



Resources and Public Realm Scrutiny Committee

Wednesday 5 September 2018 at 6.00 pm
Boardrooms 3-5 - Brent Civic Centre, Engineers Way,
Wembley, HA9 0FJ

Membership:

Members

Councillors:

Kelcher (Chair)
Kansagra (Vice-Chair)
S Butt
Gbajumo
Gill
Kabir
Mashari
Nerva

Substitute Members

Councillors:

Aden, Ethapemi, Hassan, Johnson, Kennelly, Long and
Stephens

Councillors:

Colwill and Maurice

For further information contact: Bryony Gibbs, Governance Officer
020 8937 1355; bryony.gibbs@brent.gov.uk

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www.brent.gov.uk/committees

The press and public are welcome to attend this meeting

Notes for Members - Declarations of Interest:

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

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

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

***Disclosable Pecuniary Interests:**

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

****Personal Interests:**

The business relates to or affects:

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

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

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

or

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

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

Agenda

Introductions, if appropriate.

Item	Page
1 Apologies for absence and clarification of alternate members	
2 Declarations of interests Members are invited to declare at this stage of the meeting, the nature and existence of any relevant disclosable pecuniary, personal or prejudicial interests in the items on this agenda and to specify the item(s) to which they relate.	
3 Deputations (if any) To hear any deputations received from members of the public in accordance with Standing Order 67.	
4 Minutes of the previous meeting To approve the minutes of the previous meetings held on 3 July 2018 and 16 July 2018 as correct records.	1 - 10
5 Matters arising (if any) To consider any matters arising from the minutes of the previous meeting.	
6 Chair's Report This report summarises the work carried out by the committee and outlines why the items on the agenda for this meeting were chosen.	
7 Highways Contract Performance Brent entered into an eight year contract on 1 April 2013, finishing on 31 March 2021, to provide a range of highway services, including reactive maintenance works, through the London Highways Alliance Contract (LoHAC). The appointed contractor is Conway Aecom. This report outlines the contractual arrangements in place at present, the measures for auditing the contractor's performance and what the current performance levels are and how the contract is linking in a practical way to the Council's Highways Asset Management Plan.	11 - 38

8 Digital Strategy progress and outcomes for vulnerable people

39 - 90

This report provides an update on the progress of the Brent Digital Strategy from its launch in June 2017 to date. It includes details of key projects and workstreams related to channel shift and the initiatives designed to support vulnerable residents, as well as wider work within delivery of the strategy to secure positive outcomes for vulnerable people.

9 Area Based Working Update

91 - 192

The paper provides an update on the significant progress that is being made by Town Centre Managers and Neighbourhood Managers, leading on the council's new area based approach. The report summarises the achievements in the first 6-15 months of operation for X4 Town Centre Managers (TCMs) and in the first 7 months of operation for X5 Neighbourhood Managers (NMs). It also provides a summary of the objectives and deliverables for 2018/19 for TCMs and NMs, and a summary of medium-long term plans.

10 Committee work programme 2018/19

193 - 206

This report updates members on the committee's work programme for 2018/19.

11 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 60.

Date of the next meeting: Wednesday 5 December 2018



- 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.



MINUTES OF THE RESOURCES AND PUBLIC REALM SCRUTINY COMMITTEE **Tuesday 3 July 2018 at 6.00 pm**

PRESENT: Councillor Kelcher (Chair) and Councillors Nerva, Gill, S Butt and Stephens

1. Chair's Opening Remarks

The Chair advised that Councillor Butt (Leader of the Council), Councillor McLennan (Deputy Leader) and Carolyn Downs (Chief Executive) were unable to attend the meeting as they were currently at the Local Government Association Conference. It was proposed therefore, that items 7 (Brent Priorities 2019 onwards) and 8 (Assets and Property Overview & Strategy Brief) which fell within Councillor Butt and Councillor McLennan's portfolios respectively, be deferred to a special meeting of the committee on 16 July 2018.

RESOLVED: that agenda items 7 (Brent Priorities 2019 onwards) and 8 (Assets and Property Overview & Strategy Brief) be deferred to a special meeting of the committee on 16 July 2018.

2. Apologies for absence and clarification of alternate members

Apologies were received from Councillors Gbajumo, Mashari and Kabir. Councillor Stephens was present as substitute member in place of Councillor Kabir.

Apologies were also received from Lead Members, Councillor Butt (Leader) and Councillor McLennan (Deputy Leader) and from Carolyn Downs (the Chief Executive) who were currently attending the Local Government Association Conference.

3. Declarations of interests

There were no declarations of interest.

4. Deputations (if any)

There were no deputations.

5. Minutes of the previous meeting

RESOLVED: that the minutes of the previous meeting held on 26 March 2018 be agreed as an accurate record of the meeting.

6. Matters arising (if any)

There were no matters arising.

7. **Chair's Report**

The committee considered the Chair's report which provided comment on the committee's work-planning, training and other related activities. The report also shared with the committee details of urgent key decisions of which the Chair, in line with the council's urgency procedures, had been notified. A number of recommendations were set out in the report for the committee's consideration: these related to the urgent key decision and to work previously conducted by the committee.

The Chair invited questions on the Chair's report and asked the committee to consider the recommendations set out in the report.

Members subsequently welcomed the addition of the Chair's report as a standing item to the committee's agenda and sought further details on the rapporteurships. The Chair confirmed that members could nominate themselves to undertake short, clearly defined investigations on subject matters of interest. Members would be expected to produce a short report for the committee's consideration, ensuring that any recommendations proposed had been discussed with the relevant officers prior to submission. A member suggested that it would be helpful to receive a briefing on the process of undertaking rapporteurships, particularly from colleagues in other authorities which already employed the practice.

RESOLVED: The committee recommended to Cabinet:

- i) That if the sale of Wembley Stadium proceeds, at the point the stadium passed into private hands, the council write to the Valuation Office to ask that the Stadium's business rates valuation be reconsidered and if the stadium was to be used purely to generate private profit, the full amount possible should be returned to the taxpayers of London (through the London business rates pilot pool).
- ii) That the Cabinet always give due consideration of geographical spread when allocating Strategic CIL monies to projects in future.
- iii) That the Cabinet introduce an additional requirement for private landlords under licence to tag all mattresses in their property in a manner that is not easy to overcome (for example smart water instead of a physical material tag) and widely publicises this new rule to act as a deterrent against mattress dumping in Brent.

8. **Brent Priorities 2019 onwards**

At the start of the meeting, the committee agreed to defer this item to a special meeting of the committee scheduled for 16 July 2018.

9. **Assets and Property Overview & Strategy Brief (2019-2023) 'Making property assets work for Brent'**

At the start of the meeting, the committee agreed to defer this item to a special meeting of the committee scheduled for 16 July 2018.

10. **2017-18 Annual Scrutiny Report**

The Committee considered the 2017-18 Annual Scrutiny Report, which was divided into three sections, one for each of the three scrutiny committees. The report summarised the areas of scrutiny, task group work and other relevant activities undertaken by each scrutiny committee.

RESOLVED: that the 2017-18 Annual Scrutiny Report be agreed.

11. **Affordable Housing in New Developments Task Group - Update and Terms of Reference**

The Chair invited Councillor Neva (Chair of the Task Group) to introduce the report which updated the committee on the progress of the task group and proposed new terms of reference for the committee's approval.

Councillor Nerva advised that the task group had previously been established by the committee in the last municipal year but had been unable to progress due to the proximity to the elections. The new terms of reference attached as Appendix 1 to the report were broader to allow fuller consideration of the issues. A work programme had been established and it was anticipated that the report would be completed by September 2018, thereby allowing any recommendations to feed into the Local Plan currently in development.

RESOLVED: that the revised Terms of Reference for the Affordable Housing in New Developments Task Group, set out at Appendix 1 to the report be agreed.

12. **Any other urgent business**

There was no urgent business.

The meeting closed at 6.12 pm

M KELCHER
Chair

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MINUTES OF THE RESOURCES AND PUBLIC REALM SCRUTINY COMMITTEE

Monday 16 July 2018 at 6.00 pm

PRESENT: Councillor Kelcher (Chair) and Councillors Nerva, Gill, S Butt, Gbajumo, Kabir and Mashari

Also Present: Councillors Butt and McLennan

1. Apologies for absence and clarification of alternate members

Apologies were submitted by Councillor Kansagra.

2. Declarations of interests

There were no declarations of interest.

3. Deputations

No deputations were submitted.

4. Brent Priorities 2019 onwards

Councillor Butt (Leader of the Council) introduced the report, explaining that the borough priorities would be based on the commitments made within the Brent Labour Manifesto. The Borough Plan was currently being developed and consultation on the Plan would commence in October 2018. Work was underway to detail how the priorities would be met, taking into consideration the financial challenges facing the council over the next four years and ensuring the council was poised to exploit any opportunities that arose. Councillor Butt welcomed questions from the committee, noting that Carolyn Downs (Chief Executive) was also in attendance to help address members' queries.

The Chair thanked the Leader for his introduction. Members subsequently queried how the council planned for wider political and economic changes and questioned how often the risk register was updated. Discussing the financial pressures that would be faced by the council, members questioned whether any council services would be protected from future savings proposals. Queries were raised regarding the council's planning for Britain's exit from the European Union (Brexit) and whether the council would be producing any further documentation on the impact of Brexit on the borough. It was highlighted that a number of organisations had undertaken significant modelling around Brexit, including the LGA, and members questioned whether Brent would be undertaking similar detailed analysis.

The committee queried how the council would use the Borough of Culture status, both during the year and as a legacy for the borough, particularly with respect to improving community cohesion and outreach. The committee then raised queries regarding allocation of Community Infrastructure Levy (CIL) monies, including the council's funding of the development of the pedway (pedestrian walk way) leading

to Wembley Stadium. It was noted that other boroughs were known to use CIL funding to improve streets and roads and it was queried whether Brent would consider pursuing a similar approach.

A member questioned how radical and assertive the council could be in seeking to achieve environmental improvements for Brent. The committee was particularly keen to hear how the council would tackle poor air quality and it was noted that at least one Brent school was included in the Mayor of London's list of the 50 worst schools for air quality. The committee questioned whether the council would be willing to consider all potential measures, including for instance, road closures. Clarity was sought on whether the council would deliver against manifesto commitments if they proved unpopular during consultation and members sought details of how the council measured progress against these commitments. The committee questioned the contribution of partner organisations in meeting the borough priorities and discussed the role of scrutiny in pushing for a more joined-up approach.

Responding to the queries raised, Councillor Butt confirmed that budget planning included risk analysis and noted that the council also maintained the corporate risk register which was frequently reviewed by the Audit Committee. The risk register detailed risks associated with the work of the entire council. It also included risks associated with external factors that could impact the council and identified mitigating actions. Carolyn Downs explained that in drawing up the council's budget the worst case scenario was planned for. Whilst it was hoped that a more acceptable outcome would be achieved, the council would be prepared for the alternative. Councillor McLennan emphasised that the Cabinet received regular financial performance reports detailing the council's performance against local and national objectives. Work was underway to make those objectives smarter and more outcome focussed. Councillor Butt stated that he felt it was prudent to consider all budget proposals and if there were service areas that members felt should be protected, they could be discounted at that stage of discussion. It was important to review every aspect of council services, to understand how those services were delivered and to understand the outcomes for residents. Addressing members' queries regarding planning for Brexit, Councillor Butt confirmed that the council would review modelling undertaken by other organisations but it would not be prudent to take any action until more information was known about the final deal to be reached by the Government. Furthermore, the council would also need to take into account London-wide and regional responses.

Councillor Butt advised that the delivery of Borough of Culture events had already commenced, with the council hosting a screening of the World Cup Final In King Edward VII Park which attracted almost 400 people. The atmosphere had been very positive and different communities had come together to enjoy the event. In September, a consultation exercise would be held with residents and community groups to identify what kind of events and programmes they would like to see as part of Brent's year as Borough of Culture. Artistic Directors had also been employed by the council to help shape the Borough of Culture offer. Carolyn Downs added that a community fund of £500k, drawn from Borough of Culture funding, would be available for residents and community groups to bid for throughout the year. Addressing the legacy of the Borough of Culture, Carolyn Downs highlighted the council's ongoing initiative to provide free community space to community groups and the development of comprehensive arts curriculum in Brent's schools.

In addition, all new developments being delivered as part of regeneration projects within the borough, were required to provide work space for community groups, artists and the creative industry.

With regard to the allocation of CIL funding, Councillor Butt confirmed that the council did use some of these funds towards improving Brent's streets and roads. Carolyn Downs advised that Ealing Council indicated for each development the level of CIL that should be directed to improvement works in those areas. A report would be prepared to demonstrate the level of CIL monies used to fund improvements in Brent. The council's contribution to the pedway was in the region of £10million, with other funds directed to improving the section of Olympic Way closer to Wembley Park Station. If Wembley Stadium were to pass into private ownership, the council would seek a significant contribution from the new owners to the improvement works undertaken.

Councillor Butt advised that the council worked proactively to tackle environmental issues to achieve positive outcomes for Brent residents. It was emphasised that all options would be considered but a structured programme of communication and engagement was necessary as not all such measures would be popular. It was acknowledged that Brent Labour had been given a strong mandate by the electorate to deliver its manifesto but Councillor Butt emphasised that good engagement and consultation were necessary to identify local concerns and issues and to this end, a residents' survey would be conducted to feed into the development of the Borough Plan. Carolyn Downs advised that resources still had to be aligned with the commitments made in the Brent Labour manifesto and there would be some pledges that it may not be possible to meet. It was confirmed that there would be full transparency around any such discussions. Addressing the contribution of Brent's partners Councillor Butt and Carolyn Downs advised that they were struggling with budget reductions and welcomed a focus on this matter by Scrutiny. The impact on the community and voluntary sector was also highlighted, with Councillor Butt noting that they were increasingly being asked to do more with less.

Outlining the work of the council to deliver environmental improvements, Councillor Butt advised that the council continued to work with schools to ensure that travel plans were in place to encourage parents to use alternative means of travel and this was supported by enforcement work to prevent cars idling in surrounding areas. The committee further heard that Brent Labour had pledged in its manifesto to double the number of trees planted by the council and to increase the number of electric charging points in the borough. The council continued to work with TfL to reduce the use of diesel buses, particularly around the low emissions zone. Other actions taken by the council included supporting the cycle to work scheme, the introduction of a user friendly car hire scheme for the borough, encouraging developers to create car free developments where appropriate by ensuring the provision of local services to negate the need for the use of cars. Councillor Butt added that the council was also conscious of the study funded by Public Health England and carried out in collaboration with the UK Health Forum and Imperial College London. This study calculated the health and social care costs of air pollution and was Councillor Butt confirmed that the findings of this would be considered alongside the Brent Labour manifesto pledges. Councillor Butt further advised that it was important to work with residents to ensure individual ownership

of environmental issues and highlighted that a Clean Air Day for Brent had recently been held on 21 June 2018.

During the discussion the committee requested a detailed breakdown of Brent's levels of air pollution and how this intersects with the location of Brent's schools. Councillor Butt agreed that officers would provide the requested information following the meeting.

RESOLVED: that the report from the Director of Performance, Policy and Partnerships be noted.

5. Assets and Property Overview & Strategy Brief (2019-2023) 'Making property assets work for Brent'

At the invitation of the Chair, Councillor McLennan (Deputy Leader) introduced the report outlining the council's property assets and focus areas for the new Property Strategy being developed for 2020. In doing so, Councillor McLennan advised that she had taken over responsibility for this portfolio area at the start of the new administration in May 2018. Councillor Butt, the previous portfolio holder was also present to address any questions as necessary, alongside Althea Loderick (Strategic Director, Resources) and Oliver Judges (Interim Director of Assets and Property). Councillor McLennan emphasised that the Strategy would address how the council's assets would be employed to the benefit of the council through cost reduction, income generation and value generation.

In the subsequent discussion, Members welcomed the strategic approach described and sought further detail regarding the process of property valuation and frequency of review. The committee advised that transparency was needed with regard to the provision rental subsidy for council assets and the associated decision-making process and sought confirmation of how often these arrangements were reviewed. Members sought assurance that assets would not be sold off en masse and questioned how the council's property portfolio compared with those of other authorities. It was further queried how the council's asset management strategy aligned with the One Public Estate initiative. A member proposed that organisations in receipt of a rental subsidy be advised of the level of discount provided in their monthly bill in order to highlight the council's contribution to social value. It was further commented that the council should promote more widely the support it continues to offer the community and voluntary sector, even during times of austerity, via the provision of rental subsidies and suggested that this contribution should be quantified.

With reference to the table of council assets previously provided to the committee at its meeting in February 2018, the committee stated that for each asset the council should detail the commercial value, strategic value, rental value, lease expiry date and other relevant information and issues that would complicate usage or disposal. The committee sought confirmation of the timescales for completing this work. Members questioned the options appraisal process for vacant or underutilised assets and queried whether councillors' feedback would be taken into consideration within the broader assets review. The committee sought comment on the usage of space within the Civic Centre and the provision of space for start-ups and small and medium sized enterprises (SME).

In response to the queries raised, Oliver Judges advised that in line with standard practice in local authorities, Brent Council conducted a mixture of desktop valuations and externally procured valuations. Where the options of disposal or development were considered, an external valuation would always be sought to ensure the council maximised value. Councillor Butt emphasised that many of the decisions to offer properties on a subsidised rental basis had been taken a number of years ago and the assessments of social value had been undertaken on a case by case basis.

Oliver Judges advised that the council had clear priorities to meet with regard to managing its asset portfolio and confirmed that in doing so, there would be occasions where disposal was the most appropriate option, for instance it might be necessary to adjust the council's investment portfolio to maximise return and yield. The committee heard that the council worked closely with the One Public Estate programme to identify opportunities for Brent and Carolyn Downs advised that there was good cooperation with health partners in this regard. Oliver Judges explained that it was difficult to compare Brent's property portfolio with other local authorities but broadly Brent was doing well, though had held many of the assets for quite a long time. Oliver Judges confirmed that it would not be economical to outsource the management of a smaller investment portfolio. Althea Loderick advised that the employment model in a council was different to that of a commercial company but there were clear expectations of employees and procedures in place to address performance issues. The council was however, pursuing a company structure where it was felt to be beneficial to the council, for example with the establishment of I4B.

Oliver Judges advised that officers were currently reviewing all of the data on Brent's property assets and identifying how better management information could be accessed to improve decision making going forward. It was intended that this review work would be completed by the end of the current year. Councillor McLennan advised that in reviewing the council's assets, the strategic value of each property would be assessed including the social value provided by groups in receipt of a rental subsidy. The council would work to support these community groups to maximise social value and work in partnership to achieve positive outcomes. Oliver Judges confirmed that if a property were to be made vacant an options appraisal would be carried out to determine the most appropriate course of action. Possible outcomes of such an appraisal could include disposal, regeneration and alternative usage. Councillor McLennan confirmed that as lead member she would be consulted if there were to be any controversial proposals for a particular asset and, acknowledging members insight and knowledge of local issues, welcomed input from other councillors to the review of the council's property assets.


Althea Loderick advised that space in the Brent Civic Centre was rented to a number of organisations and it was currently used to capacity. Consideration was being given to remodelling certain areas of the building to be able to make more space available. Carolyn Downs advised that a report was due to be submitted to Cabinet in the near future regarding the provision of work space across the borough for small organisations or start-up businesses.

RESOLVED:

- i) That the Strategic Director Resources ensure that the following information is provided to the committee:
 - an updated table of Brent's property assets (previously submitted to the committee at its meeting in February 2018) to include: all associated property values; income generated; lease expiry dates; how each property meets Brent's strategic objectives, including a column showing social value; and, highlighting properties to which it would be difficult to make changes to existing usage, for example due to the terms on which a lease has been granted to a tenant;
 - Details of the rolling timetable for undertaking property valuations of Brent's property assets and the methodology for calculating values of Brent's property assets, including the circumstances in which external valuations were sought.
- ii) That the Strategic Director of Resources and the Deputy Leader feedback to the committee on the viability of the suggestion that the billing for all Brent's properties let at a discounted rate, list the commercial value as well as the discounted value to illustrate the level of support provided by the council.
- iii) That the Strategic Director of Resources arrange for an article to be included in the next Brent Magazine on the council's contribution to social value in the borough.
- iv) That the Strategic Director of Resources ensure that the support offered by the council in the form of rental subsidy to the voluntary and community sector is quantified and publically promoted.

The meeting closed at 7.30 pm

M KELCHER
Chair

 Brent	Resources & Public Realm Scrutiny Committee 5 September 2018
	Report from the Strategic Director of Regeneration and Environment
Highways Contract Performance	

Wards Affected:	All
Key or Non-Key Decision:	Non-Key
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	6
Background Papers:	Cabinet - LoHAC Lump Sum – Variation of Contract - July 2017
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Jonathan Westell, Highways Contracts & Delivery Manager jonathan.westell@brent.gov.uk Tony Kennedy, Head of Service, Highways & Infrastructure tony.kennedy@brent.gov.uk Chris Whyte, Operational Director Environment Services chris.whyte@brent.gov.uk Amar Dave, Strategic Director Regeneration and Environment amar.dave@brent.gov.uk

1.0 Purpose of the Report

- 1.1 Brent entered into an eight year contract on 1 April 2013, finishing on 31 March 2021, to provide a range of highway services, including reactive maintenance works, through the London Highways Alliance Contract (LoHAC). The appointed contractor is Conway Aecom.
- 1.2 This report outlines the contractual arrangements in place at present, the measures for auditing the contractor's performance and what the current performance levels are and how the contract is linking in a practical way to the Council's Highways Asset Management Plan.

2.0 Recommendation

- 2.1 That the Committee notes the contents of this report

3.0 Detail

3.1 Executive Summary

Brent entered into an eight year contract on 1st April 2013, finishing on 31st March 2021, to provide a range of highway services through the London Highways Alliance Contract (LoHAC). The contract is used to deliver safety inspections, planned & reactive maintenance, drainage, scheme implementation, highways structures inspections and maintenance.

A key feature of the contract is a lump sum “Find and Fix” mechanism where the contractor delivers the inspection service and rectifies high priority defects. A variation to the contract is being implemented to come out of this arrangement to improve consistency and responsiveness of service.

There is a suite of Performance Indicators which are monitored monthly and are tied in to the payment process so that the monthly amounts certified for payment are directly linked to performance. Auditing by Officers is carried out across all activities of the contract; the on gully cleansing has much improved but timeliness of medium priority repairs remains a concern

A range of repair types are being used in a targeted way as part of our highways asset management programme to improve the longevity of our roads and pavements and make limited resources go further.

3.2 Coverage of Highways Contract

The contract as a document is in eight volumes:

1. **Volume 0 – Invitation to Tender**
Instructions for tenderers (98 pages)
2. **Volume 1 – Framework Agreement**
Contractual clauses detailing how the contract is run (299 pages)
3. **Volume 2 – Service Information**
The contract specification (1149 pages)
4. **Volume 3 - Quality Submission**
Submitted by the contractor at tender stage, sets out how the contractor will approach service delivery. Used in tender evaluation (106 pages)
5. **Volume 4 - Schedule of Rates**
The unit rates of all the different items required for works orders (147 pages)
6. **Volume 5 - Strategic Labour Needs and Training Plan**
Used in tender evaluation (17 pages)
7. **Volume 6 - Equality and Supplier Diversity Submission**
Used in tender evaluation (31 pages)
8. **Volume 7 - Clarifications**
Questions asked and answered at tender stage on the interpretation of the contract, for reference (160 pages)

The contract is used to deliver the following highways works activities, discussed under these headings:

3.2.1 Highways Safety Inspections & Reactive Highway Maintenance

Highways Safety Inspections can be both scheduled and reactive. Reactive highway maintenance includes Emergency Call Outs; repair of potholes, pavement trips, broken bollards, etc.

3.2.2 Planned Highway Maintenance

Resurfacing of roads and pavements; maintenance of highway structures.

3.2.3 Drainage Works

Both scheduled and reactive Gully cleansing; also small drainage schemes

3.2.4 Scheme Implementation

Delivery of highway schemes such as road safety, traffic calming, CPZs, town centre refurbishments.

3.2.5 Highways Structures

Inspection and maintenance of the borough's bridges, culverts, footbridges and retaining walls.

The current range of services called off by Brent is detailed in Appendix 1; which also shows whether the services are provided on a cyclical, lump sum or "Task Order" (works order) basis.

3.2.1 Highways Safety Inspections & Reactive Maintenance

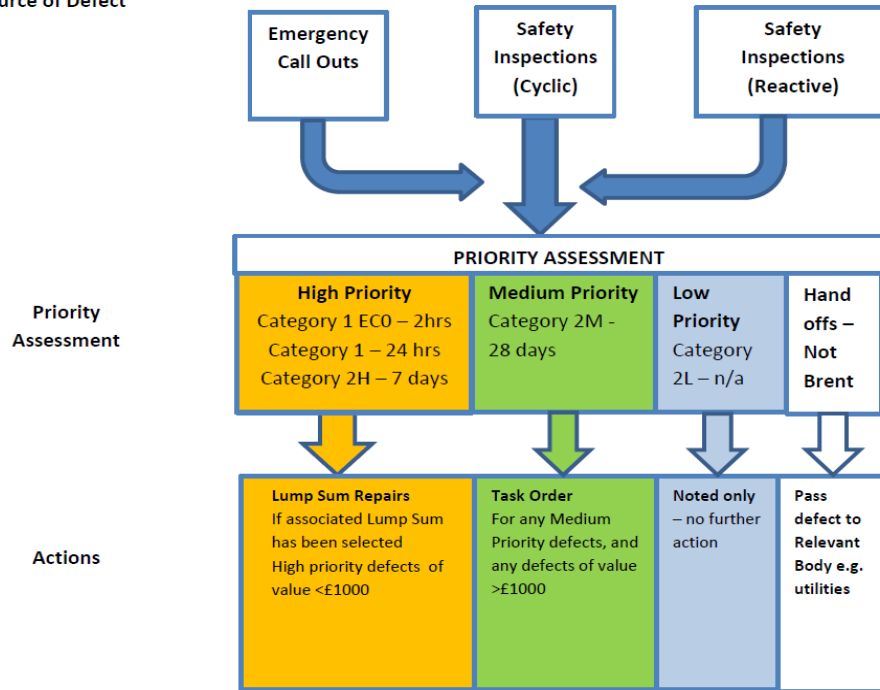
Under the London Highways Alliance Contract, the London Borough of Brent procured both cyclic and reactive safety inspection services, under a lump sum payment. Detail on how highway safety inspections are carried out can be found in Appendix 2.

A key feature of the contract is a "Find and Fix" mechanism where the contractor delivers the inspection service and rectifies defects identified as a result of the inspections, for defects that are under the value of £1,000 and are categorised as needing to be attended to within seven days or less, i.e. high priority defects:

- Road pavements
- Kerbs, footways and paved areas
- Traffic signs
- Road markings
- Road restraint systems
- Earthworks
- Street furniture

The diagram below represents how the Find and Fix process worked initially. Works are identified via one of three sources Emergency Call Outs; Cyclical Safety Inspections and Reactive Safety Inspections (e.g. from Customer Reports)

Source of Defect

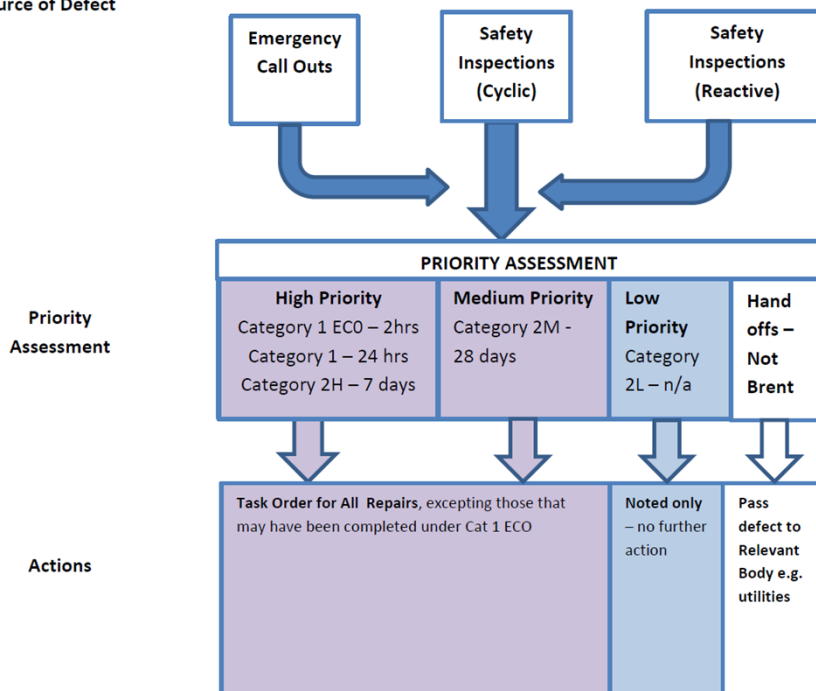


Officers regularly received comments from residents and members alike regarding the consistency and responsiveness of service when reporting defects on the public highway.

In order to overcome this, it was decided by Cabinet in July 2017 to bring the inspection regime in-house and pay for the services through the Schedule of Rates, rather than Lump Sum. This will provide officers with more control to choose where and when repairs are ordered and enables a more responsive approach to dealing with members' reports and ordering multiple repairs within a specified area. The overall budget for this work remains the same.

The revised process is below, where a task order is required for all Repairs, except those that may have been completed under Category 1 Emergency Call Out. Priority assessments will be done in-house rather than by the contractor.

Source of Defect



The average cost of a pothole under the contract is not easy to calculate as the Lump sums cover all kinds of highways defects (footway trips, broken kerbs etc) as well as potholes, and the numbers of defects rectified under the lump sums will vary from one month to the next depending on demand.

To give an idea an idea, each year the Asphalt Industry Alliance (AIA) commissions an independent survey of local authority highways departments in England and Wales. The 2018 Alarm Survey found that the average cost of filling a pothole on a reactive basis in London is £89 (in the rest of England, £74). For filling a pothole on a planned basis the figures become £56 and £49 respectively.

Variation of the Contract

Through negotiations with the contractor to date the following variation to move away from the existing Contract setup has been agreed and is to be implemented imminently:

a) *Cyclic & Reactive Inspections*

Remove the lump sums for Cyclic and Reactive Safety Inspections. Transfer two Cyclic Safety Inspectors plus one Reactive Safety Inspector from Conway Aecom to the London Borough of Brent via a TUPE process to allow the Highway Inspections to be carried out by the London Borough of Brent moving forward.

b) *High Priority (Cat 1 & Cat 2H) Repairs*

Remove the lump sum for Cat 1 & Cat 2H repairs. Use the Contract Schedule of Rates item coverage with a percentage (amount to be negotiated) uplift for works of seven days or less to cover for the inefficiencies of this type of work.

c) *Emergency Call Outs*

A small annual fee agreed to cover a nominal contribution of the total Operational Control Room (OCR) service costs plus a Schedule of Rates item per callout (2 hours duration) to cover plant, labour and consumables. Permanent materials are covered by a works order.

d) *Cyclic Gully Cleansing*

See the section below “Cyclic and Reactive Gully Cleansing”

3.2.2 Planned Highway Maintenance

Brent normally has a base-level programme of £3.5m of planned highway maintenance, plus any in-year enhancements as and when additional funding can be identified. Brent’s £3.5m capital budget is allocated during 2018/19 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
- Highways Structures (Bridges, culverts, retaining walls etc)

The detailed 2018/19 Planned Highway Maintenance Programme can be found in Appendix 3.

3.2.3 Drainage Works

After addressing performance issues experienced during the first two years of the contract, cyclical gully cleansing is now operating very effectively; on site monitoring scores now regularly achieve 100%. The cost of this service is considered competitive in the current market and it is therefore recommended to keep cyclic maintenance a lump sum item, as it is providing good value and a reliable service.

Over the recent years we have gathered data by measuring the build-up of silt levels between cleanses. This data enables us to review the current cyclic programme and target locations where the build-up of silt levels is greatest, whilst reducing cleanses at locations where silt levels remain low. The savings identified through this work have been reinvested in the repair of defects.

Because the cyclical gully cleansing is working so much better now, the number of reactive gully cleanses required has fallen by around 65% since the start of the contract.

Small drainage schemes are also delivered under the contract; things such as replacement of gully grates and gully pots; CCTV surveys of suspected pipe blockages; renewal of blocked or broken drainage pipes where necessary.

3.2.4 Scheme Implementation

The highways contract is also used to implement all kinds of public realm schemes which every year involves building dozens of schemes under various headings

- CPZs;
- road safety schemes;
- traffic calming schemes
- bus priority schemes
- bus accessibility schemes
- cycle schemes
- Whole route / corridor schemes
- town centre regeneration schemes (e.g. Kingsbury)
- works in the boroughs parks (e.g. footways)
- Domestic and Industrial Vehicle Crossings

These can be funded from various sources e.g. the Local Implementation Plan (LIP) programme, S106 funding, CIL funding, along with other borough capital and revenue funding

3.2.5 Highway Structures

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 normally allocated by Transport for London on a regional priority basis.

The £0.200m Brent capital will be used for the following in 2018/19:

- | | |
|---|------|
| • Princess Frederica School Wall Assessment & Interim Measures | £45k |
| • Twybridge Way N & S (B49 & B50) Bridge Feasibility | £20k |
| • Hillside Culvert over Canal Feeder (C03) Assessment | £40k |
| • Further load assessments depending on results of 17/18
Principal Inspection (PI) results | |

The Council's £76k revenue budget is distributed across numerous structures for routine cyclic maintenance as well as the 2018/19 Principal Inspection programme.

3.3 Performance Management & Contract Auditing

There is a suite of Performance Indicators (see Appendix 4) which are monitored monthly and are tied in to the payment process so that the monthly amounts certified for payment are directly linked to performance. Auditing by Officers is carried out across all activities of the contract:

3.3.1 Reactive Maintenance

Officers audit how the defect categorisation risk assessment is being applied to ensure consistency of application and to help prioritise further the 28 day category defects, or those >£1000, so that when budgets are oversubscribed priority defects can be identified and selected for repair. Audits of highway defect categorisation lead to the issue of contractual notices, where defects have been categorised as medium priority when officers think they should have been high priority. Most "miscategorised" defects have subsequently been rectified under the lump sum. Figures are as follows

Year	Miscategorised defects	Number Rectified
2015-16	1615	1615
2016-17	1081	1081
2017-18	392	279*

**the 113 outstanding are in commercial dispute.*

Before payments are certified, officers also check that work has been completed, and completed satisfactorily via photos stored on the Symology management system. Deductions to payments are retained until the work has been completed to an acceptable standard.

Every month feedback is given to the contractor in the form of a line by line analysis of how many repairs have been "failed" under auditing, and the causes for the failures. Trends of numbers and causes can be plotted over time (see Appendix 5 for an example).

Whilst there will always be some repairs that fail prematurely, officers' experience is that there are not many, and consequently our resources (which are limited) have not been allocated to carry out audits on repairs just before their "warranty" runs out. Those that have failed prematurely have been brought to the contractor's attention for remedial work. However, as an exercise, a number of pothole repairs have been checked and the result was that all of the 42 repairs checked are still holding up after 9-11 months.

3.3.2 Planned Maintenance and Scheme Delivery

Officers visit sites on a regular basis and where possible identify any problems as the work proceeds. It is better that defects are rectified as the work progresses rather than wait to the end, causing more disruption. Problems identified may relate to incorrect or sub-standard materials provided, or bad workmanship.

3.3.3 Gully Cleansing

"Blind" audits of streets covered by the cyclical gully cleansing are carried out; in other words the contractor is not told which streets are going to be audited. Remaining silt levels in gullies are checked to ensure that they have been recently been cleaned out.

Across the contract when the performance falls short, contractual Defect Notices are issued and monies are retained until either works are completed, or remedial works are carried out, as the case may be.

Performance Data (PIs) submitted by the contractor are also subject to scrutiny by officers for accuracy, and the figures are analysed and where possible agreed. Where agreement is not possible, Brent figures are also reported upwards to give a balanced view of performance. The salient results are the following

PPI SPI	PI No.	PI Title	Contract Target for "Green" Performance 17/18 *	Annual Average 15/16	Annual Average 16/17	Annual Average 17/18
PPI	1	Percentage of Cat 1 defects repaired on time	>=98%	92.2% (Red)	93.0% (Red)	94.0% (Red)
SPI	2	Percentage of Cat 2 defects repaired on time	>=98%	36.5% (Red)	67.0% (Red)	68.0% (Red)
SPI	3	Percentage of safety inspections completed on time	=100%	99.7% (Green)	100% (Green)	100% (Green)
PPI	5	Percentage of ECOs attended and appropriate action taken on time.	>=99%	97.1% (Amber)	99.0% (Green)	96.0% (Amber)
PPI	8	Delivery of Cyclic Activities to programme	>=93%	96.4% (Amber)	92.0% (Red)	99.0% (Green)

**Please note that under the continuous improvement aspect of the contract, PI targets are raised every year of the contract. 2017/18 thresholds are given for reference.*

Whereas the performance on scheduled safety inspections, delivery of cyclical activities (i.e. gully cleansing) and attendance on Emergency Call outs is good, completion of repairs on defects is slow.

3.4 Corporate Audits of the Management of the Contract

The internal management of the contract has been audited twice during the life of the contract. In both cases the audit assurance opinion was at the "substantial" level (Green). The audit work was carried out by Internal Audit which indicated that there was a basically sound system of internal control.

3.5 Asset Management

The planned highways maintenance programme is delivered using Brent's Highway Asset Management Planning (HAMP) approach, which provides a systematic long term methodology for maintaining the borough's highways. The HAMP approach, which was started in 2014/15, delivers better value for money through adoption of a sensible and forward thinking maintenance plan. Practical measures we take to target scarce funding, so that we are choosing the right treatment at the right time, are delivered in the following programmes:

3.5.1 Preventative maintenance (*thin resurfacing*)

This 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.

3.5.2 Major resurfacing

This is required when deterioration has progressed further and so more extensive (and more expensive) repairs are necessary

3.5.3 Injection Patching

A successful pilot programme of injection patch repairs was carried out in autumn 2017. A large number of potholes can be treated quickly with this process. A pothole repair can be done in about two minutes – the normal time it usually takes a conventional repair gang to do the job would be 10-15 minutes. Overall 1621 defects were repaired in 25 days in 167 roads at an average of 65 repairs a day. In 2018/19 we are expanding our injection patching programme, and the results to date are given in Appendix 6. Pothole repairs done to 20th July are 1710 in total, at a rate of an average of 68 a day.

3.5.4 Crossover conversion programme

At some point in the past, the practice in Brent was that vehicle crossings were built with the pavement slabs carried on over the vehicle crossing. We find that slabs are damaged on a regular basis which is hazardous for pedestrians and is a drain on revenue maintenance budgets. We now systematically replace slabs across vehicle crossings with more durable concrete blocks, reducing the amount of cracked and broken slabs requiring repair.

3.5.5 Asphalt Pavements

Slabbed pavements are vulnerable to damage. In 2016 the policy decision was taken by Cabinet to change the default pavement material to asphalt. This helps make pavements more resilient and durable, and fit for purpose for the demands of today. Asphalt is more flexible than slabs and is less likely to crack and create trip hazards in the long term. It will also make our limited resources stretch further, meaning more pavements can be repaired each year, making the borough a safer, more accessible place to live.

3.5.6 Verge Protection

As part of the Improvements to the public realm programme, locations damaged by overrunning vehicles are identified and localised measures are installed to protect grass verges and pavements. Rather than install forests of bollards, which are themselves vulnerable to damage and can be a drain on resources to repair, double height kerbs are the preferred solution to reduce visual clutter avoid causing obstacles for grass cutting.

4.0 Financial Implications

- 4.1 A budget provision of £3.5m has been included within the current capital programme for Highways Main Programme works. The table below summarises the proposed allocation of Brent capital funding for highways maintenance during 2018-19:

Schemes	% of cway & fway Capital Budget	Amount (£ 000's)
BRENT CAPITAL – 2018/19 Footways		
Major footway reconstruction		1755
Crossover conversion		50
Footway upgrades – short sections		150
Improvements to the public realm		125
Sub-total footways 2018/19	65%	2080
BRENT CAPITAL – 2018/19 Carriageways		
Major resurfacing of B, C unclassified roads; Preventative maintenance unclassified roads		920
Road resurfacing – short sections		150
Renewal of Road Markings		50
Sub-total Carriageways 2018/19	35%	1120
Sub-total 2018/19		3200
Highway Structures		200
Highways Patching		100
2018/19 Sub Total Brent Capital		3500
2018/19 TfL Funding for Principal Roads**		0
TOTAL 2018/19 HIGHWAY MAINTENANCE PROGRAMME		3500

***value could increase if TfL allocate Brent any emergency funding.*

- 4.2 The provisional allocation for 2018/19 assumes the same division of funding.
- 4.3 It is proposed to utilise up to £5k of carriageway maintenance allocation and £25k of footway allocation to undertake condition surveys during 2018/19. These surveys will assist preparation of a long term asset management programme.
- 4.4 The Head of Highways and Infrastructure proposes to implement the programme within available resources. Technical staff time (fees) will be charged to the capital schemes within the Highways main programme allocations. There should be no additional cost to the Council in implementing these schemes.
- 4.5 Flood risk management expenditure is within the Environmental Service revenue budget and as such is not reflected in the capital programme of works. All required expenditure will be contained within budget.
- 4.6 The HAMP approach to provide a systematic long term methodology for maintaining the borough's highways will continue to be furthered during 2018/19. 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

- 4.7 The value of the London Highways Alliance Contract (LoHAC) is approx. £8m per annum. This represents the total value of all works delivered through this contract by Conway Aecom.

5.0 Legal Implications

- 5.1 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.

6.0 Equality Implications

- 6.1 The proposals in this report have been subject to screening and there are considered to be no diversity implications that require full assessment. The proposed variation of contract does not have different outcomes for people in terms of race, gender, age, sexuality or belief.
- 6.2 The priority given to defects is dependent on a probability and risk score to ensure defects with greatest risk to safety will be prioritise for repair.

7.0 Consultation with Ward Members and Stakeholders

- 7.1 The members of the Resources and Public Realm Scrutiny Committee have been consulted about the contents of this report.

Report sign off:

Amar Dave

Strategic Director of Regeneration & Environment

Appendix 1: Revised Selection of Services under the Contract

	Services	Cyclic Activity	Reactive Activity		Scheme Activity
		Lump Sum	Lump Sum	Task Order	Task Order
1*	Safety Inspections	No	No	n/a	n/a
3	Inspection of Highway Structures	n/a	n/a	Yes	Yes
4	Site Investigations and Surveys	n/a	No	Yes	Yes
5	Design Services	n/a	n/a	n/a	Yes
6*	Road Pavements (including minor repairs and resurfacing)	n/a	No	Yes	Yes
7*	Kerbs, Footways and Paved Areas	n/a	No	Yes	Yes
8*	Traffic Signs	No	No	Yes	Yes
9*	Road Markings	No	No	Yes	Yes
11	Fencing	n/a	No	Yes	Yes
12*	Road Restraint Systems (including pedestrian guard railing)	No	No	Yes	Yes
13	Drainage (excluding gulley cleansing)	No	No	Yes	Yes
14*	Earthworks	n/a	No	Yes	Yes
15	Horticulture, Arboriculture, Landscaping and Ecology	No	No	No	Yes
17 *	Street Cleaning (including gully cleansing; excluding sweeping and litter picking)	Yes	No	Yes	n/a
18	Bridges and other Structures	No	No	Yes	Yes
20*	Street Furniture (excluding signs, lighting columns and pedestrian guard railing)	n/a	No	Yes	Yes
21	Winter Service	n/a	No	Yes	n/a
22*	Emergency Call-Out Service ⁽⁴⁾	n/a	Yes	Yes	n/a
23	Civil Engineering Support Works for Traffic Signals and Control Equipment	n/a	No	No	Yes
24	3rd Party Damage	n/a	No	n/a	n/a
25	Updating <i>Employer's</i> Asset Management System	Yes	n/a	n/a	n/a

*items varied by the provisions of the Deed of Variation

Appendix 2 – Highways Safety Inspections

Highway safety inspections can either be Scheduled Safety Inspections (all roads are inspected at a set frequency throughout the year) or Reactive Safety Inspections (i.e. in response to a report of a defect by a member of the public, a Member, or a member of staff).

It is a two stage process. Firstly the defect is compared to the Council's intervention levels to see whether it's severe enough to consider for repair; secondly a risk assessment is carried out to decide on a response time for a repair

1. What Constitutes a Repair

When carrying out a safety inspection, the following shall be classified as defects:

Carriageway

- A pothole 20mm or deeper over 100sqcm or more within 1.5m of the kerb or within a formally marked cycle lane
- A pothole 30mm or deeper over 100sqcm or more elsewhere
- Spalling of concrete 20mm or deeper over 400sqcm or more
- Crowning of 40mm or more over a 3m length
- A depression of 40mm or more within a 1m length or 25mm or more within a 300mm length
- Rutting of 40mm or more
- A gap or crack 20mm or wider, 40mm or deeper and 500mm or longer
- An oil or diesel spill over 1sqm
- Missing or defective anti-skid surfacing over 1sqm
- Standing water 10mm or deeper over 500mm in width adjacent to the kerb or 20mm or deeper over 1sqm or more elsewhere
- Debris, building materials, abandoned vehicles or other obstruction likely to create a hazard
- Inadequate signing or guarding of works

Pedestrian Crossing

- A trip of 20mm or more

Footway/Shared Path/Cycle Track

- A trip of 20mm or more
- A pothole 20mm or deeper over 100sqcm or more
- A rocking slab or block with 20mm or more movement
- A gap or crack 20mm or wider, 20mm or deeper and 200mm or longer
- Standing water 10mm or deeper over 1sqm or more
- Cellar or other access doors or vents likely to create a hazard
- Damaged, misaligned or defective street furniture likely to create a hazard
- Height clearance less than 2.5m to cycle path or cycle track below signs or overhanging trees or vegetation
- Height clearance less than 2.1m to footway below signs or overhanging trees or vegetation
- A tree base 20mm or more below footway level
- A damaged or defective tree grid likely to create a hazard
- Advertising, scaffolding, hoarding, building materials, vegetation or other obstruction likely to create a hazard
- Inadequate signing or guarding of works

Kerbing

- A unit dislodged by 50mm or more horizontally
- A unit sunk by 20mm or more compared to an adjacent unit
- A unit rocking with 20mm or more of movement
- A missing unit

Ironwork

- A broken or cracked cover likely to create a hazard
- A worn or polished cover likely to create a hazard
- A missing cover
- A rocking cover or frame likely to cause a hazard or noise nuisance
- Ironwork sunk or projecting by 20mm or more
- Fluid discharging and likely to create a health or safety hazard
- A missing gully grate
- A blocked gully likely to create a hazard
- A broken or cracked gully grate likely to create a hazard

Grass verge

- Rutting of 75mm or more
- Inadequate signing or guarding of works

Road Markings

- 30% or more missing, faded or worn over a 1m length

Traffic Signals, Lighting, Signs, Bollards, Street Name Plates

- A damaged, misaligned or defective item likely to create a hazard
- A missing item likely to create a hazard
- Obscured, dirty or faded items likely to create a hazard
- Exposed wiring
- An open or missing door protecting electrical apparatus
- A traffic signal lamp failure

Fencing, Safety Fencing and Barriers

- A damaged, misaligned or defective item likely to create a hazard
- A missing item likely to create a hazard

Trees and Vegetation

- Obstructing visibility of signs or sight lines
- Obstructing passage in use of the highway
- Dead, diseased or infected trees or branches

Highway Structures

- A damaged, misaligned, loose or defective item likely to create a hazard (eg expansion joint)
- Severe cracking or spalling of concrete
- Missing items or any evidence of tampering with security features
- Inadequate signing or guarding of works

Culverts

- An accumulation of rubbish, debris or any other material at the mouth of the culvert likely to create a flooding hazard

Pedestrian Subways

- Lighting damaged or not functioning
- Wall tiles missing or damaged
- A trip of 20mm or more
- A pothole 20mm or deeper over 100sqcm

- Damaged stair treads
- A gap or crack in the floor 20mm or wider, 20mm or deeper and 200mm or longer
- Standing water 10mm or deeper over 1sqm or more
- A handrail loose or missing.

In addition to the above, the inspector shall record anything else which is deemed to be creating, or is likely to create, a hazard to users of the Affected Property. The inspector shall also identify and record any requirement for reactive works associated with, for example, graffiti, animal carcasses, fly tipping or street lights burning during the day.

During safety inspections, all observed defects that create a risk to users shall be recorded and the level of response determined on the basis of risk assessment. The degree of deficiency in highway elements will be crucial in determining the nature and speed of response. The inspector shall make an on-site judgement taking into account the particular circumstances. For example, the degree of risk from a pothole depends upon not merely its depth but also its surface area and location in the carriageway or footway.

2. Risk Assessment

All defects identified from the list above shall be assessed for likely risk. All risks identified through this process shall be evaluated in terms of their significance, which means assessing the likely impact should the risk occur, and the probability of it actually happening.

The impact of a risk occurring shall be quantified on a scale of 1 to 4, assessed as follows:

- 1 little or negligible impact;
- 2 minor or low impact;
- 3 moderate impact;
- 4 major, high or serious impact.

The impact shall be quantified by assessing the extent of damage or injury likely to be caused should the risk become an incident. As the impact is likely to increase with increasing speed, the amount of traffic and type of road are clearly important considerations in the assessment, as is the vulnerability of the road user, e.g. cyclists.

The probability of a risk occurring shall be quantified on a scale of 1 to 5, assessed as follows:

- 1 very low probability;
- 2 low probability;
- 3 medium probability;
- 4 high probability;
- 5 very high probability.

The probability shall be quantified by assessing the likelihood of users, passing by or over the defect, encountering the risk. As the probability is likely to increase with increasing vehicular, cyclist or pedestrian flow, the network hierarchy and defect location are, consequently, important considerations in the assessment.

The risk factor for a particular risk is the product of the risk impact and the risk probability and is therefore in the range of 1 to 20. It is this factor which shall identify the overall seriousness of the risk and consequently the speed of response to remedy the defect. Accordingly, the category of the defect and the response time for dealing with it shall be determined by correlation with the risk factor, as follows:

Risk factor / Category of defect Response

16 or 20 Cat 1(ECO*) Attend and take appropriate action within 1 hour (for defects affecting the Strategic Route Network) or within 2 hours (for all other parts of the Affected Property)

8 to 15 Cat 1 Make safe or complete temporary or permanent repair within 24 hours

6 Cat 2H Complete permanent repair within 7 calendar days

3 to 5 Cat 2M Complete permanent repair within 28 calendar days

1 or 2 Cat 2L No response required

* Emergency Call Out

As part of the Cat 1(ECO) or Cat 1 response, where a permanent repair is not carried out initially, a permanent repair shall be carried out within 28 calendar days, unless agreed otherwise and the Contractor shall put in place a special inspection regime to ensure that temporary repairs or measures taken to make the defect safe remain effective until a permanent repair is made. The cost of temporary repair, making safe and the associated special inspection regime shall be deemed to be covered in the reactive works lump sum for the affected asset, or the item rates for permanent repair if permanent repair is instructed by a Task. If the Employer does not instruct permanent repair of the asset, or the defect relates to a 3rd party asset where the 3rd party undertakes the permanent repair, the Employer will reimburse the Contractor for carrying out a temporary repair, making safe and associated special inspections, in accordance with the contract.

Category 2 defects are those which, following an on-site risk assessment, are deemed not to represent an immediate or imminent hazard or risk of short term structural deterioration. The Cat 2H response requires the defect to be permanently repaired within 7 calendar days, and the Cat 2M response requires the defect to be permanently repaired within 28 calendar days. In neither case will a temporary repair be permitted.

In practice, all defects are inspected for inspection and will be categorised subject to the defect meeting intervention levels. Defects will be categorised as high, medium or low priority, with high priority defects repaired within seven days of the inspection. Medium priority defects will be subjected to a further officer assessment to confirm if immediate repair is required as this enables us to prioritise locations to ensure the maximum benefit will be achieved from the funding available for this work. Medium priority defects selected for repair will be completed within 28 days of the order being placed with the contractor. We will continue to monitor medium priority defects not selected for repair and review the position should they deteriorate further. Low priority defects are recorded but no further action is taken. The paint around defects usually indicates that the defect has already been inspected – it is not necessarily a sign that we are planning to carry out works.

Examples of Defect Classification

Defect Classification depends not only on the defect severity (depth of pothole, height of trip) but also on the location of the defect. So, a trip which only just reaches the 20mm investigation level and is out of the way (e.g. on a back street, right at the back of the pavement where no-one is likely to trip over it) is likely to be a low priority defect. The same trip located towards the middle of the pavement on a school route could be a medium priority defect, or a high priority defect if it was right outside a busy tube station or shopping centre.

The photos below are therefore given as guidance

Pavement Trip - Priority
Low



Medium



High



Road Pothole - Priority
Low



Medium



High



Appendix 3 – Planned Highways Maintenance Programme 2018/19

Non-Principal B&C, Unclassified Borough Roads - Major and Preventative Maintenance Programmes 2018-19

Resurfacing Programme	Length (m)	Estimated Cost (£k)	Treatment	Ward
Ellesmere Road (Cullingworth Road to Park Avenue North)	353	71	Preventative	DNL
Cumberland Avenue	525	152	Major	STN
Torbay Road	312	52	Preventative	KIL
Clifford Gardens	427	81	Major	QPK
Cornwall Gardens	100	18	Major	WLG
Kendal Road	621	123	Preventative	DNL
Robson Avenue	351	81	Major	WLG
Claremont Road (Kilburn Lane to number 19)	110	26	Major	QPK
Pasture Close	143	21	Major	NPK
Wembley High Road (Ecclestone Place to Park Lane)	370	215	Major	WEM
The Mall		80	Joint Repairs	KEN/BAR
Total km	3.31	920		
Miles	2.07			
Total Area m2	28,776			
Reserve Schemes	Length (m)	Estimated Cost (£k)	Treatment	Ward
Rucklidge Avenue	449	88	Preventative	KGN
Fairfields Crescent	263	37	Preventative	FRY
Uxendon Crescent	288	46	Major	BAR
Lindsey Drive (Chapman Crescent to Roundabout Included)	279	47	Major	KEN
Uphill Drive	268	37	Major	FRY
Yewfield Road	239	42	Major	DNL
Total km	1.79	297		
Miles	1.12			
Total Area m2	12,860			

Major resurfacing of short sections 2018/19

Short Sections of Carriageway Resurfacing	Length (m)	Estimated Cost (£k)	Treatment	Ward
Engineers Way	85	78	Rhino Imprint	TOK
Further sites to be prioritised in-year	TBD	150		-

Renewal of Road Markings 2018-19

Renewal of Road Markings	Length (m)	Estimated Cost (£k)	Treatment	Ward
Sites to be prioritised in-year	TBD	50		-

Major Footway Reconstruction 2018/19

Major Footway Reconstruction	Length (m)	Estimated Cost (£k)	Treatment	Ward
High Road Willesden (Strode Road to Colin Road)	954	331	Paving	WGN
Harvist Road (Kingswood Avenue to Peploe Road)	912	317	Paving	QPK
Pasture Close	296	62	Asphalt	NPK
Evelyn Avenue	740	161	Asphalt	QBY
Ashcombe Park	480	112	Asphalt/Brick	DNL
Grendon Gardens	740	207	Paving	BAR
Brookfield Crescent	382	72	Asphalt	KEN
Cairnfield Avenue (Neasden Lane to Ashcombe Park)	396	109	Asphalt/Brick	DNL
Valley Drive (Fryent Way to Waltham Avenue)	830	210	Asphalt/Brick	FRY
High Street Harlesden (Jubilee clock to Tavistock Road)	155	174	Rhino Imprint	HAR
Maintenance to Vehicle Crossings		50		
Total km	5.89	1805		
Miles	3.68			
Total Area m2	16,590			
Reserve Schemes	Length (m)	Estimated Cost (£k)	Treatment	Ward
Beverley Drive (Queensbury Station Parade to Wimborne Drive)	416	176	Asphalt/Brick	QBY
Burnside Crescent	480	71	Asphalt/Brick	ALP
District Road (Allendale Road to Maybank Open Space)	740	187	Asphalt/Brick	SUD
Campden Crescent	460	92	Asphalt	NPK
Sonia Gardens	440	65	Asphalt/Brick	DNL
Elthorne Way	178	30	Asphalt/Brick	FRY
Maybank Avenue (Greenbank Avenue to Rosemead Avenue)	720	175	Asphalt/Brick	SUD
Total km	3.02	620		
Miles	1.89			
Total Area m2	6,108			

All schemes subject to co-ordination with internal and external agencies.

Other footway improvements 2018/19

Footway Short-section Improvements	Length (m)	Estimated Cost (£k)	Treatment	Ward
Sites to be prioritised in-year	TBD	150		-

Public Realm improvements 2018/19

Public Realm Improvements	Length (m)	Estimated Cost (£k)	Treatment	Ward
Sites to be prioritised in-year	TBD	125		-

Appendix 4 - Performance Indicators

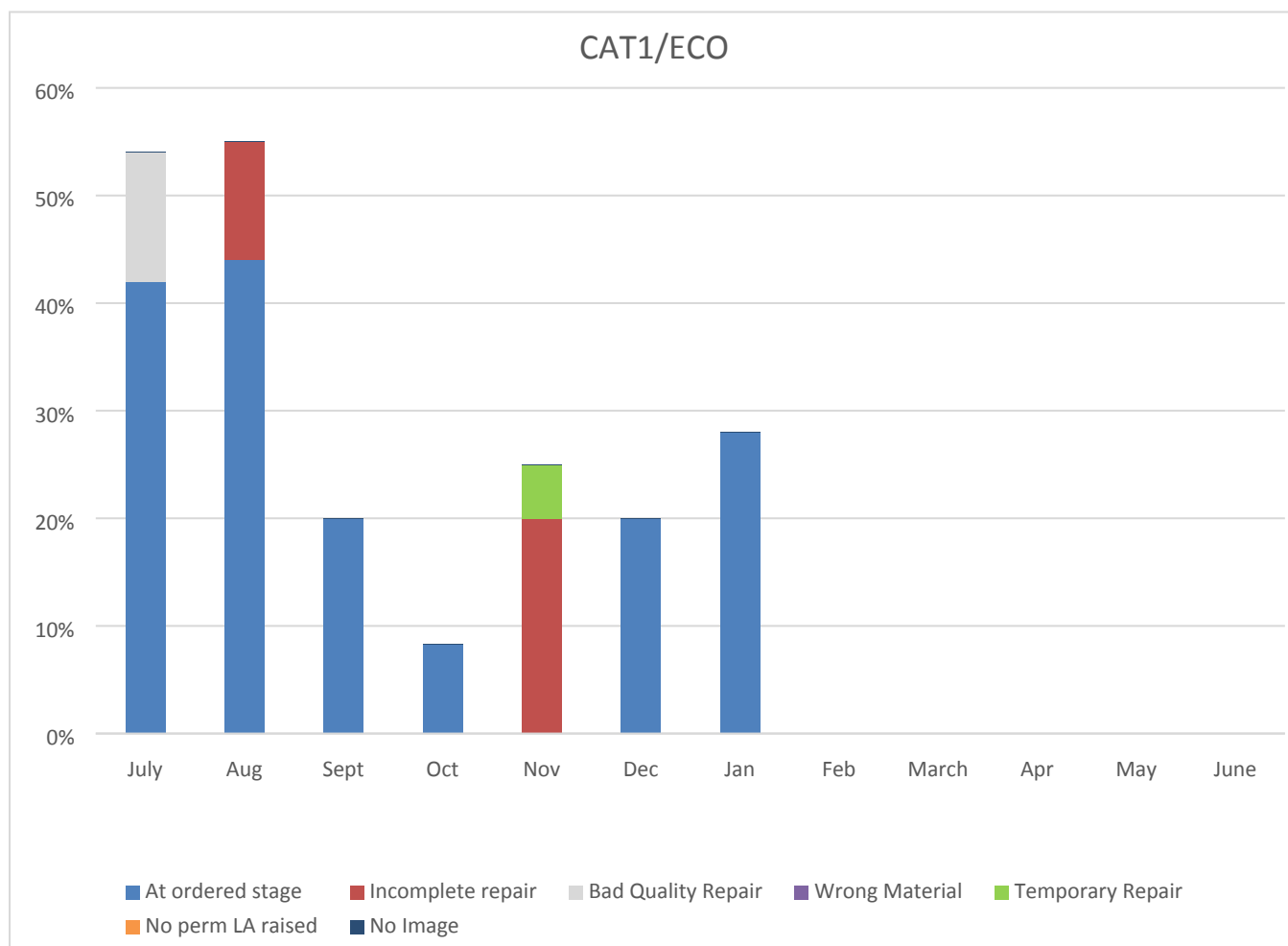
Indicator Number	Performance Theme (Outcome)	PI Title	Indicator Outcome
1	Public and Workforce kept Safe	Percentage of Cat 1 defects repaired on time	Ensure the network is safe for all forms of traffic.
5	Reduced Disruption on the Network	Percentage of ECO's attended and appropriate action taken on time	Reduce Disruption through appropriate choice of action in response to Cat 1 (ECO) defects.
8	Preventative Maintenance is effective	Delivery of Cyclic Activities to programme	Increased availability of the network through preventative maintenance.
16	Scheme Delivery is Effective	Percentage Schemes completed on time	Ensure that the programme is delivered swiftly and efficiently.
20	Contract Requirements fulfilled	Percentage Schemes/ Works where final application payment was submitted on time	Timely and efficient processing of financial payments on completion of all works.

Indicator Number	Performance Theme (Outcome)	PI Title	Indicator Outcome
2	Public and Workforce kept Safe	Percentage of Cat 2 defects repaired on time	Ensure the network is safe for all forms of traffic.
3	Public and Workforce kept Safe	Percentage of Safety Inspections completed on time	Ensure Safety defects are identified and appropriately categorised.
4	Public and Workforce kept Safe	Reduction in Injuries	To demonstrate the effectiveness of the Contractor's safety culture and processes by monitoring the AFR, AIR and other Safety related metrics.
6	Reduced Disruption on the Network	Percentage of precautionary salt treatments completed within required time	Safe carriageways, footways and cycleways free of winter weather related hazards.
7	Reduced Disruption on the Network	Percentage of works complying with the TMA requirements	Ensure the Employer meets their Network Management Duty.
9	Preventative Maintenance is effective	Completion of Ordered Works to timescale	To demonstrate effective planning and programming of works.
10	Preventative Maintenance is effective	Average number of days to repair Lighting Defects	Well maintained Lighting.
11	Preventative Maintenance is effective	Availability of Employer defined Tunnel Assets	Well maintained Tunnels.

Indicator Number	Performance Theme (Outcome)	PI Title	Indicator Outcome
12	Preventative Maintenance is effective	Percentage of Principal and General Inspection reports delivered and accepted on time for Bridges and Other Structures	Ensure timely and accurate reporting of Inspection Information.
13	Responsible attitude to Procurement Strategy	Percentage Construction and Demolition waste reused or recycled	Successful management of construction and demolition waste in order to reduce the use of raw materials, encourage recycling and reuse and minimise the waste taken to landfill sites to offer both environmental and economic benefits.
14	Responsible attitude to Procurement Strategy	Percentage Recycled and/or green products procured	Reduce consumption of new resources by procuring recycled and green construction materials and following the principles of sustainable procurement.
15	Responsible attitude to Procurement Strategy	Percentage of Contractor vehicles which meet the required Euro Standards	Reducing the environmental impact of the vehicle fleet.
17	Scheme Delivery is Effective	Percentage of Schemes where defects were rectified within required time	Minimum impact on the Customer after Scheme completion.
18	Scheme Delivery is Effective	Percentage of acceptable Health and Safety file information received within four weeks of scheme completion	Enable the Employer to fulfil its legislative requirement under CDM Regulations 2007.
19	Scheme Delivery is Effective	Average absolute variance between the Contractor's estimate and the Employer's instructed value for scheme works	Accurate forecasting of financial information.
21	Contract Requirements fulfilled	Percentage compliance to updating Employer asset inventory systems within Employer timescales	Employers Asset Management System is updated promptly and accurately.
22	Contract Requirements fulfilled	Percentage compliance to updating Employer asset inventory systems accurately	Update the inventory within the Employer's Asset Management System accurately after maintenance activity or scheme works.
23	Contract Requirements fulfilled	Percentage of estimates for Employer instructed works received within required timescales	Ensure timely and efficient processing of instructed works.
24	Contract Requirements fulfilled	Early Warning/Compensation Events Register	Timely response to Early Warning Notices and Compensation Events.

Indicator Number	Performance Theme (Outcome)	PI Title	Indicator Outcome
25	Improved Customer Satisfaction	Response to Complaints and Requests requiring Contractor action within contractual timescales	Improved public perception of the services provided.
26	Improved Customer Satisfaction	Third Party Claims against Contractor	Effective assistance in defence of third party claims

Appendix 5 – Example of plotting audit trends over time



The vertical axis shows the failure rate. Most of the failures are due to the work not being done i.e. still “at ordered stage”. In this example the other reasons are “Incomplete Repair” (e.g. road marking not reinstated) (Aug and Nov); “Bad Quality Repair” (July) “Temporary repair” (Nov) (defect closed as having a permanent repair done but only a temporary repair has been done). Over this period there were no fails due to “Wrong Material” “No Permanent LA Code Raised” (defect made safe but no order raised to follow up with permanent repair), “and “No image” (we require all photos of all complete repairs to be submitted before we will pay)

Appendix 6 – Results of injection Patching Programme

The programme started on 18th June and results are given to 20th July 2018. At time of writing the programme is still ongoing, due to complete on 10th August


Street	Date	Total Number of Potholes Repaired
CAMBRIDGE GARDENS	18/06/2018	24
CAMBRIDGE ROAD	18/06/2018	2
MONKS PARK	19/06/2018	27
MONKS PARK GARDENS	19/06/2018	25
BACON LANE	20/06/2018	3
MULGRAVE ROAD	20/06/2018	3
PRINCES AVENUE	20/06/2018	2
Chapman Crescent	21/06/2018	7
Hargood Close	21/06/2018	2
IMPERIAL WAY	21/06/2018	3
LINDSAY DRIVE	21/06/2018	30
CRAWFORD AVENUE	22/06/2018	24
ELMS LANE	22/06/2018	15
WYLD WAY	22/06/2018	8
BERKHAMSTED AVENUE	25/06/2018	1
DEREK AVENUE	25/06/2018	2
SYLVIA GARDENS	25/06/2018	11
WAVERLEY AVENUE	25/06/2018	2
DOYLE GARDENS	26/06/2018	24
UFFINGTON ROAD	26/06/2018	3
DICEY AVENUE	27/06/2018	1
KENWYN DRIVE	27/06/2018	17
OMAN AVENUE	27/06/2018	15
PURVES ROAD	27/06/2018	7
ST MARGARETS ROAD	27/06/2018	2
TRACEY AVENUE	27/06/2018	5
CULLINGWORTH ROAD	28/06/2018	21
KENDAL ROAD	28/06/2018	50
Park Side	28/06/2018	1
CAMPDEN CRESCENT	29/06/2018	15
Sutherland Court	29/06/2018	1
ABBOTTS DRIVE	02/07/2018	3
BRAEMAR AVENUE	02/07/2018	6
OAKINGTON AVENUE	02/07/2018	37
SPENCER ROAD	02/07/2018	1
DERWENT GARDENS	03/07/2018	2
HARROWDENE ROAD	03/07/2018	31
SOVEREIGN GROVE	03/07/2018	6
TREVELYAN CRESCENT	03/07/2018	8
WINDERMERE AVENUE	03/07/2018	11
PARK VIEW	04/07/2018	3
SLOUGH LANE	04/07/2018	16

SPENCER ROAD (2)	04/07/2018	11
VICTORIA AVENUE	04/07/2018	2
VIVIAN AVENUE	04/07/2018	15
WEMBLEY PARK DRIVE	04/07/2018	2
ELMSTEAD AVENUE	05/07/2018	74
HIGHFIELD AVENUE	05/07/2018	1
OXENPARK AVENUE	05/07/2018	1
RAVENSCROFT AVENUE	05/07/2018	10
ST ANDREWS AVENUE	05/07/2018	2
ABBEY AVENUE	06/07/2018	30
ABBEYDALE ROAD	06/07/2018	42
CHARTERHOUSE AVENUE	09/07/2018	1
JESMOND AVENUE	09/07/2018	8
SUDBURY COURT ROAD	09/07/2018	40
WOODSTOCK ROAD	09/07/2018	8
ASH GROVE	10/07/2018	5
CONWAY GARDENS	10/07/2018	7
GRASMERE AVENUE	10/07/2018	103
LULWORTH AVENUE	10/07/2018	5
MEDWAY GARDENS	10/07/2018	10
PRESTON ROAD	10/07/2018	14
ABBOTTS DRIVE (2)	11/07/2018	1
BLOCKLEY ROAD	11/07/2018	4
CAMPDEN CRESCENT (2)	11/07/2018	7
CHIPPENHAM AVENUE	11/07/2018	1
Greenford Road	11/07/2018	2
PAXFORD ROAD	11/07/2018	6
ST MICHAELS AVENUE	11/07/2018	1
THE FAIRWAY	11/07/2018	12
TUDOR COURT SOUTH	11/07/2018	30
VICTORIA COURT	11/07/2018	8
BRENT WAY	12/07/2018	5
CHALFONT AVENUE	12/07/2018	5
Greenford Road(2)	12/07/2018	7
MONK'S PARK	12/07/2018	30
PARK VIEW (2)	12/07/2018	2
BASSINGHAM ROAD	13/07/2018	40
COLYTON CLOSE	13/07/2018	10
EAGLE ROAD	13/07/2018	31
FARM AVENUE	13/07/2018	14
NEWLANDS CLOSE	13/07/2018	4
ALDBURY AVENUE	14/07/2018	15
BOVINGDON AVENUE	14/07/2018	17
ELMSIDE ROAD	14/07/2018	4
FIRST AVENUE	14/07/2018	8
FLAMSTED AVENUE	14/07/2018	8
NETTLEDEN AVENUE	14/07/2018	12
THIRD AVENUE	14/07/2018	2
TRING AVENUE	14/07/2018	4

DARTMOUTH ROAD	16/07/2018	76
LYDFORD ROAD	16/07/2018	1
TEIGNMOUTH ROAD	16/07/2018	19
WALM LANE	16/07/2018	1
ANSON ROAD	17/07/2018	36
Blandford Court	17/07/2018	2
BRONDESBURY PARK	17/07/2018	15
CHATSWORTH ROAD	17/07/2018	105
CHRISTCHURCH AVENUE	17/07/2018	19
CRICKLEWOOD BROADWAY	17/07/2018	1
DEERHURST ROAD	17/07/2018	4
ST GABRIELS ROAD	17/07/2018	29
BASING HILL	18/07/2018	31
CHRISTCHURCH AVENUE (2)	18/07/2018	20
Fernwood Avenue	18/07/2018	5
HARROW ROAD	18/07/2018	42
HILLVIEW AVENUE	18/07/2018	3
MOWBRAY ROAD	18/07/2018	3
NEWLANDS CLOSE	18/07/2018	1
AYLESBURY STREET	19/07/2018	31
CASTLETON AVENUE	19/07/2018	74
ELM WAY	19/07/2018	24
Rosslyn Cres	19/07/2018	6
VICARAGE WAY	19/07/2018	4

Total 1710
Average 14.8695652

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	Resources & Public Realm Scrutiny Committee 5 September 2018
	Report from the Director of Performance, Policy and Partnerships
Digital Strategy progress and outcomes for vulnerable people	

Wards Affected:	All
Key or Non-Key Decision:	Non-key
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	5
Background Papers:	Brent Digital Strategy 2017 – 2020
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Jon Cartwright, Senior Transformation Officer, jon.cartwright@brent.gov.uk Sadie East, Head of Transformation, Sadie.east@brent.gov.uk Peter Gadsdon, Director of Performance, Policy and Partnerships Peter.gadsdon@brent.gov.uk

1.0 Purpose of the Report

- 1.1 This report provides an update on the progress of the Brent Digital Strategy from its launch in June 2017 to date. It includes details of key projects and workstreams related to channel shift and the initiatives designed to support vulnerable residents, as well as wider work within delivery of the strategy to secure positive outcomes for vulnerable people.

2.0 Recommendation(s)

- 2.1 The Committee notes the content of this report, including the progress of the Brent Digital Strategy and positive outcomes for vulnerable people.

3.0 Detail

Background

- 3.1 In June 2017 Cabinet agreed the Brent Digital Strategy 2017 – 2020. The Digital Strategy set out a vision for a sustained programme of change where modern technology will be a catalyst for delivering each of the Brent 2020 priorities: Demand Management, Raising Income, Business and Housing Growth, Employment and Skills and Regeneration.
- 3.2 The publication of the Digital Strategy was a defining moment as Brent's leadership committed to being a borough that embraces the opportunities presented by digital innovation to improve the lives of all residents and deliver local priorities more efficiently.
- 3.3 An evolving digital work programme, which is overseen by the Brent Digital Board, was developed to deliver this vision. The Digital Board is chaired by the Director of Performance, Policy and Partnerships and brings together corporate and operational leaders to set the direction for the programme and ensure delivery is on track.
- 3.4 The key workstreams of the digital programme that directly influence the experience of customers in accessing services were commissioned to support the objectives set out in the Digital Strategy's 'Demand Management (helping people to help themselves)' section. These objectives are outlined in Table 1.
- 3.5 The overarching theme of this work is about making it quick and easy for customers to access services online via their preferred device 24/7, whilst promoting self-help and digital inclusion. It aims to provide a customer experience that meets the expectations set by modern online offers; where transactions can be completed in seconds and users can track the progress of service interactions in real time.
- 3.6 The other key theme acknowledges that there is a smaller but significant group of vulnerable service users that are not able to self-help or access services independently. This includes those with learning difficulties, mental health disabilities, severe physical disabilities, severe hearing and visual impairments, as well as those of pensionable age that are unable to navigate on-line services. For this cohort the future experience for accessing services will be more tailored to their needs, including appointments and relational support in community based settings.
- 3.7 To ensure consistency and provide greater clarity on how the Digital Strategy should inform service design and access arrangements across all channels, design principles to underpin Brent's approach to channel shift were developed. Each principle was aligned to a demand management objective. The design principles and aligned objectives are outlined in Table 1.

Table 1:

Digital Strategy (Demand Management) objective	Aligned design principle
1. Design more effective and preventative service models.	The service will promote self-help and preventative measures.
2. Make online the first choice for interacting with all council services.	Online will be the first choice for interacting with the service.
3. Ensure all residents have access to the resources and support they need to confidently access online information and services.	Support in accessing services will meet the needs of the individual.
4. Integrate channels, applications and workflows to enable seamless end-to-end transactions across a wider range of services, increase automation and maximise the first touch capability of council officers.	Service users will only need to submit relevant details once.

3.8 In January 2018 the Resources and Public Realm Scrutiny Committee considered a paper titled ‘The *Digital Strategy and the customer experience*’. A key recommendation of the paper requested feedback on the above principles. The Committee supported the four original principles and requested inclusion of a fifth, which also aligned with a Digital Strategy demand management objective. This is outlined in Table 2.

Table 2:

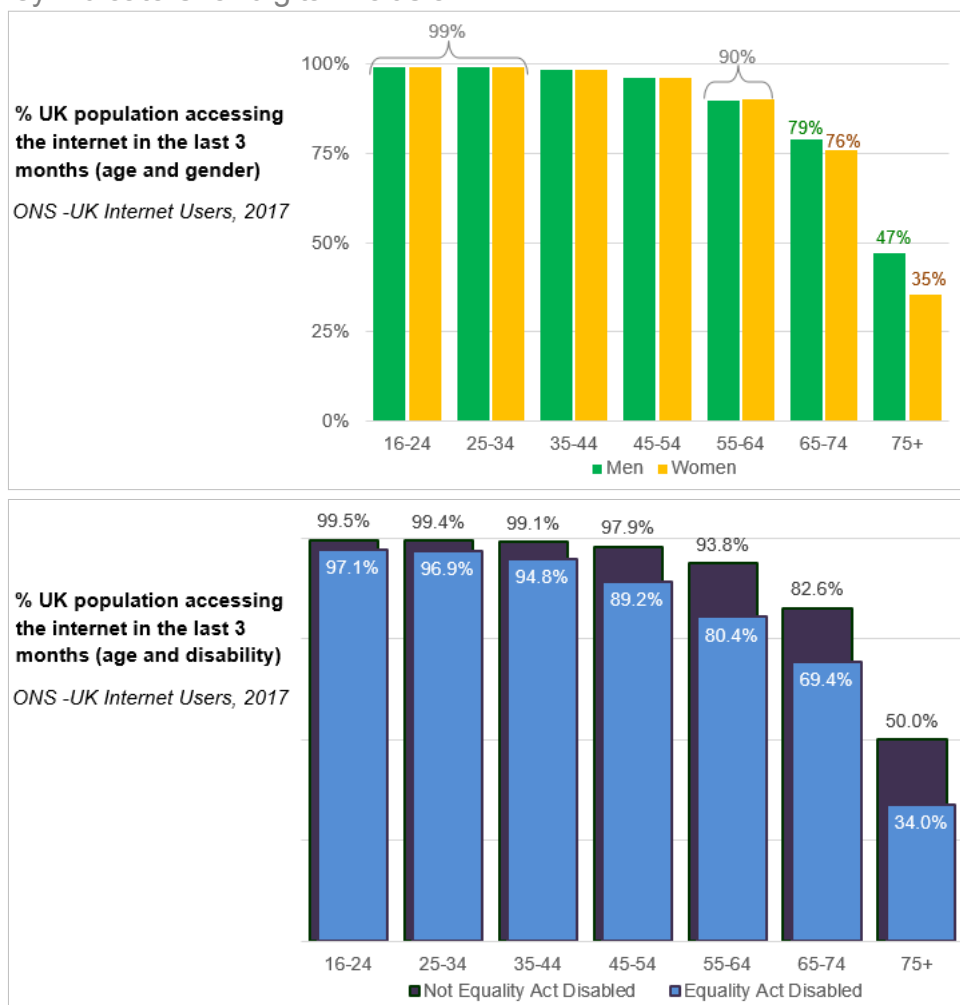
Digital Strategy (Demand Management) objective	Aligned design principle
5. Trial radical approaches and develop innovative solutions for new models of service delivery	The service will keep up to date as technology develops

3.9 To date there have been a range of projects and workstreams within the digital programme (and related work) that are guided by these five principles. This includes developing increasingly modern online services that become the first choice for all customers who are able to access them, whilst ensuring the right level of support is available for those who need it and alternative channels are prioritised for those who are unable to go online. This report provides a progress update on this work, including the initiatives designed to support vulnerable residents, as well as wider work within delivery of the strategy to secure positive outcomes for vulnerable people.

Online approach

3.10 Multiple sources show that the key national indicators for digital inclusion are age and disabled status.

Figure 1: Key indicators for digital inclusion



- 3.11 Our approach for online services and support is shaped by knowledge of those more likely to be digitally isolated, but with equal consideration for evidence showing that a majority of residents have already used Brent's online services, or say they are likely to use them in future¹. By developing online offers that make the lives of these residents easier - such as enabling them to do things more efficiently or 'on the go'² – we are helping to make online their first choice for interacting with the council, thereby releasing capacity in traditional channels that can be prioritised for vulnerable residents.

Website redesign

- 3.12 In January 2018 we completed a comprehensive review of the Brent website. The review engaged Brent residents to capture their views and experiences of online services through a combination of interviews, user testing and behaviour analysis tools. It included in-depth heat-mapping of five top online tasks (Parking, Planning, Council Tax, Events and Housing) and produced recommendations to improve the design, usability, accessibility, navigation and technical elements of the online offer for all key services.

- 3.13 Key findings of the review identified that:

¹ Residents Attitude Survey 2018, Appendix A (Q12)

² 'On the go' refers to accessing the internet away from home or work. National statistics are included at Appendix B.

- 50% of users access the website via a mobile device, but the design of the website was not mobile friendly³.
- 39% of website users could not find what they were looking for when attempting some set basic tasks and either gave up or made direct contact with the council via phone or face to face instead⁴.

- 3.14 The first response to these findings has been the move from a reactive ‘webdesk’ model, which allowed for increasing amounts of content to be added to the website, to an Agile content management model. This new approach ensures all future changes to the website are prioritised based on evidence of what users are trying to do online, placing far more robust controls on what content gets published and when. This change has been facilitated by a restructure of the Communications Team which has redefined the role of the web team and has created a new Digital Marketing Manager and Content Designer posts to deliver the new ways of working.
- 3.15 The central step in transforming the Brent website will be the migration of the current, outdated content management system (CMS) to a newly built and configured CMS platform, which will deliver enhancements across the following areas:
- Content management
 - Development
 - Forms
 - Hosting
 - Integration
 - Search
 - Systems administration
 - User experience (including optimisation across all devices)
- 3.16 The new platform migration provides an opportunity for a full overhaul of the site, as the new system will reduce the time it takes officers to build and edit pages. This review will include removing clutter and un-viewed content, whilst redesigning user journeys to improve the customer experience and making it easier for them to find what they are looking for.
- 3.17 Following a preliminary options appraisal, the Digital Board are scheduled to decide on which new platform to progress in autumn 2018. The implementation plan - including user research, design, build and deployment – is projected to be delivered over the following twelve months, providing residents with a modern experience when interacting with the council online using their preferred device⁵.

Brent for Business website

- 3.18 In parallel to this work, the [Brent for Business website](https://www.brent.gov.uk/brentforbusiness/)⁶ has been developed and launched on the 17th August 2018. It provides a single point of access to information for Brent businesses, including business support, workspace information, access to finance, jobs and skills, regeneration and town centre information. Separating this content from the council website was supported by the Brent Business Board and

³ Brent digital audit report, paragraph 1.2.

⁴ Brent digital audit report, paragraph 4.1.1.

⁵ Details of resident’s digital preferences have been captured in the 2018 Brent Residents Attitudes Survey. Selected digital and access related questions are included as Appendix A

⁶ <https://www.brent.gov.uk/brentforbusiness/>

consultation with wider business partnerships including high street business associations and West London Business.

- 3.19 An alternative CMS was used to create the site, trialling the new Agile method of delivery. This has provided learning that can be utilised for the resident facing Council website including how to best create the architecture and design of the site, responding to the recent audit of the council website. Use of this new method has created a website that is less cluttered and easier to navigate. Google Analytics and customer satisfaction information will be collated to evaluate the site, which could provide further learning to inform the wider website redesign.
- 3.20 The website is hosted on the council's brent.gov.uk platform, due to its high ranking in Google searches, as well as providing clarity that this is still a Brent Council hosted site, which businesses suggested would give it a level of credibility and trust.

Modernising online services

- 3.21 The Brent website redesign is part of wider work aimed at modernising Brent's online services to enable residents to independently complete end-to end transactions at a time of their choosing.
- 3.22 To date approximately 110,000 Brent residents have successfully activated a Brent MyAccount, which provides them with a safe and flexible way of accessing online services and personalised information for Benefits, Council Tax and Housing:
- Housing Benefit or Council Tax Support - make a housing benefit or council tax support application and a change of circumstance
 - Council Tax - view council tax account details, set up a direct debit, view bills online and avoid paper bills, apply for discounts, report a change of address and make payments
 - Brent Housing – for tenants to view rent statements and make payments.
- 3.23 As part of the Digital Programme additional functionality has been built into MyAccount and other areas of the Brent website by introducing new digital forms. This includes the launch of 75 customer facing forms that enable residents to apply for more services, report more issues or make payments to the council more easily (we now receive approx. £1.4M per month (p/m) in payments via online forms) - helping to make online the first choice for interacting with more council services.
- 3.24 This work has been prioritised in response to customer demand trends over traditional channels. A typical example of this approach is for customer contacts for Housing repairs, which was the number one reason for residents contacting the Housing Management service in 2017, both via phone (30,000 repairs-related contacts p/a) and face to face (2,000 repairs-related contacts p/a). In response to this intelligence a new online form for reporting repairs was developed and launched in October 2017 and later added into the MyAccount portal (March 2018). This form already handles an average of 91 customer submissions p/m⁷ and, by providing an

⁷ Based on April – July 2018

online option for customers, is an important early step towards accelerated channel shift for this service.

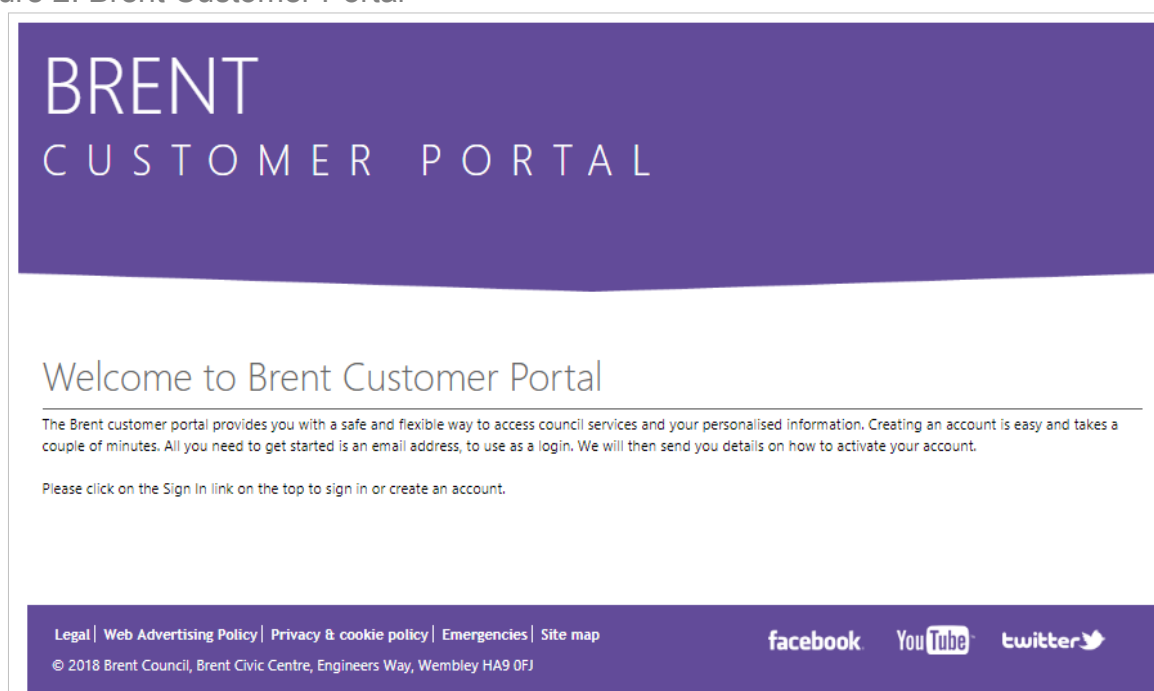
Dynamics

- 3.25 The key enabler for more radical and council-wide digital transformation is the introduction of the council's new Microsoft Dynamics 365 (Dynamics) platform, which provides new opportunities for integration and automation that will fully modernise the customer experience and help Brent officers to work smarter and more efficiently.
- 3.26 Following the launch of the Digital Strategy the council has been building a Dynamics platform in partnership with Infosys. By investing in Dynamics and working alongside Infosys developers to facilitate skills transfer to Brent officers, we now have capacity to design and build online services that better meet the needs of our residents.
- 3.27 Since November 2017 this work has focussed on the cloud-based build of the new platform, which has enabled delivery of two key, initial projects: new systems for Housing Management and Housing Needs.
- 3.28 For Housing Management this has already helped to achieve better outcomes for service users through the following improvements and efficiencies:
- For the first time, Housing Management can report on first contact resolution - the single most important satisfaction driver.
 - The system provides streamlined data on email contacts, eliminating the need to pull information from Outlook. Not responding to emails was an element of many complaints. Any email not dealt with in 10 days is now automatically flagged and prioritised by the system.
 - Senior managers can now self-serve in real-time to see how caseloads are being managed - they no longer need to request and wait for reports as management data is built into the system. This is enabling caseloads to be managed effectively, reducing time taken to resolve issues. It is also producing more effective management data and intelligence.
 - Through a mobile app, Estate Managers now have a fully functional remote management solution, which replaces the outdated e-forms solution and enables them to work more effectively in ensuring properties are well maintained.
 - End to end applications are now completed remotely, saving time through a more effective system that eliminates the need for officers to travel back to the office.
 - Real-time data on estate inspections is now available, along with the actions that are generated from the inspections.
- 3.29 The new Housing Needs system - the first service to be made available in the Dynamics-built, online customer portal - is the first customer-facing product delivered through the Dynamics programme. The customer portal utilises a

decision-tree model to assess users housing need and generate a decision based on the client's answers to key questions. The process has enabled Brent to comply with recent amendments to the Homelessness Reduction Act and allows progress to be easily tracked and reviewed at the 21 and 56 day milestone points (as set out in the Act).

- 3.30 The portal has significantly reduced admin time by utilising built-in letter templates and empowering applicants to enter their own information. It has also delivered 24/7 access to this service and allows appointments to be booked at the customer's convenience – promoting self-help and preventative measures whilst helping to make online the first choice for interacting with the service.

Figure 2: Brent Customer Portal



- 3.31 The roadmap for the Dynamics programme (see Appendix C) includes products to support better customer experiences for an increasing number of council services. The next phase of projects are currently exploring new solutions for services including Complaints, in-year School Admissions and Foster Carers. Additional work will also see the migration of existing digital forms (see 3.23) into the new platform. This will release new functionality, including the ability to track the progress of issues in real-time, and deliver improved end-to-end online user journeys.
- 3.32 Dynamics will achieve this by integrating with legacy systems to establish feeds to and from them; helping to streamline customer interactions, simplify assessments and reduce repeat contacts. Service users will increasingly only need to submit their details once before they are verified and shared across relevant council services, providing residents a faster and more efficient service and eliminating the frustration of having to repeat the same information multiple times.
- 3.33 As demonstrated by the new Housing Management system, key outcomes of the Dynamics programme include the ability to generate better intelligence and customer insight. Later phases of the programme are anticipated to include the migration of existing customer services functions onto the platform. As more services become connected through Dynamics, it will help eliminate discrepancies

in the way contact information is captured across the council, enabling holistic reporting of all interactions and a single view of the customer. This intelligence, including historic customer contacts over multiple channels and services, will be used to inform the development of improved access arrangements council-wide. Crucially, it will also be placed at the fingertips of front-line Brent Officers; providing them with new tools to deliver a more tailored customer experience to better meets the need of the individual through the most appropriate channel.

Supporting residents to participate online

- 3.34 The Digital Strategy recognises that digital inclusion is vital in ensuring all residents can choose to access services online. To promote inclusion and support delivery of our demand management objectives, aligned workstreams for providing more opportunities for residents to gain digital skills and removing barriers to connectivity across the borough have been progressed.

1. Digital Skills

- 3.35 To support both digital inclusion and development of broader digital skills to help people find work, Brent Start has launched a new digital curriculum, which is delivered at venues across the borough. The curriculum covers essential Digital Life Skills courses (e.g. how to find information online), more comprehensive Digital Literacy classes and higher level Functional ICT Skills classes. These courses will support approximately 500 residents in its first year. Further details of the digital curriculum are included at Appendix D. This is funded through Brent Start's core offer, utilising its contract with the Education and Skills Funding Agency (ESFA).
- 3.36 Delivery of the digital curriculum will be supported by the introduction of new cutting edge technology to a classroom based at the Stonebridge Learning Centre including VR, large touchscreens / smart screens, and a 'Wonderwall' (floor to ceiling visualisation technology). These are funded utilising Greater London Authority grant funding secured by Brent Start. The virtual reality equipment can also be used to deliver courses remotely from other locations in the borough. The technology will provide exposure for Brent residents to digital technologies, partly to enthuse them in their learning, but also to help create real-life scenarios in a safe environment. It will be delivered across a number of curriculum areas (e.g. ESOL, employability, and childcare vocational courses).
- 3.37 In related work, to encourage development of higher level tech skills and help raise the aspirations of key groups of local people, Brent has commissioned its first Tech Camp & Awards pilot. This programme will support three groups of learners (including cohorts of unemployed residents, college students and sixth formers) through an employer-led tech training programme. The 80 participants will gain a recognised qualification and exclusive opportunities to connect with recruiting employers in the sector. Previous camps using this approach at other locations have delivered a successful outcome rate (into employment or apprenticeship) of 78%. The six month pilot is anticipated to be completed in early 2019.

2. Connectivity

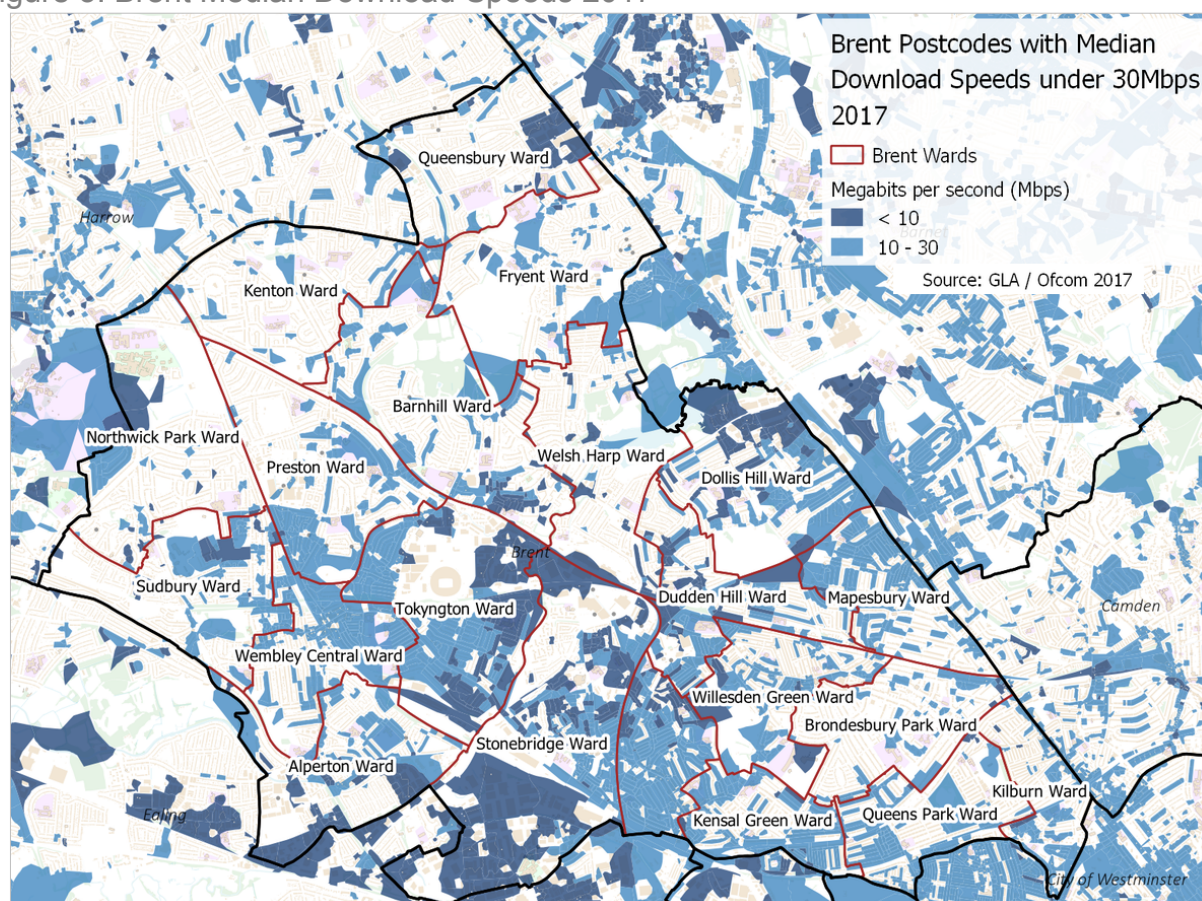
- 3.38 Digital connectivity is about fast and reliable internet connections that enable users to participate online. A key barrier for residents in accessing services online is poor

connectivity. As per the London Assembly Regeneration Committee paper 'Digital Connectivity in London' (June 2017):

Superfast broadband can be a useful indicator for measuring a place's digital connectivity. Superfast fixed broadband of 24 Mbps or more⁸ is likely to be needed in households where different people use the internet at the same time, download films or large files on a regular basis, use multiple devices to access online services, play video games or use video calling services.

- 3.39 Applying this definition across Brent we know there are still a number of areas with poor connectivity, which may limit the ability of residents in these areas to interact with the council online. Figure 3 below maps the current speeds in Brent, showing there are large areas of the borough where speeds are below the recommended figure.

Figure 3: Brent Median Download Speeds 2017



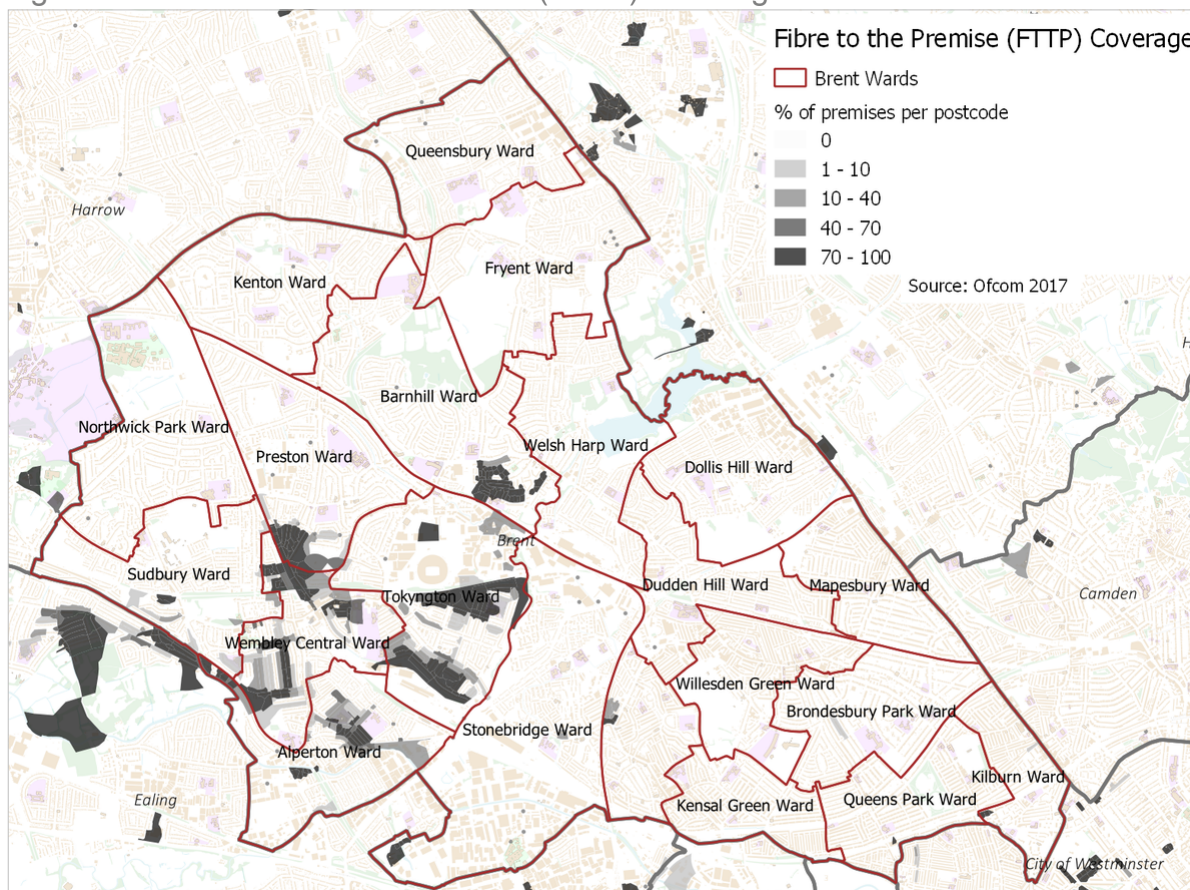
- 3.40 We also know that, with data consumption growing at approximately fifty per cent per year⁹, what is classed as a good connectivity speed now (i.e. >24Mbps / 'Superfast') may not be able to support a high quality user experience in the near future.

⁸ Defined as such by the UK Government. OFCOM and the EU use at least 30Mbps as the definition of 'superfast'.

⁹ D Lewis, 'Connecting Britain faster – the UK's broadband future', Director.co.uk, 11 March 2016.

3.41 Taking steps to '*Futureproof Brent's digital infrastructure*' is the lead Regeneration objective of Brent's Digital Strategy. This includes delivering residents and businesses access to infrastructure capable of supporting 'ultrafast' download speeds (>300Mbps) through Fibre to the Premises (FTTP) connectivity. As per Figure 4 there is currently very little FTTP coverage in Brent (and the UK in general).

Figure 4: Brent Fibre to the Premises (FTTP) Coverage



3.42 Since the launch of the Digital Strategy significant steps have been taken to increase local FTTP coverage. In the last few months this has included signing wayleaves with fibre providers (Hyperoptic and Community Fibre) to deliver affordable FTTP connections to Brent's housing stock. As well as upgrading connections to social housing, the new networks are anticipated to provide coverage to up to 80% of the borough by 2020 – drastically decreasing areas of poor connectivity. A project to coordinate the roll out and effectively communicate it to residents has been established.

3.43 A condition of these wayleaves, in addition to no cost to the council, is the provision of social value. This will include free ultrafast connectivity to a number of community facilities (locations tbc) and delivery of digital inclusion activities targeted at key groups.

3.44 Brent has also taken further actions to stimulate improved connectivity by working with partners, including the GLA Connected London Team, to develop digital infrastructure funding bids. This has included supporting a successful pan-London,

TFL-led bid for the Department for Digital, Culture, Media and Sport (DCMS) Local Full Fibre Network (LFFN) fund. As a result of this bid, subject to the current due diligence process, the Park Royal area is anticipated to benefit from FTTP roll out - addressing a significant connectivity 'not spot' (see Figure 3) and providing fibre connection opportunities for approx. 1,100 SMEs.

- 3.45 This LFFN bid aligns with wider TFL commercialisation plans to build a core fibre backhaul throughout the tube network. These plans have provided significant opportunity for other projects to link with and build upon. A key example being a Brent-supported West London Alliance bid for separate Strategic Investment Pool (SIP) funding. If successful, this would deliver FTTP connections to multiple public sector assets in Brent (and other areas in West London) and extend coverage to many more residents along the prospective fibre routes.

Approach to traditional channels

- 3.46 The Digital Strategy recognises that the opportunities to modernise services and encourage more customers to self-serve via online channels must be balanced by measures to ensure that no one is left behind. This includes protecting vulnerable residents by providing support in accessing services that meets the need of the individual.

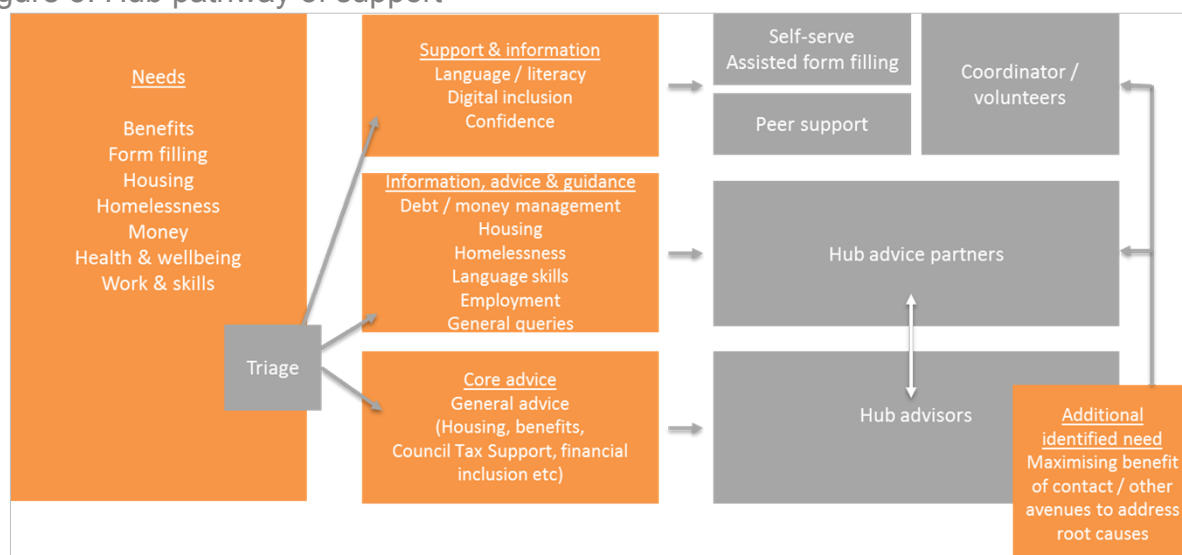
1. Community Hub model

- 3.47 Expansion of Brent's community hub model to new locations across the borough is a key project supporting the Digital Strategy's third demand management objective - *Ensure all residents have access to the support they need to confidently access online information and services*. A paper recommending approval to expand the hub model is scheduled for Cabinet on 12 September 2018.
- 3.48 The development of a community hub model was an idea generated from the 2016 Outcome Based Reviews (OBRs) focused on Employment Support and Welfare Reform, Housing for Vulnerable People and Regeneration. The model was developed based on insights from community research which highlighted the difficulty some individuals and professionals face in navigating the system, people's experience of having to tell their story several times to different people and organisations, and the need for greater collaboration across agencies to provide a more holistic approach to services.
- 3.49 Following a successful two week community hub prototype, the Harlesden hub pilot launched in March 2017. The pilot has provided an opportunity to see what impact a community hub model could have over a longer period in developing a clearer understanding of who accesses it, how it is used and in what ways local organisations can contribute and benefit from the hub.
- 3.50 Building on the learning from the pilot, and on the basis of positive findings from independent hub research, it is proposed to expand the model across the borough, developing more coordinated and tailored access to support and advice for residents. The proposal is scheduled for Cabinet to consider on 12 September 2018.
- 3.51 The vision is to develop hubs across Brent, developing a local network offering residents a new way to connect with community groups and local organisations and

access the information, advice and support they need early to address the issues and challenges they face. The ambition is for the hub network to create an environment which supports vulnerable residents to help themselves through facilitating resilience and providing the support needed to reduce long-term dependency on services. It also provides a safety net for the delivery of the digital strategy, ensuring the most vulnerable are supported during a time of digital transformation.

- 3.52 The hub model is based on a user-centred pathway of support accessible to all and tailored to the needs of the individual. Hub users are able to seek and access the support they need within the hub, delivered through a range of partners and volunteers who respond to the different presenting needs of the client. Support is delivered at different levels depending on the nature of the enquiry, from support and information to specialist advice and facilitating connections with other appropriate organisations.

Figure 5: Hub pathway of support



- 3.53 In response to identified client needs, the Harlesden hub pilot is in the process of recruiting four part-time volunteers to assist with parts of the ‘support and information’ element of the hub client pathway. A key part of this role is supporting less digitally able residents in accessing council services online, which may include helping them to set up their first email account and Brent Portal / MyAccount, building their digital confidence and connecting them with Brent Start Digital Curriculum courses. The first four volunteers are anticipated to start in September 2018, with additional volunteers recruited as the hub model is extended to new locations.

2. Changes to the Customer Service Centre (F2F visitors) and Contact Centre (phone enquiries)

- 3.54 In November 2017 Brent Customer Services completed a pilot of revised access arrangements aimed at making it easier for residents to access services and information through digital channels and supporting customers to become more resilient. The outcomes of the pilot informed the remodelling of interactions within the Customer Services Centre (CSC) and Contact Centre which included:

- A move to an appointments only service for residents visiting the Customer Services Centre (CSC), with appointments only available for enquiries that

cannot be resolved on line, except where the customer is identified as vulnerable and unable to use on-line facilities with assistance;

- A move to digital assistance for residents phoning Brent Customer Services except where the customer is identified as vulnerable and unable to use on-line facilities with assistance;
- Active promotion of digital channels with increased support available to customers who need assistance in using these, including assistance via webchat and floor walkers in the Customer Services Centre.

3.55 The changes to the offer were supported by the availability of self-service PCs for visitors in the CSC and the comprehensive online facilities available through MyAccount; which enables residents to view and manage their Council Tax, Housing Rent and Housing Benefit claim and to carry out transactions via online facilities without the need to visit or phone the council. Key elements of the revised CSC model include:

- Triaging all enquiries before offering appointments and, where an enquiry can be resolved online, the customer is signposted to a self-service PC and provided with digital assistance as required;
- Where a customer is vulnerable and unable to use online facilities, an appointment is offered with a customer services officer, usually on the same day and the enquiry will be resolved by the officer;
- Additional availability of digital floorwalkers to support increased use of self-service facilities.

3.56 Concurrent changes to the Contact Centre model for phone enquiries aligned with the revised approach to the CSC offer and included:

- Interactive Voice recognition (IVR) messaging to promote the availability of self-service facilities including My Account and the Council's website. The messages are relayed to callers whilst being held awaiting an officer to answer or when selecting a specific telephone option (e.g. reporting a missed bin).
- As with face to face contact, additional digital assistance was made available to help residents use digital self-serve channels to resolve their enquiry. This includes increased resources to handle webchat enquiries; (webchat is available to customers using My Account facilities for Housing Benefit, Council Tax and Housing Rents).
- Phone enquiry handling remains available for customers identified as vulnerable and unable to use self-service facilities. The vast majority of callers not requiring support are directed to the use of self-service facilities, enabling those who do require help to receive this in a responsive and timely way.

3.57 Key outcomes of the remodelling of Brent Customer Services include:

- A 51% reduction in the number of customer being seeing an officer F2F and a corresponding increase in the use of self-serve facilities
- For those customers who needed to see a CSC officer F2F in order to resolve their enquiry, waiting times reduced from an average of 20 minutes to 11 minutes
- A survey of visitors to the CSC showed 95% were satisfied with the service they received under the new arrangements
- A 22% reduction in calls to the Contact Centre

- 3.58 Throughout the design and implementation of this model consideration was given to potential adverse impacts on groups who may not be able to use online facilities, such as older customers and customers with disabilities. The potential vulnerability of a customer / ability to use online services is assessed by officers with reference to guidelines, but this is not prescriptive and officers are trained and encouraged to use their judgement and discretion to support those who need most help. Guideline criteria includes:
- Those with a disability that significantly impacts on their ability to use self-service facilities even with assistance. This may cover learning disabilities, mental health disabilities or severe physical disabilities. It will always cover severe hearing and visual impairments
 - Those of pensionable age and unable to navigate on-line services even with assistance.
 - Care leavers
 - Those with significant ill-health issues (Housebound – Visits)
 - High risk appointments (To be reviewed by officers)
 - Immediate Eviction/ summons or bailiff notice.
- 3.59 These measures helped to ensure that customers who are unable to use online facilities could continue to access services through face to face and phone offers that mirrored previous arrangements – ensuring that support in accessing services meets the needs of the individual.
- 3.60 Since the BCS pilot and subsequent Cabinet decision to adopt the new service model, the piloted initiatives have formed part of normal service provision. This most often takes the form of officers using their judgement to identify vulnerable residents and ensuring that they receive face to face support in the office. There has been a considerable increase in visitors using the (supported) self-service facilities since April 2018 compared to the previous year, and a corresponding drop in appointments to meet with a Customer Services Officer on a 1 to 1 basis.
- 3.61 The Council also provides assistance to vulnerable customers in the context of welfare reform changes, including entitlement to up to 100% of Council Tax liability (all other claimants have to pay a minimum contribution of 20% towards their Council Tax and therefore the maximum Council Support they can receive is 80% of their liability) short term financial assistance through the Local Welfare Assistance scheme and assistance with housing costs through the Discretionary Housing Payment policy.

Next Steps

- 3.62 In the past, access to services via digital channels has not been developed across all services and as such there has not been a consistent approach to handling contacts presenting in the Customer Service Centre (CSC). For example, through MyAccount, benefit applicants have been using online services since 2014, but until recently housing applications were still largely paper based. The implementation of the Dynamics platform to deliver new and better online services is addressing this and changing the way in which all services are accessed.
- 3.63 The Dynamics platform roadmap (included in Appendix C) demonstrates how the common infrastructure will begin to create a more consistent and joined-up customer experience across an increasing range of services. For example, the

ongoing expansion of the digital housing offer, followed by migration of existing customer services functions to the new platform in 2019, presents key opportunities for better aligned arrangements for many of Brent's highest demand services; supporting improved offers for both independent and supported self-serve.

- 3.64 As self-service has increased in the Customer Services Centre, more and more customer interaction is centred around the self-services facilities, with declining usage of the 33 booths on the mezzanine floor. The ground floor of the CSC is often congested because this is the key area for triaging visitors and offering digital assistance. A review of the physical layout of the CSC will help to identify how space could be better utilised to meet the changing shape of customer interactions.
- 3.65 As the role of the Customer Service Centre evolves to support digital access, with a more focussed approach to specialist support and advice, and the Community Hubs expand, we will ensure that the overall access offer to our residents is effective and that the Customer Services Centre and Community Hubs offer complementary services.
- 3.66 To support delivery of improved outcomes across all channels, a draft outcomes framework has been developed (included as Appendix E). It outlines key objectives around modernising online channels, supporting residents to access online services and prioritising traditional channels for those that are unable to go online. It includes proposed measures and baselines, which will be developed further as part of next steps before the outcomes framework is finalised.

Introducing new technologies to support improved outcomes

- 3.67 Key outcomes of Design Principle 5 '*the service will keep up to date as technology develops*' include improved access and delivery arrangements for many services. This includes areas where increased automation of traditionally manual processes will free up resources for more complex, relational work, alongside more ambitious projects to provide new tools that will transform the customer experience when interacting with the council. An overview of key projects in these areas is outlined in the following sections.

Robotics Process Automation (RPA)

- 3.68 In July 2018 Brent Customer Services completed a Robotics Process Automation (RPA) pilot, which explored the automation of 18,000 annual Housing Benefit rent changes.
- 3.69 Under current arrangements it takes approximately 3 minutes for a Brent officer to manually process each rent change, which itself is a repetitive and unrewarding task. This is the equivalent of 129 days (or 900 hours) for one FTE to process all 18,000 rent changes received annually; and does not take into account failure demand of residents requesting status updates of when the change will be processed.
- 3.70 The pilot, which was run in a test environment, showed that RPA can reduce this process to less than 45 seconds per case. Additionally, as the RPA software can run up to 24 hours per day (only being restricted by the operating hours and speed of the systems it interacts with) there are even greater opportunities for efficiencies. In Customer Services it was demonstrated that, based on a 12 hour day, the 18,000

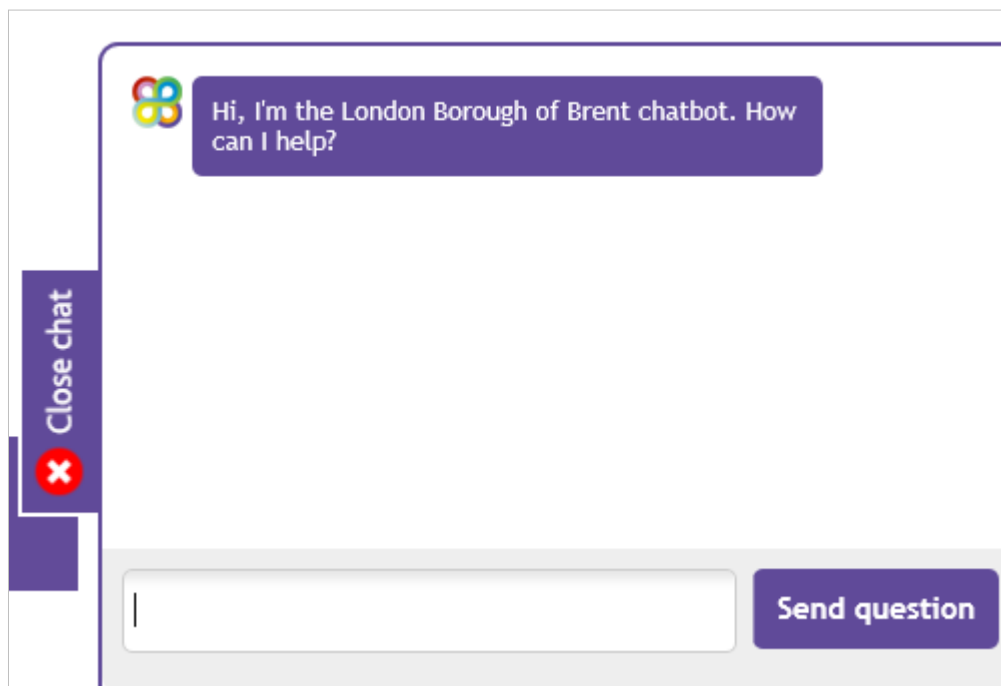
rent changes could be processed within 19 days (or 225 hours) using RPA. Further benefits identified included a decreased risk of keying errors and related re-work.

- 3.71 The pilot has demonstrated that clear productivity benefits and improvements to the customer experience can be achieved, even if roll out is limited to a small number of non-complex processes. Following the pilot work has commenced to identify processes across the council best suited for automation.

Chatbots

- 3.72 A chatbot is a computer programme designed to simulate conversation with users, especially over the internet. They are most commonly applied as alternatives to the more resource intensive webchat - which requires ongoing manual inputs to respond to customer queries. Unlike webchat, a chatbot is pre-programmed to automatically respond to a range of potential questions and uses artificial intelligence to develop better, learnt responses over time. They also have the added benefit of being able to provide a 24/7 service.
- 3.73 In Summer 2018 Brent launched its first chatbot for Private Housing Services. It is designed to support landlords and agents with the online licence application process by providing helpful responses to an increasing range of related questions.

Figure 6: HMO and selective licence Chatbot



- 3.74 In September 2018 Brent officers are meeting with developers to understand data and usage for this new channel from launch to date. This will help inform ongoing development of this first chatbot and provide insight into other areas across the council, both customer-facing and back office, where this technology may be introduced for improved service delivery.

Predictive Modelling

- 3.75 Brent is currently exploring the use of predictive analytics in order to better enable the early identification of vulnerable young people. The early identification provided

by the model will promote the use of earlier cost effective interventions and ensuring better decisions are made each time a young person engages with services. A key aim of the model is to introduce a quantifiable and objective risk assessment which can also be managed across partner agencies.

- 3.76 Detailed work toward this began in 2017, with the Community Safety team working alongside IBM to carry out a proof of concept, building a predictive model to identify vulnerable young people most at risk of criminal exploitation, such as Child Sexual Exploitation (CSE) and gang drug running.
- 3.77 The predictive model uses a range of data sources from youth offending services, social care, schools and gang area intelligence. The model draws upon risk indicators identified from extensive research for 'The Office of the Children's Commissioner's Inquiry into Child Sexual Exploitation in Gangs and Groups'.
- 3.78 The processing of historic data through the predictive model evidenced that the model was able to identify a heightened risk existed years in advance of the outcome. A prototype dashboard, incorporating the model and known associated risks, is currently undergoing a six week prototype with social care professionals in order to assess the potential impact it could have if used in a live operational setting; within the context of providing additional information to aide in professional assessments and decision making.
- 3.79 Additionally, it is hoped that such a dashboard could further support the current panels and risk management partnership meetings already in place; providing instant intelligence and insight into priority cases, including young people considered to be at a heightened level risk, such as missing children and those living in a known gang area. We hope it will also help identify young people not known to service who may be at risk of violence and vulnerability factors, aiding our capability and resources to better target those young people for earlier intervening and prevention.

Internet of Things (IoT) for supported living

- 3.80 Brent social care services already use a range of technology to support local people to live in their own homes for longer. This includes solutions such as wearable trackers and devices that reduce risk of wandering (e.g. where the client suffers from dementia) by generating alerts for those monitoring to intervene.
- 3.81 As part of the digital programme, we have been exploring opportunities to fit out a limited number of Brent owned properties with the latest Internet of Things (IoT) devices, to become supportive-tech show homes. This approach would help to demonstrate and raise awareness of new technology aimed at helping people to live more independently.
- 3.82 The specifications for the tech-enabled homes are anticipated to include a wide range of IoT linked sensors - including for when devices (kettle, TV etc.) are turned on or off, motion sensors, temperature monitoring, door and window (open and closed) alerts and moisture detectors. The sensors would capture and compare data to understand a client's usual routines, which could then identify irregular behaviour and support earlier interventions.

- 3.83 Other technology being considered for the homes include headless interfaces (e.g. Amazon Alexa, Google Home) that respond to voice-activated commands. This would include simple uses to immediately alert pre-defined contacts of a clients need (e.g. an “I need help” command could generate a text to a nearby family member), with the potential to develop more bespoke commands tailored to an individuals need. This project will be progressed as part of the 2019 work programme.

Virtual Reality

- 3.84 To better understand which new technologies could be introduced in Brent to support improved outcomes for residents, the Digital Board has invited numerous leading tech companies to discuss and demonstrate their products at board meetings. This approach has helped to identify Virtual Reality (VR) as a key area for further consideration.
- 3.85 To date this has included exploring the application of VR in services areas as varied as Planning and Fostering support. For Planning initial work has been around understanding how VR can display 3D rendering of proposed new building options, with a view to supporting consultation with residents and stakeholders. In this use case VR would effectively replace the use of 3D physical architect models for consultation, reducing costs and providing a far more engaging customer experience. For example, through VR the user could be able to zoom in or out, change perspective, and switch perspective to see the proposal at different times of year.
- 3.86 An even more innovative application of VR may be for fostering support; where the immersive technology enables parents and carers to understand the impact of trauma and attachment from the child’s perspective. In this example the VR equipment puts the user in the world of the child where they can see and feel the realities of being a child in care followed by a panel discussion. This approach has potential as an exciting new tool for helping to recruit foster carers.
- 3.87 The foster carers VR, along with a range of other technologies, was demonstrated at the recent Brent ‘digital drop-in’. The drop-in was an event held in the Civic Centre during London Tech Week, and all Brent officers were invited to attend. The event was attended by approximately 500 officers who were encouraged to engage with the new technologies and to think differently about how they could be applied to support better outcomes across the council. Ideas generated by the event have been collated and will be progressed by the Digital Transformation team.

Smart Cities

- 3.88 Smart Cities applications are creating the opportunity to coordinate and manage our assets through increased connectivity and sharing of data. We are undertaking a pilot designed to allow Brent to evaluate how useful location data generated by mobile devices is for developing approaches to improving outcomes for Brent residents and businesses. Specifically, evaluating how useful the data is for improving evidence based decision making around Brent’s priority high streets will be the focus of the pilot. The pilot will be completed in September and evaluated to see if the technology could be usefully applied to other services.

- 3.89 Moving forward, we plan to pilot other Smart Cities applications. One option is to use the digital canopy that is being created by the Central Management System (CMS) that forms part of the street lighting upgrade. The CMS provides an infrastructure to which other applications could be added. Other uses of Smart Cities applications we will investigate include smart parking (for guiding drivers to available spaces), monitoring air quality and traffic flow and how we could provide real time information to citizens in a useful way.
- 3.90 Brent's switch to an end to end wireless CCTV system is well underway. The CCTV upgrade allows for a more cost-efficient and flexible CCTV network, and enables the easy relocation of High Definition cameras to crime hotspot areas as required, without the need to hard-wire a camera in. The upgrade has been recognised by the Home Office's Surveillance Camera Commissioner with Brent becoming one of only a handful of boroughs in London to be audited and certificated for following the twelve guiding principles, set out in the Surveillance Camera Code of Practice.

Brent Drone

- 3.91 The council has invested in a drone to improve engagement with communications campaigns by capturing images and videos for major news stories or events to use on digital channels, including social media. It is being trialed to generate commercial income (e.g. weddings or hiring to third parties, such as the NHS) and to see whether it can be used by council departments to improve efficiency (e.g. high rise building inspections in planning/building control and housing management). So far, full training on the use of the drone has been completed and it is in full use with appropriate insurance and licenses. 15 flights have been completed over last 12 weeks generating income of £2,650 to date. Further films in the pipeline include the regeneration of South Kilburn over the next two years, and the NHS communications team. Additionally, council survey and wedding teams have approved the use of drone for building inspections and Civic Centre weddings.

4.0 Financial Implications

- 4.1 The Digital Strategy was agreed by Cabinet in June 2017, including £5.6M of capital funding to deliver the digital programme up to 2019/20. The investment in the digital strategy will support and enable services in delivering their savings.

- 5.1 In view of the nature of this report, there are no direct Legal implications arising from its contents although Members are referred to the Equalities Implications Section below and the attached Equality Impact Assessments regarding the way in which the impact of the Brent Digital Strategy addresses the needs with those Brent residents with protected characteristics under the Equality Act 2010.

6.0 Equality Implications

- 6.1 Ensuring that the opportunities presented by digital transformation are available to all residents is central to the Digital Strategy. Each project within the Digital programme considers and acts on the specific equality implications related to it.

- 6.2 Key work aligned to the Digital Programme and the design principles that underpin Brent's approach to channel shift include:
- The remodelling of access arrangements for Brent Customer Services (outlined from 3.54); and
 - The expansion of the community hub model to new locations (outlined from 3.47).

Both of these projects have been subject to Equality Impact Assessments, which are included as accompanying papers.

7.0 Consultation with Ward Members and Stakeholders

- 7.1 The Lead Member for Digital (The Deputy Leader) was consulted throughout the development of the Brent Digital Strategy and is its champion.
- 7.2 In January 2018 the Resources and Public Realm Scrutiny Committee considered a paper titled 'The Digital Strategy and the customer experience' and provided feedback on (and approved) the design principles that underpin Brent's approach to channel shift.

Report sign off:

Peter Gadsdon

Director Performance, Policy and Partnerships

Appendix A – Brent Resident's Attitude Survey - selected questions and answers
Source: Brent Resident's Attitude Survey (2018)

Q8. How strongly you agree or disagree with this statement about public services available to Brent residents?	Agree	Neither agree nor disagree	Disagree	Don't know / no opinion
Local services are easy to access	56%	24%	19%	2%

Q11. How strongly you agree or disagree with this statement about the Council?	Agree	Neither agree nor disagree	Disagree	Don't know / no opinion
It is easy to carry out council transactions online	45%	20%	21%	14%
I know how and where residents who need support to access Council Services can get it	46%	22%	26%	6%

Q12. Which of the following online services have you used or would be happy to use in the future?				
	Used	Likely to use	Not likely to use	Unsure
Make a payment to the Council	46%	22%	27%	5%
Look for information about services	41%	30%	24%	4%
Report an issue or problem	30%	34%	30%	6%
Make a complaint	21%	38%	33%	8%
Apply for a service	32%	32%	29%	6%
Make an appointment	20%	34%	35%	11%

Q13. Have any of the following reasons prevented you from doing more on the council website?	
I didn't know I could	6%
I haven't needed to	40%
I don't think it's secure	4%
The website is difficult to use / I can't find what I need	7%
I am not confident it will work / do what I need it to	3%
There is no online option to do the thing I want	2%
I don't know how to use the internet	4%
I prefer to talk to a real person	18%
I do not have internet access	3%
Other	1%
None	32%

Q17. How much time do you spend on the internet per day?	
Do not use the internet	11%
Less than 30 minutes	4%
30 minutes to 1 hour	8%

1 - 2 hours	19%
2 - 3 hours	21%
3 - 5 hours	18%
5 - 7 hours	11%
7 - 10 hours	6%
Over 10 hours	2%
Unsure	1%

*Where use the internet	
Q17A. How do you access the internet?	
Laptop or PC	63%
Tablet	46%
Smartphone	85%
Internet TV	10%
Other	*%
Q17B. Do you use any of the following social media?	
Facebook	72%
YouTube	59%
Whatsapp	76%
Linkedin	17%
Twitter	20%
Instagram	26%
Google	*%
Snapchat	1%
Other	*%
None of the above	9%

Appendix B – Accessing the internet ‘on the go’ (age and device)

‘On the go’ refers to accessing the internet away from home or work.

USING THE INTERNET ‘ON THE GO’¹ BY DEVICE, 2013 TO 2017

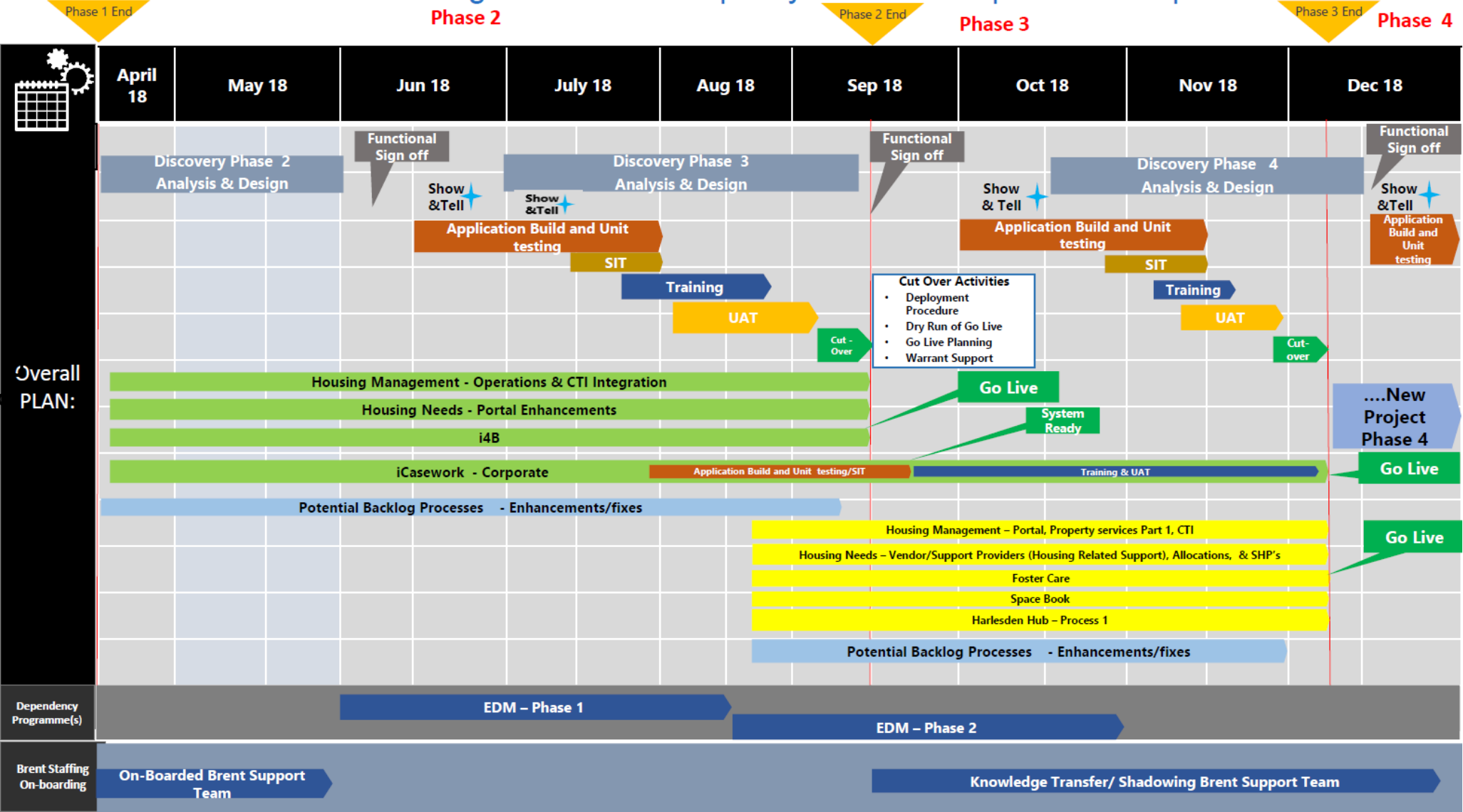
<i>Within the last 3 months</i>					%
	2013	2014	2015	2016	2017
Have accessed the internet ‘on the go’ ¹	61	68	74	75	78
Devices used					
Mobile phone or smartphone	53	58	65	70	73
Portable computer (e.g. laptop, tablet)	32	43	44	36	43
Other handheld device (e.g. PDA, MP3, e-book reader, games console)	11	15	16	12	14

USING THE INTERNET ‘ON THE GO’¹ BY DEVICE & AGE GROUP, 2017

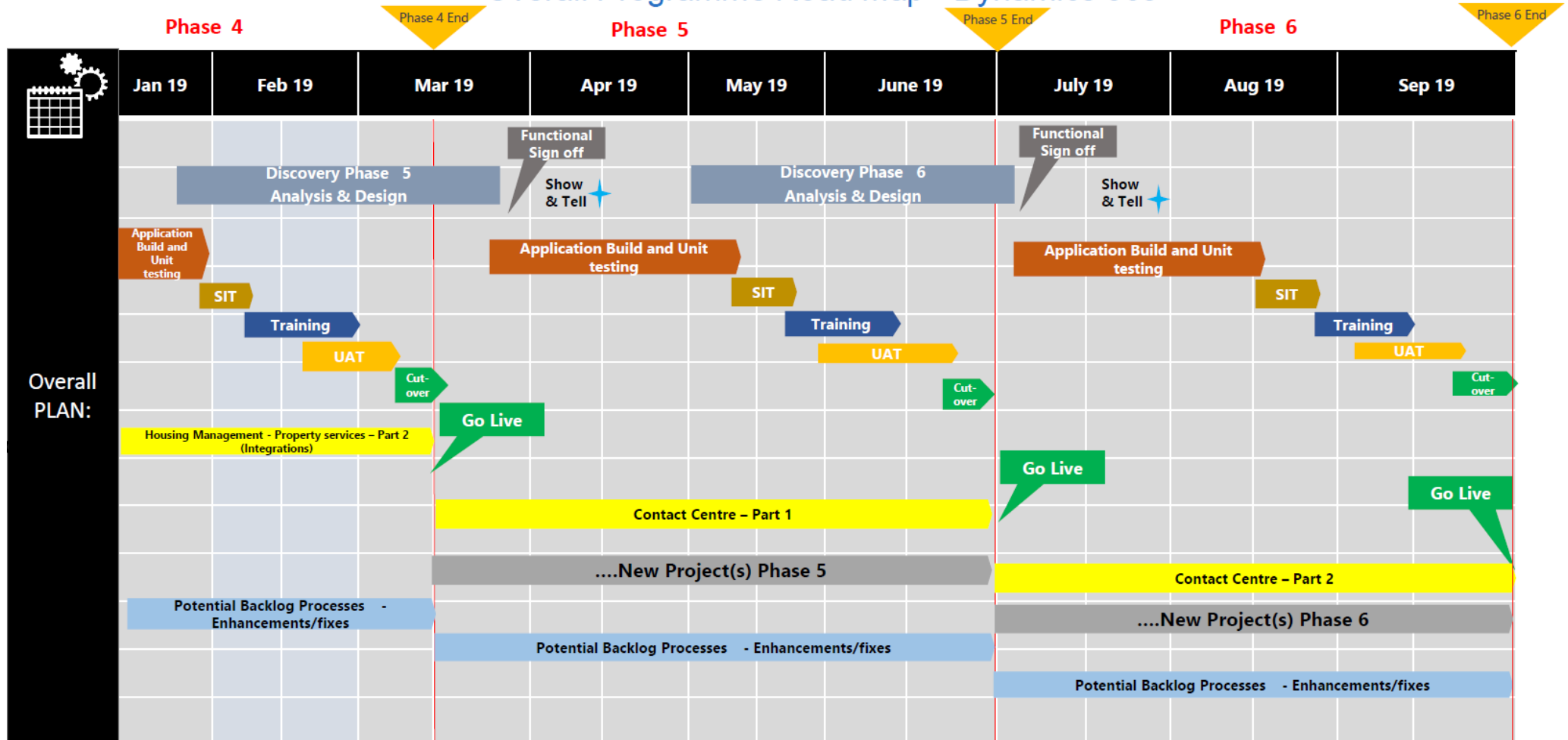
Within the last 3 months

	Age group					
	16-24	25-34	35-44	45-54	55-64	65+
Have accessed the internet ‘on the go’ ¹	98	95	94	88	72	39
Devices used						
Mobile phone or smartphone	97	94	93	82	64	26
Portable computer (e.g. laptop, tablet)	56	48	50	47	41	25
Other handheld device (e.g. PDA, MP3, e-book reader, games console)	18	18	20	15	10	5

Overall Programme Road Map - Dynamics 365 Apr 2018 – Sep 2019



Overall Programme Road Map - Dynamics 365



Appendix D – Example Brent Start Digital Curriculum

Digital Life Skills - Access online help and information

Harlesden Library	26/11/18-03/12/18	
HT0A08A		£13
Weeks per Year: 2		
Mon 10.15am-12.15pm	Hours/week: 2	

Digital Life Skills - Basic keyboard & mouse

Harlesden Library	07/01/19-14/01/19	
HT0A03B		£13
Weeks per Year: 2		
Mon 10.15am-12.15pm	Hours/week: 2	

Digital Life Skills - Complete online forms

Harlesden Library	08/10/18-15/10/18	
HT0A04A		£13
Weeks per Year: 2		
Mon 10.15am-12.15pm	Hours/week: 2	

Digital Life Skills - Complete online forms

Harlesden Library	11/03/19-18/03/19	
HT0A08B		£13
Weeks per Year: 2		
Mon 10.15am-12.15pm	Hours/week: 2	

Digital Life Skills - Create an email account

Harlesden Library	24/09/18-01/10/18	
HT0A03A		£13
Weeks per Year: 2		
Mon 10.15am-12.15pm	Hours/week: 2	

Digital Life Skills - Create an email account

Harlesden Library	25/02/19-04/03/19	
HT0A07B		£13
Weeks per Year: 2		
Mon 10.15am-12.15pm	Hours/week: 2	

Digital Life Skills - Find information online

Harlesden Library	10/09/18-17/09/18	
HT0A02A		£13
Weeks per Year: 2		
Mon 10.15am-12.15pm	Hours/week: 2	

Digital Life Skills - Find information online

Harlesden Library	04/02/19-11/02/19	
HT0A05B		£13
Weeks per Year: 2		
Mon 10.15am-12.15pm	Hours/week: 2	

Digital Life Skills - Online job search

Harlesden Library	25/03/19-01/04/19	
HT0A01C		£13
Weeks per Year: 2		
Mon 10.15am-12.15pm	Hours/week: 2	

Digital Life Skills - Online job search

Harlesden Library	29/10/18-05/11/18	
HT0A06A		£13
Weeks per Year: 2		
Mon 10.15am-12.15pm	Hours/week: 2	

Digital Life Skills - Self-developing your digital skills

Harlesden Library	21/01/19-28/01/19	
HT0A04B		£13
Weeks per Year: 2		
Mon 10.15am-12.15pm	Hours/week: 2	

Digital Life Skills - Shopping online

Harlesden Library	12/11/18-19/11/18	
HT0A07A		£13
Weeks per Year: 2		
Mon 10.15am-12.15pm	Hours/week: 2	



Digital Life Skills - Word: basic formatting

Harlesden Library	10/12/18-17/12/18	
HT0A01B		£13
Weeks per Year: 2		
Mon 10.15am-12.15pm	Hours/week: 2	

Digital Literacy Entry 3

Willesden Green Library	11/09/18-29/01/19	
WT0P01A		£227
Weeks per Year: 18		
Tue, Thu 12.45-2.45pm	Hours/week: 4	

Digital Literacy Entry 3

Willesden Green Library	05/02/19-04/07/19	
WT0P01C		£227
Weeks per Year: 18		
Tue, Thu 12.45-2.45pm	Hours/week: 4	

Digital Literacy Level 1

Stonebridge Centre	12/09/18-28/11/18	
ST4A01A		£189
Weeks per Year: 10		
Wed, Fri 9.30am-12.30pm	Hours/week: 6	

Digital Literacy Level 1

Stonebridge Centre	05/12/18-01/03/19	
ST4A01B		£189
Weeks per Year: 10		
Wed, Fri 9.30am-12.30pm	Hours/week: 6	

Digital Literacy Level 1

Stonebridge Centre	06/03/19-05/06/19	
ST4A01C		£189
Weeks per Year: 10		
Wed, Fri 9.30am-12.30pm	Hours/week: 6	

Developing your Digital Skills

Willesden Green Library	Various Dates	
YG1A01A		£48
Weeks per Year: 5		
Fri 9.15am-12.15pm	Hours/week: 3	

Digital Shots - Presentation

Harlesden Library	02/11/18-30/11/18	
HT0A05A		£48
Weeks per Year: 5		
Fri 10.15am-12.45pm	Hours/week: 3	

Digital Shots - Presentation

Harlesden Library	26/04/19-24/05/19	
HT0A05C		£48
Weeks per Year: 5		
Fri 10.15am-12.45pm	Hours/week: 3	

Digital Shots - Social Media

Harlesden Library	21/09/18-19/10/18	
HG0A01A		£48
Weeks per Year: 5		
Fri 10.15am-12.45pm	Hours/week: 3	

Digital Shots - Social Media

Harlesden Library	01/03/19-29/03/19	
HT0A06B		£48
Weeks per Year: 5		
Fri 10.15am-12.45pm	Hours/week: 3	

Digital Shots - Spreadsheet

Harlesden Library	11/01/19-08/02/19	
HT0A02B		£48
Weeks per Year: 5		
Fri 10.15am-12.45pm	Hours/week: 3	

Digital Shots - Spreadsheet

Harlesden Library	07/06/19-05/07/19	
HT0A02C		£48
Weeks per Year: 5		
Fri 10.15am-12.45pm	Hours/week: 3	

Functional Skills ICT Level 1

Willesden Green Library	12/09/18-12/12/18	
WT4P01A		£189
Weeks per Year: 12		
Wed, Fri 12.15-2.45pm	Hours/week: 5	

Functional Skills ICT Level 1

Willesden Green Library	04/01/19-03/04/19	
WT4P01B		£189
Weeks per Year: 12		
Wed, Fri 12.15-2.45pm	Hours/week: 5	

Functional Skills ICT Level 2

Willesden Green Library	24/04/19-05/07/19	
WT5P01C		£158
Weeks per Year: 10		
Wed, Fri 12.15-2.45pm	Hours/week: 3	

Appendix E – Draft Outcomes Framework

Channel	Objective		How will this be delivered?	Outcome	Proposed Indicator	Baseline		
Page 66	O1	To develop modern online services that are the first choice for all customers who are able to access them	<ul style="list-style-type: none"> Building high-quality online services in-house, using the Dynamics platform Implementing a new website CMS and agile content management approach 	<ul style="list-style-type: none"> More people choose to interact with the council online People are easily able to access the information / service they need online 	RAS Q12 - Which of the following online services have you used or would be happy to use in the future?	Residents Attitude Survey 2018	Used	Likely to use
						Make a payment to the Council	46%	22%
						Look for information about services	41%	30%
						Report an issue or problem	30%	34%
						Make a complaint	21%	38%
						Apply for a service	32%	32%
						Make an appointment	20%	34%
	O2	To support digitally less confident people in becoming more resilient in accessing services online	<ul style="list-style-type: none"> Assisted self-serve in the CSC Building a team of volunteers from local communities to offer digital support across the Hub network 	<ul style="list-style-type: none"> More local people are able to self-serve online 	No. of service requests completed via Dynamics platform (per service)	Tbc – progress will be tracked for each new online offer as they go live on the Dynamics platform		
					Website user journey heat-mapping	2018 Website review found: <ul style="list-style-type: none"> 90% of current webpages are not viewed 		
					No. of people accessing assisted self-serve in CSC	Assisted self-serve figures tbc 35K p.a. (or 63% of customers) are triaged / do not receive one-to-one service ¹⁰		
	O3	To remove barriers to digital inclusion, including digital skills and connectivity	<ul style="list-style-type: none"> Brent Start Digital curriculum Roll-out of FTTP connectivity infrastructure across Brent 	<ul style="list-style-type: none"> More local people have basic digital skills More Brent homes / premises have high-quality connectivity 	No. of people accessing digital support across the hub network	Not currently captured – baseline will be established when Hub CRM is introduced early 2019		
					No. of residents supported by Brent Start Digital curriculum courses	Tbc		
					% of Brent homes / premises with FTTP connectivity	Current FTTP coverage: <ul style="list-style-type: none"> 3.9% of premises in the borough have FTTP connections¹¹ 		

¹⁰ Extrapolated from 01/01/18 – 17/08/18 data

¹¹ GLA / Ofcom data (Jan 2018)

Channel	Objective		How will this be delivered?	Outcome	Proposed Indicator	Baseline
F2F	O4	To prioritise access to F2F services for those that are unable to use online services	<ul style="list-style-type: none"> Developing a consistent approach for accessing F2F services Aligning approach across key F2F services (including BCS, Housing, Hubs) 	<ul style="list-style-type: none"> Vulnerable residents are more easily able to access the services they need F2F 	% of people accessing F2F services in CSC meeting access criteria	Consistent approach /criteria for F2F to be developed <i>Currently 21K F2F demands p.a. in CSC¹²</i>
					Average waiting time for accessing F2F services in CSC	Current average wait time ¹³ : 10 mins 57 seconds
					% of people accessing F2F services in Hubs meeting access criteria	Consistent approach /criteria for F2F to be developed
					Average waiting time for accessing F2F services in Hub	Not currently captured – baseline will be established when Hub CRM is introduced early 2019
Phones Page 67	O5	To prioritise access to phone services for those that are unable to use online services	<ul style="list-style-type: none"> Developing a consistent approach for accessing services via phone Applying approach to streamline customer phone journeys 	<ul style="list-style-type: none"> Vulnerable residents are more easily able to access the services they need over the phone 	% of people accessing services via phone meeting access criteria	Consistent approach /criteria for phones to be developed
					Tbc – new 8x8 phone system (introduced May 18) provides intelligence on end-to-end customer journeys	Tbc – baselines will be established once new 8x8 phone system is embedded

¹² Extrapolated from 01/01/18 – 17/08/18 data - figure includes all non-triaged demand (including document drop-off)

¹³ Based on 01/01/18 – 17/08/18 data

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Appendix A – EIA Screening

Equality Analysis – Proposed Remodelling of Brent Customer Services

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.

The overall proposal is for a new service operating model for Brent Customer Services (BCS) concurrent with proposed changes to the organisational structure of the unit.

The key features of the proposals are as follows:

- A move to an appointments only service for residents visiting the Customer Services Centre (CSC), with appointments only available for enquiries that cannot be resolved online, except where the customer is identified as vulnerable and unable to use on-line facilities with assistance.
- A move to digital assistance for residents phoning Brent Customer Services except where the customer is identified as vulnerable and unable to use on-line facilities with assistance.
- Active promotion of digital channels with increased support available to customers who need assistance in using these, including assistance via webchat and floor walkers in the Customer Services Centre.

These proposals support accelerated channel shift and the wider aims of Brent's Digital Strategy as well as the achievement of savings of £1m by 31st March 2018.

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

Residents – Some vulnerable residents accessing our face to face service and phone service could potentially be affected. However, as the current service offer for such residents will continue unchanged, no adverse impact is currently anticipated.

By improving our digital offer and driving channel shift, more services will be available online and "24/7". The proposed changes will not only improve convenience and ease of access for those who can self-serve but will also ensure that phone and face-to-face communication channels are targeted at the most vulnerable residents who may otherwise experience access barriers due to disability, language or knowledge and ownership of appropriate IT equipment.

Staffing – An Equality Analysis will be carried out to determine and assess any potential impact of the proposed organisational change for staff with protected characteristics once the structure and any associated implications have been determined.

External Stakeholders - Voluntary sector service providers may be approached by residents for face to face support and assistance. As indicated above, mitigations have been made to the proposals to ensure that vulnerable residents continue to receive the same level of service and access to services as at present and will not be adversely impacted.

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

Yes.

- Age:
 - Customers of pensionable age who are unable to access and use online services, including those where additional assistance is required.
- Disability / long term health conditions

- Customers who face access barriers and cannot self-serve due to disabilities or health conditions. These may include but are not be limited to customers with learning disabilities, mental health conditions or severe physical disabilities or health conditions, as well as customers with hearing (incl. BSL users) and/or visual impairments.
- Race / Ethnicity - Black, Asian and minority ethnic (BAME) customers whose first language is not English
 - BAME customers that do not have English as their first language may face access barriers or be unable to self-serve without alternative languages being available for translation. Whilst the Brent Council website provides information and support in alternative languages, this does not extend to the Housing Benefit online application and MyAccount. However, the council is able to arrange translation or interpreting services and/or alternative formats for customers with language and/or disability barriers upon request.

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

Yes – Age, disability and race/ethnicity (BAME customers whose first language is not English).

Office for National Statistics (ONS) – UK internet users, 2017 states that 99% of those aged under 34 access the internet and therefore are “digitally included”, with those aged between 55-64 being 90% “digitally included” and those aged 65 to 74 years old being 79% “digitally included”.

When comparing this to the volume of customers that applied for Housing Benefit during the pilot period of 16th June to 15th September 2017, 9% were aged under 25 years old, 48% were aged between 40 to 60 years old and 7% aged over 65 years old. Similarly, of those that reported a change to their Housing Benefit claim from 16th June to 15th September 2017, 5% were aged over 65 years old.

Of the customers that applied for Housing Benefit during the pilot period of 16th June to 15th September 2017, 6% indicated that they were disabled.

Of the customers that applied for Housing Benefit during the pilot period of 16th June to 15th September 2017, 23% declared that they received assistance with applying for their Benefit, of which 3% of this total received assistance from Brent Council staff.

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

There is a potential for the change to impact upon services used by vulnerable groups of people. However, it is proposed under the revised arrangements that the existing service levels and access to services will continue unchanged for vulnerable residents that fall into the protected characteristic groups.

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

Yes – residents facing social inequality for example those in lower socio-economic groups; those in poor health and those that do not have immediate access to PC's and the internet or the associated knowledge and experience in using them.

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

Yes

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

The proposed changes will ensure that we are continuously improving accessibility of services and enhancing our digital offer by ensuring that services are available 24/7.

Recommend this EA for Full Analysis?

No

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.

The proposed re-modelling of Brent Customer Services has given due regard to vulnerable customers. It is proposed that the retention of existing service levels and access to services for vulnerable persons shall remain unchanged from the existing arrangements. Additionally, increased staff support within the CSC in the form of “floor-walkers” shall be made available to provide visiting customers with assistance in accessing online services. It is therefore not currently anticipated that there will be any adverse impact arising from the changes proposed.

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.

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?

Customer feedback was obtained during the “pilot” period from those that experienced the changes and who contacted Brent by phone, visited the CSC, completed an online Housing Benefit Application or reported changes in their circumstances. A total of 372 customers responded.

Of the 123 phone customers that responded, 38% were “signposted” to Brent’s online media for assistance with their enquiry and 44% indicated that they did not find the website easy to understand.

Of the 65 customers that visited our CSC and responded, 40% advised that they were confident using online services and 62% indicated that they were happy with the service they received.

Of the 45 customers that completed the online Housing Benefit Application and provided feedback, 71% indicated that they found the “MyAccount” customer portal easy to use and 84% indicated that they received sufficient information from the website to assist them with their application.

Of the 139 customers that reported changes to their circumstances online, 81% were provided with sufficient information on the website to report their change and 60% that used My Account to inform us of the change stated that they found it easy to use.

The overall results of the pilot indicated a 22% reduction in the volume of Contact Centre phone calls being presented and a 32% reduction in enquiries and appointments within the CSC as well as a 59% reduction in casual callers to the CSC.

Phone calls answered prior to the pilot (i.e. January to March 2017) totaled 12,429, averaging 191 per day. During the pilot (June to September 2017), calls answered totaled 5,429, averaging 136 calls per day. This represents a decrease in the average number of calls answered per day of 28.7%.

Average number of webchats presented during the pilot period generally increased week on week as more services became available for access through the “MyAccount” customer portal and Brent website.

Resident feedback was sought and obtained from across each communication channel from residents that experienced the changes concerned.

Overall findings from the pilot together with the resident feedback obtained indicate that the proposed changes have been positive although there are improvements that have been identified and will be further explored, as set out within the action plan. Volumes of complaints received per week have remained broadly similar throughout the pilot period, averaging approximately 3 per week in total for Benefits, Council Tax and the Customer Service Centre. This suggests that the changes made for the purposes of the pilot project have not had an adverse impact on service quality, as perceived by customers.

STAGE 3: ACTION PLANNING

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

Replacing email enquiries with online forms has been very successful and consequently further means of developing and enhancing customer communication options and the portfolio of online forms will be explored and evaluated.

The current service facility that permits customers visiting the CSC to scan their Housing Benefit supporting information for attachment to their application will be further enhanced to enable them to link the documentation to their application without requiring staff assistance.

The current service that permits customers to upload their supporting documentation to support their Housing Benefit application will be further developed to simplify the process and enhance the customer experience.

Promote the service offer and options available for customers and in an accessible and inclusive way to ensure that customers across all protected characteristics are aware of the changes and can benefit from the enhanced offer.

Use feedback obtained from organisations that attend the Network Partnership Meetings and resident feedback to continuously improve and enhance the service available.

Retain existing service access and communication channels for vulnerable residents (e.g. phone and face to face).

We will monitor the impact of the proposals on a continuing basis on residents with protected characteristics as part of our service monitoring and improvement arrangements.

Investigate the findings obtained from resident feedback and use the opportunities that these present to further develop and enhance the service offer for customers.

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

We will continue to maintain and review our “vulnerable resident” guidance to ensure that it is representative, fit for purpose and that residents are not adversely impacted by the proposed

changes. We will monitor the impact of the proposals on residents with protected characteristics as part of service monitoring and improvement arrangements.

Customer Service staff have attended a range of training programmes to assist with the identification and provision of help for customers that may require support. This includes for example courses in relation to Mental Health Awareness and Disability Awareness. Courses / briefings have also been provided in relation to autism and personal safety. As further training needs are identified, appropriate training will be arranged and provided, as appropriate.

BCS also maintains a database of officers that can speak additional languages and who can be available to assist customers either visiting the offices or phoning.

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

There are no remaining negative impacts anticipated.

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Department
Chief Executive
Department

Person Responsible
Sadie East, Head of Transformation

Created
August 2018

Next review: September 2020

Background

Harlesden Community Hub

In 2016, Brent carried out three Outcome Based Reviews (OBRs) aimed at developing radical solutions to deliver better, sustainable service models and outcomes for Employment Support and Welfare Reform, Housing Vulnerable People and Regeneration (physical, environmental and social, with a specific focus on Harlesden). The starting point for this work was talking with residents - learning from their experiences and gathering their views on housing and employment issues, as well as speaking to residents in Harlesden about their local area. A range of community research methods were used, including ethnographies (spending time with individuals to understand their day-to-day life), focus groups, community pop-ups, and interviews with professionals and practitioners. The community research provided insights into where improvements in current approaches could be made as well as developing a better understanding of the things that are important to people and how to support and enable them to address the challenges they face.

The insights from the community research were shared with a wide range of stakeholders at a visioning event in June 2016. Attendees were invited to listen to people's stories and generate ideas to address both the challenges and the opportunities highlighted through the community research. The development of a community hub was one idea generated and was a common theme across the employment, housing and regeneration OBRs. It was agreed to take this idea forward for testing and to understand how a community hub model could work in practice.

Following a successful two week community hub prototype, the Harlesden hub pilot has provided an opportunity to see what impact a community hub model could have over a longer period in developing a clearer understanding of who accesses it, how it is used and in what ways local organisations can contribute and benefit from the hub.

The hub operates 12 hours of contact time per week, with an average footfall of 48 visits per week.¹ People are visiting the hub to deal with a number of issues, with some individuals needing support over a significant period of time. Building on our learning from the pilot model in Harlesden and on the basis of the positive findings from the hub research it is proposed to expand the hub across the borough, developing more coordinated and tailored access to support and advice for Brent's residents.

Extending the hub model

¹ Based on weekly footfall data for June/July 2018

The vision is to develop hubs across Brent, developing a local network offering residents a new way to connect with community groups and local organisations and access the information, advice and support they need early to address the issues and challenges they face and to stop these issues from escalating. The ambition is for the hub network to create an environment which supports vulnerable residents to help themselves through facilitating resilience and providing the support needed to reduce long-term dependency on services.

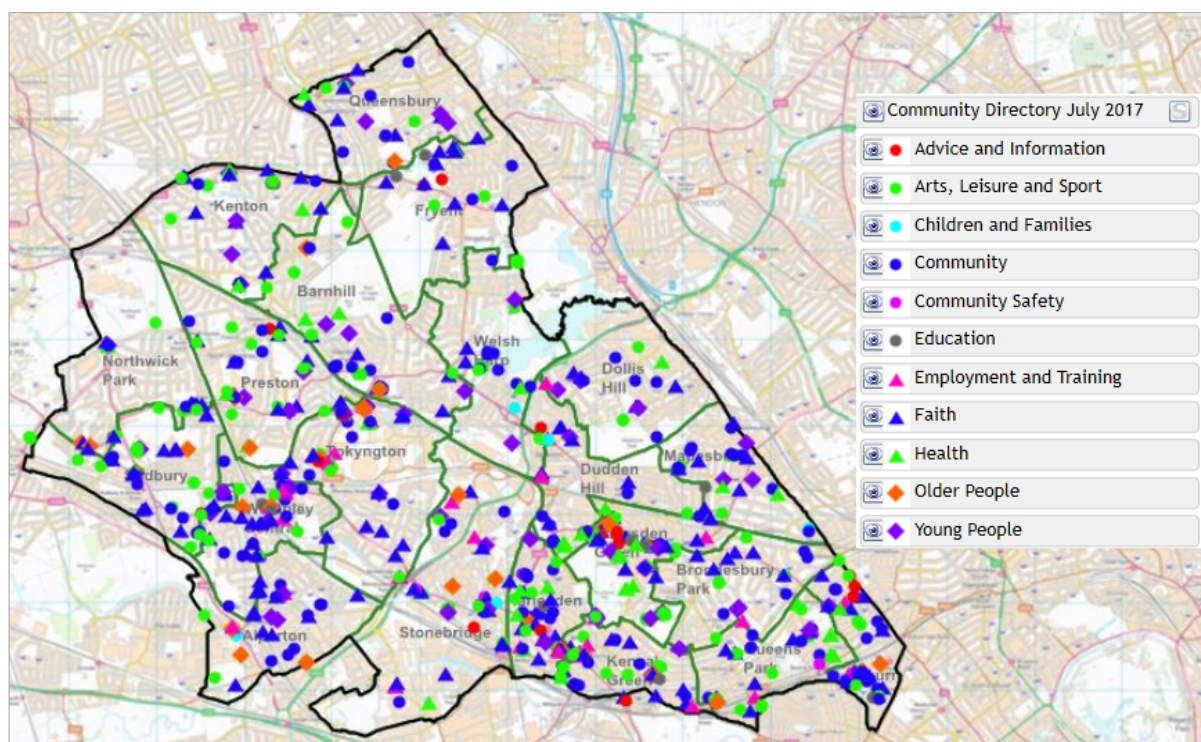
The vision will be delivered through a network of hubs which is independent from the Council, supported by true collaboration with the voluntary and community sector, public sector partners and residents. Working closely with the Brent Advice Partnership, Brent Community Advice Network and supported by the Brent Advice Fund, the hub will provide opportunities to develop strong partnerships on a locality basis and support a neighbourhood working approach. Hubs will provide both a base for engagement with residents and a place for professionals from the council and other local organisations to work together around issues and cases, approaching them in a more holistic way.

Stakeholders

The core hub offer will be common across each location, but there will be local variance with the range of support and activities tailored to local need.

The local offer for each location will be informed by and co-designed with local residents and stakeholders. The roll-out of the hub model to new locations will be through a phased approach taking 23 weeks for each location - beginning with community research, engagement of local partners and establishment of a steering group; through to prototyping of arrangements, development of the offer and official launch of the hub.

A wide range of voluntary and community groups in each locality will be invited to participate in this process. The image below provides an overview of the known local presence in each area:



As the hub model extends across the borough, the involvement of partner organisations will be critical to its success. To inform the development of the Harlesden Hub pilot, a steering group including CVS Brent, Citizens Advice, Advice4Renters, Crisis Brent, Harlesden Neighbourhood Forum and Brent Council was established. This approach will be replicated at each new hub location, with steering group membership appropriate to the local area. Likewise, to ensure that services at each location can meet and adapt to local needs, a wider group of local voluntary sector and community organisations will be engaged as potential new hub partners.

The proposals impact on equality characteristics

The Hub Model has been designed to provide support for more vulnerable residents with complex needs who may find it challenging to access mainstream services. The hub approach aims to engage a wide range of residents in an accessible and inclusive environment. During development of the hub model, consideration has been given to the needs of disabled residents, people whose first language is not English, parents with children and carers, older residents and young people.

Equality implications will continue to be considered and comprehensive diversity monitoring will be introduced as part of the development of future models to ensure that the services meet the needs of residents and service users.

During the Harlesden pilot, data has been collected to measure the number of hub visits and the reasons for the visit from March 2017 to date. This data is limited in terms of capturing the equality characteristics of Harlesden Hub users and does not include figures for all partners operating in the pilot. However, work is underway to develop a bespoke client management

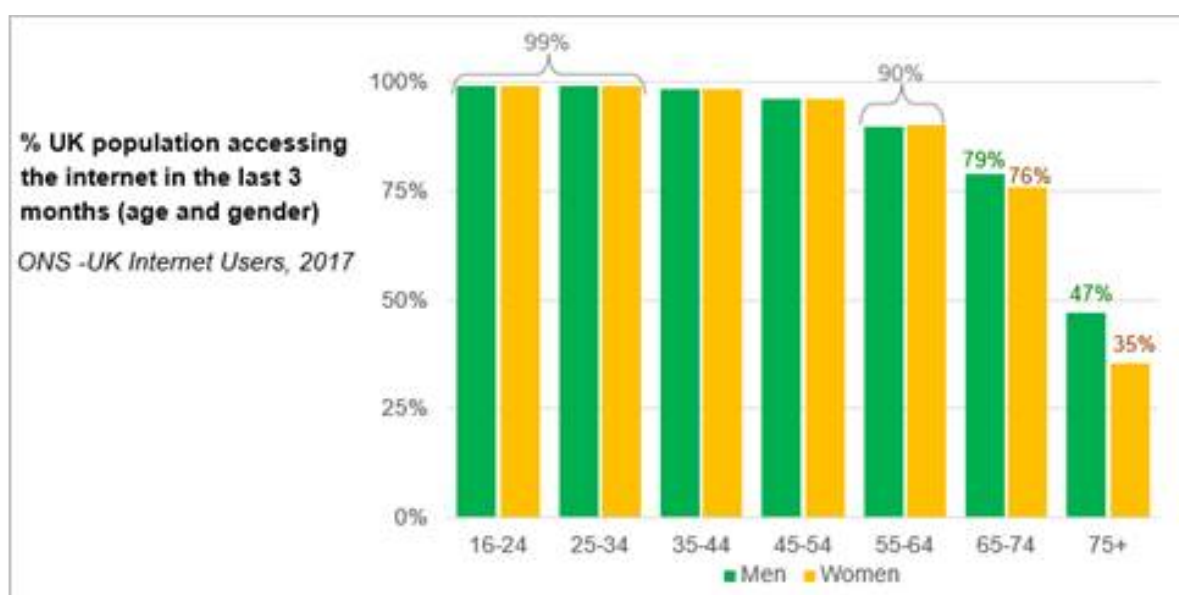
system within the council's new Dynamics system to address this. Moving forward this system will be used by all partners across the hub network, capturing needs and outcomes for all groups and informing ongoing development of the model in each location.

To identify suitable locations for hubs, work to consider the requirements of the population in locality areas has been carried out. Further work to understand local need is scheduled as part of the community engagement element of the phased roll out of the model. Pre-work has already begun to understand demand and needs in the Kilburn area based on historic data for the Kilburn Housing office.

Age (positive impact)

The hub model aims to provide assistance and support to all client groups, including people of all ages, through its core offer and tailored services based on local needs. All hub services are delivered in an accessible and inclusive environment.

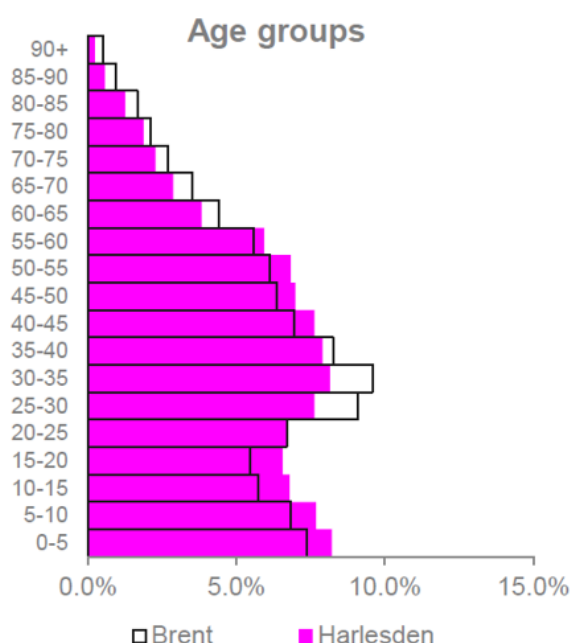
Digital support is a key element of the model's core offer and national data shows that age is a key indicator for the level of digital inclusion, with older people being most vulnerable to digital exclusion.



The hub network will help ensure positive outcomes for older people that require digital support to participate online.

Harlesden Pilot

Independent research was conducted in March 2018 to explore who is using the Harlesden hub and how it is helping and benefiting people. The research was conducted through observations and interviews carried out in the hub over three separate days. It showed that Harlesden hub users are mostly working age, some with children. The research identified key areas in which core hub services accessed by these cohorts has a positive impact, including helping them to find work and keep their homes.



Appendix 1² of this analysis shows the breadth of partner organisations that have participated in the Harlesden Hub pilot. This includes services aimed at delivering positive outcomes for all ages.

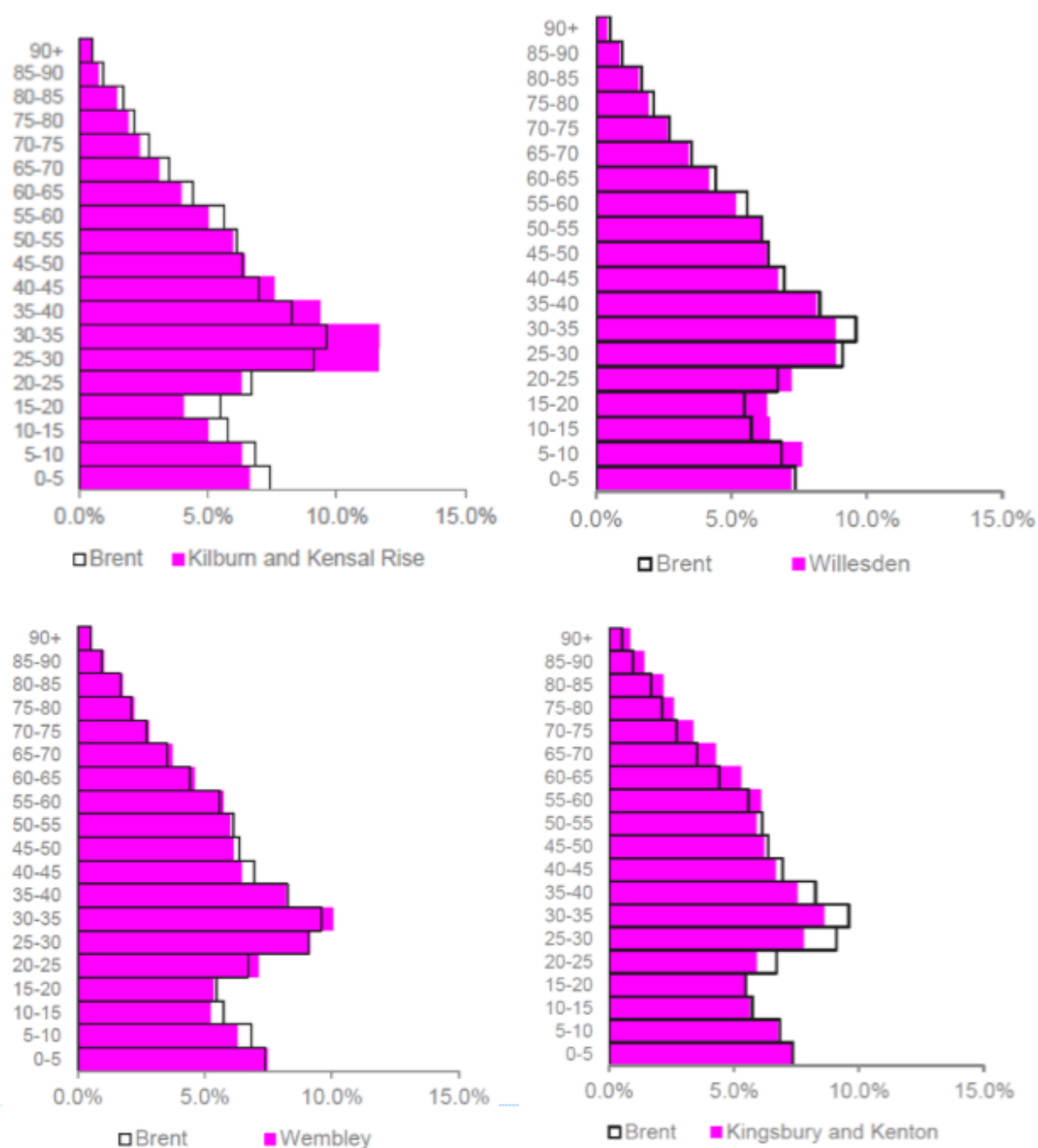
In comparison to the rest of Brent, Harlesden has a higher proportion of children and young people. Services and activities trialled during the pilot specifically targeted at improved outcomes for this group (and their parents) include Children and Families Information, College of NW London, Diamond Kids coaching and Ultra Education Business Club programme. (See Appendix 1 for more details.)

Future hub locations

Based on the findings of the hub pilot it is anticipated that users of new hubs will also be mostly working age and will receive positive outcomes from the core services at their local hub including general advice, housing advice, benefits / CTS, financial inclusion, employment advice and digital support.

The rollout of the model will use the same approach to engaging partners that provide services and activities to meet identified local needs, including services targeted at specific age groups. For example, it is anticipated that the Kingsbury Hub will include additional services targeted at its comparatively older population (as shown in the data below), such as offers to tackle social isolation. It is also anticipated that the delivery of these services within the local community will make them more accessible to some older people who may not be comfortable travelling further afield to access them.

² GLA Estimates



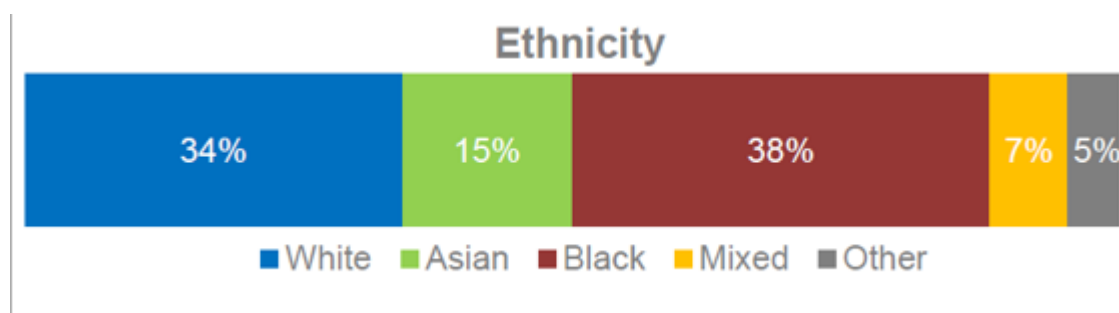
Pregnancy and maternity - (positive impact)

Although services are not specifically aimed at this category, many services within the core hub offer are relevant to this client group and would be more easily accessible in a local setting. This indicates that the hub will provide positive outcomes for this group overall.

Race (positive impact)

The hub model aims to provide assistance and support to all client groups, including people of all races, through its core offer and tailored services based on local needs. All hub services are delivered in an accessible and inclusive environment.

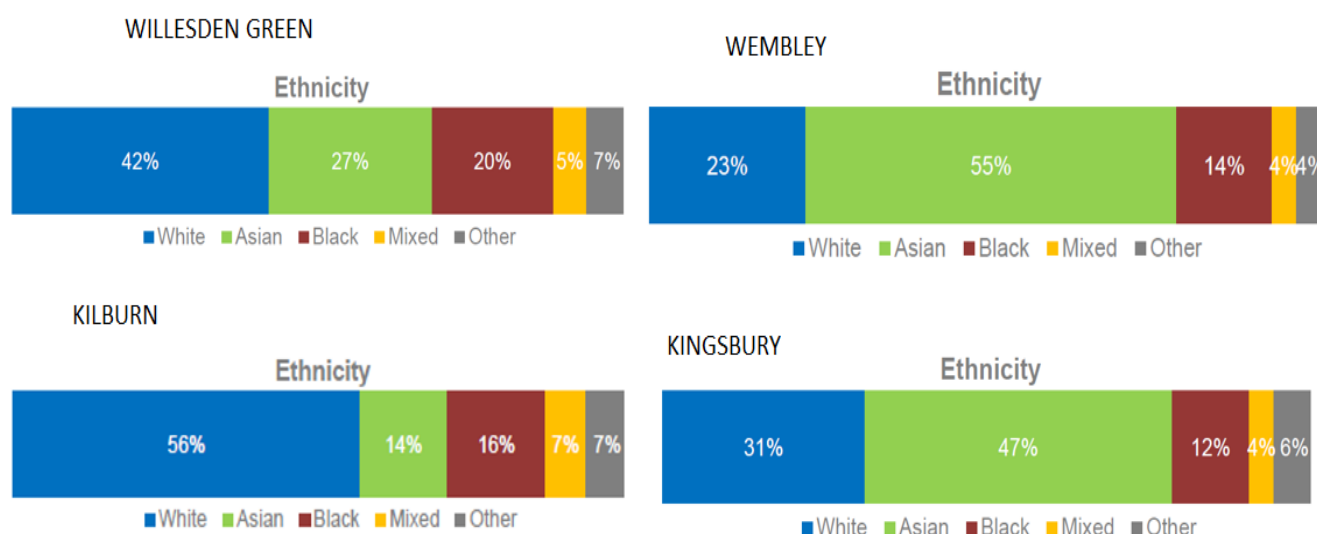
Harlesden Pilot



In Harlesden, the hub pilot has had success in bringing partner services into the model that can provide tailored support to local cohorts. Key partners currently delivering these services include SAAFI (Somali Advice and Forum of Information), and the Bosnia and Herzegovina Community Advice Centre. In addition to service delivery and helping to promote the hub offer across a diverse range of communities, these types of organisations can also act as intermediaries with residents that require support in accessing core hub services, which has been demonstrated in Harlesden through assistance with language barriers.

Future Hub Locations

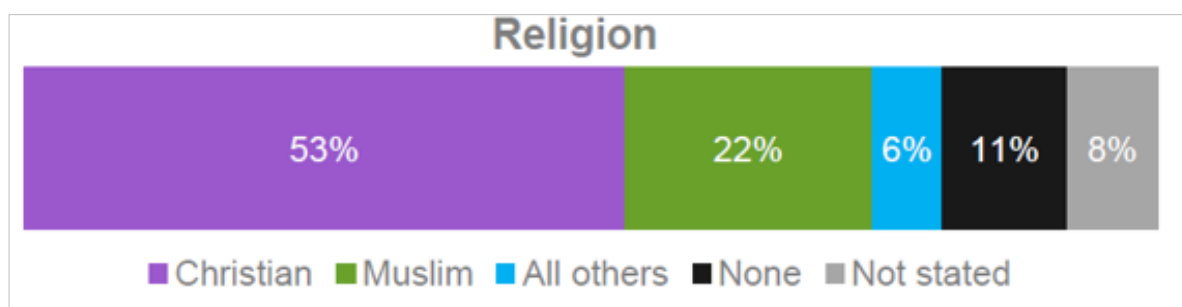
The rollout of hubs across the borough will use the same approach to identifying and working with key partners in the community that can provide services tailored to local needs, helping to ensure positive outcomes for all races. For example, groups that provide services and support tailored for Asian residents will be key partners for the Wembley based hub.



Religion or belief (Positive impact)

The hub model aims to provide assistance and support to all client groups, including people of all religions or beliefs, through its core offer and tailored services based on local needs. All hub services are delivered in an accessible and inclusive environment.

Harlesden Pilot

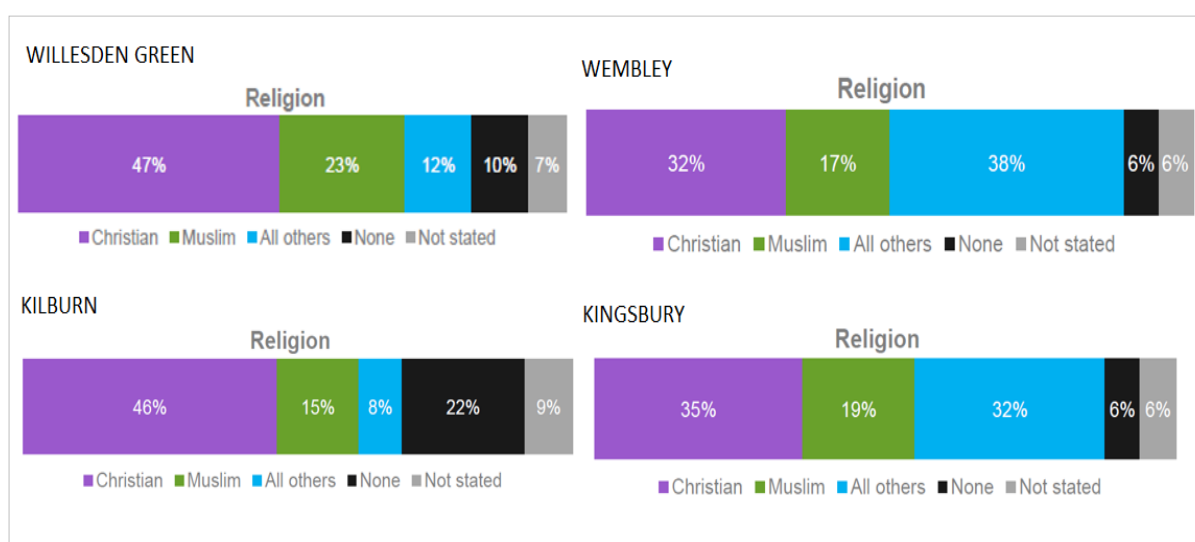


There is no data available to evidence the impact of the hub pilot on clients using the services based on their religious beliefs. However, in Harlesden, work has been undertaken to engage with local faith groups in developing the local hub offer. A notable example of this is the Harlesden Methodist Church, who have been a key partner in publicising the hub within their network to improve take up of services, as well as working in partnership to develop referral pathways between the hub and a foodbank run from the church location (Tavistock hall).

Consideration has also been given for the scheduling of hub events so as not to conflict with notable dates and religious events.

Future Hubs

The religious breakdown of each future hub locality is shown below.



The same approach of engaging with local faith groups will be taken when expanding the hub model across the borough. The next stage for the hub roll out will be to identify the key partners

for each locations. Preliminary work for the prospective Kilburn hub has included identifying approx. 20 faith related groups within the Kilburn locality. These organisations will be approached pending Cabinet approval of the hub model, and will have the opportunity to help shape the hub offer in the area.

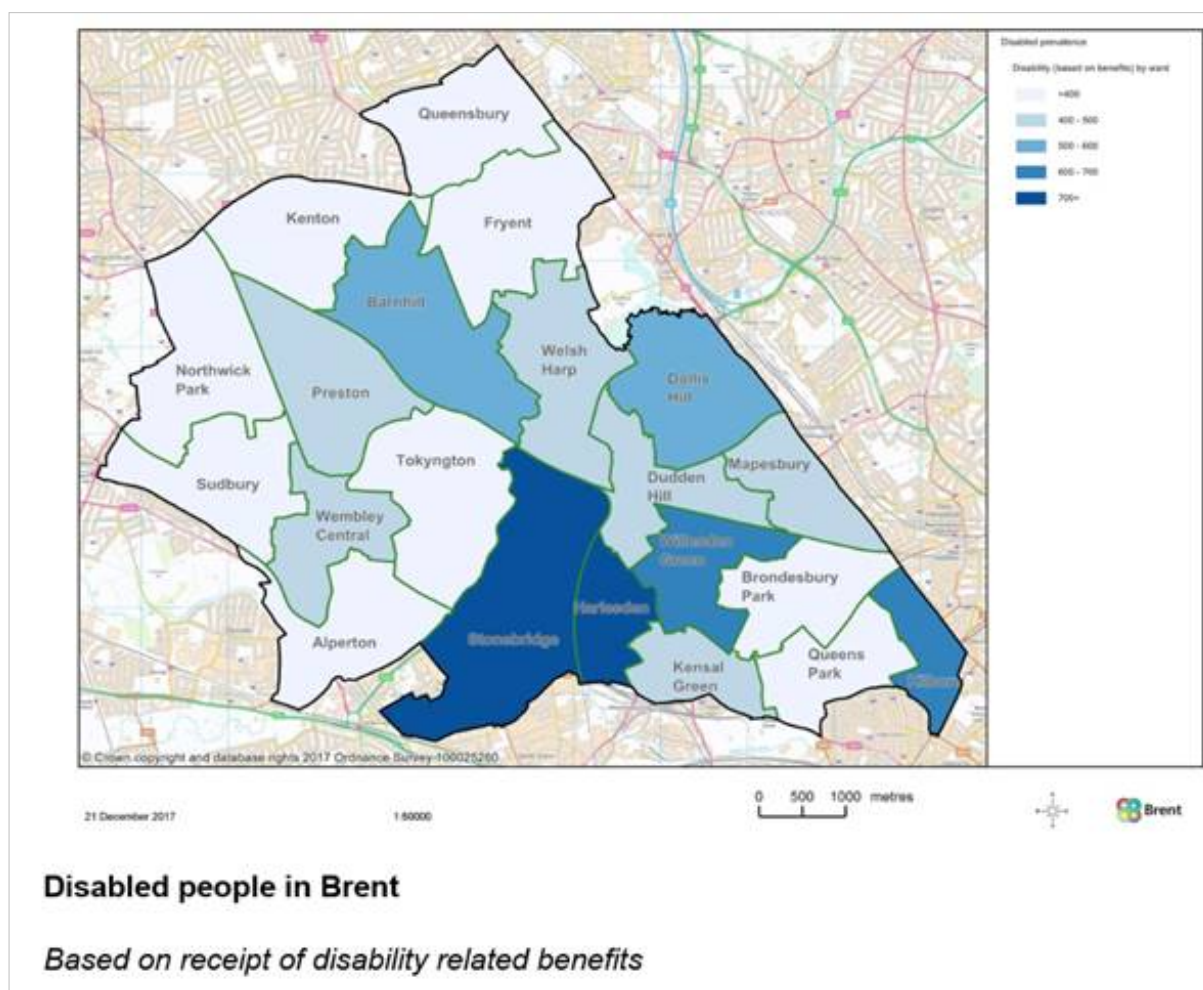
Disability (positive impact)

The hub model aims to provide assistance and support to all client groups, including people with disabilities, through its core offer and tailored services based on local needs. All hub services are delivered in an accessible and inclusive environment.

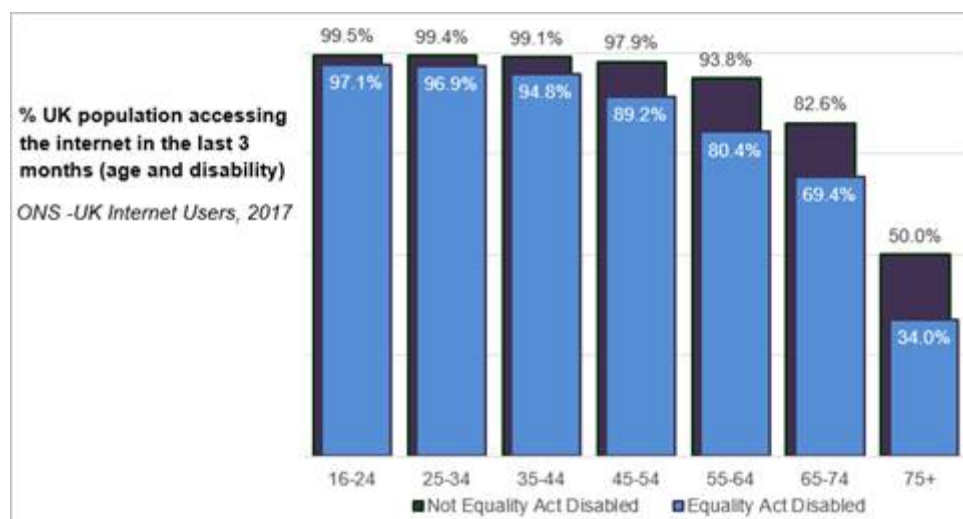
Harlesden Pilot

Harlesden library offers disabled access and facilities; including a lift from street level, automatic doors when entering the Library and disabled toilets. The hub location within the library is immediately accessible to the right of the entrance for those with limited mobility.

The map below shows disabled people in Brent based on receipt of disability related benefits at a ward level; with two of the Harlesden locality wards (Harlesden and Stonebridge) being home to comparatively more disabled people.



Quantitative data from the Harlesden Hub pilot identified benefits assistance as its most popular core service (which was primarily accessed by local people). Qualitative data from the service provider demonstrates positive outcomes for disabled people accessing benefits support within the hub (who may not have been able to access it elsewhere), as well as crucial digital support for other services; which aligns with national data demonstrating that disability is a key indicator for digital isolation.



Appendix 1 of this analysis shows the breadth of partner organisations that have participated in the Harlesden Hub pilot. This includes services aimed at delivering positive outcomes for people with disabilities, such as Brent Mind and Brent Carers Advice Surgery (who have established a regular presence at the hub).

Future Hubs

All future hubs will be designed to accommodate for the access needs of disabled people. In the case of hubs located in libraries, which already have disabled access, this will include consideration of the most appropriate space within the library to deliver the hub offer. In non-library locations, including Kilburn, more comprehensive refurbishment works will be undertaken to develop a new space with improved access arrangements.

The rollout of hubs across the borough will use the same approach to identifying and working with key partners in the community that can provide services tailored to local needs, helping to ensure positive outcomes for disabled people within the five hub localities.

Marriage or civil partnership (neutral impact)

The hub model aims to provide assistance and support to all client groups, including people of all partnership arrangements, through its core offer and tailored services based on local needs. All hub services are delivered in an accessible and inclusive environment.

No information is available linking the hub model and marriage or civil partnership. Consideration will be given to capturing this data when developing the bespoke hub client management system.

Gender reassignment (neutral impact)

The hub model aims to provide assistance and support to all client groups, including people that have undergone gender reassignment, through its core offer and tailored services based on local needs. All hub services are delivered in an accessible and inclusive environment.

No information is available linking the hub model and gender reassignment. Consideration will be given to capturing this data when developing the bespoke hub client management system.

Sex (neutral impact)

The hub model aims to provide assistance and support to all client groups, including people of all sexes, through its core offer and tailored services based on local needs. All hub services are delivered in an accessible and inclusive environment.

No information is available linking the hub model and sex. Consideration will be given to capturing this data when developing the bespoke hub client management system.

Sexual orientation (neutral impact)

The hub model aims to provide assistance and support to all client groups, including people of any sexual orientation, through its core offer and tailored services based on local needs. All hub services are delivered in an accessible and inclusive environment.

No information is available linking the hub model and sexual orientation. Consideration will be given to capturing this data when developing the bespoke hub client management system.

Summary

Overall, this proposal would have a positive impact on communities across the borough offering residents a new way to connect with community groups and local organisations and access the information, advice and support they need early to address the issues and challenges they face and to stop these issues from escalating.

The key finding of this analysis confirmed the need to engage and work closely with local organisations that deliver services and improved outcomes for different groups, tailored to local need. This methodology is already designed into the roll-out approach for new hubs, which will include co-design with local residents and stakeholders.

Does the proposal relate to an area with known inequalities?

The proposal relates to the whole of Brent, with the ambition to establish a network of hubs with a presence in each of the five localities. Each hub aims to create an environment which supports vulnerable residents to help themselves through facilitating resilience and providing the support needed to reduce long-term dependency on services.

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

The proposal is likely to be important to disabled residents, carers, older residents and people whose first language is not English; as it aims to generate positive outcomes for vulnerable people with these equality characteristics, as well as all other groups.

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

Priority 1, 2 and 3. They are as follows:

1. To know and understand our communities.
2. To involve our communities effectively.
3. To demonstrate leadership in equalities and human rights, both in the council and amongst partners, and organisational commitment to excellence.

Recommend this EA for Full Analysis?

Yes

Additional equalities work will be progressed throughout the rollout of the hub network.

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?

No


Appendix 1 - Organisations that have participated in the Harlesden Community Hub prototype and pilot

Partner / Session name	Offer
Advice4Renters	Advice4Renters (A4R) is the only advice organisation in London for private renters. Our goal is to transform the private renting sector through legal advice services for tenants, as well as through campaigning – telling policy makers what the problems are and what can be done to solve them.
BCAN	Brent Community Advice Network aims to connect local community voluntary organisations which offer information, advice or guidance for the residents of Brent and coordinate provision across the borough.
BAM (Mentors)	Brent Advice Matters (BAM) - online advice for people in Brent to help you solve your problems
Crisis progression coaching	We support people out of homelessness for good. We do this through education, training and support with housing, employment and health.
Brent Customer Services (Benefits, Council Tax)	Information, advice and guidance with your benefits or council tax
Harlesden Neighbourhood Forum	The Harlesden Neighbourhood Planning Forum - to give us our full name - is group of local people working together to make Harlesden a better place in which to work and live.
PLIAS Employment Support	Resettlement support for ex-offenders. This includes help with employment, IT, CV writing, interview techniques, confidence building, mentoring and counselling, one-to-one personal development and life coaching.
Groundwork London - volunteering	The opportunity to find out more about working as a volunteer in Brent to improve the community and gain new skills and experience that can help you get back into paid employment.
Catalyst Housing Employment Advice	We work with local partners to transform the prospects of local residents and the areas where they live.
Brent Start: Employability	Start is for anyone who wants to learn new skills, get into employment, find a better job or improve

	<p>themselves.</p> <p>Family Learning</p> <p>ESOL</p> <p>Level 2 traineeships</p>
Brent Works	Brent Works is a no cost service providing job and apprenticeship opportunities for local people, across a range of sectors.
REED Employment	Career advice including interview skills.
Public Health	Information on general health and wellbeing including nutritional advice, babies and young children and mental health support
Brent Carers Advice Surgery	Brent Carers Centre is the leading independent unpaid carer support charity in Brent. Providing support to those who care (including family carers) is a vital part of the service we offer.
Change Grow Live	<p>We work with people who want to change their lives for the better and achieve positive and life-affirming goals.</p> <p>Our areas of expertise include:</p> <ul style="list-style-type: none"> •Substance misuse •Children and young people's services •Family services •Accommodation & homelessness •Clinical services •Criminal justice
Health & Wellbeing	Information on general health and wellbeing including nutritional advice, babies and young children and mental health support
College NW London	We specialise in vocational courses focused on the delivering the technical skills and qualifications necessary to help our students get a job, enter a trade or progress to university.
Introduction to Mindfulness Drop in	A drop in session teaching you how to manage stress, anxiety and depression through mindfulness

	and lead a happier life
Human Rights Education for children	A session for children to educate them on Human Rights
Drug & Alcohol Awareness	Advice for those affected by substance misuse issues
Family activity during school holidays	A session for parents and children to keep the little ones entertained in the school holidays
Hestia	We help people find a permanent home, manage their finances, take care of their health, and access work, training or education, as well as providing emotional and practical support to help people succeed in their daily lives.
Children and Families Information	Information on a range of services and activities for children and young people aged 0 to 19 years old (or up to 25 years for young people with special needs).
Saafi	Somali Advice and Forum of Information (SAAFI) is a community based initiated and led by Somali-British mothers from refugee background in Brent to help each other and their families and to support others in need.
Red Cross (social isolation project)	Help to explore your interests and start doing the things you want. This might be: <ul style="list-style-type: none"> • meeting new friends • rediscovering your interests or finding new ones • Building your confidence.
South Kilburn Trust	Entrepreneurial and Business Support.
Bosnia and Herzegovina Community Advice Centre	Provides advice around welfare benefits & housing and can provide support in the Serbo – Croat language
Brent Mind	Support for those with mental health needs in their recovery through a personalised approach focused on wellbeing, resilience and independence.
Sufra Foodbank and kitchen	Provides a life-line to people in crisis – empowering them to improve their wellbeing, learn new skills, find work and become financially stable.
Age UK Brent	A range of services and projects to support, inform, advise and inspire older people.

Unlocking Potential	Aim to transform life chances for children. They deliver outreach programmes to schools and aim to provide a wide variety of services for them.
B3	Provide peer support and advocacy to drug and alcohol service users in Brent
Challenge House Children's Centre	Offers a range of learning and development opportunities for children and their families. They provide attractive crèche facilities with a secure outdoor play area for children, meeting rooms and office space.
Diamond Kid Coaching	Coaching sessions aimed at children aged 5 – 11. Building Healthy Mind-sets, Confidence and Happiness through fun and interactive activities.
Harlesden Lets	Set up to address inequalities within the private rented sector in Harlesden
Harlesden Town Team	Improving the community and town centre through a team of diverse and skilled local volunteers
Harlesden Housing	Housing group
Love London Working	A partnership of 16 major social housing providers in London which aims to help those in long term unemployment
Project Stride	Provide 1:1 coaching to help people release their ambitions and potential
Royal Voluntary Service	A volunteer group who aim to enrich the lives of elderly people and their families across Britain
Sheriff Centre	Providing impartial advice to those experiencing financial difficulty due to utility debts, rent and council tax arrears, overpayments of benefits and other emergencies such as eviction, disconnection and repossession
Ultra-Education	ULTRAKids Business Club programme. Aimed at children aged 7-12 years who could be young entrepreneurs.
Brent Advice Partnership	Aim to provide personalised, specialist accessible advice, information and nondigital support across a range of areas:

 Brent	Resources & Public Realm Scrutiny Committee 5 September 2018
	Report from the Strategic Director for Regeneration and Environment
Area Based Working Update	

Wards Affected:	All
Key or Non-Key Decision:	Non-key
Open or Part/Fully Exempt:	Open
No. of Appendices:	Five: - Appendix 1: TCM Achievements - Appendix 2: TCM Feedback - Appendix 3: TCM Deliverables 2018-19 - Appendix 4: NM Achievements - Appendix 5: NM Feedback
Background Papers:	None
Contact Officer:	Chris Whyte (Operational Director, Environment) Chris.whyte@brent.gov.uk Simon Finney (Head of Environmental Improvement) Simon.finney@brent.gov.uk Matt Dibben (Head of Employment, Skills and Enterprise) Matthew.dibben@brent.gov.uk Ros Flowers (Senior Manager Economic Growth) Rosalyn.flowers@brent.gov.uk

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1.0 Summary

- 1.1 The paper provides an update on the significant progress that is being made by Town Centre Managers and Neighbourhood Managers, leading on the council's new area based approach.
- 1.2 The report summarises the achievements in the first 6-15 months of operation for X4 Town Centre Managers (TCMs) and in the first 7 months of operation for X5 Neighbourhood Managers (NMs).
- 1.3 It also provides a summary of the objectives and deliverables for 2018/19 for TCMs and NMs, and a summary of medium-long term plans.

2.0 Recommendations

- 2.1 To note the contents of the report.

3.0 Detail

TCMs - Background

- 3.1 TCMs commenced in their roles in May 2017.
 - 3.1.1 Grace Nelson was recruited to be the TCM for Harlesden and Willesden.
 - 3.1.2 Rubina Charalambous was recruited to be TCM for Wembley and Ealing Road.
- 3.2 Anne Denneman commenced her role as TCM for Church End and Neasden in January 2018.
- 3.3 Richard Hay commenced his role as TCM for Kilburn, Burnt Oak and Colindale in February 2018.
- 3.4 The TCMs were recruited in order to stimulate improvements across 9 priority town centres, as identified in the April 2017 Cabinet paper. A range of improvements to town centres can stimulate business growth for existing and new businesses, whilst creating an improved experience for those residents that live, work, or visit Brent.
- 3.5 R.E.A.C.H set out the long term vision for town centres in Brent. The aim is to diversify the high street to build more vibrant and resilient places:
 - 3.5.1 Retail: a quality retail core.
 - 3.5.2 Economy: economic growth through additional forms of commercial space.
 - 3.5.3 Accessible and Attractive: creating attractive and accessible destinations.

- 3.5.4 Community: helping local residents to use the high street more actively with community and leisure uses.
- 3.5.5 Housing: creating places to live, which in turn supports local footfall and spend in the high street.

TCM Achievements

- 3.6 The achievements of TCMs are set out in more detail in Appendix 1 supported by photographic evidence, and feedback from Business Association Chairs and other stakeholders is captured in Appendix 2.
- 3.7 **Business partnerships:** TCMs have developed partnerships across the borough, including Ealing Road Traders Association (ERTA), Wembley High Road Business Association (WHBA), Wembley Park Drive Business Association, Willesden Business Association, Harlesden Business Association, and Neasden Business Association. Plans are underway to establish business groups for Kilburn, Burnt Oak, Colindale and Church End.
- 3.8 **Cultural events, artistic interventions, and marketing:** This is critical to the profile, public perceptions and success of town centres, and has been a key area of action for TCMs. Delivery includes:
 - 3.8.1 Festive lighting for Harlesden and Ealing Road
 - 3.8.2 Supporting the Heart of Wembley Festival, Neasden Festival, and the Royal Wedding celebrations in Harlesden
 - 3.8.3 A new, community-led mural in Ealing Road has been delivered, bringing character to the high street and celebrating its cultural heritage
 - 3.8.4 Small Business Saturday Awards to give profile to exemplary local businesses.
 - 3.8.5 Shutter art on Wembley High Road to reduce blight of graffiti
 - 3.8.6 London School of Journalism commissioned to write High Street guides (covering eating, drinking, fashion, visiting and shopping) for Harlesden, Willesden, Wembley and Ealing Road will be completed and rolled out between September and Christmas 2018. To increase visitor spend on the high streets, information will be dispersed through Quintain, The Stadium, community groups, hotels, social media, high street websites and features in Time Out London and Visit London.
 - 3.8.7 'Grand openings' initiated in Harlesden to give profile to new shops coming to the area.
 - 3.8.8 Annual Traders Recognition Awards rolled out in Willesden Green.

- 3.8.9 The Place Marketing campaign commissioned by the Brent Business Board has been supported by the TCMs. They generated content and through their relationships facilitated local stakeholder contacts for the place marketing videos, promoting Kilburn, Harlesden, and Wembley High Road and Wembley Park Drive. These were completed in July 2018 and will be circulated in September in tandem with the new business portal website.
- 3.8.10 The new Brent for Business website launched on the 20th August, providing a single point of access for information for businesses. This includes a section highlighting opportunities and the positive attributes and stories for the priority town centres, to attract business and investment.
- 3.9 **Anti-social behaviour (ASB):** A range of interventions have been made by TCMs in support of businesses seeking to resolve ASB. For example, relaying businesses information to the Police in Harlesden which led to 'Operation Hope' in Feb and March 2018, working with businesses on Craven Park Road in Harlesden to tackle ongoing issues, setting up a WhatsApp group for businesses and the Police in Wembley and establishing a paan spitting awareness campaign in Ealing Road. More recently this has been coordinated with the support of NMs.
- 3.10 **Environmental Issues:** At least 330 environmental issues have been identified by TCMs and referred to Environment Services for resolution, including fly-tipping, street litter and bin overflows. More recently this has been coordinated with the support of NMs.
- 3.11 **Shop front improvements:** Section 215 has been utilised where owners have not kept shop-fronts up to standard, working in partnership with Planning Enforcement, to deliver a number of shop front and upper floor improvements in Harlesden and Neasden.
- 3.12 **Parking:** Issues have been worked on by TCMs with local community and business groups, with some resolutions put in place. This includes updating the signposting of parking spaces in Harlesden and Willesden green and making alterations to the Ealing Road CPZ and additional 'flexi-bays' for pay and display parking, as well as a parking brochure to highlight the available spaces in the Wembley area.
- 3.13 **Footfall monitoring:** Systems are being established to measure year-on-year and seasonal progress. Funding was secured to place footfall counters in Ealing Road, Wembley High Road, Harlesden and Willesden.
- 3.14 **Town Centre Health Check:** Commissioned to cover all Brent Town Centres, with additional data for the priority centres. This was completed in July 2018. The evidence base will be utilised when seeking funding to deliver future capital and revenue interventions.

NM Background

- 3.15 The Neighbourhood Management service formally came into existence on 1st August 2018. The establishment of this service provides a more appropriate home for the Neighbourhood Managers who were appointed in January 2018. Neighbourhood Management primarily encompasses management and monitoring of the Public Realm including Veolia, Environmental Enforcement as well as responsibility for Public Realm projects, policy and strategy development – all of which are closely linked to the Neighbourhood Manager role.
- 3.16 5 Neighbourhood Managers were appointed and commenced in their roles in January 2018. They cover the whole borough, aligned to the Brent Connects boundaries.
- 3.16.1 Ashley Cumberbatch: Harlesden, Kensal Green and Stonebridge
- 3.16.2 Shirley Holmes: Barnhill, Fryent, Kenton, and Queensbury
- 3.16.3 Dennis Lewis: Brondesbury Park, Kilburn, Mapesbury, and Queen's Park
- 3.16.4 Tony Martin: Alperton, Northwick Park, Preston, Sudbury, Tokyngton, and Wembley Central
- 3.16.5 Phillip Stagles: Dollis Hill, Dudden Hill, Welsh Harp and Willesden Green
- 3.17 In July 2018, Mark O'Brien was successfully appointed as the 6th 'floating' Neighbourhood Manager. Mark's role in the coming months will be to support the 5 existing managers by providing additional cover for borough wide matters (e.g. winter response, matters relating to the A406 etc.) as well as a focus on being an available resource for weekends and evenings. Mark currently covers the Kilburn Connect area while that manager is on secondment.
- 3.18 On 1st August the NMs transferred to the newly formed Neighbourhood Management Service and are now working under their new head of service who took up post on 1st August. The key focus of the NMs to date has been to settle in to their areas and to establish contact and relationships with key partners, resident and business groups and members. They have also been focussing on becoming familiar with the geography and conditions in their areas as well as identifying and addressing some of the most prominent issues.

NM Achievements

- 3.19 The achievements of NMs are set out in more detail in Appendix 4 supported by photographic evidence, and feedback from residents and stakeholders is captured in Appendix 5.
- 3.20 Harlesden, Kensal Green and Stonebridge (Ashley Cumberbatch)

- 3.20.1 Lynton / Yeats Close – ASB, untaxed vehicles, illegal rubbish dumping.
- 3.20.2 Waxlow Road – rough sleeping in caravans, illegal rubbish dumping.
- 3.20.3 All Souls Avenue – overflowing bins, illegally dumped rubbish, abandoned items chained to street furniture.
- 3.20.4 Operation Hope – 4 week multi-agency joint operation in Harlesden.
- 3.21 Barnhill, Fryent, Kenton, and Queensbury (Shirley Holmes)
 - 3.21.1 Queensbury – tackling dangerous pavements.
 - 3.21.2 Alley to the rear of Grosvenor Crescent – dumped rubbish and unacceptable resident behaviour.
 - 3.21.3 Kingsbury / Queensbury – illegal rubbish dumping project.
 - 3.21.4 Roe Green – centenary celebration.
 - 3.21.5 Kingsbury – establishment of a Neighbourhood Group.
 - 3.21.6 Queensbury Station – multi-agency operation to tackle crime and environmental issues.
- 3.22 Brondesbury Park, Kilburn, Mapesbury, and Queen’s Park (Dennis Lewis - currently supported with interim cover by Mark O’Brien)
 - 3.22.1 Hassop Road – multi agency project to tackle parking issues and other environmental crime caused by car repair businesses in the area.
 - 3.22.2 Kilburn High Road – joint operation with Camden to tackle waste issues.
 - 3.22.3 Kilburn High Road – mural restoration.
- 3.23 Alperton, Northwick Park, Preston, Sudbury, Tokyngton, and Wembley Central (Tony Martin)
 - 3.23.1 One Tree Hill (Park) – multi agency project / operation to tackle drinking, ASB and other issues within the park.
 - 3.23.2 Bassingham Road – project to tackle illegal crossovers, damaged highways and missing or damaged trees.
 - 3.23.3 Queensbury Road (Alperton) – project to tackle illegal rubbish dumping and misuse of an emergency access barrier.
 - 3.23.4 Elseley Road School – project to resolve ASB on school site and misuse / untidy footpaths.

- 3.23.5 Monks Park Service Road – various crime, ASB and environmental issues tackled through a joint co-ordinated project.
- 3.24 Dollis Hill, Dudden Hill, Welsh Harp and Willesden Green (Phillip Stagles)
 - 3.24.1 Neasden Recreation Ground – joint project to clear up the park and tackle large-scale rough sleeping encampments.
 - 3.24.2 Church Road Car Park / Market site – project to tackle illegally dumped rubbish, graffiti and general maintenance issues at this shared ownership site.
 - 3.24.3 Clifford Court, Tanfield Avenue, Neasden – project to improve conditions at a badly maintained block of flats overrun by drugs gangs.
 - 3.24.4 Park Avenue Railway Bridge – project to resolve an ongoing issue over pigeons.
- 3.25 Borough-wide (Mark O'Brien)
 - 3.25.1 Borough-wide Traveller Incursions – out of hour's resource to ensure impromptu traveller encampments are quickly responded to.
 - 3.25.2 Borough-wide winter (gritting) management and response.
 - 3.25.3 Borough-wide weed spraying programme management and monitoring.

TCM Deliverables 2018/19

- 3.26 Detailed objectives and deliverables are available in Appendix 3. In summary, they include:
 - 3.26.1 Develop Business Partnerships, growing membership and the self-sufficiency across all priority town centres. This includes the creation of business associations in Kilburn, Burnt Oak, and Colindale.
 - 3.26.2 Deliver cultural events, including the switch on of new festive lights in Ealing Road and Harlesden, and Neasden Festival.
 - 3.26.3 Work in partnership with the London Borough of Culture team for Brent, deliver a mural programme across Kilburn, Neasden, Church End, Harlesden, and Willesden. This will utilise funding being sought through Neighbourhood Community Infrastructure Levy (CIL), the GLA Good Growth Fund Round 2, and the GLA programme to deliver a 'Women's Trail' through murals to celebrate 100 years since the vote for women in the UK.
 - 3.26.4 Continue to deliver improvements to the look, feel and safety of town centres, working in partnership with Neighbourhood Managers to keep streets clean through a quick response with contractors. Also

working collaboratively with the police and community safety to ensure engagement between local businesses and Locality Joint Action Groups.

- 3.26.5 The Town Centre Manager for Kilburn will take forward Brent's aspirations for Kilburn to be a centre for the Night Time Economy, building on its heritage and excellent transport connectivity – including the night-tube on the Jubilee Line to Kilburn Station – and utilising its location near Central London. This includes seeking Purple Flag status, a kite-mark for a, secure, and clean night time economy destination, also sympathetic to the local community.
- 3.26.6 Seeking funding sources to deliver improvements to the public realm, including greening, wayfinding, public art, shop front improvements, lighting and illumination and marketing. Including any secured through Neighbourhood CIL in August or be bid for in December.
- 3.26.7 Engaging landlords to create a bank of landlords willing to work with the council on filling their vacant properties with tenants or meanwhile uses.

NM Deliverables 2018/19

- 3.27 The NMs are operating under the following set of shared objectives:
 - 3.27.1 To be a dedicated front line management level resource focussing on the specific local needs of the Brent Connects area they are responsible for.
 - 3.27.2 To tackle local environmental issues by identifying root causes of problems and then establishing and implementing proactive solutions for both the short and long term.
 - 3.27.3 To be a first point of contact for members in their area – through the establishment of close relationships thereby ensuring a real collective understanding of local issues.
 - 3.27.4 To engage closely with resident and business groups as well as individuals in their area on a wide range of mainly environmentally themed issues with a view to improving local conditions but also challenging behaviours and influencing local demand on resources.
 - 3.27.5 To act as ambassadors for Brent demonstrating first-hand the policies and priorities of the council.
 - 3.27.6 To work with partner agencies and other teams within the council to develop and implement initiatives within their areas and/or channel existing resources in a focussed manner to ensure specific problems are properly dealt with.
 - 3.27.7 To monitor the performance of Brent's Environmental contractors.

- 3.27.8 To support, contribute to and promote borough wide council policies, strategies and objectives.

Medium to Long Term Plans

- 3.28 A capital improvement programme is being compiled by TCMs with input from NMs, other officers and community stakeholders. This will identify key investments needed across the priority town centres in order to deliver social, economic and environmental improvements. Funding will be sought through a number of courses to deliver the proposed interventions.
- 3.29 The proposed capital improvements will relate to:
- 3.29.1 Public realm improvements
 - 3.29.2 Creating new or improving existing public spaces
 - 3.29.3 Culture and art
 - 3.29.4 Shop-fronts and/or upper-floor improvements in strategic locations
 - 3.29.5 Investment to enable new workspace where possible
- 3.30 The Local Plan planning policy, currently in draft, will identify uses in town centres, proposing diversification of town centres at their peripheries. This is to enable the development of housing, workspace and community uses in town centres. This in turn can create greater vibrancy of the town centre offer, as well as creating a footfall of people living and working in town centres who can spend money locally.
- 3.31 The Old Oak Common Local Plan is critical to the future of Harlesden in particular, with the connection via Willesden Junction Station. It identifies the creation of a new 'Major Town Centre', so it will be critical to ensure connectivity between Harlesden and the OPDC, but also to differentiate the Harlesden offer from the new offer that will come forward in Old Oak Common.
- 3.32 Specific medium to long term plans for Neighbourhood Management are in the process of being developed. In broad terms the current focus is intended to be as follows:
- 3.32.1 Continued focus on identifying and tackling local environmental issues – ensuring collective partner approaches are applied and pursued where required, identifying root causes of problems and developing sustainable solutions or measures to ensure issues are fully dealt with both in the short, medium and long term.
 - 3.32.2 Playing a lead role in the development and delivery of an area based plan in partnership with TCMs and other services / agencies which focuses on improving the look and feel of the Neighbourhoods they manage and seeks to design out issues before they arise.

- 3.32.3 Continued focus on developing and/or expanding customer and member contact by playing a lead role in forming and attending group meetings and maintaining a lead contributory presence at already established groups, panels or forums.
- 3.32.4 Acting as champions of the area based approach with a view to influencing partners both internal and external to embrace or even adopt the Neighbourhood model thereby expanding the capabilities and extent of reach of the service.
- 3.32.5 Active contribution to the development and expansion of the wider Neighbourhood Management Service including hands on support to the development of existing teams within the service area, lead responsibility for the wider environmental contact monitoring role the service undertakes and maintaining the flexibility to expand and adapt their roles as required.

4.0 Financial Implications

- 4.1 To date the Town Centre and Neighbourhood service have been operating within the allocated budget.
- 4.2 As stated in paragraph 3.29, further funding will have to be sought to deliver the proposed interventions.

5.0 Legal Implications

- 5.1 There are no legal implications arising from this report.

6.0 Equality Implications

- 6.1 There are no equality implications arising from this report.

7.0 Background documents

Cabinet decision, April 2017 – [Town Centres Action and Investment Planning](#)

Resource and Public Realm Scrutiny Committee, September 2017 – [Follow Up Review on Brent High Street Initiatives](#)

8.0 Officer contacts

Chris Whyte (Operational Director, Environment)
Simon Finney (Head of Environmental Improvement)
Matt Dibben (Head of Employment, Skills and Enterprise)
Ros Flowers (Senior Manager Economic Growth)

Town Centre Managers:

Grace Nelson (Town Centre Manager - Harlesden and Willesden)
Rubie Charalambous (Town Centre Manager – Wembley High Road and Ealing Road)
Richard Hay (Town Centre Manager – Kilburn, Burnt Oak, Colindale)
Anne Dennemann (Town Centre Manager – Church End and Neasden)

Neighbourhood Managers:

Ashley Cumberbatch – Harlesden, Kensal Green and Stonebridge
Shirley Holmes – Barnhill, Fryent, Kenton, and Queensbury
Dennis Lewis – Brondesbury Park, Kilburn, Mapesbury, and Queen's Park
Tony Martin – Alperton, Northwick Park, Preston, Sudbury, Tokyngton, and Wembley Central
Phillip Stagles – Dollis Hill, Dudden Hill, Welsh Harp and Willesden Green
Mark O'Brien – Borough-wide

9.0 Appendices

Appendix 1: TCM Achievements
Appendix 2: TCM Feedback
Appendix 3: TCM Deliverables 2018-19
Appendix 4: NM Achievements
Appendix 5: NM Feedback


Report sign off:

Amar Dave

Strategic Director of Regeneration & Environment

Appendix 1: Town Centre Manager Achievements

1. Harlesden and Willesden (Grace Nelson)

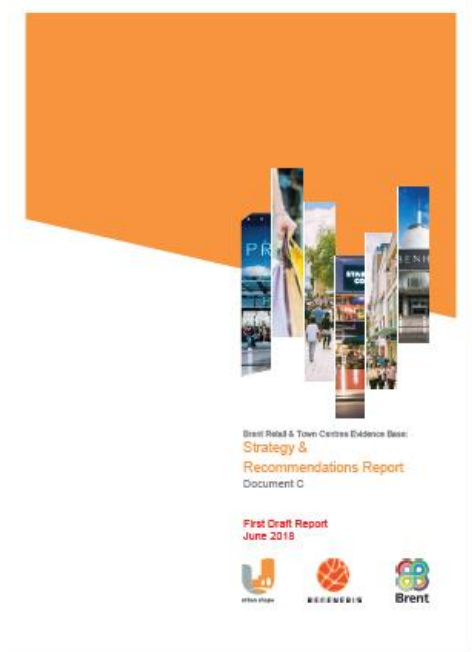
Aim	Delivered	Evidence
<p>Develop business partnerships with strong attendance and that can self-sustain and grow.</p>	<p>Harlesden</p> <ul style="list-style-type: none"> Facilitated visioning workshop in Harlesden for local businesses on 27 November 2017 Increased Harlesden Business Association (HBA) membership from 40 members to 301+ independent small business members with support from the chair of Harlesden Business Association's Chair and Harlesden's Community Champion. Attended monthly meetings hosted by Federation of Small Business (FSB) with the Chair of Harlesden Business Association to explore opportunities for membership. <p>Willesden Green</p> <ul style="list-style-type: none"> Facilitated visioning workshop in Harlesden for local businesses on 21 November 2017 Engaged and found new Chair of Willesden Green Business Group (Owner of The Social) Facilitated first group meeting of energised Willesden Green businesses accompanied by representatives from Willesden Green Town team and Willesden Green Residents Association 	<p>Harlesden</p> <ul style="list-style-type: none"> Register of attendance and follow up notes taken from workshop Database of membership held by Dulcie Joseph, Chair of Harlesden Business Association Registration of attendance to Federation of Small Business with Dulcie Joseph, Chair of Harlesden Business Association on 10 April 2018 <p>Willesden Green</p> 






<p>Provide training and business support to local businesses.</p>	<p>Harlesden Business Support</p> <ul style="list-style-type: none"> Supported and delivered basic digital training support in July 2017 for 10 small businesses. Secured funding £10,000 funding for Business Support Programme in Harlesden. Funding Source: Neighbourhood CIL. Estimated Delivery: September 2018). <p>Willesden Green Business Support</p> <ul style="list-style-type: none"> Supported and delivered basic digital skills training for 23 local business in July 2017. Secured funding £10,000 funding for Business Support Programme in Willesden Green. Funding Source: Neighbourhood CIL. Estimated Delivery: September 2018). Secured funding and delivered a resident review programme in partnership with Willesden Green Town Team and Abi Associates 	<p>Harlesden</p> <ul style="list-style-type: none"> Participant business feedback forms completed Funding Application letter of success (Neighbourhood CIL)  <p>Willesden Green</p> <ul style="list-style-type: none"> Participant business feedback forms completed Funding Application letter of success (Neighbourhood CIL) End of project report with recommendations
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- Secured funding for delivery of bi-monthly the Willesden Shopper newsletter

- Publication of 5 editions of Willesden Shopper



	<p>All Town Centres</p> <ul style="list-style-type: none"> Project managed the delivery of a borough wide town centre health check by external consultants. The end report is the form of a easy to read Talk Book which provides a robust and insightful performance measure of each town centre as well as exploring intensification opportunities in priority town centres for long term sustainability growth 	
Provide conduit to business advice	<ul style="list-style-type: none"> Facilitated meeting between Harlesden Business Association and Valuation Office Agency (VOA) to explain Check Challenge Appeal Process. Signposted businesses in both Harlesden and Willesden Green to business rate relief advice and the VOA Check Challenge Appeal process (on a case by case basis) 	<ul style="list-style-type: none"> Minutes taken from meeting held on 26 March 2018 Meeting with Valuation Office and subsequent communication with businesses.



<p>Support events celebrating the area and attracting visitors</p>	<p>Harlesden</p> <ul style="list-style-type: none"> • Supported funding delivery and marketing of Christmas lights Switch 2017 led by Harlesden Festive Lights Cooperative (HFLC) • Supported marketing of Royal Wedding Street Party led by Harlesden Business Association • Project managed delivery of completed Town Centre narratives promoting eating and drinking businesses • Promoted Small Business Saturday 2017 competition (3 local Harlesden businesses won three out of the five awards for Best Customer Service, Best Newcomer and Most Attractive Shopfront) • Facilitated and promoted grand opening ceremonies for new shops coming into the area (includes Cake Box, Aphrodite Hair Salon) • Presented on town centre management objectives at Harlesden Neighbourhood Forum and Brent Connect 	<p>Harlesden</p>     
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	<p>Willesden Green</p> <ul style="list-style-type: none"> Facilitated and delivered Willesden Green Traders Recognition Awards event, in partnership with Abi Associates (in conjunction with Small Business Saturday 2017) Presented on town centre management objectives at Brent Connect <p>All Town Centres</p> <ul style="list-style-type: none"> Designed a marketing tool for promoting Brent's High Streets to external audiences (online publication) 	 
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<p>Keeping the streets clean and tidy.</p>	<p>Harlesden</p> <ul style="list-style-type: none"> • Reported and tracked progress of resurfacing of High Street Harlesden (south of Tavistock Road) in response to the deteriorating state of the road surface (completed) • Reported and tracked issues of lack of single yellow line on Croft Passage following various complaints by local businesses (completed) • Facilitated site visits with Veolia and Ward Councillors to address flytipping issues and agreed next steps for clearing up alleyways following complaints from local businesses. <p>Willesden Green</p> <ul style="list-style-type: none"> • Facilitated site visits with Veolia and local business and community members to address flytipping issues and agreed next steps for clearing up alleyways 	     
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Promote available parking and adapt policy where viable	<ul style="list-style-type: none"> • Signposted businesses to where local parking facilities are in the area 	
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2. Wembley and Ealing Road (Rubie Charalambous)

Aim	Delivered	Evidence
Develop business partnerships with strong attendance and that can self-sustain and grow.	<ul style="list-style-type: none"> • Wembley High Rd Business Association (WHRBA) now has 40 members, a constitution, and marketing & business plan. • Ealing Road Traders Association (ERTA) now has 50 members, a constitution, and marketing & business plan. • A feasibility study has been completed by Clockwork City for the development of Business Improvement District(s) in Wembley and Ealing Road. The results are being utilised to inform next steps toward establishing BIDs or other ways to expand the scale and impact of the business associations. 	<ul style="list-style-type: none"> • Regular monthly meetings take place with local businesses. Wembley Traders Association and Ealing Road Traders Association.  

		 <ul style="list-style-type: none"> • They have delivered a succession of successful meetings.
Provide training and business support to local businesses.	<ul style="list-style-type: none"> • ERTA & WTA have attended training courses and are now competent at chairing meetings, minute taking and agenda setting. • Digital High Street project • TCM has provided daily support on visual merchandising and social media when required, which has made a dramatic improvement in driving retailer sales. 	 <ul style="list-style-type: none"> • Town Centre Manager Evidence - Photos of workshops& consultations and before and after plus visual merchandising support. 

<p>Provide conduit to business advice</p>	<ul style="list-style-type: none">• Signposted businesses to business rate relief advice.	<ul style="list-style-type: none">• Completed provision of advice to small businesses. <div><p>Business rates discounts</p><p>The value of the discount varies depending on the number of employees you have:</p><table><thead><tr><th>Organisation type</th><th>Number of employees</th><th>Accreditation fee</th><th>Business rate discount</th></tr></thead><tbody><tr><td rowspan="5">Private sector</td><td>>501</td><td>£1,000</td><td>15,000</td></tr><tr><td>251-500</td><td>£400</td><td>12,000</td></tr><tr><td>51-250</td><td>£200</td><td>11,000</td></tr><tr><td>11-50</td><td>£100</td><td>5500</td></tr><tr><td><10</td><td>£50</td><td>1250</td></tr><tr><td rowspan="4">Charity or public sector</td><td>251-500</td><td>£400</td><td>12,000</td></tr><tr><td>51-250</td><td>£200</td><td>11,000</td></tr><tr><td>11-50</td><td>£100</td><td>5500</td></tr><tr><td><10</td><td>£50</td><td>1250</td></tr></tbody></table><p>If you have any questions, or to start your accreditation, please email: charlotte.barrett@brent.gov.uk or call: 020 8937 6273</p></div>	Organisation type	Number of employees	Accreditation fee	Business rate discount	Private sector	>501	£1,000	15,000	251-500	£400	12,000	51-250	£200	11,000	11-50	£100	5500	<10	£50	1250	Charity or public sector	251-500	£400	12,000	51-250	£200	11,000	11-50	£100	5500	<10	£50	1250
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<p>Support events celebrating the area and attracting visitors</p>	<ul style="list-style-type: none">• Support provided to Heart of Wembley Festival and partnership working across all departments (Highways, licensing, safety and communications).• Christmas lights Switch 2017 successfully delivered in partnership with Tottenham Hotspurs and the local business community.• Narratives complete for eating, drinking, and fashion, visiting and shopping guides.• Small Business Saturday, supporting our local business community.• Community-led Ealing Road Mural, in partnership with Brent Indian Association, delivered through Neighbourhood CIL:• “ERTA supports and welcomes the BIA Mural as it has brought colour and spice on thus enhancing the distinct Asian identity (and hopefully the footfall) of Ealing Road. It is proving popular as an eye catcher, head	<div></div> <ul style="list-style-type: none">• Mayor at Heart of Wembley Festival• Brent Indian Association Mural admired by the whole community: before and after below <div></div>																																	

turner and a slight but positive traffic jammer or even better as a speed breaker when motorists stop with a 'wow' smile to admire the mural." Rajin Sarin, Chair of Ealing Road Traders Association.



- Ealing Road Library Forecourt – capital project complete and tenants currently being interviewed.








Christmas Lights 2017

- Small Businesses taking the lead SBS



		 <ul style="list-style-type: none"> Mayor unveils Brent Indian Association mural  <p>Ealing Road Library Café Unit complete</p>
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<p>Keeping the streets clean and tidy.</p>	<ul style="list-style-type: none"> • Engagement with Wembley and Alperton residents association. • Working with contractors and more recently in partnership with Neighbourhood Managers to clear fly tipping, bin overflow and litter. 	 <ul style="list-style-type: none"> • Regular reports are sent to environmental services.  <ul style="list-style-type: none"> • Shutter art project a success, as businesses invest in their shopfronts and promote business when closed. • Before and afters of waste issues reported to Neighbourhood Manager. 
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Promote available parking and adapt policy where viable	<ul style="list-style-type: none"> Ealing Road Businesses consulted and as a result CPZ times changed / more flexi-bays for pay and display near high Road. New parking booklet for Wembley to promote the over 3000 parking spaces available in the local area. 	<ul style="list-style-type: none"> Car parking leaflet created to highlight the over 3000 car parking spaces and a successful consultation with business community will result in positive changes in August 2018 



3. Neasden and Church End (Anna Dennemann)


Aim	Delivered	Evidence
To gain trust, build effective and sustainable partnerships.	<ul style="list-style-type: none"> • Introductory engagement with businesses in both town centres progressing well. 	<ul style="list-style-type: none"> • Notes from meetings • Letters of support for NCIL bids for funding • Statements regarding successful addressing of issues affecting local businesses
	<ul style="list-style-type: none"> • Introductory and follow up meetings with Chair and Secretary of Neasden Businesses Association providing support with updating their constitution, promoting the group to local businesses and arranging a meeting with Neasden Businesses for September 2018 	<ul style="list-style-type: none"> • Notes from meetings • Email correspondence
	<ul style="list-style-type: none"> • Arranging meeting of Church End businesses, ward members and stakeholders scheduled for September 	<ul style="list-style-type: none"> • Email correspondence
To work in partnership with town centre partners and stakeholders on joint initiatives and improvements	<ul style="list-style-type: none"> • Introductory meetings held in January with ward members representing both town centres. 	<ul style="list-style-type: none"> • Meeting notes
	<ul style="list-style-type: none"> • Walkabouts held in March with ward members and officers from associated services in Church End and Neasden 	<ul style="list-style-type: none"> • Ward members views incorporated into forward plans


		<ul style="list-style-type: none"> • Partner officers taking on lead of specific town centre issues relating to their area of remit
	<ul style="list-style-type: none"> • Presented town centre objectives to Brent Connects meeting in June 	<ul style="list-style-type: none"> • Feedback from attendees noted
	<ul style="list-style-type: none"> • Formed good working partnerships with officers from Planning Enforcement, Regeneration Planning, Transport Planning, Properties, Parking, Highways & Infrastructure, Environment, Cultural Services and agreed key action points 	<ul style="list-style-type: none"> • Meeting notes, email correspondence
	<ul style="list-style-type: none"> • Working closely Regeneration Planning officers in their development of a Church End Regeneration Plan 	<ul style="list-style-type: none"> • Meeting minutes
	<ul style="list-style-type: none"> • Formed good working relationships with key stakeholders, resident groups and community leaders in both town centres, including police, council contractors, local churches 	<ul style="list-style-type: none"> • Meeting notes, email trails
	<ul style="list-style-type: none"> • Working closely with and supporting Properties officers and stakeholders in discussions around the development of land in Church End and the move of the market held on this land to Neasden Town Centre. 	<ul style="list-style-type: none"> • Meeting notes/minutes


Support events celebrating the area and attracting visitors.	<ul style="list-style-type: none"> Supported the Neasden Festival Group's Neasden Winter Festival in February 2018 through helping to promote and market the event. 	 
	<ul style="list-style-type: none"> Supporting the Neasden Festival Group's Neasden Festival 2018 (September) through organisational, administrative and promotional support. 	<ul style="list-style-type: none"> Event permission applications, agreeing transport management arrangements
	<ul style="list-style-type: none"> Early discussions with local faith groups to arrange a multi-faith festival in Church End 	<ul style="list-style-type: none"> Meeting notes, email correspondence
	<ul style="list-style-type: none"> Early discussions with project lead to arrange Church End Community Gardening Project launch as a community event 	<ul style="list-style-type: none"> Meeting notes, email correspondence



<p>Providing an welcoming, well maintained town centre environment that attracts residents and visitors to spend time in the town centre</p>	<ul style="list-style-type: none"> Developed comprehensive catalogue of superfluous, redundant or broken items of street furniture and signage identified for proposed removal. Working with Highways & Infrastructure officers all the requests have been put onto a single OS base map and a spreadsheet including indicative costs and engineering comments is now being prepared to produce a definitive cost estimate and likely timescales to undertake the work. Subject to funding and safety audits it is hoped that the work will be completed. 	<ul style="list-style-type: none"> Catalogues of proposed items to be decluttered in Neasden and in Church End Map showing locations of items proposed for removal 
	<ul style="list-style-type: none"> Gained local support and developed NCIL Bids for much needed trees for Church End and for Neasden town centres. 	<ul style="list-style-type: none"> NCIL Bid for Trees for Neasden town centre NCIL Bid for Trees for Church End centre

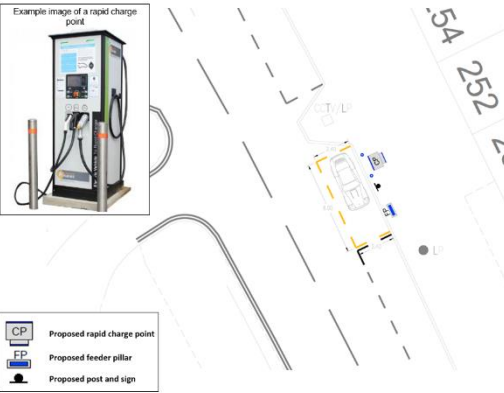

	<ul style="list-style-type: none"> Initiated discussions to improve building facades in Neasden. Working with planning enforcement officers S215 notices have been served to landlords of 12 buildings in Neasden. Improvement works on some buildings have commenced. Work on other buildings is due to be completed by end of 2018. 	<ul style="list-style-type: none"> S215 notices served to landlords and subsequent correspondence  
	<ul style="list-style-type: none"> Initiated discussions to improve building facades in Church End. Working with planning enforcement officers S215 are proposed to be served on a parade of buildings on Church End once other planned development works in Church End commence. 	<ul style="list-style-type: none"> Meeting notes and correspondence with planning enforcement officers

<p>Providing an welcoming, well maintained town centre environment and aiding community cohesion</p>	<ul style="list-style-type: none"> Gained local support for a public art project in Church End with the aim to bring together the diverse but fragmented local community. Developed and submitted NCIL bid. The bid outcome is expected in August 2018. 	<ul style="list-style-type: none"> NCIL Bid for Public Art Project for Church End
	<ul style="list-style-type: none"> Working with a Church End resident association gained support for a Community Gardening Project in Church End. Assisted the resident association with preparing successful application for funding from Groundwork Our Space Award. The project is currently beginning to be implemented. 	<ul style="list-style-type: none"> Our Space Award Bid Award Letter 

	<ul style="list-style-type: none"> Formed excellent working relationship with both Neighbourhood Managers responsible for Neasden and Church End town centres. Supporting both NMs through identifying, reporting and collaborating in addressing environmental issues, particularly littering, flytipping and graffiti. Similarly good relationships have been formed with the ASB leads for Church End and Neasden. 	<ul style="list-style-type: none"> Meeting notes, email correspondence
	<ul style="list-style-type: none"> Identified conditions of existing litter bins as in of improvement. Working with Neighbourhood manager commitment to fund 8-10 new litterbins for Neasden town centre was achieved. 	 <ul style="list-style-type: none"> Existing and new litterbin for Neasden

	<ul style="list-style-type: none"> Supporting Neighbourhood Manager to identify graffiti for removal in multiple graffiti reports 	<ul style="list-style-type: none"> 24 items of graffiti removed by August 2018 with further graffiti identified for removal
	<ul style="list-style-type: none"> Identified areas of Neasden carriageway surfaces in urgent need of improvement and worked with the Highways Maintenance team to get these and other locations proposed by ward councillors repaired. Requested the refreshing of lines in Neasden TC which was added to the Council's line refreshment programme. 	



	<ul style="list-style-type: none"> Responded to resident concerns regarding availability of disabled parking bay and associated enforcement of parking restrictions in Neasden TC and acted on ward member proposal to introduce disabled parking bay at better, more enforceable location on Birse Crescent. The new bay was implemented in July 2018. 	 
	<ul style="list-style-type: none"> Responding to concerns asked for a review and alterations to parking and loading in Neasden TC. Working with Neasden businesses with the Parking team and the Highways & Traffic team to progress this. 	<ul style="list-style-type: none"> Meeting notes



	<ul style="list-style-type: none"> Supported Transport Planning officers with proposals to introduce a rapid electric vehicle charging point in Neasden town centre. The charge point is currently being procured and installation of the charge point is expected by December 2018. The rapid charge point will give businesses, shoppers and residents the opportunity to fully charge their EVs within around 30 minutes. 	<p>Proposed Electric Vehicle Rapid Charge Point, Feeder Pillar and Electric Vehicle Only Parking Bay on Neasden</p> 
	<ul style="list-style-type: none"> Supporting Safety & Travel team with proposals for Source London EVCP on Birse Crescent, Neasden. Proposing Source London EVCPs for Church End. The charge point will give businesses, shoppers and residents the opportunity to charge their EVs whilst parked in the town centre. 	



To reduce ASB, crime and fear of crime	<ul style="list-style-type: none"> • Attending monthly Local Joint Action Group meetings 	<ul style="list-style-type: none"> • Meeting minutes
	<ul style="list-style-type: none"> • Formed excellent working relationship with the ASB leads for Church End and Neasden. Supporting officers through identifying, reporting and providing advice on addressing ASB issues, particularly street drinking. • Supporting the consultation proposing the introduction of a Public Space Protection Order (PSPO) in Neasden to tackle issues resulting from Eastern European coaches using Neasden TC as point of destination. This work also included regular discussions with the police 	<ul style="list-style-type: none"> • Meeting notes • Email correspondence



4. Burnt Oak, Colindale and Kilburn – Richard Hay


Aim	Delivered	Evidence
To build effective and sustainable business partnership to facilitate engagement.	<ul style="list-style-type: none"> • Introductory engagement with Brent businesses complete in all three town centres and with Barnet businesses in Colindale. Additional engagement ongoing with Camden businesses in Kilburn. 	<ul style="list-style-type: none"> • Spreadsheet summarising intro meetings
	<ul style="list-style-type: none"> • Business Associations for Colindale and Kilburn being set up in in 3rd and 4th quarters of 2018/19. Officers will support Barnet colleagues to establish a Town Team in Burnt Oak. 	<ul style="list-style-type: none"> • Photos of meetings to be taken
To work in partnership with neighbouring local authorities, town centre partners and stakeholders on joint initiatives and improvements.	<ul style="list-style-type: none"> • Met with Barnet colleagues in March to establish joint areas of working. Barnet to lead on their priority town centre in Burnt Oak with Brent leading in Colindale. 	<ul style="list-style-type: none"> • Notes from meetings
	<ul style="list-style-type: none"> • Walkabouts held with Queensbury members in March and Fryent and Kilburn members in June. 	<ul style="list-style-type: none"> • Ward members views incorporated into forward plans

		
	<ul style="list-style-type: none"> Worked with planning students from Anglia Ruskin University in February to develop place-making strategies for Colindale. 	<ul style="list-style-type: none"> Student's reports received in June. Actions to be fed into development of business association. 
	<ul style="list-style-type: none"> Presented town centre objectives to Brent Connects meetings in June. 	<ul style="list-style-type: none"> Feedback / actions from attendees noted
	<ul style="list-style-type: none"> Initiated strategic meeting with internal colleagues from planning; property, transportation, regeneration and environment to establish three priority themes for Kilburn: developing the cultural identity, reducing crime for the night time economy and improving look and feel. 	<ul style="list-style-type: none"> Minutes produced
	<ul style="list-style-type: none"> Met with South Kilburn Trust in June to establish areas of overlap and opportunities for joint working including their delivery of digital notice board for Kilburn High Road. 	<ul style="list-style-type: none"> Digital noticeboard to be installed by end of 2018/19

		
	<ul style="list-style-type: none"> Attending monthly meetings of the Kilburn Business Against Crime group since April and signposting businesses to police, CCTV, licensing and Neighbourhood Management colleagues as applicable. 	<ul style="list-style-type: none"> Notes from meetings
	<ul style="list-style-type: none"> Attending Kilburn Neighbourhood Plan Forum meetings to support them developing their plan and prioritising funding opportunities for them to access. 	<ul style="list-style-type: none"> Notes from meetings
	<ul style="list-style-type: none"> Supporting the Culture team to deliver Kilburn Thoroughfare Project as part of Brent 2020 Borough of Culture celebrations with business engagement. 	<ul style="list-style-type: none"> Notes from meetings
Support events celebrating the area and attracting visitors.	<ul style="list-style-type: none"> Early discussions in place - to be shaped further at inaugural business association meeting. Ideas mooted include Chinese New Year and St Patrick's Day celebrations in Colindale and Festive event in Kilburn. 	<ul style="list-style-type: none"> Events to be run in 4th quarter 2018/19
Providing a welcoming shopping experience by improving the look and feel and addressing cleanliness.	<ul style="list-style-type: none"> Businesses engagement/reassurance related to Transportation's scheme to narrow the junction at Wakemans Hill Avenue, introduce dedicated parking bays at the northern section of the town and installing new traffic islands to make crossing the A5 easier. 	<ul style="list-style-type: none"> Transportation scheme to be completed September 2018. 

	<ul style="list-style-type: none"> Identification of issues at Springfield Mount alley. Resurfacing project passed to Neighbourhood Manager. This will ensure removal of trade bins from the pavements outside the shops to enhance the public realm and improve the shopping experience. 	<ul style="list-style-type: none"> Neighbourhood Manager to submit Neighbourhood CIL bid to December funding round. 
	<ul style="list-style-type: none"> On-going reporting of defects and fly-tipping via Cleaner Brent app. This includes regular fly-tipping at Springfield Mount junction and broken paving outside former Barclays Bank in Colindale. 	<ul style="list-style-type: none"> Fly-tips cleared 
	<ul style="list-style-type: none"> Neighbourhood CIL bid submitted June 2018 for 5 murals along northern section of High Road to highlight Kilburn's cultural identity, reduce crime and ASB and improve the look and feel of the area. 	<ul style="list-style-type: none"> Awaiting funding decision

		
To reduce crime and fear of crime	<ul style="list-style-type: none"> Working with Colindale business (Hurricane Room) to address a range of issues in the Watling Gate alley behind their premises including: fly-tipping, graffiti, street drinkers, beds in sheds, illegal HMOs and illegal business activity. 	<ul style="list-style-type: none"> Referral has been made to September Harlesden Locality Joint Action Group for coordinated action. 
	<ul style="list-style-type: none"> Identified potential brothel in March (Colindale Beauty Salon) and reported to Community Protection for investigation. 	<ul style="list-style-type: none"> Site has been flagged up for PTT officer to visit.

	<ul style="list-style-type: none"> Supported Police led Operation Spartan in Kilburn in June with business engagement and reassurance work around rough sleepers and homeless issues. 	 <ul style="list-style-type: none"> Impact report to be produced by police
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Appendix 2: Town Centre Manager Feedback

N.B. The feedback below has been submitted by Community Leads, Business Groups, Individual Businesses, Town Teams and Traders. For data protection purposes, names and identifiable information have been redacted from the original submitted text.

Harlesden

Resident A

“It has been a blessing to have someone on the ground who knows how Brent Council works, where the funding is to support the businesses and has long term plans to make Harlesden a better place for all.

[The Town Centre Manager has] Helped provide festive lights to Harlesden, has put Harlesden back on the forefront of Brent Council plans and supported Harlesden business Association set up action plans; has helped increase HBA membership from 100 to 321 to date; and has empowered local community leaders to step it up a gear.”

Resident B

“[...] I support Brent Council's decision to appoint a Town Centre Manager.

Grace Nelson's appointment is a bonus for Residents, Visitors, Investors and Businesses.

It has not been an easy role to 'get into' and Grace, from my observation, is doing her level best to engage the local community.

It has not been easy for her as persons/groups have very little positive views of what the Council is trying to achieve, what it is able to do and what is not in its remit to do. As a result, Grace Nelson must sit through meetings with local groups or encounters with individuals to listen to the unfair criticism of the Council and to explain what the Council is able to do, this she does professionally and with diplomacy.

The local community has benefitted to date from Grace's involvement by her regular presence in the area, her ability to communicate at every level with the local community and to ensure our concerns/needs are conveyed to those able to meet our needs.

We get feedback from her personally, in writing and in telephone conversations.

In the future the Town Centre Manager must be allowed to continue the work that Brent Council has identified as being necessary to promote Harlesden as a desirable place to invest in, reside in, to visit and to shop.

Harlesden faces a lot of challenges at present and it is vital that the Council continue to attempt to make it the vibrant community that it could be.”

Willesden Green

Resident C

“Since Grace’s appointment to the role in late 2017, she has been extremely supportive of our projects and ambitions for Willesden Green, and has been instrumental in helping to obtain CIL funding [for projects].

These projects include Murals for Willesden Green high street, Branding and Website creation for Willesden Green Town Team (WGTT), implementation of a Resident Review programme. In her role as Town Centre Manager, Grace has been a great cheerleader for Willesden Green and through her interaction with the community and businesses, is able to clearly understand some of the ongoing issues we face. We very much appreciate her support, positivity and boundless enthusiasm and look forward to continuing our working partnership!”

Resident D

“I am delighted we have a town centre Manager at long last. The difference for me so far is the fact that we (shop owners) have been brought together by Grace Nelson to try and make Willesden Green great again.”

Resident E

“It has been a pleasure working with Grace Nelson over the past months. [...] Initially, I think she was taken aback by the level of antipathy towards the council by local businesses. There is an almost universal feeling that the council are an obstructive force. Planned meetings were initially poorly attended, because dealing with the council was seen as a pointless, futile exercise.

Over the months, Grace has worn down much of the negativity, visiting all the shops and businesses and bringing a human, caring approach to her role. She has listened carefully to concerns and persuasively suggested solutions. She is now widely seen as the go to person for any issues involving the council. As the point of contact, she has successfully resolved many problems by directly approaching colleagues that are otherwise difficult for businesses to contact or deal with. She is unfailingly prompt with replies and information. She has helped with matters as diverse as waste collection to licensing applications.

Grace has formed key partnerships by bringing together various local groups, including the Residents Association and the Town Team and various other artists groups etc. This has increased the sense of neighbourhood and community in the area and is continuing to produce a more cohesive vision for the future of our area. Grace has clear strategies and vision, yet is always concerned to listen to what local businesses want and finds ways to encompass that.

Funding is always a problem and often a stumbling block for good ideas. Grace has managed to secure £10k funding designated specifically for the improvement of local businesses. We are constructively discussing exactly how the money should be spent, and are presently working towards food hygiene and other training. We were also thrilled that nearly £25k has now been earmarked for the murals and creation workshops which will celebrate our diversity and history.

We are working towards creating a "Willesden Day" to showcase the best of what the area has to offer, this will mean the closing of parts of the High Road and /or Walm Lane and the redirection of buses and cars. Grace will be using her contacts at the council to facilitate this. We have begun speaking about our approach to the Borough of Culture year in 2020. Grace has managed to enthuse previously ambivalent traders to become more involved.

Grace is grappling with forward thinking projects for the improvement of the area, including promoting ways to produce more footfall and to keep people in the area for longer. This would include placing tables and chairs on the pavements outside shops and restaurants. Residents and traders all agree that this is a great way to foster community and a feeling of safety

I very much look forward to working closely with Grace in the future, working towards an improved town centre."

Wembley and Ealing Road

Resident F

"[We are] very proud to have Rubina Charalambous, our Town Manager. Since her introduction Wembley has a voice, adviser and a representative that wants the area to become more established and more recognised. We believe that our town manager has helped develop our association and in fact seems to be as much as a member as much as she is our town leader.

Our town manager has brought the district together to become an individual voice and also opening our eyes to what as traders we can achieve, gain and fight for. She has also introduced us to all key members of Brent's Business world and helped us become recognised to all the major companies in Wembley today.

Even though we couldn't really ask for more, we would like to think that Rubina would be our town manager for the foreseeable future and continue her valued work"

Various Traders

1

"[...] supports and welcomes the BIA Mural as it has brought colour and spice thus enhancing the distinct Asian identity (and hopefully the footfall) of Ealing Road. It is proving popular as an eye catcher, head turner and a slight but positive traffic jammer or even better as a speed breaker when motorists stop with a 'wow' smile to admire the mural."

2

"We are indeed not only pleased but are grateful for what we consider a "Messiah" instead of a mere 'Town Manager'.

With a new imposing Ealing Road library structure she has brought a lot of promise and projects in pipeline. There is a new sense of belonging amongst businesses/traders on Ealing Road with Rubina's legwork in recent sweltering heat, good PR, interpersonal skills and efforts. Projects namely exciting introduction of concept of Business Improvement District (BID) and commissioning Clockwork City for a data research report on BID, Paan (Indian beatle) spitting, parking solutions, networking amongst three main districts of Wembley by inception of WERTA (Wembley & Ealing Road Traders Association), inviting ZEE TV

marketing and promotions, Marquee permission for businesses that were struggling for same, and of course the head turner 'wow' Mural achieved for Brent India Assoc are all parts of her achievements with several others missed in this rushed list or in the pipeline

She has been rather overactive (as a compliment) that keeps us on toes and sometimes we cannot catch up with her (joking!) .She is doing a great and selfless job with an honest dedication and passion as if it's her own business same as we all do with proverbial 'blood and sweat' to survive or succeed our businesses. The only (humble) advice I gave her was to encourage businesses to cultivate transparency and democracy so that they must go through their Traders Association [...] instead of bypass it and go to Town Manager from side/back door to get things done from the Brent council. I mean total democracy and transparency should be maintained regardless of a big business or a hawker so that all can enjoy the fruits and support [of their Traders Association]. There has been citings of big businesses to massage their personal influence via Town Manager (to get things done at council without any intimation to [or knowledge of the Traders Association] for self-serving interests instead of unselfish goodness and betterment of whole of Ealing Road. All objectives, promise and action must flow through [the Traders Association]. This is a request not criticism."

3

Rubie is an excellent Town Centre Manager and has exceeded our expectations. She is sincere, hard working and enthusiastic. With Rubie's help, support and expertise, we now have permission for temporary marquees for the next 5 years. Well done Rubie and thank you once again."

Mural at BIA

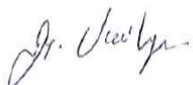
On behalf of the Executive Committee of BIA I would like to thank you for all your help and effort in making our Mural project a successful venture.

We have had a lot of positive comments from the local public which is evidenced in the survey forms attached and we believe BIA has become a focal point on Ealing Road generating a lot of interest in people who come to the area as they are constantly stopping and taking photos in front of the mural.

A lot of people have inquired who the artists are and what a great job they have done. We have also had the mural featured in the Brent and Kilburn Times and a press reporter from an Asian news channel has also promised to televise it.

This project would not have been possible without the grant we received from CIL.

Yours sincerely



Hiten VAidya

Chairman

"We would like to thank Rubina for her excellent work she has done between the planning team and traders of Ealing Rd,

- Rubie has done amazing work between the planning team and the traders of Ealing Rd
- As Ealing Rd has had a long term history of planning issues especially with the marquees/shop Front
- Rubina promised the Planning team the dates of the marquees when they were going to be made the planning team realise how important the marquees are for the local business
- Rubie has made council realise how important Ealing Rd is to Brent and how Diwali is important
- Rubie has also saved us the hassle of applying for planning every year
- I think without Rubina and the co-operation of the council that she has brought new life to Ealing Rd
- If we had more officers like Rubina who would do their job with so much effort not looking at the clock till all meetings generally tend to last till 9.00p.m. about 15 years ago we would not need a re-generation officer, the high streets would be buzzing.

Thank You"

Keivin Jariwala

Angela Gill (Managing Director, Bio Productions)

"Hi Rubie

Thank you for the recommendation for the eatery Desi Zaika, I went Thursday about 6pm. I told them you had sent me and they made me very welcome and the food was amazing! I was in there for two hours!!!!

They told me all about Ealing Road and even offered to chaperone me the next day to ensure I got discount in shops. However, I had to go in the morning so the times did not match up. I had a great day on Ealing road in all the shops, bought some great summer dresses from My Fair Lady and had some lovely street snacks. I also was invited in to a Hindu temple to see a lunchtime ceremony. On my way back to the hotel I stopped for lunch again at Desi Zaika and they were really pleased to see me. They would not take any money for my lunch! The owner (with the ponytail) was such a lovely man.

I will be back with my husband to spend some more time in your great borough.

Thank you once again."

Niral (Babla's Jewellers and Watch Repairers)

"Hi Rubie,

I hope you are well. I can confirm we have received the guides and they look great! Good work.

Regards,

Niral"

Mohammed Faisal (Owner, Desi Zaika restaurant)

"Hi Rubina,

Thank you for all your help, marshallah my business is doing much better since you helped with photo in Brent Magazine and telling people about the food I cook.

When I opened I wasn't sure if I would do well, but people are coming back again and again because you are helping me.

Mohammed Faisal
Desi Zaika"

Sugaal (HK Boutique)

"Hi Ruby,

Thank you for being unbelievably helpful to me when I opened my new business. I didn't know anything about how to dress my mannequin's in shop window and with your help I immediately making money, customers looking at my shop window and buying immediately.

I now have a steady flow of customers who look out at my shop window and buy from my shop.

You have helped me so much, that I know that my business would have closed without your help, thank you

Sugaal
HKBOUTIQUE"

Kilburn

Sara Smith (Business Against Crime Coordinator)

"I have found Richard to be instrumental in getting harmonisation between the businesses and police in Kilburn. As you are aware Kilburn is a challenging area and it is essential to have the good will of the shops, businesses and pubs to ensure that we as a team can reduce crime and anti-social behaviour and make Kilburn a safer place to live, work and shop in. Richard is key to this!!

Regards

Sara Smith
Business Against Crime Coordinator
OS Communications "

Colindale

Nelio Jardim (Area Manager, Hurricane Room Snooker Club)

"Hi Richard

I would like to thank you for your help and advice on dealing with the issue we have been having at the back of Hurricane Room snooker club in Colindale, the police have contacted me as well and I met up with GED PC483QK, also had a meeting with him and we both had a walk at the back of the club discussed some of the problems and how he might be able to help with some of the issues.

I know there are quite a few issues to deal with, e.g. fly tipping, drinking and dumping drink cans and bottles on the back access road and my property, also some bigger issues that I can't deal with by myself... [CONFIDENTIAL INFORMATION REDACTED] and a few businesses dumping their rubbish, and like I said be health and safety issues at some of these restaurants and takeaways.

Please keep me updated and let me know if there is anything I can do, I soon will be updating the CCTV and putting in more cameras where possible.

Kind Regards

Nelio Jardim
Area Manager, Hurricane Room"

Neasden

Rob Harrison (Vicar, St Catherine's Church, Neasden)

"Neasden town centre has been run down for some while and, left to its own devices, the businesses have a very defensive and insular disposition. My belief is that a sense of common purpose and partnership is very much needed, and that needs to come from an independent source. It is a reassurance that the Council are investing staff time into the area. There is a long task ahead.

My contact with Anna has been in my capacity as chair of the Neasden Festival Group. Our main purpose as a group - in organising festival events for Neasden - is to enhance the sense

of community in and around the Town Centre area, and to encourage people to feel more positively about the Town Centre area. From its start, the Festival Group has been a cooperation between local businesses and local community groups.

I am encouraged by the contact that Anna is developing with a variety of businesses, and the success that she has already had in helping them to see, and begin to appreciate the bigger picture. I believe that Neasden Festival is a worthwhile (though small scale at the moment) venture. This year's festival would simply not be happening if it were not for the support and encouragement that we have received from Anna. At the festival, local businesses will be working together to bring a sense of celebration to the Town Centre.

Anna is still relatively new to this task. I hope that she will be patient, for what is a long term task, and I hope that the Council will be patient to. What is required is a change in the underlying culture of the Centre, and that cannot be changed quickly."

Church End

Mike Duggins (Proprietor, Classic Brent Autos)

"Dear Anna

In response to having Town Center Manager.

Having contact point and getting response to our concerns, with the development of the area has been greatly appreciated by myself and others local residents.

Seeing the anti-social behaviour drop!! ie dumping rubbish has been great help.

I look forward to the development of the area and breath of fresh air Anna has given it.. Dealing with traffic calming would be great help in the local area and residents.

Mike Diggins, Proprietor"

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Appendix 3: Town Centre Manager Deliverables 2018-19

1. Harlesden and Willesden Green (Grace Nelson)

Aim	Delivered	Evidence
Harlesden		
Market the business offer and host cultural events to increase footfall	<ul style="list-style-type: none"> Seek funding to develop and deliver on a year round calendar of cultural events 	<ul style="list-style-type: none"> Funding Application (Big Lottery Fund)
	<ul style="list-style-type: none"> Seek funding to produce and deliver Harlesden's marketing mini guide (offline publication) 	<ul style="list-style-type: none"> Funding application (Neighbourhood CIL, Harlesden Business Association or Corporate Sponsorship)
	<ul style="list-style-type: none"> Seek business sponsorship to deliver Harlesden Festive Lights 	<ul style="list-style-type: none"> Funding support secured (local businesses, local resident community, large corporate sponsorship)
	<ul style="list-style-type: none"> Produce Town Centre reviews (food and drink and fashion retailer) to support the marketing of the town centre 	<ul style="list-style-type: none"> Completed narratives used in on and offline publications
	<ul style="list-style-type: none"> Support community-led Harlesden community and business awards (winners may be candidates for the borough wide Pride of Brent). 	<ul style="list-style-type: none"> Promotional material and publicity Photographic evidence
	<ul style="list-style-type: none"> Support Councils' borough wide Small Business Saturday Campaign 	<ul style="list-style-type: none"> Funding support secured (Love Where You Live and New Homes Bonus Funding) Publicised marketing of event (internal and external Comms channels) Photographic evidence

	<ul style="list-style-type: none"> Support the delivery of a series of in-store retailer events: Fashion and Bubbles 	<ul style="list-style-type: none"> Publicity (internal and external Comms channels) Photographic evidence
Improve the look and feel of Harlesden	<ul style="list-style-type: none"> Good Growth Fund (GLA Funding Programme for High Streets) <p>Submit Expression of interest for Good Growth Fund Round 2 stage 1 for “Harlesden Culture and Connectivity” placemaking programme. If successful – will commence to Stage 2 second round in October 2018. Estimated delivery will commence in 19/20</p> <p>Develop and commission procurement brief for programme development to set a framework for capital investment in Harlesden, e.g. in public realm, greening, infrastructure, and workspace.</p>	<ul style="list-style-type: none"> Funding Application submission (GLA) Procurement Brief commission (London Tenders Portal)
	<ul style="list-style-type: none"> Seek funding to refurbish two dilapidated billboards located on the gateway entrance near Willesden Junction station (Harlesden High Street Harrow Road entrance) Seek funding to replace or refurbish existing community noticeboards located with the town centre boundary 	<ul style="list-style-type: none"> Funding Application (Neighbourhood CIL)
	<ul style="list-style-type: none"> Seek funding to support the delivery of placemaking murals in 2 prominent locations in the two gateways to Harlesden from Willesden Junction station. 	<ul style="list-style-type: none"> Funding application (GLA) Photographic evidence of installation of murals
	<ul style="list-style-type: none"> Joint working targeted approach with Neighbourhood Manager and Planning Enforcement (environmental issues, s215 enforcement on landlords to ensure their buildings are maintained to a quality standard) 	<ul style="list-style-type: none"> Evidence progress report Photographic evidence
Improve the existing	<ul style="list-style-type: none"> Seek funding to trial the delivery of a new Market offer 	<ul style="list-style-type: none"> Funding application (GLA, Heritage

business offer	in Harlesden	Lottery Fund
	<ul style="list-style-type: none"> • Build up rapport and engage with empty property landlords to explore plans for occupancy of void units across the town centre. 	<ul style="list-style-type: none"> • Development of landlord database with logged conversations and progress status
	<ul style="list-style-type: none"> • Joint working with temporary use associations to explore options for reoccupying voids and testing new uses on high street 	<ul style="list-style-type: none"> • Meeting minutes and email follow ups
	<ul style="list-style-type: none"> • Commission and support the delivery of targeted Business support: Food Hygiene and Digital Skills Training • Support the delivery of the Diageo volunteering retailer review programme 	<ul style="list-style-type: none"> • Evidence reporting of signed up businesses on programmes • Regular progress meeting reports on Diageo pilot volunteering project
Increase the capacity of Harlesden Business Association	<ul style="list-style-type: none"> • Support the design and delivery of Harlesden Business Association's Quarterly printed Newsletter 	<ul style="list-style-type: none"> • Production of newsletters (print versions and archived saved pdf versions)
	<ul style="list-style-type: none"> • Support the constitution and membership of Harlesden Business Association by Federation of Small Businesses (formal mandate – charity status, 1 year business plan, quarterly meetings) 	<ul style="list-style-type: none"> • Documented evidence of membership with Federation of Small Businesses • Meeting minutes distributed • Photographic evidence of meetings • Production of business plan
Willesden Green		

Market the business offer and host cultural events to increase footfall	<ul style="list-style-type: none"> Seek funding to develop and deliver on a year round calendar of cultural events 	<ul style="list-style-type: none"> Funding Application (Big Lottery Fund)
	<ul style="list-style-type: none"> Support Willesden Green Town Team led new Willesden Green website project 	<ul style="list-style-type: none"> Completed and launched website
	<ul style="list-style-type: none"> Produce Town Centre reviews (food and drink and fashion retailer) to support the marketing of the town centre 	<ul style="list-style-type: none"> Completed narratives used in on and offline publications
	<ul style="list-style-type: none"> Support the design and delivery of the community led "Willesden Shopper" Newsletter Seek funding / sponsorship for 1 year continuation of the publication 	<ul style="list-style-type: none"> Completed printed and online publications (covering December 2017 – July 2018) Funding secured (Neighbourhood CIL)
	<ul style="list-style-type: none"> Seek funding to deliver a pilot Pop Up Cinema and market in partnership with Sainsbury's and The Lexi Cinema 	<ul style="list-style-type: none"> Funding Application (Big Lottery Fund, Corporate Sponsorship) Photographic evidence
	<ul style="list-style-type: none"> Seek funding to support delivery of Festive Tree, led by Willesden Green Residents Association 	<ul style="list-style-type: none"> Funding received from local business sponsorship Photographic evidence
	<ul style="list-style-type: none"> Support borough wide delivery of Small Business Saturday Campaign Seek funding and support the Annual Willesden Green Traders Recognition Awards 	<ul style="list-style-type: none"> Publicised marketing of event (internal and external Comms channels) Photographic evidence
Improve the look and feel of Willesden Green	<ul style="list-style-type: none"> Support funding applications and delivery of greening projects led by Willesden Green Town Team; 	<ul style="list-style-type: none"> Evidence of support letter of bid applications Photographic evidence

	<ul style="list-style-type: none"> • Seek funding to support the delivery of placemaking murals 	<ul style="list-style-type: none"> • Funding application (GLA) and Neighbourhood CIL)
	<ul style="list-style-type: none"> • Joint working with Neighbourhood Manager and Planning Enforcement (s215 enforcement on landlords to ensure their buildings are maintained to a quality standard); 	<ul style="list-style-type: none"> • Evidence progress report • Photographic evidence
Improve the existing business offer	<ul style="list-style-type: none"> • Build up rapport and engage with empty property landlords to explore plans for occupancy of void units across the town centre. 	<ul style="list-style-type: none"> • Development of landlord database with logged conversations and progress status
	<ul style="list-style-type: none"> • Joint working with temporary use associations to explore options for reoccupying voids and testing new uses on high street 	<ul style="list-style-type: none"> • Meeting minutes and email follow ups
	<ul style="list-style-type: none"> • Commission and support the delivery of targeted Business support: Food Hygiene, Customer Service and Digital Skills Training 	<ul style="list-style-type: none"> • Evidence reporting of signed up businesses on programmes • Feedback analysis report
Increase the capacity of Willesden Green Business Association	<ul style="list-style-type: none"> • Support the constitution and membership of Willesden Green Business Association (formal mandate) – charity status, 1 year business plan, quarterly meetings 	<ul style="list-style-type: none"> • Documented evidence of membership with Federation of Small Businesses • Meeting minutes distributed • Photographic evidence of meetings • Production of business plan

2. Wembley and Ealing Road (Rubie Charalambous)

Aim	Delivered	Evidence
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Increase the existing business offer	<ul style="list-style-type: none"> • Training delivered to business associations to upskill them and increase capacity 	<ul style="list-style-type: none"> • Testimonials from businesses
	<ul style="list-style-type: none"> • Ealing Road Library project launched to create a community hub 	<ul style="list-style-type: none"> • Photos of launch event and new tenants in café, workspace and events space
Market the area's unique offer and host events to increase footfall	<ul style="list-style-type: none"> • Photoshoot and marketing push - hooked onto London Fashion Week in September and February - to promote Wembley High Road's catwalk collections at high street prices. 	<ul style="list-style-type: none"> • Guides produced and distributed via social media highlighting catwalk fashions at High Street prices
	<ul style="list-style-type: none"> • Festive lights installed in time to mark the cultural calendar (switched on, on Ealing Road for Diwali, Xmas and Eid. Wembley Central lights installed for xmas); 	<ul style="list-style-type: none"> • Photos of lights switch on events in both Wembley and Ealing Road
	<ul style="list-style-type: none"> • Eating and Drinking Guide to Ealing Road, Wembley High Road and Wembley Park Drive produced and distributed through council comms channel, Time Out magazine and the Stadium's communications channels 	<ul style="list-style-type: none"> • Guides produced and printed , including PDF circulated to Stadium and LDO partners
	<ul style="list-style-type: none"> • Fashion and Beauty Guide for the area 	<ul style="list-style-type: none"> • Guides produced and printed , including PDF circulated to Stadium and LDO partners
	<ul style="list-style-type: none"> • Calendar of events coordinated and delivered (including cultural activity at Ealing Road Library launch; Diwali and August Eid celebrations 	<ul style="list-style-type: none"> • Photos of events organised across Town Centres

Improving the look and feel of Wembley and Ealing Road

- Mural(s) installed;



- Use S215 to create shop front improvements in Ealing Road and Wembley High Road



	<ul style="list-style-type: none"> • Support Neighbourhood Manager with Paan spitting prevention stencils 	<ul style="list-style-type: none"> • Paan stencils installed
	<ul style="list-style-type: none"> • Pilot project to reduce number of plastic bags on high street 	<ul style="list-style-type: none"> • 4 Green grocers using the bio degradable bags • Feedback from business and shoppers • Green Apple Award 2018
Increase the capacity of three exiting business associations	<ul style="list-style-type: none"> • Apply for CIL funding to procure a consultant to deliver two positive BID ballots for Ealing Road and Wembley. 	<ul style="list-style-type: none"> • CIL application submitted and awaiting cabinet decision

3. Neasden and Church End (Anna Dennemann)

Aim	Delivered	Evidence
Neasden		
Improve the look and feel of Neasden	<ul style="list-style-type: none"> • Access funding for Public art projects 	<ul style="list-style-type: none"> • Funding applications: <ul style="list-style-type: none"> - NCIL - National Lottery Awards for All England
	<ul style="list-style-type: none"> • Access funding to deliver feature lighting 	<ul style="list-style-type: none"> • NCIL funding applications (incorporated into NCIL application for Trees in Neasden submitted in June 2018 – outcome confirmation expected end of August 2018)
	<ul style="list-style-type: none"> • Work with Highways & Infrastructure to progress decluttering of the public realm 	<ul style="list-style-type: none"> • Schedule of items to be removed • Photos
	<ul style="list-style-type: none"> • Work with Neighbourhood Manager to improve street cleanliness and have Subway deep cleaned (TCM to support to access funding as necessary) 	<ul style="list-style-type: none"> • Funding applications (New Homes Bonus) • Photos
	<ul style="list-style-type: none"> • Explore funding and work with Landscape lead to have additional trees planted in town centre 	<ul style="list-style-type: none"> • NCIL funding applications submitted June 2018 – outcome confirmation expected

		end of August 2018
	<ul style="list-style-type: none"> • Work with local partners to develop programme of musicians playing on some market days 	<ul style="list-style-type: none"> • List of potential musicians. • Licensing application • Funding Application - National Lottery Awards for All England
Improve community cohesion and footfall through cultural events	<ul style="list-style-type: none"> • Organise and promote Neasden Festival alongside Neasden Business Association and Neasden Festival Group 	<ul style="list-style-type: none"> • Big Lottery Fund – National Awards For All funding application • Photos and testimonials
Improve the business offer in the Town Centre to improve local economy	<ul style="list-style-type: none"> • Lead on business engagement around movement of market from Church End to Neasden (led by Properties Service) to maximise mix of quality and budget stalls including stalls available to local artists and start-ups 	<ul style="list-style-type: none"> • Testimonials from businesses engaged
Improve the business offer in the Town Centre to improve local economy	<ul style="list-style-type: none"> • Develop training workshops for local businesses to enable them to address cross cultural barriers and improve their visual merchandising to promote their goods and services to the whole community 	<ul style="list-style-type: none"> • Photos of workshops and testimonials from businesses
	<ul style="list-style-type: none"> • Work with local landlords and potential business partners to explore options to fill prominent vacant units 	<ul style="list-style-type: none"> • Database of landlords engaged and outcome of conversations
Increase the capacity of Neasden Business Association	<ul style="list-style-type: none"> • Reactivate Neasden Business Association through organising meetings with local businesses with a view to elect a new board, set goals and the direction for future aspirations - develop a marketing plan and a business plan. 	<ul style="list-style-type: none"> • Photos of meetings • Testimonials from businesses • New Board elected
Church End		

Improve the look and feel of Church End	<ul style="list-style-type: none"> Utilising Groundwork funding (already secured) to support set up of community gardening project, to be put into practice by local volunteers 	<ul style="list-style-type: none"> Photos
	<ul style="list-style-type: none"> Access funding for Public art projects 	<ul style="list-style-type: none"> NCIL Funding secured
	<ul style="list-style-type: none"> Work with Highways & Infrastructure to declutter public realm 	<ul style="list-style-type: none"> Schedule of items to be removed Photos
	<ul style="list-style-type: none"> Work with Neighbourhood Manager to improve street cleanliness, 	<ul style="list-style-type: none"> Photos
	<ul style="list-style-type: none"> Create a plan, alongside Community Safety, to address criminal and anti-social behaviour 	<ul style="list-style-type: none"> Completed plan and evidence of actions taken
	<ul style="list-style-type: none"> Access funding to plant additional trees to be planted in town centre, working with Landscape lead; 	<ul style="list-style-type: none"> NCIL Funding application submitted June 2018 – unfortunately unsuccessful but will reapply in December 2018
Improve community cohesion and footfall through cultural events	<ul style="list-style-type: none"> Engage with relevant partners to gain buy in Church End Multi Faith Festival in 2019 	<ul style="list-style-type: none"> Written feedback from partners demonstrating appetite for and deliverability of Multi Faith Festival Big Lottery Fund – National Awards For All funding application
Improve the business offer in the Town Centre to improve local economy	<ul style="list-style-type: none"> Liaise with Properties Service, Communications and market operator to ensure the move of the market to Neasden is well publicised and all local stakeholders are well informed of the changes ahead 	<ul style="list-style-type: none"> Minutes of meetings with Properties Service, Communications and market operator
	<ul style="list-style-type: none"> Arrange training workshops for local businesses to be developed to address cross cultural barriers and improve visual merchandising to promote their goods and services to the whole community 	<ul style="list-style-type: none"> Feedback from trainees

	<ul style="list-style-type: none"> Engage local landlords and potential business partners to be engaged to explore options to fill prominent vacant units; 	<ul style="list-style-type: none"> Database of landlords engaged and outcome of conversations
	<ul style="list-style-type: none"> Explore options to attract operators of a community minded café to Church End 	<ul style="list-style-type: none"> Record of companies engaged
Establish a more formal relationship with the business community	<ul style="list-style-type: none"> Engage Church End businesses, Councillors and other stakeholders to start developing a Business Association; 	<ul style="list-style-type: none"> Minutes and actions from initial meetings / 1:1 engagement

4. A5 corridor: Kilburn, Colindale and Burnt Oak (Richard Hay)

Aim	Delivered	Evidence
Kilburn		
Improve the look and feel of Kilburn	<ul style="list-style-type: none"> Seek funding to develop a busking programme linking the different sections of the High Road 	<ul style="list-style-type: none"> Funding applications (e.g. to GLA)
	<ul style="list-style-type: none"> Seek funding to make the High Road more attractive and help link Willesden Lane through Public realm improvements and street art. 	<ul style="list-style-type: none"> Funding applications (e.g. to Neighbourhood CIL)
	<ul style="list-style-type: none"> Submit funding bids to seek resource to provide an attractive and welcoming space at Kilburn station 	<ul style="list-style-type: none"> Funding applications (e.g. to Strategic CIL)
Increase Kilburn's Night Time Economy	<ul style="list-style-type: none"> Use Kilburn as the pilot to develop Brent's night time economy: <ul style="list-style-type: none"> Hold workshop style consultation sessions with business (including potential investors), public sector partners, residents, ward 	<ul style="list-style-type: none"> Strategy complete and partners engaged



	<p>councillors and other to explore how best to boost the night time economy in Kilburn, and how to mitigate any unintended impacts (such as increased service demand).</p> <ul style="list-style-type: none"> ○ Create a strategy which will set Kilburn up to achieve the Association of Town Centre Manager's Purple Flag accreditation for having a successful night time economy. The criteria for this status is based on integrated policy and successful multi-agency partnerships; a safe and welcoming area; good pedestrian flow, a vibrant and diverse leisure offer and activities that reinforces the character and identity of the area and bridge the day time economy. 	
Establish a more formal relationship between the business community and the council	<ul style="list-style-type: none"> • Establish an active business association (or two) with links to the Neighbourhood Plan Forum. 	<ul style="list-style-type: none"> • Partnership established and one meeting held.
Increase footfall by drawing out Kilburn's USP and hosting cultural events	<ul style="list-style-type: none"> • Work with artists from Kingsgate Workshops to develop the range of artisan crafts and goods to be sold at an outlet in Kilburn. 	<ul style="list-style-type: none"> • One local business to sell local goods.
	<ul style="list-style-type: none"> • Work in partnership with Environment Services to deliver the Thoroughfare Project in 2020 as part of Brent's Borough of Culture year. 	<ul style="list-style-type: none"> • Partnership meetings attended and support to deliver inaugural community engagement event.
Colindale		
Improve the look and feel of Colindale	<ul style="list-style-type: none"> • Seek funding for banners to create an identity and re-establish Colindale as a cohesive town centre. 	<ul style="list-style-type: none"> • Funding applications (e.g. to Neighbourhood CIL)
Establish a more formal relationship between the business community and the council	<ul style="list-style-type: none"> • Establish an active business association. 	<ul style="list-style-type: none"> • Partnership established and one meeting held. Association to have identified two events for future delivery.



Increase footfall to the Town Centre	<ul style="list-style-type: none"> Seek funding to install way-finding from Colindale tube station to improve awareness of the town centre and signpost an alternative, quicker and quieter route via Sheaveshill Avenue. 	<ul style="list-style-type: none"> Funding applications (e.g. to Neighbourhood CIL)
Burnt Oak		
Maximise resources and capacity by working with Barnet Council	<ul style="list-style-type: none"> Support Barnet council to establish a Town Team to help facilitate local dialogue and inform the future direction of the high street. 	<ul style="list-style-type: none"> Partnership established and one meeting held.
	<ul style="list-style-type: none"> Explore options with Barnet and Harrow Councils to re-locate Watling market to Burnt Oak Broadway (Harrow and Brent stretches). 	<ul style="list-style-type: none"> Strategic partnership meeting held and action plan developed.


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Appendix 4 - Neighbourhood Manager Achievements

Harlesden, Kensal Green and Stonebridge (Ashley Cumberbatch)

Aim	Delivered	Evidence
Tackling local environmental issues	<p><u>Lynton Close</u></p> <ul style="list-style-type: none"> • Tackling untaxed waste carrier vehicles, illegal dumping and antisocial behaviour emanating from the Traveller Site at Lynton Close. • Numerous meetings held with Councillors and local residents to reassure and communicate planned works / operations. • Two operations conducted to date with Veolia and police support to remove 3 untaxed vehicles – further operations planned. • Engagement with Travellers undertaken at Leader / Chief Executive Level. • BHM now tackling issues inside the site leading to improved relationships. • Improvement works undertaken at Woodheyes Road and inset parking works planned for front of site to improve parking problems at this location. 	<ul style="list-style-type: none"> • Positive feedback received from residents in Yeats Close and local councillors. • Improved relations between the council and Travellers. • Noted visual improvement to the area. <div style="text-align: center;">   </div>


Aim	Delivered	Evidence
	<p><u>Waxlow Road</u></p> <ul style="list-style-type: none"> • Rough sleepers in caravans parked on the public highway, illegal dumping • St Mungo's involved to assist with potential homelessness needs. • Multi agency operation involving towing contractors Veolia and the police. 	<ul style="list-style-type: none"> • Case was handled with appropriate sensitivity leading to occupants and council reaching an agreement on good terms. • Site was cleared having been a long term problem and now remains clear. • Site now regular monitored with any repeat rubbish being removed as and when it occurs. <div data-bbox="1339 571 1881 928">  </div> <div data-bbox="1339 960 1881 1359">  </div>



Aim	Delivered	Evidence
	<p><u>All Souls Avenue, Harlesden & Kensal Green</u></p> <ul style="list-style-type: none"> • Overflowing bins, illegally dumped rubbish and abandoned bicycle frames. • Worked closely with Veolia's education and outreach team to engage with residents and address local issues contributing to the problems. • Also worked with Veolia to re-establish an effective process for reporting and removing abandoned bicycles chained to railing s and street furniture. 	<ul style="list-style-type: none"> • Noted immediate visual improvements • Sustainable longer term arrangements put in place 
Establishing and maintaining Member, resident and business relationships	<ul style="list-style-type: none"> • See also 'Lynton Close' 	
Working in partnership	<p><u>Operation Hope</u></p> <ul style="list-style-type: none"> • 4 week Neighbourhood Manager led multi agency operation to tackle criminal and antisocial behaviour in Harlesden. • Focus on crime, ASB, Envirocrime, illegal trading, business licencing, housing etc. • Partners included police, trading standards, 	<ul style="list-style-type: none"> • 55 Arrests made. • 200 Stop & Search carried out. • 82 bits of key intelligence / information gathered and received. • 10 Knives recovered. • 555 PCN's issued • Increase in visible outreach work achieved.


Aim	Delivered	Evidence
	<p>housing enforcement, licensing, and Envirocrime.</p>	<ul style="list-style-type: none"> • 2 New drinking hot spots identified. • 18 Individuals interacted with while on street. • 6 Individuals have taken up the offer of further support. • 7 Business premises visited for test purchasing of knives. • 1 Business found to be conducting under age knife sale. • 1 Premise visited for test purchasing of alcohol. • 30 Properties visited by Trading Standards during the given time period. • 6 Properties identified where further enforcement action is to be taken. • 24 Premises visited by Licensing • 1 Owner invited to discuss the sale of high strength beer. • 1 Verbal warning issued. • 2 Warning letters issued to businesses. • 2 Advisory letters sent to License holders. • 1 Licensee to be interviewed around the varying of their license. • Daily Constant presence in the locality for the duration of the operation. • 16 Investigations of illegally dumped waste. • 6 Investigations where waste crime evidence was obtained • 17 Properties verbally educated • 1 Written warning with associated clear up costs of £100.00 • 1 littering FPN paid at £80.00
	<ul style="list-style-type: none"> • See also 'Lynton Close' and 'All Souls Avenue, 	



Aim	Delivered	Evidence
	Harlesden & Kensal Green'.	
Monitoring contractor performance	<ul style="list-style-type: none"> Over 500 joint monitoring inspections conducted with Veolia to date – linked to contract KOT's. 	<ul style="list-style-type: none"> Performance kept well within contractual targets.
Contributing to the borough wide approach	<ul style="list-style-type: none"> Member of the Enforcement Practitioners Group. Included in the project group for LBOC 2020. 	

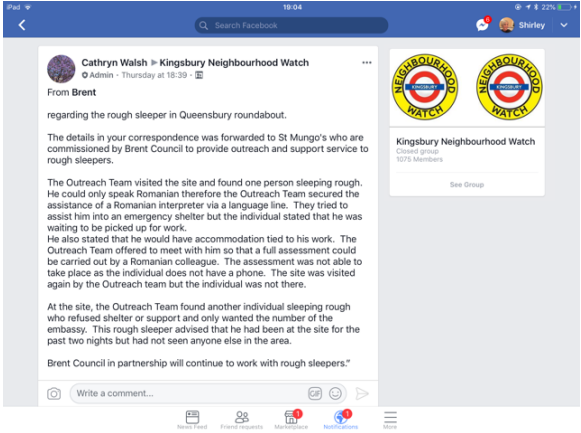
Barnhill, Fryent, Kenton, and Queensbury (Shirley Holmes)



Aim	Delivered	Evidence
Tackling local environmental issues	<u>Dangerous pavement in Queensbury</u> <ul style="list-style-type: none"> Resident complaint which had been ongoing for over a year. 	<ul style="list-style-type: none"> Direct contact and liaison with Highways & Infrastructure lead to works being undertaken within a week. 
	<u>Private alley in Grosvenor Crescent</u> <ul style="list-style-type: none"> Alley with multiple ownership in state of disrepair Numerous complaints of dumping and general lack of care by some residents. 	<ul style="list-style-type: none"> Alley cleared in partnership with Veolia. Resident engagement and enforcement action where appropriate taken and ongoing. Talks commenced to undertake a resident led

Aim	Delivered	Evidence
	<ul style="list-style-type: none"> Confrontational resident using the land as an extension of his home business. 	<p>project to install alley gates.</p>  
	<p><u>Illegal Rubbish Dumping Project – Kingsbury / Queensbury</u></p>	<ul style="list-style-type: none"> Near instant response from residents when campaign was launched.


Aim	Delivered	Evidence
	<ul style="list-style-type: none"> Individually addressed anti-dumping flyers sent to households in targeted hotspot areas with a view to attracting attention and getting the message home. Flyers designed to look like official FPN notices. Flyers inserted into envelopes designed to look like official FPN envelopes as used by Parking when placing FPN's on vehicle windscreens. 	<ul style="list-style-type: none"> Numerous reactions received – mostly positive. Requests received from residents outside the area to apply the same approach in their areas. Ongoing monitoring to establish if there have been any notable changes in levels of dumping. 
Establishing and maintaining Member, resident and business relationships	<ul style="list-style-type: none"> See also 'Queensbury Station'. <p><u>Roe Green Centenary</u></p> <ul style="list-style-type: none"> Various meetings held with organisers as well as hands on involvement with contributing to centenary celebrations. Arranged for the much loved village sign to be refurbished (unveiled by the mayor) and a vintage police vehicle to be on site on the day. Attended the event on the day. 	<ul style="list-style-type: none"> Established a close and positive relationship with residents from Roe Green Established a personal working relationship with the Mayor of Brent



Aim	Delivered	Evidence
		 
	<p><u>Kingsbury Neighbourhood Group</u></p> <ul style="list-style-type: none"> Proposed the setting up of a Neighbourhood Group in Kingsbury at Brent Connects. Group now established with over 1000 members. 	<ul style="list-style-type: none"> Working hands on with the now established group to tackle local issues including setting up a communal skip scheme for resident use, establishing street co-ordinators within the group, tackling the issue of fly posted stickers on street furniture and arranging


Aim	Delivered	Evidence
		<p>clean-up days.</p> 
Working in partnership	<p><u>Queensbury Station</u></p> <ul style="list-style-type: none"> • Led and co-ordinated a multi-agency crime focused operation addressing issues such as knife crime, drug dealing, sex exploitation, parking and EnviroCrime. • Lead councillor involvement. • Knife arch deployed at the station. 	<ul style="list-style-type: none"> • Positive reception by local residents, station users and councillors. • Led to calls for investment in knife arches to be deployed on a regular basis at stations (CIL bid ongoing).



Aim	Delivered	Evidence
		 
Monitoring contractor performance	<ul style="list-style-type: none"> Over 500 joint monitoring inspections conducted with Veolia to date – linked to contract KOT's. 	<ul style="list-style-type: none"> Performance kept well within contractual targets.
Contributing to the borough wide approach	<ul style="list-style-type: none"> Member of the Enforcement Practitioners Group. Included in the project group for LBOC 2020. 	


Brondesbury Park, Kilburn, Mapesbury, and Queen's Park (Dennis Lewis with interim support from Mark O'Brien)

Aim	Delivered	Evidence
<p>Tackling local environmental issues</p>	<p><u>Hassop Road</u></p> <ul style="list-style-type: none"> • Ongoing issue going back many years related to behaviour of traders operating car repair businesses in Hassop Road. • Issues include, inconsiderate and illegal parking, dumping, aggression, drain pollution, air quality concerns from spraying, speeding etc. • Site meeting held with concerned affected residents leading to a commitment to develop a sustainable long term solution. 	<ul style="list-style-type: none"> • Leader, lead member and senior manager meeting held with residents on site. • Short and long term action plan agreed and commenced. • Numerous multi agency operation conducted already. • Noted visible difference in look and feel as well as behaviour on the ground. 

Aim	Delivered	Evidence
		 

Aim	Delivered	Evidence
	<p><u>Waste Issues along Kilburn High Road</u></p> <ul style="list-style-type: none"> • Cross boundary problem of waste on the high street emanating mainly from irresponsible traders on both side of the road. 	<ul style="list-style-type: none"> • Joint waste operation conducted with Camden due to shared responsibility for this road. • Numerous enforcement actions taken including 3 x FPNs for littering issues, 6 x business duty of care inspections and 4 x illegal rubbish dumping, investigations. 
	<p><u>Mural Restoration, Kilburn High Road</u></p> <ul style="list-style-type: none"> • Project to restore a popular and prominent graffiti damaged mural at the junction of Christchurch Avenue. • Community led and funded (£70k) mural was 	<ul style="list-style-type: none"> • The mural has again been restored with Veolia leading on the works as well as part funding the effort. • A Kilburn artist is currently being commissioned to repair the damage on the unprotected areas.

Aim	Delivered	Evidence
	<p>installed around 2007 with input and support from Brent.</p> <ul style="list-style-type: none"> • Mural depicts scenes of Kilburn past and present. • Brent protected the mural from the start with a washable coating and has maintained it removing graffiti ever since. • Not only has the protective coating deteriorated over time but graffiti was also recently applied on the higher unprotected areas. 	 

Aim	Delivered	Evidence
		
Establishing and maintaining Member, resident and business relationships	<ul style="list-style-type: none"> • See also 'Hassop Road' 	
Working in partnership	<ul style="list-style-type: none"> • See also 'Hassop Road', 'Kilburn High Road' and 'Mural' 	
Monitoring contractor performance	<ul style="list-style-type: none"> • Over 500 joint monitoring inspections conducted with Veolia to date – linked to contract KOT's 	<ul style="list-style-type: none"> • Performance kept well within contractual targets
Contributing to the borough wide approach	<ul style="list-style-type: none"> • Member of the Enforcement Practitioners Group • Included in the project group for LBOC 2020 	


Alperton, Northwick Park, Preston, Sudbury, Tokyngton, and Wembley Central (Tony Martin)


Aim	Delivered	Evidence
Tackling local environmental issues	<p><u>One Tree Hill, Wembley / Alperton</u></p> <ul style="list-style-type: none"> • This park is regularly frequented by drinkers and drug dealers, plagued by fly-tippers and litter louts, rough-sleepers, gangs and unauthorised unfriendly groups indulging in boisterous field games. • Local action group (WCARA), residents and local councillors have campaigned to have action taken. 	<ul style="list-style-type: none"> • Joint operations undertaken working closely with Community Safety, the police, Environmental Enforcement, WCARA and residents / councillors. • Included in borough wide 'no drinking' PSPO with 'no drinking' signage installed in the park. • Included in the #Summernights operation as a key hotspot ensuring weekend and evening enforcement. • Benches in the park strategically moved or removed to prevent drinking and loitering. • Commendation email received from WCARA.
	<p><u>Bassingham Road Wembley</u></p> <ul style="list-style-type: none"> • Multiple issues requiring attention at this location including unauthorised crossings, extensively damaged grass verge, damaged and missing trees and broken pavements throughout. • Also raised by WCARA at a public meeting 	<ul style="list-style-type: none"> • Meetings held with residents. All properties crossing the footway without an authorised dropped kerb were recorded and photographed and details logged with Highways. Letters issued to properties giving opportunity to apply. • All areas of damaged verge have been recorded and photographed prior to reinstatement. • Landscape Design team currently assessing the road for replacement of trees. • Areas of damaged footway logged with Highways and those meeting intervention level to be repaired shortly. • Highway Enforcement Officers also now monitoring properties for damage to footway and verge caused by existing crossings being misused.


Aim	Delivered	Evidence
	<p><u>Queensbury Road, Alperton</u></p> <ul style="list-style-type: none"> Project to tackle an illegal dumping hot-spot and acts of deliberate criminal damage to the Brent installed Point-Closure (barrier) at this location installed to protect the Abbey Estate from users of the Abbeydale Commercial Estate who were illegally by-passing the Hangar Lane Gyratory by using the road as a rat-run thereby endangering lives. 	<ul style="list-style-type: none"> Mobile camera made available through discussions held at EPG meetings and now installed. Camera enables 24hr monitoring with local SNT support to combat fly-tipping and help catch those using the gate illegally. Gate and posts have been redesigned and strengthened and new signage has been erected advising that the gate is for emergency vehicles only. Positive feedback received from residents.
	<p><u>Elseley Road Primary School, Wembley</u></p> <ul style="list-style-type: none"> The school's field was being used by drinkers / drug takers, ASB and the perimeter fencing protecting the site was being vandalised. Additionally, a public footpath travelling around the field and used by parents and pupils was heavily littered and lacked any cleansing regime. 	<ul style="list-style-type: none"> Meetings held with Veolia's village manager resulted in the footpath around the school's field being regularly cleaned and graffiti removed from walls. Visits with the school head teacher lead to identification of areas where joint ASB focussed activity was required. A Brent deployable camera was acquired through Community Safety and installed to overlook the points where the fencing was being cut through and where groups congregated. The site was also assessed by Community Safety for regular visits by the local SNT and this is now ongoing. Noted visual improvements and positive feedback received so far. No further reports of damage to the fence have been received so far.


Aim	Delivered	Evidence
	<p><u>Monks Park Service Road</u></p> <ul style="list-style-type: none"> • Raised by Cllr M. Butt on behalf of his constituents. • Project to tackle a long-standing problem with fly-tipping, alcohol consumption and drug dealing, abandoned trade waste bins and trade waste dumping, obstructive self-set trees, ivy, vine and other vegetation inflicting damage to residents' property, general filth and knee-deep litter. 	<ul style="list-style-type: none"> • The service road cleaned top to bottom, trees and vegetation are in the process of removal. • All bins without a keeper / abandoned have been removed. Veolia trade waste officer engaging on contract checking. • Brent licensing currently checking for licence violations and area to be included on PSPO patrols. • A weekly cleansing operation to deal with litter, fly-tipping and any other aspect of cleansing is now up and running with Veolia. Regular monitoring by Brent and Veolia staff will ensure this area does not degrade anymore.
Establishing and maintaining Member, resident and business relationships	<ul style="list-style-type: none"> • See 'Bassingham Road' and 'Queensbury Road'. 	
Working in partnership	<ul style="list-style-type: none"> • See 'Bassingham Road', 'Queensbury Road', 'Elseley Road' and 'Monks Park Service Road'. 	
Monitoring contractor performance	<ul style="list-style-type: none"> • Over 500 joint monitoring inspections conducted with Veolia to date – linked to contract KOT's. • See 'Elseley Road'. 	<ul style="list-style-type: none"> • Performance kept well within contractual targets. • Local cleansing regime improved.
Contributing to the borough wide approach	<ul style="list-style-type: none"> • Member of the Enforcement Practitioners Group. • Included in the project group for LBOC 2020. 	

Dollis Hill, Dudden Hill, Welsh Harp and Willesden Green (Phillip Stagles)


Aim	Delivered	Evidence
<p>Tackling local environmental issues</p>	<p><u>Neasden Recreation Ground</u></p> <ul style="list-style-type: none"> • Project to tackle rough sleeper encampments and general disrepair. • Partnership working initiated with 'Canals & River Trust', St Mungo's, the police and Veolia. 	<ul style="list-style-type: none"> • Clean-ups undertaken with residents and partners • Veolia's cleansing schedule improved and a reviewed monitoring scheme put in place. • 2 operations conducted with help from St Mungo's Veolia and the police to remove rough sleepers and their encampments. 


Aim	Delivered	Evidence
	<p><u>Church Road Car Park / Market Site, Neasden</u></p> <ul style="list-style-type: none"> • Project to tackle issues of dumped rubbish, general untidiness and graffiti at the site. • Multiple ownership land area – part of which belongs to Brent Council. 	<ul style="list-style-type: none"> • Land registry searches undertaken and owners contacted and instructed to clear their land. • Ongoing pressure placed on Corporate Property and private land owners to keep their land clear. • Education undertaken to ensure those responsible know what to do to keep their land in good order. • Graffiti removed with input from Veolia – graffiti removal regime to remove graffiti from private property also refreshed with Veolia. • Wider program of graffiti removal agreed with Veolia – 25 reports a week now being removed in this Connects area alone. 

Aim	Delivered	Evidence
		
	<p><u>Clifford Court, Tanfield Avenue, Neasden</u></p> <ul style="list-style-type: none"> • Project to break to hold of local gangs at this location • Issues included drug dealing, violence including a recent murder and waste. • Co-ordinated effort required to re-establish an owner / occupier body and multi-agency input required to tackle specific issues 	<ul style="list-style-type: none"> • Owners and tenants association developed through Neighbourhood Manager co-ordination. While not yet a success all parties are now working toward finding solutions to resolve what essentially is a private property matter. • Pressure brought to bear on local drug gangs operating out of this block through multiple visits and operations conducted in partnership with Community Safety and the police. • Ongoing interest and support / encouragement continues to be provided.
	<p><u>Railway Bridge, Park Avenue</u></p> <ul style="list-style-type: none"> • Network Rail owned bridge suffering from a pigeon infestation causing concerns to pedestrians walking under the bridge. • Issue ongoing since it was first raised in 2015. • Network Rail were resistant to carrying out further works as they felt they had already netted the bridge to the correct legal requirement. 	<ul style="list-style-type: none"> • This was arguably an Environmental Health issue but taken over by Neighbourhood Management in order to conclude. • Contact made with residents and Network Rail. • Pressure escalated when Network Rail failed to respond. Threat of formal notice communicated. • Eventual capitulation by Network Rail leading

Aim	Delivered	Evidence
		<p>to the full netting of the bridge and resident satisfaction.</p> 
Establishing and maintaining Member, resident and business relationships	<ul style="list-style-type: none"> • See 'Neasden Recreation Ground' and 'Clifford Court'. 	
Working in partnership	<ul style="list-style-type: none"> • See 'Neasden Recreation Ground', 'Church Road' and 'Clifford Court'. 	
Monitoring contractor performance	<ul style="list-style-type: none"> • Over 500 joint monitoring inspections conducted with Veolia to date – linked to contract KOT's. • See 'Neasden Recreation Ground'. • See 'Church Road'. 	<ul style="list-style-type: none"> • Performance kept well within contractual targets. • Improved cleansing regime in place – regular monitoring regime implemented. • Veolia's responsibility to remove graffiti from private land re-enforced after a misunderstanding that this outside their contractual remit.
Contributing to the borough wide approach	<ul style="list-style-type: none"> • Member of the Enforcement Practitioners Group. • Included in the project group for LBOC 2020. 	

All Areas (Mark O'Brien – recently appointed in July)

Aim	Delivered	Evidence
Tackling local environmental issues	<p><u>Traveller Incursions in Brent Parks</u></p> <ul style="list-style-type: none"> • To act as an immediate response mainly during the Summer period when Travellers attempt to set up camp in various parks or open spaces in Brent. • Requires police involvement to issue a S61 notice and help from Veolia. • To act as the council's representative as council presence is required throughout as the 'landowner'. 	<ul style="list-style-type: none"> • 2 Incursions to date this Summer (Roe Green and Gladstone Park) – both successfully resolved within hours. • Between 5 and 8 caravans set up camp on each occasion. • One incident carried over from the Friday to the Saturday requiring a weekend response. 
Establishing and maintaining Member, resident and business relationships	<ul style="list-style-type: none"> • Leads on daily winter service bulletin to members / social media during periods of extreme frost or snow 	

Aim	Delivered	Evidence
		
Working in partnership	<ul style="list-style-type: none"> To provide support / cover during periods of absence or high demand. 	<ul style="list-style-type: none"> Currently part covering Kilburn, Mapesbury etc. while current manager is on secondment
Monitoring contractor performance	<ul style="list-style-type: none"> NI195 training / inspections. 	<ul style="list-style-type: none"> Provides contractor and officer training on cleansing standards (litter, graffiti, flyposting and detritus) and conducts hands on joint inspections
Contributing to the borough wide approach	<ul style="list-style-type: none"> Manages the Winter Service. Manages Veolia's Weed Spraying programme. 	<ul style="list-style-type: none"> Acted as a hands on after hours first point of contact during the snow period last winter working closely with Councillors and contractors to ensure a suitable response was provided and communicated. Currently monitoring Tranche 2 of the 3 Tranche weed spraying programme provided by Veolia.

Appendix 5 - Neighbourhood Managers Feedback

N.B. Names and identifiable information has been redacted for data protection purposes, except where feedback has been received by a member or employee of the Council.

Ashley Cumberbatch

(Harlesden, Kensal Green and Stonebridge)

*From: Butt, Councillor Muhammed
Sent: 01 August 2018
To: Cumberbatch, Ashley
Subject: Re: Congratulations - QSR Outcome – Operation Hope*

Ashley,

That's a great outcome for the staff and people involved.

Working together does reap its rewards.

Regards

Muhammed

Cllr Muhammed Butt

Labour Councillor For Tokyngton Ward

Leader Of Brent Council

*From: **Individual A**
Sent: 01 August 2018
To: Cumberbatch, Ashley
Subject: Congratulations - QSR Outcome – Operation Hope*

Dear All,

Congratulations!! The quality service report (QSR) that was submitted for you in relation to Operation Hope as attached has been reviewed by the Brent Police Senior Leadership Team and it has been decided to award you a Borough Commanders Commendation. The Commendation ceremony is to be held in September 2018 (details to follow).

The Board were so impressed with the work documented that they have decided to submit the report to the Deputy Assistant Commissioners Panel for consideration for a DAC Commendation.

Once I get an outcome I will let you know.

Thank You for your continuing hard work

Brent Police

*From: **Individual B***

Sent: 12 July 2018

To: Cumberbatch, Ashley

Subject: Waxlow Road / Premier Park Industrial Estate

Dear All

Thank you all very much for all your efforts.

From: Dibben, Matthew

Sent: 17 July 2018 14:56

To: Cumberbatch, Ashley

Subject: Waxlow Road / Premier Park Industrial Estate

Well done Ashley, much appreciated and good holistic response to the issues at hand.

Matthew Dibben

Head of Employment, Skills and Enterprise

Regeneration and Environment

London Borough of Brent

From: Knight, Councillor Promise

Sent: 05 July 2018

To: Cumberbatch, Ashley

Subject: Yeats Close Operation

Dear Ashley,

Many thanks for the feedback we are delighted at the results.

Thanks again,

Promise

*Cllr Promise Knight
Stonebridge Ward*

*From: Aden, Councillor Abdifatah (Abdi)
Sent: 08 July 2018
To: Cumberbatch, Ashley
Subject: Yeats Close Operation*

Dear Ashley

Thank you and we really appreciated that.

Regards

Cllr Abdifatah Aden

Labour Councillor for Stonebridge Ward

*From: **Individual C**
Sent: 23 May 2018
To: Cumberbatch, Ashley
Subject: Bikes etc.*

Hi Ashley

I saw that the bike I mentioned (approx 112 High St) has been red tagged, brilliant! Thanks for getting onto that so quickly, hopefully it can be removed as soon as the necessary notice period has expired.

Shirley Holmes

(Barnhill, Fryent, Kenton, and Queensbury)

Queensbury – Tackling dangerous pavements.

Dear all,

We, as HIGHCROFT RESIDENTS feel compelled to wholeheartedly congratulate Brent Highways Department regarding the 'sensitivity', 'speed' & 'professionalism' demonstrated by them in carrying out work to resolve the parking issues at HIGHCROFT, LONDON, NW9.

Excellent 'customer service' from our hardworking Council and 'well done' to ALL the staff involved.

Best regards,

Individuals D and E

Kingsbury / Queensbury – Illegal rubbish dumping project.

Social media responses to the Penalty Charge Notice strategy:

Individual F: 'Good. I hope people do call. I had someone dump a toilet ☐ opposite my parents' house the day before I got married. Brent council removed it. This dumping is making such a mess. Glad the council is tackling it.'

Individual G: 'I hope everyone gets this about time too. Brent needs to hang these notices in the parks too.'

Individuals H and I: 'Have you used an unlicensed "man & van" recently? If so that might be the reason you got this.'

Kingsbury – Establishment of a Neighbourhood Group:

Quote: 'Since meeting at the Brent Connects and our one to one meeting the next day on 21st June, we are pleased to be working together council and residents. The Kingsbury Neighbourhood Watch Group and face book page is now up and running with 1,093 members. The first meeting will take place on 25 Sept 2018, ward councillors and MP Barry Gardiner have been invited. A residents clear up of Roe GREEN is planned for 2nd September, thank you for your ongoing support.'

Queensbury Station – Multi-agency operation to tackle crime and environmental issues:

Councillor Shafique Choudhary, June 13:

‘Just to emphasis vigilance is now order of the day why not try it alternately every tube and railway stations in Brent provided setting up and removing cost remains within reasonable limits.’

Ashley Cumberbatch June 8:

‘Well done to all who worked in putting this together. A good show of partnership working. This was also discussed on a number of social media platforms so it shows that the information and message is being well circulated.’

Dennis Lewis (covered by Mark O'Brien) – includes wider area work undertaken by Mark as well

(Brondesbury Park, Kilburn, Mapesbury, and Queen's Park)

From: Dar, Councillor Tariq
Date: 15 August 2018
To: Mark OBrien
Subject: Hassop Rd Operations.

Dear Mark

Excellent Efforts by you and your team

We have already informed the local Residents Associations and other key players in Cricklewood

Good feedback and praises for you

Thanks

Regards

Cllr Tariq Dar

Mapesbury

*From: **Individual J***
Sent: 08 August 2018
To: Mark O'Brien

Subject: Hassop Road operation

Dear Mark and Councillors

Thought you may like this feedback on ongoing actions you are doing on Hassop Road which is encouraging and very much appreciated:

** No bodywork being done on Mora Road*

** No bonnets up on Mora Road*

** One car is clamped and one has a yellow penalty pouch on its windscreen*

Many thanks

Traveller Incursions:

On 23 Jun 2018 Kabir, Councillor Sandra wrote:

Hats off to you all for your prompt and effective action! Much appreciated.

Regards.

Cllr. Sandra M Kabir

Queensbury Ward, Brent

Chief Whip, Brent Labour Group

On 23 Jun 2018, at 21:00, Whyte, Chris wrote:

Great stuff today. Thank you everyone.

On 23 Jun 2018, at 20:08, Sheth, Councillor Krupa wrote:

Thank you everyone for the prompt action. Appreciate you all taking our time on a Saturday.

Kind regards,

Krupa

Borough-wide winter (gritting) management and response:

From: Downs, Carolyn (who subsequently issued a commendation award)

Sent: 07 June 2018

To: Mark O'Brien

*Subject: Forward Together sessions - Top Achievements - Winter Service
Environmental Improvement.*

That's a great one thanks

From: Southwood, Councillor Eleanor

Sent: 19 March 2018

To: Mark O'Brien

Subject: Re: Winter Service/Gritting Update.

Thanks Mark for all the updates on this.

Best wishes,

Cllr Southwood

From: Carr, Councillor Helen

Sent: 18 March 2018 15:12

To: Mark O'Brien

Subject: Winter Service/Gritting Update.

Bloody hell! Thank you everyone.

Cllr Dr Helen Carr

Tony Martin

(Alpertown, Northwick Park, Preston, Sudbury, Tokyngton, and Wembley Central)

From: Individual K

Sent: 20 July 2018

To: Whyte, Chris

Subject: Area Manager - Brent Council One Tree Hill

Good Morning Chris

I trust you are well and not overly bothered by the residents during the dry weather conditions.

Following on from our first Open Meeting and various subsequent exchanges with the Brent Council Area Manager – Tony Martin, I thought it is fair to say huge ‘Thank You’ to you and TM from all of us (few residents have commented) for appointing an area Manager for our wards.

Tony Martin is extremely helpful and in spite of too many unnecessary reports for minor issues by residents, he has remained patient and very calm, providing us face to face meetings as when necessary. It has made a huge difference from the past when many residents kept complaining about their inability to get through to BC and/or receive meaningful responses from BC.

On behalf of many of us including myself, we hope that you will continue to provide Tony Martin with the necessary support and backup from other internal team members as and when he requires, in order that he is able to continue this ongoing rapport. After all TM cannot deliver without getting internal support. TM has communicated well making all necessary efforts to address them in a professional and friendly manner.

Recent internal changes you have implemented within your various teams/departments have certainly shown signs of progress and improvement. This is not to say that everything is perfect and in our real world it will never be the case, but it is encouraging that we are beginning to work together and hopefully this will continue in the future.

Once again, thank you to you and Tony Martin.

Have a great weekend.

From: Individual L

Sent: 09 August 2018

To: Whyte, Chris

Subject: Access gate for emergency vehicles - Queensbury Road Alpertown

Dear Mr Whyte,

We, the residents of Queensbury Road and Longley Avenue in Alpertown would like to thank Mr. Tony Martin for his commitment and perseverance in helping us by organising the access gate for emergency vehicles only to be fixed, separating the industrial estate from the residential area. The road has now returned to a quiet residential no through road again.

This problem had been long standing and Mr Martin was very sympathetic towards our ordeal and was always on hand for advice and updates as to the progress of having the gate fixed. He also had a camera installed near the gate which has been an extremely powerful resource in crime prevention.

It has resolved a number of criminal issues in Queensbury road near the gate and the edge of the park. The drug dealers and users have moved away. Criminal damage to the gate and vehicles has stopped, also theft from motor vehicles in that area. Fly tipping which happened on a daily basis appears to have stopped too.

With the camera in place it acts as a deterrent for both criminal and summary offences being committed as well as evidence should an offence be committed.

Please pass on our sincere gratitude to Mr Martin and others involved.

We look forward to working with Mr Martin again in tackling the litter problem on the canal banks in the very near future as this has now become hazardous to the environment with rodents and foxes in greater numbers roaming the area.

Phillip Stagles

(Dollis Hill, Dudden Hill, Welsh Harp and Willesden Green)

From: *Individual M*
Sent: 12 June 2018
To: Stagles, Phillip
Subject: Park Avenue Bridge / Network Rail

Mr Stagles,

May I first offer my sincerest thanks to you for finally resolving the matter of the bird nuisance - especially given the historic protracted timeline.

I'm sure there are many residents, cyclists and pedestrians who will very much appreciate the absence of roosting birds and their mess when passing by, and I am also mindful of the fact that the residents of Brent will no longer be underwriting a never-ending program of street cleansing operations that were only ever half-hearted cosmetic sops.


I would much rather that these resources were put to much better use – perhaps a much deserved pay rise for our hardworking local Cllr's?

If I am honest, I pleasantly surprised that your efforts have proved so effective, so quickly and are in marked contrast to some of your other colleagues at the Council who were unable/unwilling to properly address this issue. On this matter, you have restored the Council's very poor reputation, so I hope that the relevant department heads take note.

I have noted that as recently as the 6th of this month, Clare Melody trotted out the usual line from Network Rail "We are only required to mitigate the pigeon nuisance over the walkway and will not be installing any further netting over the carriageway"

Could you clarify what prompted their apparent change of heart?

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 Brent	Resources & Public Realm Scrutiny Committee 5 September 2018
	Report from the Director of Policy, Performance and Partnerships
Resources and Public Realm Scrutiny Committee Work Programme 2018-19	

Wards Affected:	All
Key or Non-Key Decision:	Non-key
Open or Part/Fully Exempt:	Open
No. of Appendices:	1
Background Papers:	None
Contact Officer:	Patrick Doherty, Senior Policy and Scrutiny Officer, Strategy and Partnerships, Chief Executive's Department, patrick.doherty@brent.gov.uk 020 8937 3357

1.0 Purpose of the Report

1.1 This report updates members on the committee's work programme for 2018/19.

2.0 Recommendation(s)

2.1 Members of the committee to discuss and note the contents of the report, including proposed topics for discussion at committee and for task group investigations.

2.2 To agree the work programme for 2018/19 as set out in Appendix A.

3.0 Detail

3.1 Overview and scrutiny is a member-led process. Its role is to challenge and provide a 'critical friend' to Cabinet and external organisations that fall within its remit. Overview and scrutiny seeks to be independent-minded, drive improvement in public services, effectiveness in public policy, and to provide a

voice for articulating the concerns of the borough's residents and communities. The committee sets out to do this in a constructive and fair way with respect for all.

- 3.2 Scrutiny is the mechanism by which the Cabinet is held publicly to account. The scrutiny function has the capacity to give non-Cabinet Members a significant opportunity to influence the proposals of the Cabinet and to probe into the impact of policy decisions on the Borough.
- 3.3 This is one of three scrutiny committees established by the Council. This committee covers Corporate Resources (including Customer Services, Policy, Partnerships and Performance and IT) as well as Regeneration, Environment and Community Safety.
- 3.4 Members of the Resources and Public Realm Scrutiny Committee met in May 2018 to discuss their work programme, and examined suggestions from members of the Cabinet and Strategic Directors based on corporate priorities for 2018/19.
- 3.5 The committee will set up at least two task groups in 2018/19, as set out in the Appendix. A task group is a form of policy development as it allows non-executive members to evaluate a problem or issue in-depth over a long period and develop answers and suggestions in the form of recommendations. Scoping papers, membership and terms of reference for the task group will be agreed via a report and task groups will not be limited to members of the committee.
- 3.6 For operational reasons it may be necessary to move items to be heard at a particular committee. In addition, members and co-opted members can at any time suggest an item to be looked at during a committee meeting, which, provided it is agreed by the Chair, would mean the work programme changes.

4.0 Financial Implications

- 4.1 There are no financial implications arising from this report.

5.0 Legal Implications

- 5.1 There are no legal implications arising from this report.

6.0 Equality Implications

- 6.1 There are no equality implications arising from this report.

7.0 Consultation with Ward Members and Stakeholders

- 7.1 Ward members who are members of the committee have been involved in this report.

REPORT SIGN-OFF

Peter Gadsdon

Director Performance Policy and Partnerships

Resources and Public Realm Scrutiny Committee Work Programme 2018-19

Tuesday 3 July 2018

Agenda Rank	Item	Details	Cabinet Member/Member	Brent Council/Partner organisations
1.	Chair's report	Update from the Chair on the work of the committee.	Cllr Matt Kelcher, Chair Scrutiny Committee	
2.	Borough Plan	Pre-scrutiny of the in-development Borough Plan, which sets out how the council will deliver its policies and how the manifesto pledges of the administration will be achieved.	Cllr Muhammed Butt, Leader	Carolyn Downs, Chief Executive Peter Gadsdon, Director Performance, Policy and Partnerships Pascoe Sawyers, Head of Strategy & Partnerships
3.	Property and assets	The council's assets list to be presented in the context of an update report on the new assets strategy, including examination of how Brent can use its properties to generate workspace and office space for local SMEs.	Cllr Margaret McLennan, Deputy Leader	Althea Loderick, Strategic Director Resources Oliver Judges, Interim Director of Property

4.	Scrutiny 2017/18 annual report	Committee to review and agree the 2017-18 annual report for publishing.	Cllr Matt Kelcher, Chair Scrutiny Committee	
5.	Affordable Housing Task Group, Terms of Reference	To discuss and agree revised terms of reference for the task group looking at ways of increasing affordable housing in new developments.	Cllr Neil Nerva, Task Group Chair	Amar Dave, Strategic Director Regeneration and Environment Aktar Choudhury, Operational Director Regeneration Alice Lester, Head of Planning, Transport and Licensing

Wednesday 5 September 2018

Agenda	Item	Details	Cabinet Member/Member	Brent Council/Partner organisations
1.	Chair's report	Update from the Chair on the work of the committee.	Cllr Matt Kelcher, Chair Scrutiny Committee	
2.	Resources & Public Realm Scrutiny Committee - work programme 2018/19	To review and agree the committee's work programme for 2018-19.	Cllr Matt Kelcher, Chair Scrutiny Committee	
3.	Digital Strategy update	A report updating on progress with implementation of the Digital Strategy, including channel shift. The committee will review progress and examine protections afforded to vulnerable residents.	Cllr Margaret McLennan, Deputy Leader	Peter Gadsdon, Director Performance, Policy and Partnerships Sadie East, Head of Transformation
4.	Resurfacing and repair contract	A report on the performance of Conway, including the terms of their contract and their performance. The committee will consider alternative options for carrying out affordable repairs.	Cllr Shama Tatler Cabinet Member for Regeneration, Highways & Planning	Amar Dave, Strategic Director of Regeneration and Environment Chris Whyte, Operational Director of Environment Services Tony Kennedy, Head of Highways and Infrastructure

5.	Review of new positions	A report on the roles of Town Centre Manager and Neighbourhood Manager. The committee will examine how these roles are performing, whether they been successful and what else they might be able to do.	Cllr Shama Tatler, Cabinet Member for Regeneration, Highways, Planning	<p>Amar Dave, Strategic Director of Regeneration and Environment</p> <p>Aktar Choudhury, Operational Director Regeneration</p> <p>Matthew Dibben, Head of Employment, Skills & Enterprise</p> <p>Chris Whyte, Operational Director of Environment Services</p> <p>Simon Finney, Head of Environmental Improvement</p>
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Wednesday 5 December 2018

Agenda	Item	Details	Cabinet Member/Member	Brent Council/Partner organisations
1.	Chair's report	Update from the Chair on the work of the committee.	Cllr Matt Kelcher, Chair Scrutiny Committee	
2.	Council Tax	A report on options for a new Council Tax Support scheme and potential impacts of Council Tax collection moving in-house.	Cllr Eleanor Southwood Cabinet Member for Housing & Welfare Reform	Althea Loderick, Strategic Director Resources Margaret Read, Director of Customer Services David Oates, Head of Customer Services Operations
3.	Parking and electric car charging	A report on progress with council plans to create and enable more electric car charging points. The committee will also investigate how the parking regime can free up more space on roads by restricting vehicle lengths.	Cllr Krupa Sheth Cabinet Member for Environment Cllr Shama Tatler, Cabinet Member for Regeneration, Highways, Planning	Amar Dave, Strategic Director of Regeneration and Environment Chris Whyte, Operational Director of Environment Services Tony Kennedy, Head of Highways and Infrastructure Rachel Best, Transportation Planning Manager Gavin Moore, Head of Parking & Lighting

4.	Annual report on complaints	Committee to receive update on the council's 2017-18 complaints performance	Cllr Margaret McLennan, Deputy Leader	Peter Gadsdon, Director Performance, Policy and Partnerships Irene Bremang, Head of Performance & Improvement
5.	Affordable Housing Task Group report	Report on the findings and recommendations from the scrutiny task group review of affordable housing delivery in new developments.	Cllr Shama Tatler, Cabinet Member for Regeneration, Highways, Planning Cllr Eleanor Southwood Cabinet Member for Housing & Welfare Reform, Cllr Neil Nerva, Task Group Chair	Amar Dave, Strategic Director of Regeneration and Environment Phil Porter, Strategic Director of Community Wellbeing Hakeem Osinaike, Operational Director Housing Alice Lester, Head of Planning, Transport and Licensing

Tuesday 15 January 2019

Agenda	Item	Details	Cabinet Member/Member	Brent Council/Partner organisations
1.	Chair's report	Update from the Chair on the work of the committee.	Cllr Matt Kelcher, Chair Scrutiny Committee	
2.	Budget scrutiny report	Committee to scrutinise and agree the Scrutiny Budget report for 2019-20 and 2020-2021.	Cllr Muhammed Butt, Leader Cllr Margaret McLennan, Deputy Leader	Carolyn Downs, Chief Executive Althea Loderick, Strategic Director of Resources Conrad Hall, Chief Finance Officer
3.	Local Plan	Pre-scrutiny of the draft Local Plan in development for launch in 2020, and due for consultation during 2019.	Cllr Shama Tatler, Cabinet Member for Regeneration, Highways, Planning	Amar Dave, Strategic Director of Regeneration and Environment Aktar Choudhury, Operational Director Regeneration Alice Lester, Head of Planning, Transport and Licensing
4.	Knife Crime Task Group scoping paper	Scoping document for Knife Crime Task Group to be approved by the committee.	Cllr Tom Miller, Cabinet Member for Community Safety Task Group Chair (TBC)	Amar Dave, Strategic Director of Regeneration and Environment Chris Whyte, Operational Director of Environment Services Karina Wane, Head of Community Protection

Monday 14 March 2019

Agenda	Item	Details	Cabinet Member/Member	Brent Council/Partner organisations
1.	Chair's report	Update from the Chair on the work of the committee.	Cllr Matt Kelcher, Chair Scrutiny Committee	
3.	Contracts 2023	The committee will look at several key council contracts due to end in 2023 and examine the process for setting the terms of these contracts and the merits/obstacles to bringing the services back in-house.	Cllr Margaret McLennan, Deputy Leader Cllr Krupa Sheth Cabinet Member for Environment	Amar Dave, Strategic Director of Regeneration and Environment Chris Whyte, Operational Director of Environment Services
4.	Air quality pledges	A report updating on progress against air quality pledges made during the election. How can the council can deliver against these promises over the coming years?	Cllr Krupa Sheth Cabinet Member for Environment	Amar Dave, Strategic Director of Regeneration and Environment Chris Whyte, Operational Director of Environment Services Karina Wane, Head of Community Protection

5.	Flats and recycling	A report on recycling levels in flats. The committee will examine barriers to recycling and consider how landlord licencing can help to boost rates.	Cllr Krupa Sheth Cabinet Member for Environment	Amar Dave, Strategic Director of Regeneration and Environment Chris Whyte, Operational Director of Environment Services
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Monday 15 April 2019

Agenda	Item	Details	Cabinet Member/Member	Brent Council/External organisations
1.	Chair's report	Update from the Chair on the work of the committee.	Cllr Matt Kelcher, Chair Scrutiny Committee	
2.	Knife Crime Task Group report	Report on findings and recommendations from the task group examination of knife crime in Brent.	Cllr Tom Miller, Cabinet Member for Community Safety	Amar Dave, Strategic Director of Regeneration and Environment Chris White, Operational Director of Environment Services Karina Wane, Head of Community Protection
3.	Illegal rubbish dumping	A report on actions the Council can take to help combat the problem of illegal dumping of rubbish on non-council land. This is to include a review of options for mattress tagging in the private rented sector.	Cllr Krupa Sheth, Cabinet Member for Environment	Amar Dave, Strategic Director of Regeneration and Environment Chris Whyte, Operational Director of Environment Services
4.	Annual Safer Brent Partnership Report 2018/19	Annual report of the Safer Brent Partnership and update on community safety.	Cllr Tom Miller, Cabinet Member for Community Safety	Carolyn Downs, Brent Chief Executive Amar Dave, Strategic Director of Regeneration and Environment Karina Wane, Head of Community Protection Metropolitan Police

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