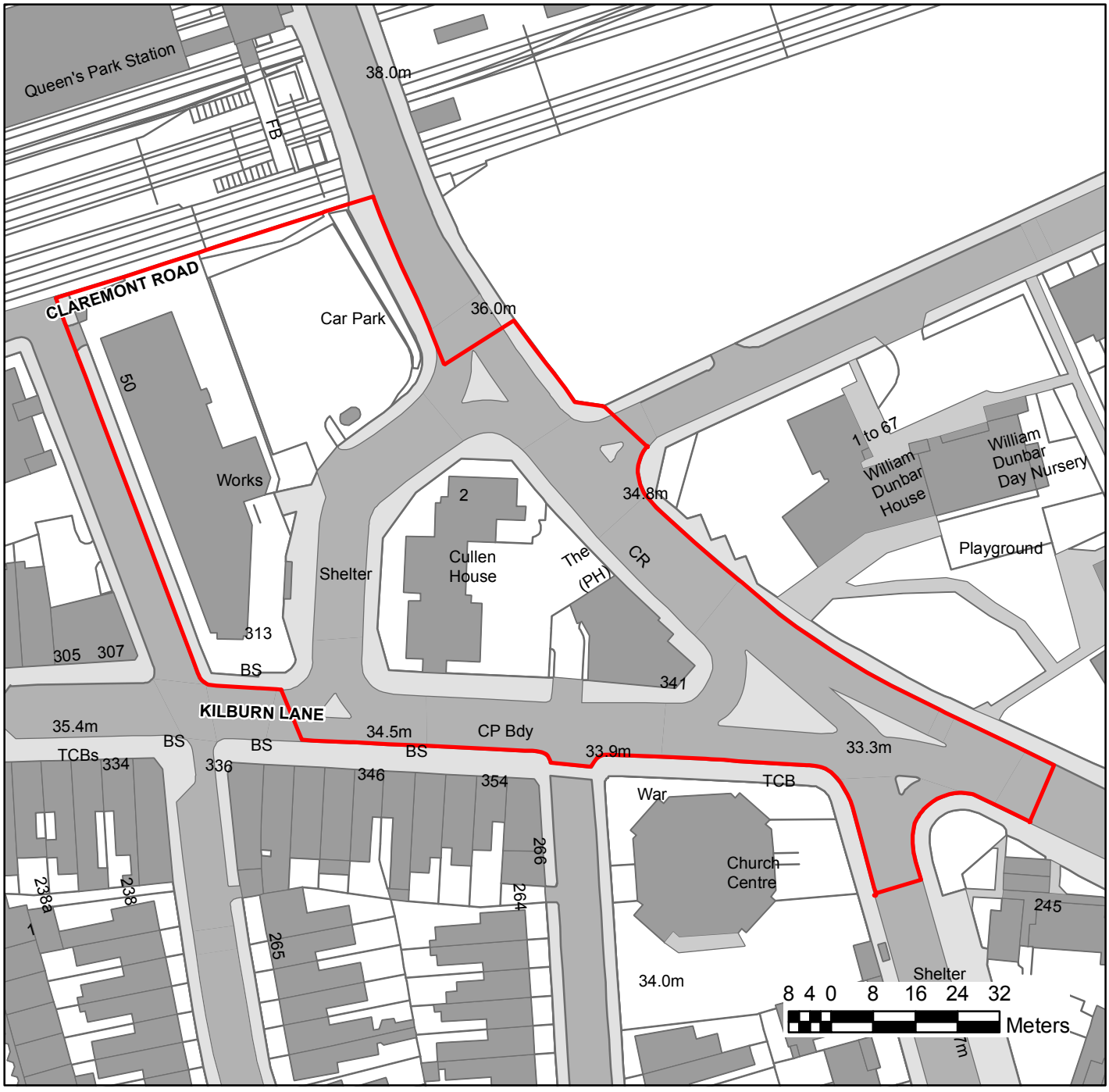
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Site 18
Red Line Boundary



Premises shown outlined red.

1:1,120

Plan to stated scale if printed at A4.

NORTH

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Brent	**Cabinet** **24 April 2017** **Report from the Strategic Director of Regeneration and Environment**
	Wards affected:Kilburn
Tricycle Theatre Renovation Project	

1.0 Summary

1.1 The Tricycle Theatre has recently embarked on a major renovation project due for completion in February 2018. Once completed the work will significantly increase capacity and allow the theatre to extend the range of activities that they run. As well as enhancing an iconic cultural venue it will also give a much needed major boost to the economic regeneration of one of the borough's priority high streets. The Tricycle has secured £5.6m of the £6.6m required to complete the renovation.

1.2 In recognition of the Tricycle Theatre's economic, social and cultural benefits to Brent this report recommends that Brent Council support the theatre with a grant of up to £1m to enable its ongoing capital renovation project to be completed in its entirety. The Tricycle's success has meant that while its productions have improved, the venue has not kept pace and no longer meets the needs of the community, producers or performers. This renovation work addresses problems related to insufficient seating capacity, accessibility and helps to mitigate social exclusion.

1.3 Alongside the renovation work within the Tricycle Theatre, Brent Council is considering developing a project to commission improvement works to be carried out on the Kilburn High Road pavement around the theatre. If funding is approved, the improvements will include levelling the footpath and adding street furniture to encourage footfall and dwell time in the area. This broader regeneration project can be seen as complimentary to the ongoing renovation work within the theatre.

1.4 The council is being asked for a grant of up to £1m because the Tricycle Theatre has aspirations of achieving some of the shortfall from elsewhere including through the Heritage Lottery Fund (HLF). The theatre has passed HLF's Stage 1 but in order for it to progress and receive HLF funding (expected to be circa £450k) it needs to be recognised as a cultural heritage asset on Brent's 'Local List' of Heritage Assets. The building is deemed to meet the criteria for the List and this report recommends its inclusion.

2.0 Recommendation(s)

2.1 To approve a grant to the Tricycle Theatre of up to £1m representing the difference between the existing and potential HLF funding sources secured for the renovation of the theatre and the amount required to complete the renovation.

2.2 To approve the grant detailed in 2.1 above on the basis that it is a one off grant that replaces any ongoing grant due to be awarded to the Tricycle Theatre by Brent Council from 1 April 2018.

2.3 To approve the appointment of the Tricycle Theatre on to the Local List as a cultural heritage asset thus enabling the theatre to progress with its application for funding from the Heritage Lottery Fund.

3.0 Detail

3.1 Background

3.1.1 The Tricycle Theatre has acted as a cultural hub for Kilburn and the rest of Brent since 1980. It is also the only established theatre company with a permanent building in the borough. Located on Kilburn High Road it currently includes a 232-seat auditorium, a 300-seat modern cinema, and rehearsal room, three multi-function rooms, which are used for extensive community and education work, and a vibrant café-bar.

3.1.2 Brent Council has worked in partnership with the Tricycle Theatre for thirty years and owns the freehold to the building which has 103 years left on the lease. In 2016-17 the theatre were in receipt of a grant of £123k which has been reducing year on year. Allocation of this year's grant is under consideration. By supporting this renovation project Brent Council hopes to continue the important relationship which has been formed with the theatre over many years, as well as ensuring the sustainability of the theatre and protecting and maintaining its freehold asset.

3.1.3 The Tricycle provides opportunities for the Brent community to gain experience of the theatre with an emphasis on young people and the opportunity to participate actively in the arts. (See appendix 1).

3.1.4 Some of the key attendance targets for 2016-17 which are expected for achievement are listed below:

- **20,000** attendances from across London at a Tricycle cinema screening or event.
- **6,000** attendances from people living in Brent at a Tricycle cinema screening or event.
- **12,000** experiences for young people living in Brent to be involved in Creative Learning programmes

Further information regarding targets and supporting information is found in appendices 2 and 3.

3.1.5 In funding this project the Tricycle have agreed to allow the theatre to be used for council run events, the extent and terms of use will depend on the level of funding agreed. Examples of such events are conferences, community events, a citizenship programme for school children, etc.

3.1.6 The Tricycle will also bring arts and culture to other parts of the borough to showcase their work and engage with wider Brent residents through their creative learning programme. This could be through working in partnership with Brent's culture service and utilising other cultural assets i.e. libraries, sports centres, day care centres, etc.

3.1.7 The theatre will also share good practice in the arts and culture sector with the council's Culture Service team and strengthen the partnership through collaborative working, sharing of resources, bidding for joint projects, etc. This will enhance the cultural offer and reach in the borough.

3.2 Capital Renovation Project

3.2.1 The project's primary focus is the transformation of the theatre auditorium. Capacity will increase from 232 to 325 seats, transforming it from a small scale to a small to medium scale theatre. This gives the advantage of attracting more product and more revenue income. There will also be greatly improved accessibility, sightlines and audience experience. Improvements to the front façade will deliver a prominent café frontage onto Kilburn High Road, increasing visibility and street presence. Visibility of the façade will also be enhanced with an upgraded canopy, architectural feature lighting and new signage. To further enhance the vitality of Kilburn High Road, Brent Council will separately develop a project, with the aim to commission improvement works to be carried out on the Kilburn High Road pavement around the theatre to include the addition of street furniture and the levelling of uneven pavements. Collectively these projects will deliver a much needed boost to one of Brent's priority high streets.

3.3 Funding

3.3.1 Fundraising has successfully secured £5.6m of the £6.6m required; £3.1m from Arts Council England and a further £2.5m from Trusts and Foundations. The council has recently added support to the theatre's application for £450K of Heritage Lottery Funding. The HLF funding, if agreed will have conditions stipulating the types of activities that can be delivered using these funds as well as the split between capital and revenue. The HLF application has passed stage 1 but in order to progress, the theatre needs to be recognised as a cultural heritage asset on Brent's 'Local List' of Heritage Assets. Should the theatre be unsuccessful in raising the £1m funding gap the façade improvements will be postponed, meaning only the internal works will be carried out, therefore reducing the potential regeneration benefits to Kilburn High Road.

3.3.2 In response to the HLF advice on progressing the HLF application, the council's Heritage Officer has assessed the asset and believes the Tricycle should be contained on the Local List due to its architectural significance.

3.3.3 In recognition of the Tricycle's economic, social and cultural benefits to Brent this paper recommends contributing up to £1m to fund the shortfall in the theatre's project budget. However, it expects that the theatre will keep striving for additional resources to ensure it is not overly reliant on the Arts Council or Brent Council.

3.4 What the project means for Brent

3.4.1 From a town centre regeneration perspective the project will have a positive impact on the high street in terms of increased footfall and spend, particularly in food and drink establishments, and other night time economy businesses, in line with the

strategies of Mayor of London's 'London 2036 – an agenda for jobs and growth' and the council's 'Borough plan 2015-2019'.

3.4.2 With regards to its social value, the Tricycle Theatre epitomises the contribution that culture can make towards the council's three Borough Plan priorities: 'Better lives; Better place; Better locally'. Brent has recognised within its own Cultural Strategy (2010-2015) that the Tricycle Theatre is an important iconic cultural asset and meets the six headline principles articulated within the strategy relating to;

- Encouraging young people to take part (see appendix 1 for details of the theatre's work)
- Increasing participation
- Enhancing cultural vibrancy
- Supporting the cultural economy
- Raising the profile of culture
- Promoting health and well being

3.5 Participation

3.5.1 The increased capacity in the auditorium will facilitate reductions in the price of tickets to local residents. The revenue from the extra seating will increase the amount of subsidised tickets the theatre can offer to the local community thereby removing financial barriers to participation.

3.5.2 The renovation of the Tricycle Theatre aims to keep accessibility at the heart of the building by creating facilities that enable all to feel welcome and catered for.

3.5.3 Improving accessibility for all will mean the Tricycle Theatre will be able to work with artists, crew and participants with mobility difficulties. As a local theatre, they always endeavour to hire some of their staff from within the borough. The improved accessibility of the stage area will create more job opportunities for those with mobility difficulties.

3.6 Development of cultural vibrancy

3.6.1 By funding this project Brent will support the Tricycle Theatre to build resilience in the face of increased competition in the arts sector for limited funds. Furthermore, it will help to increase the profile for the social and economic value of theatre and the arts, all of which will have a positive impact not only for Kilburn High Road but for the entire borough of Brent.

3.6.2 Investing in Kilburn acts as a counterweight to the enormous investment in other parts of the borough and highlights that the council passionately believes in supporting all wards throughout Brent.

4.0 Financial Implications

4.1 The cost of the project is £6.6m. The service has obtained £5.6m from external sources. The council would need to fund the difference of between £0.5m and £1m, if it committed to the scheme. It is important to note that this is not an investment opportunity, although there are clear benefits for the wider community and economic development in the area. The Council is considering contributing £0.05m in Grant to the theatre in 2017/18.

4.2 This option would preclude alternative development on the site, which the council might have the opportunity to deliver because it owns the freehold.

4.3 The council will need to undertake due diligence to ensure the monies are well spent and therefore it will need to undertake site visits and have proper oversight over the scheme. If the council agrees to this scheme, the grant should takes place on an invoiced basis to protect the council's resources and to ensure other sources of financing are used first.

4.4 There is no financial impact on including the Tricycle Theatre on the Local List of Heritage Assets as this is solely a list that recognises the building as architecturally important. The Local List brings no additional planning controls or stipulations.

5.0 Legal Implications

5.1 The council has powers under s137 Local Government Act 1972 and s1 Localism Act 2011 to make grants to voluntary organisations.

5.2 The decision to award a grant is discretionary. The council's discretion must not be fettered by previous commitments they may have given and it should make its decision in the light of present circumstances as outlined in the report.

5.3 The council is bound to act reasonably and must take into account relevant considerations and to ignore irrelevant considerations and should consider its fiduciary duty towards local taxpayers.

5.4 As a public authority the council is subject to a specific duty in relation to the Equality Act 2010. Further details regarding this duty are detailed in the Equality Implications section below.

5.5 There are no legal implications for the freehold interest as a property contained on the council's Local List of Heritage Assets does not affect owners' rights to demolish, alter or dispose of their property.

6.0 Equality Implications

6.1 In exercising its functions, including a decision to award a discretionary grant, the council has a duty under section 149 of the Equality Act 2010 to give due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between those who share protected characteristics and those who do not.

6.2 The projects and programmes of the Tricycle Theatre and the work between them and the council encourages and provides for young people, breaks down barriers between communities and includes a rich and diverse programme of events reflecting the community it provides for. It fosters good relations across Brent's residents.

6.3 Currently many areas within the Tricycle Theatre are not accessible for individuals with mobility issues. Following the completion of the renovation work this will no longer be the case with the theatre becoming wheelchair friendly in both the auditorium and performance areas allowing for a wholly inclusive experience for all concerned.

6.4 In preparation of this report the authors have consulted widely across Council

departments including with colleagues from Culture, Legal, Finance, Children and Young People, Property, Youth Engagement and Community Protection.

Background Papers

Appendix 1 - Highlights of the Tricycle Theatre's work with young people
Appendix 2 - SLA Q3 16-17 monitoring report
Appendix 3 - SLA Q3 16-17 narrative report

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Highlights of the Tricycle Theatre's work with young people

The Tricycle works with Brent schools, communities and individuals to deliver 22,000 learning opportunities annually through its Creative Learning Programme. They invest in creating meaningful relationships with young people, and communities, who are passionate about theatre but have limited access to it.

- ***Minding the Gap*** works with up to 240 young refugees a week who have recently arrived in Brent. It is delivered in partnership with Brent Secondary Schools and Colleges and comprises of weekly workshops over 3 terms that use techniques which increase confidence, communication, skills and creativity. This year the students are embarking on achieving an Arts Award Bronze as part of their programme.

- ***The Storylab project*** works with up to 270 children from Brent Primary School's every year. The children take part in an immersive theatre experience which improves their attainment and enthusiasm for literacy. During ***Storylab 2017***, the theatre will be working with 210 Brent students from 4 schools, including a Special School for the first time. The Primary schools they are working with are based in the 15% highest levels of income deprivation affecting children in London, with between 20 and 31 percent of children eligible for free school meals.

- ***Mapping Brent*** was launched in 16/17 and is designed to increase engagement with communities and local businesses in Brent, particularly with areas of the borough the theatre hasn't been able to engage with before. They have created 6 new community companies and are developing work based on stories from their local communities which will culminate in 6 new performances to be staged in Neasden, South Kilburn, Stonebridge, Wembley Park and Kilburn as part of Takeover 2017.

- ***Press Road Youth Theatre*** works with 7-14 year olds from the Press Road Estate in Neasden. The theatre provides the only regular positive activity for children in an area well-known for its high level of crime and anti-social behaviour. The Indices of Multiple Deprivation Report from 2010 (IDR) places the Press Road Estate in the worst 1.4% of areas for 'Income Deprivation Affecting Children'.

- ***Takeover*** is a 13 day festival celebrating the work of young people at the Tricycle. Last year they had around 500 participants and around 3000 audience members. The theatre partnered with our Youth Service and Elections Team to run workshops during the festival on Electoral Registration – one of our Scrutiny priorities. This year they plan to take the festival out across the borough to introduce the work to young people who may find it hard to access the theatre.

- The Tricycle Theatre continues to work with charitable organisations such as Tender, to deliver workshops to young people on issues paramount to them in a creative and safe space.

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Quarterly Monitoring Report for the 2016-17 Financial Year

This form is to be completed and submitted with every quarterly invoice for payment under the terms of this SLA. Completion of this document should provide the Authorised Officer with the information it requires to satisfy Brent Council that the Tricycle is delivering services which satisfy the terms of this SLA and which, by delivering against the council's Brent Council's key corporate objectives, offer Brent residents value for money.

Payment of the grant will not be made prior to receipt of a completed version of this form for each quarter period.

Period Covered in this report	Q1 April - June	Q2 July – Sept	Q3 Oct – Dec	Q4 Jan – Mar	Yr to date	**16/17 Target**
CREATIVE LEARNING ACTIVITIES – Number of:						
Sessions for mainstream secondary schools (groups of around 30)	**3**	4	9		16	20
Sessions for mainstream primary schools (groups of around 30)	**0**	0	11		11	100
Teacher CPD sessions (groups no more than 10)	**0**	0	5		5	5
Weeks offered for work experience placements for 15+	**2**	20	15		37	20
youth theatre sessions for young people aged 11-25 (groups of around 25)	**35**	14	48		97	150
Sessions of Tricycle Trainee Producers aged 16-25 (7 participants)	**2**	2	7		11	20
Week-long festival of young people's work	**0**	0	0		0	1
• Perfs of new play by professional writer	**0**	0	0		0	5
• Perfs of new play by Young Company	**0**	3	0		3	6
• Young people's screenings	**7**	11	1		19	3
Learning events for general public. 16+ (Community Company)	**6**	3	12		21	20
Performances of work created by or for young people at Willesden Green Library Centre	**0**	0	14		14	2
3 Story Lab events held in Brent	**0**	0	14		14	3

- Number of:						
Press Rd Estate sessions for those aged11-18 (3 x groups of around 15)	**33**	6	33		72	90
Sessions with refugee groups/ EAL students (Students who are learning English as a second language)	**110**	27	91		228	270
Paid training roles	**18**	14	11		43	150 wks
Work experience for students 15yrs+	**22**	11	2		35	45 wks
Story Lab	**0**	0	295		295 Participants one session each	330 participants per week, for 10weeks. 110sessions per year
Customer/participant response						
UK/London attendances at Tricycle cinema screening or event	**5,360**	6,570	8,582		20,512	40,000
Attendances from people in Brent at Tricycle cinema screening or event+	**2,251**[1]	2,693[2]	3,175		8,119	11,000
Experiences for young people involved in Creative Learning programmes	**5690** *5070 **620	1154 *804 **350	1879 *1572 ** 307		8,723 *7446 **1,277	12,000
Experiences for young people living in Brent involved in Creative Learning programmes	**5060** *4660 **400	**1109** *759 **350	1829 *1522 **307		7998 *6941 **1057	12,000

[1] 2,251 estimation based on 42% tickets in the trapped cinema data attributed to Brent postcodes.
[2] 2,693 estimation based on 41% tickets in the trapped cinema data attributed to Brent postcodes.

Tricycle Theatre
London Borough of Brent Monitoring Report
Progress against SLA outputs 2016/17 – Q3 Sep-Dec

Marketing Q3

Achievements

During the Third quarter of 2016/17 we:

Due to our capital project works, our theatre remained closed during the period. We did however programme some special events in our cinema. This included:

Christmas with Tamsin Waley-Cohen
Renowned violinist Tamsin Waley-Cohen returned to the Tricycle with the Albion Quartet for a special festive concert, following a sell-out performance last December.

An Evening with an Immigrant
Award-winning poet and playwright Inua Ellams performed his fantastic, poignant immigrant-story of escaping fundamentalist Islam, directing an arts festival at his college in Dublin, performing solo shows at the National Theatre, and drinking wine with the Queen of England, all the while without a country to belong to or place to call home.

Upfront Comedy
The *'most enterprising black comedy promoters in the country"* (The Guardian) returned with three nights of comedy featuring observation and opinion from some of the comedy circuit's brightest lights.

In our cinema, we screened over 40 films:

Anthropoid (15)
Captain Fantastic (15)
Miss Peregrine's Home for Peculiar Children (12A)
NT Live: The Deep Blue Sea (Encore)
Theo and Hugo (18)
RSC Live: King Lear (12A TBC)
Two Women (U)
Little Men (PG)
Free State of Jones (15)
The Blue Room (15)
Miss Saigon: 25 Anniversary Gala Performance (15)
The Girl On The Train (15)
Hunt for the Wilderpeople (12A)
Queen of Katwe (PG)
Ethel & Ernest (12a)
I, Daniel Blake (15)
Carmen Jones (U)
Nocturnal Animals (15)
After Love (12A)
Barrow, Freedom Fighter (PG)
Alan Bennett's Diaries Live (12A)
Indignation (15)
André Rieu: Christmas with André (12a) + Q&A
A United Kingdom (12A)

IFF: I am Not a Serial Killer (15) + Q&A
IFF: In the Name of the Father (15) + Q&A
IFF: The Young Offenders (15) + Q&A
IFF: Fis na Fuiseoige / 'The Lark's View' (12a) + Q&A
IFF: The Flag (15) + Q&A
One More Time With Feeling (15)
A Street Cat Named Bob (12A)
The Secret Life of Pets (U)
Sully (12A)
Chi-Raq (15)
Top Five (15) + Q&A
NT Live: No Man's Land (15)
The Eagle Huntress (U)
Through The Wall (U)
Frozen (PG)
Fantastic Beasts And Where To Find Them (12A)
Arrival (12A)

Progress against desired outcomes in SLA

2.3.1 **Service Provision**

Diversity of Programme

The Tricycle continues to programme in line with its mission:

The Tricycle views the world through a variety of lenses, bringing unheard voices into the mainstream. It presents high-quality and innovative work, which provokes debate and emotionally engages. Located in Brent, the most diverse borough in London, the Tricycle is a local venue with an international vision.

We continued to work to ensure diversity across all our activities.

Working with Brent Arts Team
The Tricycle leadership team meets regularly with representatives from Brent Council at both Councillor and Officer level. Formal review meetings are now in place quarterly, with at least one half-yearly meeting with the full Tricycle leadership team and regular contact with the Creative Learning Team. This enables us to reflect the priorities of Brent Arts Development Strategy in our planning.

Highest standards of public safety and compliance
Regular training and drills take place; good governance ensures compliance; an internal Health & Safety working group ensures that the theatre keeps abreast of current rules and statutory requirements and that any necessary work and/or training is carried out.

The theatre works closely with Julie's Bicycle, the leading arts and environment agency, and is part of the London Theatre Consortium's five year project to improve environmental sustainability practice. We currently hold a 1 star Industry Green Certification as a result of reductions we have achieved in our environmental impacts. Although we increased our rating in three categories, because we scored 1 in one category, our overall score went down to 1. Julie's Bicycle have changed the way they award the star rating to make it fair to reflect organisations improvements. We quantify our main environmental impacts in terms of Carbon emissions, take active steps to reduce our emissions, communicate and engage our audiences and other stakeholders, and monitor and evaluate our progress.

2.3.2 **Customer Service**

Customer Feedback: The Tricycle regularly receives unsolicited positive comments via twitter, facebook, its own website and email from audiences, space users and other visitors.

Over this period, we reviewed some of the comments that we received during our extensive annual audience survey that was carried out in May 2016. Some of these comments are below (NB these comments have not previously been submitted)

- Having just recently moved to the area, The Tricycle is an amazing resource for Kilburn and surrounds. Its reputation attracts productions and performers that seem outsized for a smaller local theatre, but it lives up to its potential. Really looking forward to seeing many more productions on The Tricycle stage.

- Very good venue with great productions to see. Venue has a good community vibe.

- I enjoyed the atmosphere at the theatre and was impressed with all that it does for the local community. It was also nice to see such a different mix of people in the audience enjoying the show.

Over the recent period we have received some positive comments on social media. Some examples of this include:

@TricycleTheatre looking forward to transformation of our local theatre

I beam when I'm in Kilburn and I see @TricycleTheatre, I loved being in their Young Company - so much so that I stayed for two years!

@TricycleTheatre community company & @AudreySheff They got the moves! Thanks for having me!

2.3.3 **Service eligibility/availability**

We offer a wide range of ticket prices for our theatre programme at the Tricycle designed to ensure accessible pricing whilst maximising income. Cinema prices range from £5 to £15.

We offer concessions to Brent residents on every theatre performance in addition to concessions for a range of groups including Registered Disabled, Individual Students, Registered Unemployed and Brent Residents. Discounts are also available for the over 60s at matinee performances.

We also have a scheme for Under 26s called Trike which offers a range of theatre tickets for £10 and cinema tickets for £5. A number of cinema discounts are available throughout the week including for Brent residents who enjoy £4.50 cinema tickets at selected screenings. On Mondays we offer cinema tickets for £6 available to all.

2.3.4 **Building & Environment**

As reported throughout 2015/16 the Tricycle Theatre is embarking on a Capital Project to transform the Theatre, Auditorium and Front of House spaces. We aim to create a building that matches the Tricycle's artistic achievements, allowing us to produce work that is more

ambitious in quality, range and scope and to attract more visitors through improved access and comfort. We aim to service Brent and enhance our community engagement.

The theatre closed for redevelopment on 2nd July 2016 after the last play in the current auditorium - The Invisible Hand by Pulitzer Prize-Winning writer Ayad Akhtar.

The Arts Council has committed funding of £3.15million towards the project. The Tricycle has now secured£2,689,792 of partnership funding. We are seeking to raise a further £1million to achieve further improvements that will future proof the building for generations to come, whilst ensuring the project delivers best value and is affordable in the context of it taking place during a difficult funding climate, where there is a great need to protect revenue funding.

At the heart of the project are the following improvements:

- Improved access throughout the building, backstage and front of house areas, with 8 wheelchair positions within the auditorium; Accessibility is at the centre of the Tricycle's vision, creating a theatre for all and these improvements will enable the Tricycle to begin realising this area of its ambition
- An upgraded theatre; with a new stage, seating and technical walkways; which will allow the Tricycle to continue to be firmly placed to deliver cultural activity for its local community and create a learning space for future theatre-makers
- Unobstructed views of the stage from all seats; All visitors to the theatre are able to fully engage in the dynamic artistic output and be entertained and inspired by the arts
- Increased capacity within the auditorium with more comfortable seats; allowing us to reach more people
- Flexible staging; enabling us to offer a greater range of theatrical experiences
- A new cafe space; a more welcoming environment for you and friends to meet
- Improved environmental sustainability; becoming more cost effective and reducing our carbon footprint

The Tricycle will remain partially open via the Buckley Road entrance during the works. There will be a programme of works in the cinema and a full creative learning programme. The regular cinema programme will resume throughout.

2.4.1 **Opportunities for the Brent community to gain experience of the theatre with an emphasis on young people and the opportunity to participate actively in the arts**

Creative Learning

Young People

Mapping Brent- our yearlong outreach project into Brent, which targets people who may find it hard to access the theatre, was launched in October. We are now running 6 community companies in 6 different areas of Brent. These companies will work with a writer and director across 20weeks to develop a performance to be performed during Tricycle Takeover, which will this year take place in venues in different areas of the borough, Willesden, Neasden, Stonebridge, South Kilburn, and Wembley Park.

We are working in the Yellow Pavilion, (Wembley Park), Stonebridge hub, (Stonebridge), The Grange Museum (Neasden), Carlton hall (South Kilburn) and the Roundwood Centre (Harlesden).

Our groups are made up of 3 14-18yr old groups a community company for adults, Minding the gap young company and our Press road young company.

Press road

Our Press road young company is a project for around 45 young people in the Press road estate. This project was created in response to young people in the area being affected by gangs and bad behaviour. There are 3 groups aged 7-9, 10-11, 12-14yrs.

As the work in Press road has been developing for the past 10 years we felt the group deserved to be doing something bigger this year. The groups will be developing a large play together as part of the Mapping Brent project to be performed in April.

They have decided to develop a story based on a true story of Mick Meaney, a man in Brent in the 1960's who buried himself in South Kilburn to beat the world record for days underground.

Schools

Mainstream Schools

Storylab is the Tricycle Theatre's flagship project for primary schools, using drama to increase students' enthusiasm for and attainment in literacy, specifically composition. The project also seeks to support non drama specialist teachers to feel confident using simple drama techniques in the classroom across the curriculum.

We recruited 10 primary school classes in mainstream schools, and for the first time, is delivering the project with 2 SEN classes from Woodfields School.

6 Brent teachers attended the Teachers CPD day with Curriculum Writer Kate Beales, and 12 teachers have received the Storylab Resource pack.

The project began with an interactive performance at Willesden Green Library and Museum. All participating classes attended, as well as 2 EAL classes, 290 students attended.

Weekly workshops in Primary Schools begin in January 2017.

Since September Creative Learning has delivered 3 drama workshops to secondary schools this term. We have delivered 12 after school drama workshops at Marylebone Boys School (Westminster) on Kilburn High Road, in a new partnership with the school.

Work for Migrants, Refugees and Asylum seekers

The Minding the Gap is a weekly program of drama sessions for students who are relatively newly arrived to the UK. We work in partnership with the City Learning Centre (Queens Park Community School), The Greenway Project (Claremont High School Academy) and College of Northwest London, to deliver specialist drama workshops for EAL or EEM students, to increase their confidence and communication skills.

This term as the Tricycle is closed for refurbishment, we have delivered sessions at the Schools and Colleges or at Harrow Arts Centre.

Students have taken part in introduction to drama and theatre making workshops, led by theatre professionals. They have worked with a Movement Director, a Costume Designer, a Set Designer, a Comedian and a Voice Practitioner. Some students have watched a film at

the tricycle, and seen art exhibitions at Harrow Arts Centre and Willesden Green Library. Some students have also taken part in making a short film reflecting on their experiences this term.

In a new addition to the Minding the Gap program, 28 Students have also been working towards their Bronze Arts Award during their sessions in schools. This is a formal qualification aims to develop students skills in arts leadership.

Over the course of this term students have shown improvements, evidenced by monitoring from Tricycle Theatre staff. An example of the feedback we have given to students in the past is:

Ismel has improved outstandingly since the beginning of the year. He has grown as a person and shown other students they can to do the same with confidence.

Tricycle Theatre has also delivered 3 sessions for Syrian students aged 4-18 at a half term holiday club taking place at Newman Catholic College in October. We have also delivered 2 assemblies for EAL Project students at Newman Catholic College in November.

In October, the Tricycle started a Youth Theatre at Roundwood Centre, aimed at young people who are relatively newly arrived to the UK. We have delivered 9 sessions so far and plan to deliver a performance as part of Mapping Brent.

Public Engagement

- Reading Round: a weekly reading group for adults of all ages, led by author (and Brent resident) Shyama Perrera has attracted a regular group of people eager to develop their enjoyment and reading level in English. The group meet for their last term at the Tricycle. Funding has finished for this programme.

Employability

This quarter, we provided paid training opportunities for early career educators on our Minding the Gap, Tricycle Young Company and Press Road (estate-based youth theatre).

2.4.3 **Publicity**

This quarter we continued to attract a diverse audience from across Brent, with localised marketing campaigns for all of the productions in the first quarter of 2016. This included outdoor advertising at Kilburn Station and on Kilburn High Road, local listings sites, a full page advert in the Brent Magazine in addition to listings, frequent adverts in the local Archant paper series (Brent and Kilburn Times), distribution of flyers to all local libraries and local poster runs to businesses across the borough. The Council logo is featured on all major publicity materials and information about the theatre and given equal prominence with other core funders such as Arts Council England.

We were pleased to continue to offer a concession rate for all Brent residents for every single performance that took place. We also continued to expand Trike, our under 26 scheme which provides theatre tickets for just £10 and cinema tickets for £5.

2.4.6 **Participant Satisfaction**

Creative Learning conducts regular evaluation of its programme with participants. In recent surveys:

• 100% of parents from Press Road agreed that their child enjoys the session
• Minding the Gap participants scored the programme an average of 94.8% in terms of their enjoyment level.

- Minding the Gap students have said

  “My favourite activity has been the movement workshop. I have got better at speaking English”

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Brent	**Cabinet** **24 April 2017** **Report from the Strategic Director, Regeneration and Environment**
	Wards Affected: All Wards

Arboricultural Services Contract and Authority to Tender

1.0 Summary

1.1 This report sets out the background and the options considered for the procurement of Arboricultural Services on the Council's highways, parks and Brent Housing Partnership managed estates.

1.2 This report also seeks approval to invite tenders for the Arboricultural Services contract, as required by Contract Standing Orders 88 and 89.

2.0 Recommendations

That Cabinet:

2.1 Approves the invitation of tenders for Arboriculture Services on the basis of the pre-tender considerations set out in paragraph 5.3 of this report; and

2.2 Gives approval for the evaluation of the tenders referred to in 2.1 above, on the basis of the criteria set out in paragraph 5.3 (iv) of the report; with a further report to Cabinet following the tender exercise which will make recommendations on the award of the Contract.

3.0 Current Contracts

3.1 Trees in urban environments provide a range of environmental, health and community benefits. They:

- absorb carbon dioxide, the main greenhouse gas
- reduce pollution and improve air quality
- moderate temperature extremes
- reduce the risk of flash flooding

- provide shade from UV radiation to reduce skin cancer risks
- contribute to psychological wellbeing
- create character and a sense of place
- support biodiversity

The maintenance arrangements for Brent's trees are detailed below.

Street Trees

3.2 The Council has approximately 22,000 street trees. The current maintenance contract with Gristwood & Toms was let in 2012 for a term of four years (to April 2016). It was extended for a further two years, and expires on 31st March 2018. As part of the agreed extension the Council negotiated a zero inflationary uplift on prices, a full survey of the Council's street trees stock, and the establishment of a comprehensive asset database. The contract is priced according to the estimated volume of work being delivered against the tendered schedule of rates, covering the full range of activities undertaken to maintain the street tree stock. The 2017/18 value of the contract will be £0.45m p.a., as it has been since 2015/16.

3.3 The Contract Specification breaks down specific work activities (e.g. pruning, pollarding, planting, etc.), and sets out the Council's expectations for the undertaking of technical maintenance works. This is aimed at ensuring that works are delivered to a standard which does not prejudice the health of the tree stock. The majority of these works are undertaken as part of an annual programme, but some works are undertaken on an ad hoc basis where there is a requirement for immediate action to eliminate potential risks.

3.4 There is also an element of fixed costs in the contract, associated with ground works. These works ensure that the Council meets its statutory requirements by keeping the highway clear. They include the removal of epicormic (basal) growth from the Council's lime trees, and the removal of low hanging branches which may impede the footway or carriageway.

3.5 There is provision within the contract for the Contractor to coordinate and undertake emergency works; the importance of this service was underlined in autumn 2013 when a series of storms felled a number of street trees.

3.6 Current budgets provide for maintenance of the existing tree stock, and for any trees provided as replacements through community funding, but not for new planting. However, should external funding become available, tree planting could also be carried out under the provisions of the contract. Potentially, external funding for tree planting may in future be secured from a variety of sources. For example, a recent bid from the Council for tree planting funding from the Mayor of London was successful. There is also an existing council scheme for community funding of new trees.

Housing Estate Trees

3.7 Brent Housing Partnership (BHP) manages around 200 housing estates, which contain approximately 5,800 estate trees. There is also an ad hoc service for emergency works to trees in the gardens of tenanted properties. The current housing estate trees maintenance contract with Gristwood & Toms was let in September 2016 and expires on 31st March 2018. The contract was priced according to the estimated volume of work being delivered against the tendered schedule of rates, covering the planned programme for estate trees and a provision for the ad hoc works. BHP has confirmed that the 2017/18 value of the contract is £0.16m p.a.

Parks Trees

3.8 The Parks Service maintains approximately 14,500 trees in Brent's parks and cemeteries. The service does not currently have a trees maintenance contract. Instead, maintenance works are carried out on an ad hoc basis, according to need. 2016/17 parks expenditure on reactive trees maintenance is anticipated to be around £0.04m p.a. which was placed almost exclusively with the council's main contractor, Gristwood and Toms. This expenditure was met from within the overall parks maintenance budget.

4.0 Background

4.1 In April 2015, Cabinet agreed to a two year extension to the Arboricultural Services Contract for street trees, to expire in March 2018. Extending the contract for two years was intended to give the Council time to progress the following opportunities identified through earlier soft market testing and audit advice:

- Increase the contract size to generate economies of scale, in conjunction with Brent Housing Partnership and the Parks Service
- Investigate possible opportunities for external partnering
- Review and redraft the service specification
- Identify a depot site to facilitate greater competition
- Complete a full survey of the council's tree stock, to enable better programming of work and reduce the extent of ad hoc work required, which is more expensive and establish an asset database

Update

4.2 A joint working group including Parking & Lighting, Brent Housing Partnership (BHP) and Parks has been established. All three services will be included within the new Arboricultural Services Contract, covering trees on the public highway, on housing estates and in parks. This will increase the value of the contract by £0.2m p.a., to approximately £0.65m p.a. based on existing budgets. Further efficiencies will be reviewed later this year, including shared client arrangements and revising the Trees Maintenance Policy.

4.3 Initial soundings indicated that two other boroughs might be interested in joint work with Brent: LB Ealing; and LB Harrow. LB Ealing were approached about the possibility of future partnership working; however their trees maintenance contract was re-let in April 2016, to 31st March 2019, with the option of up to two 3 year extensions, and they have subsequently confirmed they do not wish to partner LB Brent. LB Harrow has also been approached. Harrow had previously accessed the Council's current contract, which was let as a framework. However in 2014 they decided to not continue with this arrangement, as it was not tailored to their requirements, and they have not expressed an interest in partnering with Brent. The other West London Alliance boroughs were contacted to explore potential partnership arrangements, but no other authorities wishing to enter into a potential partnership arrangement have been identified.

4.4 A potential depot site in Roe Green Park has been identified. The site is currently managed by Veolia, and they have indicated a willingness to share the site with a Trees Maintenance contractor. The availability of a potential depot site within the borough may remove a potential barrier to competition, though bidders will have the option of using their own site if they choose. Further detail on accommodation implications is contained in Section 10. Should the winning bidder elect to use the Roe Green site, some capital works will be required to bring the site up to a suitable standard. This includes provision for the storage of equipment, and some staff facilities for contract operatives. Any works necessary to create a depot facility would be fully at the contractor's expense, with the expectation that this would be addressed within their tender documentation.

4.5 The Council's current contractor, Gristwood & Toms, is currently undertaking a full survey of the Council's street tree stock. This was a condition of extending the contract for two years. The survey is expected to be completed by April 2017. The Council will then have a detailed inventory to improve the quality of programmed maintenance work and reduce the extent of ad hoc work required, thereby potentially reducing the cost of operating the contract.

4.6 Closely linked to the survey is the creation of an asset database, specifically designed for managing tree stock. This was also a condition of extending the contract with Gristwood & Toms. The database is currently being populated with survey information. Gristwood & Toms are also recording details of all Housing Estate trees managed by BHP on the same database. The asset data will provide bidders with accurate information on our tree stock, which will allow them to more accurately price for programmed work. Previously, bidders have had to estimate the volume of programmed work required, and estimates tend to be priced more expensively to allow for a higher contingency budget.

4.7 The existing street trees contract specification is being reviewed, and updated to incorporate the requirements of all three services. A key issue is the pressing need to emphasise reducing the risk of insurance claims for damage to nearby property from street trees. The London Tree Officers Association (LTOA) *Risk Limitation Strategy for Tree Root Claims* recommends that local authorities implement a regime of planned cyclical pruning of council tree stock. The

Council has been following this regime over the course of the current contract, with trees identified for annual programmed maintenance identified based on a number of considerations, including proximity to buildings.

4.8 It is accepted that any further reduction in tree inspection and maintenance activity would increase the risk of successful insurance claims in the future. Costs are unavoidable where the council is liable for the damage, and the only approach that will reduce insurance costs is to reduce the number of cases that we are liable for. In order to reduce the likelihood of insurance claims where the council is liable for the damage, the specification will be updated to more clearly specify that the contractor must identify and prioritise for action the trees considered to be at high risk with regard to potential insurance claims. In addition, insurance claim location data will be incorporated into the planned maintenance schedule. All of this information will inform the annual programme of maintenance work. Inspection and record-keeping elements of the contract specification will continue to be robust. Furthermore, the Trees Maintenance policy will be revised in 2017/18. Subject to Cabinet approval, this will seek to take a more proactive approach to the removal and replacement of trees considered to be high risk with regard to potential insurance claims.

4.9 In addition, the specification will also need to explicitly encourage the contractor to improve quality and reduce costs on a permanent basis while taking account of safety issues. The specification will also have strengthened provisions for dealing with unsatisfactory performance.

4.10 It is proposed to offer a contract duration of five years, from 1st April 2018 to 31st March 2023, with an option to extend for up to 2 additional years. This will provide an opportunity for the contract to be aligned with the Public Realm and Parking Services contracts, and thereby facilitating an option of letting a single contract to cover a range of environmental services.

4.11 Given the involvement of BHP in the proposed procurement, Notice of Intention to retender the Arboricultural Services Contract will be served on BHP leaseholders, where required in May 2017 before the deadline for receipt of pre-qualification questionnaire and then Notice of proposal to award the contract in October 2017 when the contract decision has been made.

5.0 Pre-Tender Considerations

5.1 As per the Council's procurement requirements, a Gateway Zero analysis was conducted to assess the feasibility of delivering the trees maintenance contract in house via a Direct Labour Organisation (DLO). The analysis concluded that the contract should continue to be outsourced to specialist providers on the basis of high capital set up costs, a lack of in house expertise and the likelihood of higher in house running costs. This view was endorsed by the Commissioning and Procurement Board on 24th January 2017. Please see appendix A for estimated in house running costs and capital set up costs.

5.2 The following procurement options, outlined in the table below have been considered, with a brief summary of the benefits and risks associated with each option. The recommended approach is to procure as a single Authority.

Option	Comments	Appraisal
Procure as a single Authority including partners in Brent	Benefits • Quickest and least expensive option • Only Brent's needs to be considered • A bespoke service can be procured • Single, locally-based contract management • May encourage local providers • With BHP and Parks, sufficiently large to provide economies of scale Risks • May reduce the scope for additional economies of scale • Less potential for efficiency savings	Recommended
Collaborate with a neighbouring Authority	Benefits • May increase cost savings due to increased buying power • Could share some maintenance costs • Could share some client staff costs • Could share best practice and provide opportunities for career progression • More resilient Risks • No nearby authorities have expressed an interest in partnering • Loss of sovereignty and expertise • A more complex process • Complex governance structure • May restrict tenders to large firms • Reduces the time to implement • Requires additional staff resources to manage the procurement • Complex, varied requirements and potential diseconomies of scale • Procurement timelines differ	Not Recommended
In source	Benefits • Brings expertise in house • Direct control of operations • Greater budget control Risks • Requires prohibitive start-up costs, particularly in vehicles and equipment • The Council does not possess the management expertise or experience	Not Recommended

	• The Council does not possess the equipment and vehicles required • Highly localised service will find it difficult to recruit and retain staff • Complex Transfer of Undertaking • Higher staffing on-costs • The overall costs would be prohibitive	

5.3 In accordance with Contract Standing Orders 88 and 89, pre-tender considerations have been set out below for the approval of Cabinet.

Ref	Requirement	Response
i.	The nature of the service.	Arboricultural works
ii.	The estimated value	£0.65m per annum
iii.	The contract term	A contract of five year duration from 1st April 2018 to 31st March 2023, with an option to extend the term of the contract for up to two years to 31st March 2025.
iv.	The tender procedure to be adopted.	A two stage tender process in accordance with the Council's Standing Orders.
v.	The procurement timetable.	Indicative times • OJEU Notice and Pre-selection questionnaire advertised - May 2017. • Deadline for selection questionnaire – June 2017. • Evaluation and shortlisting to 5 providers - July 2017. • Issue Invitation to tender – early August 2017. • Deadline for tender submissions –end August 2017 • Panel evaluation – September 2017. • Contract decision –October 2017. • Authority to Award report approval - November 2017. • Contract mobilisation – December 2017 – March 2018 • Contract start date - 1st April 2018.
vi.	The evaluation criteria and process.	At selection stage shortlists will be drawn up in accordance with the Council's Contract Management and Procurement Guidelines through the use of a selection questionnaire to identify organisations that meet the Council's financial standing requirements, health, safety and environmental standards, technical capacity and technical expertise.

		At the tender evaluation stage, the panel will evaluate tenders against the following criteria: **Quality**: 50% delivery of service 10% Social Value **Price**: 40%
vii.	Any business risks associated with entering the contract.	• The new schedule of rates may be more expensive than the existing schedule of rates as a result of contractors factoring in the effect of inflation since 2012, and the potential impact of the London Living wage • Should the contractor decide to use the offered depot site, that relevant permissions for the installation of storage or staff facilities may not be granted.
viii.	The Council's Best Value duties.	The Council has a duty under Best Value to secure cost-effective and efficient services that meet the needs of the Borough's customers.
ix.	Consideration of Public Services (Social Value) Act 2012	In accordance with the Council's social value policy, 10% of the overall marks will be awarded for social value benefits.
x.	Any staffing implications, including TUPE and pensions.	Please see section 10.
xi.	The relevant financial, legal and other considerations.	Please see section 6 and 7.

6.0 Financial Implications

6.1 The estimated value of this contract is £0.65m per annum (5 year contract with the option to extend for two years). £0.16m of this expenditure relates to the Housing Revenue Account.

6.2 The 2016/17 budget is illustrated in the table on the following page.

Works	2016/2017 (£000)		
Works	**Street Trees**	**Estate Trees (HRA)**	**Parks**
Programmed maintenance	250	98	-
Ground Works	126	-	-
Programme Maintenance Survey	32	12	-
Ad-hoc and emergency	38	50	-
Planting	4	-	-
Reactive parks maintenance	-	-	40*
Budget	**450**	**160**	**40**

*Park trees expenditure is drawn from the overall maintenance budget

6.3 The council incurs additional costs, associated particularly with street trees, on insurance claims e.g. for damage to nearby properties. Insurance payments vary significantly from year to year and are extremely difficult to predict in advance. They depend on the outcome of individual cases, some of which may relate to claims going back over the previous decade.

6.4 Over the five calendar year period 2012-2016, £2.037m of insurance claim payments were made by the council, of which 87% related to structural damage to buildings. In three of these five years, insurance payments exceeded the entire current tree maintenance budget (£450k p.a.). A typical single tree-related insurance claim can cost more than the annual maintenance budget for over one thousand street trees.

	2012 (claims from 2004-2012)	2013 (claims from 2004-2013)	2014 (claims from 2006 and 2009-2014)	2015 (claims from 2006 and 2009-14)	2016 (claims from 2011-2016)	Grand Total 2012-2016
Total tree related insurance costs	£0.557m	£0.516m	£0.157m	£0.606m	£0.201m	£2.037m
Of which: Building structure claims	£0.545m	£0.401m	£0.108m	£0.546m	£0.172m	£1.772m
Of which: Other claims	£0.120m	£0.115m	£0.049m	£0.060m	£0.029m	£0.265m

6.5 Changes within the specification of the contract to adjust the approach to service provision will seek to reduce the level of insurance claim risk in the future whilst maintaining the contract expenditure at the estimated value. Due to the speed at which insurance claims in this area progress it is unlikely that the success of these changes will be ascertained until the end of the proposed initial contract term.

6.6 It is not anticipated that any revisions to the specification will have any adverse financial impact on budgets.

6.7 The Council will procure the contract in its sole name, with Brent Housing Partnership able to access services under it. Brent Housing Partnership expenditure on arboriculture services secured through the contract would continue to be separately accounted for, whether or not BHP remain as an arms-length service provider.

7.0 Legal Implications

7.1 Local authorities are required under the Highways Act 1980, the Local Government (Miscellaneous Provisions) Act 1976 and other statutory provisions, to provide and maintain trees in their borough for the benefit of the local people and the environment.

7.2 The contract is a service contract as defined under the Public Contracts Regulations 2015 ("PCR"). Where the value of the service to be procured under such a contract is above the EU procurement threshold for service contracts, contracting authorities are required to comply with the requirements of the PCR, in that the contract must be advertised in the Official Journal of the European Journal (OJEU) and a competitive procurement process undertaken in accordance with the Treaty principles of equal treatment, proportionality and transparency for the contract to be awarded. Based on the value of the contract over lifetime, as set out in paragraph 5.3 (ii) the procurement is subject to the requirements of the PCR and EU procurement rules. The report sets out the procurement process that will be undertaken (paragraph 5.3), namely a two stage Restricted procurement procedure under the PCR.

7.3 The value of the contract as set out in paragraph 6.1 of this report is in excess of £500,000. The contract is therefore deemed a High Value contract under the Council's Contract Standing Orders ("CSO"). CSO provides that Cabinet approval should be obtained to invite expressions of interest, agree shortlists and invite tenders for High Value contracts, and CSO 89 also provides that Cabinet approval of pre-tender considerations (which are set out in paragraph 5.3 of this report) should be obtained for High Value contracts.

7.4 The report mentions in paragraph 10 below that officers are considering the commercial advantage in offering a depot site to prospective contractors to use in connection with the contract. Should this option be taken up, the Council will need to grant a lease to the contractor to use the Council's depot site, on the terms to be agreed by the parties. Under S123 of the Local Government Act 1972 the Council may dispose of their land in any manner they wish so long as they obtain the best consideration reasonably obtainable for the land, except if the disposal is by way of a short tenancy (a term of 7 years) or the Secretary of State's consent is obtained. If the lease is to be co-terminus with the contract, the contract is for 5 years +2 (i.e. 7 years in total), which meets the definition of a short tenancy.

8.0 Equalities Implications

8.1 An Equalities Analysis screening exercise has been undertaken. No significant diversity implications for any protected groups have been identified arising from the decisions recommended in this report.

8.2 One of the purposes of programmed ground works maintenance is to ensure that the Council can meet its statutory requirement to keep footways clear for all users.

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 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; 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 Services over the threshold for application of the EU Regulations are subject to the requirements of the Public Services (Social Value) Act 2012. In accordance with the council's Social Value Policy, 10% of the award criteria will be reserved for social value considerations to be contained in the tender documentation.

10.0 Staffing and Accommodation Implications

10.1 The report identifies a commercial advantage to the council in offering a potential depot site to prospective contractors seeking to tender. This may stimulate increased competition when tendering. The depot site would enable the local storage of equipment and vehicles. The site would not be used for the recycling of tree waste.

10.2 Officers have evaluated a number of depot site options and identified one potentially suitable option. This is an area of unused space at Roe Green Park depot. Part of this site is occupied by Veolia under the Public Realm contract, and part by T&A builders. The area under consideration within this depot is about 1000 sq. m. The space would be made available for a peppercorn rent. However, the successful contractor would be required to secure relevant permissions for the installation of any storage or staff facilities that they require, and any expenditure on creating a depot facility would be the contractor's liability.

10.3 It should be noted that Roe Green Park currently experiences some traffic management and parking issues, which stem from users of the other buildings in the park and surrounding area. Car and other vehicle usage have increased and the existing roadway into the park is relatively narrow and mixes pedestrian and vehicle movements. Any health and safety and planning issues would need

to be overcome in allowing any additional intensification of use which would likely as a minimum require the installation of a pedestrian footpath of about 180 metres. Any proposed lease would require the placement of a Sn. 123 notice under the Local Government Act 1972.

10.4 Other Parks depot sites used by Veolia have been rejected because there is no surplus capacity on these sites to facilitate sharing with another contractor.

10.5 The arboriculture services are currently provided by external service provider, Gristwood & Toms, and there are no implications for Council staff arising from the new tender process. Should another provider be awarded the contract, then staff currently employed by the incumbent contractor may be eligible to transfer to the new service provider pursuant to the Transfer of Undertakings (Protection of Employment) Regulations 2006.

Background paper:

Report to Cabinet, 14 April 2015, *Arboricultural Services Contract*, Item 13: http://democracy.brent.gov.uk/ieListDocuments.aspx?CId=455&MId=2567&Ver=4

Contact Officers

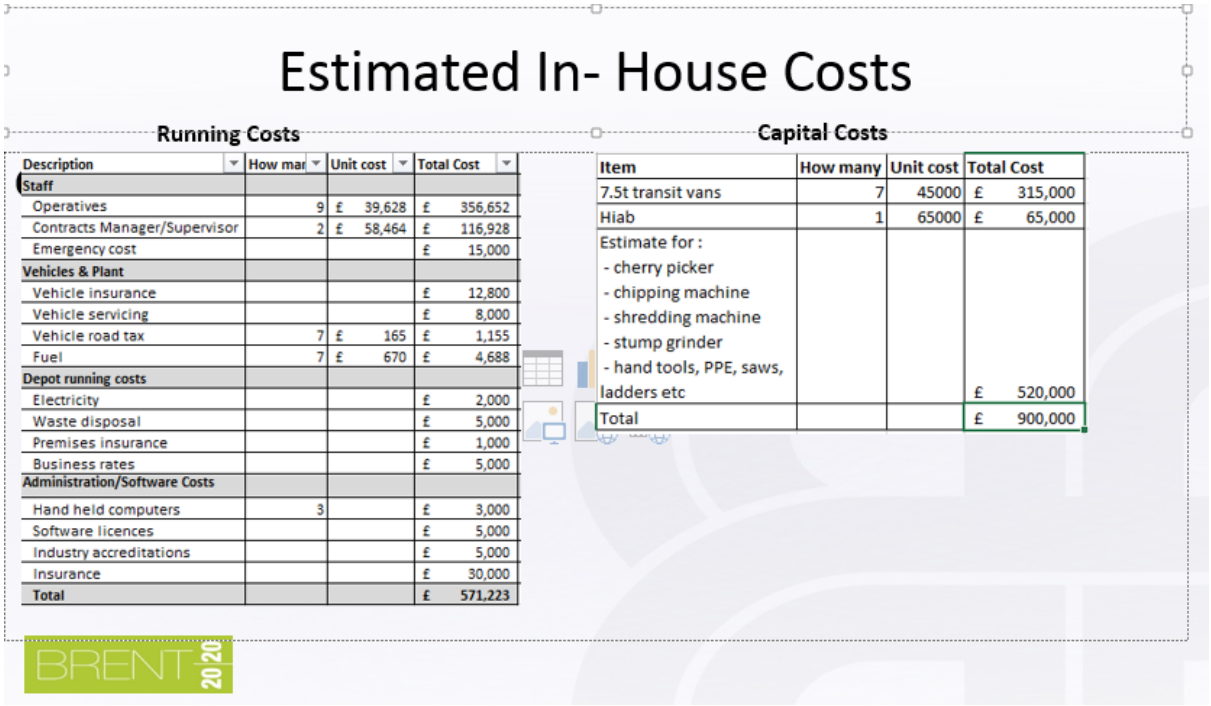
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AMAR DAVE
Strategic Director, Regeneration and Environment

Appendix A: Estimated in house costs from Gateway Zero evaluation



Estimated In- House Costs

Running Costs

Description	How many	Unit cost	Total Cost
Staff			
Operatives	9	£ 39,628	£ 356,652
Contracts Manager/Supervisor	2	£ 58,464	£ 116,928
Emergency cost			£ 15,000
Vehicles & Plant			
Vehicle insurance			£ 12,800
Vehicle servicing			£ 8,000
Vehicle road tax	7	£ 165	£ 1,155
Fuel	7	£ 670	£ 4,688
Depot running costs			
Electricity			£ 2,000
Waste disposal			£ 5,000
Premises insurance			£ 1,000
Business rates			£ 5,000
Administration/Software Costs			
Hand held computers	3		£ 3,000
Software licences			£ 5,000
Industry accreditations			£ 5,000
Insurance			£ 30,000
Total			£ 571,223

Capital Costs

Item	How many	Unit cost	Total Cost
7.5t transit vans	7	45000	£ 315,000
Hiab	1	65000	£ 65,000
Estimate for : - cherry picker - chipping machine - shredding machine - stump grinder - hand tools, PPE, saws, ladders etc			£ 520,000
Total			£ 900,000

Note: estimate costs refer to the street trees operation only.

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Brent	**Cabinet** **24 April 2017** **Report from the Strategic Director, Regeneration & Environment**
	Wards Affected: All Wards

Tackling Illegal Rubbish Dumping and Litter with Uniformed Street Patrols – 6-month Review and Next Steps

1.0 Summary

1.1 This report presents a review of the uniformed street patrol pilot contract with Kingdom Security Ltd, and proposes- on the basis of the very clear information provided by the pilot – that this activity should be sustained into the future. It sets out options for longer-term deployment for consideration.

1.2 The report reviews performance over the first 6 months and finds that the FPN issue rate has exceeded initial projections, payment rates and income have been stronger than projected, progress has been made in tackling long standing environmental challenges, and a number of 'added value' services have been successfully trialled.

1.3 It sets out an evaluation of the available options for taking the service forward from June 2017; and concludes that an in-house service presents the most advantageous option.

2.0 Recommendations

2.1 That Cabinet:

i. Notes the clear and helpful findings of the pilot exercise.

ii. Considers options for the longer term deployment of this service.

iii. Authorises the Strategic Director of Regeneration and Environment, in consultation with the Lead Member for Environment, to develop and implement an in-house operating model for the provision of uniformed street patrols.

iv. Agrees to continue with the suspension of the offer of a reduced payment for early settlement of litter-related FPNs beyond the period of the pilot.

3.0 Background

3.1 At its meeting on 10 March 2016, Cabinet considered and agreed a proposal to enter into a 12-month pilot contract with Kingdom Security Ltd ("Kingdom") to undertake the issuing of Littering Fixed Penalty Notices (FPNs) in the borough.

3.2 This approach reflected a recommendation from the Scrutiny Fly-Tipping Task Group, in its report of 5 November 2015, that the Council should seek to emulate the approach being taken by Ealing Borough Council. The views of the Scrutiny Committee of 5th April 2016, also endorsed the idea of using foot patrols to issue fixed penalty notices to offenders and accepted the need for a trial period to determine whether this would work practically in Brent. The Committee's views also made clear a preference for an in-house longer-term arrangement should the trial be successful and a wish that the Scrutiny Committee be fully engaged in any subsequent debate so that a helpful consensus is agreed on the best way forward.

3.3 In taking this proposal forward, Members were asked to consider awarding a one year pilot contract directly to Kingdom rather than carrying out a formal tendering process, on the basis that:

- Kingdom already provided services in Harrow and Ealing (among many others), and had been enforcing legislation on behalf of councils for seven years

- Officers had entered into discussions with Ealing and Harrow Councils about their partnerships with Kingdom, and both councils indicated engaging Kingdom on a trial basis to assist with enforcement of environmental legislation had been positive

- It was deemed that employing Kingdom on a time-limited trial basis would enable the Council to establish the pilot quickly, and would also provide the opportunity to test (and deliberately benefit from) a cross-border working relationship with the neighbouring boroughs of Harrow and Ealing

- It was believed that the cross-authorisation of Enforcement Officers, reporting into a regional team leader would deliver significant flexibility and service resilience

3.4 The pilot contract was intended to support the work of the in-house Enforcement team, and Veolia, through the provision of officers to carry out enforcement in relation to spitting, littering, fly-tipping, dog fouling and graffiti. This is work that could not have been undertaken by the existing, in-house team.

3.5 It was agreed that evaluation of the delivery of the service should take place throughout the pilot period, with a full assessment of future options taking place during the course of that year should it prove to be successful.

4.0 6-month Review

4.1 The pilot contract commenced on 15th June 2016, and this review looks at the performance of the contract from that date to the end of November 2016. The FPN issuance and financial detail is provided at section 8.

The key headlines are summarised below:

- 2981 valid littering FPNs were issued in the period 15 June to 30 November 2016. This excludes FPNs cancelled by Kingdom, where they bear the cost (this happens where the FPN was completed incorrectly, the ingredients of the offence was not met, or it transpires at a later stage that the FPN was not appropriately raised).

- Following an early spike, the issue rate has settled at between 400-500 per month

- The over-all FPN payment rate for the 6-month period at 30 November 2016 is reasonably expected to reach 85% (break-even point is 58%, and Brent's figure is among the higher recovery rates across Kingdom's portfolio of sites)

- FPNs related to cigarette litter reduced as a proportion of the overall figure from 92% in June to 82% in November as the team have been refocused onto other issues. This is considerably lower than most issuing authorities

- The first 16 non-payers were taken to court in early December. All were convicted; with fines ranging from £40 to £220 and costs of between £60 and £376 being imposed. Further batches are due to be heard over the coming weeks

- The high visibility patrols offer a visual deterrent; and also the 'surplus' generated has been used to support the purchase of additional CCTV equipment, and to finance targeted out-of-hours operations by the in-house Envirocrime team

4.2 Since September, having established a robust footing with littering FPNs, Kingdom have provided support at no additional cost to the Council with 'added value' activities including:

i. Bag searching – Officers deployed to known problem hotspots to search dumped bags for evidence; resulting in some written warnings (with costs) being issued.

ii. Time-banding patrols – Supporting the programme of education and enforcement in timed collection zones, Kingdom have patrolled these areas to tackle non-compliance, issuing FPNs to those witnessed putting rubbish out on the street at the wrong time; and referring some issues to the Council for further investigation.

iii. Tackling bird feeding – In response to reports of problem bird feeding in some areas, targeted visits have been undertaken, where temporary signage is erected in a number of languages and littering FPNs issued for bird feeding.

4.3 The team has also been deployed to specific geographical areas in response to complaints and requests from Ward members, members of the public, and community groups, to provide a high-visibility presence in problem hot-spots and to tackle specific local issues, such as Paan spitting and dog fouling. This has proved particularly effective in respect of Paan spitting which has historically proved very difficult to tackle.

4.4 In response to concerns expressed by some Members at the commencement of the pilot regarding the terms, pay and conditions of the people who will work on patrols, and their relationship to officers working directly for the Council on enforcement activity, Officers established that Kingdom's 2016 rates of pay for all operatives working on the Brent contract are above the London Living Wage; with an Enforcement Officer being paid £9.61 per hour, and supervisors paid £12.00 per hour, for example. It was also established that all operatives would be employed to work 8 hours per day across a 40-hour week, with evening and weekend working forming part of their weekly work pattern. Officers are comfortable that these conditions are in line with those offered across the wider industry.

4.5 Whilst there is no comparable role within the council and no internal job evaluation has yet been undertaken, any decision to bring the service in-house would mean the roles being evaluated and remunerated in line with the Council's terms and conditions of employment.

5.0 Future Opportunities

5.1 The contract is currently for the provision of services to issue FPNs for littering. However, it was proposed at the outset that once established the scope could be expanded to incorporate other offences, such as graffiti, flyposting, and offering vehicles for sale on a road.

5.2 Since the pilot started, it has become apparent that uniformed officers could also be usefully employed to assist with other problems, such as the enforcement of smoke-free legislation in illegal shisha bars, patrol and enforcement in Drinking Control Zones, highways enforcement work, and the enforcement of Public Space Protection Orders when introduced.

5.3 A decision is required from this report to take the learning from the pilot forward, as to what exactly any future service will look like. In order to continue to provide a cost-neutral solution, it will be necessary to continue to support the 'value added' activity with a significant element of high volume, low level littering enforcement; and if it is decided to deviate from this model, an operational budget would need to be identified.

5.4 In addition, in order to deliver a cost-neutral solution, it was agreed to suspend the offer of reduced payment for litter-related FPN's for the period of the pilot. Early repayment is maintained for some other environmental offences, such as fly-tipping. The Council has the discretion to decide if, to what extent (and for which offences) it wishes to offer an early payment discount. This must be exercised reasonably. A decision is required as to whether to continue with this suspension beyond the period of the pilot.

5.5 Brent has also had discussions with the West London Alliance (WLA) and neighbouring boroughs around opportunities for closer collaboration across borough boundaries. All these Councils are currently undertaking similar trials; many of which are due to conclude this summer. All have enjoyed similar results, and are keen to pursue longer-term arrangements, preferably expanding into other areas of enforcement activity. In addition, all are keen to explore the opportunity to benefit from the economies of scale offered by a larger geographical area, the wider and more coherent approach to tackling street problems, the single message to customers, and potential creation of a more cost-effective solution. There is an appetite for working collaboratively on the procurement of a framework contract for an external company to provide similar services when the relevant partners' current arrangements come to an end. However, there seems to be little appetite for a collaborative approach on an in-house model.

6.0 Next Steps

6.1 The pilot will come to an end in June 2017, and on the basis of the clear and helpful findings to date, it is recommended that the Council now proceeds with a permanent arrangement.

6.2 In order to achieve this, five options are now available:

Option 1: Procure a new Brent contract for this work

- A draft procurement timetable is included at 6.3 which would deliver a contract start date of 19th June 2017

- The contract specification can incorporate the 'added value' activities and any additional enforcement options that the Council may wish prospective tenderers to bid for

- Performance of the Kingdom pilot to date indicates that the Council could expect a contract to deliver a net financial benefit to the Council of £131k per annum. Details of the basis of this forecast are provided at section 8, and summarised below:

Gross Annual Expenditure 5,962 FPNs @ £46 each	£274k
Gross Annual Income	£405k
Net Annual Income	£131k

Advantages	Disadvantages
• Exposing the services to the market should secure the most competitive options • Potentially more resilient due to potential for sharing resource across contracts • Anticipated net financial benefit to the Council of between £131k per annum • Low risk for the Council	• Need to pay a proportion of income to external provider • Potentially less operational flexibility • Less financially advantageous to the council when compared on a like-for-like basis • No potential to integrate into the enforcement activity • Has some financial risk if FPN payment rates fall below 58%.

Option 2: Create an in-house team

- This option has a clear appeal from a financial perspective, as the Council would be able to retain 100% of all FPN income received, and the estimated net financial position is therefore more attractive than all other options

- Team requirements are assumed as 1 x Supervisor, 4 x Enforcement Officers and 1 x Admin Officer

- With on-costs, it has been calculated that this team would cost the Council around £235k per annum (based on average salary model at 2016/17 rates)

- Additional operational and equipment costs are forecast at £15 - £20k per annum, post initial additional set up costs of £4k

- It has been calculated that this team could generate an estimated annual net income of £155k, as follows:

Gross Annual Expenditure • Staffing Costs • Operational & Equipment Costs (year 1) Total	 £235k £15k £250k
Gross Annual Income	£405k
Net Annual Income	£155k

- The Council would carry the full risk around the implementation and ongoing financial and operational performance of the team

Advantages	Disadvantages
• Council could retain 100% of FPN income received • Potentially more flexible than an outsourced solution • Service can be designed and tailored to our specific local requirements • Assuming performance is comparable to an outsourced model, an in-house model could generate an annual net income of £155k (which is more than the outsourced model) • Could be designed to enable other Councils to 'buy-in' at a future date • Opportunity to integrate this team more effectively other street enforcement activity • Financial benefit accrues faster if FPN issue rates go beyond current project levels. Therefore, there is an incentive to over-perform.	• Less scope for collaboration with others as there is little interest among WLA partners in an in-house service • Up-front investment required in software, hardware, and back-office support. These would be year 1 costs only. • Council would carry 100% of risk around income generation. Performance below projected levels, will create a financial burden for the council. • Risk that an in-house team would be diverted onto other tasks to support the directorate, and thus fail to deliver on targets • The pilot has demonstrated that staff retention has been challenging. Whilst the in-house service is likely to offer a more attractive salary (and could potentially offer more varied work) which may address this, any difficulties with staff retention could present a problem, as the Council would not have the same level of resilience as an external contractor who is able to call on other contracts for support.

Option 3: Add these services to another contract

- Parking Enforcement contractors have expressed an interest in providing a litter enforcement service to the Council; and there is also potential to look at options to incorporate this service into the wider Public Realm contract

- It is unlikely that any integration of contracts would be possible within the time-lines necessary to ensure a continuity of service. This option is therefore not recommended

Advantages	**Disadvantages**
• Potential financial and operational advantages from integration with existing services	• Unlikely to be delivered by 19th June, therefore requiring extension to current pilot or a break in service • Any change to an existing contract would need to be considered carefully to ensure it complemented, and did not detract from the core activities of the contractor

Whilst this option has some appeal, it is unlikely that any integration would be possible within the timelines necessary to ensure a continuity of service. This option is therefore not recommended.

Option 4: Lead on procurement of a West London-wide contract.

- A number of Councils in the region are currently undertaking similar trials; many of which are due to conclude in the summer. All have enjoyed similar results and are keen to pursue longer-term arrangements

- It is unlikely that the other interested parties will be in a position to mobilise in time to enable Brent to establish a long term arrangement by June. For this reason, this option is not recommended; however, this does not necessarily preclude the opportunity for future collaboration

Advantages	Disadvantages
• Operational, logistical and financial advantages of working with others • Likely to secure short-term savings through shared procurement, and longer-term savings through more competitive bids due to economies of scale	• Very unlikely that the other interested parties will be in a position to mobilise at the pace which is necessary for Brent; therefore requiring extension to current pilot or a break in service • Less likely to have dedicated management support.

Option 5: Work with neighbouring authorities on an in-house service.

- Associated implications for this option are as per Option 4 above

Advantages	Disadvantages
• Operational, logistical and financial advantages of working with others	• Very unlikely to be delivered by 19th June, therefore requiring extension to current pilot or a break in service • In-house offer unlikely to be as attractive to others as a 'tried and tested' contractor. • Unlikely to be able to offer other Councils a service that is as competitive as the private sector.

Procurement

6.3 The draft timetable below sets out the procurement timelines should it be decided to outsource the operation. This indicates that, with a start date of 24 April, the timescales are extremely tight to establish a new, outsourced operation to immediately follow-on from the current arrangements with Kingdom. It will therefore be necessary to have a short break in service to enable full mobilisation of a new service, taking into account all the lessons learned from the pilot.

Action	Date	Timeline
Cabinet	24th April – 1st May	5 days call in
Advertise Open Tender	1st May – 31st May	30 days
Clarifications	1st May – 24th May	3 weeks
Tender Close	31st May	
Evaluation & Approval including CPB	31st May – 9th June	1.5 weeks
Award	9th June	
Alcatel	9th June – 19th June	Alcatel
Mobilisation	19th June	Contract start

6.4 Should it be decided to proceed with an in-house service, the primary tasks around the mobilisation timescale are likely to be the sourcing and procurement of the necessary IT hardware and software, uniforms, and protective equipment (PPE) to support the team, alongside any staff consultations necessary under TUPE regulations. A detailed mobilisation timetable is currently being developed; however, it is likely that this would take at least 8 weeks from a decision being made; again meaning that the Council would need to plan for a short break in service while a new in house service is mobilised.

6.5 It is suggested that the service, if the in-house option is accepted, is re-launched with a new branding working with enforcement colleagues.

7.0 Conclusion

7.1 The pilot has been a helpful exercise and the performance has been shown to be good. Operating issues around the application of this type of service in Brent are now properly understood. The FPN issue rate has exceeded projections, payment rates, income have been stronger than projected, and a number of 'added value' services have been successfully trialled. It is therefore recommended that the Council now plans to continue providing this service, beyond June 2017, on a long term basis. The review suggests that an in-house service, delivered along the same operating lines as the pilot contract, may offer the best long-term value for the council.

8.0 Financial Implications

8.1 Kingdom's business model is based on income received from the serving of FPNs in relation to environmental offences. For every valid £80 FPN issued Kingdom receive £46 as a payment from the council. For every FPN paid the council will receive the income.

8.2 The Cabinet decision to enter into the pilot was based on the assumption that four officers would be deployed, each issuing an average of five valid FPNs per day of which 70% would in due course be collected. On this basis it was calculated that the pilot would generate a surplus of approximately £0.05m over the life span of the contract as set out below, and that the breakeven point for debt collection was 58%.

	Average no. of expected FPNs issued per day	Average no. of expected FPNs issued yr. (excl. weekends)	FPNs Issued per yr. £'000	Payment to Kingdom Security Services £'000	Assumed debt collection rate	Income Expected £'000	Surplus £'000
Actual assumption	**20**	**5,200**	**416**	**239**	**70%**	**291**	**(52)**
Break-even point	**20**	**5,200**	**416**	**239**	**58%**	**241**	**(2)**

8.3 The data from the first six months of the pilot shows that 2,981 valid FPNs have been issued, compared to the 2,600 assumed at the start of the pilot. The collection rate cannot simply be measured by analysing the FPNs paid over the six month pilot period. It is the nature of debt collection in any system that some outstanding amounts are only paid after recovery action has taken place, such as court proceedings, which can mean that it may take months before the final account is reached.

8.4 It follows from this that the collection rates for FPNs issued in the period June to August will be a more accurate reflection of the final amounts that the council will collect than the equivalent data from September to November. The data, summarised in the table on the following page, bears this out.

	Month						
	June	**July**	**August**	**September**	**October**	**November**	**Total**
FPN issued	764	530	519	511	456	505	**3,285**
FPN cancelled (Kingdom expense)	96	75	83	46	0	4	**304**
Valid FPN issued	668	455	436	465	456	501	**2,981**
FPN written off (Brent choice)	55	40	16	35	3	3	**152**
Collectable FPNs	613	415	420	430	453	498	**2,829**
Payment to Kingdom	30,728	20,930	20,056	21,390	20,976	23,046	**137,126**
FPNs paid	569	377	381	333	294	332	**2,286**
Income already received by Brent	45,520	30,160	30,480	26,640	23,520	26,560	**182,880**
Collectable but unpaid FPNs	44	38	39	97	159	166	**543**
Collection rate	85%	83%	87%	72%	64%	66%	**77%**

Assumed final collection rate				85%	85%	85%	
Assumed FPNs to be paid (total)				366	385	423	
FPNs already paid				333	294	332	
Additional FPNs to be collected				33	114	116	
Value of additional FPNs				2,600	9,120	9,280	**21,000**
Total accrued value to Brent							**203,880**

8.5 Collection rates from June to August were around 85%, once adjusted for Brent's decision to write-off some validly issued FPNs, taking account of the personal circumstances of some customers. On the same basis collection rates are around 70% for the period September to November.

8.6 There is no evidence that recovery procedures have weakened in later months, and the data bears out the *a priori* expectation that recovery rates will be higher the longer the debt has been chased. Therefore, the reasonable expectation is that debt collection will rise to the 85% level, once further recovery action has been completed.

8.7 Brent's expectation from the pilot is therefore that it will accrue gross income of £0.204m. The payment due to Kingdom will be £0.137m (that is, 2,981 FPNs @ £46 each). The surplus on six months' activity is therefore approximately £0.067m, and hence the annual gross surplus could reasonably be expected to be around £0.134m.

8.8 This bears out the assumptions at the start of the pilot that the scheme would be at least self-financing. There are some marginal ancillary costs associated with the scheme, such as for legal expenses, zip cars and, arguably, office space (depending on the precise costing methodology employed). None of these ancillaries could be of anything like sufficient scale to change the overall conclusion that the scheme is at least self-financing, and the financial evaluation therefore supports the conclusion that the activity should be continued, on the basis of the operational reasons set out in the report.

8.9 It is therefore relevant to consider the different means by which this could be delivered. The report has, at paragraph 6.2, set out two options, procuring a new contract and creating an in-house team. Three other options were set out at paragraph 6.2, but as these are not operationally practical, for the reasons set out in the report, a full financial analysis has not been conducted. For the purposes of this financial evaluation procuring a new contract is assumed to generate a surplus of approximately £0.131m. It would not be unreasonable to assume that a competitive process might drive this surplus higher, although this is not certain.

8.10 Ancillary costs for legal support and workstations, on whatever basis they are costed, will be similar to those under the current arrangement. For example, the council is currently responsible for debt collection and would remain so if the service was brought in house, so any consideration of the cost is not germane to the choice between options One and Two and, as set out in paragraph 8.8, these costs are not material to the decision as to whether to proceed with the service at all.

8.11 The issue is therefore to consider the likely surplus that the council would make if it ran the operation in house. Using the same figures for ticket issue and collection rates (which therefore implicitly assumes that the quality of service would be the same) the council could expect to issue 5,962 FPNs in a year (i.e. twice the amount issued in the pilot six months). The gross income for these would be £0.477m if all were paid.

8.12 The collection rate has been established, in paragraph 8.6, as being around 85%, so total income would be £0.405m. Paragraph 6.2 has set out that the likely cost of an in house team would be around £0.25m (£15k of which would be up-front, year 1 equipment costs only), which would imply a surplus under the in-house option of £0.155m.

8.13 There is therefore a reasonable expectation of a modest additional surplus under the in-house model compared to the option of procuring a new contract. Provided that the reasonable expectation was that the operational performance of in house service would be at least as good as that provided by a private contractor then the financial evaluation would support a conclusion that the service should be provided in house.

8.14 A subsequent decision would be required as part of next year's budget as to where to ascribe the surplus generated, as part of the normal budgeting process, subject to the limitation described at paragraph 9.1 below.

8.15 Additional income would be generated through costs orders that may be imposed by the courts when the council takes non-payers to court. These orders requiring non-payers to reimburse the council part of its costs in taking the matter to court would increase the surplus achieved through the in house and contracted out option by equal amounts. Even if no account was taken of such costs orders the report has demonstrated that the service can operate without subsidy from the general fund. As such fees are inherently volatile, and because they would not affect the overall decision, there was no need to take account of them in this appraisal.

9.0 Legal Implications

9.1 Part IV of the Environmental Protection Act 1990 (EPA) contains powers and duties to enable certain bodies to manage litter and associated environmental issues on the land for which they are responsible. Section 18 of the Clean Neighbourhoods and Environment Act 2005 (CNEA) amends section 87 of the EPA by extending the offence of littering to apply on all types of land, whether public or privately owned, on the land itself or in water. Section 19 of the 2005 Act amending Section 94A of the EPA as inserted by Section 22 of the CNEA enables an authorised officer of a litter authority (individuals other than their own employees) to issue Fixed Penalty Notices to a person who has committed an offence under the EPA 1990. An authority may use its fixed penalty receipts to spend in the course of enforcement functions under Part 4 of the Environmental Protection Act 1990; section 43 of the Anti-social Behaviour Act 2003; Chapter 1 of Part 6 of the Clean Neighbourhoods and Environment Act 2005; and such other of its functions as may be specified in regulations made by the appropriate person (any of the authorities functions).

9.2 The current contract with Kingdom is a service concession contract as defined under regulation 3 of the Concessions Contracts Regulations 2016 ('CCR 2016'), as the Council entrust the provision and management of the service to Kingdom for the right to exploit the service together with payment. Regulation 9 of the CCR 2016 provides that concession contracts with a value (over the lifetime of the contract) that is equal to or more than the sums specified in the Concessions Directive as amended from time to time (currently £4,104,394 – CCR threshold for services) are subject to the full application of the CCR 2016.

9.3 If the Council pursue a long term arrangement by undertaking a formal procurement process or the option of working with neighbouring authorities to jointly procure the services of a contractor to provide the service then such procurement should be undertaken in accordance with the requirements of the CCR 2016 and the relevant Concession Directive should the contract be a concession valued at over the CCR threshold. If a concession contract is valued at under the CCR threshold then it should be procured so as to ensure compliance with the principles of the Treaty on the Functioning of the European Union (of equal treatment, non-discrimination, transparency and the free movement of persons) and so as to guarantee the opening-up of concessions

to competition and adequate legal certainty. If the value of the contract is estimated to be equal to or above the CCR threshold for services, then it will be subject to the full application of the CCR 2016, in that, to commence the procurement procedure, a concession notice should be sent to for publication of the opportunity on the OJEU and the concession documents should also be published electronically from the date of the concession notice. The concession award notice will also need to be published post-award. The duration of concession contract under the CCR 2016 is limited to a maximum of five years (unless the contractor can show that longer is reasonably required to allow a return on its investment).

9.4 If alternatively a services contract is procured and the estimated value of such contract is in excess of £164,176, then the Public Contracts Regulations 2015 (PCR 2015) would apply to such contract and any procurement would need to be carried out in accordance with the requirements of the PCR 2015.

9.5 With regard to all the options, whether the Council jointly (or on its own) formally procure for the provision of uniformed street patrols in Brent or create a dedicated in-house capability to deliver the service, it will is likely to be regarded as a service provision change under regulation 3(1)(b) of the Transfer of Undertaking (Protection of Employment) Regulations 2006 ('TUPE'). The requirements of TUPE will apply in that the current staff of Kingdom providing the service will automatically transfer to the new contractor/provider or the Council (as the case may be) on the existing terms of their employment contracts. The Council or the new contractor/provider will inherit all rights, liabilities and obligations in relation to the staff.

9.6 If the Council are to explore the option of working in collaboration or partnership with the WLA or neighbouring authorities, depending on the extent of the collaboration or partnership, Cabinet approval or the Chief Finance Officer's approval under the Council's Contract Standing Orders (CSO 85) will be required and a formal agreement covering the arrangements signed by the parties.

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Brent	**Cabinet** **24 April 2017** **Report from Director of Policy, Performance and Partnerships**
	Wards affected: All Wards

Recommendations from Community and Wellbeing Scrutiny Committee: Brent Local Safeguarding Children Board

1.0 Summary

1.1 This report has the recommendations for Cabinet agreed by the Community and Wellbeing Scrutiny Committee after discussion of the annual report for 2015-16 of the Brent Local Safeguarding Children Board.

2.0 Recommendations

2.1 Cabinet is asked to note the recommendation as set out in Appendix A.

3.0 Detail

3.1 On 23 November 2016 the committee received the annual report from the Independent Chair of the Brent Local Safeguarding Children Board (LSCB) which reviewed its work for 2015-16.

3.2 Also attending the committee meeting was the Strategic Director of Children and Young People, and the Operational Director Integration and Improved Service in the Children and Young People department.

3.3 Members had a wide-ranging discussion with the Independent Chair about the Board's annual report, including issues of partnership work, his insight into work at the front line, levels of engagement by different agencies and organisations, and involvement of the voluntary sector and local communities in the work of the Board.

3.4 One of the items discussed and the members asked questions about was the budget for the LSCB. The committee noted that the Brent LSCB budget had been static for the past three years, and a member queried whether this limited

the work undertaken by the Board. The committee discussed the Board's budget compared with the budgets of Boards in other London boroughs. Details of the budgets of Boards for other London boroughs were sought after the meeting.

3.5 After discussing the Budget of the Board and on the basis of the discussion, members of the Community and Wellbeing Scrutiny Committee agreed a recommendation for Cabinet, which is set out in Appendix A.

3.5 Information about the funding arrangements of other Boards in west London was obtained after the meeting and published with agenda papers for the scrutiny committee's next meeting on 1 February 2017.

Background Papers

Brent Local Safeguarding Children Board Annual Report 2015/16, report to Community and Wellbeing Scrutiny Committee, 23 November 2016

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APPENDIX A

1. That as part of the budget making process, the council consider how it can provide additional funding to the Brent Local Safeguarding Children's Board in order to improve value for money.

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