



Brent

Cabinet

Monday 9 December 2019 at 10.00 am*

Boardrooms 3 - 5 - Brent Civic Centre, Engineers Way,
Wembley, HA9 0FJ

*Please note the start time of the meeting

Membership:

Lead Member Councillors:

Portfolio

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

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

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

The press and public are welcome to attend this meeting

Notes for Members - Declarations of Interest:

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

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

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

***Disclosable Pecuniary Interests:**

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

****Personal Interests:**

The business relates to or affects:

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

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

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

or

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

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

Agenda

Introductions, if appropriate.

Item **Page**

1 Apologies for Absence

2 Declarations of Interest

Members are invited to declare at this stage of the meeting, the nature and existence of any relevant disclosable pecuniary or personal interests in the items on this agenda and to specify the item(s) to which they relate.

3 Minutes of the Previous Meeting 1 - 8

To approve the minutes of the previous meeting held on 11 November 2019 as a correct record.

4 Matters Arising (if any)

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

5 Petitions (if any)

To discuss any petitions from members of the public, in accordance with Standing Order 66.

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

To consider any reference reports from the Council's Scrutiny Committees

Community Well-being reports

7 Housing - New Council Homes Development Programme - Mixed Sites Approval 9 - 34

This report provides an update on progress made towards delivering against the Council's housing target of 1,000 new affordable homes over the next five years (2019 – 2024) through the New Council Homes Programme (NCHP).

Ward Affected:
All Wards

Lead Member: Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood)
Contact Officer: David Guy, Head of Housing Partnerships
Tel: 020 8937 2111

8 John Barker Court - Title Restriction 35 - 60

This report ensures compliance with due process by specifically seeking approval of the removal of the restriction on the title of John Barker Court to enable affordable rented and shared ownership housing to be made available to those in need regardless of their age.

Ward Affected: Brondesbury Park
Lead Member: Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood)
Contact Officer: David Guy, Head of Housing Partnerships
Tel: 020 8937 2111
Email: david.guy@brent.gov.uk

9 St Raphael's Masterplanning 61 - 144

This report provides an update on the progress of establishing community-led masterplans, along with a summary of this work and recommendations arising from it. As a part of the standard masterplanning process, the area under consideration, known as the 'red line', has been evaluated in order to provide an early indication of deliverability.

Ward Affected: Stonebridge
Lead Member: Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood)
Contact Officer: Kathryn Eames, Senior Project Manager
Tel: 020 8937 2744
Email: kathryn.eames@brent.gov.uk

Regeneration and Environment reports

10 Inclusive Growth Strategy 2019-2040 145 - 176

The report presents to Cabinet, following Full Council on 25 November 2019, the Inclusive Growth Strategy for approval prior to its publication.

Ward Affected: All Wards
Lead Member: Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)
Contact Officer: Jonathan Kay, Major Projects Team
Tel: 020 8937 2348
Email: jonathan.kay@brent.gov.uk

11 Park Royal Liveable Neighbourhoods Match Funding Bid 177 - 182

Transport for London (TfL) has an annual discretionary fund for Boroughs

to bid for up to £10m to deliver transformational schemes to improve neighbourhoods for walking, cycling and public transport. Brent has partnered with Ealing Council and Old Oak Park Royal Development Corporation (OPDC) to improve the Park Royal industrial area. This report seeks agreement to commit up to £1.1m as Brent's contribution towards the scheme submitted, should any bid be successful.

Ward Affected:
Stonebridge

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

Contact Officer: Alice Lester, Operational
Director - Regeneration, Growth and
Employment
Tel: 020 8937 6441
Email: alice.lester@brent.gov.uk

Chief Executive's reports

12 Borough Plan update 183 - 200

This report provides a summary of the mid-year update on delivery of the Borough Plan for 2019-20.

Ward Affected:
All Wards

Lead Member: Deputy Leader (Councillor
Margaret McLennan)

Contact Officer: Pascoe Sawyers, Head of
Strategy and Partnerships
Tel: 020 8937 1045
Email: pascoe.sawyers@brent.gov.uk

13 Q2 Corporate Performance Report 201 - 238

This report and the performance scorecard attached as Appendix A provides an update on the Council's performance in the second quarter of 2019/20.

Ward Affected:
All Wards

Lead Member: Deputy Leader (Councillor
Margaret McLennan)

Contact Officer: Pascoe Sawyers, Head of
Strategy and Partnerships
Tel: 020 8937 1045
Email: pascoe.sawyers@brent.gov.uk

14 Brent Neighbourhood Community Infrastructure Levy (NCIL) Project 239 - 246

This report seeks approval to the allocation of Neighbourhood CIL (NCIL) funds to one further community project from round one of the 2019/20 NCIL programme.

Ward Affected:

Lead Member: Lead Member for Regeneration,

All Wards

Property & Planning (Councillor Shama Tatler)
Contact Officer: Kate Lambert, Partnership
Funding Officer
Tel: 020 8937 1045
Email:kate.lambert@brent.gov.uk

15 Equality Strategy 2019-23

247 - 260

This report provides a summary of the findings from the recent Equality Matters consultation and presents the draft Equality Strategy 2019-23 and an action plan for 2019/20.

Ward Affected:
All Wards

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

16 Exclusion of Press and Public

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

17 Any other urgent business

Notice of items to be raised under this heading must be given in writing to the Head of Executive and Member Services or his representative before the meeting. Any decisions taken urgently under this heading must comply with the provisions outlined in paragraphs 12 and 38 of the Council's Access to Information Rules (Part 2 of the Constitution).

Date of the next meeting: Tuesday 14 January 2020



- 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.



LONDON BOROUGH OF BRENT

MINUTES OF THE CABINET Monday 11 November 2019 at 4.00 pm

Present: Councillor M Butt (Chair), Councillor McLennan (Vice-Chair), Councillors Agha, Farah, Hirani, Miller, M Patel, Krupa Sheth, Southwood and Tatler

Also present: Councillors Colwill

1. **Apologies for Absence**

None

2. **Declarations of Interest**

None

3. **Minutes of the Previous Meeting**

RESOLVED that the minutes of the previous meeting held on 14 October 2019 be approved as an accurate record of the meeting.

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

None

5. **Petitions (if any)**

None

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

None

7. **Draft Budget 2020/21 – 2022/23 and medium term financial outlook**

Councillor Margaret McLennan, Lead Member for Resources and Deputy Leader of the Council, introduced the report setting out the Council's budget proposals for 2020/21 and beyond.

Councillor Margaret McLennan highlighted key activities in relation to setting the 2020/21 budget, including the consultation process, dealing with any surplus on the Council's collection fund and the updating of technical budget assumptions since these were reported to the Cabinet in July 2019.

She also stated that the report provided a general update on the overall financial position, including an assessment of the Government's one-year spending review and other reforms to Local Government finances.

Councillor Margaret McLennan highlighted the unknown impact of three major events, namely Brexit, the Financial Settlement and the UK Parliamentary Election on 12 December 2019.

RESOLVED that the Cabinet:

- (1) Notes the overall financial position.
- (2) Agrees to consult on the budget proposals as set out in Appendices A, B and C.
- (3) Agrees to consult on council tax increases of 3.99% in 2020/21, subject to the legislative uncertainty set out in section four of this report.
- (4) Endorses the approach to the statutory process of consultation, scrutiny and equalities between November 2019 and January 2020, as set out in section seven of the report.
- (5) Endorses the changes to the technical budget assumptions underpinning the budget as set out in section four of this report.
- (6) Agrees the estimated Collection Fund balance relating to Council Tax and Business Rates for 2020/21 as nil (no surplus or deficit) as set out in section six of the report.
- (7) Notes the position with regard to the School funding reform proposals, as set out in section eight.
- (8) Agrees to consult on a rent increase of 2.7% for the 2020/21 Housing Revenue Account (HRA) budget, as set out in section nine and Appendix D of the report.
- (9) Notes the key assumptions in the HRA business plan, as set out in Appendix D of the report.
- (10) Notes the position with regard to the Capital programme, as set out in section ten of the report.

8. **Complaints Annual Report 2018 - 2019**

Councillor Margaret McLennan, Lead Member for Resources and Deputy Leader of the Council, introduced the report noting the annual performance on complaints in Brent for the period from April 2018 to March 2019.

She stated that the report focused on the nature of complaints, the learning and improvements from complaints and Ombudsmen (Local Government and Social Care Ombudsman / Housing Ombudsman) cases.

Councillor Tom Miller, Cabinet Member for Stronger Communities and Engagement, noted the concerning trends relating to parking complaints. This, it was explained, related to many complaints about PCNs.

RESOLVED that the Cabinet note Brent's performance in managing and resolving complaints.

9. **Inclusive Growth in Harlesden Town Centre**

Councillor Shama Tatler, Lead Member for Regeneration, Property & Planning, introduced the paper setting out proposals to create a town centre in Harlesden that was fit for the future. The report included an evidence base of need and delivered through excellent design, capital investment, and local capacity building designed to ensure a coordinated approach to investment and the development of the local offer for the community, businesses and visitors. In addition, the report proposed new guidance setting out a decision-making framework for property acquisitions in town centres that could support the diversification of Brent's high streets.

Councillor Margaret McLennan, Lead Member for Resources and Deputy Leader of the Council, welcomed the report citing positive feedback already received from residents.

RESOLVED that the Cabinet:

- (1) Approves the release of council capital investment to deliver inclusive growth in Harlesden. Details of the total sum and the breakdown of the capital investment were contained within Appendix 1.
- (2) Approves £0.5m of revenue to take forward capacity building in Harlesden Town Centre with the local business community and stakeholders, having noted that the council had bid for an additional £0.5m from the GLA Good Growth Fund to increase this capacity building fund.
- (3) Supports the Methodist Church to bid for £0.5m of Neighbourhood Community Infrastructure Levy (NCIL), having noted that the council had also bid for £0.5m from the GLA Good Growth Fund to increase the project fund to £1m to deliver the full scope of the proposed project for this asset.
- (4) Notes that without the sources of funding identified above the proposed works to the Methodist Church cannot take place. If part of the total required funding was not secured then work will need to be undertaken by the Church to select which works are prioritised.

10. **Brent Local Implementation Plan (LIP) Submission for 2020/21**

Councillor Shama Tatler, Lead Member for Regeneration, Property & Planning, introduced the report providing an update to the Cabinet on the provisional LIP allocation and the 2020/21 Corridors, Neighbourhoods and Supporting Measures LIP programme proposed to be submitted to TfL. It was highlighted that, following approval by TfL, the schemes and initiatives within the approved LIP programme would be implemented subject to receiving the full funding allocation.

Councillor Krupa Sheth, Lead Member for Environment, welcomed the report and in particular the paragraph on climate change.

RESOLVED that the Cabinet:

- (1) Notes the content of this report and Brent's 2020/21 provisional allocation of £2,247,000.
- (2) Approves the proposed 2020/21 programme of LIP Corridors, Neighbourhoods and Supporting Measures schemes through application of the prioritisation matrix, as described in the report and, subject to TfL approval in December 2019, give approval to the Head of Highways & Infrastructure to deliver this programme of schemes and initiatives using the allocated budget and resources available.
- (3) Authorises the Head of Highways & Infrastructure to undertake any necessary statutory and non-statutory consultations in consultation with the Lead Member for Regeneration, Property and Planning, and to consider any objections or representations regarding the proposed schemes.
- (4) Delegates authority to the Head of Highways & Infrastructure in consultation with the Lead Member for Regeneration, Property and Planning to decide on whether to deliver the proposed schemes following consideration of the objections and representations in the consultation process. If, in the opinion of the Head of Highways & Infrastructure significant objections are raised, he is authorised to refer such objections to the Cabinet for further consideration and make a decision on whether to deliver the proposed schemes.
- (5) Notes that the scheme allocations are provisional and that schemes may be subject to change during development and following the consultation process.
- (6) Authorises the Head of Highways & Infrastructure, in consultation with the Lead Member for Regeneration, Property and Planning, to vire scheme allocations where necessary (e.g. pending the outcome of detailed design and consultation) within the overall LIP budget, and in accordance with the Council's financial regulations.
- (7) Authorises the Head of Highways and Infrastructure to deliver schemes that receive any additional in-year funding as approved by Transport for London, subject to the outcome of the consultation, and to brief the Lead Member for Regeneration, Property and Planning, as appropriate.

11. **Update on A404 Motorcycles in Bus Lanes Trial**

Councillor Krupa Sheth, Lead Member for Environment, introduced the report seeking the Cabinet approval to make permanent arrangements to allow motorcycles (including all power two wheelers) to use the bus lanes on the A404 Harrow Road.

RESOLVED that the Cabinet:

- (1) Authorises the Head of Highways and Infrastructure to undertake the statutory consultation on the proposal to make a permanent order to allow motorcycles to use the bus lanes on the A404 in the borough of Brent.
- (2) Delegates authority to the Strategic Director for Regeneration and Environment, in consultation with the Lead Member for Environment, to consider any objections and representations to the proposal to allow motorcycles (including all power two wheelers) to use the bus lanes on the A404 in the borough of Brent, and to make the decision on whether to proceed with the proposed permanent traffic order and amend any traffic management orders, as appropriate.
- (3) Authorises the Head of Highways and Infrastructure to undertake the necessary consultation, including statutory consultation, on the proposal to allow motorcycles to use all bus lanes borough wide in Brent.
- (4) Delegates authority to the Strategic Director for Regeneration and Environment, in consultation with the Lead Member for Environment:- (i) to consider any objections and representations to the proposal to allow motorcycles (including all power two wheelers) to use all bus lanes borough wide and thereafter, (ii) to make the decision on whether to proceed with the proposed permanent traffic order to allow motorcycles to use all bus lanes borough wide in Brent and amend any traffic management orders, as appropriate.

12. **Partnership Tasking Team (PTT) Underspend Options**

Councillor Tom Miller, Lead Member for Community Safety & Engagement, introduced the report detailing a proposal to cease the council funded Met Patrol Plus Partnership Tasking Team (PTT) and alternative spend options for the remaining 2019/2020 revenue funding allocated for the PTT, as well as options for spend going forward, utilising the ring fenced PTT budget from 2020/2021.

The report was welcomed by Councillor Muhammed Butt, Leader of the Council.

RESOLVED that the Cabinet:

- (1) Notes the position with regard to resourcing the PTT beyond 30 September 2019 as set out in paragraph 3.4 of the report.
- (2) Notes the intention to terminate the grant funding agreement with the Police from 30 September 2019, or as soon as possible thereafter.
- (3) Agrees the allocated 2019/2020 PTT revenue funding should cease from 30 September 2019, or as soon as possible thereafter via Met Police Service (MPS) agreement and reallocate the remaining 2019/2020 budget to provide services for community safety and serious youth violence concerns and interventions.
- (4) Agrees the allocated PTT revenue funding from 2020/2021 should provide continued services for community safety and serious youth violence concerns and interventions.

- (5) Agrees the spend options within section 4.0 of the report, noting the recommendation within 4.3 of the report.

13. **School Place Planning Strategy 2019-23 Refresh**

Councillor Amer Agha (MBBS, MSc, PHCM), Lead Member for Schools, Employment & Skills, introduced the report providing the Cabinet with a refresh of the School Place Planning Strategy 2019-2023 which was approved by Cabinet in November 2018.

RESOLVED that the Cabinet:

- (1) Approves the refresh of the School Place Planning Strategy 2019-2023 provided as Appendix 1.
- (2) Notes that following a reduction in demand, the demand for Reception places is expected to gradually increase over the next five years. This demand will be met by current school place capacity.
- (3) Notes that demand for secondary places is increasing with a need for an additional 10 forms of entry by 2023/24 to meet forecast demand and ensure there is sufficient capacity to manage in-year admissions and unanticipated demand. Planning is underway to provide additional capacity through a combination of new schools and school expansions.
- (4) Notes that demand for places that meet the needs of children and young people with SEND aged 0-25 is expected to increase and the planned strategies for addressing this need.
- (5) Notes the strategies for developing Early Years provision.

14. **Authority to Tender for Homecare Services in Brent**

Councillor Harbi Farah, Lead Member for Adult Social Care, introduced the report seeking the Cabinet approval to re-tender homecare services for Adult Social Care and Children and Young People with Disabilities, as required by Contract Standing Orders 88 and 89.

RESOLVED that the Cabinet:

- (1) Approves inviting tenders for a framework and contracts for homecare services for adults and children and young people with disabilities on the basis of the pre-tender considerations set out in paragraph 9.7 to the report.
- (2) Approves officers evaluating the tenders referred to in (1) above on the basis of the evaluation criteria set out in paragraph 9.7 to the report.
- (3) Approves the contractual period for homecare services as three years, with an option to extend for periods of up to a further two years.

- (4) Agrees that funding is made available to pay homecare workers under the new homecare services arrangements at the London Living Wage from year 1 of the contract as set out in Section 6 of the report.
- (5) Delegates authority to award the framework and contracts for homecare services for adults to the Strategic Director, Community Wellbeing in consultation with the Lead Member for Adult Social Care and contracts for homecare services for children and young people with disabilities to the Strategic Director Children and Young People in consultation with the Lead Member for Children's Safeguarding, Early Help and Social Care.
- (6) Agrees that reablement services are brought back in-house, and instruct officers to begin planning this transition.

15. **Exclusion of Press and Public**

None

16. **Any other urgent business**

None

The meeting ended at 16:33

COUNCILLOR MUHAMMED BUTT
Chair

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 Brent	Cabinet 9th December 2019
	Report from Strategic Director, Community Well Being
NEW COUNCIL HOMES PROGRAMME	

Wards Affected:	Programme Update – All Wards Site Specific – Queensbury; Stonebridge; Wembley Central; and Willesden.
Key or Non-Key Decision:	Key Decision
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:	Three: Appendix A - Example of Landscaping Project Design Appendix B - Development Sites ‘for Approval’ - Over £5,000,000 Appendix C - Development Sites ‘for Information’ - Under £5,000,000
Background Papers:	Not Applicable
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	David Guy Head of Supply and Partnerships 020 8937 2111, david.guy@brent.gov.uk Akin Adenubi Development Manager 020 8937 2518, akin.adenubi@brent.gov.uk

1.0 Purpose of the Report

- 1.1 This report provides an update on progress made towards delivering against the Councils housing target of 1,000 new affordable homes over the next five years (2019 – 2024) through the New Council Homes Programme (NCHP).
- 1.2 For expediency but at the same time ensuring Cabinet is sighted on progress on the NCHP without being congested with multiple site-by-site reports, this

report deliberately combines five sites, with each having an estimated valued above £5,000,000. This is to ensure the decision making process is efficient and effective, to support and facilitate the programme.

- 1.3 Cabinet approval is sought in readiness to award 5 no. development projects with an estimated contract value in excess of £5,000,000 each through the Greater London Authority (GLA) London Development Panel 2 and the SCAPE Major Works Framework Agreement as required by Standing Orders 88 and 89.
- 1.4 This report also provides a summary of the additional development programmes being progressed, with an indication of key issues, practical considerations and steps being taken moving forward. It is envisaged that as governance and programme management arrangements are embedded further, 6 monthly reports will continue to be provided.

2.0 Recommendation(s)

2.1 Cabinet is asked to:

- 2.1.1 Note the contents of this report and progress to date in delivering both the New Council Homes Programme (NCHP) and other programmes and projects in place to deliver a total of 5,000 new affordable homes in the borough by 2024.
- 2.1.2 Note that the 5 no. development sites scheduled to be brought forward, to which Cabinet approval is sought relate specifically to:
 - Dudden Hill Community Centre (Brent Indian Community Centre);
 - Honeypot Lane;
 - London Road;
 - Learie Constantine; and
 - Stonebridge (3 individual sites).
- 2.1.3 Delegate authority to the Strategic Director of Community Wellbeing, in consultation with the Lead Member for Housing and Welfare Reform, to award development / construction contracts with developers / contractors in respect of the sites listed in Recommendation 2.1.2 using the procurement approach set out within section 7 of this report.
- 2.1.4 Note the steps being taken as set out principally in Sections 4 and 8 to add value to the programme, specifically in relation to stakeholder engagement, quality management, landscaping and communications.
- 2.1.5 For the reasons detailed in paragraph 6.6, delegate authority to the Strategic Director of Community Wellbeing, in consultation with the Lead Member for Housing and Welfare Reform, to award development / construction contracts with developers / contractors in respect of any sites listed in Section 6 should these be classified as High Value Contracts on receipt of tenders.

3.0 Background

3.1 Strategic Housing Target

3.1.1 The Council has committed to an ambitious strategic housing target to deliver 1,000 new affordable homes every year, over the next five years. Delivery of a total of 5,000 new affordable homes includes the provision of 1,000 directly by the Council by the 31st March 2024.

3.1.2 There are several mechanisms through which the Council aims to meet this target including, but not limited to:

- Delivering new homes directly through the Council (utilising infill sites, mixed development sites and new pipeline sites).
- Working with Registered Providers (RPs) to encourage development funded by GLA grant and cross-subsidy.
- Utilising planning policy and process to specify the development of affordable housing through Section 106 obligations.
- Providing new homes through major developments led by i4B (Investing 4 Brent), the Council's Wholly Owned Investment Company (WOC) and First Wave Housing (FWH), a Council owned Registered Provider, limited by guarantee.
- Exploring opportunities to redevelop and regenerate existing housing stock and public realm with a range of partners to provide new housing.
- Acquisition of property and land from the open market and the re-provision of affordable housing through investment in capital improvement works.

3.1.3 The table below (Table 3.1.3) sets out the current projected number of new homes based on known development sites and opportunities identified to date. Whilst the number of new homes that could be delivered are in excess of the target of 5,000 over 5 years, the significant role that the Council has in achieving this cannot be underestimated.

Table 3.1.3 – Original Baseline Forecast: New Homes (Completions)

Financial Year	General Needs	Affordable Rent	Shared Ownership	Intermediate Rent	Total
2018/19	103				103
2019/20	64	90	174	127	455
2020/21	136	460	691	972	2,259
2021/22	674	93	138	0	905
2022/23	455	56	111	61	683
2023/24	0	419	393	36	848
Total	1,432	1,118	1,507	1,196	5,253

3.1.4 All of the development sites and opportunities identified that contribute to achieving the number of homes forecast were deemed viable and deliverable by officers when the programme was originally developed, based on information available at the time. It is important to note that the viability of individual

development sites and opportunities will continue to be assessed in line with each provider's (including the Council) policies and procedures, as progress is made on a site by site basis.

- 3.1.5 A forecast target of circa 1,432 homes represents the number of Council homes that could be delivered over the next 5 years based on infill sites already identified. This figure has been 'over-programmed' to allow for unforeseen changes and variations to be absorbed without impacting negatively on the Council's ability to self-deliver the target of 1,000 new affordable homes.
- 3.1.6 The remaining circa 3,821 homes to be delivered are expected to be realised through a combination of the delivery of key strategic housing projects, 'pipeline' opportunities, negotiation with developers via planning and joint working with RP's to provide a range of products covering affordable rent, shared ownership and/or intermediate rent.
- 3.1.7 The Council's Housing Supply and Partnerships Team is responsible for driving forward this agenda by working with colleagues within housing to ensure supply meets need as defined by homelessness demand and co-ordinating delivery across the Council acting as an 'intelligent client' with in-house delivery teams and facilitating joint working with key stakeholders, in particular RPs.
- 3.1.8 Whilst not included within the forecast projected in the table above, the regeneration of St Raphael's (subject to a successful ballot) and South Kilburn is expected to contribute to the delivery of additional affordable homes in excess of the figures provided above.
- 3.1.9 Financial support for the development programme in the form of grant from the Greater London Authority (GLA), Right to Buy (RTB) Capital Receipts and Section 106 Contributions represent significant match funding to complement the Council's existing levels of investment and borrowing to bring development sites forward. It is important to note, that grant obtained from the GLA cannot be used to match fund RTB Capital Receipts.
- 3.2 Greater London Authority (GLA)
 - 3.2.1 The Mayor of London published his 'Building Council Homes for Londoners' funding prospectus in May 2018, encouraging London Councils to bid for grant funding to build new council homes for social rent. A special grant rate was introduced and support to help councils invest their own resources, including Right to Buy (RTB) receipts.
 - 3.2.2 The Council submitted an ambitious bid to the GLA that in September 2018, resulted in the allocation of £65,600,000 to subsidise the delivery of 817 new homes during the next 3 years (2019/20 – 2021/2022). Additional revenue funding of £430,000 has been allocated to support dedicated planning, legal and procurement assistance to the NCHP and to build in-house skills and expertise.
 - 3.2.3 The grant funding secured was allocated to the Council on the basis that potential development sites had already been identified and progress could be made expediently. The Council's bid focused on sites that had been under

consideration for some time and Housing Revenue Account (HRA) land located next to existing assets, with the exception of one site, Honeypot Lane, that was a specific acquisition under the New Accommodation for Independent Living (NAIL) programme.

3.2.4 For context, the grant allocation received from the GLA (£101,800,000) represents a significant contribution toward the capital funding required to deliver the NCHP. Remaining capital investment exceeding £200,000,000 will be secured by the Council through its prudential borrowing facility and capital receipts.

3.2.5 The grant allocation from the GLA represents one of the largest in London and as such brings with it, significant levels of scrutiny and an increase in expectation. The need to work close with the GLA to ensure that 'delivery confidence' can be provided through accurate monitoring, proactive management and realistic programming on site cannot be overemphasised.

4.0 Progress to Date

4.1 Several work programmes have been developed to deliver against the Council's strategic housing target(s) and can be summarised as follows:

- New Council Homes Programme (NCHP) – Delivered utilising assets owned by the Council, comprising of legacy infill sites (i.e. Brent Housing Partnership) and those identified within the programme.
- Mixed Development Programme – Comprising of key strategic housing development sites.
- New Accommodation for Independent Living (NAIL) – Mixture of new development sites / schemes, property acquisitions and refurbishments to meet adult social care housing needs.
- Registered Provider (RP) Affordable Housing – Delivered through working in conjunction with RP's to facilitate the investment of their own resources and match funding (including GLA grant), influencing the design of development sites and ensuring affordable housing provision meets need.

4.2 In advance of the 2020/21 Financial Year, officers will be reviewing the current programmes to ensure that development sites originally identified and timescales forecast remain realistic, taking into account lessons learnt. This will be done on an annual basis, in order to better reflect the anticipated Capital expenditure during the remainder of the delivery programme.

4.3 Reviewing the programme on an annual basis represents best practice and will ensure that development sites already identified are prioritised based on a number of key drivers (e.g. planning status, capacity to deliver, grant conditions etc.) and new opportunities to increase supply identified.

4.4 NCHP

4.4.1 A total of 1,164 new homes are currently being either designed, going through planning, and in construction through the NCHP. The mixed development sites programme is moving forward at pace with 8 key strategic sites expected to

deliver 540 new homes, complementing the infill development sites being brought forward.

A pipeline of sites also underpins the current opportunities identified as part of the programme and will be considered as we move forward. 103 new homes have already been delivered in the 2018/19 Financial Year.

- 4.4.2 In the current financial year (2019/20), a total of 17 new homes have been delivered, comprising of the following (Table 4.4.2):

Table 4.4.2 – 2019/20 Financial Year New Homes (Completions)

Project / Scheme	Homes	1 Bed	2 Bed	3 Bed
Summit Court / Duleep Court	11	4	3	4
Gladstone Park, Broadfields	2	2	0	0
Gladstone Park, Sandcroft	2	0	2	0
Gladstone Park, Mascotts	2	2	0	0
Total	17	8	5	4

- 4.4.3 There are also currently 570 new homes either on or due to start on site during the current financial year (2019/20) comprising of the following (Table 4.4.3):

Table 4.4.3 – 2019/20 Financial Year New Homes (Start On Site)

Project / Scheme	Homes	Status / Comments
John Perrin Close	4	On Site
Ellerslie Gardens	8	On Site
Kingston House	2	On Site
Oman Drive	7	On Site
Kilburn Square	24	On Site
Brent Indian CC	37	With planning for decision
Learie Constantine	26	Planning consent granted
Preston Road Annex	12	With planning for decision
Honey Pot Lane	61	Preparing for Tender
Kings Drive	4	Preparing for enabling works
Mason Court	8	Preparing for enabling works
Hindhurst	8	Preparing for enabling works
Gloucester Close	5	Preparing for enabling works
Frontenac	4	Preparing for enabling works
Hillside & Milton Avenue	73	Preparing for tender
Twybridge Way	67	Subject to Section 77 resolution
Clock Cottage	12	Preparing for planning
Anuerin Bevan Court	6	Preparing for planning
Lidding Road	12	Preparing for planning
Longley Avenue	4	Preparing for planning
Pharamond	10	Preparing for planning

Seymour	3	Preparing for planning
Sycamore	3	Preparing for planning
London Road	170	Subject to Section 77 resolution
Total	570	

4.4 Registered Providers (RPs)

4.4.1 Close working relationships with RPs continue to be maintained and the Council is exploring ways in which design proposals can be brought forward (not delivery) with Network Homes for development services in relation to Watling Gardens, Windmill Court and Kilburn Square.

4.4.2 51 no. new homes (at affordable rent) have been delivered in conjunction with Registered Providers (RPs) to date, working to shape and influence development sites and mix of tenure. There are currently 174 no. shared ownership homes forecast for the financial year, however, whilst 17 have been completed to date, the market has stagnated across London and as a result. RPs are exploring switching tenures to London Living Rent and the Council is continuing to monitor and work with them moving forward.

4.5 New Accommodation for Independent Living (NAIL) Programme

4.5.1 Alongside the development of the NCHP, the Council is committed to increasing the provision of homes under the NAIL Programme. A range of opportunities are continually being investigated to provide new homes through a combination of new development schemes, infill sites and acquisition programmes.

4.5.2 A wide range of needs are to be met through the programme in relation to a range of support related to older people, mental health, learning disabilities, physical disabilities etc. and as a result, this places significant importance in how and where development sites are selected. Additional requirements in relation to open spaces, security, technology, equipment and on site facilities are also taken into account.

4.6 Quality Management

4.6.1 The Council's Property Team fulfil a key role in ensuring that quality standards defined in the scope of work for individual development sites is adhered during the lifetime of a construction contract. Project specifications define quality standards for the development of new housing and form part of the contract between client and contractor.

4.6.2 The Property Team has developed robust processes to ensure that the quality of delivery and construction of new homes is managed effectively and responsibilities / accountabilities are clearly defined. The Housing Supply & Partnerships Team works closely with property colleagues through both the Development Manager and Clerk of Works who oversee delivery against programme and ensure works on site are managed to the highest possible standards.

4.7 Landscape Programme

- 4.7.1 Development of infill sites has provided the focus for initial phases of the NCHP resulting in the creation of additional homes within larger established communities that now have new residents moving in. As part of our approach, a wider-site landscape programme has been established, centred around the footprint of each new housing development. The rationale being to bring together existing and new residents though enhancing the open space and landscaping around them to improve the quality of their environment. This will further address the look and feel of external areas of estates, which residents have identified as a major concern for them.
- 4.7.2 Typically focusing on existing shared open spaces and gardens, the landscaping programme comprises of projects that tackles existing open spaces where little has changed in decades and tired old shrubs and cracked flag paths are at odds with the shiny bespoke new build housing created by the Council. They also offer ready-made opportunities for meaningful neighbourhood engagement to design the up-to-date spaces to give a new build feel for all concerned.
- 4.7.3 Improvements to date include projects to increase surface water absorption and attenuation, the large scale replacement and planting of new trees, provision of new lawns and shrubs, planting of climate change proof grasses, and installation of free draining paving. Residents old and new will benefit directly from an improved external environment to complement the changes in built form within their neighbourhoods.
- 4.7.4 The introduction of the landscape programme is seen as a key initiative that will complement the development of new affordable housing across the NCHP. An example of one of our landscaping projects at Willesden Lane, NW2 5RD which has been produced through consultation with local residents is attached as **Appendix A**.

4.8 Communications

- 4.8.1 A Communications Plan has been developed to set the standards for how and when communication takes place. The plan is continuing to be refined and will ensure all key stakeholders are communicated with effectively, implemented in relation to both internal and external communication. Officers have been proactive in producing regular communication material (i.e. press releases, case studies etc.) in relation to individual development sites at handover.
- 4.8.2 Further opportunities to promote the work of the Council have included the development of 149 new homes at Knowles House, Harlesden. This story featured in local press and has already led to approaches from local community organisations wanting to work with us.
- 4.8.3 Promotional advertising on sites, interviews with residents and incorporating key messages within corporate communications continues to be pursued. Internal communications within the Council are also being promoted, for example individual case studies displayed on LCD screens in offices.

5.0 Development Sites 'for Approval' – Estimated contract Values over £5,000,000

5.1 This report represents the first time Cabinet has been asked to consider sites within the NCHP for approval to progress development of new homes directly through the Council for individual schemes with an estimated value, each in excess of £5,000,000.

5.2 With further details attached as **Appendix B**, the summary below sets out the following development sites due to be brought through the Greater London Authority (GLA) London Development Panel 2 Framework Agreement and the SCAPE Major Works Framework Agreement, subject to Cabinet approval:

5.3 Dudden Hill Community Centre (Brent Indian Community Centre)

5.3.1 Located on Dudden Hill Lane, Willesden, the Brent Indian Community Centre (BIC) is currently a single story building used as a community centre provided on a long lease. The development will provide 29 new homes built above a new community centre. The planning application (19/2688) for the Dudden Hill Lane Community Centre redevelopment is expected to be considered by Planning Committee in December 2019 / January 2020.

5.4 Honeypot Lane, Kingsbury

5.4.1 The site is occupied by a disused care home purchased by the Council in 2018 and is currently being used to provide temporary accommodation. Planning consent has been granted for 61 extra care homes to be built on the site that shares SINC (Site of Importance for Nature Conservation) status with an adjoining NHS facility.

5.4.2 The required works to be undertaken at Honeypot Lane consist of the demolition of the care home and the design and build of a six storey residential development for residents with high care and support needs, with associated private amenity space and communal and ancillary accommodation.

5.5 London Road, Wembley

5.5.1 Located behind Wembley High Road, the site is a mixture of land remaining from the Ark Elvin Academy development and disused Council owned land. Planning consent has been granted for 170 new homes to be built. This includes 92 general needs homes and 53 for temporary accommodation.

5.5.2 This project is currently awaiting Section 77 consent from the Secretary of State in order to proceed. In the meantime, in addition to working to respond to questions raised by the Secretary of State, a further review is being undertaken for any additional homes within the site.

5.6 Learie Constantine Centre

5.6.1 The centre is located on Dudden Hill Lane, Willesden and is a single storey building used as a community centre provided on a long lease. The

development will provide 26 new homes built above a new community centre. The planning application (19/1095) was granted consent in October 2019.

5.7 Stonebridge (3 individual sites)

5.7.1 The development is split across 3 sites located at Twybridge Way, Milton Avenue and Hillside and will provide 140 new homes. This includes 100 homes for general needs housing (incorporating 22 new, 3 and 4-bedroom sized family homes).

5.7.2 The required works at Hillside & Milton Avenue (Stonebridge) consist of the demolition of existing buildings, site clearance and remediation works and subsequently build out of the development of the scheme in accordance with the RIBA Stage 3 design & Specification.

6.0 **Development Sites 'for Information' – Estimated Contract Values under £5,000,000**

6.1 With further details attached as **Appendix C**, the summary below sets out the following development sites due to be brought forward using delegated powers given the estimated value of the contracts is under £5,000,000:

6.2 Preston Road Annex

6.2.1 Development of 12 no. homes (comprising of 6 no. 1 bedroom, 2 no. 2 bedroom and 4 no. 3 bedroom units) in addition to a library. Planning application submitted.

6.3 Kings Drive / Gloucester Close / Frontenac

6.3.1 Provision of 13 no. homes on a former garage site (comprising of 4 no. 2 bedroom bungalows, 3 no. 2 bedroom flats, 3 no. 3 bedroom flats and 3 no. 3 bedroom houses. Planning consent given.

6.4 Masons Court / Hindhurst Court

6.4.1 Development of 16 no. homes on a former garage site (comprising of 7 no. 1 bedroom flat, 9 no. 2 bedroom flats). Planning consent given.

6.5 Clock Cottage

6.5.1 Provision of 13 no. homes, where consultation with the neighbouring hospice has been carried out to agree the current design.

6.6 Whilst the estimated value of all of the above contracts is under £5,000,000 and therefore procurement and award would be authorised using delegated powers, there is a possibility, particularly with the uncertainties surrounding raw material and labour costs cost due to Brexit, that bids exceed this sum. Should this occur, Cabinet authority would be required to award.

6.7 In order to avoid the delay in the award of the contract, Officers would recommend that authority is given to the Strategic Director of Community Wellbeing, in consultation with the Lead Member for Housing and Welfare

Reform, to award development / construction contracts with developers / contractors in respect of the sites listed in this Section 6.

7.0 Procurement Approach (Sites with estimated values over £5,000,000)

- 7.1 Each of the development sites listed in sections 5 and 6 above have been reviewed to confirm the most appropriate method for procuring an experienced contractor to deliver the works. For large value procurements, suppliers need to spend a significant amount of time and money in preparing their bids and therefore would only participate if the number of bidders is restricted (normally between 3 – 4 suppliers).
- 7.2 Due to the size, scale and value of the development sites, the procurement options available for sourcing a contractor are by either (i) carrying out an OJEU procurement where the opportunity would advertise to the market or (ii) via a mini competition from a framework.
- 7.3 Advertising the opportunity via OJEU means all suppliers in the market have an opportunity to bid for the contract. This process can be much longer as a restricted process would need to be completed and suppliers checked for compliance. A framework has a list of pre-approved suppliers where compliance checks are already undertaken. The frameworks allow for mini-competitions to be undertaken to appoint a contractor and tend to be a much quicker process.
- 7.4 The Council is under duty pursuant to the Public Services (Social Value) Act 2012 (“the Social Value Act”) to consider how services being procured might improve the economic, social and environmental well-being of its area; how, in conducting the procurement process, the Council might act with a view to securing that improvement; and whether the Council should undertake consultation.
- 7.5 The duty under the Social Value Act does not strictly apply to the proposed contracts as they are not services contracts. Nevertheless, Officers have had regard to considerations contained in the Social Value Act in relation to the procurement of the development sites and through both the GLA LDP2 and SCAPE Major Works Frameworks. It is envisaged that the successful contractors will be able to offer local employment, apprenticeships and work experience to residents in Brent as part of their bid. It would be expected that the successful contractors would also offer other community benefits to the residents in Brent.
- 7.6 It is proposed to use the following approach for each of the development sites:
- 7.7 Dudden Hill Community Centre (Brent Indian Community Centre) and Learie Constantine Centre
- 7.7.1 Approval was given in June 2018 to use the SCAPE Major Works Framework Agreement for which the contractor is Willmott Dixon. This framework allows for early contractor engagement and enabled the council to utilise the contractor’s knowledge of cost, programme and buildability while developing the design through to planning.

7.7.2 Subject to planning consent, it is anticipated that Brent will award a Pre-Construction Services Agreement (PCSA) and Enabling works contract to Willmott Dixon for progressing both schemes up to detailed design stage. The detailed design stage is expected to take 6 months from appointment. Following the completion of detailed design, the construction costs will be confirmed and subject to Cabinet approval, a recommendation is being made at this stage to award a construction contract under Delegated Authority.

7.8 Honeypot Lane, Kingsbury

7.8.1 A recordable decision report for the authority to tender was approved by the Operations Director on 27th June 2019 and the decision was published. The report included the pre-tender considerations.

7.8.2 The procurement of the contractor is being progressed under the GLA LDP2 framework (which has 29 panel members).

7.8.3 A shortlisting exercise was completed and 3 bidders were carried through to the Invitation to Tender (ITT) stage. The process is currently at the ITT stage with a response deadline of 13th November 2019. Following evaluation of the bids, award the contract is expected in December 2019, with contract commencement February 2020.

7.9 London Road, Wembley

7.9.1 Due to the size of this scheme it will be tendered under a framework. This will be confirmed by way of a recordable decision to procure report using delegated powers which is expected to be completed over the next month.

7.9.2 Whilst awaiting Section 77 consent from the Secretary of State the Council is unable to progress the project, however, officers are in dialogue with colleagues within the Department for Education and the GLA to seek a resolution. Subject to the outcome of discussions, the intention is to start on site during the current financial year. If this is not possible, the project timescales will need to be revised.

7.10 Stonebridge

7.10.1 A recordable decision report for the authority to tender was approved by the Operations Director on 6 August 2019 and the decision was published. The report included the pre-tender considerations.

7.10.2 The procurement of the contractor is being progressed under the GLA LDP2 framework (which has 29 panel members).

7.10.3 A shortlisting exercise was completed and 4 bidders will be carried through to the ITT stage. The ITT is expected to be issued 11 October 2019 with a response date of 20 December 2019. Following the evaluation of the bids, the Council expects to award the contract in February 2020 with contract commencement March 2020.

8.0 Consultation with Ward Members and Stakeholders

8.1 Successful delivery of the development depends on a number of factors including; good governance, adequate resources, joint working across a number of teams across the Council and the engagement (and support) of residents and members.

8.2 The Housing Supply and Partnerships Team employs a dedicated Community Engagement Officer to facilitate the engagement process. The officer also provides Members with briefings outlining upcoming engagement events. Additional specialist resources are secured on an ad-hoc basis to support in relation to larger, more complex development sites.

8.3 Due to the ambitious nature of the NCHP, the Council recognises that residents will express concern or oppose the development of sites either directly to the Council or to Ward Members for the following reasons:

- Changes or disruption to surrounding green space.
- New buildings reducing natural light into their homes.
- Noise nuisance and other disruption e.g. access.
- Loss of amenities such as car parking or garden areas.
- Potential devaluation of privately owned properties.

8.4 A new approach for engaging/ consulting with Members and Stakeholders for each site to ensure all parties are able to shape proposals and remain informed was established earlier in the year and can be summarised as follows:

Stage 1: Inform Members – Cabinet Members will be provided with a full overview of all sites planned in the NCHP. Ward Members will be provided information about sites in their individual ward.

Stage 2: Inform Residents – Residents whose homes will be impacted by a site will be written to and provided information on what the Council intends to build and how they can get involved.

Stage 3: Design Phase – Residents and Members will be invited to a face to face consultation event. This event will showcase designs for the site and provide more information on the homes being built.

Residents will be asked for their feedback on the designs and any concerns they have which can be considered. This includes opportunities for wider community investment.

Stage 4: Statutory Planning Consultation – Our aim is to respond to residents' concerns throughout the design phase. Once detailed design and consultation is completed the site will be submitted for planning consent.

Planning will then start their statutory consultation. Residents will be written to and site notices will be displayed. This will include the statutory process for submitting any objections to the development.

Stage 5: Building Phase – Residents and Members will have the opportunity to meet the appointed contractor. Throughout this stage any complaints or comments can be reported to the dedicated email address newcouncilhomes@brent.gov.uk mailbox or by calling 020 8937 3355. Complaints can be directed to staff when they are on site periodically.

Stage 6: Community Investment and Aftercare – Once the homes have been completed, any opportunities for community investment, that were agreed in the design phase will be completed.

- 8.5 Planning policy and consultation requirements will be adhered to in respect of each site. The approach set out aims to assist elected members and residents in understanding the proposals in detail and how they might influence the design positively particularly in respect of the landscaped areas post completion.

9.0 Financial Implications

- 9.1 A financial summary of each of the development sites in excess of £5,000,000 is provided below (Table 9.1) based on estimated costs as follows:

Table 9.1 – Estimated Financial Breakdown

Scheme	Total Project Cost	GLA Grant	Council Investment ²
Honeypot Lane	£23,570,000 ¹	£6,100,000	£17,470,000
Stonebridge (3 sites)	£49,228,076	£10,000,000	£39,228,076
Dudden Hill Community Centre	£12,866,624	£2,900,000	£9,966,624
Learie Constantine	£10,092,600	£2,600,000	£7,492,600
London Road	£56,000,000	£14,500,000	£41,500,000

¹ Total project cost includes land purchase

² Opportunities to access and use Community Infrastructure Levy (CIL) will be explored further to offset costs to the council

- 9.2 Both community centres (Dudden Hill and Learie Constantine) will likely be let at a peppercorn rent, other than the housing rental income the schemes are not expected to generate any additional income for the council.
- 9.3 Officers will be reviewing the current programme and pipeline schemes to ensure that development sites originally identified, timescales, number of build units, massing and forecast costs remain realistic and current.
- 9.4 It is therefore envisaged that certain schemes may need to be re-profiled and/or added to in order to better reflect the anticipated capital expenditure required during the remainder of the delivery programme. This can be incorporated to the normal revenue and capital budget setting process in early 2020.

10.0 Legal Implications

- 10.1 Each of the 5 no. development sites detailed in Recommendation 2.1.2 is valued above £5,000,000 are in excess of the EU threshold for Works (currently £4,551,413) and the award of these contracts is therefore governed by the Public Contracts Regulations 2015 ("PCR 2015"). The award is subject to the Council's own Standing Orders and Financial Regulations in respect of High Value Contracts.
- 10.2 As detailed in Section 7, each of the 5 no. development sites is being procured or it is intended to be procured using the framework agreements established by another contracting authority. Standing Order 86 (e) requires confirmation of sufficient budgetary provision for the proposed call off and for the Director of Legal, HR, Audit and Investigations to advise that participation in the framework agreement is legally permissible, with such framework having been established in accordance with the PCR 2015.
- 10.3 The Financial Implications set out the position with regard to sufficiency of budget provision and the Director of Legal, HR, Audit and Investigations has confirmed that participation in respect of the GLA LDPD2 and SCAPE Major Works framework agreements in relation to the 5 no. development sites is legally permissible.
- 10.4 As High Value Contracts under the Council's Standing Orders, award of development / construction contracts for of each of the 5 no. development sites requires Cabinet approval pursuant to Standing Order 88. In view of the short time frame for award of contracts as set out in Section 7, Cabinet is recommended to delegate authority to the Strategic Director of Community Wellbeing, in consultation with the Lead Member for Housing and Welfare Reform, to award such contracts.
- 10.5 The London Road development site is former school land and prior consent of the Secretary of State for Education is required pursuant to s77 of the School Standards and Framework Act 1998 to the disposal of land. Until such consent is obtained, it will not be possible to pursue the scheme.
- 10.6 The estimated value of development or construction contracts for the development sites listed in Section 6 is less than £5,000,000. As such they are classed as Medium Value contracts under the Standing Orders and procurement and award of such contracts is delegated to the Strategic Director/Operational Director. Based on the estimated values specified in Section 6, each of the contracts would be below the threshold for Works.
- 10.7 As detailed in paragraph 3.2, significant grant funding has been secured from the GLA. The Council has entered into or will be entering into grant agreements with the GLA governing the award of such funding to include the requirement to deliver specified numbers of new homes. Failure to observe grant conditions or achieve specified delivery numbers will lead to a requirement to repay grant funding.

11.0 Equality Implications

- 11.1 The Council has a statutory duty to consider the impact of its decisions on age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex (gender) and sexual orientation.
- 11.2 Equality Impact Assessments (EIAs) have been / will be completed as part of the planning application process to demonstrate that the Council has considered the quality impacts of its decisions in relation to design and development. EIAs / screening assessments will be available prior to the exercise of any delegated decision to award and will be taken into account in making any decision to award in relation to the key projects brought forward.

12.0 Human Resources / Property Implications

- 12.1 All of the development sites identified will be delivered on a 'design and build' basis using external contractors. The Council's Development Team manages the contracts that are established and is supported by technical consultants as required.
- 12.2 The Council's Housing Supply and Partnerships Team will continue to facilitate and bring forward development sites in conjunction with a wide range of stakeholders, including acting as 'responsible client' for ensuring the NCHP is delivered in line with cost, quality and time expectations.
- 12.3 Support from a variety of Council teams in delivering the NCHP remains critical, covering specialisms such as planning, legal, communications, finance etc. A Design and Delivery Board provides the co-ordination required internally, whilst remaining accountable to the Housing and Care Investment Board that provides oversight and strategic direction.
- 12.4 To maximise the number of affordable homes being delivered and ensure rents can be set at London Affordable Rent levels, the Council is utilising Council owned land which is under developed or unused. This means a number of sites are located within the grounds of existing Council developments.
- 12.5 Existing properties which are being used by local community groups and residents will continue to need proactive engagement, prior to and during transition into new facilities on site. Landowners adjacent to the development sites (i.e. NHS at Honeypot Lane) are also proactively engaged.

Report sign off:

Phil Porter

Strategic Director for Community Wellbeing



Tree planting schedule

periphery & boundaries away from the courtyard
 Stock size 20-25cm wire rootballed with platypus No2 underground guys, 1000 X 1000 X 900 pits with perforated 50mm wavincoil and graded bark flakes finish
 Stock schedule, widely available:
 2no *Acer campestre* wire rb 20-25cm clearstem
 3no *Acer griseum* wire rb 20-25cm clearstem
 2no *Betula jacquemonti* wire rb 20-25cm multistemmed
 2no *Betula pendula* wire rb 20-25cm clearstem
 2no *Robinia pseudoacacia* wire rb 20-25cm clearstem
 2no *Pyrus calleryana* Chanticleer wire rb 20-25cm clearstem

Protect and retain existing large maple tree
 17m section of boundary trees and shrubs protected and retained, trimmed back to 2m or so
 Fit furniture to residents' socialising area, surfacing, seating, pergola

Existing NW corner jungle encroachment beneath maple tree shown enclosed by red dotted line. Cut back to fence line and made good to lawn

electricity substation and single garage unit

Trees to be removed and made good, root-ground shown in red, most boundary trees & around garages

Existing buildings, 4 blocks of garages, to be removed shown in red dashes

Replace existing boundary fencing with 1.8m and 2.0m timber close-board and 3 rail on concrete posts, cladding 20mm treated softwood clad in situ, north, south, east and west boundaries



Temporary tree watering point. 2 lines connect here for bowser

Utilities to connect new block to mains services to be located in access road

Underground services survey information complete for the rear area and the eastern side of the frontage, absent from the west side of frontage

Protect and retain existing pair of trees *Betula pendula* and *Robinia pseudoacacia*.

Hedge planting to mix B front boundary behind dwarf wall

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Dudden Hill Community Centre (Brent Indian Community Centre) and Learie Constantine Centre

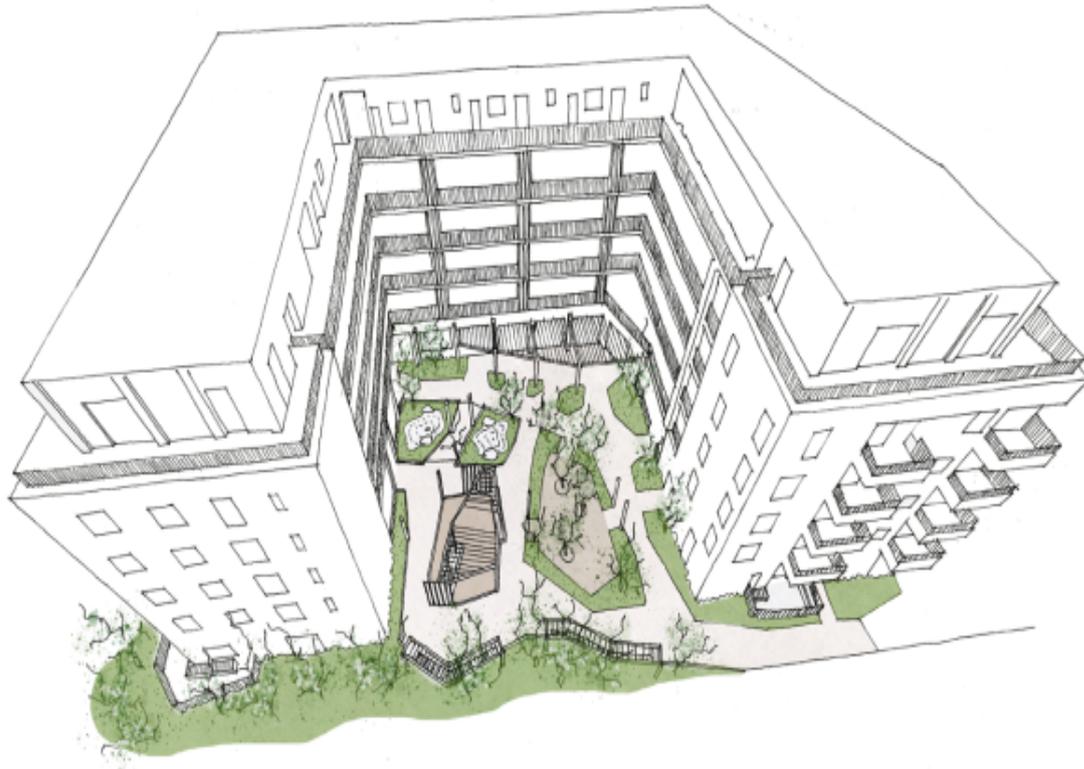
19 Dudden Hill Lane, Willesden, London NW10 2ET



Accommodation Schedule:	<ul style="list-style-type: none"> • 29 new homes (14 x1 bed, 5 x 2 bed, 10 x 3 bed) • Ground floor community centre
Estimated Cost	<ul style="list-style-type: none"> • Total Est Scheme Cost Forecast: £12,866,624 • Anticipated Grant Allocation: £2,900,000
Timescales	<ul style="list-style-type: none"> • Target Commencement Date: Winter 2019/20 • Target Completion Date: Spring/Summer 2021
Planning Status	<ul style="list-style-type: none"> • Planning application submitted: July 2019 • Consultation ended: September 2019 • 3 no. comments received – 2 no. objections and 1 no. supporting. • Target Planning Committee date – December 2019 / January 2020 • Working with the Brent Indian Community Centre to finalise Deed of Surrender, draft Agreement for Lease and interim accommodation.

Honeypot Lane, Kingsbury

136 Honeypot Lane, Kingsbury, London, NW9 9QA



Accommodation
Schedule:

- 61 new homes

Estimated Cost

- Total Est Scheme Cost Forecast: £23,570,000
- Anticipated Grant Allocation: £6,100,000

Timescales

- Target Commencement Date: Winter 2019/20
- Target Completion Date: Summer 2021

Planning

- Planning application approved: May 2019.
- No material objections received.
- Existing site currently houses temporary accommodation (TA) with an existing arrangement to use as a Care Home from date of purchase in 2018. The site also shares a Site of Importance for Nature Conservation (SINC) with an NHS facility on the other side of the development.
- Agreement with the NHS in place to upgrade the SINC and provide a garden for residents of the NHS and new housing schemes to utilise.

London Road, Wembley

London Road, Wembley HA9 7ET



Accommodation Schedule:	<ul style="list-style-type: none">• 170 new homes• Community centre
Estimated Cost	<ul style="list-style-type: none">• Total Est Scheme Cost Forecast: £56,000,000• Anticipated Grant Allocation: £14,500,000
Timescales	<ul style="list-style-type: none">• Target Commencement Date: Winter 2019/20• Target Completion Date: Summer 2021
Planning Status	<ul style="list-style-type: none">• Planning application submitted: June 2019• Site requires Section 77 consent to be resolved as a result of the Secretary of State calling in the planning application.• Local schools have been approached and confirmed they are not interested in the site.• Meeting with adjoining owner held in September 2016.• Drop in public consultation held in November 2017.• Public consultation on Section 77 drop in session held in June 2018.• Formal public consultation via planning process.• Potential purchase of adjacent cottage.

Learie Constantine Centre

43-47 Dudden Hill Ln, Willesden, London NW10 2ET



Accommodation Schedule:	<ul style="list-style-type: none">• 26 new homes (12 no. 1 bed, 7 no. 2 bed, 7 no. 3 bed)• Ground floor community centre
Estimated Cost	<ul style="list-style-type: none">• Total Est Scheme Cost Forecast: £10,092,600• Anticipated Grant Allocation: £2,600,000
Timescales	<ul style="list-style-type: none">• Target Commencement Date: Autumn 2019• Target Completion Date: Winter 2021
Planning Status	<ul style="list-style-type: none">• Planning application submitted in April 2019.• Objections received.• Planning application approved: October 2019• Working with the West Indian Association to finalise Deed of Surrender, draft Agreement for Lease and agree interim accommodation arrangements.

Stonebridge



Twybridge Way, NW10 0ST



Milton Avenue, NW10 0EU



Hillside, NW10 8NG

Accommodation Schedule:	<ul style="list-style-type: none">• 140 new homes• Includes: 22 no. family sized homes (3 & 4 bedroom) on Milton Avenue.
Estimated Cost	<ul style="list-style-type: none">• Total Est Scheme Cost Forecast: £49,228,076• Anticipated Grant Allocation: £10,000,000
Timescales	<ul style="list-style-type: none">• Target Commencement Date: Winter 2019/20• Target Completion Date: Summer 2021
Planning Status	<ul style="list-style-type: none">• Planning application approved: June 2019.• No material objections received.

Preston Road Annex



Kings Drive / Gloucester Close / Frontenac



Masons Court / Hindhurst Court



Clock Cottage



 Brent	<p align="center">Cabinet 9th December 2019</p>
	<p align="center">Report from Strategic Director, Community Well Being</p>
<p align="center">JOHN BARKER COURT - TITLE RESTRICTION</p>	

Wards Affected:	Brondesbury Park
Key or Non-Key Decision:	Key Decision
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:	Two: Appendix A: HM Land Registry Title and transfer is provided for information as 2 nd October 2000 Appendix B: HM Land Registry Title and transfer is provided for information as 27 th August 2019.
Background Papers:	Not Applicable
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Hakeem Osinaike Operational Director of Housing 020 8937 2023 hakeem.osinaike@brent.gov.uk David Guy Head of Supply and Partnerships 020 8937 2111 david.guy@brent.gov.uk

1.0 Purpose of the Report

- 1.1 As part of its Housing Strategy, the council promotes a strong, local, cross-sector co-operation with housing organisations operating within Brent to develop and deliver its strategies.
- 1.2 This paper is submitted to Cabinet to ensure compliance with due process by specifically seeking approval of the removal of the restriction on the title of John Barker Court, Brondesbury Park, London, NW6 7BW, to enable affordable

rented and shared ownership housing to be made available to those in need regardless of their age.

- 1.3 Redevelopment of John Barker Court was completed in December 2018, with the scheme owned and continuing to be managed by Network Homes. The recommendation(s) made to Cabinet in this report are specifically to enable the Registered Provider (RP) to make existing housing available without an age restriction which in turn also contributes to providing a wider housing mix within the Borough,
- 1.4 Both the current Section 106 legal agreement and land transfer agreement currently impose restrictions for homes to be made available only to residents over 50 years old.
- 1.5 The restrictions are preventing the council from being able to nominate people on the waiting list who are in need of housing, regardless of their age. They are also making it extremely difficult for Network Homes to sell shared ownership homes as there has been limited interest from the over 50's and it is recognised that other groups of residents in need are unable to access housing.

2.0 Recommendation(s)

2.1 Cabinet is asked to:

- 2.1.1 Note that the change to the Section 106 legal agreement associated with the planning consent can be approved under delegated authority, as it does not materially change the consented development.
- 2.1.2 Approve the removal on the title of John Barker Court so that the existing properties on the land can be sold or rented to people of any age and that the land can be used for the development of affordable housing.

3.0 Context

- 3.1 A committee report was submitted on or around January 2000 by the then acting Director of Housing Services.
- 3.2 The report kept Members informed about the council's proposal to transfer its sheltered housing dwellings held for the purpose of Part II of the Housing Act 1985 to Willow Housing a subsidiary of Network Housing Association Ltd. The purpose of the transfer was to enable the proposed programme of improvement refurbishment and new build to be carried out in compliance with Elders Accommodation strategy, which was endorsed by various Committees in 1996 and subsequently became corporate policy.
- 3.3 A period of statutory consultation would have taken place prior to the transfer of John Barker Court, which would have highlighted the likely consequences of the disposal. It is not known what representations were made by the residents at the time. The council would have needed to obtain the permission of the Secretary of State to the transfer of John Barker Court.

- 3.4 John Barker Court (including the land) was at that time held for the purpose of social housing as defined in Part II of the Housing Act 1985. At the time of the transfer social housing did not include what is now known as affordable housing and so at the time that John Barker Court was transferred to Willow Housing Limited, it was envisaged that the land would be used solely for social housing (not affordable housing) for the over 50s.
- 3.5 A covenant was therefore placed on the title of John Barker Court which was to ensure that even if the building itself was demolished or sold that the land would always be used for the purpose of social housing for the over 50s for a period of 40 years, however the council could consent to some other form of social housing use should it so wish. The provisions of the Housing and Regeneration Act 2008 extend the definition of social housing to include housing below market rent affordable housing such as shared ownership, equity percentage share etc.
- 3.6 In advance of demolition of the site, planning consent was granted in July 2015 for a temporary one-year change of use of the existing flats into a hostel.
- 3.7 Planning consent was granted in February 2017 for the demolition of the existing sheltered accommodation block and redevelopment of John Barker Court to provide 33 new homes, comprising of 16 affordable rent and 17 shared ownership homes (application reference 15/5068).
- 3.8 The application submission specified that the homes would provide accommodation for over 50 year olds. This was secured within the legal agreement for the planning application. However, the over 50s age restriction did not form a part of the planning justification for the development and the Planning Committee report for the application specified that this restriction is reflective of an agreement that exists on the property.
- 3.9 The application also confirmed that the development whilst originally intended for the over 50's was not considered to fall within Use Class C2 (i.e. provision of residential accommodation and care to people in need of care) as there were no permanent care staff on site and homes were to be self-contained. For these reasons the accommodation was considered to fall within Use Class C3 (i.e. provision for those living together as a single household).
- 3.10 Both the current Section 106 legal agreement and land transfer agreement impose restrictions for homes to be made available only to residents over 50 years old, thereby currently preventing the provision of affordable housing to those in need regardless of their age.
- 3.11 A variation to the Section 106 legal agreement is required to allow occupation by those who are under 50 years old. Network Homes has formally requested this change and the variation is in the process of being finalised by the council's Legal team.
- 3.12 The change to the Section 106 legal agreement associated with the planning consent can be approved under delegated authority, as it does not materially change the consented development.

- 3.13 Whilst variation to the Section 106 legal agreement will enable Network Homes to remove the age restriction in place, approval from Cabinet is also required to agree a deed of variation to change the land transfer agreement (dated 2nd October 2000) as this also has an age restriction in place, so that Network Homes can use the land for affordable housing.
- 3.14 The reason for seeking Cabinet approval to change the land transfer is due to the council's role as 'planning authority' being separate to the council as 'land owner'. A separate consent is required to enable changes to be made.
- 3.15 A copy of the HM Land Registry Title and transfer is provided for information as **Appendices A (2nd October 2000) and B (27th August 2019)**.

4.0 Housing Provision

- 4.1 The development was presented and planning consent provided on the basis of providing 100% affordable homes, satisfying the London Plan by maximising the amount of affordable housing on sites, as well as making a valuable contribution towards the council's affordable housing targets at the time.
- 4.2 Since the site was developed, the council has set an ambitious strategic housing target to deliver 1,000 new affordable homes every year for the next five years. Delivery of a total of 5,000 new affordable homes includes the provision of 1,000 directly by the council by the 31st March 2024.
- 4.3 In addition to delivering the New Council Homes Programme, opportunities to maximise the number of affordable properties delivered through Section 106 planning conditions and encourage registered providers to invest in the borough is seen as an essential intervention in meeting the targets set in the Housing Strategy. Officers have looked at options for purchasing but as the scheme comprises of one bedroom homes this would not address current need for three and four bedroom homes within the Borough.
- 4.4 By approving to change the land transfer the council would be able to nominate people on the waiting list who are in need of housing, regardless of their age, therefore ensuring that Network Homes would be able to let all 16 affordable rented homes.
- 4.5 This would also facilitate the sale of the shared ownership homes. Network Homes are finding it increasingly difficult to sell the 17 shared ownership properties as there is no demand from the over 50's as the majority would be unable to secure the mortgage required for house prices in the area due to their age.
- 4.6 The council's planning policies refer to the provision of housing to meet need, but do not directly specify the requirement to provide housing for over 50s. External consultation for the application was in line with the Development Management Procedure Order (DMPO) and the Statement of Community Involvement (SCI). Planning has confirmed that the removal of the restriction is not considered

4.7 The changes would be compliant with the council's policy of a 70/30 split between rented and shared ownership housing products. This policy is in-keeping with the Mayor's London Plan. The variation and removal of the agree restriction could also provide the council with the opportunity to work with Network Homes to introduce key worker housing as part of our wider approach.

5.0 Financial Implications

5.1 There are no financial implications for the council in arranging for the changes made as set out in this report.

6.0 Legal Implications

6.1 The intention of the council in 2000 was to ensure that the land at John Barker Court was held for social tenants (as defined by Housing Act 1985) which meant that these tenancies were let at a lower rent than tenancies in the private rented sector and provided long-term security of tenure.

6.2 Due to the ambitious strategic and housing targets that the council is committed to delivering, it is now necessary to ensure that the property can be used as affordable housing within the meaning of the Housing and Regeneration Act 2008 which means that the restrictive covenant will need to be varied to allow for this use.

6.3 The legal implications are negligible to the council as the deed of variation to change the land transfer (dated 2nd October 2000) is a matter of due diligence and necessity; it is required to remain consistent with changes being made to the Section 106 agreement under delegated authority by the council as planning authority.

7.0 Equality Implications

7.1 The Council has a statutory duty to consider the impact of its decisions on age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex (gender) and sexual orientation.

7.2 By removing the restrictions currently in place the council would be promoting equality by ensuring that people who are under 50 are not discriminated against or prevented from accessing housing due to their age, whilst continuing to meet housing need in the borough.

8.0 Consultation with Ward Members and Stakeholders

8.1 Statutory consultation was carried out between December 2015 and June 2016 in relation to the original planning application submitted when consent was given by the council. A total of 269 addresses were consulted on two separate occasions (the latter due to amendments to proposals) with no representations being received at the time. All statutory consultees and Ward Councillors were also consulted twice on the proposals at the time and no comments were received.

- 8.2 The need to seek Cabinet approval for the variation to change the land transfer has been raised with the Lead Member for Housing and Welfare Reform in advance of this report being submitted.
- 8.3 Network Homes has been proactive in engaging with officers within the council's planning and legal teams to formally request the variation, whilst ensuring that conditions of grant set by the Greater London Authority (GLA) continue to be complied with.
- 8.4 Discussions between Network Homes and officers to date have focused solely on removing the restrictions on the covenant. Wider consultation with stakeholders has not been carried out, as the lifting of the age restriction does not prevent anyone over the age of 50, who is interested in a shared ownership property approaching Network Homes. Social rented homes will be allocated and let as per existing council policies and based on housing need.

9.0 Human Resources / Property Implications

- 9.1 There are no human resource implications for the council as the work required can be accommodated utilising existing in-house capacity.
- 9.2 There are no property implications for the council as the site has already been developed, however, the changes proposed will release housing for affordable rented and shared ownership allocation.

Report sign off:

Phil Porter

Strategic Director for Community Wellbeing

These are the notes referred to on the following official copy

Title Number MX367059

The electronic official copy of the document follows this message.

This copy may not be the same size as the original.

Please note that this is the only official copy we will issue. We will not issue a paper official copy.

Transfer of part
of registered title(s)

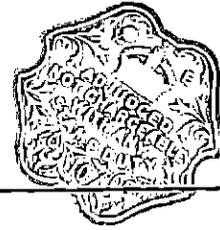
HM Land Registry

TP1

(if you need more room than is provided for in a panel, use continuation sheet CS and staple to this form)

1. Stamp Duty

NGL791992



Place "X" in the box that applies and complete the box in the appropriate certificate.

It is certified that this instrument falls within category in the Schedule to the Stamp Duty (Exempt Instruments) Regulations 1987

It is certified that the transaction effected does not form part of a larger transaction or of a series of transactions in respect of which the amount or value or the aggregate amount or value of the consideration exceeds the sum of

£

2. Title number(s) out of which the Property is transferred (leave blank if not yet registered)

PART MX367059 PART MX388149

3. Other title number(s) against which matters contained in this transfer are to be registered (if any)

4. Property transferred (insert address, including postcode, or other description of the property transferred. Any physical exclusions, e.g. mines and minerals, should be defined. Any attached plan must be signed by the transferor and by or on behalf of the transferee.)

Part of John Barker Court Brondesbury Park Willesden.

The property is defined: (place "X" in the box that applies and complete the statement)

on the attached plan and shown (state reference e.g. "edged red")

Shaded pink and shaded pink hatched blue and shaded pink hatched red

on the Transferor's filed plan(s) and shown (state reference e.g. "edged and numbered 1 in blue")

5. Date

2nd October 2000

6. Transferor (give full names and Company's Registered Number if any)

THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF BRENT

7. Transferee for entry on the register (Give full names and Company's Registered Number if any; for Scottish Co. Reg. Nos., use an SC prefix. For foreign companies give territory in which incorporated.)

WILLOW HOUSING LIMITED

Unless otherwise arranged with Land Registry headquarters, a certified copy of the transferee's constitution (in English or Welsh) will be required if it is a body corporate but is not a company registered in England and Wales or Scotland under the Companies Acts.

8. Transferee's intended address(es) for service in the U.K. (including postcode) for entry on the register

Network House, 10-12 Neeld Parade, Wembley Hill Road, Wembley, Middlesex, HA9 6RU



NGL791992



SEQ207

9. The Transferor transfers the Property to the Transferee. See attached Form CS

LRTF1/1

10. Consideration (Place "X" in the box that applies State clearly the currency unit if other than sterling If none of the boxes applies, insert an appropriate memorandum in the additional provisions panel)

- The Transferor has received from the Transferee for the Property the sum of (in words and figures)
Three Hundred & Ninety Three Thousand One Hundred & Twenty Pounds (£393,120)
(insert other receipt as appropriate)
- The Transfer is not for money or anything which has a monetary value

11. The Transferor transfers with (place "X" in the box which applies and add any modifications)

- full title guarantee limited title guarantee

12. Declaration of trust Where there is more than one transferee, place "X" in the appropriate box

- The Transferees are to hold the Property on trust for themselves as joint tenants.
- The Transferees are to hold the Property on trust for themselves as tenants in common in equal shares.
- The Transferees are to hold the Property (complete as necessary)

13. Additional Provisions

1 Use this panel for:

- definitions of terms not defined above
- rights granted or reserved
- restrictive covenants
- other covenants
- agreements and declarations
- other agreed provisions
- required or permitted statements, certificates or applications.

2. The prescribed subheadings may be added to, amended, repositioned or omitted.

Definitions See attached Form CS

Rights granted for the benefit of the Property See attached Form CS

Rights reserved for the benefit of other land *(the land having the benefit should be defined, if necessary by reference to a plan)*
See attached Form CS

~~Restrictive covenants by the Transferee *(include words of covenant)*~~
Covenants by the Transferee
See attached Form CS

~~Restrictive covenants by the Transferor *(include words of covenant)*~~
Covenants by the Transferor
See attached Form CS

Agreements and Declarations

See attached Form CS

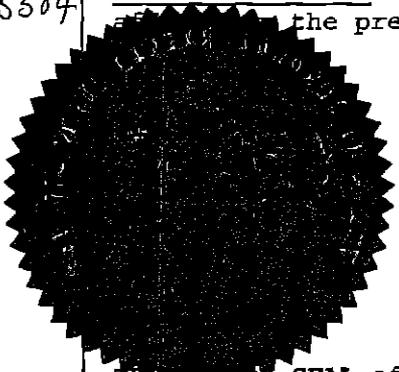
Other Agreed Provisions

See attached Form CS

14. *The Transferors and all other necessary parties (including the proprietors of all the titles listed in panel 3) should execute this transfer as a deed using the space below and sign the plan. Forms of execution are given in Schedule 3 to the Land Registration Rules 1925. If the transfer contains transferees' covenants or declarations or contains an application by them (e.g. for a restriction), it must also be executed by the Transferees.*

THE COMMON SEAL of THE MAYOR
AND BURGESSES OF THE LONDON
BOROUGH OF BRENT was hereunto
affixed in the presence of:-

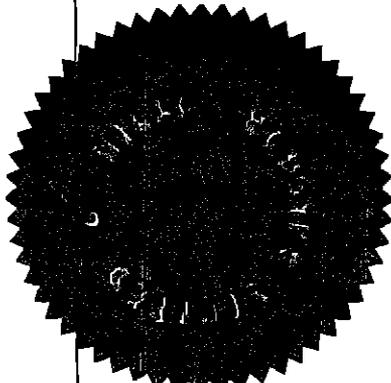
25384



Councillor

Solicitor

THE COMMON SEAL of WILLOW
HOUSING LIMITED was hereunto
affixed in the presence of:-



Committee Member

Secretary

Committee Member

1. Continued from Form

TP1

Title number(s)

MX367059 MX388149

2. Before each continuation, state panel to be continued, e.g. "Panel 12 continued".

(Continued from Panel 9) TOGETHER WITH the rights and easements set out in Schedule A hereto EXCEPTING AND RESERVING for the benefit of the Transferor and its successors in title and occupiers of the Retained Land and each and every part thereof the rights set out in Schedule B hereto

SUBJECT TO the Restrictions **AND SUBJECT TO** and with the benefit of the Leases **AND SUBJECT TO** the rights contained in the Leases of 1 John Barker Court dated 20.2.1995 made between the Transferor(1) and Florence Elsie Bromley(2), 3 John Barker Court dated 8.11.1993 made between the Transferor(1) and Sabine Korenstein(2), 4 John Barker Court dated 23.4.1990 made between the Transferor (1) and William John Berry(2), 5 John Barker Court dated 25.11.1991 made between the Transferor(1) and Anthony Joseph and Darren Joseph Gilligan(2), 6 John Barker Court dated 18.12.1989 made between the Transferor(1) and Charles Eaton Lee-Ting (2), 10 John Barker Court dated 24.9.1990 made between the Transferor(1) and David Allen Thomas (2), 16 John Barker Court dated 12.12.1988 made between the Transferor(1) and Philip Martin Kempster(2), 23 John Barker Court dated 21.10.1991 made between the Transferor(1) and Margaret Ethel Brown-Dawson(2) insofar as they affect the Property

(Continued from Panel 13)

1. Definitions

In this Transfer:-

"Initial Period" means the period of forty years commencing on the date hereof

"Leases" means all leases and tenancies to which the Property or any part thereof is subject and subject to which the Property is transferred to the transferee as the same are described out in Schedule C hereof

"Perpetuity Period" means a period of eighty years from the date hereof

"Plan" means the plan attached to this Transfer

"Registers" means the registers of title at HM Land Registry of the Title Number for the Property

"Restricted Period" means the period of twenty years commencing on the expiry of the Initial Period

"Restrictions" means the restrictions stipulations and other provisions (in so far as the same affect the Property and are capable of being enforced) contained or referred to in the title deeds and documents relating to the Property brief particulars of which are set out in the Registers as at the date of office copy entries being 19 July 1999 (except for the avoidance of doubt any charges to secure financial obligations)

"Retained Land" means the land owned and retained by the Transferor and being the land comprised in Title Numbers:MX367059 and MX388149 not hereby transferred

"Roadway" means the roadway on the Retained Land shown coloured brown on the Plan

"Secretary of State" means the Secretary of State for the Environment Transport and the Regions

CSforTP1JohnBarker1Final2

Continuation sheet 1 of 8

(Insert sheet number and total number of continuation sheets e.g. "sheet 1 of 3")

2. Before each continuation, state panel to be continued, e.g. "Panel 12 continued".

"Service Conduits" means mains sewers drains pipes wires cables conduits gutters channels soakaways ditches watercourses and all other conducting media and apparatus other than those which are or shall become vested in the statutory undertakings

2. Covenants by the Transferee

The Transferee for itself and its successors in title HEREBY COVENANTS with the Transferor and its successors in title as follows:-

- 2.1 with the object and intent of affording the Transferor a full and sufficient indemnity but not further or otherwise to observe and perform the Restrictions and the covenants and obligations on the part of the landlord contained in the Leases and to keep the Transferor and its successors in title fully and effectually indemnified against all future actions proceedings costs charges claims demands and liabilities whatsoever in respect of future breaches
- 2.2 to obtain the consent of the Secretary of State (or of any person succeeding the Secretary of State as being empowered to give such consent) for so long as the Secretary of State (or such other person as aforesaid) has the jurisdiction and the power to do so and the consent of the London Borough of Brent to any disposal of the Property or any part thereof (such consent not to be unreasonably withheld or delayed) PROVIDED THAT no such consent shall be required if the disposal is an exempt disposal as defined in Section 81(8) of the Housing Act 1988 or any similar successor legislation
- 2.3 (a) not to use the Property other than as social housing accommodation for persons over fifty years or such other social housing use as shall be approved by the London Borough of Brent in writing (such approval not to be unreasonably withheld or delayed)
- (b) If after the Initial Period the London Borough of Brent agree in writing that there is no demand for social housing on the Property (such agreement not to be unreasonably withheld or delayed) the London Borough of Brent shall subject to Clause 2.3(c) below permit the variation of Clause 2.3(a) above so as to permit the Property to be used for residential purposes or such other purposes as the London Borough of Brent shall approve (such approval not to be unreasonably withheld or delayed)
- (c) During the Restricted Period the London Borough of Brent shall only enter into a variation under Clause 2.3(b) above if it is satisfied acting reasonably that the Transferee will use the net proceeds of sale of the Property for the provision of social housing within the London Borough of Brent
- (d) The Transferee will enter into such documentation as the London Borough of Brent shall reasonably require in relation to the re-provision of social housing referred to in Clause 2.3(c) above

Continuation sheet 2 of 8

(Insert sheet number and total number of continuation sheets e.g. "sheet 1 of 3")

1. Continued from Form

TP1

Title number(s)

MX367059 MX388149

2. Before each continuation, state panel to be continued, e.g. "Panel 12 continued".

2.4 to maintain the roadway forming part of the Property and being part of the land shown hatched blue on the Plan and the surface of that part of the roadway forming part of the Retained Land coloured green on the Plan to the standard of maintenance from time to time provided by the Transferor elsewhere for similar roadways

SUBJECT TO the Transferor or the owner or owners for the time being of the Retained Land paying a fair proportion of the reasonable and proper cost of such maintenance

2.5 to pay a fair and reasonable proportion of the reasonable and proper cost of supplying the heating and hot water referred to at clause 3.4 hereof

2.6 to allow the tenants and occupiers of the building on the Retained Land at the front of the Property to use the area forming part of the Property shown hatched blue on the Plan (excluding such part of the area hatched blue that is the roadway) for recreational purposes only ("the Area") Provided that in the event of the redevelopment of the Property by the Transferee that interferes with the use as aforesaid of the Area then the Transferor shall release by deed the Transferee and the Property from the covenant in this clause 2.6 but without prejudice to the rights (if any) of the said tenants and occupiers over the Area

Continuation sheet 3 of 8

(Insert sheet number and total number of continuation sheets e.g. "sheet 1 of 3")

1. Continued from Form

TP1

Title number(s)

MX367059 MX388149

2. Before each continuation, state panel to be continued, e.g. "Panel 12 continued".

3. Covenants by the Transferor

The Transferor for itself and its successors in title HEREBY COVENANTS with the Transferee and its successors in title:-

- 3.1 to maintain the Service Conduits now or within the Perpetuity Period serving the Property situate in under or upon the Retained Land to the standard of maintenance from time to time provided by the Transferor for similar service conduits
- 3.2 to maintain the Roadway to the standard of maintenance from time to time provided by the Transferor elsewhere for similar roadways
- 3.3 to maintain and keep the communal boiler within the Retained Land in good repair and working order
- 3.4 to supply heating and hot water to the Property for the period of ten years from the date hereof after which time the Transferor may continue to supply heating and hot water but has no obligation to do so

SUBJECT TO the Transferee or the owner or owners for the time being of the of the Property paying a fair proportion of the reasonable and proper cost of such heating hot water maintenance and lighting of the Roadway referred to at clauses 3.1, 3.2, 3.3 and 3.4 hereof

4. Agreements and Declarations

IT IS HEREBY AGREED AND DECLARED that:-

- 4.1 save as provided in 4.3 hereof all covenants on the part of the Transferee and the Transferor contained herein are given pursuant to Section 33 of the Local Government (Miscellaneous Provisions) Act 1982 and Section 609 of the Housing Act 1985
- 4.2 The Property will as a result of this Transfer be held by Willow Housing Limited, an exempt charity
- 4.3 no mortgagee chargee or receiver of the Property or persons deriving title through or successors in title of such mortgagee chargee or receiver shall be bound by the covenants on the part of the Transferee and the provisions contained in Clause 2.3 hereof
- 4.4 for the purposes of the Contracts (Rights of Third Parties) Act 1999 this Deed is not intended to and does not give rights to any third parties to enforce any provisions contained in it but for the avoidance of doubt the successors in title of the Transferee and the successors in title of the Transferor shall not be regarded as third parties

5. Other Provisions

Section 133 of the Housing Act 1988 applies to the Property and the Transferee hereby applies to the Chief Land Registrar for the entry of the restriction required thereby

CSforTP1JohnBarker2Final2

Continuation sheet of

(Insert sheet number and total number of continuation sheets e.g. "sheet 1 of 3")

2. Before each continuation, state panel to be continued, e.g. "Panel 12 continued".

SCHEDULE A

Rights Granted for the Benefit of the Property

1. **Support**

The full right of subjacent and lateral support from the Retained Land and each and every part thereof for the benefit of the Property and each and every part thereof

2. **Access to repair**

The right subject to not less than seven days' prior written notice to the Transferor or its successors in title (except in case of emergency) to enter upon such part of the Retained Land as may reasonably be necessary with or without workmen materials and appliances for the purpose of repairing and maintaining the Property and any buildings now or within the Perpetuity Period erected thereon and the surface of the area coloured green on the Plan the person exercising such right making good forthwith all damage and loss caused thereby

3. **Rights of way**

The right for all reasonable purposes connected with the use and enjoyment of the Property or any part thereof in common with all others having a like right to pass and repass (with or without vehicles) over and along the Roadway SUBJECT TO the Transferee or the owner or owners for the time being of the Property paying a fair proportion of the cost of repairing and maintaining and lighting such road

4. **Boiler Room**

The right to the use of and of access to and from the communal boiler in the boiler room in the basement shown on the Plan SUBJECT TO the Transferee or the owners or occupiers for the time being of the Property paying a fair proportion of the cost of repairing and maintaining such boiler

5. **Access to Service Conduits**

The right subject to not less than seven days' prior written notice to the Transferor or its successors in title (except in case of emergency) to enter on to such part of the Retained Land as may reasonably be necessary with or without workmen materials and appliances for the purpose of inspecting repairing maintaining and renewing any Service Conduits which serve the Property or any part thereof SUBJECT TO the persons exercising any of the aforesaid rights of entry providing suitable alternative services at its sole cost for the duration of any works to the Service Conduits and making good forthwith all damage and loss caused thereby

6. **Services**

The right in common with all others having a like right to the passage and running of water soil gas electricity or other fuel telephone television and other services to and from the Property through and along all Service Conduits which are now or may be constructed within the Perpetuity Period

CSforTP1John Barker2Final2

Continuation sheet 5 of 8

(Insert sheet number and total number of continuation sheets e.g. "sheet 1 of 3")

1. Continued from Form

TP1

Title number(s)

MX367059 MX388149

2. Before each continuation, state panel to be continued, e.g. "Panel 12 continued".

on over or under the Retained Land to the extent only that the same serve the Property or any part thereof TOGETHER WITH the right within the Perpetuity Period to make further connections to and lay new Service Conduits on or through the Common Areas from time to time in such routes as may previously be approved in writing by the Transferor such approval not to be unreasonably withheld or delayed SUBJECT TO the Transferee or the owner or owners for the time being of the Property paying a fair proportion of the cost of repairing and maintaining such Service Conduits PROVIDED THAT the Transferor may for the purpose of developing the Retained Land upon reasonable prior notice at its sole cost divert the course of any of the said Service Conduits subject to (a) providing suitable alternative Service Conduits (b) such diversion causing no material interruption in the services to the Property and (c) making good forthwith all damage and loss caused thereby

7. **Access to perform covenants**

In the event that the Transferor or its successors in title shall fail to observe and perform the covenants on the part of the Transferor referred to in this Transfer the right to enter the Retained Land with or without workmen vehicles or equipment to perform the said covenants the Transferor or its successors in title bearing and paying the reasonable costs of the Transferee or its successors in title of performing the said covenants

8. **Quasi-easements etc**

All easements quasi-easements liberties privileges rights and advantages now used and enjoyed and which would be implied by statute or by reason of severance hereby effected over any land (including the Retained Land) owned and retained by the Council adjoining adjacent or neighbouring the Property

SCHEDULE B

Rights Reserved for the Benefit of the Retained Land

1. **Support**

The full right of subjacent and lateral support from the Property and each and every part thereof for the benefit of the Retained Land and each and every part thereof

2. **Access to repair**

The right subject to not less than seven days' prior written notice to the Transferee or its successors in title (except in case of emergency) to enter upon such part of the Property as may reasonably be necessary with or without workmen materials and appliances for the purpose of repairing and maintaining the Retained Land and any buildings now or within the Perpetuity Period erected thereon the person exercising such right making good forthwith all damage and loss caused thereby

CSfortP1John Barker3Final

Continuation sheet of

(Insert sheet number and total number of continuation sheets e.g. "sheet 1 of 3")

LRCS

2. *Before each continuation, state panel to be continued, e.g. "Panel 12 continued".*3. **Rights of Way**

- (a) The right for all reasonable purposes connected with the use and enjoyment of the Retained Land or any part thereof in common with all others having a like right to pass and repass (with or without vehicles) over and along the roadway forming part of the Property and being part of the land shown hatched blue on the Plan SUBJECT TO the Transferor or the owner or owners for the time being of the Retained Land paying a fair proportion of the cost of maintaining such road
- (b) The right for all reasonable purposes connected with the use and enjoyment of the Retained Land or any part thereof in common with all others having a like right to pass and repass on foot only over and along the land shown hatched red on the Plan SUBJECT TO the Transferor or the owner or owners for the time being of the Retained Land paying a fair proportion of the cost of maintaining such land

4. **Access to Service Conduits**

The right subject to not less than seven days' prior written notice to the Transferee or its successors in title (except in case of emergency) to enter on to such part of the Property as may reasonably be necessary with or without workmen materials and appliances for the purpose of inspecting repairing maintaining and renewing any Service Conduits which serve the Retained Land or any part thereof TOGETHER WITH the right within the Perpetuity Period to make further connections to and lay new Service Conduits on or through the Property necessary for any increased flow from time to time in such routes as may previously be approved in writing by the Transferee such approval not to be unreasonably withheld SUBJECT TO the person exercising any of the aforesaid rights of entry providing suitable alternative services at its sole cost for the duration of any works to the Service Conduits and making good forthwith all damage and loss caused thereby

5. **Services**

The right in common with all others having a like right to the passage and running of water soil gas electricity or other fuel telephone television and other services to and from the Retained Land through and along all Service Conduits which are now or may be constructed within the Perpetuity Period on over or under the Property to the extent only that the same serve the Retained Land or any part thereof SUBJECT TO the Transferor or the owner or owners for the time being of the Retained Land paying a fair proportion of the cost of repairing and maintaining such Service Conduits PROVIDED THAT the Transferee may for the purpose of developing the Property upon reasonable prior notice at its sole cost divert the course of any of the said Service Conduits subject to (a) providing suitable alternative Service Conduits (b) such diversion causing no material interruption in the services to the Retained Land and (c) making good forthwith all damage and loss thereby caused

6. **Access to the Boiler Room**

The right in common with all others having a like right of way over that part of the Property leading from the Roadway to the said boiler room.

Continuation sheet of *(Insert sheet number and total number of continuation sheets e.g. "sheet 1 of 3")*

1. Continued from Form

TP1

Title number(s)

MX367059 and MX388149

2. Before each continuation, state panel to be continued, e.g. "Panel 12 continued".

7. **Light and Air**

The right to build or re-build on or alter any adjoining or neighbouring property without the consent of the Transferee notwithstanding that the access or light or air to the Property is thereby diminished but provided that the permitted use of the Property is not adversely interfered with to a material extent

8. **Quasi-easements etc**

All easements quasi-easements liberties privileges rights and advantages now used and enjoyed over the Property and which would be implied by statute or by reason of severance in favour of a purchaser of any land adjoining adjacent or neighbouring the Property owned and retained by the Transferor including the Retained Land if the same had been transferred to such purchaser and the Property hereby transferred had been retained by the Transferor

9. **Access to Perform Covenants**

In the event that the Transferee or its successors in title shall fail to observe and perform the covenants contained herein, the Transferor shall be entitled to serve written notice on the Transferee or its successors in title giving details of such breach and if the Transferee has not rectified the breach within 28 days of receipt of the notice, the Transferor shall be entitled to enter the Property with or without workmen, vehicles or equipment to perform the said covenants with the Transferee or its successors in title bearing paying and contributing a proper and reasonable proportion according to user of the costs of performing the said covenants

SCHEDULE C
(Leases)

CSforTP1 John Barker 4]

Continuation sheet of

(Insert sheet number and total number of continuation sheets e.g. "sheet 1 of 3")

1	JOHN BANKER COURT	90.17	25.92	1.45	1.15	2.63	.5	18.82	.1	2.05	6.47	.85	59.94
2	JOHN BANKER COURT	-321.3	25.92	1.45	1.15	2.63	.5	18.82	.1	2.05	6.47	.85	59.94
3	JOHN BANKER COURT	9.37	25.92	1.45	1.15	2.63	.5	18.82	.1	2.05	6.47	.85	59.94
4	JOHN BANKER COURT	-4.54	25.92	1.45	1.15	2.63	.5	18.82	.1	2.05	6.47	.85	59.94
5	JOHN BANKER COURT	-2.07	25.92	1.45	1.15	2.63	.5	18.82	.1	2.05	6.47	.85	59.94
6	JOHN BANKER COURT	222.14	25.92	1.45	1.15	2.63	.5	18.82	.1	2.05	6.47	.85	59.94
7	JOHN BANKER COURT	-2.59	25.92	1.45	1.15	2.63	.5	18.82	.1	2.05	6.47	.85	59.94
8	JOHN BANKER COURT	-220.04	25.92	1.45	1.15	2.63	.5	18.82	.1	2.05	6.47	.85	59.94
9	JOHN BANKER COURT	184.24	25.92	1.45	1.15	2.63	.5	18.82	.1	2.05	6.47	.85	59.94
10	JOHN BANKER COURT	9.01	25.92	1.45	1.15	2.63	.5	18.82	.1	2.05	6.47	.85	59.94
11	JOHN BANKER COURT	570.05	25.92	1.45	1.15	2.63	.5	18.82	.1	2.05	6.47	.85	59.94
12	JOHN BANKER COURT	-62.16	25.92	1.45	1.15	2.63	.5	18.82	.1	2.05	6.47	.85	59.94
13	JOHN BANKER COURT	-15.06	25.92	1.45	1.15	2.63	.5	18.82	.1	2.05	6.47	.85	59.94
14	JOHN BANKER COURT	469.37	25.92	1.45	1.15	2.63	.5	18.82	.1	2.05	6.47	.85	59.94
15	JOHN BANKER COURT	509.14	25.92	1.45	1.15	2.63	.5	18.82	.1	2.05	6.47	.85	59.94
16	JOHN BANKER COURT	-62.28	25.92	1.45	1.15	2.63	.5	18.82	.1	2.05	6.47	.85	59.94
17	JOHN BANKER COURT	37.40	25.92	1.45	1.15	2.63	.5	18.82	.1	2.05	6.47	.85	59.94
18	JOHN BANKER COURT	2.02	25.92	1.45	1.15	2.63	.5	18.82	.1	2.05	6.47	.85	59.94
19	JOHN BANKER COURT	-103.25	25.92	1.45	1.15	2.63	.5	18.82	.1	2.05	6.47	.85	59.94
20	JOHN BANKER COURT	-477.24	25.92	1.45	1.15	2.63	.5	18.82	.1	2.05	6.47	.85	59.94
21	JOHN BANKER COURT	-5.25	25.92	1.45	1.15	2.63	.5	18.82	.1	2.05	6.47	.85	59.94
22	JOHN BANKER COURT	-19.93	25.92	1.45	1.15	2.63	.5	18.82	.1	2.05	6.47	.85	59.94
23	JOHN BANKER COURT	-30.91	25.92	1.45	1.15	2.63	.5	18.82	.1	2.05	6.47	.85	59.94
24	JOHN BANKER COURT	-35.91	25.92	1.45	1.15	2.63	.5	18.82	.1	2.05	6.47	.85	59.94
25	JOHN BANKER COURT	-10.57	25.92	1.45	1.15	2.63	.5	18.82	.1	2.05	6.47	.85	59.94
26	JOHN BANKER COURT	-8.34	25.92	1.45	1.15	2.63	.5	18.82	.1	2.05	6.47	.85	59.94

MRS HEIZABETH KRUGER
DOROTHY BRAY
MRS MADALINA FERNANDES
MR HONNOLD C. TAYLOR
MR C PAVHE DAVIE
MR THOMAS CONNERY
MR JOHN SULLIVAN
MR T LAW
MR PATRICK MCDONAGH
MR ROSEAL WYRR
MR K L SHAMPE
MR CYRIL WILLIAMS
MR SEPTIMUS WILLIAMS
MR N. MCNEEL
MISS MARYIA GALLAGHER
MR GEORGE BARDON
MRS R H-L D'IBITAL
MR JOHN FOWER
MR DAUNY W CUNNINGHAM
MR GEORGE DAWIDZI
MR PHILIP HOGGINS
MR K S BRACE
MR ISHABEL CORNDEEN
MISS M B DUNOVAN
MR H J PALMER
MR U WICKENSOM

1	MONLARD HOUSE	401.5	29.37	.69	.83	1.51	.5	10.82	.1	2.05	6.47	.85	53.94
2	MONLARD HOUSE	2.01	21.63	.69	.83	1.51	.5	10.82	.1	2.05	6.47	.85	53.94
3	MONLARD HOUSE	401.5	29.37	.69	.83	1.51	.5	10.82	.1	2.05	6.47	.85	53.94
4	MONLARD HOUSE	401.5	29.37	.69	.83	1.51	.5	10.82	.1	2.05	6.47	.85	53.94

NGL791992

LONDON BOROUGH OF BRENT

Seal of the Council:

25384



PLAN

[Handwritten signature]

JOHN BARKER COURT,
BRONDESBUARY PARK, NW6

LEGEND:

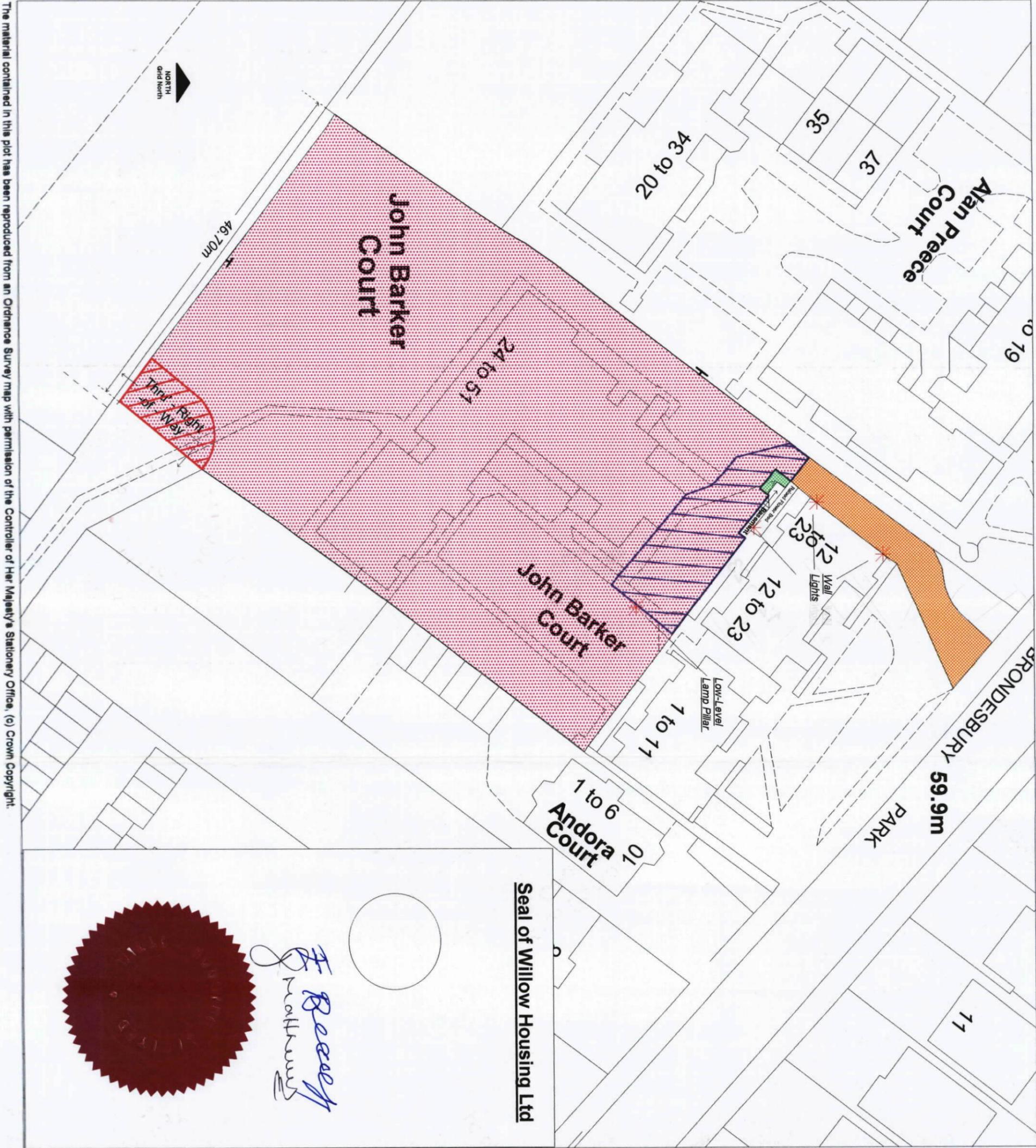
- The Property
- Right of Way over retained Council land
- Right of Way Reserved to Council
- Right of Way Reserved to Council
- Communal Lighting (various types)

Scale 1:500

MAP REF: LBB CORP.PROP/JAC/29.09.2000/UJHNBAR4

Seal of Willow Housing Ltd

[Handwritten signature]



The material contained in this plot has been reproduced from an Ordnance Survey map with permission of the Controller of Her Majesty's Stationery Office, (c) Crown Copyright.

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The electronic official copy of the register follows this message.

Please note that this is the only official copy we will issue. We will not issue a paper official copy.



Official copy of register of title

Title number NGL791992

Edition date 25.01.2018

- This official copy shows the entries on the register of title on 27 AUG 2019 at 11:11:22.
- This date must be quoted as the "search from date" in any official search application based on this copy.
- The date at the beginning of an entry is the date on which the entry was made in the register.
- Issued on 27 Aug 2019.
- Under s.67 of the Land Registration Act 2002, this copy is admissible in evidence to the same extent as the original.
- This title is dealt with by HM Land Registry, Wales Office.

A: Property Register

This register describes the land and estate comprised in the title.

BRENT

- 1 The Freehold land shown edged with red on the plan of the above Title filed at the Registry and being 24 to 51 (all), John Barker Court, Brondesbury Park, Willesden (NW6 7BW).
- 2 (03.11.2000) The land has the benefit of the rights granted by but is subject to the rights reserved by the Transfer dated 2 October 2000 referred to in the Charges Register.
- 3 (03.11.2000) The Transfer dated 2 October 2000 referred to in the Charges Register contains provisions as therein mentioned.
- 4 (25.01.2018) A new title plan based on the latest revision of the Ordnance Survey Map has been prepared.
- 5 (25.01.2018) The land edged and numbered in green on the title plan has been removed from this title and registered under the title number or numbers shown in green on the said plan.
- 6 (25.01.2018) The land has the benefit of any legal easements reserved by a Transfer of the land edged and numbered AGL434479 in green on the title plan dated 13 July 2017 made between (1) Network Homes Limited and (2) The Governing Board Of Malorees Schools' Federation.

NOTE: Copy filed under AGL434479.

B: Proprietorship Register

This register specifies the class of title and identifies the owner. It contains any entries that affect the right of disposal.

Title absolute

- 1 (24.06.2016) PROPRIETOR: NETWORK HOMES LIMITED (Community Benefit Society No. 7326) of Olympic Centre, 8 Fulton Road, Wembley HA9 0NU.
- 2 (03.11.2000) RESTRICTION: Except under an order of the registrar no disposition by the proprietor of the land is to be registered and none shall take effect unless made with the consent of the Housing Corporation when such consent is required under the provisions of

B: Proprietorship Register continued

section 9 of the Housing Act 1996.

- 3 (03.11.2000) RESTRICTION: Except under an order of the registrar no disposition by the proprietor of the land or in exercise of the power of sale or leasing in any registered charge (except an exempt disposal as defined by section 81(8) of the Housing Act 1988) is to be registered without the consent of the Secretary of State to that disposition under the provisions of section 133 of that Act.
- 4 (03.11.2000) RESTRICTION: No charge of the registered estate by the proprietor of the registered estate is to be registered without a certificate signed on behalf of the proprietor of the registered estate by its secretary or solicitor that the provisions of the rules of the said proprietor have been complied with.

C: Charges Register

This register contains any charges and other matters that affect the land.

- 1 The land is subject to the following identical rights reserved by two Conveyances dated 25 June 1958 made between (1) The Church Commissioners for England (Commissioners) and (2) Olga Epstein (Purchaser) and 30 July 1958 made between (1) The Church Commissioners for England (Commissioners) and (2) Gerald Rheinberg, Netta Rheinberg and Helen Adam (Purchasers):-
- "EXCEPT NEVERTHELESS AND RESERVING unto the Commissioners and their successors in title the owner or owners for the time being of the adjoining and neighbouring property:
- (a) the free passage of water soil and other services from such adjoining land through any drains watercourses pipes and conduits now existing in or under the said property hereby conveyed or substituted therefor by the Purchaser and
- (b) full and free right and liberty without obtaining the consent of or making any compensation to the Purchaser or other the owner or owners occupier or occupiers for the time being of the said property hereby conveyed to deal in any manner whatsoever with any of the said adjoining or neighbouring property and to erect and maintain or suffer to be erected or maintained on such land any buildings whatsoever whether such building shall or shall not affect or diminish the light or air which may now or at any time or times hereafter be enjoyed for or in respect of the said property hereby conveyed or any buildings for the time being thereon and
- (c) all such rights of way and such rights of user of air light and the passage thereof as the Commissioners their lessees or tenants now have or enjoy in through over and upon the said property or any part thereof to for or in respect of any adjoining property."
- 2 (03.11.2000) A Transfer of the land in this title dated 2 October 2000 made between (1) The Mayor and Burgesses of the London Borough of Brent and (2) Willow Housing Limited contains covenants.
- NOTE: Original filed.*
- 3 The parts of the land affected thereby are subject to the leases set out in the schedule of leases hereto.
The leases grant and reserve easements as therein mentioned.

Schedule of notices of leases

- | | | | | |
|---|------------|----------------------|----------------|-----------|
| 1 | 04.12.2000 | Second Floor Flat 51 | 02.10.2000 | NGL792916 |
| | | | 125 years from | |
| | | | 2.10.2000 | |

End of register

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 Brent	Cabinet 9 December 2019
	Report from Strategic Director, Community Well-Being
FUTURE ST RAPHAEL'S MASTERPLANNING	

Wards Affected:	Stonebridge
Key or Non-Key Decision:	Key Decision
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:	Six: Appendix A – Project Timeline Appendix B – Red Line Boundary Appendix C – Building Typologies Appendix D – Summary of Community Engagement and Design Events Appendix E – Local Area Constraints Appendix F – Equalities Analysis
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Kathryn Eames, Senior Project Manager Kathryn.Eames@brent.gov.uk

1. Purpose of the Report

- 1.1. St Raphael's sits within the Stonebridge ward. It is bounded by the North Circular Road to the south and east, industrial premises to the north and the River Brent to the west. It is a low density residential area of 1140 homes and a small number of non-residential units.
- 1.2. In November 2018, Brent Council (the council) sought approval from the Cabinet to commence work on establishing community led masterplans for St Raphael's, for both infill development and redevelopment, culminating in a ballot which would take place prior to a decision about which option to take forward. It was agreed that the whole area as defined at 1.1 would be initially considered within the masterplanning work until viability could be assessed.
- 1.3. The primary council objective is to improve the experience of living on St Raphael's estate, whilst also increasing the amount of affordable housing.
- 1.4. This report provides an update on the progress of establishing community led masterplans. As a part of the standard masterplanning process, the area under consideration, known as

the 'red line', has been appraised in order to provide an early indication of deliverability. This report provides a summary of this work and recommendations arising from it.

2. Recommendations

That Cabinet:

- 2.1 Note the project progress as detailed in Section 4;
- 2.2 Acknowledge the work and commitment of the Resident Board, St Raphael's Voice;
- 2.3 Note the masterplanning timeline as detailed at Appendix A;
- 2.4 Note the community design priorities as detailed in Section 4.13;
- 2.5 Approve the adjustment of the red line masterplanning area to focus the masterplan only on the area known as St Raphael's Estate (Area A) as shown in the map at Appendix B.
- 2.6 If redevelopment is progressed, and in line with the Council's Allocations Scheme, to approve the proposal for the council to consult on establishing a Local Lettings Policy for all council tenants living on St Raphael's (Area A, B and C as shown in the map at Appendix B).
- 2.7 Approve the additional project budget of £300k in order to deliver the extended community led masterplanning through to ballot in autumn 2020.

3 Background

St Raphael's

- 3.1 The map at Appendix C shows St Raphael's. It was initially assumed that this area was a single housing estate, but over the course of the last year it has become apparent that this is not the case, neither from a design or resident perspective. The map identifies three distinct areas, which reflect different house types, height, design and ownership mix.
 - 3.1.1 Area A on the map is known locally by residents as St Raphael's Estate. Building heights vary between 1-4 storeys, with a mix of 4 building typologies built in the late 1960's and 70's. c.70% of homes in St Raphael's Estate (Area A) are in council ownership.
 - 3.1.2 Area B and C on the map are known locally by residents as the Old Estate. This area is almost exclusively made up of 2 storey houses built after WW1, between 1918 - 1938. Council ownership of homes in Area B is c.48% and in Area C the council owns only c.14% of homes.
- 3.2 Density levels across the whole area are low, at an average of 36 dwellings per hectare. Excluding the park by the river in St Raphael's Estate (Area A) from calculations, density would still be low at an average of 59 dwellings per hectare. By comparison the London Plan Density Matrix suggests that an urban area such as St Raphael's should range from 45 to 170 dwellings per hectare, with the London Mayor encouraging council's to build schemes at the higher end of the guidance.
- 3.3 The condition of council owned homes is acceptable according to a stock condition survey carried out in 2018, with total investment over 30 years estimated at £28.5m. Partly due to the low density, the estate is relatively green, with the location next to the River Brent being a considerable asset for local residents.

- 3.4 Beyond housing, data shows that the estate has poor access to public transport by virtue of its isolated location, and within the community there is higher than average levels of child poverty and lower than average levels of formal qualifications and employment.

Brent Council Housing Strategy

- 3.5 The council has an ambitious strategic housing target to deliver 1,000 new affordable homes every year, over the next five years. This target was set to meet growing demand in the borough for affordable housing. Alongside growing demand, the number of council homes has reduced through tenants evoking the Right to Buy.
- 3.6 To ensure current and future housing demand is met, the council has committed to utilising all potential delivery routes, including building 1,000 new council homes for Brent residents.
- 3.7 St Raphael's presents an opportunity for the Council to consider options to provide additional housing, and by doing so, address some of the wider challenges experienced on the estate.

4 Project Progress

- 4.1 In line with the recommendations agreed by Cabinet in November 2018, a professional team has been appointed, with input from or decision making by residents where appropriate. The core professional team consists of a local independent resident advisor (PPCR) and a design team led by Karakusevic Carson Architects (KCA). Financial consultants have also been commissioned to carry out the initial and subsequent financial viability assessments on the masterplans as they are developed.
- 4.2 As part of their commission, KCA have supported the local employment of a number of short term, paid positions. Currently an event photographer, film maker, community engagement intern and four youth event planners have been employed from within St Raphael's to work on the project. Similarly, PPCR have employed a young person from St Raphael's within an apprentice role. This equates to an additional social value contribution of £42k.

Community Engagement

- 4.3 Community engagement is carried out to better engage a particular community to achieve long term and sustainable outcomes. In this case, it should encompass a two-way conversation, where the council and its partners provide information to residents, homeowners and stakeholders on St Raphael's, and these community members provide their views on information provided or any part of the programme. Effective community engagement is critical to getting a positive long term result for the residents and the landowner within development.
- 4.4 In order to support the delivery of community led masterplans, a comprehensive community engagement and communications plan is being delivered. Engagement is led by the council's project team, the design team and the local independent advisors, with increasing support from the members of the Resident Board, St Raphael's Voice.
- 4.5 St Raphael's Voice (SRV) was established in July, supported by PPCR, through a process of self-nomination. It is currently made up of 14 members who are representative of the area, geographically, demographically and by tenure. SRV has an elected chair and vice chair, and currently meets monthly. The group is key to the success of the project, providing both a leadership and critical friend role to ensure the community led objective is achieved.

4.6 Resident attendance at public events is increasing, with 142 residents from 62 households attending the community event in August, and 146 residents from 128 households attending the visioning workshops and events in October/November. However public events alone cannot be relied on; a wide variety of approaches are being adopted in order to communicate and enable engagement with as many of the residents and stakeholders as possible. In the last 6 months we have:

- Established a (paid) youth engagement panel who are holding and organising their own, targeted, engagement events;
- Run 4 public engagement events over 9 days, promoted in multiple languages via e-newsletter, leaflets delivered to all households, posters, banners on the estate, Facebook and Twitter;
- Run 5 public co design workshops on establishing the community vision for infill and redevelopment;
- Carried out 4 estate walkabouts;
- Delivered 1 training session over 2 days for the Resident Board;
- Delivered 3 training sessions for the St Raphael's residents on demystifying development, influencing design and developing a resident charter;
- Hosted 2 study trips to other redevelopment and infill development sites (1x Resident Board and 1x public);
- Carried out 2 series of pop up engagement events located across the estate;
- Carried out monthly door knocking across the estate to share information and encourage engagement in the project;
- Established an e-contact list of 850 subscribers;
- Issued bi-monthly newsletters to all households;
- Established a Facebook Group for residents;
- Jointly delivered a video promotion in partnership with a local influencer resulting in more than 34,000 views and c. 900 visits to our website;
- Invested in improving the user experience on the St Raphael's section of the Brent website, and rigorously driving traffic towards it from other communications activities. Between June and November 2019, entrances to these pages increased by 628% compared to the previous period, with users spending considerably longer viewing content;
- Maintained an online record of all meetings, events, workshops and trips, including a summary of what happened and video/images where appropriate.

See Appendix D for a summary of the community and design events carried out to date.

4.7 Engagement numbers to date

	Households	Engaged Households	Percentage Engaged
St Raphael's Estate (Area A)	759	418	55%
The Old Estate (Area B)	220	128	58%
The Old Estate (Area C)	161	60	37%
Total	1140	606	53%

4.8 In order to further improve communications and engagement, the project team are working with members of St Raphael's Voice to test communications prior to release, utilise their communication channels and establish increasingly tailored engagement approaches.

Co Design

- 4.9 Co design or participatory design is an approach which attempts to actively involve all stakeholders in the design process to ensure the end result meets their needs.
- 4.10 The project timeline at Appendix A shows the high level process for the masterplanning work up to ballot. 4 rounds of 5 co design workshops are currently planned for St Raphael's residents, each focusing on a different aspect of the masterplanning process; community vision, infill development, redevelopment and design code. This is an iterative process which is led by the needs of the residents. To that end the timeline can only ever be illustrative.
- 4.11 The first of the co design workshops ran in October, with 5 two hour sessions focused on establishing community design priorities for both the infill and redevelopment masterplans.
- 4.12 This work built on the design team's understanding of the estate and the community, learnt from previous engagement events. The outputs from these workshops were tested and refined through a further 6 public drop in events running daily over a single week.

Design Priorities

- 4.13 Over the course of the first co design workshops and review events, the project team have had conversations with 146 residents representing 128 households on their priorities for the future infill and redevelopment masterplans. These will be used to shape and assess the design of the emerging masterplans while continuing to evolve over the full co-design process and develop into a set of design principles confirmed in the design code.
- 4.14 The community design priorities are as follows:
- Modern homes with high quality materials internally and externally with a mixture of flats and houses with private amenity space in form of balconies and gardens;
 - Multi-functional community hub with flexible use for people of all ages and spaces for local businesses on the estate;
 - Improvements to parking and streetscape through design and operational management, together with wider traffic control measures;
 - Better safety and security through design of both private and communal spaces, incorporating natural surveillance of public places;
 - Enhanced green play and public spaces, and purposeful planting and amenities;
 - Well-designed spaces for waste and recycling and easy to maintain communal areas.
- 4.15 The second series of co design workshops will run in November, focused on infill development. The outputs from these workshops will be tested and further developed through public exhibitions in the New Year. See Appendix D for a summary of the community and design events carried out to date.

5 Site Appraisal and Confirmation of the Red Line

Introduction

- 5.1 As a part of the standard masterplanning process, the red line masterplanning area has been appraised in order to provide an early indication of deliverability. Both infill development and redevelopment have been considered in this process, each requiring a different approach to enable decision making.

- Site Appraisal for Redevelopment. This has focused on ascertaining whether redevelopment is, in principle, deliverable. St Raphael's Estate (Area A) and the Old Estate (Areas B and C), have each been reviewed primarily from a design and finance perspective, with additional anecdotal information provided from resident conversations.
- Site Appraisal for Infill Development. This has focused on ascertaining whether infill development is, in principle, deliverable from a design perspective only, i.e. are there potential sites where infill development is possible. An assessment of financial viability and resident support for potential infill sites will be carried later in the process, once individual sites have been identified and scheme designs developed with residents.

5.2 The conclusions from the infill and redevelopment appraisals have been considered together in order to make a decision on the recommended red line area to focus the masterplans.

Site Appraisal - Design

5.3 The community engagement carried out over the first 3 months of KCA's appointment in July 2019 focused on gaining an understanding of the red line area, both from a resident perspective and from a design perspective. This qualitative information, together with evidence learnt from site surveys, has been drawn together into a comprehensive early site analysis.

5.4 The conclusions drawn from the site analysis are as follows:

Redevelopment

- Pitfield Way forms a natural border between St Raphael's Estate (Area A) and the Old Estate (Area B/C);
- The site constraints are most severe in Area B of the Old Estate, with a mid-level sewer, EHV cable and Mitchell Brook running under the area and presenting a significant flood risk (see Appendix E). These constraints are restrictive from a design perspective, and would be costly to address during construction;
- The impact of the North Circular Road is considerable but primarily restricted to those homes directly adjacent to the road;
- There are limited known site constraints in St Raphael's Estate (Area A) and none in Area C of the Old Estate;
- St Raphael's Estate (Area A) has the potential for re-development without significantly affecting daylight and sunlight for existing properties in the Old Estate (Area B/C) due to its location to the north of those areas.

Infill Development

- There is potential for infill development in St Raphael's Estate (Area A) without impacting on the existing homes in the Old Estate (Area B/C);
- There is no potential for infill development in the Old Estate (Area B/C).

5.5 In conclusion, from a design perspective:

- St Raphael's Estate (Area A) is suitable for both infill development and redevelopment;
- Area B of the Old Estate is suitable for redevelopment only, although the considerable site constraints will be restrictive **Page 65**

- Area C of the Old Estate is suitable for redevelopment only.

Site Appraisal - Finance

- 5.6 An initial Financial Viability Appraisal (FVA) carried out at this stage is hypothetical because there is no masterplan upon which to assess costs. Instead, a set of realistic assumptions have been developed based on planning assumptions, the current market, estimated current costs of development etc., which allow experienced financial modellers and cost consultants to generate a cost for site assembly (acquiring private and leasehold homes and costs associated with delivering the landlord offer), and build a picture of the profit that would need to be generated from selling homes in order to have a deliverable (ideally cost neutral) masterplan.
- 5.7 An initial FVA carried in this way provides the council with an indication of whether redevelopment could be delivered at a cost that was affordable. Significantly more detailed and accurate financial viability appraisals will be carried out as the masterplans are developed, and for all subsequent iterations of the plans up to the point of ballot and beyond.
- 5.8 The following set of assumptions have been used in the FVA's for all areas:

Acquisition costs – leaseholders and freeholders	
Property values	Based on known sales within the estate 1 bed flat £210,000 2 bed flat £265,000 3 bed flat £320,000 3 bed house £400,000 4+ bed house £430,000
Home Loss Compensation	10% of property value for the assumed 75% resident leaseholders or freeholders, 7.5% of property value for the assumed 25% investor landlords
Compulsory Purchase Order	Allocation for possible CPO from £2,500,000 to £4,500,000 depending on the number of private properties
Acquisition costs – tenants (including HA tenants)	
Value of stock	No allocation – currently assumed the council would 'write off' the value of it's homes
Disturbance costs and removals	£10,000 for each tenant required to move Note: this is £6,400 home loss payment plus an allocation for removals, the details for which will be refined
Other site Assembly costs	
Provision of temporary accommodation	No allocation – single move with no decant
Contingency for other unforeseeable costs	Allocation of up to £1,773,500 depending on site

Development	
Density	A density of 150 dwellings per hectare for all sites in line with the London Plan Density Matrix
Tenure split	50% social/affordable 50% private
Grant	Full GLA grant on all affordable and social units
Build costs	A blended rate build cost of £3,172psqm (Gross Internal Area)
Building efficiency	Assumed to be 80% Note: this is relevant to flat blocks as refers to the amount of space used for homes vs the total amount of space in the building. The higher the % the more space in the building is used for homes and the less space is used for stairs, lifts, corridors etc. The industry recommended efficiency is 75 – 85%.
Developers profit	Allocation of 20% of total development value for private and 6% of total development value for affordable. Note: this is an industry standard allocation for developer's profit which may be able to be reduced. The developer builds the scheme. It is assumed this is not the council.
Proposed new build sales values	A blended sales value of £7,000psqm has been applied across B & C sites, based on evidence from new build sales in NW London. Uplift values of £7500 to £7750 have been applied to Area A to reflect large scale regeneration impact.

5.9 Using the above assumptions, the initial FVA for redevelopment in St Raphael's Estate (Area A), the Old Estate (Area B), and the Old Estate (Area C) is as follows:

Area	Summary	Conclusion
St Raphael's Estate (Area A)	<p>St Raphael's Estate (Area A) is a relatively large site at 21.4 hectares. It has 225 homes in private ownership, representing 30% of the total number of homes in the area.</p> <p>There are significant site assembly costs for acquiring the 225 privately owned homes at circa £78.5m, which is 8% of the anticipated Gross Development Value (GDV).</p> <p>However, the positive impact of a redevelopment scheme of this scale, with a waterfront</p>	<p>Given the current understanding of redevelopment potential, <u>St Raphael's Estate (Area A) is considered capable of being viable.</u></p> <p>The potential for achieving higher sales values justifies further investigation into the viability of redeveloping St Raphael's Estate (Area A).</p> <p>The density, design, build costs and sales values of any potential scheme need to be considered in much greater</p>

	<p>location, should attract uplift sales values of up to £7500 psqm, as evidenced elsewhere in the borough.</p> <p>The current FVA shows a viability <u>gap</u> of £22m.</p>	<p>detail in order to arrive at a viable scheme.</p>
The Old Estate (Area B)	<p>Area B of the Old Estate is a relatively small site at 6.7 hectares. It has 115 homes in private ownership, representing 52% of the total number of homes in the area.</p> <p>There are significant site assembly costs for acquiring the 115 privately owned homes at circa £53.6m, which is 11% of the anticipated GDV. This cost, together with the current anticipated sales values of £7000 psqm renders the scheme financially unviable.</p> <p>The current FVA shows a viability <u>gap</u> of £53m.</p>	<p>Given the current understanding of redevelopment potential, <u>the Old Estate (Area B) is considered unviable.</u></p> <p>Uplift in sales values are not considered achievable across the whole area given the impact of the North Circular Road.</p> <p>Significant site constraints have been identified and, while these have not been costed, addressing them as part of the cost of redevelopment will adversely impact the viability of the scheme.</p> <p>The cost of including the Old Estate (Area B) in the redevelopment of the estate will attribute significant additional costs to the detriment of the wider scheme.</p>
The Old Estate (Area C)	<p>Area C of the Old Estate is a relatively small site at 4.2 hectares. It has 139 predominantly larger family homes in private ownership, representing 86% of the total number of homes in the area</p> <p>There are significant site assembly costs for acquiring the 139 privately owned homes at circa £65.4m, which is 21% of the anticipated GDV. This cost, together with the current anticipated sales values of £7000 psqm renders the scheme financially unviable</p>	<p>Given the current understanding of redevelopment potential, <u>the Old Estate (Area C) is considered unviable.</u></p> <p>Even with improvements in the schemes efficiencies, (density, design, build costs and sales values) development proposals will struggle to be viable, without exceeding GLA density guidelines (as referred to in para 3.2) and significantly reducing the level of affordable housing.</p> <p>The cost of including the Old Estate (Area C) in the redevelopment of the estate</p>

	The current FVA shows a viability <u>gap</u> of £67.4m	will attribute significant additional costs to the detriment of the wider scheme.
--	--	---

Summary and Recommendations

5.10 In summary:

5.10.1 The site analysis of St Raphael’s Estate (Area A) suggests that there is potential for both redevelopment and infill development without significant impact on the Old Estate (Areas B/C). In addition, the FVA suggests that redevelopment of this area is considered capable of being viable, with consideration to the metrics of density, build costs and sales values.

5.10.2 The site analysis of the Old Estate (Area B) suggests that whilst redevelopment is possible from a design perspective, the considerable site constraints would be restrictive and costly, and there is no potential for infill development. In addition, the FVA suggests that redevelopment of this area is unviable.

5.10.3 The site analysis of the Old Estate (Area C) suggests that whilst redevelopment is possible, there is no potential for infill development. In addition, the FVA suggests that redevelopment of this area is unviable.

5.11 On the basis of finance and design, the following is therefore recommended:

5.11.1 The red line masterplanning area be adjusted to focus the masterplan only on the area known as St Raphael’s Estate (Area A) as shown in the map at Appendix B.

5.11.2 Given the above, if redevelopment is progressed, and in line with the Council’s Allocations Scheme, to approve the proposal for the council to consult on establishing a Local Lettings Policy for all council tenants living on St Raphael’s Estate (Area A) and the Old Estate (Area B and C).

This would be in line with the Council’s stated objective that this project improves the experience of living on St Raphael’s estate. The Local Lettings Policy would be to support the allocation of new homes to existing council tenants as a priority, in order to support the sustainability of the local community. It is envisaged that such consultation will take place after the outcome of the ballot regarding the St Raphael’s redevelopment.

Site Appraisal – Resident Support

5.12 Over the past 6 months the project team have had conversations with residents from 53% of households across St Raphael’s. Whilst the project team are unable to evidence resident preference in redevelopment or infill due to the early stage of the masterplanning process, Cabinet may wish to be cognisant of the following themes extrapolated from these conversations:

St Raphael’s Estate (Area A)

- Views are mixed, with some strongly supporting redevelopment and some actively against;
- The majority of residents spoken to are open to the idea of redevelopment and keen to follow through with the masterplanning process, with those involved in the visioning workshops excited about the potential for redevelopment to improve current issues;

- Council tenants (c.70% of homes) are, on the whole, more supportive, although there are concerns about moving from houses to flats;
- Homeowners and leaseholders (c.30% of homes) are naturally concerned about the offer for them if redevelopment should go ahead.

The Old Estate (Area B)

- Homeowners and leaseholders (c.52% of homes) are not supportive of redevelopment;
- Council tenants spoken with who live adjacent to the North Circular are supportive of redevelopment.

The Old Estate (Area C)

- Homeowners (c.86% of homes) are not supportive of redevelopment.

6.0 Financial Implications

- 6.1 As noted in section 5, in accordance with the standard master planning process, the red line area has been appraised in order to provide an early indication of deliverability and financial viability.
- 6.2 An external consultant (in conjunction with council officers) has undertaken initial financial viability assessments for St Raphael's. The analysis looks at the value of the development and deducts relevant costs (i.e. acquisition costs, builds costs, developers profit) to establish the residual land value.
- 6.3 This information has then been used as a guide to determine whether development of each area is financially viable. The initial modelling has concluded that only St Raphael's Estate (Area A) is viable for development (infill and redevelopment).
- 6.4 As explained earlier more detailed iterations of the financial model will continue to be developed as further information about the masterplan becomes available.
- 6.5 In order to support the delivery of the community led masterplanning over the extended period to a proposed ballot in Autumn 2020, an additional budget of £300k is requested. This additional budget would cover professional fees and the cost of communications and engagement in the period leading up to the ballot.

7.0 Legal Implications

- 7.1 Section 9 of the Council's Allocations Scheme allows for the establishment of local lettings policies. Consultation on a local lettings policy for the St Raphael's redevelopment scheme would need to be carried out before the Cabinet can make a decision on whether to approve such a new local lettings policy after considering the responses in the consultation exercise. The Appendix to the Council's Allocations Scheme sets out the Council's Housing Offer policy for displaced tenants and leaseholders in redevelopment schemes.
- 7.2 When authorising the progress of a redevelopment scheme following a successful ballot outcome, the Council will also require Cabinet approval to apply to the Secretary of State to enable the Council to obtain vacant possession of properties subject to secure tenancies by relying on Ground 10A of Schedule 2 to the Housing Act 1985 when applying to the Court for possession of such properties. Consideration will need to be given as to whether the Council

will allow an option to obtain possession of such properties by making a compulsory purchase order.

- 7.3 The Mayor of London gave his approval on 18 July 2018 to introduce the funding condition in relation to the Resident Ballot Requirement by updating the GLA's Affordable Housing Capital Funding Guide, which contains the rules and procedures for GLA investment partners that use funding from the GLA to provide affordable housing. The funding condition requires resident ballots to be undertaken in strategic estate redevelopment projects involving any demolition where GLA funding is sought. It also states that any GLA funding that is used in significant estate redevelopment projects involving any demolition should be conditional on recipients of funding providing evidence that a positive vote through a ballot of eligible residents has been secured.
- 7.4 A title report will need to be written which will reveal third party legal rights that might ultimately affect the development. The report will also reveal if part of the Site is unregistered or does not come within the Council's title. The Council will also need to be mindful of any third party rights that might exist party rights that may need to be overridden by virtue of section 203 of the Housing and Planning Act 2016. Third parties may however be entitled to compensation and the total level of compensation.
- 7.5 Schedule 5A of the Housing Act 1985 provides for the suspension of the tenant's Right to Buy pursuant to section 138 (1) of the Housing Act 1985. Schedule 5A gives the Council no more than seven years from the date upon which the notice has been served to issue the final Demolition notice. A final demolition notice is to be served once the Council knows the date upon which the building will be demolished
- 7.6 Section 122 of the Local Government Act 1972 provides that a Council may appropriate land from one purpose to another if immediately before the appropriation the land is no longer required for the purpose for which it is held.
- 7.7 Once appropriation has taken place section 255 of the Town and Country Planning Act 1990 (the 1990 Act) enables the Council to dispose of the land appropriated for planning purposes to such person in such manner and subject to such condition as appear to the Council to be expedient in order to secure the best use of the land or to secure the erection construction or carrying out on the site any buildings or works appearing to be needed.
- 7.8 Section 19 of the Housing Act 1985 provides that the Council is required to obtain the Secretary of States permission prior to appropriating the site for planning purposes. Provided that the land is validly appropriated then under section 203 of the Housing and Planning Act 2016 the interest of third parties will be overridden, provided that planning permission has been obtained and used for the building or maintenance work to be undertaken on the site and the maintenance or building work must be for a purpose related to the purpose for which the land was acquired, vested or appropriated.
- 7.9 Using Section 203 to override easements such as rights to light, allows the construction or maintenance work to be carried out even if it interferes with such a right, compensation will need to be paid. Prior to appropriating the land for planning purposes there should be a period of consultation with anyone who has the benefit of the third party rights.
- 7.11 Any future commissioners within the Project Team or within its Consultancies, as referred to at paragraphs 4.1 and 4.2, should consider incorporating wider social value criteria such as improved skills and employability, inclusion, mental health, well-being and the gender pay balance in accordance with Public Services (Social Value) Act 2012

8.0 Equality Implications

8.1 The Council must, in the making of decisions in exercise of its functions, have due regard to the need to:

- (a) eliminate discrimination, harassment and victimisation;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it, pursuant to s149 (1) Equality Act 2010. This is known as the Public Sector Equality Duty.

8.2 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
- (c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

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

8.4 The November 2018 Cabinet Paper on the St Raphael's masterplanning included an Equalities Analysis (EA) which provided an assessment of the impact of the proposed masterplan on residents. This EA has been reviewed and updated (see Appendix F).

8.5 The judgement to date on the potential impact of the proposal on groups with each protected characteristic, both within and outside the red line masterplanning area, is based on the intention that housing, transport, environmental and community improvements, and development opportunities will on the whole have a positive impact, however until the options are developed this cannot be analysed. Equality monitoring information will be examined for those living in St Raphael's Estate (Area A) and the Old Estate (Area B and C) and the needs of groups will be considered throughout the development of the options.

8.6 Further reviews and updates will be carried out in tandem with the development of the masterplan options and the landlord offer. Detailed equality monitoring information will be collected through the Housing Needs Assessment to be carried out in the new year and via equalities monitoring at all public events to which all residents will be invited.

9.0 Consultation with Ward Members and Stakeholders

9.1 Ward Members and members of St Raphael's Voice (Chair and Vice Chair) have been consulted on the recommendations in this report.

Related Documents:

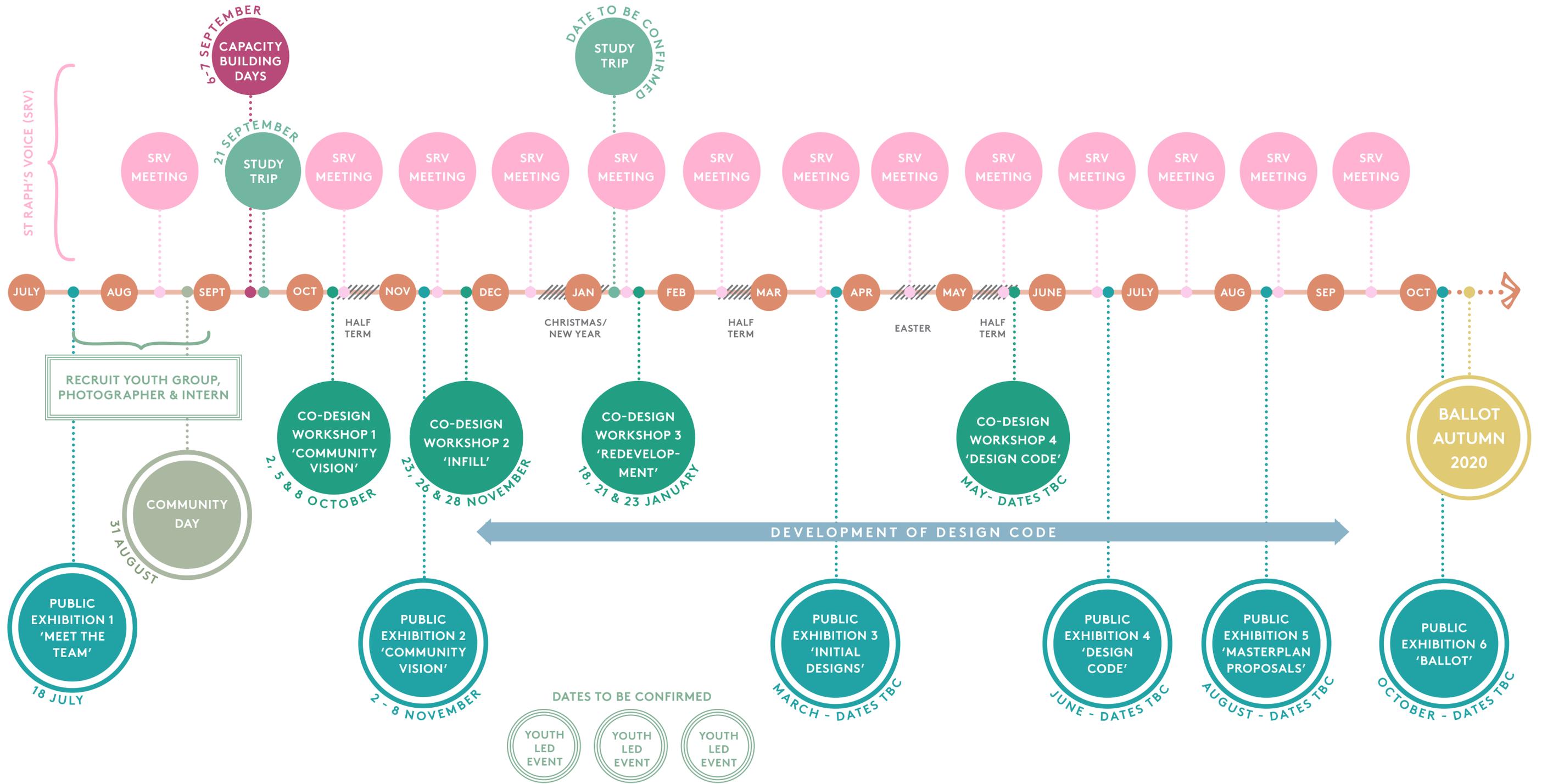
Cabinet report – St Raphael’s Estate Housing Options Appraisal Nov 2018

Better homes for local people (The Mayor’s Good Practice Guide to Estate Regeneration February 2018)

Report sign off:

PHIL PORTER

Strategic Director for Community
Wellbeing



YOUR THOUGHTS WELCOME!

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St Raphael's - Red Line Boundary

KEY

A St Raphael's Estate (Area A)

- Besant Way
- Hardie Close
- Henderson Close
- Lansbury Close
- Lilburne Walk
- Lovett Way
- Overton Close
- Owen Way
- Pitfield Way
- Rainborough Close
- Tillett Close

B The Old Estate (Area B)

- Dryfield Close
- Garden Way
- Mead Plat
- Mitchell Way
- North Circular Road
- Pitfield Way

C The Old Estate (Area C)

- Garden Way
- Lewis Crescent
- North Circular Road
- St Raphael's Way



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St Raphael's - Building Typologies

KEY

St Raphael's Estate (Area A)

- Terrace Houses
- Block of Flats
- Bungalows
- Maisonettes

Total Homes 759
 Area 21.4 ha
 Density 35.5 u/ha

The Old Estate (Area B)

- Houses
- Terrace Houses (Deck Access)
- Block of Flats

Total Homes 220
 Area 6.7 ha
 Density 32.8 u/ha

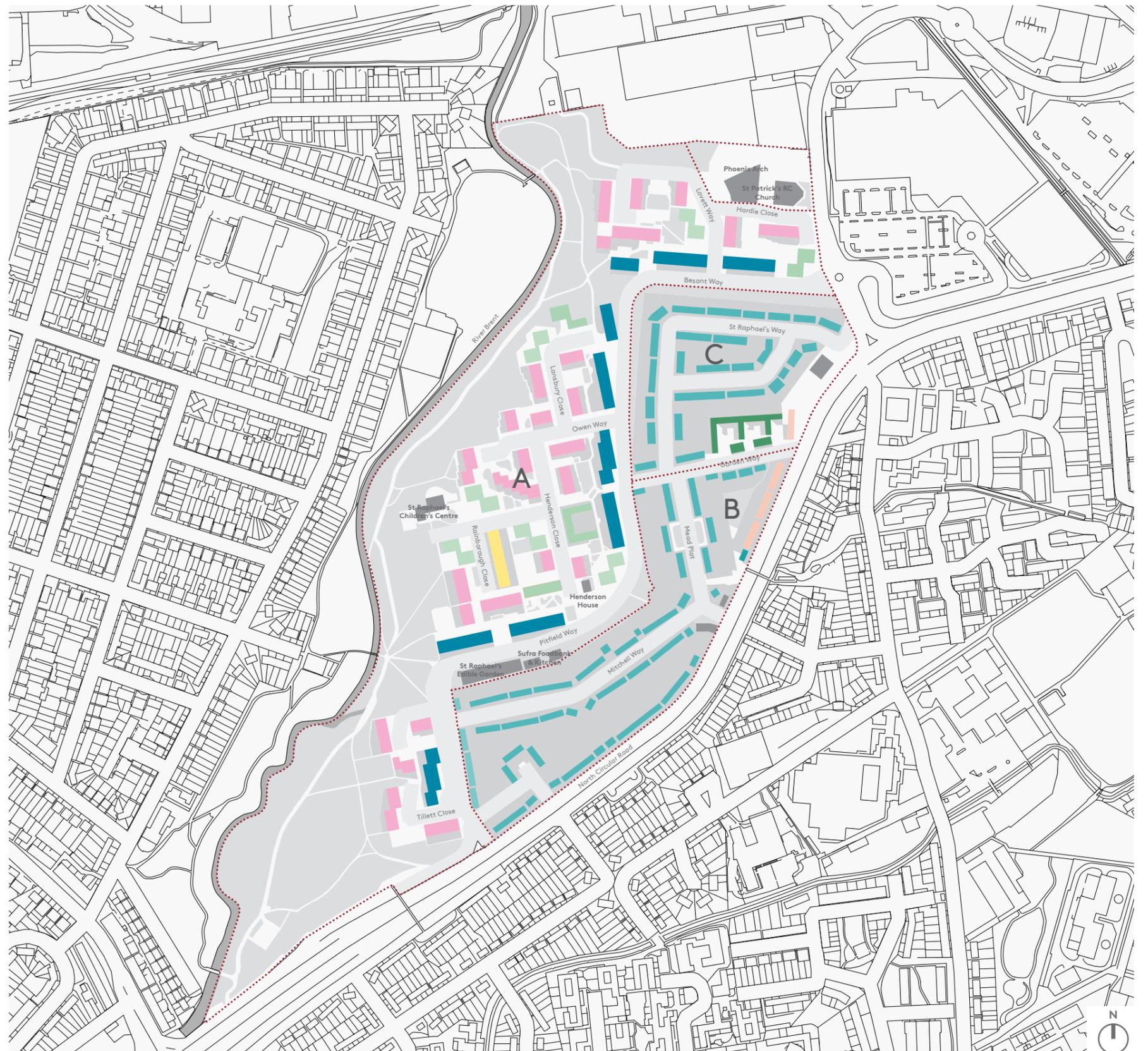
The Old Estate (Area C)

- Houses

Total Homes 161
 Area 4.2 ha
 Density 38.3 u/ha

St Raphael's Estate (A) and The Old Estate (B & C)

Total Homes 1140
 Area 32.1 ha
 Density 35.5 u/ha



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Future St Raphael's Estate

Community Engagement

July - November 2019

London Borough of Brent



Karakusevic Carson Architects
Periscope



CONTENT

Timeline and Activities	3
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FUTURE ST RAPHAEL'S ESTATE

Brent Council appointed Karakusevic Carson Architects in July 2019 to work on the future of St Raphael's Estate. Working with you as residents, we will develop two proposal options.

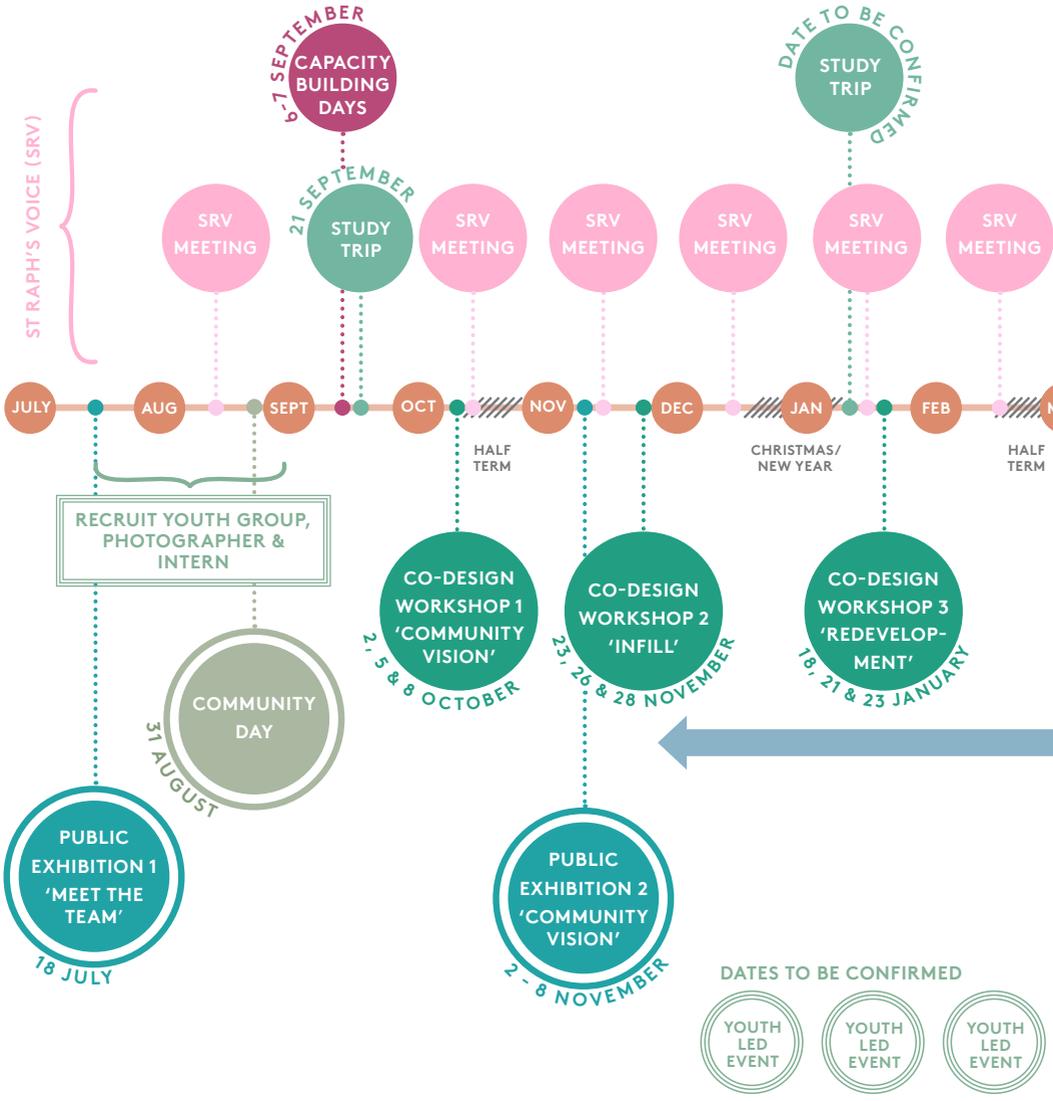
Infill: In this approach no homes would be demolished and new homes would be built on open spaces.

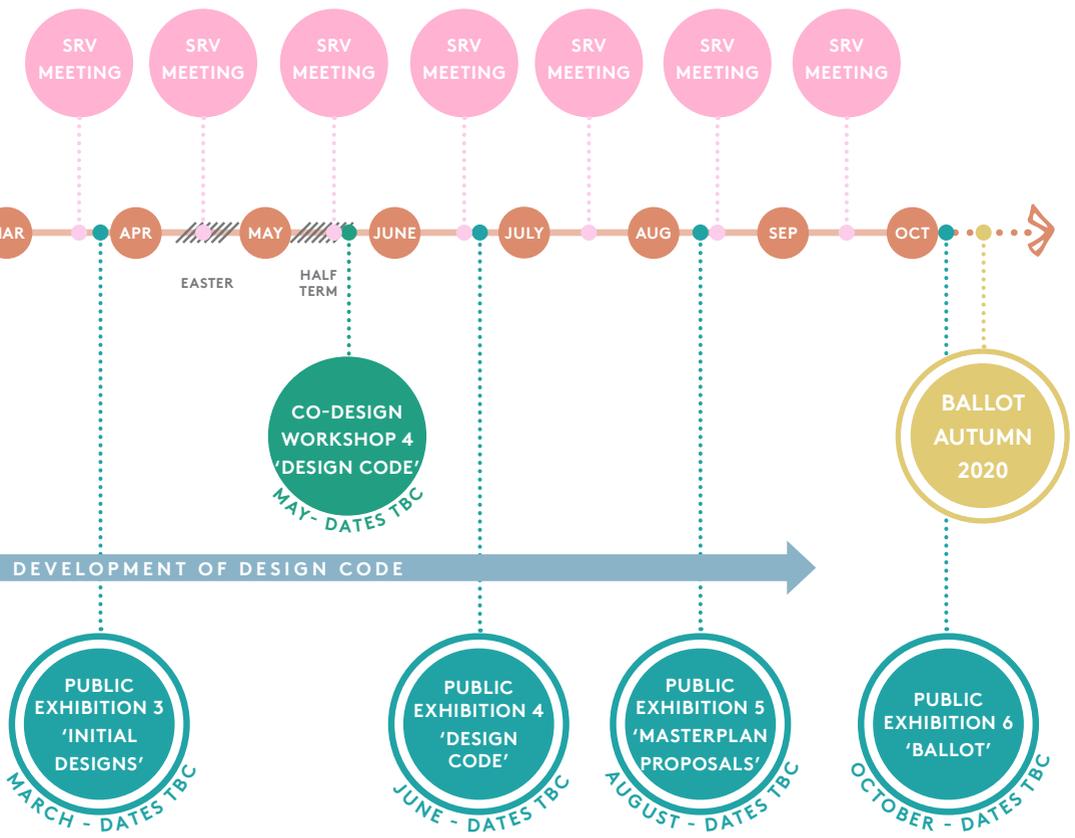
Revelopment: This approach would remodel the estate, or part of it. Some or all of the existing homes and facilities would be demolished in phases over a period of time, with new homes and community facilities built and improvements made to open spaces and access.

These options will be put to a vote in autumn 2020, where you will decide how you would like to see St Raphael's Estate change. If the majority of residents vote 'yes' for the redevelopment option, then this is the option that will be taken forward. If the majority of residents vote 'no' for the redevelopment option, then Brent Council will take forward the infill development option.

Since July, the design team has organised and run a number of events to engage with the residents of St Raph's. We would like to talk to as many people as possible. This booklet summaries the events that have been held and includes a timeline of upcoming events.

TIMELINE AND ACTIVITIES





PUBLIC EXHIBITION 1: MEET THE TEAM

WHEN:

Thursday 18 July 2019:
14.00 - 19.00

WHERE:

Henderson House,
Pitfield Way
London NW10 0TW

WHO:

Brent Council together with the Resident & Stakeholder Board - St Raphael's Voice, held a 'Meet the Team' event at Henderson House.

KEY QUESTIONS:

THE ESTATE AND SURROUNDINGS

- What do you like best and least about St Raphael's Estate?
- Where do you meet friends and family?
- What activities do you use the park for?
- How could the park be improved?
- What other amenities would you like to have on the estate?

CONNECTIVITY

- Do you think the estate has good transport connections?
- Do you think walking and cycling routes could be improved?
- Do you regularly use local buses?
- Do you have a car?
- How do you get to work/school/shops?
- Which train or underground station do you use?

102

Attended

55

Households

18

Households attended for the first time

What you told us:

- *Strong concern about safety and security*
- *Maintenance of public areas needs improvement*
- *Better lighting along paths and walkways around the estate and park*
- *More leisure and recreational facilities needed*
- *A community hall and other places to meet would be welcomed*

PUBLIC EXHIBITION 1: MEET THE TEAM



Attendees and design team in Henderson House

PUBLIC EXHIBITION 1: MEET THE TEAM

RESIDENT GUIDED WALKS AROUND THE ESTATE

- Henderson House
- 2.30pm - Led by Brenda, Taz and Jade from St Raph's Voice
- 4.30pm - Led by John and Carole from St Raph's Voice with other residents
- 6.30pm - Led by various residents

Better parking spaces

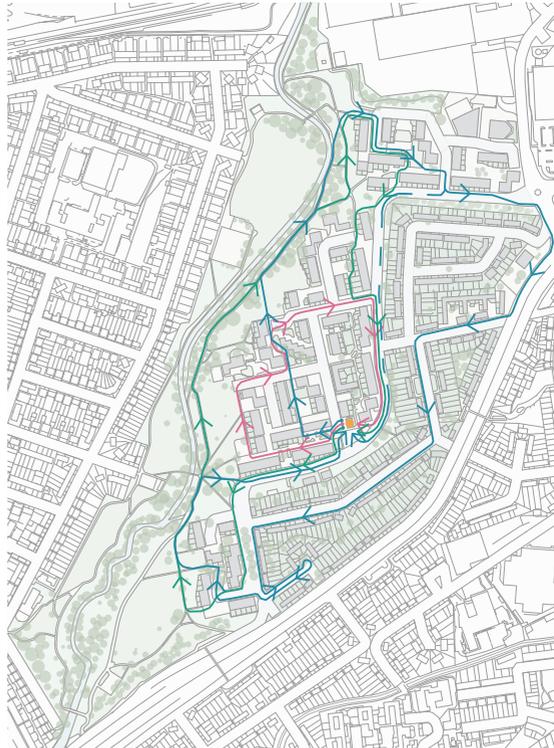
Shops are seen as 'failing' and should be improved

Concern about pollution and ground contamination

Landscape and green areas need better maintenance

Reinstate the community hall

Safety and security is a key issue around estate and park



PUBLIC EXHIBITION 1: MEET THE TEAM

FURTHER COMMENTS, IDEAS AND THOUGHTS FROM RESIDENTS

Please keep our green spaces

No high rise buildings

Maintain property size and rent

Neighbours want to stay together

More information about the project shared with residents

Security CCTV on the estate

No rent increase

Clean the estate up

Keep green play area for children

Pollution from the cement factory

Need an exit to north circular road – too far to drive around

Need a bus directly to Neasden + Stonebridge Park stations

Please knock it all down quick

Mosaic stone by bridge was made/ designed by Oakington Manor School. Let it stay

Economic regeneration is key to this estate we need businesses that employ people so residents have jobs and money is spent in the estate

Internet, café, chicken shop, gym, boris bikes

To have night buses

Homes for old people

Ground heavy(?) from removing trees

Ensure that pollution levels remain low

Entry system check safety, security, shop in circumference not in the centre, including activities

Expand [St Raph's Childcare Centre] into community hub

Living on first floor, need lift for heavy shopping, steps dangerous when wet. Air vent in toilet and bathroom sends in bad smell

I want to stay in a maisonette

COMMUNITY DAY

WHEN:

Saturday, 31 August
2019
11.00 - 16.00

WHERE:

St Raphael's Edible
Garden, Pitfield Way
London NW10 OTW

WHO:

Brent Council
Resident & Stakeholder
Board - St Raphael's
Voice
Karakusevic Carson
Architects

FORMAT:

The event was held in St Raphael's Edible Garden. There were lots of activities for residents of all ages such as planting, free food and face painting. George the Poet previewed his film about the estate.

1. What do you like best about St Raphael's Estate?



2. What is it you like?

"Everything, it is my home I can't afford to go somewhere else"

"I feel like everyone living in this estate work as a community and everyone is very comfortable"

"The flats, it was clean, modern, spacious, security."

"Space, location, community, parks, local shops"

"Atmosphere"

146

Attended

62

Households

25

Households
attended for the
first time

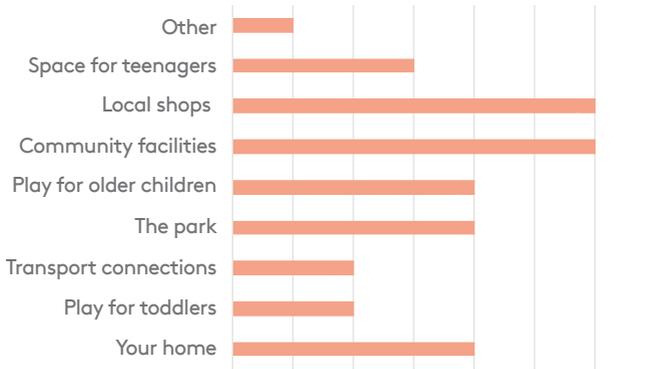
COMMUNITY DAY



Residents and design team at St Raphael's Edible Garden

COMMUNITY DAY

3. If you could improve 3 things on the estate what would you prioritise?



4. How often do you use the park for an activity other than as a through route?



COMMUNITY DAY

5. What would encourage you to use the park more often?



6. What other amenities would you like to have on the estate?



7. Anything else you would like to share with us?

Three residents answered this question. Two wanted more information on the options and offer for leaseholders, and one person said they would like a garden.

STUDY TRIP

WHEN:

Saturday, 21 September
2019

WHERE:

Colville Estate,
Hackney
Kings Crescent Estate,
Hackney

WHO:

Brent Council
Resident & Stakeholder
Board - St Raphael's
Voice

Residents of St
Raphael's Estate

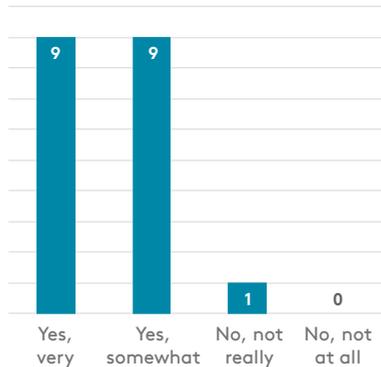
Karakusevic Carson
Architects

PPCR

FORMAT:

The event was a
study trip to visit two
completed projects by
Karakusevic Carson
Architects.

1. Did you find the study trip useful?



2. What did you find the MOST useful with the study trip?

"Seeing inside residents homes and speaking with them."

"Conversations with a previous home owner"

"The flats, it was clean, modern, spacious, security."

"Hearing directly from residents about their experience before and after regeneration"

"Seeing first hand what a rebuild and infill site looks like, going into residents home... infact the whole experience was very informative! Being able to ask questions to the residents was an excellent opportunity."

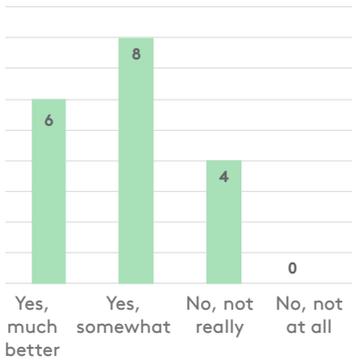
STUDY TRIP



Residents and design team on the study trip to Colville Estate and Kings Crescent Estate, Hackney

STUDY TRIP

3. Do you feel you have a better understanding of what redevelopment or infill might mean?



4. Name one thing you learned from this study trip?

"I learned about how infill and refurbishments can look like."

"There is no plan yet."

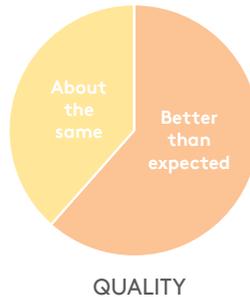
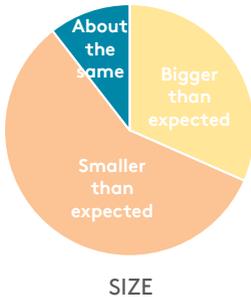
"I learned that I can have my say about what will happen on my estate."

"It is absolutely essential to get involved."

"Overall positive but there will always be hitches."

"New build is very nice inside."

5. How did the size and quality of the flats compare to your expectations?



STUDY TRIP

6. What did you like about Colville Estate?

"I like modern style of living"

"Lots of storage in homes"

"The flats, it was clean, modern, spacious, security."

"Interior was nice, communal garden for kids, leisure centre near by, nice balconies."

"Storage space, Bins area (Store), Bike parking"

7. What did you like about Kings Crescent Estate?

"I like the community centre"

"Grid street design"

"Open roads"

"Layout of the blocks is better than the other"

"I loved the colour of the brick, mixed tenancy."

"Outdoor area (buildings) design is nice."

- *Most residents found the study trip useful*
- *Most people stated speaking to residents as being the MOST useful to them*
- *Most people have a better understanding of what infill and redevelopment means for them*
- *There is an appetite for more amenities on the estate such as shops, a cafe/pub/restaurant and a library*
- *Local shops and community facilities were highest on the priority list for respondents*
- *Leaseholders and freeholders are keen to better understand the offer for them*

CO-DESIGN WORKSHOPS - COMMUNITY VISION

WHEN:

Wednesday 2 October
2019:
15.00 - 17.00
19.00 - 21.00

Saturday 5 October
2019:
11.00 - 13.00
14.00 - 16.00

Tuesday 8 October
2019
19.00 - 21.00

WHERE:

2 & 5 October were held in Henderson House. 8 October was held at St Patricks RC Church

WHO:

Karakusevic Carson Architects, with Brent Council. Grace Crannis from Glass-House also attended the Saturday sessions to help facilitate a table.

Farah Tarhini, an aspiring photographer and St Raph's resident photographed the first workshop.

Farah is working with Karakusevic Carson Architects to document the design and engagement process.

FORMAT:

A two hour workshops structured into four different tasks with two breaks for wider group discussions. The workshop finished by each group presenting the outcome of the collaging: their vision for the future St Raph's.

KEY QUESTIONS:

Feedback Form

- Did you find the workshop useful?
- What did you find

the most useful?

- What did you find the least useful?
- Any thought on how the workshop could be improved?
- Would you recommend the workshop to your neighbours?

CONNECTIVITY

Feedback forms were given out to residents after the workshop to understand what they thought about the structure of the workshop and what they found most useful.



Attended



Households

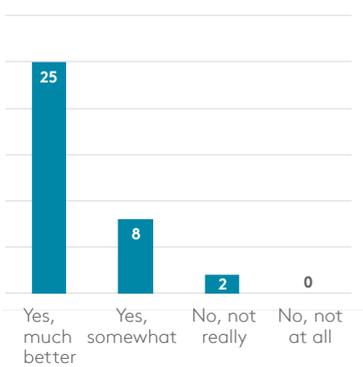
CO-DESIGN WORKSHOPS - COMMUNITY VISION



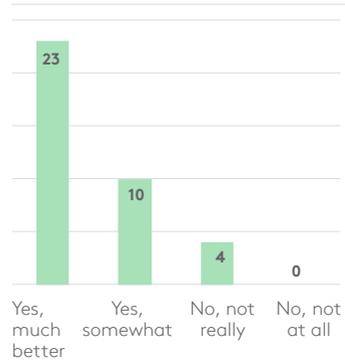
Residents and design team participating in co-design workshops

CO-DESIGN WORKSHOPS - COMMUNITY VISION

1. Did you find the workshop useful?



2. Do you feel you have a better understanding of what redevelopment or infill might mean?



3. What did you find the MOST useful with the workshop?

“Being involved and being able to contribute through putting the pictures on the board”

“Collage, speaking to team, sharing ideas”

“All of it was very useful. Listening to other residents’ points of view”

“To ‘design’ features by using visuals, mindmapping ideas”

“We got an explanation on the different stages and we will where allowed to speak out mind”

CO-DESIGN WORKSHOPS - COMMUNITY VISION

4. What did you find the LEAST useful?

"Room was cold, no information to bring back to other residents"

"Least useful is regeneration"

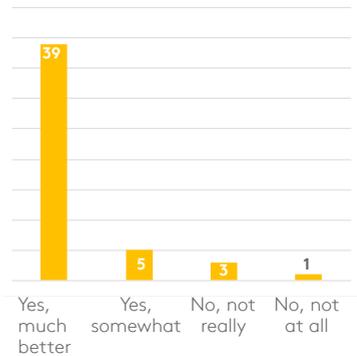
"This doesn't look like what we wanted (refurbishing)"

"Initially didn't have an introduction, but after all beneficial"

"The feeling that this maybe a token exercise"

"Multi-coloured post-its, confusing"

5. How likely are you to recommend your neighbours to attend a workshop?



6. Do you have any suggestions of how we could improve the workshop?

"I would have been interested to hear a synopsis of other workshops that were held earlier in the week."

"Introduction of yourselves as a group"

"Bigger room as it was cramped"

"Example of good improvement in other estates"

"Be totally honest, realistic, transparent and patience with the residents - we do not know architect speak. Expect residents to know nothing or understand very little - but are here to understand."

"Love collaging"

"Translations"

CO-DESIGN WORKSHOPS - COMMUNITY VISION



Model of the what the existing St Raph's Estate looks like presently. This site model has been useful in talking to residents and exploring their thoughts on the estate. We will continue to use the model in upcoming co-design workshops.

CO-DESIGN WORKSHOPS - COMMUNITY VISION

MAPPING YOUR EXPERIENCE

We asked workshop participants to map their experience of living in the area by placing stickers with the symbols below and writing comments on the map. The map to the right shows the result from all groups over the five workshops.



ANTI-SOCIAL
BEHAVIOR



DISLIKE



LIKE



LITTERING
+
FLY TIPPING



FEELS
UNSAFE



FEELS
SAFE



QUIET



NOISY



PARKING
ISSUES



VISUALLY
UNPLEASING

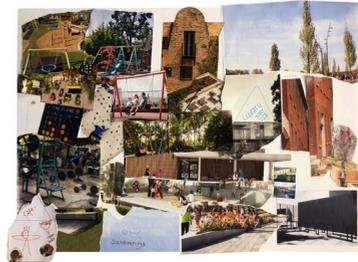


VISUALLY
PLEASING



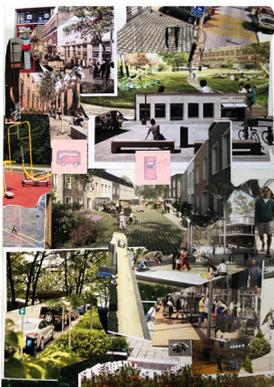
TRAFFIC

CO-DESIGN WORKSHOPS - COMMUNITY VISION



These 'visioning' collages produced during the workshops explore a community vision for the future of St Raph's. The collaging followed an earlier exercise where residents worked together to identify assets and challenges on the estate. The collages visualise the opportunities which build on the assets and address the challenges of living on St Raphael's Estate.

CO-DESIGN WORKSHOPS - COMMUNITY VISION



EMERGING KEY DESIGN PRINCIPLES

Through analysis of the discussions and the collages made during the workshops, we think the following six design principles are priorities for the two masterplan options.

YOU TOLD US



HOMES

THERE SHOULD BE A **GOOD VARIETY OF HOUSING TYPES WITH BOTH FLATS AND HOUSES** WITH PRIVATE GARDENS. **HIGH QUALITY MATERIALS AND NOISE INSULATION IN WALLS** IS IMPORTANT TO IMPROVE CONDITIONS. COMMUNAL AREAS SHOULD BE **SAFE AND WELL MAINTAINED**



COMMUNITY AND LOCAL SERVICES

THERE IS A **LACK OF COMMUNITY SPACES, PLAY AREAS AND LOCAL AMENITIES**. MORE COMMUNITY AND LEISURE FACILITIES WITH PROGRAMMED ACTIVITIES **FOR YOUTH, ADULTS AND ELDERLY**



TRAFFIC AND PARKING

THE NORTH CIRCULAR ROAD HAS A MAJOR IMPACT ON THE ESTATE THROUGH **CONGESTION, SPEEDING, ROAD SAFETY, NOISE AND POLLUTION**, THERE ARE ALSO **ISSUES WITH PARKING** FOR RESIDENTS AND THEIR VISITORS, INCLUDING CARERS



SECURITY

PARTS OF THE ESTATE FEELS UNSAFE DUE TO **ANTI-SOCIAL BEHAVIOUR, LACK OF LIGHTING AND CCTV CAMERAS**. THE PARK AND SPACES BETWEEN BUILDINGS HAVE **NO OVERLOOKING** AND CAN CREATE OPPORTUNITIES FOR CRIME



PUBLIC SPACE AND LANDSCAPE

THE PARK COULD BE **MORE INVITING** AND LESS **DISCONNECTED** FROM THE ESTATE WITH **BETTER MAINTENANCE** AND **USABLE GREEN SPACE**. PUBLIC AMENITIES, PLAY AND LEISURE FACILITIES NEEDS TO BE BETTER LOCATED



MAINTENANCE

SPACES FOR **WASTE AND RECYCLING** ARE POORLY DESIGNED AND MAINTAINED, **FLY-TIPPING** IS ALSO A BIG ISSUE. **GENERAL MAINTENANCE AND CLEANING** ON THE ESTATE NEEDS IMPROVEMENT

WE THINK THIS IS A DESIGN PRIORITY

MODERN HOMES WITH HIGH-QUALITY MATERIALS INCLUDING BOTH FLATS AND HOUSES WITH PRIVATE OUTDOOR SPACE SUCH AS BALCONIES AND GARDENS

MULTI-FUNCTIONAL COMMUNITY HUB WITH FLEXIBLE USE FOR PEOPLE OF ALL AGES AND SPACES FOR LOCAL BUSINESSES ON THE ESTATE

IMPROVEMENTS TO PARKING AND STREETS THROUGH DESIGN AND OPERATIONAL MANAGEMENT TOGETHER WITH WIDER TRAFFIC CONTROL MEASURES

BETTER SAFETY AND SECURITY THROUGH DESIGN OF BOTH PRIVATE AND COMMUNAL SPACES, INCORPORATING NATURAL SURVEILLANCE OF PUBLIC PLACES

ENHANCED GREEN, PLAY AND PUBLIC SPACES, THROUGH BETTER DESIGN, PURPOSEFUL PLANTING AND AMENITIES

WELL-DESIGNED SPACES FOR WASTE & RECYCLING AND EASY TO MAINTAIN COMMUNAL AREAS

PUBLIC EXHIBITION - COMMUNITY VISION

WHEN:

Saturday 2 November
2019: 13.00 - 16.00

Monday 4 November
- Friday 8 November
2019: Various times

WHERE:

2 November was held at St Patricks RC Church. 4-8 November were held in Henderson House.

WHO:

Karakusevic Carson Architects, with Brent Council. Farah Tarhini, an aspiring photographer and St Raph's resident photographed the Saturday event.

FORMAT:

The exhibitions invited residents to see what had been produced in the workshops so far and to comment on the

emerging community design priorities. This gave residents the opportunity to ensure that their views were being represented for the future of St Raph's.

KEY QUESTIONS: Feedback Form

Feedback forms were given out to residents at the exhibition

1. Do you agree with the challenges identified by residents in the workshops?

2. Do you agree with the assets identified by residents in the workshops?

3. Do you agree with the opportunities identified by residents in the workshops?

4. Do you agree with the design priorities presented?

5. Which design priority do you think is most important?

6. Do you think the collages residents made are representative of your own vision for the future of the estate?

7. Have you seen George The Poet's video?

8. After today's event do you feel you have good understanding of what infill or redevelopment would mean for the estate?

9. Did you find today's event useful?

10. How did you hear about today's event?

11. Anything else you would like to share with us?

104

Attended

87

Households

29

Households attended for the first time

PUBLIC EXHIBITION - COMMUNITY VISION



Residents and design team at the exhibition on Saturday 2 November

PUBLIC EXHIBITION - COMMUNITY VISION

EXHIBITION BOARDS

The outcomes of previous workshops were presented on boards around the room. We asked residents to add any further comments to the boards using sticky notes and on the feedback forms. Below are the boards with comments by residents.

'IDENTIFYING CHALLENGES'

Future St Raphael's Estate
Co-Design Workshop 01 - Community Vision

IDENTIFYING CHALLENGES ON ST RAPHAEL'S ESTATE
After the mapping exercise we asked workshop participants for the key challenges, assets and opportunities on St Raphael's Estate. Below are the challenges we recorded during the workshops. Please let us know your comments!

<p>PUBLIC SPACE AND LANDSCAPE</p> <ul style="list-style-type: none"> • POOR LIGHT LEVELS WITHIN ESTATE • POOR ROUTES AND CONNECTIONS WITHIN THE ESTATE • POOR CONNECTIONS IN AND OUT OF THE ESTATE • POOR LIGHTING ESPECIALLY AT THE ESTATE • PARK IS DISCONNECTED AND SEAT AND BENCH, NOT NEARBY TO WALK THROUGH, LOTS OF GRASS • HISTORICAL BUILDINGS IN THE PARK - OLDEN PEOPLE DRINKING AND CASINO DISAPPOINT • LITTLE CHANGING AND NO ONE THRU THROUGH THE PARK • NO VIEWS TO THE BEACH AREA • LACK OF COSSING SPACES ALONG THE BEACH FRONT • LACK OF SMALL GREEN SPACES AND PLAY AREAS • LACK OF PLAY SPACES ESPECIALLY TO THE NORTH OF THE ESTATE • OUTDOOR SWIM IN THE WOODS PARK SIDE • LONG FENCE ON THE ESTATE 	<p>COMMUNITY AND LOCAL SERVICES</p> <ul style="list-style-type: none"> • LACK OF COMMUNITY SPACES AND PROGRAMMES • LACK OF LOCAL SHOP AND OTHER FACILITIES • LACK OF FACILITIES FOR AGING CHILDREN AND TEENAGERS • LACK OF FACILITIES FOR IMMIGRANT AREA • PLACES FOR COMMUNITY TO GATHER • HOUSES TOO SMALL • HISTORICAL MONUMENTS AND GP'S • LACK OF INTERACTION BETWEEN NEIGHBOURS • DOES NOT FEEL LIKE OF SPACES NECESSARY BUT THERE ARE SOME COMMUNAL BUILDINGS 	<p>TRAFFIC AND PARKING</p> <ul style="list-style-type: none"> • TRAFFIC FROM THE NORTH CIRCULAR • WINDING THROUGH THE ESTATE • A NEW OPPORTUNITY TO CROSS NORTH CIRCULAR • INTRODUCTION OF ONE WAY SYSTEM WOULD BE DANGEROUS FOR A LARGE PART OF THE ESTATE, CAREERS CONNECTION • NO CIRCULAR ACCESS TO HOMES ON NORTH CIRCULAR • DIFFICULT TO CROSS CIRCULAR STREET SAFELY • NOISE AND AIR POLLUTION FROM THE NORTH CIRCULAR • PARKS GOING VEHICLES DRIVING THROUGH ESTATE • NO STREET LIGHTS • LACK OF PARKING • BIKES ON THE CARLS • HANDICAPPED CARS
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MAINTENANCE

- FLAT TYPING
- RUBBER BENCHES AND COMMUNAL BIK AREAS AND POOL
- MAINTENANCE NOT KEPT UP
- LACK OF COLLECTOR MAINTENANCE
- MAINTENANCE STREET CLEANING
- RECYCLING ONLY TOWN SERVICE - FACILITIES NEED IMPROVING

HOUSES

- OVERCROWDING IN HOMES
- POOR QUALITY, LEAKY WINDOWS
- POOR NOISE INSULATION BETWEEN FLATS
- THIN WALLS IN FLATS
- SIBERIA OF FLATS PREVENTS BROWSE SYSTEMS DEVELOP
- ANTI SOCIAL BEHAVIOUR IN COMMONS
- COMMUNAL AREAS NOT WELL MAINTAINED
- HOMES IN CLUMP PRESENTLY TO THE NORTH CIRCULAR

SECURITY

- CCTV IN KEY SPOT AREAS - EXISTING CAMERAS DON'T PANIC
- SAFETY AND LONG COMMUNITY SPACES
- COUNTESS LANE SAFETY - HOME SECURITY PREFERENCE
- THE PROXIMITY OF THE BEACH HELLS RELATED

HAVE WE MISSED ANYTHING? YOU CAN ADD ANY FURTHER CHALLENGES YOU WANT US TO KNOW ABOUT ON THE FEEDBACK FORM

Katharine's Caplan Architects Partnership

FOR MORE INFORMATION PLEASE CONTACT US ON 01843 860000 EXT 300

'CREATING A COMMUNITY VISION THROUGH COLLAGE'

Future St Raphael's Estate
Co-Design Workshop 01 - Community Vision

CREATING A COMMUNITY VISION FOR ST RAPHAEL'S THROUGH COLLAGE
After discussing challenges, assets and opportunities in the group we asked participants to work together to create a shared community vision for the Future St Raphael's in the form of a collage. The results are summarised below.

LET US KNOW WHAT YOU THINK - WE CAN ADD ANY FURTHER COMMENTS YOU HAVE!

Katharine's Caplan Architects Partnership

FOR MORE INFORMATION PLEASE CONTACT US ON 01843 860000 EXT 300

"Deal with neighbour disputes now before redevelopment"

"GP services within the estate - Satellite office"

"Local youth/resident workspace"

"Coffee bars"

PUBLIC EXHIBITION - COMMUNITY VISION

'EMERGING DESIGN PRIORITIES'

Future St Raphael's Estate
Emerging Design Priorities

ST RAPHAEL'S ESTATE

Through analysis of the discussions and the collages made during the workshops we have identified the following design principles as priorities for the two masterplan options.

YOU TOLD US

- HOUSES** THERE SHOULD BE A GOOD VARIETY OF HOUSING TYPES WITH BOTH FURNISH AND UNFURNISH HOMES AND HIGH INSULATION IN WALLS IS IMPORTANT TO IMPROVE SOUNDING. COMMUNAL AREAS SHOULD BE SAFE AND WELL MAINTAINED
- COMMUNITY AND LOCAL SERVICES** THERE IS A LACK OF COMMUNITY SPACES, PLAY AREAS AND LOCAL AMENITIES. MORE COMMUNITY PROVISIONS FOR LOCAL BUSINESSES AND ACTIVITIES FOR YOUTH, ADULTS AND ELDERLY
- TRAFFIC AND PARKING** THE IMPROVED CIRCULAR ROAD WILL HAVE AN IMPACT TO THE ESTATE THROUGH CONGESTION, SLOWING ROAD SAFETY, NOISE AND POLLUTION. THERE ARE ALSO ISSUES WITH PARKING FOR RESIDENTS AND THEIR VISITORS, INCLUDING CARS
- SECURITY** PARTS OF THE ESTATE FEELS UNSAFE DUE TO ANTI-SOCIAL BEHAVIOUR, LACK OF LIGHTING AND CCTV CAMERAS. THE DARK SPACES BETWEEN BUILDINGS ARE THE OVERLOOKING HIGHWAYS CREATE OPPORTUNITIES FOR CRIME
- PUBLIC SPACES AND LANDSCAPE** THE PARK COULD BE MORE INTEGRATED INTO THE ESTATE WITH BETTER MAINTENANCE AND SHARE GREEN SPACE. PUBLIC AMENITIES, PLAY AND LEISURE FACILITIES NEED TO BE BETTER LOCATED
- MAINTENANCE** SPACES FOR WASTE AND RECYCLING ARE POORLY DESIGNED AND MAINTAINED. RFP TIPPING IS ALSO A BIG ISSUE. GENERAL MAINTENANCE AND CLEANING OF THE ESTATE NEEDS IMPROVEMENT

WE THINK THE MOST IMPORTANT DESIGN PRIORITIES ARE

- MODERN HOMES WITH HIGH-QUALITY MATERIALS** INCLUDING BOTH FLATS AND HOUSES WITH PRIVATE OUTDOOR SPACE SUCH AS BALCONIES AND GARDENS
- MULTI-FUNCTIONAL COMMUNITY HUB WITH FLEXIBLE USE FOR PEOPLE OF ALL AGES AND SPACES FOR LOCAL BUSINESSES ON THE ESTATE**
- IMPROVEMENTS TO PARKING AND STREETS THROUGH DESIGN AND OPERATIONAL MANAGEMENT TOGETHER WITH WIDER TRAFFIC CONTROL MEASURES**
- BETTER SAFETY AND SECURITY THROUGH DESIGN OF BOTH PRIVATE AND COMMUNAL SPACES, INCLUDING BETTER NATURAL SURVEILLANCE OF PUBLIC PLACES**
- ENHANCED GREEN, PLAY AND PUBLIC SPACES THROUGH BETTER DESIGN, PURPOSEFUL PLANTING AND AMENITIES**
- WELL-DESIGNED SPACES FOR WASTE & RECYCLING AND EASY TO MAINTAIN COMMUNAL AREAS**

Public Exhibition 18 November 2019
FOR MORE INFORMATION PLEASE CONTACT US: STRAPHS@BRENT.GOV.UK

"Outdoor space for one bedroom properties"

"Space and size of new homes"

'EMERGING DESIGN PRIORITIES - WHAT IS MOST IMPORTANT TO YOU?'

Future St Raphael's Estate
Emerging Design Priorities

ST RAPHAEL'S ESTATE

PLEASE PUT A STICKY DOT BY THE DESIGN PRIORITY MOST IMPORTANT TO YOU

- HOUSES WITH HIGH-QUALITY MATERIALS** INCLUDING BOTH FLATS AND HOUSES WITH PRIVATE OUTDOOR SPACE SUCH AS BALCONIES AND GARDENS
- MULTI-FUNCTIONAL COMMUNITY HUB WITH FLEXIBLE USE FOR PEOPLE OF ALL AGES AND SPACES FOR LOCAL BUSINESSES ON THE ESTATE**
- IMPROVEMENTS TO PARKING AND STREETS THROUGH DESIGN AND OPERATIONAL MANAGEMENT TOGETHER WITH WIDER TRAFFIC CONTROL MEASURES**
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- WELL-DESIGNED SPACES FOR WASTE & RECYCLING AND EASY TO MAINTAIN COMMUNAL AREAS**

DO YOU AGREE WITH THESE DESIGN PRIORITIES? LET US KNOW YOUR THOUGHTS AND COMMENTS ON THE FEEDBACK FORM

Public Exhibition 18 November 2019
FOR MORE INFORMATION PLEASE CONTACT US: STRAPHS@BRENT.GOV.UK

"More natural light in homes"

"Parking facilities underneath flats"

"There is a lot of water beneath the land that will come up when piling"

"Regular collection of bins. Pest central"

"Parking bays to be better marked as people parking poorly take extra space"

"Working CCTV"

"Better lighting. CCTV 'working' ones"

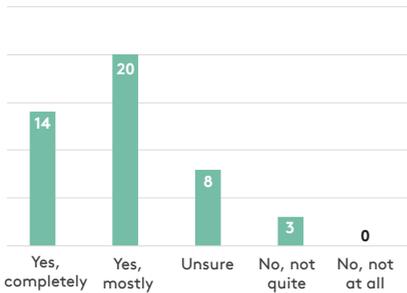
"Gardener to maintain green spaces"

PUBLIC EXHIBITION - COMMUNITY VISION

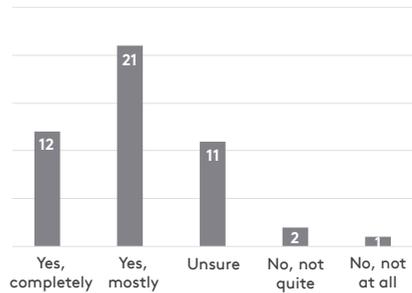
FEEDBACK FORMS - KEY QUESTIONS

47 feedback forms were collected from residents. Not all people answered all questions. The data collected will inform the design team of residents views on what had been presented and will serve as a foundation for the design of the two masterplan options.

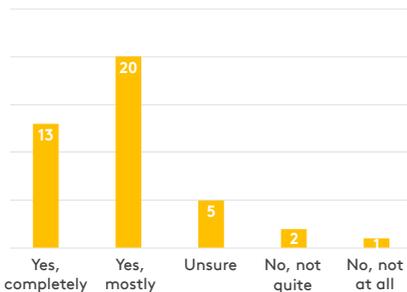
1. Do you agree with the challenges identified by residents in the workshops?



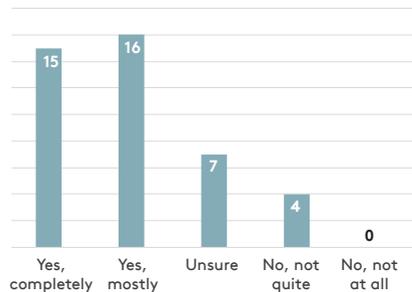
2. Do you agree with the assets identified by residents in the workshops?



3. Do you agree with the opportunities identified by residents in the workshops?

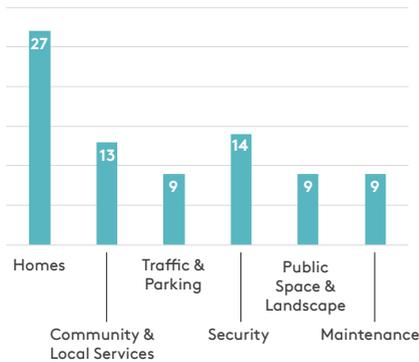


4. Do you agree with the design priorities presented?

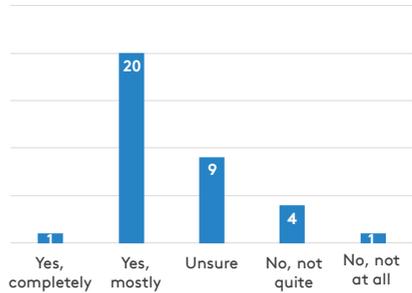


PUBLIC EXHIBITION - COMMUNITY VISION

5. Which design priority do you think is most important?

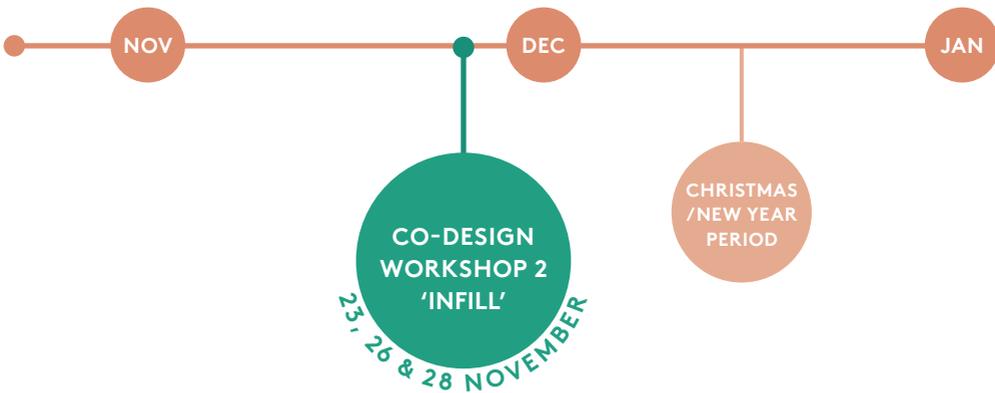


6. Do you think the collages residents made are representative of your own vision for the future of the estate?



UPCOMING EVENTS

After every community event, workshop and exhibition we will collect and analyse the feedback to consider how we can incorporate your thoughts into the development of design proposals. The next event will be the second workshop on the infill masterplan option. We hope to see you there!



- *Design team and residents working together on possibilities for infill development*
- *Exploring scenarios that meet the brief and resident's expectations*
- *Understanding potential compromises and implications of the scenarios*

DATE TO BE CONFIRMED
STUDY TRIP

YOUTH LED EVENT

EVENTS FOR YOUNG PEOPLE BY YOUNG PEOPLE

FEB

MAR

CO-DESIGN WORKSHOP 3 'REDEVELOPMENT'

18, 21 & 23 JANUARY

PUBLIC EXHIBITION 3 'INITIAL DESIGNS'

In January we will be hosting a co-design workshop where the design team and residents will together look at scenarios for redevelopment.

A chance for residents to provide structured feedback and understand how the proposals are taking shape and how their input has shaped the designs.

FUTURE ST RAPHAEL'S ESTATE COMMUNITY EVENTS

18 JULY 2019 - PUBLIC EXHIBITION 1: 'MEET THE TEAM'

31 AUGUST 2019: COMMUNITY DAY

2,5,8 OCTOBER 2019: CO-DESIGN WORKSHOP 1
'COMMUNITY VISION'

2-8 NOVEMBER 2019: PUBLIC EXHIBITION 2
'COMMUNITY VISION'

23, 26, 28 NOVEMBER 2019: CO-DESIGN WORKSHOP 2
'EXPLORING OPTIONS: INFILL'

18, 21, 23 JANUARY 2019: CO-DESIGN WORKSHOP 3
'EXPLORING OPTIONS: REDEVELOPMENT'

MARCH 2020 - DATES TBC: PUBLIC EXHIBITION 3
'INITIAL DESIGNS'

APRIL 2020 - DATES TBC: CO-DESIGN WORKSHOP 4
'DESIGN CODE'

MAY 2020 - DATES TBC: PUBLIC EXHIBITION 4
'DESIGN CODE'

JULY 2020 - DATES TBC: PUBLIC EXHIBITION 5
'MASTERPLAN PROPOSALS'

SEPTEMBER 2020 - PUBLIC EXHIBITION 6
'BALLOT'

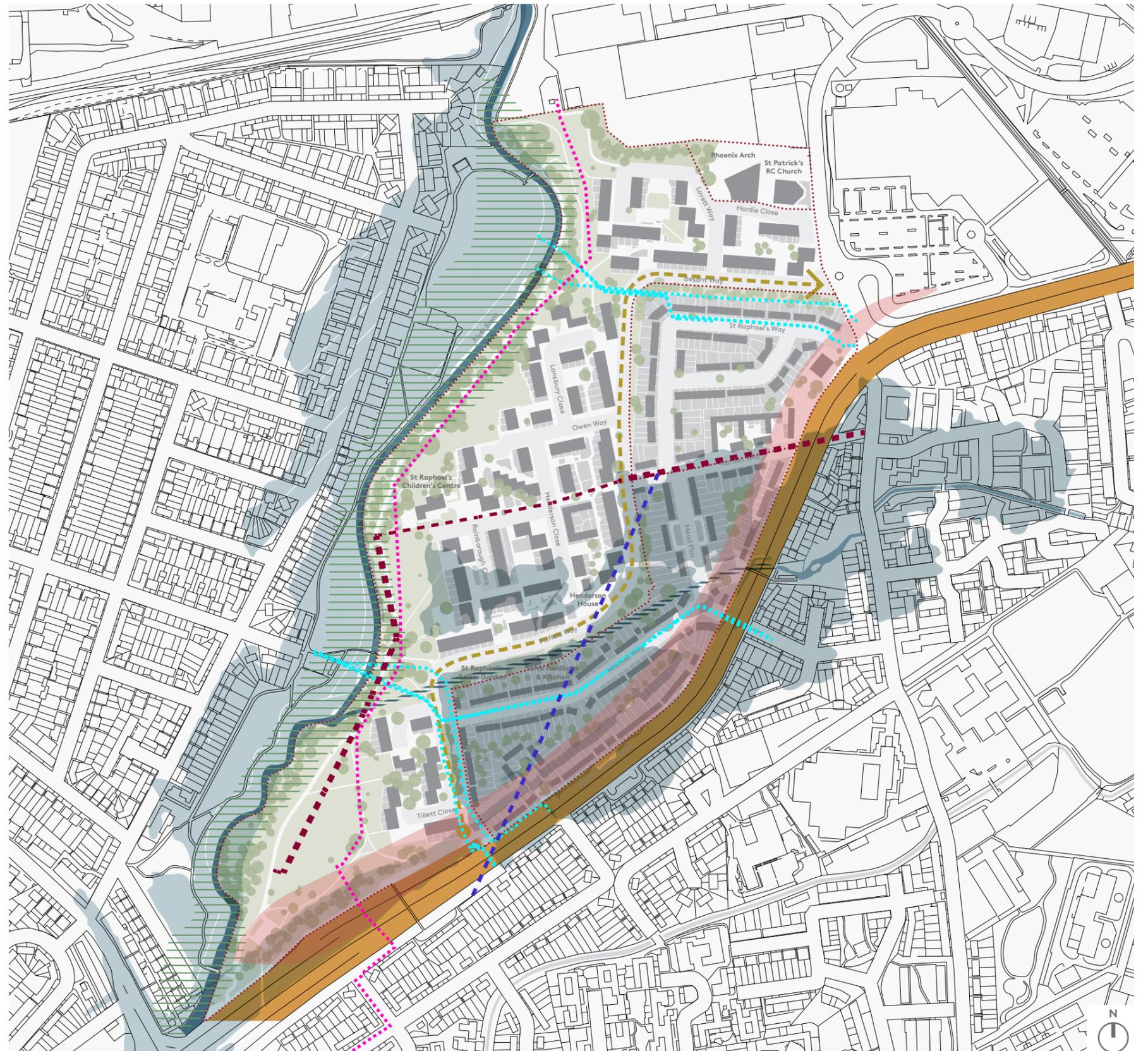
BALLOT
AUTUMN 2020

Local Area Constraints

KEY

-  Site of Importance for Nature Conservation (SINC)
-  River Brent
-  Red Line Boundary
-  North Circular Road
-  Flood Risk
-  Trees
-  Noise/Pollution
-  Heavy Traffic Through Site
-  Mitchell Brook
-  Mid Level Sewer
-  Storm Relief Sewer
-  IP Main Gas
-  EHV Electric Cable (33KV)

Page 119



SCALE 1:5000

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EQUALITY ANALYSIS (EA)

POLICY/PROPOSAL:	Future St Raphael's Masterplanning
DEPARTMENT:	Housing Supply and Partnerships
TEAM:	Housing
LEAD OFFICER:	Kathryn Eames
DATE:	25/11/2019

SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

The Council is to seek approval from the Cabinet to adjust the red line masterplanning area to focus only on the area that is known locally as St Raphael's Estate, which is made up of the following roads:

- Bentham Walk
- Besant Way
- Hardie Way
- Henderson Close
- Lansbury Close
- Lilburne Walk
- Lovett Way
- Owen Way
- Pitfield Way
- Overton Close
- Rainborough Close
- Tillett Close

The areas known locally as the Old Estate bounded by Pitfield Road and the North Circular are recommended to be excluded from the masterplanning red line area. This recommendation is being made on the basis of design and financial viability. A greater understanding of the residents affected by this proposal in the Old Estate will be developed as the engagement progresses through the collation of equalities data.

2 masterplans are in the process of being developed through a co-design or community led approach. They will focus on:

- **Infill development** – This option would build new homes on available land and retain all existing homes.
- **Redevelopment** - This option would re-modelling all or part of the masterplanning area, and involve the demolition of all or some of the existing homes and facilities. This approach would also look to address some of the socio-economic issues affecting

residents on the estate through improvements to the infrastructure on the estate. This would require a ballot.

The detail of these masterplan options have not been developed as this will be done through a comprehensive community led masterplanning process which is currently underway.

The Cabinet report also provides detail of progress to date.

The Council is aware from both the feedback and from its own knowledge of St Raphael's that there are environmental, safety and socio-economic issues. For example, the Community Profile for St Raphael's identifies some specific challenges for its residents:

- 38% of children are living in poverty in St Raphael's compared with 19% across England
- 25% of people have no qualifications in St Raphael's compared with 22% across England, 18% in London and 19% in Brent
- 27% are in full time employment compared with 39% across England, 40% in London and 36% in Brent

The Council also knows that there are other issues.

- St Raphael's is identified as having a low PTAL (public transport accessibility level), and only 56% of households have a car (compared to 74% nationally).
- The nature of the roads and river surrounding St Raphael's can make it feel isolated even although it is relatively close to Wembley, which is exacerbated by the limited retail offer on the Estate.
- There are also issues in regards to the air quality and noise from the North Circular. The parts of the estate immediately beside the North Circular have high poorer air quality (65-90 NO₂ (ug/m³) – reducing down to <30 NO₂ (ug/m³) further into the Estate and there are areas which have noise at 65-75 dB (potentially some properties >75 dB) - reducing down to 0-55 dB further into the Estate.

The Council is also aware that personal robbery is a prevalent crime on St Raphael's estate, which increased by 107% from last year, compared to an increase of 52% in the rest of the borough. Also increasing, but to a lesser extent, are assault of wounding/Grievous Bodily Harm (GBH). There is also recorded gang activity on the estate. The Council's Community Safety and Housing Management teams are working very closely with the Metropolitan Police to try and tackle these issues. However, the design and nature of the estate is likely to be a contributing factor in these crimes.

The Housing Management service carries out annual customer surveys, and as part of the survey in 2018, the Council commissioned a larger sample of St Raphael's residents. The number of people contacted across St Raphael's was 118. The survey revealed that residents living on the St Raphael's estate indicate significantly lower than average levels of satisfaction; 65% are satisfied with their neighbourhood as a place to live (74% on average in the borough) and only 55% are satisfied with the overall appearance of their neighbourhood (73% on average in the borough).

The survey also identified a specific range of issues which may be driving those lower levels of satisfaction, including:

- Rubbish or litter – 52% indicate this is a major problem (33% on average across the borough)
- Disruptive children / teenagers – 47% indicate this is a problem (20% a major problem) - (38% / 12% on average across the borough)
- Abandoned or burnt out vehicles – 33% indicate this is a problem (11% a major problem) - (21% / 6% on average across the borough)
- Other crime – 52% indicate this is a problem (28% major problem) – (39% / 14% on average across the borough)

The West London Alliance Strategic Housing Market Assessment (SHMA) was produced in August 2018 and concluded that there are 12,200 households currently in affordable housing need in Brent who are unable to afford their own housing.

At this time, we have an understanding of how residents on St Raphael's have a different demography to the Brent average, however this information is taken from 2011. This will be updated in early 2020 following a Housing Needs Assessment which will be carried out for those residents and homeowners living within the proposed red line masterplanning area. Information regarding residents who live outside the red line area will be collected through equalities monitoring via public workshops and events, to which they will be invited.

2. Who may be affected by this policy or proposal?

All those who reside or have an interest in St Raphael's Estate.

St Raphael's is made up of 3 distinct areas. Area A is known locally by residents as St Raphael's Estate. It is made up of 759 homes; building heights vary between 1-4 storeys, with a mix of 4 building typologies built in the late 1960's and 70's. c.70% of homes in St Raphael's Estate (Area A) are in council ownership.

Area B and C are known locally by residents as the Old Estate. This area is almost exclusively made up of 2 storey houses built after WW1, between 1918 - 1938. There are 220 homes in Area B, with council ownership of c.48%, and 161 homes in Area C with council ownership of only c.14% of homes.

In summary the area is made up of the following:

- Council tenants, those living in temporary accommodation, private renters, leaseholders, owners, housing association tenants and investor landlords.
- Commercial owners, leaseholders and tenants, and those who frequent these establishments.
- The nurseries - Abracadabra Preschool and Hephzibah Day Nursery – those who own, work and attend/has a child attending.
- Sufra (a community "Food Bank & Kitchen") – those who own, work and use the service
- Phoenix Arch School (a special school for children aged 5 to 11) – those who work and attend/has a child attending.
- The Children's Centre – those who work and attend/has a child attending.
- St Patricks Church – those who work and attend.

There are also a number of activities or groups which takes place on the Estate, where those who run or attend would be affected.

- Unlocking Potential (works within London communities to transform the life chances of marginalised children and young people (4-25yrs) who have social, emotional and mental health needs (SEMH).)
- A council run Employment and Skills project running out of The Living Room

This is not an exhaustive list, and will be developed through consultation going forward.

Council staff may also be affected in terms of where services are being delivered on the St Raphael's and staff working on this project.

3. Is there relevance to equality and the council's public sector equality duty? If your answer is no, you must provide an explanation.

Yes

- Eliminate unlawful discrimination, harassment and victimisation

Through this process we will review decisions to understand the effect on protected groups, to ensure that there are not unintentional effects.

- Advance equality of opportunity between people who share a "protected characteristic" and those who do not

The objective of the Future St Raphael's project is to improve the experience of living on St Raphael's estate, whilst also increasing the amount of affordable housing. Improvements to the area and new housing is to benefit all on St Raphael's including protected groups, but the detail has to be developed to understand what the effects will be.

- Foster good relations between people who share a protected characteristic and those who do not

Consultation and engagement will be a key part of this process and we will encourage an inclusive approach to tackle any prejudice and to promote understanding

- Duty to make reasonable adjustments to remove barriers for disabled people.

This work will provide opportunities to remove barriers for disabled people. Through the design process there will be consideration of how barriers can be removed.

Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Note – at this time until the options are developed we will not know this, but it is the intention that the options will be positive for as many people as possible. Negative impacts, from previous experience, could be along tenure lines or geographically based where an area is not included in the proposals – until options are developed these cannot be known and only once options are developed can these be reviewed to identify if there are negative impacts.

Characteristic	IMPACT
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	Positive	Neutral/None	Negative
Age	x		
Sex	x		
Race	x		
Disability	x		
Sexual orientation	x		
Gender reassignment	x		
Religion or belief	x		
Pregnancy or maternity	x		
Marriage	x		

4. Please complete **each row** of the checklist with an “X”.

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty?	x	
Does the policy or proposal relate to an area with known inequalities?	x	
Would the policy or proposal change or remove services used by vulnerable groups of people?	Cannot answer at this time	
Has the potential for negative or positive equality impacts been identified with this policy or proposal?	x	
If you have answered YES to ANY of the above, then proceed to section B. If you have answered NO to ALL of the above, then proceed straight to section D.		

SECTION B – IMPACTS ANALYSIS

- Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

To be able to carry out a Full Equality Analysis, we will need to develop the masterplan options so that an analysis can be carried out.

We will also need to further review the equality information we hold through the information gathered via the Housing Needs Assessment and ongoing equalities monitoring.

The judgement to date on the potential impact of the policy or proposal on groups with each protected characteristic, both within and outside the red line masterplanning area, is based on the intention that housing, transport, environmental and community improvements, and development opportunities will on the whole have a positive impact, however until the options are developed this cannot be analysed.

In order to support an inclusive community led process, a Resident Board has been established to input to and shape the process for engagement and communication in particular. The Resident Board, called St Raphael's Voice, is made up of 14 residents, representative of the area both geographically and by tenure. As the group evolves we will support under-represented groups to e.g. Black Africans, to join.

Of 14 Board members, 10 completed ethnicity monitoring forms.

In addition, equality monitoring forms are part of all event feedback forms which all residents attending events are asked to complete. To date 46 forms have been completed. In summary:

Tenancy: social tenant (22), Housing Association tenant (2), leaseholder (5), private owner (4), temporary resident (2)

Age: 19-24 (3), 25-34 (1), 35-44 (7), 45-60 (11), 61+ (13)

Gender: male (3), female (28), prefer not to say (0); has it changed yes(0), no (29), prefer not to say (0)

Ethnicity: white or white British (4), Asian or Asian British (5), mixed background (0), black African, Caribbean or black British (26), other (1)

Religious belief: no religion or belief (1), Muslim (8), Christian (23), Hindu (4), Jewish (0), other (0)

Disability: yes (8), no (24), prefer not to say (3)

Sexual orientation: straight (31), lesbian (0), gay (0), bisexual (0), prefer not to say (3)

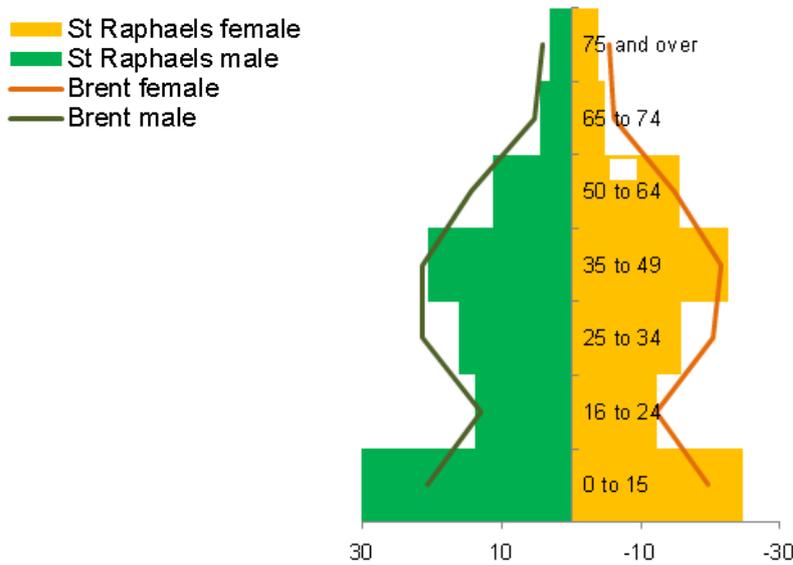
The below is information we have to understand the demographics of the area, but which we will need to further develop.

The following demographic data is extracted from the 2011 census, from LSOAs approximately coinciding with the boundaries of the St Raphael's area, Area A, B and C.

Age

St Raphael's estate has a large proportion of children (under 16); over 27 percent of the population is made up of children, compared to 20 percent in Brent. ¹

Figure One: Age and sex



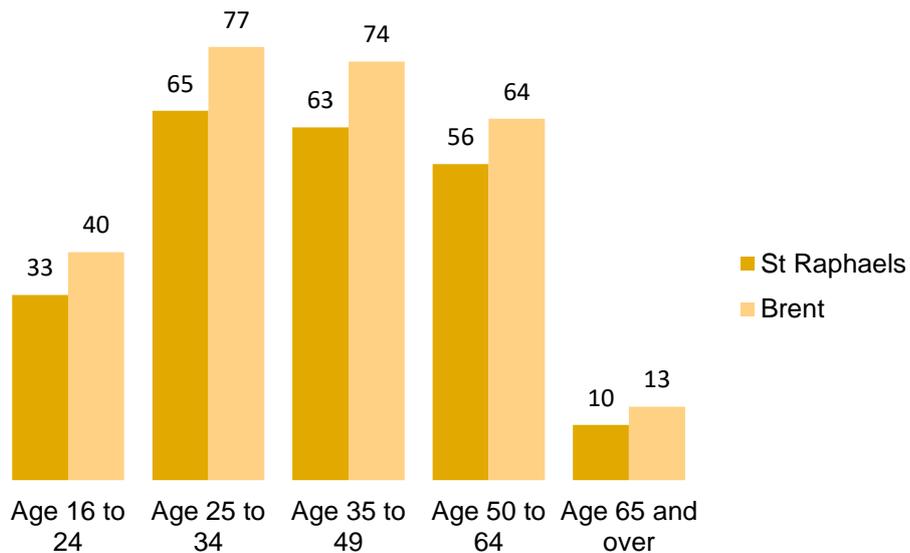
Employment by age

In St Raphael's, 73 percent of the population is working age. This is lower than 80 percent, the average for Brent. The employment rate² for all age groups is lower for St Raphael's than for Brent, except for those aged 65 and over.

¹ Census 2001

² Ratio of the employed to the working age population

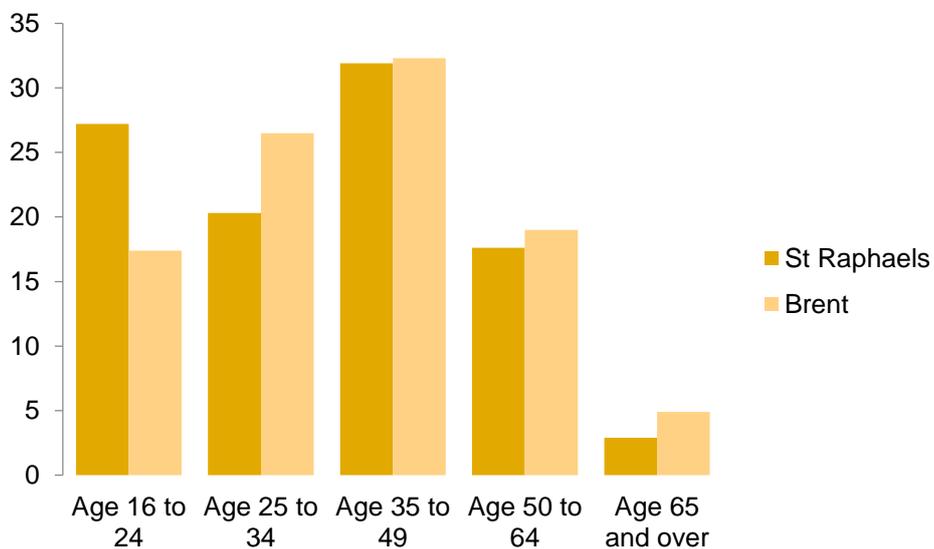
Figure two: Employment rate by age band



Working pattern by age

The proportion of the working population employed part-time is 35 percent, higher than 28 percent, the working population employed part-time in Brent. This proportion varies with age; those aged between 16 and 24 have a much larger proportion employed part-time, 27 percent compared to 17 percent. For all other age groups, the proportion of those employed part-time is lower than that for Brent, with the largest difference in those age between 25 and 34 with 20 percent employed part-time compared to 27 percent in Brent.

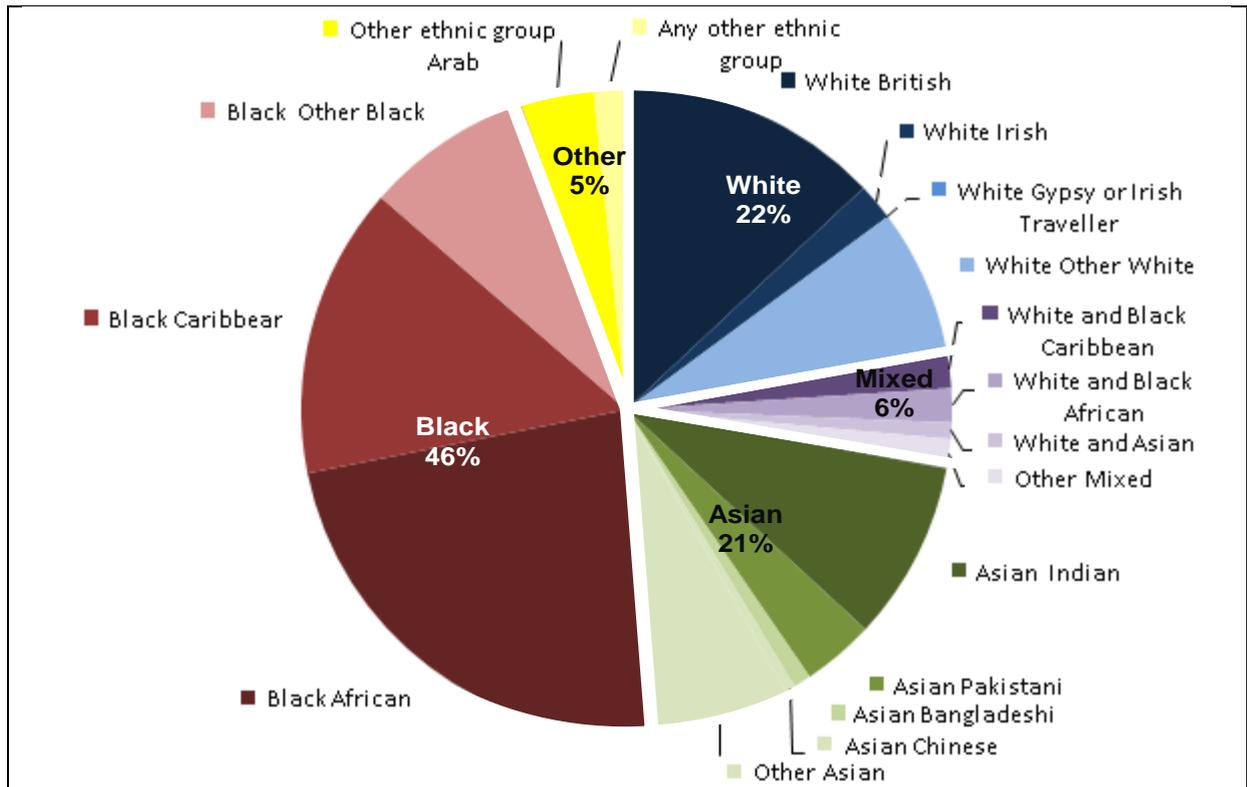
Figure three: Percentage of those working, working part-time by age-group



Ethnicity

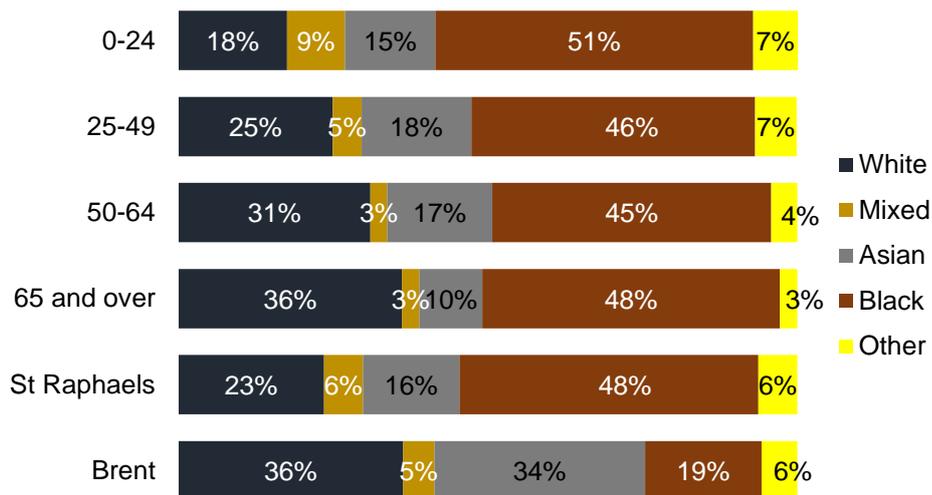
Almost half (46 percent) of St Raphael's estate is black, with black African making up 23 percent of the whole population. The white population is the second largest population group, making up 22 percent of St Raphael's, followed by the Asian population, 21 percent.

Figure four: Ethnic profile



The ethnic profile varies with age; although the black population remains fairly constant comprising around half the population in all age groups, the white population proportion increases with age doubling from 18 percent of the under 25s to 36 percent of the 65 and overs. The mixed population proportion increases as age decreases, tripling from three percent of those aged 50 and over to nine percent of the under 25s.

Figure five: Ethnic profile by age

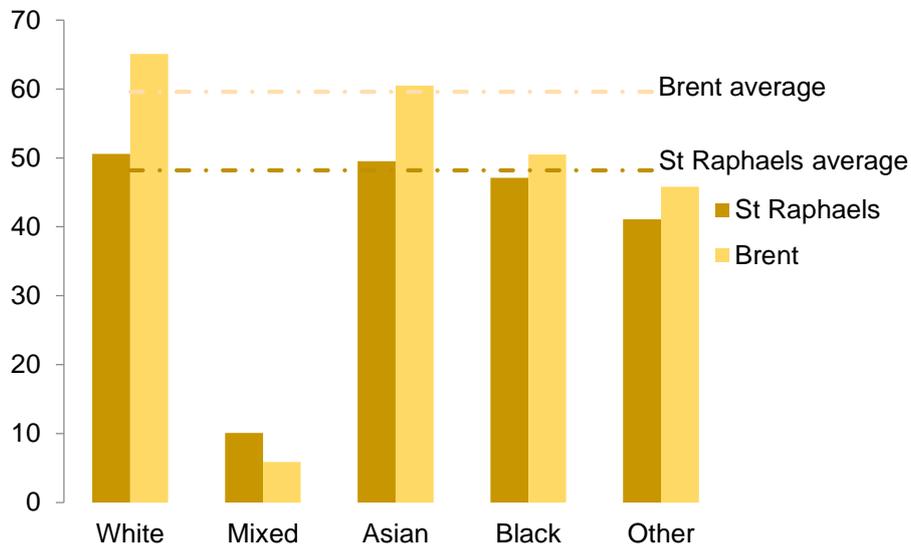


Employment by ethnicity

Employment varies by ethnicity in Brent and in St Raphael's. The employment rate for white and Asian people is higher than average for both Brent and St Raphael's. The employment

rate for black people is slightly lower than average in St Raphael's. In Brent the employment rate for black people is a lot lower than the average employment rate. Employment rates in St Raphael's are lower by ethnicity than the employment rates for Brent except for those with mixed ethnic background.

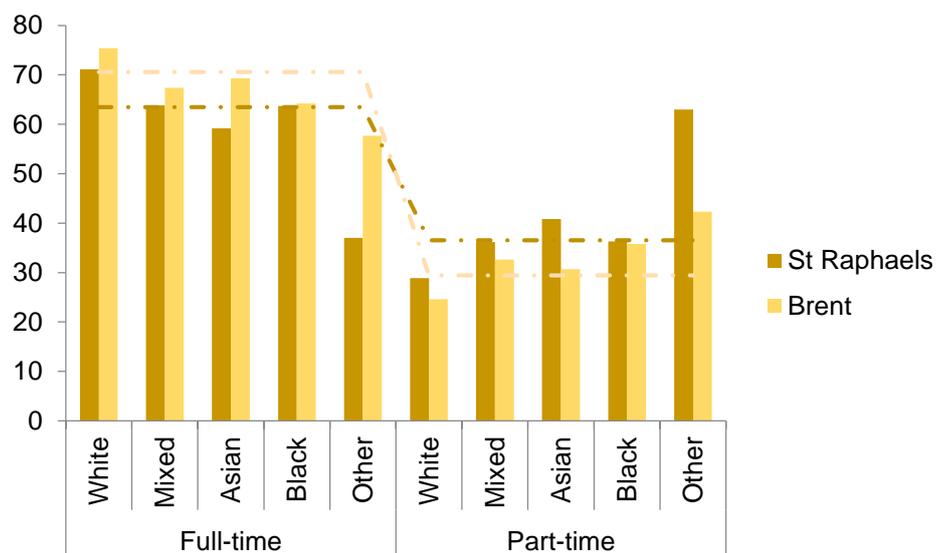
Figure six: Employment rate by ethnicity



Working pattern by ethnicity

For all ethnicities apart from black, there is a lower proportion of people in employment working full-time in St Raphael's than in Brent. White people have a higher than average proportion of full-time workers, and those from other backgrounds have a much lower proportion of full-time workers than the average for St Raphael's. Brent is different with a lower than average proportion of full-time workers from mixed, black and other ethnicities.

Figure seven: Working pattern by ethnicity – dotted line shows the average



Country of birth

Almost half (48 percent) of St Raphael's' residents were born outside the UK, which is less than the 56 percent of Brent residents born outside of the UK.³ Of the 48 percent of St Raphael's residents born outside the UK, 18 percent were born in Africa, and 15 percent in Asia and the Middle East. This differs from the 10 percent of Brent residents born in Africa, and 23 percent born in Asia.

Figure eight: Country of birth

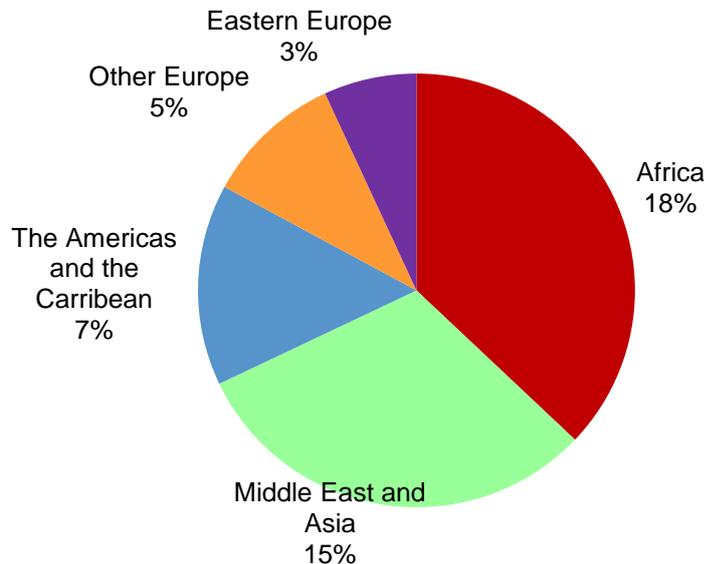
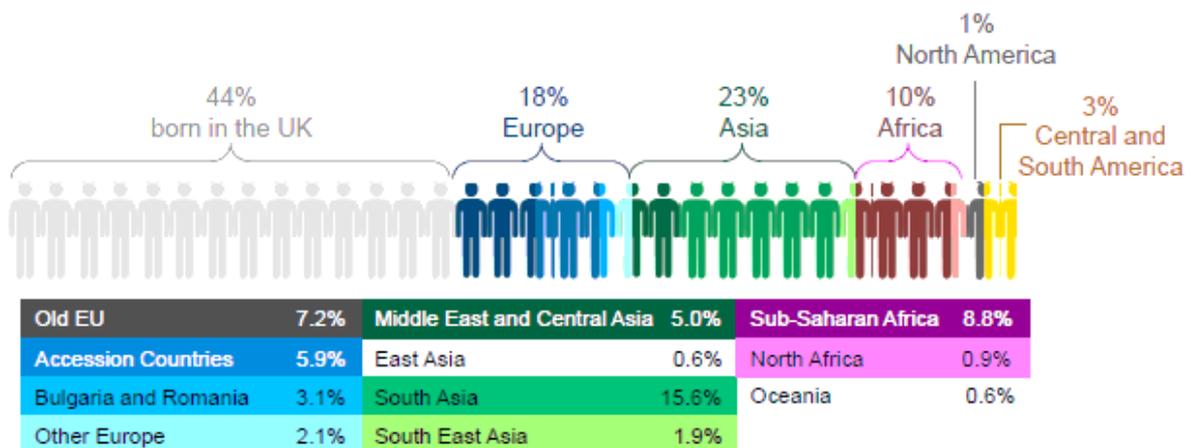


Figure nine: Country of birth - Brent⁴

Country of birth



The majority of people born outside the UK in St Raphael's were under 25 (61 percent). As age increased, the number of people born outside the UK decreased, ranging from 536 children aged under 16 to 17 people aged 65 and over. This differs from the Brent data as the majority (49 percent) of those born outside the UK are between the ages of 25 to 49.

Foreign born people make up 31 percent of the working age population in St Raphael's, lower than the 49 percent, the proportion for Brent.

Figure ten: Age of people born outside the UK in St Raphael's

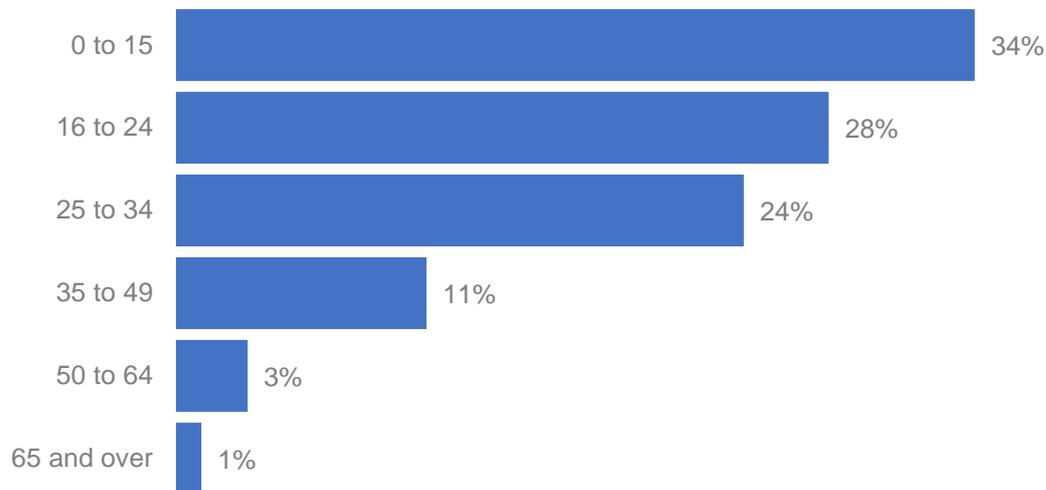
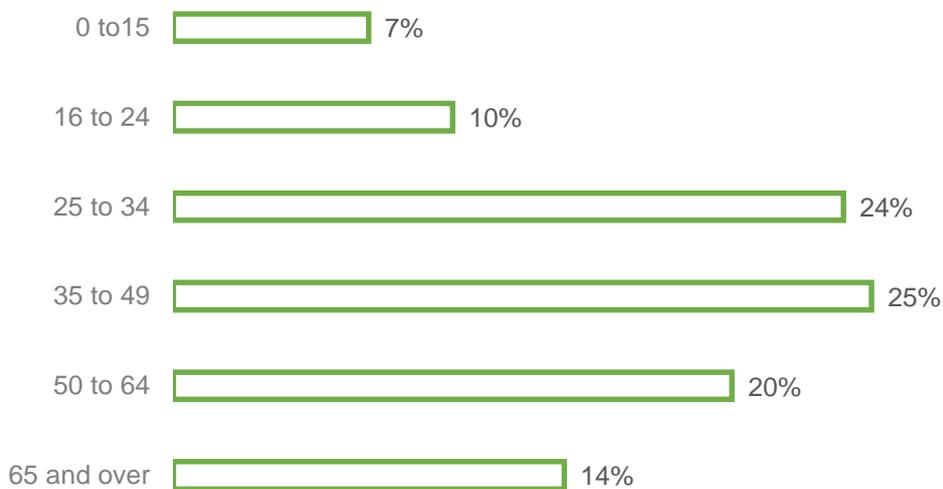


Figure eleven: Age of people born outside the UK in Brent⁵



Time lived in UK

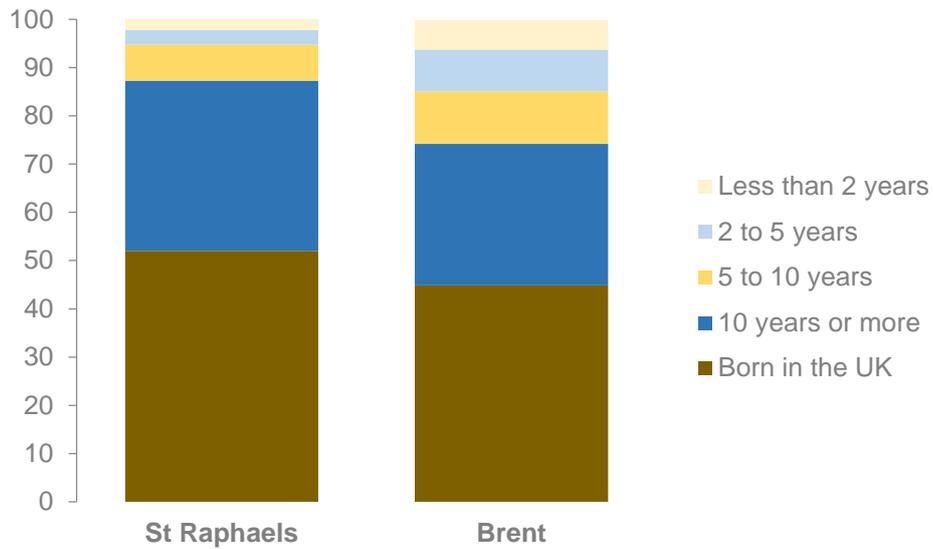
Over a third of St Raphael's residents born abroad had lived in the UK for over 10 years. This is higher than the Brent average of 29 percent. Only 2 percent had been in the UK for less than two years.

³ This information was taken from the 'Diversity in Brent Profile 2017'. This can be found at <https://intelligence.brent.gov.uk/Pages/DocumentDisplayView.aspx?ItemID=668>.

⁴ This information was taken from the 'Diversity in Brent Profile 2017'. This can be found at <https://intelligence.brent.gov.uk/Pages/DocumentDisplayView.aspx?ItemID=668>.

⁵ This information was taken from the London Datastore 'Country of Birth – Population Pyramid tool'. This can be found at <https://data.london.gov.uk/dataset/country-of-birth---population-pyramid-tool>.

Figure twelve: Length of time lived in the UK



Language

In Brent, 8.0 percent of residents cannot speak English. The percentage of people in St Raphael's that cannot speak English is lower at 6.8 percent. The percentage is the same for the working age population, and in numbers, 142 people do not speak English. After English, which is spoken as a main language by 81.5 percent of St Raphael's, the most spoken language is Gujarati (5.9 percent), followed by Arabic (3.7 percent). Similarly in Brent, Gujarati (8 percent) is the most spoken language, followed by Arabic (3 percent) and Polish (3 percent).⁶

Figure thirteen: Main languages spoken in St Raphael's

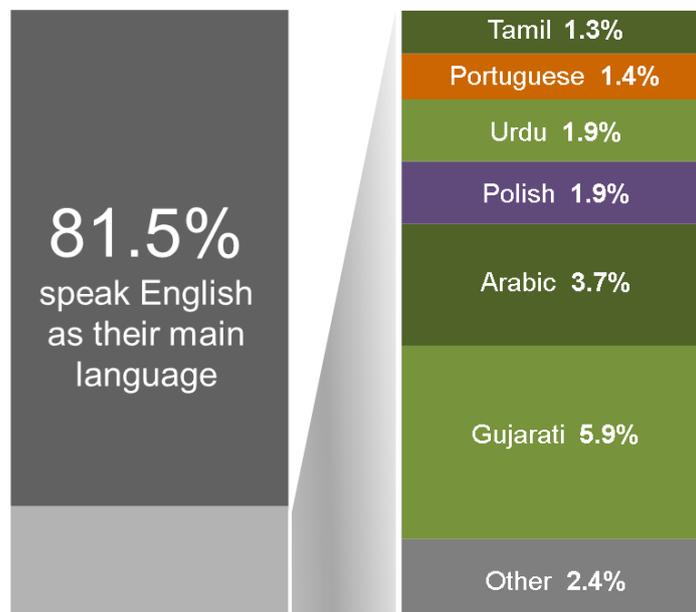
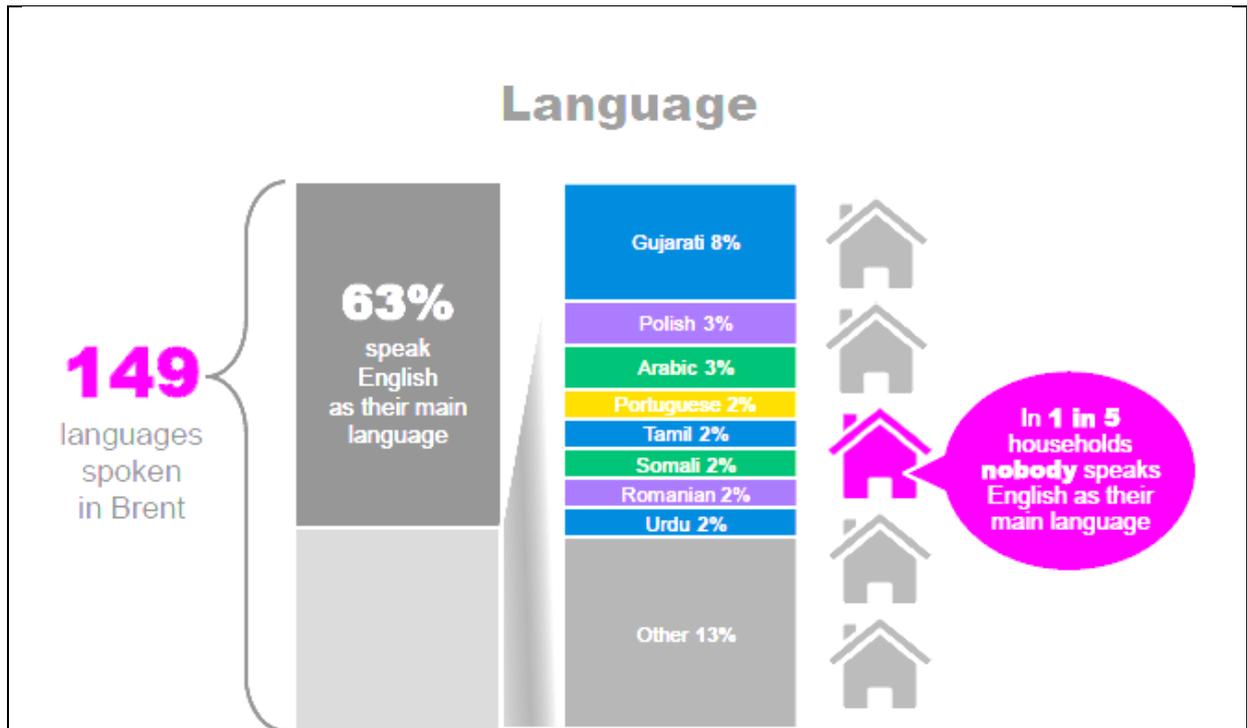


Figure fourteen: Main languages spoken in Brent⁷

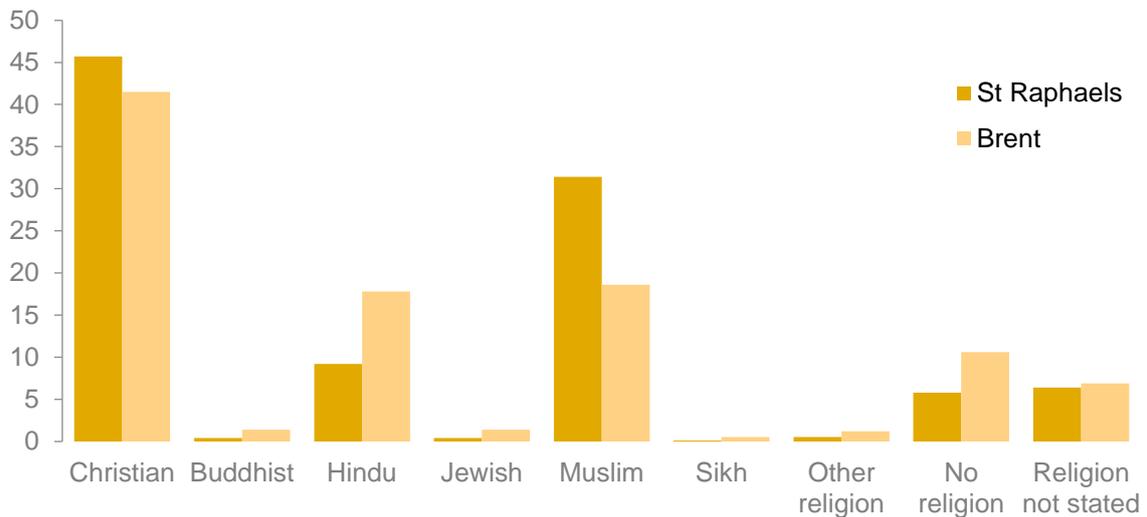
⁶ This information was taken from the 'Diversity in Brent Profile 2017'. This can be found at <https://intelligence.brent.gov.uk/Pages/DocumentDisplayView.aspx?ItemID=668>.

⁷ This information was taken from the 'Diversity in Brent Profile 2017'. This can be found at <https://intelligence.brent.gov.uk/Pages/DocumentDisplayView.aspx?ItemID=668>.



Religion

There is a higher proportion of Muslims and a slightly higher proportion of Christians in St Raphael's than in Brent. There are fewer Hindus and fewer people with no religion.



Household composition

There are 170 single parent households with dependent children on St Raphael's estate. As a proportion of households on the estate, this (16 percent) is almost twice as many as the proportion of single parent households in Brent (9 percent). The majority of these households (95 percent) in St Raphael's are headed up by single female parent, which is similar to the 94 percent of single females making up the single parent households in Brent.

Half (49 percent) of the single parents in St Raphael's do not work and a quarter (25 percent) work part-time, with the remaining quarter (26 percent) working full-time. Likewise for Brent, almost half (46 percent) of the single parent households are not working, a quarter (25 percent) of these parents work full-time, with the remaining (29 percent) working part-time.⁸

Figure fifteen: St Raphael's Single parents with dependent children working pattern

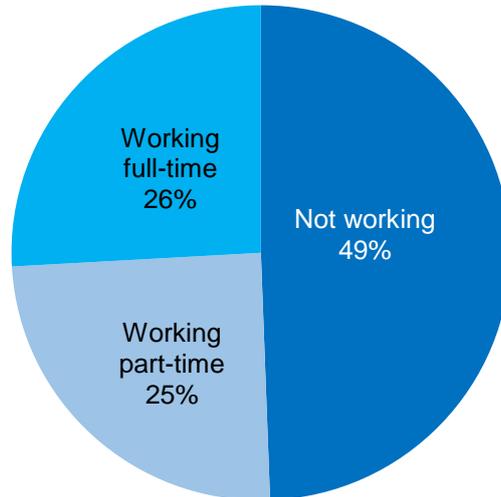
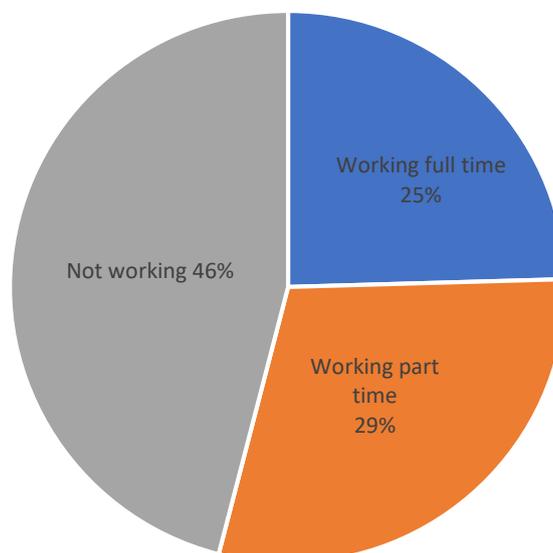


Figure sixteen: Brent's Single parents with dependent children working pattern⁹



Almost a third of the households in St Raphael's comprises of one couple families¹⁰. Of these families, 13 percent do not have children. There are 481 couple families with

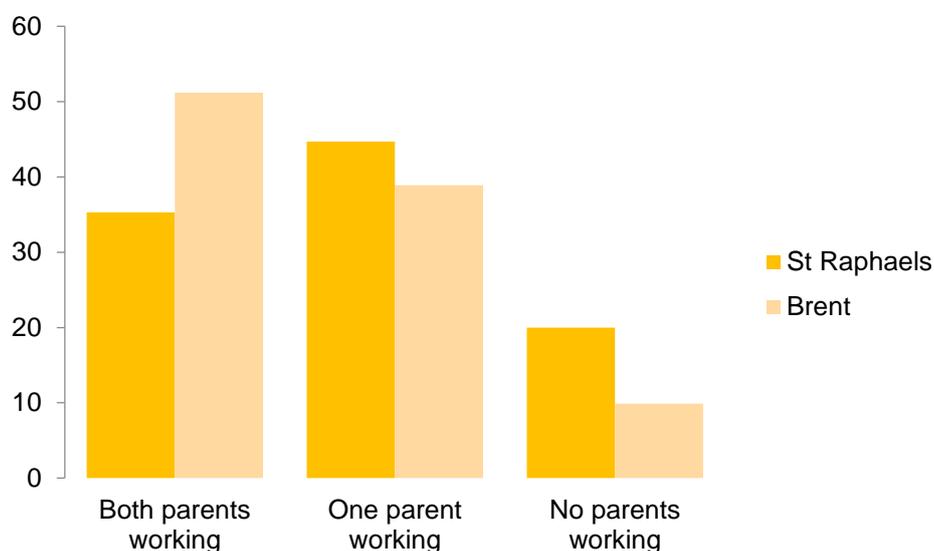
⁸ This information was taken from the '2001 to 2011 Census Borough Lone Parents Households with Dependent Children' report. This can be found at <https://intelligence.brent.gov.uk/Pages/DocumentDisplayView.aspx?ItemID=151>

⁹ This information was taken from the '2001 to 2011 Census Borough Lone Parents Households with Dependent Children' report. This can be found at <https://intelligence.brent.gov.uk/Pages/DocumentDisplayView.aspx?ItemID=151>

¹⁰ A couple here could be married, in a same sex civil partnership, or cohabiting

dependent children in St Raphael's. Of these 20.0 percent have no parents working, more than twice as many as Brent, 9.9 percent. There is a lower percentage of families with both parents working, 35 percent compared to 51 percent in Brent.

Figure seventeen: Families with children and employment status



There are 2,409 residents aged 16 and over on St Raphael's estate. Just over three quarters (76.5 percent) are economically inactive. Of the economically active (124 people), 79.8 percent are in employment and 20.2 percent are unemployed. This is a lower employment rate than for Brent (84.3 percent).

Table one: Employment by disability for St Raphael's and Brent

		In employment	Unemployed	Economically inactive
Activities limited a lot	St Raphael's	8.5	3.1	88.4
	Brent	13.2	2.4	84.5
Activities limited a little	St Raphael's	28.6	6.3	65.1
	Brent	32	6.1	61.9
Activities not limited	St Raphael's	56.5	12	31.6
	Brent	67.4	7.2	25.5

- For each "protected characteristic" provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state "not applicable".

AGE	
Details of impacts identified	The judgement to date on the potential impact of the policy or proposal on groups with each protected characteristic, both within and outside the red line masterplanning area, is based on the intention that housing, transport, environmental and community improvements, and development opportunities will on the whole have a positive impact, however until the options are developed this cannot

	<p>be analysed. Equality monitoring information will be examined for those in areas A, B and C and the needs of groups will be considered throughout the development of the options.</p> <p>We are aware that there are facilities for young people - nurseries and a children's centre on the St Raphael's estate, as well as the Phoenix Arch School. We also know that different age groups can require different facilities both in the community and within the home.</p> <p>We are aware of the feedback to date in regards to young people and the desire for facilities for young which will be fed into our work.</p> <p>We are aware that as at 2011 the population of children was above the Brent average</p> <p>We would seek to ensure that there is representational engagement throughout the process, and are doing this through the establishment of a Youth Engagement Forum, a group of young people who are organising engagement events targeted at young people.</p>
DISABILITY	
<p>Details of impacts identified</p>	<p>The judgement to date on the potential impact of the policy or proposal on groups with each protected characteristic, both within and outside the red line masterplanning area, is based on the intention that housing, transport, environmental and community improvements, and development opportunities will on the whole have a positive impact, however until the options are developed this cannot be analysed. Equality monitoring information will be examined for those in areas A, B and C and the needs of groups will be considered throughout the development of the options.</p> <p>We are aware that Phoenix Arch School is a special school for children aged 5 to 11. We are also aware that different facilities and the way in which individuals are able to carry out their day to day activities need to be considered for those who have disabilities.</p> <p>We would seek to ensure that there is representational engagement throughout the process.</p>
RACE	
<p>Details of impacts identified</p>	<p>The judgement to date on the potential impact of the policy or proposal on groups with each protected characteristic, both within and outside the red line masterplanning area, is based on the intention that housing, transport, environmental and community improvements, and development opportunities will on the whole have a positive impact, however until the options are developed this cannot be analysed. Equality monitoring information will be examined for those in areas A, B and C and the needs of groups will be considered throughout the development of the options.</p> <p>We would seek to ensure that there is representational engagement throughout the process, including considering how the ethnic profile</p>

	<p>changes based on age for some ethnicities. We will be mindful of communication in different languages and providing translation services for all key communications and at public events. To date this offer of translation of documents or meetings has not been taken up. We believe this is due to there being an English speaker/reader within the family.</p>
SEX	
Details of impacts identified	<p>The judgement to date on the potential impact of the policy or proposal on groups with each protected characteristic, both within and outside the red line masterplanning area, is based on the intention that housing, transport, environmental and community improvements, and development opportunities will on the whole have a positive impact, however until the options are developed this cannot be analysed. Equality monitoring information will be examined for those in areas A, B and C and the needs of groups will be considered throughout the development of the options.</p> <p>We would seek to ensure that there is representational engagement throughout the process</p>
SEXUAL ORIENTATION	
Details of impacts identified	<p>The judgement to date on the potential impact of the policy or proposal on groups with each protected characteristic, both within and outside the red line masterplanning area, is based on the intention that housing, transport, environmental and community improvements, and development opportunities will on the whole have a positive impact, however until the options are developed this cannot be analysed. Equality monitoring information will be examined for those in areas A, B and C and the needs of groups will be considered throughout the development of the options.</p> <p>We would seek to ensure that there is representational engagement throughout the process</p>
PREGANCY AND MATERNITY	
Details of impacts identified	<p>The judgement to date on the potential impact of the policy or proposal on groups with each protected characteristic, both within and outside the red line masterplanning area, is based on the intention that housing, transport, environmental and community improvements, and development opportunities will on the whole have a positive impact, however until the options are developed this cannot be analysed. Equality monitoring information will be examined for those in areas A, B and C and the needs of groups will be considered throughout the development of the options.</p> <p>We would seek to ensure that there is representational engagement throughout the process</p>

	<p>We are aware that there are facilities - nurseries and a children's centre which may be used by those who are pregnant or on maternity leave, or require those facilities in order to return to work.</p>
RELIGION OR BELIEF	
Details of impacts identified	<p>The judgement to date on the potential impact of the policy or proposal on groups with each protected characteristic, both within and outside the red line masterplanning area, is based on the intention that housing, transport, environmental and community improvements, and development opportunities will on the whole have a positive impact, however until the options are developed this cannot be analysed. Equality monitoring information will be examined for those in areas A, B and C and the needs of groups will be considered throughout the development of the options.</p> <p>We would seek to ensure that there is representational engagement throughout the process</p> <p>There is St Patricks Church and we would seek to understand if there were any other religious establishments on St Raphael's. We will be mindful of the religious composition including in regards to when consultation events are held.</p>
GENDER REASSIGNMENT	
Details of impacts identified	<p>The judgement to date on the potential impact of the policy or proposal on groups with each protected characteristic, both within and outside the red line masterplanning area, is based on the intention that housing, transport, environmental and community improvements, and development opportunities will on the whole have a positive impact, however until the options are developed this cannot be analysed. Equality monitoring information will be examined for those in areas A, B and C and the needs of groups will be considered throughout the development of the options.</p> <p>We would seek to ensure that there is representational engagement throughout the process</p>
MARRIAGE & CIVIL PARTNERSHIP	
Details of impacts identified	<p>The judgement to date on the potential impact of the policy or proposal on groups with each protected characteristic, both within and outside the red line masterplanning area, is based on the intention that housing, transport, environmental and community improvements, and development opportunities will on the whole have a positive impact, however until the options are developed this cannot be analysed. Equality monitoring information will be examined for those in areas A, B and C and the needs of groups will be considered throughout the development of the options.</p>

	We would seek to ensure that there is representational engagement throughout the process
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3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

We are unable to assess the impact until the masterplan options have been developed.

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

Equality monitoring forms are part of all event feedback forms which all residents attending events are asked to complete. To date 46 forms have been completed. In summary:

Tenancy: social tenant (22), Housing Association tenant (2), leaseholder (5), private owner (4), temporary resident (2)

Age: 19-24 (3), 25-34 (1), 35-44 (7), 45-60 (11), 61+ (13)

Gender: male (3), female (28), prefer not to say (0); has it changed yes(0), no (29), prefer not to say (0)

Ethnicity: white or white British (4), Asian or Asian British (5), mixed background (0), black African, Caribbean or black British (26), other (1)

Religious belief: no religion or belief (1), Muslim (8), Christian (23), Hindu (4), Jewish (0), other (0)

Disability: yes (8), no (24), prefer not to say (3)

Sexual orientation: straight (31), lesbian (0), gay (0), bisexual (0), prefer not to say (3)

We believe this is representative of the people who will be affected by the proposal, but engagement is ongoing and we will seek that this is representative of the people who will be affected.

5. Please detail any areas identified as requiring further data or detailed analysis.

Equality monitoring forms will be available for completion at all future engagement events to build on the information already gathered. These events will be advertised and open to all residents affected by this proposal (inside and outside the red line area).

The Housing Needs Assessment will be carried out in early 2020; this will provide detailed information for those residents affecting within the red line masterplanning area.

Once the masterplan options are developed, the above information will allow for a full EA to be carried out.

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

This is unknown at present

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

Equalities information will be collated throughout the engagement in order to ascertain whether there are particular groups that need to be considered in the development of engagement activities.

As we are developing the option we will continually review to see if we are representationally engaging with the community and reviewing how proposals impact on protected characteristics.

Once the masterplan options are agreed, the equalities impact will be assessed.

SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

Currently there are no masterplan options against which to assess any impact for any residents in Area B and C, or Area A. As such a full EA cannot be completed at this time as the masterplan options need to be developed through continued engagement with the local community needs to take place.

The options have an opportunity to have positive effects on all of the community, but it will be a key part of the process to ensure that there is robust engagement and that we review impacts of proposals on protected characteristics.

Socio-economic considerations are important as part of this work as will be a consideration of engagement with those individuals who do not speak English or English is not the main language

SECTION D – RESULT

Please select one of the following options. Mark with an "X".

A	CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED	X
----------	--	----------

B	JUSTIFY AND CONTINUE THE POLICY/PROPOSAL	
C	CHANGE / ADJUST THE POLICY/PROPOSAL	
D	STOP OR ABANDON THE POLICY/PROPOSAL	

SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

Action	Expected outcome	Officer	Completion Date
To have a full engagement and consultation process with tenants and the local community, that is representational	Final proposal meets the needs of the current and future community as far as possible. We ask as part of consultation processes for personal data in order to monitor if we are engaging representationally	Kathryn Eames (lead)	Ongoing to ballot
To continue to ensure the Resident Board membership is representative of the community as far as possible	That the engagement and communications process is designed to be accessible to all parts of the community, including those with protected characteristics.	PPCR independent advisors (lead)	Ongoing to ballot
To gather more background data to understand the composition of the estate and affected residents via a Housing Needs Assessment and through ongoing equalities monitoring at public events	To understand the composition of the community	Kathryn Eames (lead)	Ongoing to ballot

SECTION F – SIGN OFF

Please ensure this section is signed and dated.

OFFICER:	Kathryn Eames
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REVIEWING OFFICER:	Natalie Gordon
HEAD OF SERVICE:	David Guy

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 Brent	Cabinet 9 th December 2019
	Report from the Strategic Director of Regeneration & Environment
INCLUSIVE GROWTH STRATEGY 2019-2040	

Wards Affected:	ALL
Key or Non-Key Decision:	Key Decision
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:	Three: Appendix 1 – IGS documents (can be viewed by clicking here) Appendix 2 – 20191125 Full Council report Appendix 3 – Equality Impact Assessment
Background Papers:	0
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Jonathan Kay, Senior Regeneration Manager Jonathan.Kay@brent.gov.uk Alice Lester, Operational Director Regeneration, Growth & Employment Alice.Lester@brent.gov.uk

1.0 Purpose of the Report

- 1.1 Following Full Council 25th November 2019, to present to Cabinet the Inclusive Growth Strategy research base, strategy documents and video for approval prior to publishing the strategy documents on the Council's website, and disseminating the same to key partners and stakeholders.

2.0 Recommendation(s)

- 2.1 To note the Inclusive Growth Strategy 2019-2040
- 2.2 To approve the Inclusive Growth Strategy research base, strategy documents and video prior to publishing the strategy documents on the Council's website, and disseminating the same to key partners and stakeholders.

3.0 Detail

3.1 The proposal for an Inclusive Growth Strategy to accompany forecast change, over the next 20 years, including significant population growth, demographic change and resource pressures, was first mooted in 2017, developed by officers over the past 2 years, reported to PCG in April and October 2019, and most recently reported to Full Council November 2019 (see Appendix 2).

3.2 The full and final suite of Inclusive Growth Strategy 2019-2040 documents, plus the video, are available for download via the links below

<https://www.dropbox.com/sh/3tje529702osdc5/AADATe90-ZhyY-CrCMH59g-Ga?dl=0>
<https://youtu.be/13vCXIqkzfl>

3.3 Cabinet are now asked to formally approve the Inclusive Growth Strategy 2019-2040 prior to publication as per recommendation 2.2.above.

4.0 Financial Implications

4.1 Costs of development of the Inclusive Growth Strategy (IGS) have been met from within existing budgets.

5.0 Legal Implications

5.1 Legal have reviewed the Annexed Action Plan and identified areas that if fully implemented may be expected to require Strategic Environmental Assessment as part of the statutory planning process under the Local Plan.

6.0 Equality Implications

6.1 An Equality Impact Assessment is attached at Appendix 3.

6.2. The IGS is viewed as having the potential to advance equality of opportunity, with the potential of positive impacts for people with the following protected characteristics: Age, Sex, Race, Disability, Pregnancy and Maternity.

7.0 Consultation with Ward Members and Stakeholders

7.1 The IGS was reported to Members of the Cabinet on 11th April 2019 and 24th October 2019, and to Full Council on 25th November 2019. The IGS was presented at Partners for Brent 10th October 2019, with a wide range of partners in attendance, and discussion at the event used to develop the IGS. The Lead Member for Regeneration, Property & Planning has been regularly briefed throughout the development of the IGS.

8.0 Human Resources/Property Implications

8.1 Regeneration has project managed production of the IGS in consultation with service areas across the Council.

Report sign off:

AMAR DAVE

Strategic Director of Regeneration & Environment.

 Brent	Full Council 25 th November 2019
	Report from the Strategic Director of Regeneration & Environment
Inclusive Growth Strategy 2019-2040	

Wards Affected:	All
Key or Non-Key Decision:	Key Decision
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:	3 Appendix 1 – IGS documents (can be viewed by clicking here) Appendix 2 – IGS Partners for Brent Appendix 3 – Equality Impact Assessment
Background Papers:	0
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Jonathan Kay, Senior Regeneration Manager 020 8937 2348 Jonathan.Kay@brent.gov.uk Alice Lester, Operational Director Regeneration, Growth & Employment 020 8937 6441 Alice.Lester@brent.gov.uk

1.0 Purpose of the Report

1.1 To present to Full Council the Inclusive Growth Strategy for endorsement and publication.

2.0 Recommendation(s)

2.1 To note the Inclusive Growth Strategy 2019-2040

2.2 To note that the Inclusive Growth Strategy research base, strategy documents and video will be presented to Cabinet for approval prior to publishing the strategy documents on the Council's website, and disseminating the same to key partners and stakeholders.

3.0 Detail

Inclusive Growth Strategy

- 3.1 The proposal for an Inclusive Growth Strategy to accompany forecast change, over the next 20 years, including significant population growth, demographic change and resource pressures, was first mooted in 2017, developed by officers over the past 2 years, and reported to PCG in April and October 2019.
- 3.2 Brent's Regeneration Strategy 2010-2030 was drawn up in 2009 and is in need of significant improvements. Since then, the Census 2011 identified a larger population in Brent, and much new growth projection data is now available. The London Plan has been revised twice, and the current Mayor of London has had a new London Plan examined, with adoption due Spring/Summer 2020. Brent has published its new Borough Plan 2019-23, and consulted on its new Local Plan, with examination due Spring/Summer 2020. Brent is the London Borough of Culture 2020. Much has changed and is expected to continue to change.
- 3.3 The Inclusive Growth Strategy (IGS) is a long term strategy that identifies choices available to meet the challenges and seize the opportunities of growth over the next 20 years. Broader in scope than a Regeneration Strategy, the IGS is supported by a detailed evidence base drawn up in-house by officers across all the council service areas, with early support provided by the LSE Cities programme. The IGS builds on the medium term Borough Plan and takes a longer term scan of the horizon of different futures. Headline growth trends and impacts considered in the IGS include:
- Brent's population projected to grow 17% and reach 400,000 people by 2040
 - Brent's population over 80 years old projected to double by 2040
 - Automation placing a third of jobs in Brent at higher risk
 - Employment growth in creative and circular economies
 - Rise of older workers driving demand for retraining and flexible employment
 - Increasing housing unaffordability, as house prices outstrip wage growth
 - Private renters increasing to be 40% of London's households by 2025
 - Growing water demand and widening deficit versus available water supply
 - Sewer capacity at critical levels by 2050 in north and west parts of Brent
 - Transformation of Brent's energy mix to reach zero carbon by 2050 – requiring fossil fuel use reduction of 80% and increased renewable energy use of 500%
 - Ageing population, obesity levels and increased risks for black and minority ethnic groups, driving even higher levels of diabetes in Brent's population

- Continued decline in traditional retail and greater high street diversification
- 3.4 Inclusive growth is proposed to be facilitated through evidence based actions, with an eye to wider societal changes: population and demographics, technology and lifestyle choices, and equality of opportunity and access to the benefits of growth. An annexed action plan details initiatives and actions, some of which are in train, some which can be considered in future years, to make the policy objectives and options happen.

The IGS therefore provides an invaluable body of forward-looking research and evidence. High level applications include:

- Joining up thinking and promoting longer-term and pre-emptive planning around the challenges and opportunities that stem from growth
 - Reference document and evidence base for policy and decision makers to draw upon when reviewing and formulating policy across a number of areas
 - Action plan provides a menu of options and initiatives to complement policy development and council service area planning
 - Establishes framework and evidence base for data capture and long term projections and impact analysis, with potential for future updates
- 3.5 In April 2019, Members of the Cabinet reviewed the IGS and officers took on three main actions:

- 1) Review data sources and improve document design and presentation
- 2) Produce an accessible synopsis to sit on top of the fuller documents
- 3) Engage and consult with external partners

3.6 Subsequently an extensive review of all data references in the IGS Research Base was undertaken. One third of quantitative data sets were updated with newer data, and qualitative analysis subsequently updated to reflect the new data. The IGS Full Strategy document was then refreshed in light of the new data.

3.7 To make the IGS more accessible to people a synopsis and video were created. The 25-page IGS Synopsis compliments the longer and more detailed IGS Full Strategy and Research Base. All IGS documents are available for download via the link below, and recommended to be published on the Council's website:

<https://www.dropbox.com/sh/3tje529702osdc5/AADATe90-ZhyY-CrCMH59g-Ga?dl=0>

3.8 A video production company was appointed to produce a short 5-minute video (with subtitles). The video provides a quick and easy to understand snapshot of the IGS for partners, businesses and residents of the borough, and is available to view via the link below.

<https://youtu.be/13vCXlqkzfl>

3.9 The IGS was presented to Partners for Brent on 10th October 2019. The event

was well attended and workshops held on Housing and Infrastructure, in response to partner requests to hold sessions on those specific themes. Discussion and feedback received from partners was captured at the session, and the IGS documents reviewed in light of that feedback. A copy of the Partners for Brent attendance list, presentation slide pack, notes recorded at the event, feedback analysis and subsequent amendments made to the IGS documents is appended to this report, as is feedback from Brent's Senior Managers Group, 7th October 2019 (Appendix 2).

- 3.10 The IGS documents were sent to all partners post the event and feedback requested. Follow ups for detailed feedback from the West London Alliance, Environment Agency and Crisis were made after offers for such by those organisations at the event. No additional feedback has been received to date.

4.0 Financial Implications

- 4.1 Costs of development of the Inclusive Growth Strategy (IGS) have been met from within existing budgets.

5.0 Legal Implications

- 5.1 Legal have reviewed the Annexed Action Plan and identified areas that if fully implemented may be expected to require Strategic Environmental Assessment as part of the statutory planning process under the Local Plan.

6.0 Equality Implications

- 6.1 An Equality Impact Assessment is attached at Appendix 3.
- 6.2 The IGS is viewed as having the potential to advance equality of opportunity, with the potential of positive impacts for people with the following protected characteristics: Age, Sex, Race, Disability, Pregnancy and Maternity.

7.0 Consultation with Ward Members and Stakeholders

- 7.1 The IGS was considered by Members of the Cabinet on 11th April 2019 and 24th October 2019. The IGS was presented at Partners for Brent 10th October 2019, with a wide range of partners in attendance, and discussion at the event used to develop the IGS (see Appendix 2). The Lead Member for Regeneration, Property & Planning has been regularly briefed throughout the development of the IGS.

8.0 Human Resources/Property Implications

- 8.1 Regeneration has project managed production of the IGS in consultation with service areas across the Council.

Report sign off:

AMAR DAVE

Strategic Director of Regeneration & Environment.

EQUALITY ANALYSIS GUIDANCE

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INTRODUCTION

Brent is committed to equality, diversity and inclusion; the council is determined to be an exemplar of good practice in equality, diversity and human rights and it is our policy to treat everyone fairly and with respect.

We aim to ensure that all our current and future residents, staff and stakeholders are treated fairly and receive appropriate, accessible services, and fair and equal opportunities.

This commitment requires that equality considerations play a key role in our decision-making processes and that our policies are fully compliant with the duties placed on us as a public sector body by the Equality Act 2010.

Equality Analyses (EAs) ensure that we follow through on our commitment to equality and they provide a method for clearly demonstrating the necessary legal compliance.

PURPOSE

This document provides detailed guidance for officers planning or carrying out EAs.

When carrying out an EA you should read this guidance in full and use it in conjunction with the accompanying EA template, for which it provides explanations and step-by-step instructions.

LEGAL CONTEXT

1. The Equality Act 2010

The Equality Act 2010 replaced the pre-existing anti-discrimination laws with a single Act. The legislation covers the exercise of public functions, employment and work, goods and services, premises, associations, transport and education.

The act prohibits victimisation and harassment, and all of the following forms of discrimination: direct; indirect; by association; by perception; or discrimination arising from disability.

2. Protected Characteristics

The Equality Act 2010 introduced the concept of “protected characteristics”, of which there are nine, as follows:

Characteristic	Description
Age	Older people, younger people etc.
Sex	A man or a woman.
Race	Race as a protected characteristic refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.
Disability	A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.
Sexual orientation	Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.
Gender reassignment	The process of transitioning from one gender to another.
Religion or belief	Religion has the meaning usually given to it, but belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.
Pregnancy or maternity	Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.
Marriage and civil partnership	These have the standard legal meanings, but are only to be considered in respect of the need to eliminate discrimination (see section on public sector equality duty).

3. Public Sector Equality Duty

Under section 149 of the Equality Act 2010, public bodies such as councils must, in the exercise of their functions, have “**due regard**” to the need to:

- **Eliminate unlawful discrimination**, harassment and victimisation
- **Advance equality of opportunity** between people who share a “protected characteristic” and those who do not
- **Foster good relations** between people who share a protected characteristic and those who do not

These are generally referred to as the needs, or the three aims of the duty. This “**general equality duty**” must be fulfilled **before, and at the time of**, the exercise of a council function and each aim must be considered in turn: for example, the obligation to have due regard to advancing equality is quite separate from the obligation to have due regard to eliminating discrimination.

To meet the duty when exercising its functions, the council should integrate equality considerations into its mainstream policy development and decision-making. It needs to be aware of and consider the effects of its activity by considering all of the following:

1. The need to enquire into whether and how a proposed decision disproportionately affects people with a protected characteristic. In other words, the **indirect discriminatory** effects of a proposed decision.
2. **Equality of opportunity** is expanded by placing a duty on the council to have due regard to the need to remove or minimize disadvantages connected to a characteristic of a protected group; take steps to meet the needs of protected groups; and to encourage participation of protected groups in public life where participation is proportionately low.
3. In relation to **fostering good relations**, there is a duty to have due regard to the need to tackle prejudice and promote understanding.
4. There is also a specific requirement that councils must take steps to take account of a person’s disability and there is a duty to make **reasonable adjustments to remove barriers for disabled people**. What matters is how disabled persons are affected and not just whether a proposal affects a greater number of persons with disabilities than without. The duty is ‘anticipatory’. For example, Brent cannot wait until a disabled person wants to use its services but must think in advance (and on an ongoing basis) about what people with a range of impairments might reasonably need.

Definition of ‘due regard’

The Equality and Human Rights Commission advise that case law has established some key principles that explain what having “**due regard**” means in practice:

- Decision-makers place equality considerations at the centre of policy formulation, side by side with other considerations.
- Decision-makers consciously consider the general equality duty as an integral part of the decision-making process, not just a matter of ‘box ticking’.

- Decision-makers have sufficient information to understand the effects of the policy, or of the particular decision, on the aims set out in the general equality duty.
- Decision-makers review policies or decisions if circumstances change (e.g. if the make-up of service users alters). This is vital as the duty is a continuing one.
- Responsibility cannot be delegated to external organisations that are carrying out public functions on their behalf.
- Decision-makers consciously consider the aims of the general equality duty not only when a policy is developed and decided upon, but when it is being implemented.

WHAT EAs ARE FOR AND WHEN THEY ARE USED

1. What is the purpose of an Equality Analysis?

Equality Analyses (EAs) are a practical way of demonstrating compliance with the important statutory obligations described above. They provide a systematic method for accurately recording and evidencing that we have properly considered these obligations.

EAs help to ensure our decisions are made in a fair, transparent and accountable way considering the needs and rights of different individuals and communities, and they are designed to help identify, analyse, record and plan mitigation for any unintended consequences for particular groups or sections of the community arising from our decisions and proposals. They also help to identify where there are positive equality impacts, or indeed demonstrate that there will be no equality impacts at all.

An EA is a versatile tool. For example, consideration should be given to carrying out an EA before making decisions about changes to services, especially proposed service reconfigurations, reductions or closures. However, you can also use an EA to review the impact of existing policies, strategies and other arrangements from time to time.

2. When is an Equality Analysis required?

EAs should be used in support of decision-making, policy formulation, change initiatives, projects, service reviews and in the development of budget proposals.

If needed, an EA should be carried out at the earliest possible stage and should inform and shape policies and decisions as they develop and progress, and they should draw on relevant equality information and the results of any engagement activity. This provides the opportunity to address issues of inequality.

Equality considerations must inform the decision-making process itself and not be retrofitted to the decision after the fact as a box-ticking exercise. EAs should be living documents; as projects progress and further evidence of impacts become available, and unforeseen impacts emerge, they should be reviewed and updated to reflect any changes.

When there are complex and/or protracted decision-making processes, a separate EA may be needed at each key stage of the process.

Having ‘due regard’ to equality considerations across multiple functions may also involve assessing the impact on equality of decisions that are made together, such as a major review of services or when setting overall budgets. This means ensuring that you have sufficient information to understand the cumulative (or combined) impact of these decisions.

It is important to be clear that fulfilling the public sector equality duty is a separate legal process from consultation. A good consultation does not discharge the duty. An EA is concerned with what will be the actual impact of a measure, whereas a consultation is concerned with people’s views about it.

The following questions will help you to determine when an EA is required (but this is by no means an exhaustive list):

- Does the change or initiative have a significant effect in terms of equality on service users, employees or the wider community? (Remember that the relevance of a change or initiative will depend not only on the number of those affected, but also by the significance of the effect on them).
- Is it a major change or initiative, significantly affecting how functions are delivered in terms of equality?
- Will it have a significant effect on how other organisations operate in terms of equality?
- Does the change or initiative relate to functions that previous engagement has identified as being important to particular protected groups?
- Does or could the change or initiative affect different protected groups differently?
- Would the policy or proposal change or remove services used by vulnerable groups of people?
- Does it relate to an area with known inequalities (for example, access to public transport for disabled people, racist/homophobic bullying in schools)?
- Does it relate to an area where equality objectives have been set by the council in its Equality Strategy?

If the answer to any of the above is “yes”, you will need to carry out an EA.

3. When are equality impacts justified?

Not all policies can be expected to benefit all groups equally, particularly if they are targeted at addressing particular problems affecting one protected group. Policies like this, that are specifically designed to advance equality and demonstrate positive impact(s), will, however, also need to be assessed for their effect on equality across all the protected groups.

Assessing impact on equality is not simply about identifying, and mitigating or removing, negative effects or discrimination. It is also an opportunity to identify ways to advance equality of opportunity and foster good relations, and this can involve building positive action measures into the delivery of services. When decisions are likely to result in detrimental impacts on any group with a protected characteristic, they must be carefully considered and justified objectively. Adverse impacts must be explained as part of the formal decision-making process and attempts to mitigate any harm must always be explored, but it may not always be feasible to mitigate all negative equality impacts.

N.B. The quality of the EA is what matters, not how long it is. Make sure you write it so that people who are not experts in your area can understand it.

BRENT PROCEDURES

1. EAs at Brent

All EAs at Brent must now be done using the Brent EA template (Appendix 1). Full instructions for carrying out an EA using the template are given in the next chapter of this guidance.

2. Support with EAs

If you have any questions about EAs or would like further advice and guidance, the Policy and Scrutiny Team offers support. Please contact the team on equality@brent.gov.uk and they will reply within 5 working days.

Please note that wherever you are unclear you should consult the Policy and Scrutiny Team for advice. Please also note that Legal Services may need to be involved where discrimination or a clear risk of other non-compliance with the Act is identified. The above should all be factored into your timescales and adequate time should be always be allowed for potential amendments to be made.

Once completed, an EA should be sent to the Policy & Scrutiny Team for it to be reviewed. Once again, timescales should allow for any changes that may be required following advice.

3. Responsibility and sign-off

The role of the Policy & Scrutiny Team is advisory only and responsibility for EAs ultimately lies with the service making the relevant decision or carrying out the council function. An EA should therefore always be signed-off by the appropriate head of service or higher.

It is for the services themselves to demonstrate compliance with the Act and they must therefore ensure that EAs are properly carried out, signed-off, recorded, stored for future reference and published where appropriate. Where reports are published, it is usually expected that an associated EA would be published alongside it.

4. Human rights and socio-economic equality implications

While not specifically covered by the Equality Act 2010, at Brent it is considered a matter of good practice that, where relevant, an EA should also cover human rights and socio-economic equality implications, as these are priorities in Brent's Equality Strategy.

5. EAs for restructuring exercises

There is a separate process for assessing the equality impacts of restructuring exercises. Please contact your Senior HR Advisor for more information.

THE EA TEMPLATE INSTRUCTIONS

Section A – Initial Screening

Carrying out an initial screening will help to establish the relevance of the decision/policy/proposal to the council's equalities duties and whether or not a full EA is required. This stage is important because the need to meet with our equalities duties must be balanced with the need to streamline processes and avoid wasting resources.

A full EA **will not** generally be required if, through the initial screening, it is clearly demonstrated that:

- there will not be any negative equality impacts;
- the policy or proposal is not relevant to the council's equality duty;
- it does not relate to an area with known inequalities; and
- it will not change or remove services used by vulnerable groups of people

The screening provides a means of showing that equality has still been properly considered in respect of a policy or proposal for which a full EA is not deemed necessary.

When a full EA **is** considered necessary, the screening provides a means of summarising why this is the case.

A1 - Description

Use this box to provide a clear and detailed description of the policy, proposal, change or initiative. Clearly set out what it is planned to achieve, why it is required and what the key objectives and expected outcomes are.

A2 - Affected parties

Carefully consider who may be affected by this policy or proposal. Ensure that you consider service users, the general public, staff and external stakeholders. Use the box provided to give details.

A3 – Relevance to equality

This section is especially important. Carefully think about whether there is relevance to equality and the council's public sector equality duty. Consider which aspects of the policy are most relevant to equality; which of the three aims of the general equality duty are relevant, and which protected characteristics.

Think about the purpose of the policy, the context in which it will operate, who it should benefit, and what results are intended. At this stage you can start to think about potential impacts on people with different protected characteristics.

If it is clear at this point that you will be completing the full EA, a brief statement as the relevance of equality should suffice in this section.

If, however, you decide that a policy does not impact on any of the equality aims contained in the public sector equality duty, you will need to explain why here, including the reasons and the evidence and information that you used to reach this conclusion.

This information should also be included in the “Equalities Implications” section of any covering reports.

A simple statement of no relevance to equality without any supporting information is not sufficient, nor is a statement that no information is available. This could leave the council vulnerable to legal challenge, so obtaining early advice from the Policy and Scrutiny Team is essential.

If the Policy and Scrutiny Team advise that the policy is in fact relevant to equality, then you will need to continue and complete the full EA process. Therefore, review should be sought early, in case an EA is in fact necessary.

A4 - Potential or known impacts

Based on what is known, probable or possible from the available evidence at the time of the screening, consider each “protected characteristic” in turn and indicate with an “X” the potential or known impact of the policy or proposal. It is vital to carefully consider if the proposal will impact on people *in different ways as a result of their characteristics*.

It is possible for negative and positive impacts to be identified against the same characteristic. Details of the particular impacts identified can be provided later in the template.

A5 – Checklist

Complete each row of the checklist to identify whether a full EA is required. If you answer **yes to any** of the checklist questions, you **will** need to complete the EA.

NB: Where there is a lack of certainty in respect of any of the checklist questions, or where there is insufficient evidence available to identify what impacts there will be, you should err on the side of caution and complete the full EA.

Section B – Impacts Analysis

B1 – Evidence and Data

In this section outline the research, information, data and engagement used for the analysis. Consider what information will give you a full picture of how well the proposal will work for different groups of people and how you will gather this information. How might engagement initiatives, research and equality monitoring data assist your analysis? Make sure that your work is proportionate to the initiative, don’t over-consult on a small change or under-consult on an important issue.

It is important that you have appropriate and reliable information about the different groups sharing protected characteristics that are likely to be affected. Understanding the impact on different groups is a key step in identifying whether a policy might unlawfully discriminate. The information that will be most useful will depend on the nature of the policy.

If you don’t yet have evidence, this does not prevent you carrying out a provisional EA, for instance, at the start of a project. The EA will need to be based on your considered judgement. As the project develops, you will need to source information and update the EA. Your plans should always be proportionate to the matter in hand.

However, in order to identify important impacts on people with different protected characteristics, it may be useful to look at:

- Any equality monitoring data available
- Comparisons with similar policies in other departments or authorities to help you identify relevant equality issues.
- Analysis of enquiries or complaints from the public to help you understand the needs or experiences of different groups of people.
- Recommendations from inspections or audits to help you identify any concerns about equality matters from regulators.
- Information about the local community, including census findings to help you establish the numbers of people with different protected characteristics.
- Recent research from national, regional and local sources that includes information on relevant equality issues.
- Results of engagement activities or surveys to help you understand the needs or experiences of people with different protected characteristics.
- Information from the public, and from voluntary organisations to help you understand the needs or experiences of people with different protected characteristics.

When analysing the evidence, you have gathered, consider the following questions:

- Do policy outcomes and service take-up differ between people with different protected characteristics?
- What are the key findings of any engagement you have undertaken?
- If there is a greater impact on one group, is that consistent with the policy aims?
- If the policy has negative impacts on people sharing particular characteristics, what steps can be taken to mitigate these effects?
- Is any part of the policy unlawful under the Equality Act 2010?
- Will the policy deliver practical benefits for certain groups?
- Does the policy miss opportunities to advance equality of opportunity and foster good relations?
- Do other policies need to change to enable this policy to be effective?

B2 – Impact details

For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate, state “not applicable”.

B3 – Unlawful impacts

It is vital to consider if any of the impacts you have identified may be unlawful under the Equality Act 2010? Prohibited acts include direct discrimination, harassment, victimisation and failure to make a reasonable adjustment. If such impacts are identified, notify the Policy and Scrutiny, and Legal teams.

B4 – Engagement

Consider if the right people were targeted in any engagement work. If you do not have equality information about people who may be affected with particular protected characteristics, consider whether you need to fill information gaps.

This could mean undertaking short surveys, or some other engagement work. If it is not possible to collect this in time to inform your analysis, consider how you can increase your understanding in the short term before undertaking more robust research at a later date. This could mean, for example, meeting with stakeholders.

B5 – Future analysis

Further to question B4 above, note here what future analysis you plan to undertake. It is vital that information about the actual impact of the policy should be used to review the policy in future, where necessary.

B6 – Remaining impacts

The council must have due regard to the Equality Duty when taking decisions, but it also has a range of other responsibilities, including a duty to set a balanced budget.

Decision makers must balance any potential for detrimental impacts against the strength of legitimate need for the policy or service change to deliver savings or other justifiable reason.

The more serious the potential for any detrimental equality impacts, the greater the financial or other reason must be.

B7 – Monitoring and review

Assessing the impact on equality is an ongoing process that does not end once a policy has been agreed or implemented.

An EA will help anticipate and address the policy's potential impact, but the actual impact of the policy will only be known once it has been introduced, so it is important to carefully monitor actual, ongoing impacts.

This means it is also good practice to periodically review policies in respect of their equality impacts. Changing circumstances should also be considered when planning reviews. These might include a change in the area demographics, the availability of alternative services or the emergence of new ways to reduce adverse impact.

Section C - Conclusions

This section provides an opportunity to detail your overall conclusions based on your analysis, including whether mitigating actions are required to alleviate any negative equality impacts identified, and if so, what they are and what the expected outcomes should be.

Generally, where the policy is likely to have an adverse impact on large numbers of people who share a protected characteristic, greater weight should be given to the aims of the general equality duty. However, when the number of people affected is small, the weight given to equality considerations is not necessarily less if the policy would have a serious impact on the individuals concerned.

If positive equality impacts have been identified, consider what actions you can take to enhance them. Consider whether there are positive lessons here for policy development elsewhere and whether the approach could be promoted as an exemplar policy or best practice.

If you have decided that you must continue with the policy and justify it despite its adverse equality impacts, ensure that you detail your justification fully in this section.

Section D - Result

Select one of the 4 options provided, as follows:

a) Continue

Where analysis had demonstrated no negative equality impacts, you may wish to continue with the policy unchanged.

b) Justify and continue

Ultimately, there may be other factors (such as other policy aims or financial constraints) which make it reasonable for you to decide to adopt the policy despite its adverse equality impact. You can choose this option where your policy does not unlawfully discriminate, or where any potential discrimination is indirect and can be objectively justified. You need to take into account the possibility that your decision could be challenged and consider whether you would be able to satisfy a court that you had “due regard” to the aims of the general equality duty when you reached this decision. It is vitally important that you document the reasons for your decision and the evidence that supported these reasons when you note your conclusions.

c) Change

This involves making changes to the policy to ensure it does not adversely affect certain groups of people or miss opportunities to affect them positively. This can involve taking steps to mitigate adverse impacts, or to bolster or tailor positive ones. It is lawful under the Act to treat people differently in some circumstances (such as putting in place single-sex provision where there is a need for it or adopting proportionate positive action measures that benefit people sharing protected characteristics). Document in your conclusions the reasons for the steps you are adopting and the information you used to make this decision.

d) Stop

If you find that the policy unlawfully discriminates, or the policy will carry extensive negative equality impacts, which it is not possible to mitigate, you may choose to abandon the policy or proposal altogether.

Section E - Action Plan

List all the steps you have identified to reduce the negative impacts; outline what a successful outcome will be; the officer(s) responsible for the action; and the expected date of completion for each.

You should also list how you will address any gaps in knowledge; any monitoring arrangements; plans for further engagement and analysis, and when the policy will be reviewed.

You can also list any actions you will take to advance opportunities for improvement where positive impacts have been identified.

Section F – Sign-off

Once the completed EA has been reviewed by the Policy & Scrutiny Team, it should be signed off by the relevant head of service, recorded and stored for future reference.

EQUALITY ANALYSIS (EA)

POLICY/PROPOSAL:	Inclusive Growth Strategy (IGS)
DEPARTMENT:	Regeneration & Environment
TEAM:	Regeneration
LEAD OFFICER:	Jonathan Kay
DATE:	14 th October 2019

NB: Please ensure you have read the accompanying EA guidance and instructions

SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

The Inclusive Growth Strategy (IGS) is a long term strategy to accompany forecast change, including population growth, demographic change and resource pressures, across the borough to 2040. If growth is to be inclusive, then the IGS proposes that everyone must participate and share fairly in the increased prosperity it brings.

The IGS examines baseline evidence and key growth trend data across demographic and socioeconomic factors that make up and affect the borough, and is divided into 7 themes: Culture, Economy, Education & Skills, Environment, Health, Housing and Infrastructure over the next 20-years.

IGS policy responses frame objectives and are underpinned by an annexed action plan that sets out concrete initiatives to address the challenges and seize the opportunities of growth as we move towards 2040.

2. Who may be affected by this policy or proposal?

In theory, were the IGS and annexed action plan to be fully implemented, then everyone living or working in the borough may be affected.

Analysis is that IGS policy responses and initiatives could positively benefit various groups that may be affected by forecast change in the borough. Specifically, the IGS identifies responses that could benefit both young and old people, women (including women returning to work following maternity leave) and BAME groups in the borough.

3. Is there relevance to equality and the council's public sector equality duty? If your answer is no, you must provide an explanation.

Yes, there is relevance to the council's public sector equality duty, and due regard to such is paid in drawing up this equality analysis.

The underlying principle of the IGS is that if growth is to be inclusive, then everyone must participate and share fairly in the increased prosperity it brings.

Examining the baseline evidence and key growth trend data, circumstances are identified where people with protected characteristics are observed to be disadvantaged, and where they might reasonably be expected to be disadvantaged by change moving forward to 2040, including in such fundamental areas of society and human life as the economy, education and skills, and health. The IGS proposes policies and an annexed action plan which seek to respond to the evidence, and to address inequality through objectives and interventions designed to reduce disadvantage and improve people's quality of life and life chances.

The IGS therefore chiefly helps the council meet its Public Sector Equality Duty by aiming to ensure that growth does not only not discriminate against people living and working in the borough, but rather advances equality of opportunity for all, including disadvantaged groups.

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age	X		
Sex	X		
Race	X		
Disability	X		
Sexual orientation		X	
Gender reassignment		X	
Religion or belief		X	
Pregnancy or maternity	X		
Marriage		X	

5. Please complete **each row** of the checklist with an "X".

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty?	X	

Does the policy or proposal relate to an area with known inequalities?	X	
Would the policy or proposal change or remove services used by vulnerable groups of people?	X	
Has the potential for negative equality impacts been identified with this policy or proposal?		X
<p>If you have answered YES to ANY of the above, then proceed to section B. If you have answered NO to ALL of the above, then proceed straight to section D.</p>		

SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

The IGS examines baseline evidence and key growth trend data across the broad sweep of demographic and socioeconomic factors that make up and affect the borough. Evidence has been drawn from external sources including Census data 2011, ONS, NOMIS, GLA Datastore, Public Health England and the Office of Budget Responsibility, and internally from Council directorates. Policy responses underpinned by an annexed action plan have then been set out for each of the 7 themes.

Growth trends which will affect the borough moving forward over the next 20 years include:

- Growing population
- Ageing population
- Demand for infrastructure, housing and resources
- Increasing self-employment
- Changing work and consumption patterns
- Increasingly high skilled labour market
- Automation and technological advances
- Climate change

In drawing up the IGS and policy responses, we have consulted with the Policy Coordination Group, Council Management Team, Departmental Management Team, and departments across the Council. Consideration has been given to the potential impacts growth trends may have upon the borough, including on currently disadvantaged groups. Each theme also has a corresponding Senior Officer theme lead, who has assessed the proposed policy responses, providing commentary, specialist input and a direct steer to the IGS.

Focus for this equality analysis is upon the IGS policy responses and annexed action plan, as it is their implementation which would potentially impact people with protected characteristics. Analysis is high level as the policy responses and actions have not yet been implemented. Given the wide scope of the IGS, emphasis is placed upon policy responses and actions which would most obviously have an impact on people with protected characteristics. Specifically, policy responses and actions that name people with protected characteristics, and which if implemented propose monitoring and evaluation, promotion and awareness raising, programmes and partnerships, allocation of resources, and other activities, that would involve or have the potential to involve those named groups.

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

AGE	
Details of impacts identified	<ul style="list-style-type: none"> <p>• IGS Economy Policy Response 5: Adult Skills Strategy: Develop an adult skills strategy which aims to equip the population with skills needed for the future economy and is accessible at all stages of life. Action Plan EC5.2 proposes regularly monitoring priority age and ethnicity groups to inform the design of Skills Escalator programmes. POSITIVE</p> <p>• IGS Education & Skills Response 3: Support Older Workers: Support older workers to have fulfilling working lives. Policy ES3 responds to the ageing population and expected increase in older workers. Action Plan ES3.1, 3.2, 3.3 and 3.4 all set out initiatives to support older workers. POSITIVE</p> <p>• IGS Housing Response 6: Specialist Housing Provision: Brent Council will promote awareness and secure greater development of specialist housing provision, including inter and multi-generational housing, as well as housing for those with additional and complex needs. Policy H6 and Action Plan promotes housing solutions to benefit, and foster good relations between, young and old people. POSITIVE</p> <p>• IGS Environment Response 1: Modal Shift: Deliver a modal shift away from car use (with exceptions) and increase safety and accessibility to public transport and active travel. Policy EN1 recognises exceptions when seeking to deliver a modal shift away from car use. Any initiatives moving forward must pay due regard to potential impacts on, for example, older people or people with disabilities. NEUTRAL</p> <p>• IGS Health Response 1: Targeted Prevention & Interventions: Brent will encourage healthier lifestyles and support partner delivery of tailored approaches to specific health issues to take a preventative approach to health problems, better manage the cost and impact they have in the borough, and provide a better service. Policy HE1 references diabetes, obesity and dementia. Any targeted preventions and interventions for dementia would be expected to benefit older people. POSITIVE.</p> <p>• IGS Health Response 2: Independent Living & Self Care: Brent will work to ensure that older people and those with additional needs have the opportunity to live independently for as long as possible. Policy HE2 and Action Plan sets out a number of initiatives (in housing, the wider environment, and through design and technology) to promote independent living and self care amongst Brent's ageing population. POSITIVE.</p> <p>• IGS Health Response 3: Social Prescribing for Wider Determinates of Health: Brent will support the use of preventative and community based non-medical responses to create the conditions to support people in adopting healthier lifestyles. Policy HE3 and Action Plan promote social prescribing support and activities targeted at older people and young people in more deprived areas. POSITIVE.</p>

	<ul style="list-style-type: none"> • IGS Health Response 4: Creating Healthy Environments: Brent will support restaurants, workplaces, schools and other places where residents are spending time to ensure they are designed and run in a way which promotes good health outcomes. Action Plan HE4.1 and 4.2 focus on actions to create healthy environments which would benefit children. POSITIVE. • IGS Culture Response 1: Growth in the Creative Economy: Brent will support growth of the creative and cultural industries and the creative economy. Action Plan C1.1 specifically targets increased involvement in the arts for children and young people. POSITIVE. • IGS Culture Response 5: London Borough of Culture 2020 Legacy: Create a legacy from the London Borough of Culture 2020 award, building on successes and driving forward the cultural life of the borough. Action Plan C5.3 focuses on developing creativity in young people from diverse backgrounds. POSITIVE. • IGS Culture Response 7: Facilitate Tourism Growth: To promote tourism in Brent relevant partners should work together to formulate a strategic vision for tourism in the borough. Action Plan C7.2. identifies opportunities for younger and older people to get involved in local tours. POSITIVE.
DISABILITY	
<p>Details of impacts identified</p>	<ul style="list-style-type: none"> • IGS Housing Response 6: Specialist Housing Provision: Brent Council will promote awareness and secure greater development of specialist housing provision, including inter and multi-generational housing, as well as housing for those with additional and complex needs. Policy H6 and Action Plan H6.2 promote housing solutions to benefit people with specialist mental health needs and physical disabilities. POSITIVE • IGS Environment Response 1: Modal Shift: Deliver a modal shift away from car use (with exceptions) and increase safety and accessibility to public transport and active travel. Policy EN1 recognises exceptions when seeking to deliver a modal shift away from car use. Any initiatives moving forward must pay due regard to potential impacts on, for example, older people or people with disabilities. NEUTRAL • IGS Infrastructure Response 5: Influence and Leadership: Brent Council will raise its profile and influence in lobbying for changes in vital infrastructure for the borough. Action Plan I5.4 proposes to lobby TfL to implement step free access in all Brent growth areas. POSITIVE • IGS Health Response 2: Independent Living & Self Care: Brent will work to ensure that older people and those with additional needs have the opportunity to live independently for as long as possible. Action Plan proposal HE2.2 to expand the NAIL programme, 2.3 for a more accessible built environment and 2.6 for technology to manage health conditions would all benefit people with physical or mental impairments. POSITIVE.

	<ul style="list-style-type: none"> IGS Culture Response 4: Culture on the High Streets: Brent will make high streets a gathering place for social interaction and cultural exchange, Action Plan C4.5 has the potential to improved access to the arts for people with physical or mental impairments. POSITIVE.
RACE	
Details of impacts identified	<ul style="list-style-type: none"> IGS Economy Policy Response 5: Adult Skills Strategy: Develop an adult skills strategy which aims to equip the population with skills needed for the future economy and is accessible at all stages of life. Action Plan EC5.2 proposes regularly monitoring priority age and ethnicity groups to inform the design of Skills Escalator programmes. POSITIVE IGS Economy Policy Response 9: Fairness Agenda: Promote the Fairness agenda in the borough by getting businesses to sign up to fair practices. Action Plan EC9.2 proposes Council services and advice to people in less secure employment, evidenced to be disproportionately represented by black workers. POSITIVE IGS Education & Skills Response 1: Support Underperforming Groups: Reduce inequality and the educational and employment gap between different demographic groups in the borough by targeting priority underperforming groups. Policy ES1 aims to reduce inequality and the educational and employment gap for priority underperforming groups. Action Plan ES1.1 and 1.3 reference successful initiatives for young BAME men. POSITIVE IGS Health Response 1: Targeted Prevention & Interventions: Brent will encourage healthier lifestyles and support partner delivery of tailored approaches to specific health issues to take a preventative approach to health problems, better manage the cost and impact they have in the borough, and provide a better service. Policy HE1 references diabetes, obesity and dementia and Action Plan HE1.2 proposes the Council raise awareness of diabetes. The BAME population would expect to benefit from any targeted prevention and interventions for diabetes, given their predisposition to diabetes. POSITIVE. IGS Health Response 2: Independent Living & Self Care: Brent will work to ensure that older people and those with additional needs have the opportunity to live independently for as long as possible. Action Plan HE2.4 promotes partnership working to ensure diverse communities are considered when supporting older and vulnerable residents with independent living. POSITIVE. IGS Culture Response 5: London Borough of Culture 2020 Legacy: Create a legacy from the London Borough of Culture 2020 award, building on successes and driving forward the cultural life of the borough.

	<p>Action Plan C5.3 focuses on empowerment and creativity in young people from diverse backgrounds. POSITIVE.</p>
<p>SEX</p>	
<p>Details of impacts identified</p>	<ul style="list-style-type: none"> IGS Economy Policy Response 8: Support Women into Work: Increase female participation in education, employment or training within Brent. Policy EC8 and Action Plan responds to observed lower female economic activity rates in Brent. POSITIVE IGS Education & Skills Response 2: Improve Skills Levels for Women: Raise skills and employment for women in the borough Policy ES2 and Action Plan responds to observed lower female economic activity rates in Brent. POSITIVE
<p>SEXUAL ORIENTATION</p>	
<p>Details of impacts identified</p>	<ul style="list-style-type: none"> No obvious impact upon groups with the protected characteristics of Sexual Orientation is identified in this equality analysis. Were the IGS policy responses and annexed action plan to be implemented, further equalities analysis is advised.
<p>PREGANCY AND MATERNITY</p>	
<p>Details of impacts identified</p>	<ul style="list-style-type: none"> IGS Economy Policy Response 8: Support Women into Work: Increase female participation in education, employment or training within Brent. Policy EC8 responds to lower female economic activity rates in Brent. through return to work apprenticeships. Action Plan EC8.1 and 8.3. promote childcare options and return to work apprenticeships which would help support women into work after giving birth. POSITIVE. IGS Economy Policy Response 9: Fairness Agenda: Promote the Fairness agenda in the borough by getting businesses to sign up to fair practices. Policy EC9 and Action Plan EC9.1 and 9.2 seek to respond to the increase in the temporary work which can often not protect key employment rights, including maternity leave. POSITIVE. IGS Education & Skills Response 2: Improve Skills Levels for Women: Raise skills and employment for women in the borough. Policy ES2 responds to lower female economic activity rates. Action Plan ES2.1, 2.3 and 2.4 reference initiatives to co-locate skills services, promote childcare and encourage flexible workplaces. POSITIVE. IGS Education & Skills Response 4: Supporting People into Work: Brent will build on and facilitate training opportunities,

	<p>careers advice and guidance for those getting into the job market.</p> <p>Action Plan ES4.3 aims to increase maternal employment in Brent through targeted apprenticeship programmes.</p> <p>POSITIVE.</p>
RELIGION OR BELIEF	
Details of impacts identified	<ul style="list-style-type: none"> No obvious impact upon groups with the protected characteristics of Religion or Belief is identified in this equality analysis. Were the IGS policy responses and annexed action plan to be implemented, further equalities analysis is advised
GENDER REASSIGNMENT	
Details of impacts identified	<ul style="list-style-type: none"> No obvious impact upon groups with the protected characteristics of Gender Reassignment is identified in this equality analysis. Were the IGS policy responses and annexed action plan to be implemented, further equalities analysis is advised
MARRIAGE & CIVIL PARTNERSHIP	
Details of impacts identified	<ul style="list-style-type: none"> No obvious impact upon groups with the protected characteristics of Marriage & Civil Partnership is identified in this equality analysis. Were the IGS policy responses and annexed action plan to be implemented, further equalities analysis is advised

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

No

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

N/A

5. Please detail any areas identified as requiring further data or detailed analysis.

N/A

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

N/A

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

Were the IGS policy responses and annexed action plan to be implemented, further equalities analysis is advised, including whether a proportionate equalities monitoring regime to measure the scale of impacts on groups with protected characteristics is appropriate for each particular action or initiative to be implemented.

SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

The IGS has been drawn up with the overarching aim that everyone should participate and share in the benefit of growth.

Implementation of the IGS policy responses and annexed action plan is assessed as likely to advance equality of opportunity in the borough, with a number of positive impacts identified for the younger and older population, people with physical and mental disabilities, people from diverse backgrounds, including from BAME groups, and women, as well as for pregnancy and maternity.

A neutral impact is identified with respect to proposed policy to deliver a modal shift away from car use (with exceptions). Implementation of any initiatives to that effect would need to pay due regard to potential impacts on, for example, older people or people with disabilities.

SECTION D – RESULT

<i>Please select one of the following options. Mark with an "X".</i>		
A	CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED	X
B	JUSTIFY AND CONTINUE THE POLICY/PROPOSAL	
C	CHANGE / ADJUST THE POLICY/PROPOSAL	
D	STOP OR ABANDON THE POLICY/PROPOSAL	

SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

Action	Expected outcome	Officer	Completion Date

SECTION F – SIGN OFF

Please ensure this section is signed and dated.

OFFICER:	Jonathan Kay, Senior Regeneration Manager
REVIEWING OFFICER:	Meenara Islam, Strategic Partnerships Manager
HEAD OF SERVICE:	Alice Lester, Operational Director, Regeneration, Growth & Employment

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 Brent	Cabinet 9 December 2019
	Report from the Strategic Director of Regeneration and Environment
PARK ROYAL LIVEABLE NEIGHBOURHOODS BID	

Wards Affected:	Stonebridge
Key or Non-Key Decision:	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:	None
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Alice Lester, Operational Director Regeneration, Growth and Employment 020 8937 6441, Alice.Lester@Brent.gov.uk

1.0 Purpose of the Report

- 1.1 Transport for London (TfL) have an annual discretionary fund for Boroughs to bid for up to £10m to deliver transformational schemes to improve neighbourhoods for walking, cycling and public transport whilst reducing the dominance of the private car
- 1.2 Brent has partnered with Ealing Council and Old Oak Park Royal Development Corporation (OPDC) to improve the Park Royal industrial area. This report seeks agreement to commit up to £1.1m as Brent's contribution if the submission be successful. Delivery, led by OPDC, would be over 3 to 5 years.
- 1.3 The value of the works is £11,581,034. Ealing would contribute £777,500, OPDC £880,000. The deadline for this bidding round is 29 November. Authorities will be notified of the outcome in February 2020.
- 1.4 The delivery of the works, if the bid is successful, will be led by OPDC with a project board made up of the three organisations.
- 1.5 The Capital Investment Panel has agreed to support the proposal.

2.0 Recommendation(s)

That Cabinet:

- 2.1 Agree that if the bid is successful, Brent will contribute £1.1m Strategic CIL towards the cost of implementing the proposed works.
- 2.2 Delegate authority to the Strategic Director, Regeneration and Environment to undertake the publication and consultation procedure in accordance with the Local Authorities Traffic Orders (Procedure) (England and Wales) Regulations 1996 and to consider any representations made in consultation with the Lead Member for Regeneration, Property and Planning.

3.0 Detail

Background

- 3.1 A Liveable Neighbourhoods (LN) project should deliver attractive, healthy accessible and safe neighbourhoods for people to live and work in. Projects objectives should include improving:
 - Neighbourhood environments, including reducing road danger and improving personal security
 - The efficiency and safety of freight movement
 - Air quality and green infrastructure
 - The quality and resilience of the public realm
 - Connections to public transport
 - Outcomes across a wider area, creating vibrant streets that help local businesses to thrive and provide places for the community to come together and interact.
- 3.2 Park Royal is considered suitable as a LN project. For Park Royal to successfully accommodate the expected growth and continue to attract new investment and employment opportunities for our residents the public realm and transport environment needs to be improved. The area's success has brought with it-increased congestion restricting the movements of goods and services. Whilst public transport on the periphery is good, there is poor and perceived unsafe access within the industrial estate to enable active and sustainable travel. Most employees use a car to commute. Many of the journeys could be completed by bus or cycling. This scheme would support the existing businesses and encourage future investment in the area by reducing congestion as a significant existing barrier to the area's success.
- 3.3 Park Royal is part of the Old Oak Common and Park Royal Development Corporation area (OPDC). Park Royal is important economically to Brent and the Park Royal Transport Strategy states that within a 5km radius, approximately 60% of the employees come from Brent and 30% from Ealing.

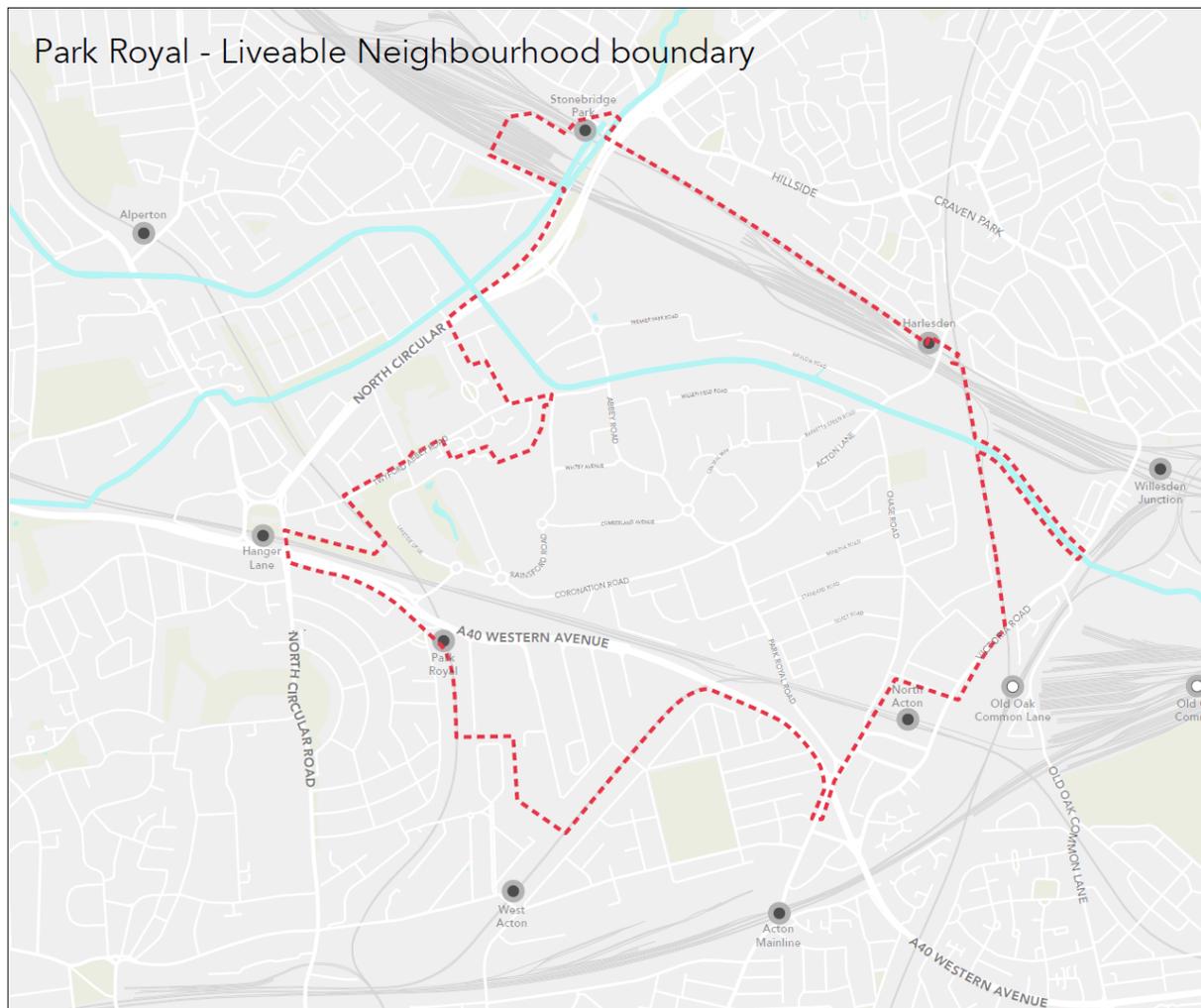
3.4 A 2017 joint LN bid for the 'Big X' junction in Park Royal was not successful for these reasons:

- Risk to delivery (need to secure land for the improved junction layout)
- The future end state of the regeneration was not sufficiently considered when looking at improving highway safety for the area.
- Lack of information on the improvement to the bus network.

3.5 In general, the bid needed to be more transformational, focus on the area rather than the junction, segregate cycling facilities, reduce through traffic and employee car travel, and encourage transformational behaviour.

3.6 If the bid is successful, during the feasibility and design stages extensive consultation will be carried out to feed into the proposals, including any objections. At key stages Cabinet will be asked to agree the measures. A Park Royal Liveable Neighbourhoods Project Board will be set up with officer representation from Brent, Ealing and OPDC to make key project decisions.

3.7



3.8 New measures for inclusion were agreed with Ealing and OPDC, with the involvement of Lead Members, in September 2019.

- Connected stations and walking 24/7: introduce new street lighting, CCTV, new crossing points, reduce scale of unnecessarily large junctions, 20mph speed limit with average speed cameras
- Traffic management measures keeping strategic traffic on the strategic road network and allowing local traffic to move efficiently on Park Royal local roads. Providing improved walking and cycling infrastructure
- New public spaces to enhance the area and provide opportunities to stop and rest, improving health and well being
- Pocket parks to improve green space access with a parklet trial
- Explore a Sustainable Drainage System (SuDS)
- Improved public transport offer and bus stop facilities
- Efficient freight: investigate measures relating to managing deliveries and consolidating lorry movements
- Parking review: investigate options to best manage car parking in the area
- Electric vehicle uptake: provision of a charging hub and charge points.

3.9 It is expected to deliver the following outcomes:

- Improved access to the area for workers and businesses
- Improved personal and road safety
- Reduced congestion
- Improved public realm and green space
- Fast and reliable public transport
- A joined up cycle network
- Cleaner and greener travel
- Efficient freight movement.

3.10 The Climate Emergency would support the introduction of transformational transport measures. The ULEZ will be expanded to Park Royal in 2021, which will create a major trigger for modal shift, particularly for lower-income commuters who will not be able to pay the ULEZ charge nor upgrade their vehicle. Forecasted figures provided by TfL for vehicles registered in and around Park Royal show that over 42% of vehicles still will not be compliant by 2021. Alternative viable options need to be in progress at this trigger point to support modal.

3.11 The intention is that OPDC will lead on the delivery and procurement, using TfL's procurement team under OPDC's shared services agreement. A Project Manager will be funded from the bid to ensure delivery and engagement with local residents and businesses. A Project Board of officers, one from each partner, will ensure collaborative decision-making and governance.

4.0 Financial Implications

4.1 This paper requests the release of £1.1m of Strategic CIL funds in the event that the bid is successful.

4.2 It is proposed that Brent will be named as the lead authority and will submit the bid. If successful, the money will be awarded to Brent. The delivery will be led by OPDC, who will then invoice Brent for payments in accordance with a pre-agreed delivery and milestone schedule. Suppliers and contractors will be procured off the TfL framework; a project board including representatives from all three organisations will form the governance. A reporting framework will need to be developed for the programme, in conjunction with finance that sets out the process for releasing funds and managing/mitigating overspends, etc.

4.3 Taxation has not been considered at this point and VAT advice may have to be sought should the bid be successful.

5.0 Legal Implications

5.1 Section 144 of the GLA Act 1999 ('the 1999 Act') requires that in exercising any function, London Local Authorities must implement the Mayors Transport Strategy. The Liveable Neighbourhood programme is part of the overall LIP programme, which is the primary funding mechanism for boroughs to implement the Mayor's Transport Strategy.

5.2 Section 159 of the Act authorises the GLA to provide funding to local authorities where the expenditure is 'conducive to the provision of safe, integrated, efficient and economic transport facilities or services to, from or within Greater London'.

5.3 The requirements for publication and consultation regarding the making of Traffic Management Orders are set out in the Road Traffic Regulation Act 1984.

6.0 Equalities Implications

6.1 These proposals seek to improve the quality of the environment and transport choices for residents, businesses and employees in the Park Royal area. This will be particularly important given the proposed extension of the ULEZ zone. The creation of an inclusive environment is one of the key design considerations of Liveable Neighbourhoods and the project is expected to have a positive overall effect on equality target groups. An Equality Impact Assessment will be undertaken during design stages to ensure there are no discriminatory outcomes.

7.0 Consultation with Ward Members and Stakeholders

- 7.1 The bid submission has been informed by extensive consultation carried out by OPDC, including a door knocking exercise, which surveyed over 400 companies in Park Royal and determined that transport connectivity was the top issue affecting business operations. A number of bid ideas are targeted at initiatives that will tackle the issues raised as part of this door knocking exercise. The bid ideas were also presented at the Park Royal Business Group Infrastructure Summit in September.
- 7.2 These new measures have been discussed with TfL and they are supportive of the proposals.
- 7.3 Ward Members have been briefed on the proposals.

8.0 Human Resources/Property Implications

- 8.1 None

Report sign off:

**Amar Dave
Strategic Director, Regeneration and Environment**

	<p align="center">Cabinet 9 December 2019</p>
	<p align="center">Report from the Assistant Chief Executive</p>
<p>BOROUGH PLAN UPDATE</p>	

Wards Affected:	All
Key or Non-Key Decision: (only applicable for Cabinet, Cabinet Sub Committee and officer decisions)	Key
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
No. of Appendices:	One: Appendix A - Development Plan Update
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Pascoe Sawyers Head of Strategy & Partnerships 020 8937 1045, Pascoe.Sawyers@brent.gov.uk

1.0 Purpose of the Report

1.1 This report provides a summary of the mid-year update of the Borough Plan's Delivery Plan for 2019-20.

2.0 Recommendations for Cabinet

2.1 Cabinet is asked to consider the summary. For more detail, the full delivery plan update has been provided as an appendix.

3.0 Detail

3.1 A delivery plan was created alongside the Borough Plan, to focus on the council's objectives for 2019/20. The delivery plan would be updated annually as priorities evolve.

3.2 The delivery plan captures almost 100 different actions across the Borough Plan's five strategic themes. Strategy and Partnerships has worked with colleagues across directorates to update the progress of the actions. The

following summary gives an overview across all activity by providing several bullet points for each of the Desired Outcomes.

Every Opportunity to Succeed

- 3.3 Improvement in Key Stage results – Boys of Black Caribbean heritage:
- 72 schools have been engaging with the full Raising the Achievement of Boys of Black Caribbean Heritage project.
 - As part of this project, 76 Black Caribbean Achievement Champions are working across Brent schools.
 - Current data from schools indicates that 7 of 27 boys excluded for a fixed-term in secondary schools and 7 of 19 boys excluded for a fixed-term in primary schools are of Black Caribbean heritage. There can be a time-lag in receiving data from schools and therefore this data may change.
- 3.4 Improvement in Key Stage results – Looked After Children and Care Leavers:
- Personalised support packages are in place to support LAC across key school years, including tutoring, group booster classes and GCSE re-sits for those who do not achieve Level 4 in core subjects.
 - Increasing numbers of care leavers are going into education, employment or training (EET) thanks to Brent Virtual School (BVS) and other targeted partnership working. The target of 57% is expected to be met this year.
 - LAC attendance at Key Stage 3 and 4 is close to target, and BVS is working to improve this further.
- 3.5 High-level skills achievement & increase in apprenticeships:
- The Brent Start contract is delivering a 93.2% achievement rate – an increase of 10% over 4 years. It is being evaluated in November 2019, as we seek official 'Outstanding' status.
 - Brent Works has so far supported 30 residents into apprenticeships across a range of sectors during 19/20.
 - The Wembley Jobs and Apprenticeships Show took place to great success in 2019, and the follow-up event planned for 2020 will be even bigger.

A Future Built for Everyone, An Economy Fit for All

- 3.6 Increase level of inward investment achieved via the council:
- Brent for Business has commissioned a whole programme of events in 19/20, including Business Awards 2020 and Business Expo 2020. The Brent for Business website is live and the newsletter has over 1000 subscribers.
 - An Affordable Workspace Strategy and Action Plan are being developed, to improve affordable workspace outcomes in the borough.
- 3.7 Produce our new Local Plan:
- A publication version of the plan has been shared and is out for consultation until 5 December

- 3.8 Increase in housing supply:
- 1164 new homes are currently being either designed, in planning, or in construction through the New Council Homes Programme.
 - 121 new affordable homes have been delivered to date, which is above target. It is estimated that 473 new affordable homes will be completed by the end of the financial year.
 - The draft Local Plan includes an affordable housing policy, which seeks 50% affordable housing on schemes of 10 units or more.
- 3.9 Reduction in Temporary Accommodation:
- As at 30 September, 198 families have been accommodated in the PRS to prevent their homelessness.
 - 25 properties have been purchased by i4B and the current forecast is that 60 will have been acquired by 31 March 2020. Since last April 44 i4B properties have been let to homeless families to end the homeless duty.

A Cleaner, More Considerate Brent

- 3.10 Tackling the Climate and Ecological Emergency
- An internal review of current council activity on environmental sustainability, and a Brent Carbon Scenarios 2030 study have been conducted.
 - Brent's first Climate Assembly will be convened in November 2019, involving the community in developing proposals for action.
- 3.11 Improvement in air quality:
- The council is increasing the number of trees that are planted – using CIL, sponsorship and other external sources for funding provision. Existing tree cover, levels of deprivation and quality of air are all factors in where trees are planted.
- 3.12 Reduction in illegally-dumped rubbish:
- The time taken to remove waste is ahead of target, despite the high number of reports to the council.
 - Community action days takes place in each of the 5 neighbourhoods every 3 months, attended by neighbourhood managers.

A Borough Where We Can All Feel Safe, Secure, Happy and Healthy

- 3.13 Reduction in ASB, risk of harm and re-offending:
- 4 neighbourhood patrol officers have been recruited to target hotspots and enforce fines and warnings.
 - Community safety managers from Brent, Harrow and Barnet meet regularly for Joint Local Action – to explore potential service alignments or commissioning opportunities.
 - NIA have been commissioned as prostitution outreach workers and deliver a night and day service.
- 3.14 Reduction in violent crime, including gang and knife crime:

- The Safer Brent Violent Crime Action Plan is seen as an example of best practice by MOPAC.
- The reoffending rate by young offenders continues to reduce. At the end of Q2 the rate is at 42.9%, which is above target.
- A project to identify young people involved in County Lines is ongoing and links with the Violence and Vulnerability Programme.

3.15 Support our most vulnerable adults:

- The Brent NAIL programme will deliver 157 units of NAIL accommodation in 19/20. Visram House, our 99-bed extra care scheme, has opened.
- Additional schemes are being planned for delivery in future years, such as Honey Pot Lane, Watling Gardens, Knowles House and London Road.

Strong Foundations

3.16 Enabling residents to go online; building more services around residents and their needs:

- All council appointments are now bookable online. A CRM system will be rolled out following updates from testing.
- Specific portals for housing management customers and general customer contact are due to go live at the end of November, and a complaints portal will follow.
- There has been a very positive response to the new Kilburn hub, with higher-than-expected numbers of residents engaging with it.

3.17 Ensure VFM through commissioning and procurement:

- A review of all arrangements to make savings is ongoing. Procurement team is providing supplier spend data for each Directorate to support conversations around the Budget Challenge sessions.

3.18 Increase in resident satisfaction:

- Three community hubs are now operational – Harlesden, Kilburn & Willesden Green. Ealing Road & Kingsbury are on track to go live before end of March 2020, six months ahead of schedule.

3.19 Increase in resident involvement:

- Review of community engagement is underway and will complete in June 2020. Findings will help implement greater resident involvement in decision-making.
- The profile of the council's wide range of grants streams has been raised over the past six months, including promotion at Brent Connects, which has increased the number of applications received.

4.0 Legal implications

4.1 None arising directly from the report.

5.0 Financial implications

5.1 None arising directly from the report.

6.0 Equality implications

6.1 None arising directly from the report.

Report sign off:

PETER GADSDON
Assistant Chief Executive

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Every opportunity to succeed	Update October 2019
Improvement in Key Stage results - boys of Black Caribbean heritage (BBCH)	
Development of Family Hubs	In Oct 2019 Cabinet agreed to the development of Family Hub sites, identified through statutory consultation and a range of engagement meetings with Brent families and stakeholders. Cabinet also agreed to tendering for specific services to support the delivery of Family Hubs. A plan has been established which will develop a new Family Hub model, effective from Sept 2020.
Support parents of BBCH to access support including early years and free childcare	Funding has been secured from MHCLG for a project to identify and support priority families, including families of BBCH. The "Superheroes" project will commence in Autumn 2019, supporting children at Early Years Foundation Stage (nursery). Working with Libraries, CYP have launched a ward-level project within early years settings to promote access to entitlements. Home learning sessions have been provided, targeted for families of BBCH to improve the take-up of entitlements and enhance parents understanding of the importance of early learning.
Schools Forum-funded 'Raising Achievement of BBCH' project delivered by Brent Schools Partnership inc. identification of champion; training for staff/governors; online resources	Whilst participation in the project is not compulsory and schools may have their own work underway to support this priority group, 72 schools have been engaging with the full Raising the Achievement of BBCH project. There are 76 Black Caribbean Achievement Champions working across Brent schools. 58 schools have had a Brent Schools Partnership-led audit of the quality of provision for BBCH. The audits are being used to identify best practice in the borough which can be disseminated to all schools. Training programme for champions has been very well received with over 95% of participants agreeing that all aspects of the programme have supported their work. Impact on outcomes will be measured when the Department for Education's validated 2019 results become available - in Dec for primary schools and Jan 2020 for secondary schools.
Work with Young Brent Foundation to ensure a range of opportunities	YBF are partnering with the council to develop an extended youth offer alongside alternative provision, based out of the Roundwood Youth Centre. This will be operational towards the end of 2020 subject to DfE approval. The council partnered with YBF in a Young Londoners' funding bid which has secured new funding from Mayor's Office to carry out preventative work with vulnerable children and young people at risk of becoming involved in crime, not achieving their educational potential and at risk of poor health outcomes in adulthood. Boys of BC heritage are disproportionately represented in this cohort and the work will be targeted for them. A 'speed dating' event was held with YBF at the Early Help staff development day on 24 Sept where YBF linked Early Help with some of their voluntary agencies supporting young people of BC heritage in education.
Brent Start learning centres to include more targeted learning opportunities, pre-apprenticeship training and new initiatives such as 'Moving On Up'	Moving On Up programme for young black men, secured £230k from Trust for London. Consortium commissioned, delivery beginning in Nov 2019. This includes employment support and mentoring. Brent Works apprenticeship and job opportunities will be made available to this cohort.
Support employment programmes to reduce the proportion of unemployed BC men	Work also underway to commission active research into new recruitment methods to ensure equality in recruitment processes, engaging with London growth sectors such as professional services and creative industries.
Procurement/NCIL to promote opportunities for activities, employment, training	Moving On Up consortium bidding for NCIL, 1st Dec 2019 deadline. Social Value Policy being redrafted. Social Value employment and apprenticeship outcomes being embedded in the housing infill programme.
Improvement in Key Stage results - Looked After Children (LAC) & Care Leavers (CL)	
Train foster-carers as mentors/champions for LAC	A primary school age support group for foster carers, funded by the TAMHS project has been successful in supporting carers with LAC engagement at school. A new foster carer group is being set up for academic year 2019-20, as a key deliverable within the Mental Health and Wellbeing contract. Foster carers are routinely invited onto university trips which take place for LAC every year, with positive feedback and evidence of positive EET outcomes for participating students/carers.

Extended programme of support for LAC in years 6,7,8	An intensive package of academic support is already in place for Year 6 students preparing for end of key stage tests, ie. quality assured tutoring offer and group booster classes in school holidays, alongside a full enrichment programme (co-funded by John Lyons Foundation). VS support for KS3 extends further to follow Year 6 students through transition into secondary education (Year 7). A programme of support for Year 8 students is also in place in terms of the university offer and enrichment programme. Further interventions are planned to boost resilience and mental health. The new contract for mental health and wellbeing has LAC as a priority vulnerable group within its remit. Brent VS works in conjunction with the Institute of Education's PALAC programme (Promoting the achievement of LAC) to ensure evidence-based interventions.
Ensure GCSE re-sits for LAC who have not achieved a level 4 grade in core subjects	All LAC who have not achieved a level 4 grade in core subjects are supported from results day (opportunity for remarks) through to enrolment onto a suitable course that provides re-sits. Additionally, students are offered group booster sessions with quality assured subject specialist teachers, and where appropriate, 1:1 tuition.
Virtual School to strengthen relationships with leadership of all Brent schools	BVS Headteacher is engaging with 1:1 visits with Heads to push LAC attendance and attainment in line with borough plan priorities. The PALAC programme for KS2 and KS4 will be promoted in Heads' bulletin.
Job coach to help care leavers get into employment, training, apprenticeship	2 specialist personal advisors from our provider, Prospects, are co-located within Leaving Care Teams to support young people around their career development, pathways into EET. All young people who are not in EET have a personalised support plan to ensure their participation to positive destination.
Twice a year traineeship prog for CL, with Brent Employment Skills Enterprise	This was arranged but had to be cancelled due to low take-up by young people. Work is ongoing to support young people and encourage them to attend a traineeship programme.
CL supported to become financially independent	Alongside the work undertaken by Personal Advisors, carers/semi-independent provision providers and money management workshops, the council is starting an accredited ASDAN certified life skills programme. This will ensure all care leavers from age 17 are provided with a range of independent life skills modules, including budgeting and money management. This will provide a foundation for stability in the home environment that will create better opportunities for them to succeed academically.
Workshops to inform LAC and CL about participation in civic society, led by the Chief Exec	Planned to take place in Spring 2020.
High level skills achievement & increase in apprenticeships	
Devolution of Adult Education Budget & utilisation of apprenticeship levy to develop skills pathways to enable progression	Brent Start contract now with GLA as part of devolved adult education budget. Delivering 93.2% Achievement Rate, increase of 10% over 4 years. New digital skills curriculum launched in Sept 2018, supporting over 400 residents per annum.
Commission support to young people via Tech Mix	Tech Mix delivered a curriculum and employer involvement through hackathons in 2019 to 80 Brent residents. Awards ceremony for completers of the curriculum taking place on the 31st Oct 2019. New programme agreed by Cabinet 14th Oct as part of the Digital Programme.
Brent Works to partner with further education providers to support residents into apprenticeships	Brent Works has supported 30 residents into apprenticeships in the 2019-20 financial year, across a range of sectors including construction, engineering, finance, IT, and manufacturing. Growth planned for creative industries.
Implement new Local Plan policy to require action on Employment, Apprenticeship and Training Plan for all major developments, in partnership with the council	Policy implemented
Increase in average wage	
Brent Start to support over 2000 residents to develop their skills	Brent Start supported over 2700 residents in the 2018-19 academic year and are set to exceed this number in 2019-20. Achievement rate is now over 93%, higher than national and comparator averages.

Seek official status as 'outstanding' provider of adult education	Self-assessment of Brent Start is due for completion in Nov 2019, which will include areas of Outstanding provision. This is being evaluated based on the newly introduced Ofsted framework, which is still untested nationally in adult education.
Brent Works generating opportunities e.g. via section 106 agreements; social value contract agreements	Brent Works provide heads of terms and guidance to planning officers for all major developments and are now working with a number of council contractors (primarily via property led housing developments) to deliver social value outcomes.
Aim for at least 2.3% of workforce to be apprentices	We hit the 2.3% target for 17/18 & were one of few in London to do so. For 18/19 the headcount had to include schools, meaning we didn't hit target at 1.08%. Schools are struggling to use the apprenticeship levy due to stretched budgets and costs involved. We offer a full range of apprenticeships from level 2 to level 7.
Living Room employment team to provide support	Living Room is delivering strong results for local residents, operating from the Community Hubs (Harlesden, South Kilburn, and The Living Room itself in St Raphaels). The team has delivered 136 employment outcomes to date in 2019-20.
Annual jobs event at Wembley Stadium	The Wembley Jobs and Apprenticeship Show took place in Apr 2019 attracting over 3,000 visitors. The next event will take place in Mar 2020, with an aim to attract even more.
West London Work and Health programme made accessible via community hubs	The Work and Health Programme delivered by the Shaw Trust is being delivered across Brent, with more referrals received from Brent than any other West London borough to date.
Work & Health Outcome Based Review to identify scale of demand and make recommendations for future activity	The Mental Health and Employment OBR has recommended prototypes that are now being taken forward, including; a Employer Roundtable on 26th Nov 2019; training for Link Workers in GP surgeries to refer people to employment programmes; and ongoing governance to bring employment and health together.

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Future Built For Everyone, Economy Fit For All	Oct 2019 update
Increase level of inward investment achieved via the council	
Capital West London inward investment programme being delivered	Ongoing promotion at international level in Germany and France (MIPIM) and the annual West London Growth Summit is scheduled for the 29th Oct.
Support provided by Brent Business Board – supplemented by new Brent for Business website	<p>Brent for Business events programme now commissioned, including Business Awards 2020, Business Expo 2020, and Supply Chain B2B event in 2020. Supplemented by a programme of smaller business seminars that are being evaluated (number of attendees, feedback, outcomes). Brent for Business newsletter has over 1,000 subscribers (since post-GDPR refresh). Brent for Business website is live.</p> <p>The Business Board has also agreed the trial of providing HR support to small businesses and VCS organisations to recruit apprentices, including the transfer of apprenticeship levy for costs of training delivery. This is an innovative programme, launching formally in Jan 2020.</p>
Commissions underway for Willesden, Church End and Harlesden to consider diversification of town centres	<p>Studies are complete and next steps are being developed.</p> <p>A Meanwhile Strategy is being developed, which would expect to consider town centre diversification.</p>
Secure the delivery of workspaces (inc. affordable workspace) in new developments in appropriate locations, by applying local plan policies	Consent granted for circa 2,000 sqm workspace, including 1,450 sqm of Affordable Workspace within Peabody Alperton House scheme. Planning applications submitted and currently being considered for 620 sqm Affordable Workspace in Abbey Manufacturing Estate scheme (ZED homes, Alperton) and 3,600 sqm workspace in former Copland School site scheme (Brent Council, Wembley)
Explore options to make direct investment in the provision and operation of workspace	<p>Affordable Workspace Strategy and Action Plan being developed to improve affordable workspace outcomes in the borough.</p> <p>Council also considering acquisition and investment in Harlesden Town Centre assets to deliver new affordable workspace.</p> <p>Affordable workspace is also being considered in plans for Bridge Park and Morland Gardens proposed developments.</p>
Protect existing Local and Strategic Employment sites and via site allocations and masterplanning seek intensification of workspace	<p>Draft Local Plan includes policies on protecting the borough's local and strategic employment sites (policy BE2). Site allocations have been identified in a number of growth areas, where employment uses including affordable workspace will be intensified and delivered. Policy BE1 of the plan seeks affordable workspace in the growth areas of Alperton, Burnt Oak Colindale, Church End, Neasden, Staples Corner and Wembley.</p> <p>Consultation on the final draft Local Plan will start on 24 Oct for six weeks, closing on 5 Dec.</p>
Enterprise Hubs created in each growth area	Affordable Workspace Strategy and Action Plan being developed to improve affordable workspace outcomes in the borough.
Produce our new Local Plan	
Produce an updated consultation statement, setting out issues raised & how we will address	Consultation statement produced
Produce a publication version of plan and invite comments	Plan is at Publication Stage (Stage 3), consultation open from 24 Oct - 5 Dec 2019
Increase in housing supply	
Bring forward sites (including for estate-wide regeneration)	1,164 new homes currently being either designed, going through planning, or in construction through the New Council homes Programme (NCHP). Whilst not included within the forecast, subject to community ballot it is anticipated that an additional 250 homes per annum could be developed in the future. The mixed development sites programme is moving forward at pace with 8 key strategic sites expected to deliver 540 new homes.
Improve relationships with local housing associations to contribute to the council's target for affordable homes	<p>Supply and Partnerships Service continues to work with local housing associations to ensure positive relationships are maintained. This includes working with Registered Providers (RPs) to ensure issues raised by residents and members are resolved, and facilitating joint working in relation to specific housing sites and pipeline opportunities. Strategic delivery board in September included a presentation on the local market and how RP's can maximise affordable housing programmes. This included reviewing shared ownership price points.</p> <p>The service also acts as a facilitator between RPs and other council services such as Planning, to assist with expedient delivery of new homes.</p>

Start on site of new affordable homes & deliver above target	Majority of completions are scheduled for Oct 2019-Mar 2020. Projected supply currently estimates that 473 new affordable homes will be completed at the end of the financial year by the council, registered providers and other mixed developments. 121 homes have been delivered to date.
50% affordable policy in local plan	The draft Local Plan includes an affordable housing policy which seeks 50% affordable housing on schemes of 10 units or more. Within this, 70% to be Social Rent/ London Affordable Rent and 30% intermediate products which meet the definition of genuinely affordable housing, including London Living Rent, affordable rent within Local Housing Allowance limits and London Shared ownership. (Policy BH5 of the Local Plan). Consultation on the final draft Local Plan will start on 24 Oct for six weeks, closing on 5 Dec.
Support RPs to encourage greater investment - grant funding from LGA and via the planning process	51 new homes (at affordable rent) have been delivered in conjunction with Registered Providers (RPs) to date. There are 174 shared ownership homes projected for the financial year, however, whilst 17 have been completed to date, the market has stagnated across London and as a result, RPs are exploring switching tenures to London Living Rent.
Reduction in TA households	
Work with those at risk of homelessness to secure alternative accom in the PRS	Housing Needs continue to support families at risk of homelessness to secure alternative accommodation in the PRS. This is primarily done through the Find Your Home scheme, where families are given advice and assistance, including financial support to secure accommodation. The council also procures properties which are used to prevent homelessness. As at 30 Sept, 198 families have been accommodated in the PRS to prevent homelessness.
Increase supply of affordable PRS accommodation through i4B	As at 30 Sept, 25 properties have been purchased by i4B. The current forecast is that 60 properties will be acquired by 31 Mar 2020. Since Apr, 44 i4B properties have been let to homeless families to end the main homeless duty. This figure will include some properties acquired at the back end of 2018/19, as well as some re-lets.
Update on HALS work	The number of HALS properties continues to reduce as owners are exiting the market at lease end. The largest HALS portfolio is with Notting Hill Genesis (NHG), and the council have agreed a further increase in the management fee on 290 NHG properties, which will help NHG to negotiate new leases to reduce the rate of properties being handed back. The other major HALS portfolio is with Network Housing, who have confirmed that they wish to exit the HALS market. They are currently in negotiation with Capital Letters to assign their HALS portfolio to them. If this does not go through it is likely the council will take on the portfolio to prevent loss of these properties.
Embed the work of Capital Letters	Brent seconded 4 officers from the Housing Needs service into Capital Letters on 30 Sept 2019, and the volume of properties procured has remained consistent. The properties that are procured from this date will attract the MHCLG subsidy of £1,400 per property. As the Capital Letters team develops, with other member boroughs seconding staff in as well as Capital Letters appointing their own officers, the volume of accommodation procured will increase.
Keep traffic moving	
Identify pavements in need of repair, develop renewal prog, seek funding	Recent performance has been improving following a frontline officer/contractor workshop. For Aug and Sept performance was 89% and 85% on time, with 97% and 99% completed overall in the month

Cleaner, More Considerate Brent	Oct 2019 update
Improvement in air quality	
Seek to double the number of trees we plant	We respond to funding opportunities provided by sponsorship and CIL. When applying for external funding, we consider existing tree cover, levels of deprivation and air quality.
Identify locations that would most benefit from tree planting	
Identify most suitable species for each location and funding required	We take account of available tree types and reference the existing tree stock at the location. Funding of at least £260 is required for each tree planted. Currently there is no funding provision within base budgets and we therefore look to CIL, sponsorship, and other external sources.
Reduction in illegally-dumped rubbish	
At least one community action day in each of the 5 neighbourhoods every 3 months	These are being booked and attended by the five neighbourhood managers, so this is on target for the year. Performance on reduction in illegally-dumped rubbish remains ahead of target.

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Borough where we can all feel safe, secure, happy & healthy	Oct 2019 update
Reduction in ASB, risk of harm & re-offending	
Street-based Task Force to target hotspots and enforce fines/warnings	4 neighbourhood patrol officers have been recruited. As of Sept 2019, neighbourhood patrol team authorised to enforce all Brent Public Spaces Protection Orders, issuing warnings and fines for non-compliance. Process also set up with police for NPs to provide intelligence in drug and crime hotspot areas.
OWL infrastructure, and process to increase engagement	Comms campaign rolled out in Sept across Brent utilising various platforms. A phase 2 delivery plan has been developed which includes a 6-month review from its May 2019 launch. This will inform future approach to how OWL is best used to engage with residents.
Enhanced offender management through streamlined processes & increased team numbers	A review of IOM and other offenders via the Violence & Vulnerability Prog. (VVP) is underway.
Develop Joint Local Action Process for aligned approach with BCU model	Leading community safety managers from Brent, Harrow and Barnet meet regularly to explore potential service alignment or commissioning opportunities. MARAC and BJAG processes are aligned with the new tri-borough model.
Increased prostitution outreach workers	NIA (commissioned service) are now fully operational and delivering day and night outreach. This delivery forms part of the community safety tasking group to ensure an intelligence-led approach to outreach.
Reduction in violent crime, gang/knife crime	
Community Safety (on behalf of Safer Brent Partnership) coordinate and govern the Knife Crime Action Plan, ensuring partners held to account and actions progressed	Revised SBP Violent Crime Action Plan was agreed at the Jul 2019 meeting. MOPAC Knife Crime feedback has been received and Brent is seen alongside one other London Borough as Best Practice.
Bid for street-based outreach mentor team to better engage young people not yet known to services	Successful bid made to the Young Londoners Fund enabling us to use youth mentors for outreach work. It will also fund additional resources and workers for YOS triage, enabling greater focus on reducing reoffending, building resilience and enabling young people to avoid gang involvement. Through the Partnership Tasking Team underspend we are looking at providing additional resources to current commissioned services to increase the workforce for outreach capacity.
Develop out-of-hours engagement provision for enhanced YP engagement	Through the additional PTT spend, funding has been allocated to provide evening and weekend outreach. The AST also provides out of hours outreach as part of its service.
Review voluntary sector intervention services for more targeted, location-based intervention	Through the VVP a mapping exercise has taken place to identify services provided for YP within the community. Work is underway to look at how these services link with current mechanisms. A workshop was held with voluntary/community sector partners in Jul 2019 to support this work. A tasking process will be implemented in Q3.
Develop predictive model for better identifying YP at risk and highlighting vulnerable locations	New tasking format for commissioned services is to be implemented in Autumn 2019.
Develop training on violence and vulnerability issues for frontline staff	Awareness training has been developed and delivered to targeted staff.
Advocate for MOPAC to fund Redthread provision at NWP, or source health-based funding to do so	We were notified in Aug of an additional fund for 2 years from MOPAC through the LCPF. It is proposed to use this funding to support an intervention service at NWP. Funding will be confirmed in Q3.
Project to prevent reoffending, working in partnership with Community Safety & Community Rehab Company	Review of the current reducing reoffending strand is underway and a revised action plan will be developed to reflect outcomes from this work. The IOM cohort are part of the VVP process.
Engage with pan-london Rescue & Response to identify young people engaged in county lines.	Project is ongoing and links in with the VVP and CYP services locally.
Increase smartwater rollout for all BHM properties	St Raphael's Estate has been identified for smartwater rollout. Police do not have the capacity to lead on the roll out due to staffing constraints. Police to train BHM housing officers to lead on the roll out in Nov 19.
Support our most vulnerable adults, enabling them to choose and control services, remain independent and lead active lives	

Identify and deliver 137 NAIL units	In 2019/20 the Brent NAIL programme will deliver 157 units of NAIL accommodation. Visram House, our 99 bed extra care scheme, has opened. We will also bring on stream 58 units for people with learning disabilities and physical disabilities.
4 large extra care schemes identified and prioritised for development	In future years, the programme will deliver additional extra care schemes. These will be at Honey Pot Lane, Watling Gardens, Knowles House and London Road.

Strong Foundations	Oct 2019 update
Enabling residents to get online, building more services around residents and their needs	
Create purposeful online customer accounts system that residents can customise	CRM to be rolled out following updates from testing. All council appointments are now bookable online.
Establish MS Dynamics portal for making payments and booking services etc	Portals for housing management customers and general customer contact due to go live end Nov. Complaints portal to follow. Work on single customer portal is in progress.
Complete rollout of community hubs	Three community hubs are now operational (Harlesden, Kilburn and Willesden Green). Ealing Road and Kingsbury on track to go live before end of Mar 2020 - six months ahead of schedule.
Establish KPIs	We have established KPIs which are set/governed by HMPO and the General Register Office.
Ensure VFM through commissioning and procurement	
Undertake a review of all arrangements to make savings and deliver value	Ongoing. Procurement actively involved in providing supplier spend data for each Directorate to support conversations around Budget Challenge sessions. Once outcomes and savings agreed are communicated, Procurement will review to understand where they can support each directorate where procurement activity is involved.
Increase in resident satisfaction	
Extension of community hubs across all Brent Connects areas	Three community hubs now operational (Harlesden, Kilburn & Willesden Green). Ealing Road & Kingsbury on track to go live before end of Mar 2020 - six months ahead of schedule.
Implement the building blocks to the Localities Strategy by 2020, with the logistics embedded by 2023	In progress. Following a successful event a number of prototypes are taking place which will be completed in Dec 2019. In addition the hubs programme and VCIF review projects are contributing to this deliverable.
Increase in resident involvement	
Implement the findings of the community engagement and VCIF review	Findings to be implemented following completion of the review in Jun 2020.
Establish ways for greater resident involvement in decision making	The outcomes of the community engagement review will feed into this work.
Better targeting of the council's grants programme locally through Brent Connects	The council's grants programmes are promoted and discussed at Brent Connects. This has raised the profile of the prog, and helped deliver an increased number of applications.

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 Brent	Cabinet 9th December 2019
	Report from the Assistant Chief Executive
PERFORMANCE REPORT, Q2 (JULY – SEP) 2019/20	

Wards Affected:	All
Key or Non-Key Decision:	Key Decision
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:	One: Appendix A – Corporate Performance Scorecard
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Pascoe Sawyers Head of Strategy and Partnerships 020 8937 1045, pascoe.sawyers@brent.gov.uk

1.0 Purpose of the Report

- 1.1 This report and the performance scorecard (**Appendix A**) set out the position on the Council’s performance in the second quarter of 2019/20. The content and format of the report and scorecard have been revised to focus primarily on the Council’s new Borough Plan; Building a Better Brent (2019-2023), and its priorities.
- 1.2 The purpose of this report is to provide Cabinet with a corporate overview of performance information linked to the Borough Plan priorities, to support informed decision-making and to manage performance effectively.
- 1.3 The Building a Better Brent plan was agreed by Full Council in early 2019. It provides a strategic picture of where the Council would like to be by 2023 and how it intends to get there. The Borough Plan has five overarching strategic priorities with detailed desired outcomes that will run for the duration of plan. To assist in the delivery of these outcomes, specific key priorities have been identified for each of the four years. These will be known as annual Delivery Plan Priorities.
- 1.4 The five priorities set out in the Borough Plan and their desired outcomes are as follows:

- Every opportunity to succeed:
 - Improvement in Key Stage results for boys of Black Caribbean heritage
 - Improvement in Key Stage results for looked-after children and care leavers
 - High-level skills achievement
 - Increase in average wage
- A future built for everyone, an economy fit for all:
 - Increase in inward investment achieved via the council
 - Produce our new Local Plan, setting out our vision, priorities and areas for future development in the borough
 - Increase in housing supply
 - Reduction in the number of households in temporary accommodation
 - Keep traffic moving and our roads and pavements in good repair
- A cleaner, more considerate Brent:
 - Improvement in air quality
 - Reduction in illegally-dumped rubbish
- A borough where we can all feel safe, secure, happy and healthy:
 - Reduction in anti-social behaviour, the risk of harm and re-offending
 - Reduction in violent crime, including gang and knife crime
 - Support our most vulnerable adults, enabling them to choose and control the services they receive, to remain independent and lead active lives
 - Improve the health of Brent residents
 - Make Brent a place where culture is celebrated and vibrant
- Strong foundations:
 - Enable more residents to get online
 - Making every pound count
 - Building services around residents and their needs
 - Increase in resident satisfaction
 - Increase in resident involvement

1.5 The Corporate Performance Scorecard (Appendix A) sets out the suite of key performance indicators (KPIs); approved by CMT in August 2019, being monitored corporately. Commentary is mandatory in line with the current performance framework and is included in the scorecard. This applies to all measures that have a Green, Amber or Red RAG rating.

2.0 Recommendation(s)

2.1 Cabinet has been asked to:

- a. Note the performance information contained in this report.
- b. Consider the current and future strategic risks associated with the information provided and agree remedial actions on strategic risks as appropriate.
- c. Challenge progress with responsible officers as necessary.

3.0 Detail

- 3.1 Overall, there are currently 120 key indicators in the Q2 performance scorecard. The format of the scorecard provides a distinct focus on Building a Better Brent priorities and outcomes.
- The first part of the scorecard sets out 48 key indicators linked to the Year 1 Delivery Plan themed priorities. These indicators are presented graphically (2018/19 outturn figures are also provided where available).
 - The second part of the scorecard lists 72 key indicators linked to the wider Borough Plan priorities and the Council's 'Internal Business'. These indicators are presented in a 'at a glance format'.
- 3.2 Out of the 48 Year 1 Delivery Plan indicators, 25 are on or above target (Green status), with a further 4 just off target (Amber status), leaving only 7 significantly off target (Red status). The remaining 12 indicators are for contextual use.
- 3.3 There are 72 wider Borough Plan indicators in the Q2 scorecard. 31 are on or above target (Green status), 13 are just off target (Amber status), and 18 are significantly off target (Red status). A further 9 indicators are for contextual use. The Corporate Performance team are awaiting data on one measure.
- 3.4 A summary of performance based on Borough plan priorities is set out below.

Building a Better Brent - Year 1 Delivery Plan Indicators

Every opportunity to succeed

- 3.5 Three new indicators have been introduced this year to measure the Improvement in Key Stage results for boys of Black Caribbean heritage (BBCH). Two measures focus on fixed-term exclusions throughout the academic year (primary and secondary schools). Current data from schools indicates that 7 of 19 boys excluded for a fixed-term in primary schools are of Black Caribbean heritage. This is considered high at this stage in the academic year and therefore the indicator has been given a Red RAG rating. The Inclusion Support Team are using monthly reports to challenge schools on repeated exclusions of vulnerable groups such as BBCH and SEND.
- 3.6 Current data from schools indicates that 7 of 27 boys excluded for a fixed-term in secondary schools are of Black Caribbean heritage. There can be a time-lag in receiving data from schools and therefore this data may change.
- 3.7 The percentage of boys of Black Caribbean heritage accessing the nursery education grant (NEG 3 and 4) which guarantees 15 hours of free nursery education weekly during term time has a year to date take up of 75.6% against a target of 80% giving it a RAG rating of Amber. The lower take-up amongst this group is reflective of the overall low take-up for the free entitlements in Brent. The team continues to promote free entitlements and the role of parents in home learning via the Progress for All project.
- 3.8 Improvement in Key Stage results for looked-after children (LAC) and care leavers is another primary objective for Brent's Year One delivery plan. The

percentage of care leavers in education, employment or training (EET) has improved from Amber (44%) in Q1 to Green (57%) this quarter. This improvement is attributable to targeted work with Prospects and Brent Virtual School to ensure that young people who are NEET are receiving a personalised support package. Partnership work with Barnardo's commences later this year to enhance this work further.

- 3.9 Two indicators have been introduced this year to capture LAC attendance in schools. Attendance levels for Key Stage 3 and 4 at secondary level (Actual YTD – 84 %, Target YTD – 88%) has a RAG rating of Amber. The overall figure has been impacted by lower attendance in Key Stage 4. Regular meetings are being held between Virtual School and LAC and Permanency managers to analyse data and put joint strategies in place, with individual interventions on a case by case basis. There are only 2 LAC with a fixed-term exclusion (Key Stage 3 and 4) this academic year to date. Performance for this measure is very good with continued partnership work with schools ensuring figures for this indicator remain low.
- 3.10 There has been excellent performance with Employment Outcomes (Brent Works and The Living Room). With an Actual YTD of 136 against a target of 98, the measure has exceeded its target by 38 additional outcomes. TLR continues to support the hubs and are now based in 3 Community Hubs. The Brent Starts Achievement Rate also continues to show strong performance and has achieved a Green RAG rating (Actual YTD of 93% against a target of 91%).
- 3.11 Brent Works – Apprentice Outcomes has also performed well in Q2. With an Actual YTD of 30 against a target of 28, it has a RAG rating of Green. Q1 is usually a quiet period for apprenticeships due to provider intake timings and was reflected in its performance. However, as with this time last year, intake in Q2 has risen and has exceeded the departmental target.
- 3.12 A new measure for 2019/20 is 'The number of Brent Starts enrolments on the Digital Skills curriculum in the academic year'. At the end of the academic year (July 2019), a total of 350 enrolments were confirmed. A target of 479 has been set for the 2019/20 academic year which commenced in September 2019. The indicator is already demonstrating strong performance (Actual YTD – 260, Target YTD – 200) and subsequently has a RAG rating of Green.
- 3.13 The percentage of academic age 16-17 year olds who are not in education, employment or training (NEET) is slightly below target and is Amber rated. Overall performance YTD for 16-17 year olds NEET is 1.6% against a target of 1.4%. Historically, there is usually a rise in NEET's during the summer months which then fall during the following six months. The department will continue to monitor to ensure the target is met in the following months.

A future built for everyone, an economy fit for all

- 3.14 New affordable homes delivered by Brent, Registered providers and private developers is a new indicator for this year with a RAG status of Green (Actual YTD – 121, Target YTD – 90). The map of projected supply estimates 473 new affordable homes will be completed this financial year with the majority of completions scheduled for Q3 & Q4. There are 174 shared ownership units projected for the financial year of which 17 have been completed to date. Whilst this is lower than the target, the market for shared ownership has stagnated

across London including Brent. Registered Providers are exploring switching tenures to London Living Rent. This change in the market may impact future schemes. The housing service plan commits to completing 50 new council homes by March 2020. This has been completed by Q2 and there are a further 20 new homes which will be completed this year.

- 3.15 The timeliness of major planning application decisions continues to perform above target. A focus on committee scheduling and using agreed extensions of time has ensured a continuous improvement of performance since 2017/18. (Actual YTD – 96%; Target YTD – 94%).
- 3.16 The percentage of Category 2 defects repaired on time (non-emergency repairs; response time to make highways/footways safe within 7-20 days) has seen improved performance in Q2 (74%) in comparison to Q1 (26%) but the indicator still has a RAG rating of Red (Actual YTD – 62%, Target – 98%). The number of 7-day high priority repairs have increased in recent months placing pressure on contractor resources to complete repairs within the contract period. It has been agreed to allow short extensions of time should it be considered justified on a case by case basis.

A cleaner, more considerate Brent

- 3.17 Reports of illegally dumped waste incidents remain high (Actual YTD – 17,484 incidents). The rise of reported incidents has been attributed to greater resident awareness and the rise in use of technologies such as the Cleaner Brent app. Whilst the volume of reported incidents has gradually been rising, the average time taken to remove illegally dumped waste is less than one day with an actual of 0.52 days for the first six months of 2018/19 (Green RAG status). Area based Neighbourhood Managers and Enforcement Officers continue to tackle the issue of illegal rubbish dumping. There is an ongoing series of 20 community skip days across Brent in 2019/20 as well as refreshed campaign materials targeting illegal dumping.
- 3.18 The number of missed bin collections per 100,000 collections has a RAG rating of Red for the first time in four quarters (Actual YTD – 27.4; Target YTD - 20). Severe issues were experienced in July and August largely due to vehicle breakdowns and retaining HGV drivers. This led to a high numbers of bins not being emptied on time. Veolia have since put measures in place including hiring extra vehicles and recruiting more drivers on permanent contracts. The strategy has seen positive results and the number of missed collections at the end of the quarter were back to normal.
- 3.19 The amount of residual waste collected per household and the percentage of sites with unacceptable levels of litter both have a Green RAG status, (Residual Waste Actual YTD – 220, Target – 240; Litter: Actual YTD – 6%, Target – 8%). The collection of residual household waste indicator has an improved figure in comparison to this time last year. It is a core contract target for Veolia and continuous education of residents through numerous schemes and social media are helping bring down waste levels.

A borough where we can all feel safe, secure, happy and healthy

- 3.20 Numerous new indicators have been introduced to assist reporting on this Borough priority. Early Assessments and reviews completed per 100,000 has a RAG rating of Red (Actual YTD – 121.9; Target YTD - 290). There has been a reduction in the number of Early Help Assessments and reviews completed this year, compared to last. This is in part due to work at the Brent Family Front Door (BFFD) requiring partners to complete better quality EHAs, which leads to a slight delay, rather than the expectation for all EHAs to be completed by Early Help practitioners.
- 3.21 The rate of Initial Child Protection Conferences per 10,000 (Actual YTD – 25.3, Target – 45-55) has continued to show good performance. The measure is currently predicted to fall within the target range for this year. The percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time has a RAG rating of Red (Actual YTD – 18.1%; Target YTD – 12%). Current figures suggest performance is in line with our 2018/19 outturn, but is however 6% above the target for this year. A review of all second and subsequent plans is underway. Actions have been taken away in October for an expected impact on performance for November.
- 3.22 Residential Burglary incidents – Q2 data shows a decrease in domestic burglary in comparison to last year. However, the Christmas period generally sees an increase in this type of reported crime. Amazon and the Police are launching a pilot scheme using RingDoor for up to 500 properties chosen in areas of high burglary rates. Q2 Anti-Social Behaviour incidents (MOPAC Borough Priority) – the YTD figure (6,216 incidents) shows an increase in reported ASB and follows the trend nationally. An analysis of ASB will take place in Q3 to ascertain the demand and increase in reported ASB.
- 3.23 The reoffending rate by young offenders is Green rated with an actual of 42.9% and has reduced for the third quarter in a row. The rate has now dropped below both the London and YOT statistical neighbours during this period.
- 3.24 Lethal barrel gun discharge incidents (YTD - 7), Knife crime incidents (YTD - 293) and Knife crime victims under 25 (YTD – 46) are all showing downward trends compared to Q2 last year. A revised Knife and Violent Crime Action Plan was agreed at the July 2019 SBP with future action around communications and awareness campaigns to be implemented.
- 3.25 The Violence with Injury (Domestic Abuse incidents) rate is comparable to Brent's position at Q2 last year with 453 reported incidents. In comparison to national trends, this is a positive outcome as many areas are seeing an increase in the number of incidents reported. A revised VAWG has been completed. Community Safety are working with the police on how we manage early reports and those often declared as non-crime which have an increased risk of escalation to violence with injury.
- 3.26 The average monthly acute delayed transfers of care (DToC) attributable to ASC has improved significantly in Q1 and Q2 this year (Actual YTD – 0.9, Target – 6.5). This is attributable to the introduction of Homefirst, the Handyman scheme, the Housing Hospital Service and seven day working.

- 3.27 Both new admissions to residential care homes for people aged 18-64 (Actual YTD – 5, Target – 14) and for those aged 65+ (Actual YTD – 51, Target – 75) have a Green RAG rating. The service continues to manage demand for all services, including residential and nursing placements. Recommendations for all services, including placements, are quality assured by line managers and authorised by a senior manager to ensure they are appropriate. Performance for the Reablement service, a key element of the demand management approach, also continues to show improvement. An actual YTD of 78% exceeds the 75% target and therefore has a Green RAG rating.

Strong foundations

- 3.28 Two new measures have been introduced this year to track how well Brent is doing in enabling residents to use online services offered. Data for these measures has been captured from June 2019 onwards so it has not been possible to present Q1 data fully. The data available highlights mixed performance for these measures. Percentage of Community Hub customers that are more confident in using online services has a RAG status of Amber (Actual YTD – 71%, Target YTD – 75%). It is hoped that with continued support at the Hubs, the 75% target for this year will be achieved.
- 3.29 The second new measure; More than 80% of website users can find what they are looking for online as measured by site survey (Actual YTD – 58%, Target YTD – 81%) has a RAG rating of Red. Our Digital Strategy 2019-23 recognises the importance of our website as a channel for customers to obtain information and transact with the council. Work has been taking place to improve the content and structure of the website but it is recognised that a more fundamental redesign is required in order to significantly improve customer experience. This work is underway as part of our digital transformation programme and will result in an improved website in 2020. As part of this, a new single portal for residents will be built which will make it easier for them to access key services in one place via a single log in. It is expected that these planned improvements will significantly impact on this measure once in place.
- 3.30 There has been strong performance reported with the new Community Hubs' indicators and therefore both have a RAG rating of Green. The number of residents accessing Community Hubs (Actual YTD – 3,324, Target YTD – 1,950) has exceeded expectations due to the unexpected engagement of residents accessing the new Hub in Kilburn. The percentage of enquiries at the Community Hubs resolved at the point of contact (Actual YTD – 80%, Target YTD – 75%) also supports the opening of the Hubs and their importance throughout the borough for residents accessing services and guidance.
- 3.31 Partnership and Engagement indicators have fared well in the first two quarters of this year. Income to benefit the borough secured by local voluntary groups with CVS support (Actual YTD – £260,000, Target YTD – £250,000) and The number of voluntary sector groups receiving 1-2-1 advice and guidance from CVS (Actual YTD – 123, Target – 95) have both performed positively and achieved RAG ratings of Green. The number of people attending Brent Connects forums for the first two quarters of this year has an actual of 200. This is 89 less attendees in comparison to the position at this point last year. The team are continuing to work on ways to increase participation with a review of agenda items as well as liaising with the Communication Team to help promote the service further.

Building a Better Brent - Wider borough plan indicators

Every opportunity to succeed

- 3.32 The percentage of Education, Health and Care Plans (EHCPs) issued in 20 weeks (including exceptions) has a RAG rating of Red (Actual YTD – 78%, Target – 90%). The number of plans issued has been rising since March, leading to pressures on timeliness. Examples of causes of delay include parents missing appointments, parents wanting more time to consider their options and delays in receiving professional advice. The SENAS Team will continue to work to ensure timely communication with associated professionals involved in assessments. The new EHCP co-production work-stream reporting into the Children's Trust Inclusion Board will support improvement through supporting better partnership working in completing EHCPs.
- 3.33 The percentage of Brent pupils attending a good or outstanding school remains at 94% and receives an Amber rating. During Q2, one inspection report was published. There is no change in the overall percentage as the school was judged good having previously been judged good.
- 3.34 Five indicators for this priority have performed strongly and have been rated Green:
- Percentage of LAC in education, employment or training (EET) (Year 12 and 13) (Actual YTD – 80.8%, Target – 75%).
 - Number of permanent primary school exclusions (Actual YTD – 3, Target – 31)
 - Number of permanent secondary school exclusions (Actual YTD – 0, Target – 0)
 - Number of CYP applying for Year 7, 8, 9, 10 and 11 (ages 11-16) not offered a school place within four weeks (Actual YTD – 0, Target – 0)
 - Number of LAC with a permanent Exclusion (Actual YTD – 0, Target – 0)

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- 3.35 Four new indicators from the Procurement service have been introduced to this report with mixed performance. The percentage of relevant contracts being procured that follow the Brent LLW policy (Actual YTD – 91%, Target – 99%) has a Red rating. A number of LLW contracts have now expired on the contracts register. The team are currently completing an exercise of ensuring that all awarded contracts are uploaded on to the register, resulting in a significant improvement to achieving this year's target.
- 3.36 The 'percentage of such tenders local businesses were successful in, either outright in being awarded the contract or used within the supply chain of the non-local business' indicator also has a rating of Red (Actual YTD – 0%, Target – 30%). The outturn for 2018/19 was also 0%. The department have now built in specific questions to capture if a non-local supplier is successful in being awarded the tender opportunity, will they use Brent local businesses as part of their contract delivery. A database is being developed to hold information of suppliers in Brent in addition to setting up events to engage with the local supplier base so they are aware of the future opportunities in Brent. For context,

in 2018/19, Brent Council spent £63m across 559 suppliers with the local supplier base (suppliers registered with a Brent postcode).

- 3.37 Two further indicators from the service; Percentage of tenders in which local businesses were invited (Actual YTD – 75%, Target – 70%) and Percentage of tenders in which local businesses were invited and then participated (Actual YTD – 67%, Target – 30%) have both performed well and have received Green ratings.
- 3.38 The average re-let time with minor voids (Actual YTD – 37, Target – 28) has been rated Red. The standard void re-let time has reduced in Q2 to an average of 29.6 days on the 15 properties let. 1.6 days above the target of 28 days. This is a reduction of 13 days from the Q1 average. Applicant verification times improved in Q2 which helped reduce overall turnaround time. The teams are working on rolling out the new CRM lettings module which should improve processing of voids, by speeding up the sign up process and improving management information. Caseworkers will also attend viewings for studio and 1 bedroom flats to help reduce the high number of refusals on these flats.
- 3.39 Fire Risk Assessment - Recommended actions for blocks over six storeys high (Actual YTD – 94.1%, Target – 100%) is also rated Red. These figures account for the completion of fire safety remedial actions measured quarterly. The shortfall in achieving 100% is due to 22 outstanding local management tasks regarding tenant compliance issues. These items are high priority and training is ongoing with all frontline staff with the support of the London Fire Brigade to enforce our zero tolerance policies.
- 3.40 There has been good performance reported against the suite of Housing Needs indicators. Number of Households in temporary accommodation (Actual YTD – 2,075, Target 2,100); homelessness prevented and relieved (Actual YTD – 58.38%, Target 50%) and Households in non-self-contained B&B (Actual YTD – 25, Target – 90) all have a Green RAG status and have shown stability in the first half of this year. The number of selectively licensed properties is slightly below target with an actual 8,605 against a target of 9000.

A cleaner, more considerate Brent

- 3.41 Although waste disposal tonnage has decreased in Q2 from Q1, its RAG rating is still Red. (Actual YTD – 35,182, Target – 15,323). The tonnages reported continue to be impacted by property growth in the borough. The cost for disposal of tonnage in excess of the contract target is met by the Public Realm contractor Veolia so waste minimisation remains a key driver for them.

A borough where we can all feel safe, secure, happy and healthy

- 3.42 The number of active borrowers is rated Red (Actual YTD – 27,804, Target – 35,592) after having good performance reported during 2018/19. A system change in April 2019 has meant that CWB can only track data from this point and not on a two-year rolling basis as usual. Closures due to refurbishment at Ealing Road and Kingsbury later this year will also have an impact on this indicator.
- 3.43 There has been continued strong performance reported in Q2 for the percentage of successful completions as a proportion of all opiate drug users in treatment as continues to achieve a RAG rating of Green.

- 3.44 Three indicators from CYP for this priority have performed strongly and have been rated Green:
- Number of Section 47 investigations (Actual YTD – 698, Target – 1,424).
 - Percentage of S47s completed which led to Initial Child Protection Conference (Actual YTD – 30.2%, Target – 30%)
 - Child Protection rate per 100,000 children (Actual YTD – 35.4, Target – 35-45)

Strong foundations

- 3.45 Three of the four indicators measuring Stage 1 and 2 complaints have a RAG rating of Red whilst the fourth is rated Amber, as they did not meet the target of 100% of cases responded to within timescale. However, year to date performance is highlighting continued improvement in comparison to 2018/19 for both Corporate and Statutory complaints. Member Enquiry response performance remains strong despite increasing volumes. Q2 saw 96% of 1861 cases responded to in time. 19/20 YTD figure remains slightly below the 18/19 outturn at 96% compared with 97% the previous year.
- 3.46 FOI performance is continuing to exceed the ICO's minimum standard on timeliness and has a Green RAG status again in Q2 (Actual YTD – 93.4%; Target – 90%).
- 3.47 The Registration and Nationality service income (Actual YTD – £552k, Target YTD – £470k) continues to have a Green RAG rating. The service strives to maximise income using new initiatives; with the introduction of ceremonies open days and using social media advertising campaigns. Additionally, an increase in private citizenship ceremonies and the European Pre-settlement and Settlement Scheme has insured positive performance so far this year.
- 3.48 Performance is just below target for council tax, benefit overpayment recovery and business rates collection, all with Amber RAG ratings. (Council Tax Actual YTD – 56.25%, Target YTD – 56.80%; HB Overpayments Actual YTD - £4.48m, Target YTD - £4.60m NNDR Actual YTD – 56.47%, Target YTD – 58%;). The dip in Council Tax collected is a consequence of the number of new properties which have just been billed. HB overpayments will be tackled by revising portfolios allocated to officers for recovery.
- 3.49 The value of council tax arrears recovered is also lower than forecasted (Red RAG, Actual YTD – £1.34m, Target YTD – £1.6m). The service state that the implementation in process changes and increased automation of attachments will improve the collection rate throughout the year.
- 3.50 Current rent collected as a percentage of rent due – Performance for Q2 collection is currently at 99.10%, 0.4% below target and therefore is rated Amber. Arrears action monitoring has moved into the CRM environment this year. There have been some issues with the case management, including the auto-allocation of cases to Income officers and the removal of cases where the accounts is in credit. The total number of known tenants on Universal Credit is approximately 680. The department continue to mitigate the income risk by making immediate APAs (alternative payment arrangements) for those tenants who are vulnerable or have existing rent arrears.

3.51 Income generation in Building Control has again improved significantly 2019/20 to £1.32m in Q1 and Q2 combined. The outturn at the end of 2018/19 was £1.39m. The indicator has a RAG rating of Green.

3.52 The revenue income from the council's commercial portfolio is below target (Actual YTD – £1.03m, Target YTD – £1.20m), and has a RAG rating of Red. The level of income collected fluctuates during the year, but this quarter's figure has been impacted by credit given to Air France to compensate for over paid services charges.

4.0 Financial Implications

4.1 None

5.0 Legal Implications

5.1 In Table 3 of Part 3 of the council's constitution, it states that the Cabinet is responsible for formulating and preparing a sustainable community strategy and then submitting the same to Full Council for consideration and adoption or approval. The Sustainable Community Strategy constitutes part of the council's Policy Framework. The Council's Borough Plan 2019-23, which is its current sustainable community strategy, was agreed by Full Council in 2019.

6.0 Equality Implications

6.1 There are no direct diversity implications. However, the report includes performance measures related to the council's diversity objectives and is part of the framework for ensuring delivery of these key outcomes. Service areas have the responsibility for managing the delivery and performance of their services. Therefore, the service area would also need to consider if a variation in performance could lead to equality implications at a service level.

7.0 Consultation with Ward Members and Stakeholders

7.1 Not applicable.

8.0 Human Resources/Property Implications (if appropriate)

8.1 None

Report sign off:

Peter Gadsdon

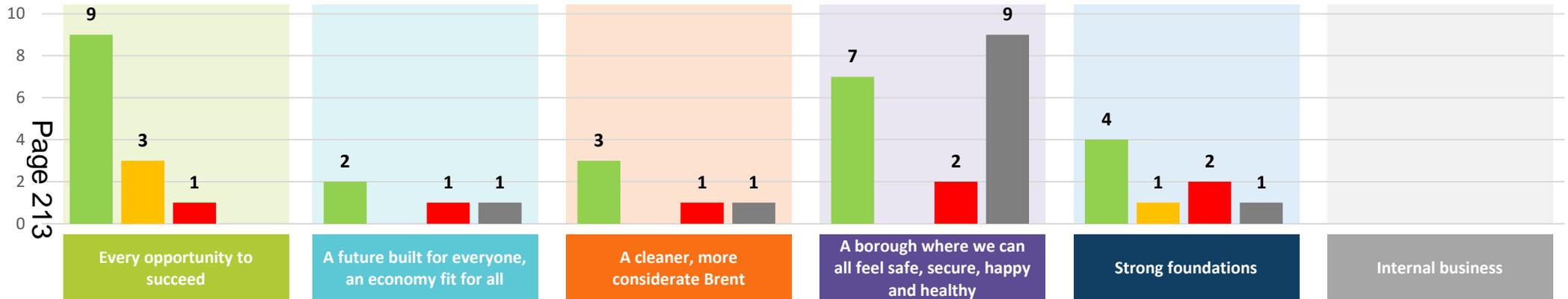
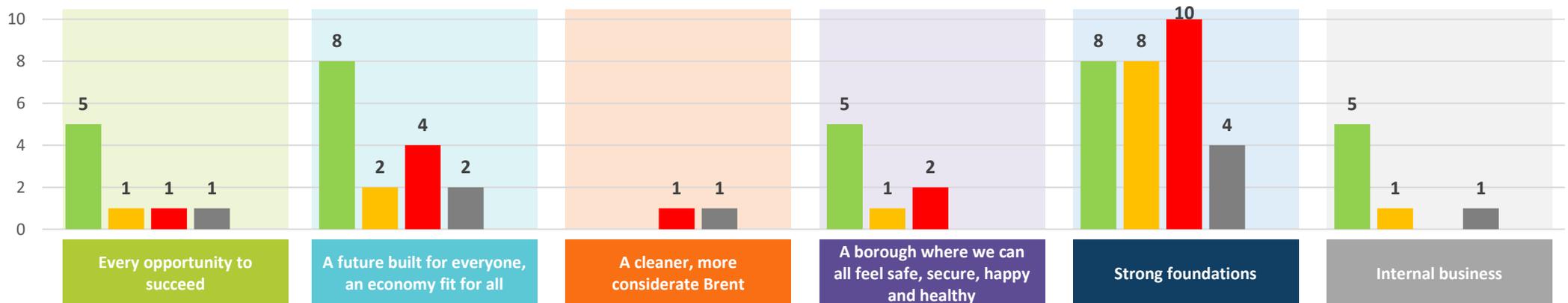
Assistant Chief Executive

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Cabinet - Corporate Performance Report December 2019

Borough Plan Performance Summary – Quarter 2 (July 2019 to September 2019)

All KPIs

KPIs for the Year 1 Delivery Plan

KPIs for Borough Plan Service Delivery Priorities


Cabinet - Corporate Performance Report December 2019 Borough Plan Performance Summary – Quarter 2 (July 2019 to September 2019)

Key for Performance Tables (all priorities)

Unless otherwise defined, performance information is assessed using the following tolerances to give a RAG rating:

Green		At target or exceeding target
Amber		0.01% - 5% outside target*
Red		Greater than 5% outside target*
Contextual		No target set
n/a		Data not available

**please note some indicators are set at a 10% tolerance due to national requirement*

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The KPIs covering the Borough Plan service delivery priorities also have an indicator to show how the KPI is performing against target compared to the previous quarter:

▲	Performance has improved since previous quarter
—	Performance is the same as previous quarter
▼	Performance has declined since previous quarter
	Data for previous quarter not available

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Improvement in Key Stage results for boys of Black Caribbean heritage

CYP-INC016
Number of fixed-term exclusions in Brent primary schools (academic year)

GREEN		
2018/19 Outturn	Actual YTD	Target YTD
New KPI for 2019/20	19	260

Smaller is better

Comments and Actions
Comments: The Academic Year starts from September 2019. Data has not been returned from all schools. 19 male, 0 female FTE to date. Higher than last year's comparison with Sept 2018 (12).

Lead Member: Clr Mili Patel
Strategic Director: Gail Tolley

CYP-INC017
Number of fixed-term exclusions in Brent primary schools for boys of Black Caribbean Heritage (academic year)

RED		
2018/19 Outturn	Actual YTD	Target YTD
New KPI for 2019/20	7	28

Smaller is better

Comments and Actions
Comments: The YTD of 7/19 fixed term exclusions (FTE) is higher than last year's comparison (1). More September data is likely to be received from schools.
Actions: A monthly multiple exclusions report is being used by the Inclusion Support Team to inform /challenge schools on repeated exclusions of vulnerable groups e.g. BBCH and SEND.

Lead Member: Clr Mili Patel
Strategic Director: Gail Tolley

CYP-INC019
Number of fixed-term exclusions in Brent secondary schools (academic year)

GREEN		
2018/19 Outturn	Actual YTD	Target YTD
New KPI for 2019/20	44	1,200

Smaller is better

Comments and Actions
Comments: 44 FTE in secondaries have been recorded in September. It is likely that more data is yet to be received from schools and the September total will rise. This figure is lower than the September 2018 figure (75).

Lead Member: Clr Mili Patel
Strategic Director: Gail Tolley

CYP-INC020
Number of fixed-term exclusions in Brent secondary schools for boys of Black Caribbean Heritage (academic year)

GREEN		
2018/19 Outturn	Actual YTD	Target YTD
New KPI for 2019/20	7	130

Smaller is better

Comments and Actions
Comments: 7/27 of all male Fixed Term Exclusions at secondary are BBCH (Boys of Black and mixed Caribbean Heritage). More data is yet to be received from schools.

Lead Member: Clr Mili Patel
Strategic Director: Gail Tolley

CYP-SSE004
Percentage of boys of Black Caribbean heritage accessing the nursery education grant childcare free offer (NEG 3 and 4)

AMBER		
2018/19 Outturn	Actual YTD	Target YTD
New KPI for 2019/20	75.6%	80.0%

Bigger is better

Comments and Actions
Comments: Lower take-up amongst this group is reflective of overall low take-up for the free entitlements in Brent
Actions: Continue to promote free entitlements and the role of parents in home learning via the Progress for All project (including targeted ward working in areas with lower take up)
Continue to engage parent champions who reflect the diversity of the local community and actively promote benefits of early education to other families in the borough

Lead Member: Clr Mili Patel
Strategic Director: Gail Tolley

Improvement in Key Stage results for looked-after children and care leavers

CYP-LAC003
Percentage of care leavers (19 -21 year olds) in education, employment or training (EET)

GREEN		
2018/19 Outturn	Actual YTD	Target YTD
55.0%	57.0%	57.0%

Bigger is better

Comments and Actions
Comments: We have made improvements in relation to outcomes for care leavers in EET this year, which compares favourably to stat neighbours and London average. We expect to meet the target of 57% EET by the end of this financial year. Targeted work with Prospects and Brent Virtual School is ensuring that young people who are NEET are receiving a personalised support package. Partnership work with Barnardo's commences later this year to enhance this work.

Lead Member: Clr Amer Agha Strategic Director: Gail Tolley

CYP-VSC006
Looked After Children's school attendance KS3 and KS4 (Secondary) (academic Year)

AMBER		
2018/19 Outturn	Actual YTD	Target YTD
New KPI for 2019/20	84.5%	88.0%

Bigger is better

Comments and Actions
Comments: The overall figure is impacted by the lower attendance in Key Stage 4.
Actions: Regular meetings are being held between Virtual School and LAC and Permanency managers to analyse data and put joint strategies in place, with individual interventions on a case by case basis.

Lead Member: Clr Amer Agha Strategic Director: Gail Tolley

CYP-VSC013
Number of looked after children with a fixed-term exclusion KS3 & KS4 (academic Year)

GREEN		
2018/19 Outturn	Actual YTD	Target YTD
New KPI for 2019/20	2	20

Smaller is better

Comments and Actions
Comments: Partnership work with schools has ensured that our exclusion figures have remained low.
Actions: Virtual School to strengthen relationships with leadership of Brent schools.

Lead Member: Clr Amer Agha Strategic Director: Gail Tolley

High-level skills achievement

R&E-ESK001
Brent Starts Achievement Rate

GREEN		
2018/19 Outturn	Actual YTD	Target YTD
94.0%	93.2%	91.0%

Bigger is better

Comments and Actions
Comments: Pass rate = number of people achieved/number of people retained - this tends to be higher than achievement. Achievement = number of people achieved/number of people started the course. Final Pass rate (96.8%) higher by 2.8% from last year. Final Achievement rate (93.2%) higher than last years' 89%. Achievement rate is the measure that Ofsted are more interested in than pass rates.

Lead Member: Clr Amer Agha Strategic Director: Amar Dave

R&E-ESK004
Number of Brent Starts enrolments on the Digital Skills curriculum in the academic year

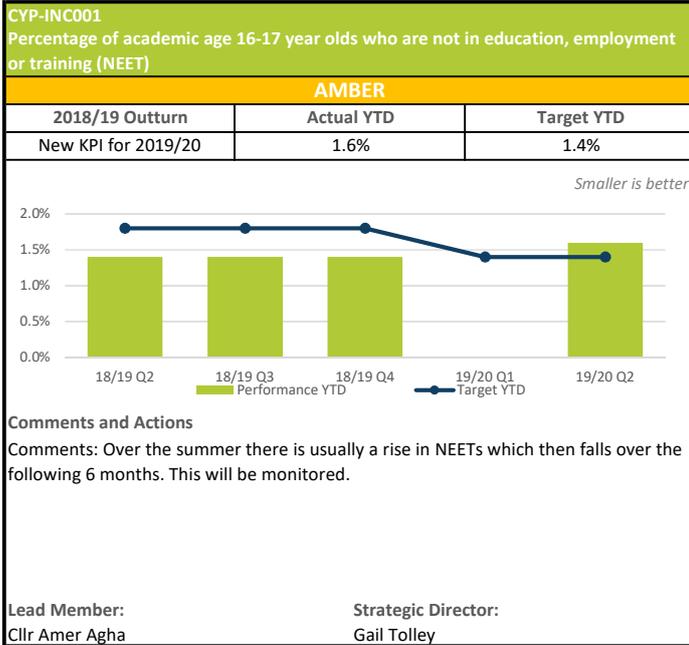
GREEN		
2018/19 Outturn	Actual YTD	Target YTD
350	260	200

Bigger is better

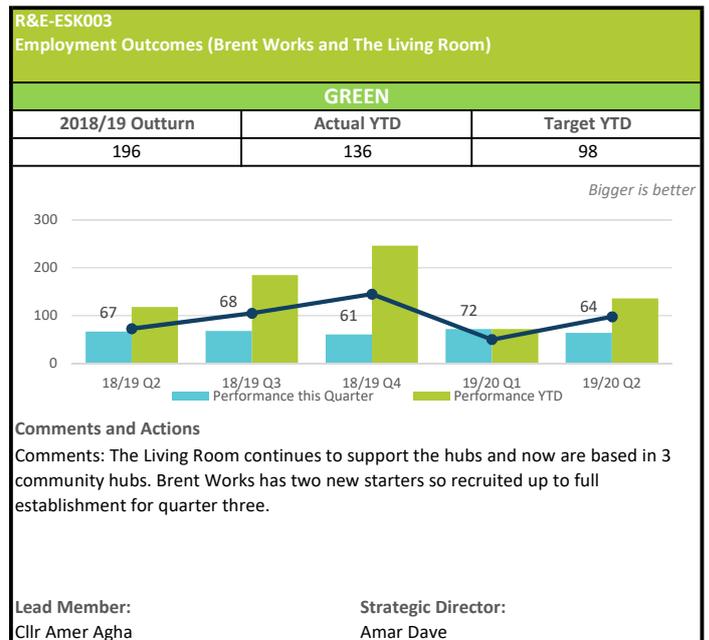
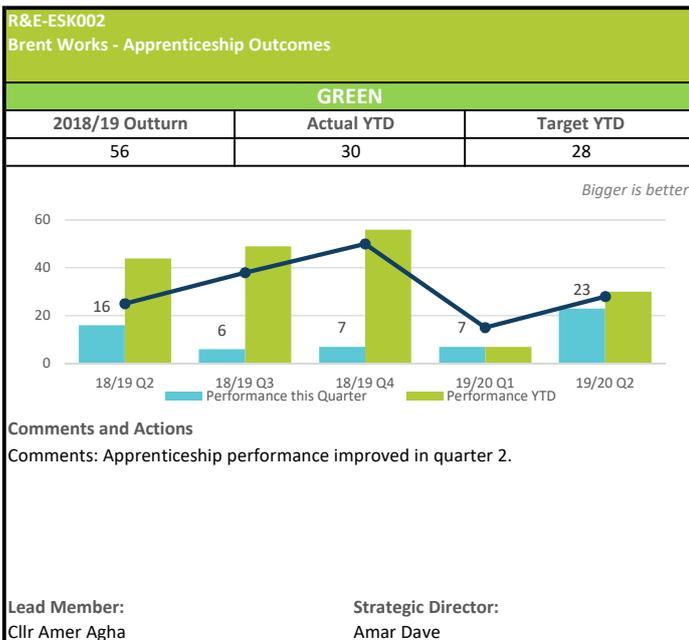
Comments and Actions
Comments: First term enrolments, this will increase as we have another two terms of enrolment to take place.

Lead Member: Clr Amer Agha Strategic Director: Amar Dave

High-level skills achievement



Increase in average wage



Increase in housing supply

CWB-HSP005
New affordable homes delivered by Brent/Registered providers (RPs)/private developers in the period

GREEN		
2018/19 Outturn	Actual YTD	Target YTD
233	121	90

Bigger is better

Comments and Actions
Comments: The majority of completions are scheduled for Q3 & Q4. The map of projected supply estimates 473 new affordable homes will be completed this financial year.
There are 174 shared ownership units projected for the financial year. 17 have been completed in year to date. Whilst this is lower than the target, the market for shared ownership has stagnated across London including Brent. RP's are exploring switching tenures to London Living Rent. This change in the market may impact future schemes. The housing service plan commits to completing 50 new council homes by March 2020. This has been completed by Q2 and there are a further 20 new homes which will be completed this financial year.

Lead Member: Cllr Eleanor Southwood
Strategic Director: Phil Porter

R&E-PLA001
Percentage of major applications determined in 13 weeks or other formally agreed time over rolling two year period

GREEN		
2018/19 Outturn	Actual YTD	Target YTD
96.7%	96.0%	94.0%

Bigger is better

Comments and Actions
Comments: Q2 = rolling 2 year figure. Still achieving targets

Lead Member: Cllr Shama Tatler
Strategic Director: Amar Dave

Keep traffic moving and roads and pavements in good repair

R&E-HIN004
Percentage of Category 2 defects repaired on time (Non-emergency repairs: response time to make highways/footways safe within 7-28 days)

RED		
2018/19 Outturn	Actual YTD	Target YTD
51.0%	62.0%	98.0%

Bigger is better

Comments and Actions
Comments: Actions from frontline officer / contractor workshop have been implemented and yielding positive results. For July 40% were completed on time i.e. within the respective 7 or 28 day order period with 95% overall completed within the month. For August and September performance was 89% and 85% on time, with 97% and 99% completed overall within the month.
Actions: The number of 7 day high priority repairs have increased in recent months placing pressure on contractor resources to complete the repair within the contract period. It was agreed to allow short extension of time should it be considered justified on a case by case basis.

Lead Member: Cllr Krupa Sheth
Strategic Director: Amar Dave

R&E-PAL003
Parking driver compliance: PCNs issued: Parking contraventions

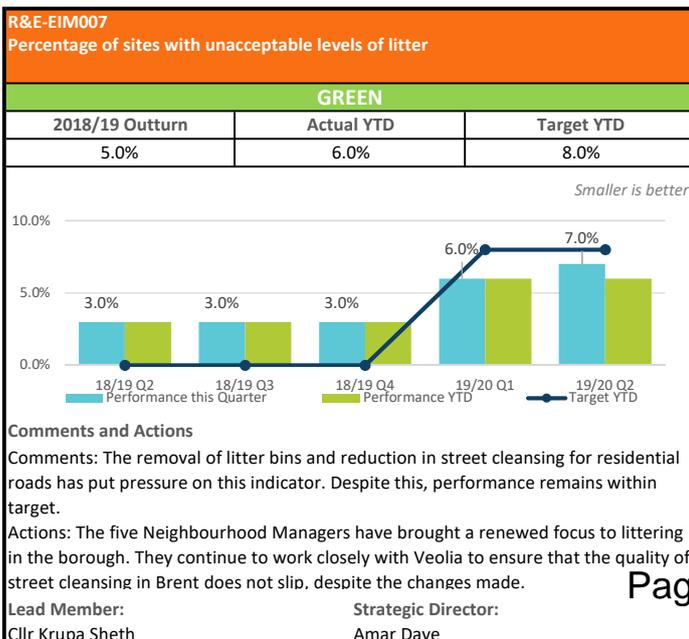
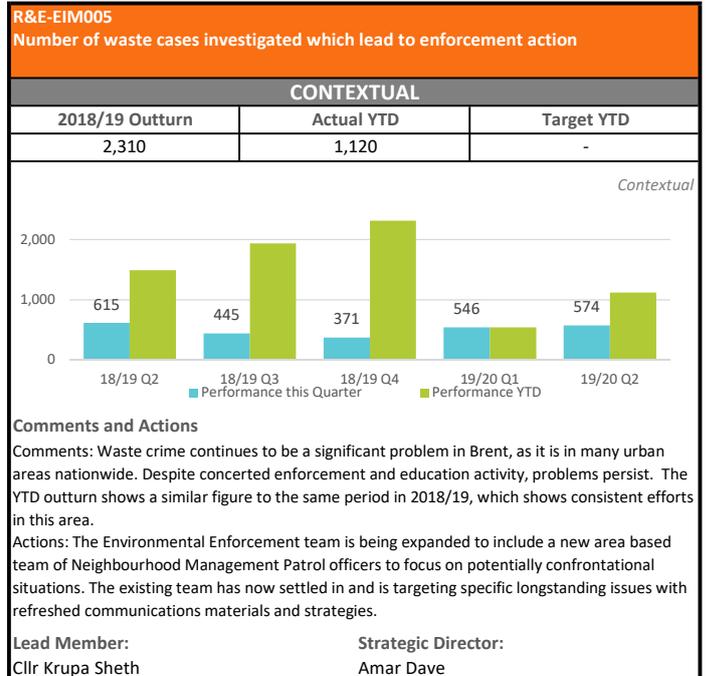
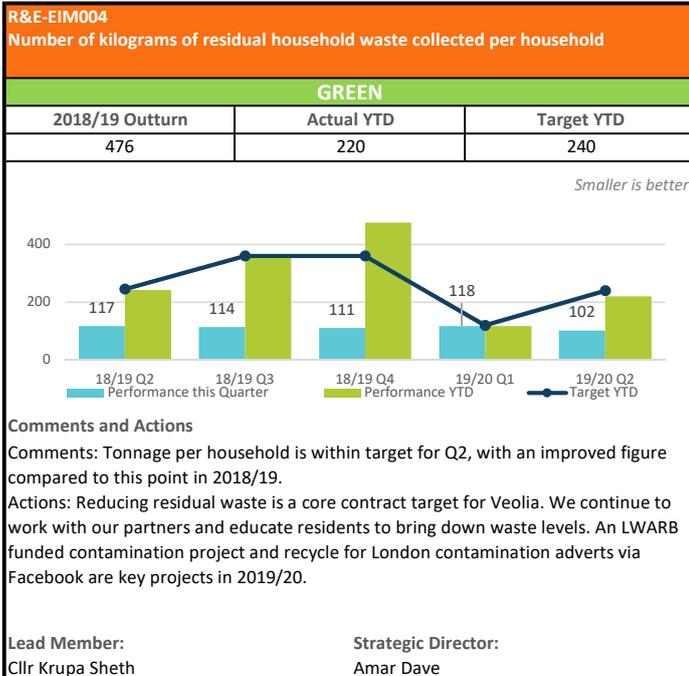
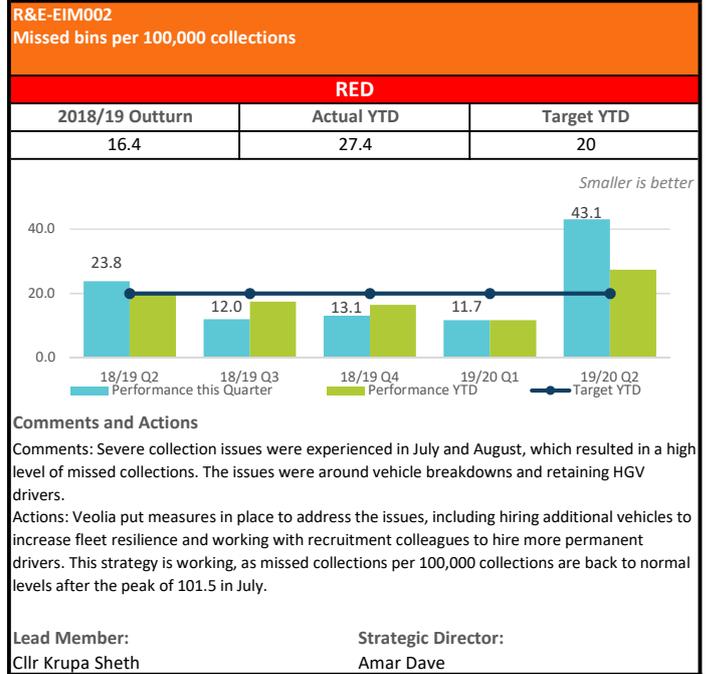
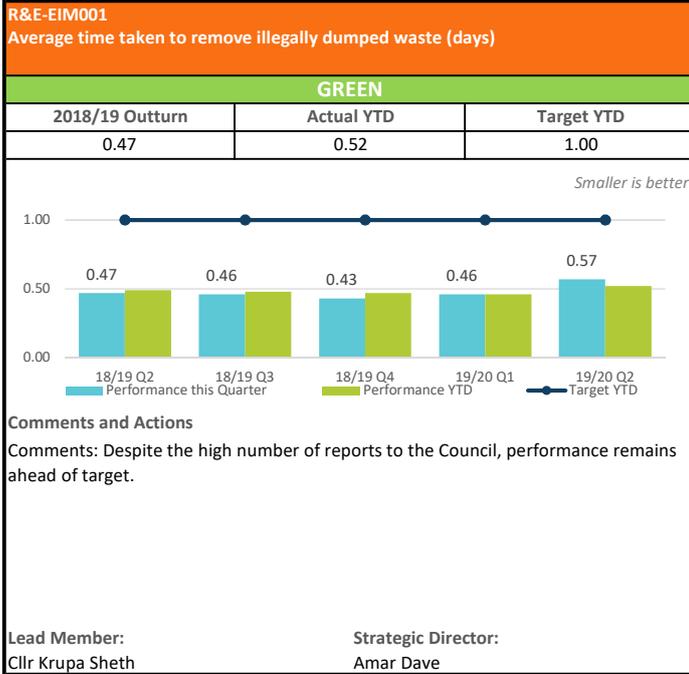
CONTEXTUAL		
2018/19 Outturn	Actual YTD	Target YTD
118,352	64,141	-

Contextual

Comments and Actions
Comments: 8% growth in parking PCN issuance delivered by the Serco contract extension. Improved deployment plan and higher CEO productivity.

Lead Member: Cllr Krupa Sheth
Strategic Director: Amar Dave

Reduction in illegally dumped rubbish



Reduction in anti-social behaviour, the risk of harm and re-offending

CYP-EAH001
Early Help Assessments and reviews completed per 10,000 children

RED		
2018/19 Outturn	Actual YTD	Target YTD
276.8	121.9	290

Bigger is better

Comments and Actions
Comments: There has been a reduction in the number of Early Help Assessments and reviews completed this year, compared to last. This is in part due to work at the BFFD requiring partners to complete better quality EHAs, which leads to a slight delay, rather than the expectation for all EHAs to be completed by Early Help practitioners.

Lead Member: Clr Mili Patel Strategic Director: Gail Tolley

CYP-SQA001
Rate of Initial Child Protection Conferences per 10,000

GREEN		
2018/19 Outturn	Actual YTD	Target YTD
49.8	25.30	45-55

Smaller is better

Comments and Actions
Comments: We are currently predicted to fall within the target range for this year.

Lead Member: Clr Mili Patel Strategic Director: Gail Tolley

CYP-SQA002
Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time

RED		
2018/19 Outturn	Actual YTD	Target YTD
18.7%	18.1%	12.0%

Smaller is better

Comments and Actions
Comments: Whilst current performance is in line with our 18/19 outturn, it is 6% points above our target for this year.
Actions: An in-depth review of all second or subsequent plans is underway. Actions are being taken in October for expected impact on performance for November monthly reporting.

Lead Member: Clr Mili Patel Strategic Director: Gail Tolley

R&E-CSA008
Burglary Residential - incidents

CONTEXTUAL		
2018/19 Outturn	Actual YTD	Target YTD
2,267	1,009	-

Contextual

Comments and Actions
Comments: Q 2 shows we are currently on track for a decrease in domestic burglary, however the Christmas period generally sees an increase in this reported crime. We would expect to see a peak in Summer however Police did have a communications campaign focussed around burglary.
Actions: Look at current messaging and future campaigns planned by partners. Also being launched in November is a pilot with Amazon and Police using RingDoor for up to 500 properties chosen in areas of high burglary areas

Lead Member: Clr Tom Miller Strategic Director: Amar Dave

R&E-CSA009
Anti-Social Behaviour - Incidents (MOPAC Borough Priority)

CONTEXTUAL		
2018/19 Outturn	Actual YTD	Target YTD
10,627	6,216	-

Contextual

Comments and Actions
Comments: YTD figure suggest an increase in reported ASB. This increase in reporting is reflected across London and nationally.
Actions: Analysis of ASB will take place in Q3 to ascertain the specific demand and increase in reported ASB

Lead Member: Clr Tom Miller Strategic Director: Amar Dave

Reduction in violent crime, including gang and knife crime

CYP-EAH002
Reoffending rate by young offenders per cohort

GREEN		
2018/19 Outturn	Actual YTD	Target YTD
New KPI for 2019/20	42.9%	50.0%

Smaller is better

Comments and Actions
Comments: For the 3rd quarterly reporting period in a row the rate has reduced, currently standing at 42.9%. The rate has dropped below both the London and YOT statistical neighbours in this reporting period.

Lead Member: Cllr Mili Patel
Strategic Director: Gail Tolley

R&E-CSA001
Lethal Barrel Gun Discharge - incidents

CONTEXTUAL		
2018/19 Outturn	Actual YTD	Target YTD
32	7	-

Contextual

Comments and Actions
Comments: Positive Q2 stats in comparison to 2018/19 outturn
Actions: Continued monitoring alongside our statistical neighbours

Lead Member: Cllr Tom Miller
Strategic Director: Amar Dave

R&E-CSA002
Knife Crime - incidents

CONTEXTUAL		
2018/19 Outturn	Actual YTD	Target YTD
682	293	-

Contextual

Comments and Actions
Comments: Reported knife crime continues to show a reduction in offences. Revised MOPAC and SBP Action Plan and changes to police activity has contributed to this.
Actions: Revised Knife and Violent Crime Action Plan was agreed at the July 2019 SBP with future action around communications and awareness campaigns. MOPAC Knife Crime Return received positive feedback

Lead Member: Cllr Tom Miller
Strategic Director: Amar Dave

R&E-CSA003
Knife Crime Victims U25 - incidents

CONTEXTUAL		
2018/19 Outturn	Actual YTD	Target YTD
104	46	-

Contextual

Comments and Actions
Comments: As per above, reduction in comparison to Q2 2018/19, if trend continues we will expect to see a 10% reduction for 209/20.
Actions: Revised Knife and Violent Crime Action Plan was agreed at the July 2019 SBP with future action around communications and awareness campaigns. MOPAC Knife Crime Return received positive feedback

Lead Member: Cllr Tom Miller
Strategic Director: Amar Dave

R&E-CSA004
Violence with Injury (Non-Domestic) - incidents (MOPAC Borough Priority)

CONTEXTUAL		
2018/19 Outturn	Actual YTD	Target YTD
2,255	1,115	-

Contextual

Comments and Actions
Comments: Comparable to previous year, slight reduction of offences. Summer period (Q2) is normally a peak period for this type of offences due to summer activity including alcohol related
Actions: Revised Knife and Violent Crime Action Plan was agreed at the July 2019 SBP with future action around communications and awareness campaigns. MOPAC Knife Crime Return received positive feedback

Lead Member: Cllr Tom Miller
Strategic Director: Amar Dave

R&E-CSA005
Violence with Injury (Domestic Abuse) - incidents

CONTEXTUAL		
2018/19 Outturn	Actual YTD	Target YTD
910	453	-

Contextual

Comments and Actions
Comments: Comparable to previous year, in comparison to the national trend this is positive with many areas seeing an increase
Actions: Revised VAWG action plan complete, monitor reports. We are working with Police on how we manage early reports and those often declared non crime which have an increase risk of escalation to violence with injury

Lead Member: Cllr Tom Miller
Strategic Director: Amar Dave

Reduction in violent crime, including gang and knife crime

R&E-CSA006
Domestic Abuse Offences - incidents

CONTEXTUAL		
2018/19 Outturn	Actual YTD	Target YTD
3,352	1,696	-

Contextual

Comments and Actions
 Comments: More reports is a positive step with victims having confidence in reporting DA, national research demonstrates that DA is still a hidden concern. There has been an increase in DA services commissioned through Brent Council to provide support from April of this year including Housing, and improved reporting mechanisms.
 Actions: One Stop Shop for DA Victims commences in October as a pilot. It is hoped this will provide further support for those who are victims of DA.

Lead Member: Cllr Tom Miller Strategic Director: Amar Dave

R&E-CSA007
Robbery - incidents (MOPAC Borough Priority)

CONTEXTUAL		
2018/19 Outturn	Actual YTD	Target YTD
1,416	673	-

Contextual

Comments and Actions
 Comments: Robbery has seen a slight decrease in comparison to previous years, there has been a number of initiatives including our VVP programme which replaced IOM and includes a wider cohort have been provided intervention support services.
 Actions: Robbery data is currently being explored to look at target hardening certain locations. During Q3&4 exploration around targeting peak times will be developed with partners. Analysis will be conducted to look at Robbery through the NW BCU

Lead Member: Cllr Tom Miller Strategic Director: Amar Dave

Support our most vulnerable adults, enabling them to choose and control the services they receive, remain independent and lead active lives

CWB-ASC001
Average monthly acute delayed transfers of care (DToc) attributable to ASC

GREEN		
2018/19 Outturn	Actual YTD	Target YTD
3.6	0.9	6.5

Smaller is better

Comments and Actions
 Comments: Through the use of Homefirst, the Handyperson scheme and Housing Hospital Service, there has been a significant improvement in the number of delays. 7 day working in conjunction with better triage of referrals, daily DToc meetings and robust escalation procedures with Trusts and the CCG, have all contributed to a marked decrease in the DToc figure.

Lead Member: Cllr Harbi Farah Strategic Director: Phil Porter

CWB-ASC002
New admissions to residential & nursing care homes, 18-64

GREEN		
2018/19 Outturn	Actual YTD	Target YTD
8	5	14

Smaller is better

Comments and Actions
 Comments: The service continues to manage demand for all services, including residential and nursing placements. Recommendations for all services, including placements, are quality assured by line managers and authorised by a senior manager to ensure they are appropriate.

Lead Member: Cllr Harbi Farah Strategic Director: Phil Porter

CWB-ASC003
New admissions to residential & nursing care homes, 65+

GREEN		
2018/19 Outturn	Actual YTD	Target YTD
84	51	75

Smaller is better

Comments and Actions
 Comments: The service continues to manage demand for all services, including residential and nursing placements. Recommendations for all services, including placements, are quality assured by line managers and authorised by a senior manager to ensure they are appropriate.

Lead Member: Cllr Harbi Farah Strategic Director: Phil Porter

CWB-ASC011
The outcome of short-term services: sequel to service (REABLEMENT)

GREEN		
2018/19 Outturn	Actual YTD	Target YTD
77.0%	78.3%	75.0%

Bigger is better

Comments and Actions
 Comments: IRRS is performing well with numbers steadily increasing. Uptake has been supported by the introduction of Homefirst which allows those who will not benefit from Reablement to receive Homefirst instead meaning the service can be directed at those who will benefit from it most.

Lead Member: Cllr Harbi Farah Strategic Director: Phil Porter

Support our most vulnerable adults, enabling them to choose and control the services they receive, remain independent and lead active lives

CWB-HSP004
Identification and delivery of an additional 137 New Accommodation for Independent Living (NAIL)

GREEN

2018/19 Outturn	Actual YTD	Target YTD
73	22	20

Bigger is better

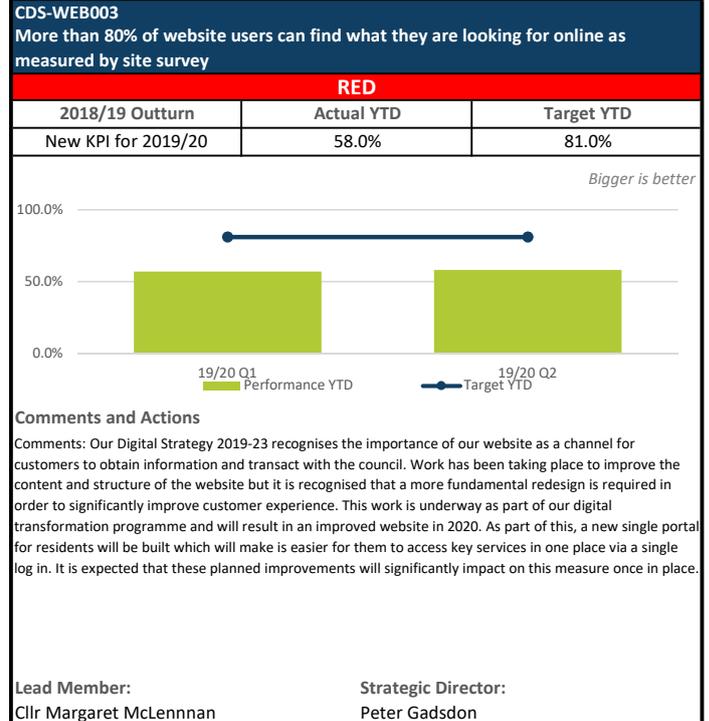
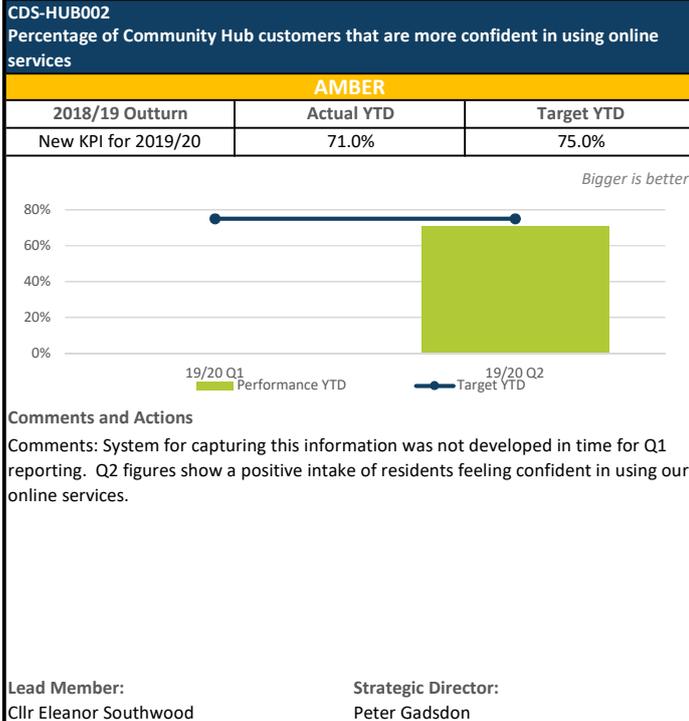
Period	Performance
19/20 Q1 Performance this Quarter	22
19/20 Q2 Performance YTD	20

Comments and Actions
 Comments: 11 Independent Living units completed at Peel Road and 11 at Summit Court.

Lead Member: Cllr Eleanor Southwood Strategic Director: Phil Porter

Strong foundations

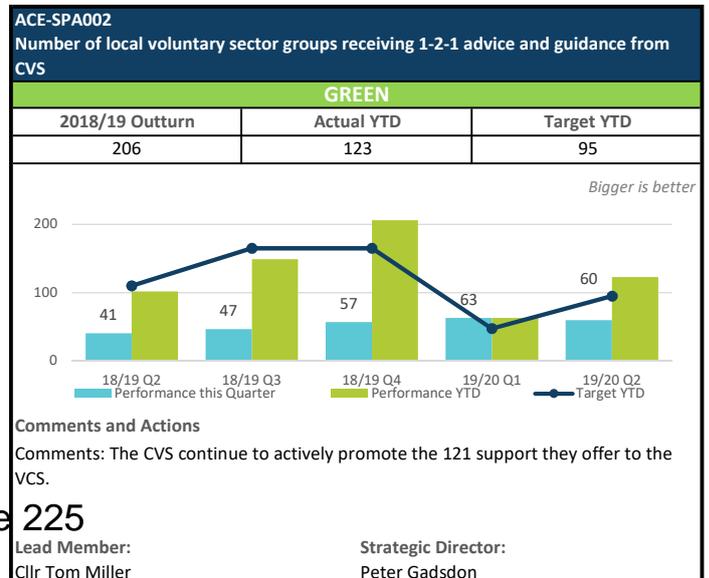
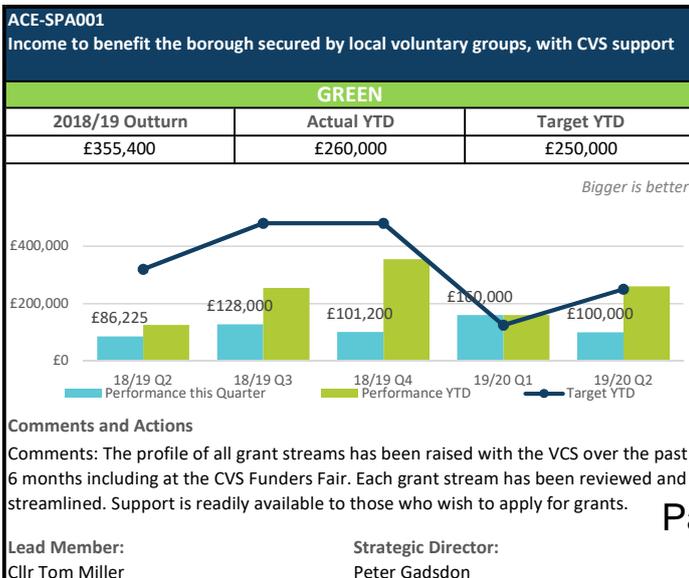
Enable more residents to get online



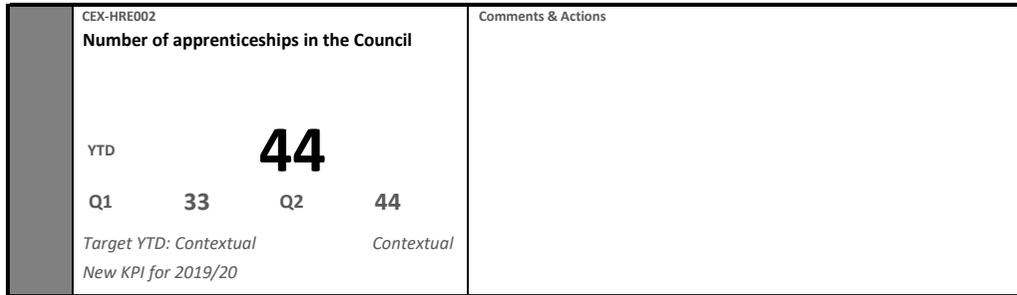
Building services around residents and their needs



Increase in resident satisfaction

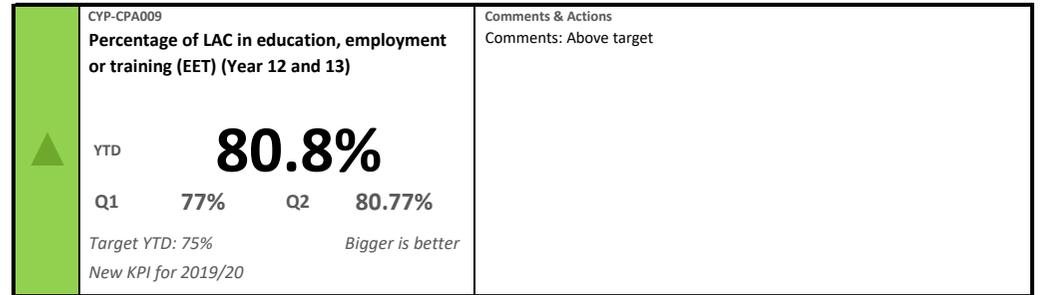


Every opportunity to succeed



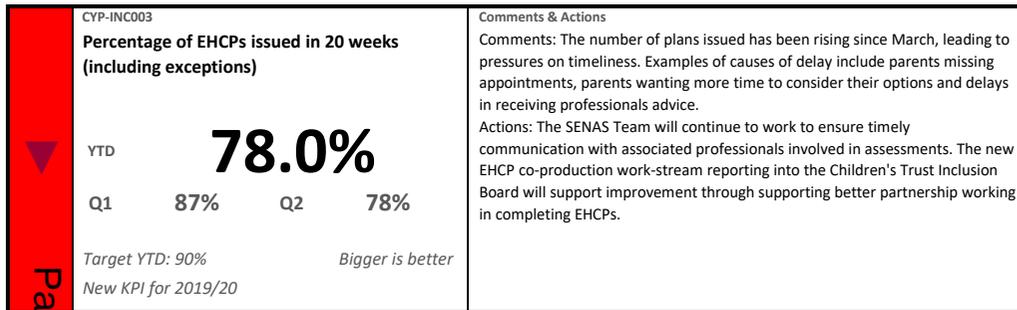
Cllr Margaret McLennan

Debra Norman



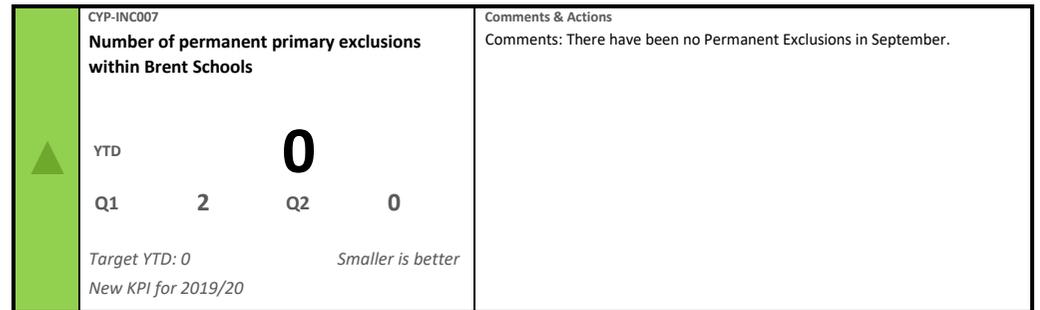
Cllr Amer Agha

Gail Tolley



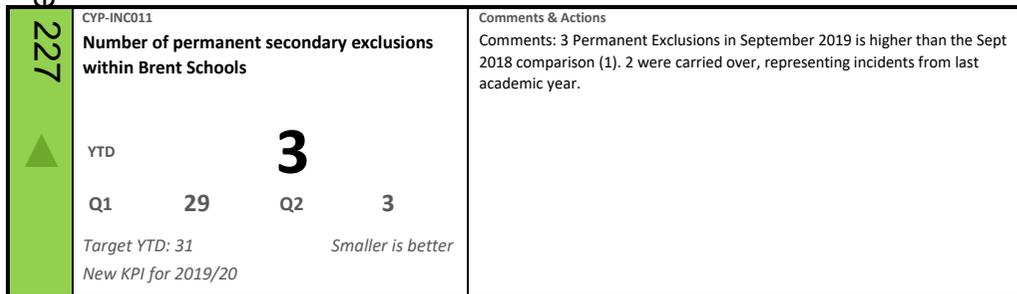
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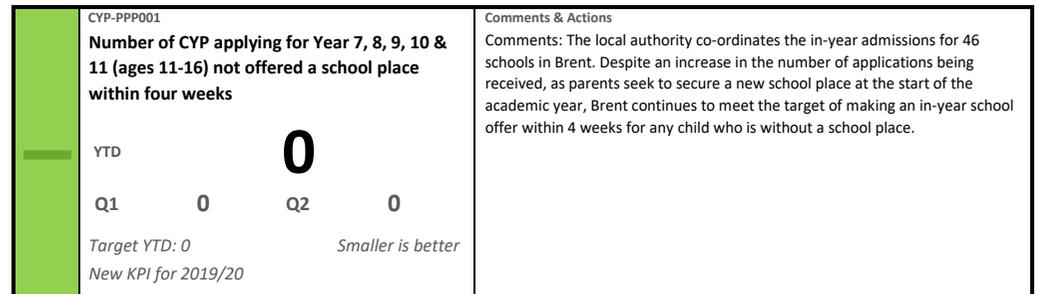
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Gail Tolley



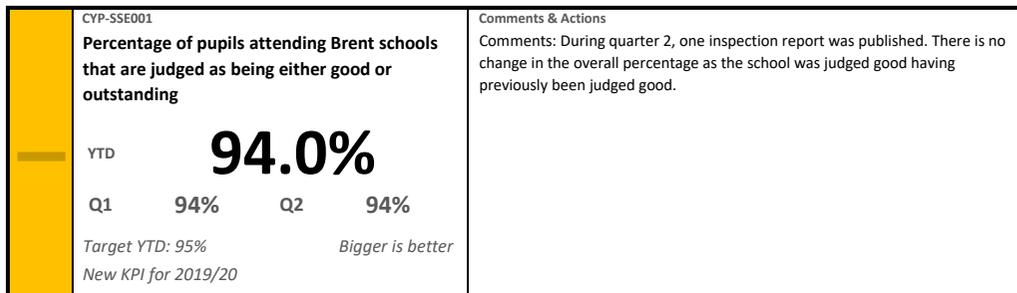
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Gail Tolley



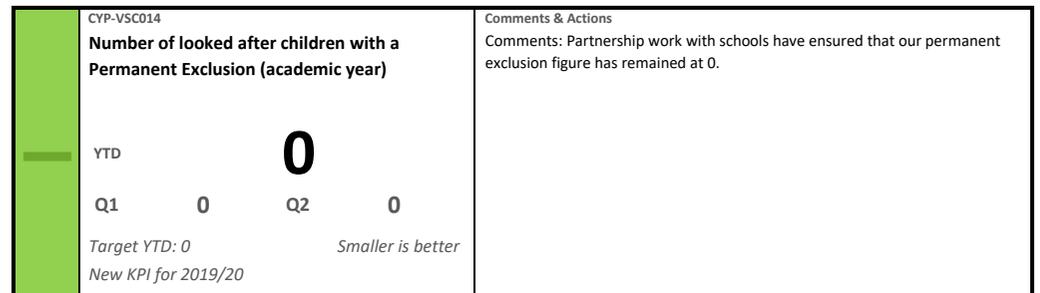
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Gail Tolley



Cllr Amer Agha

Gail Tolley

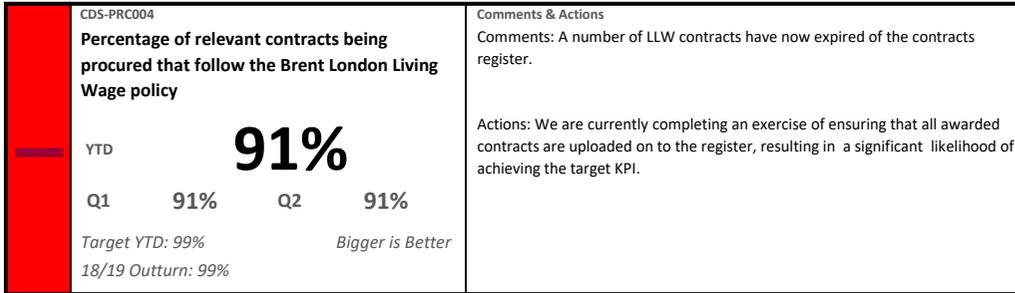


Cllr Amer Agha

Gail Tolley

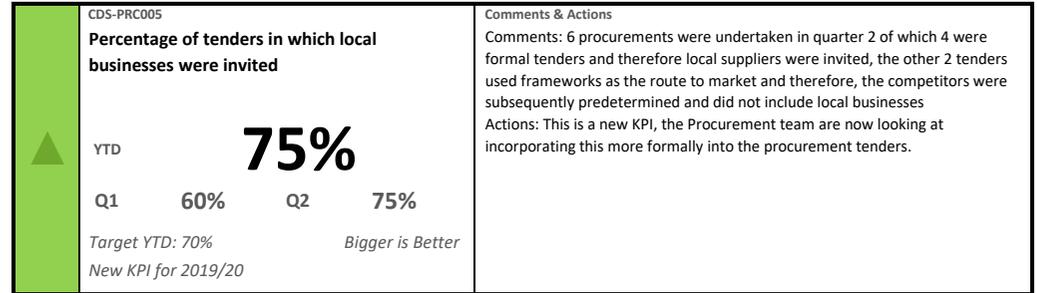
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A future built for everyone, an economy fit for all



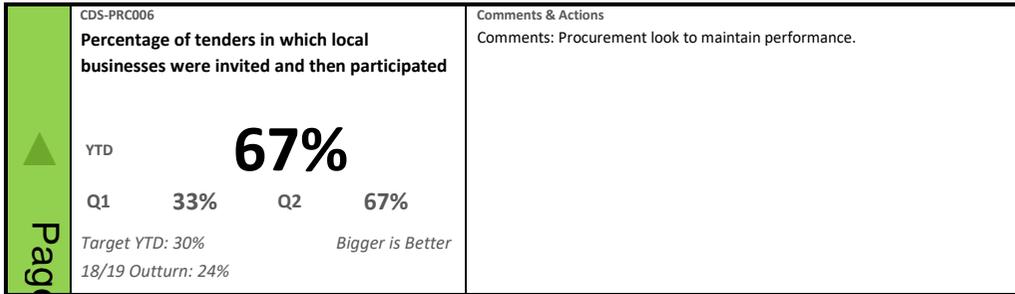
Clr Margaret McLennan

Peter Gadsdon



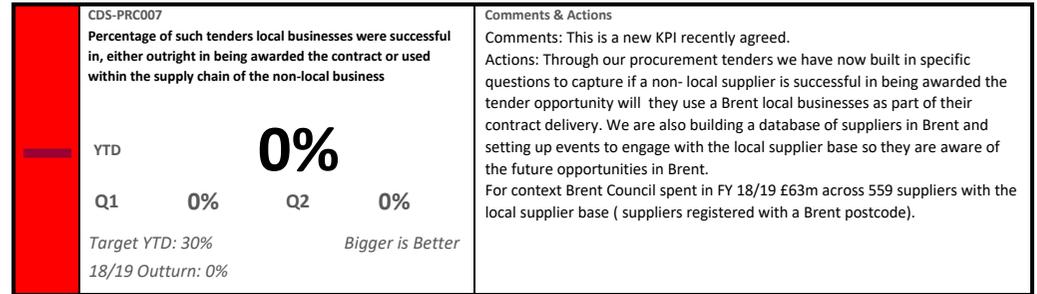
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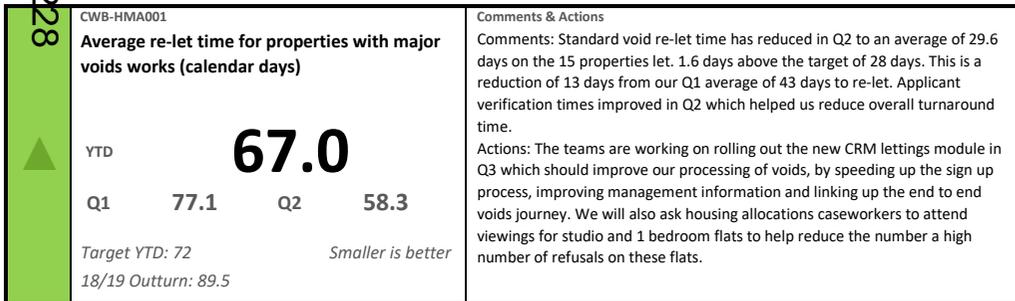
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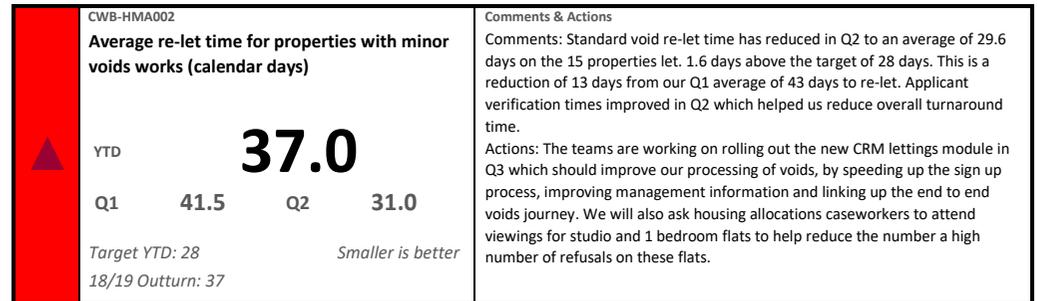
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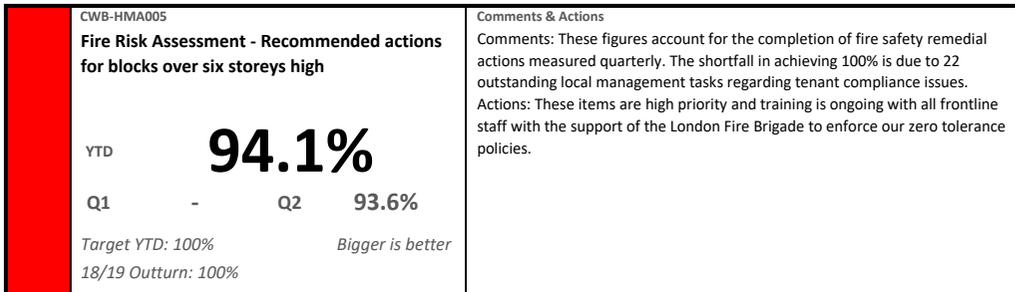
Clr Eleanor Southwood

Phil Porter



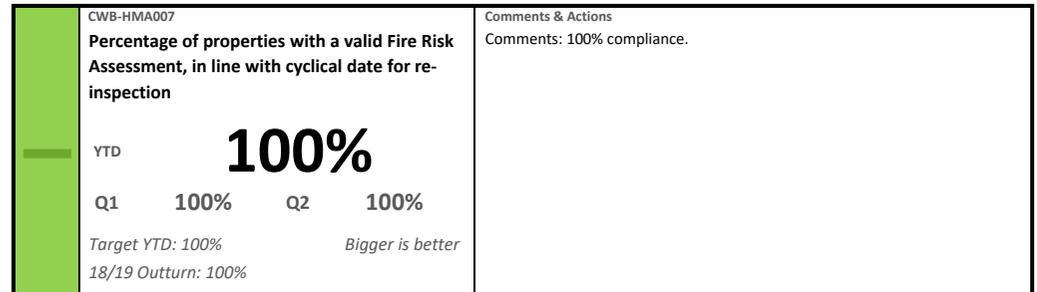
Clr Eleanor Southwood

Phil Porter



Clr Eleanor Southwood

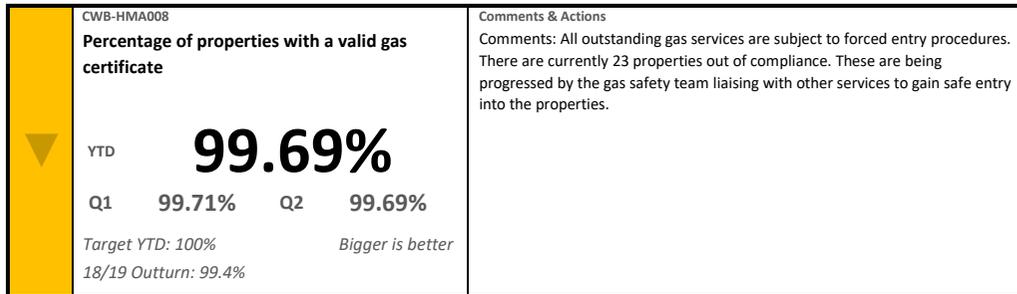
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Clr Eleanor Southwood

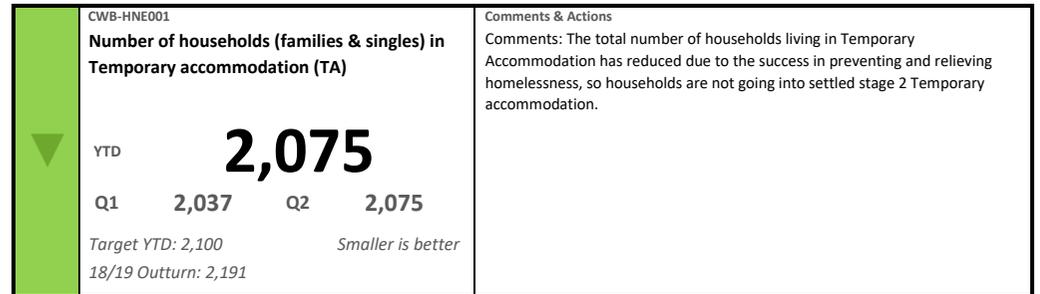
Phil Porter

A future built for everyone, an economy fit for all



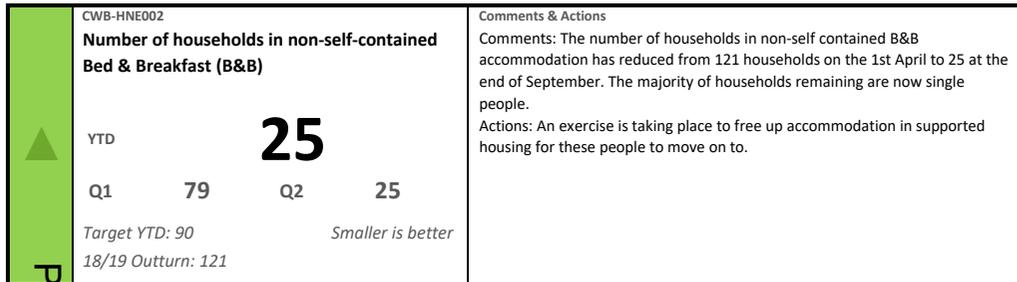
Clr Eleanor Southwood

Phil Porter



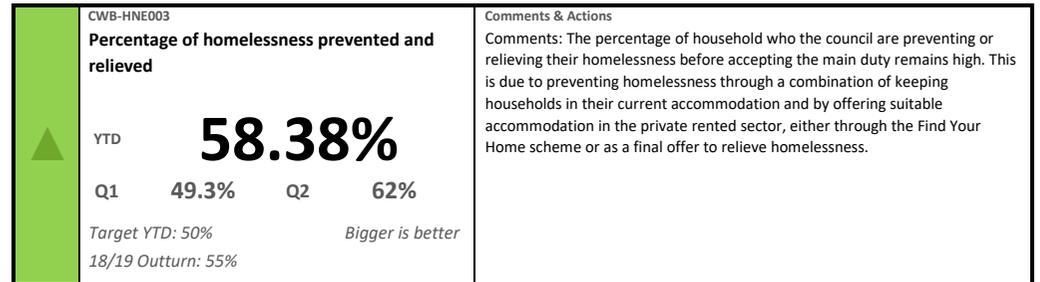
Clr Eleanor Southwood

Phil Porter



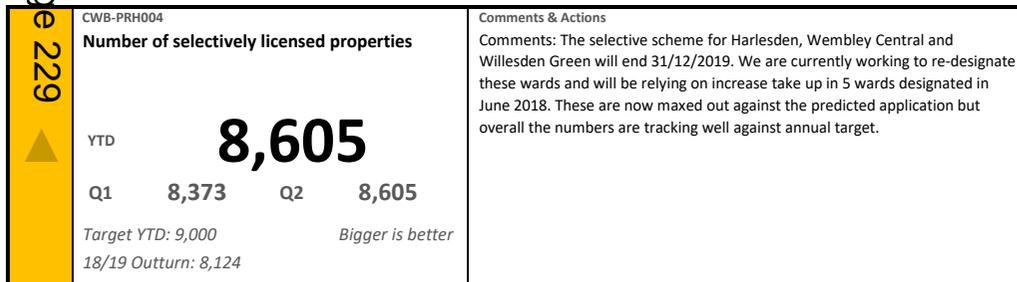
Clr Eleanor Southwood

Phil Porter



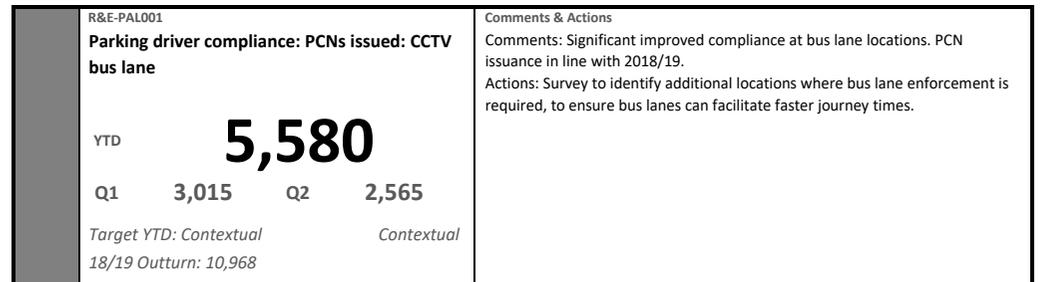
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Phil Porter



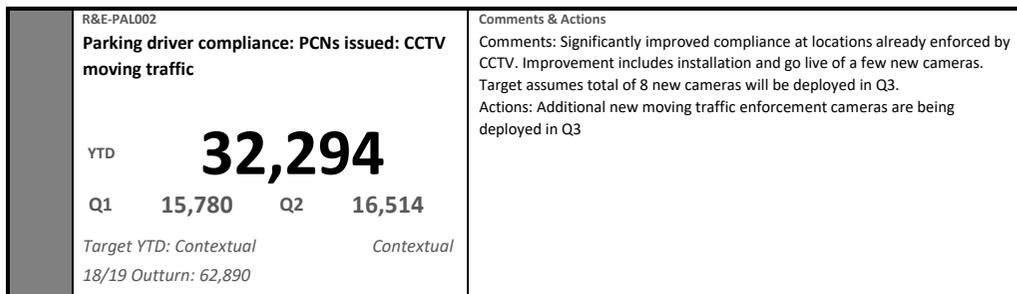
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Phil Porter



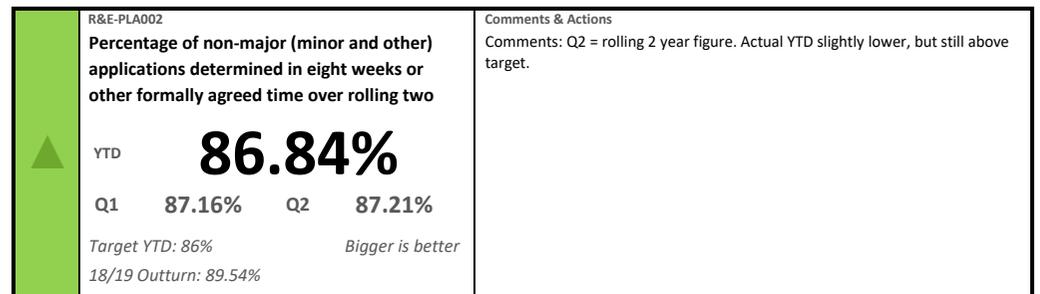
Clr Krupa Sheth

Amar Dave



Clr Krupa Sheth

Amar Dave



Clr Shama Tatler

Amar Dave

A cleaner, more considerate Brent

<p>R&E-EIM003</p> <p>Number of illegally dumped waste incidents reported on public land (large and small)</p> <p>YTD 17,484</p> <p>Q1 8,604 Q2 8,880</p> <p>Target YTD: Contextual 18/19 Outturn: 26,717</p>	<p>Comments & Actions</p> <p>Comments: Continued promotion of the Cleaner Brent app and the use of Veolia's technology and reporting via the contact centre have kept levels of reporting on the increase. This is positive as it ensures illegal waste dumping is removed quickly.</p> <p>Actions: Area based Neighbourhood Managers and Enforcement Officers continue to tackle the issue of illegal rubbish dumping. There is an ongoing series of 20 community skip days across Brent in 2019/20 as well as refreshed campaign materials targeting illegal dumping.</p>
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Cllr Krupa Sheth

Amar Dave

<p>R&E-EIM008</p> <p>Residual waste disposal tonnage - Public Realm Contract Target 1</p> <p>YTD 35,182</p> <p>Q1 17,799 Q2 17,383</p> <p>Target YTD: 15,323 18/19 Outturn: 67,357</p>	<p>Comments & Actions</p> <p>Comments: The above target waste tonnages reflect nationwide trends as well as continued property growth within the borough.</p> <p>Actions: The cost for disposal of tonnage in excess of the contract target is met by the Public Realm contractor Veolia so waste minimisation remains a key driver for them. 2019/20 has a focus on recyclepedia which is a database of what can be recycled and how. There will be an LWARB project looking into targeted contamination work on a London-wide basis and a recycle for London advertising campaign educating residents on the main recycling contaminants.</p>
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Cllr Krupa Sheth

Amar Dave

A borough where we can all feel safe, secure, happy and healthy

<p>CWB-CUL001</p> <p>Number of active borrowers</p> <p>YTD 27,804</p> <p>Q1 Data not available Q2 27,804</p> <p>Target YTD: 35,592 18/19 Outturn: 35,592</p>	<p>Comments & Actions</p> <p>Comments: Due to a system change we are only able to track the data from April 19 rather than a rolling 12 months. Though we are over half way to meeting the target and growing month to month, this growth is expected to slow naturally over Q3 and 4 and as a result of direct impact from closures for refurbishment at Ealing Rd and Kingsbury. Relaunch campaigns are also being planned following the conclusion of works at Ealing and Kingsbury to raise awareness and draw users back.</p> <p>Actions: The research undertaken into this KPI is reporting back on 1st Nov and a specific action plan will follow with S/M/L actions which will hopefully help to increase the final figures through Q3 and 4.</p>
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Cllr Krupesh Hirani

Phil Porter

<p>CWB-CUL002</p> <p>Number of cultural events in the libraries and museum</p> <p>YTD 521</p> <p>Q1 287 Q2 234</p> <p>Target YTD: 129 New KPI for 2019/20</p>	<p>Comments & Actions</p>
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Cllr Krupesh Hirani

Phil Porter

<p>CWB-PHE002</p> <p>Percentage of new birth visits within 14 days</p> <p>YTD n/a</p> <p>Q1 95.1% Q2 n/a</p> <p>Target YTD: 95% 18/19 Outturn: 94.9%</p>	<p>Comments & Actions</p> <p>Comments: Q2 data will be available after publication on 1 November 2019</p>
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Cllr Krupesh Hirani

Phil Porter

<p>CWB-PHE005</p> <p>Percentage of successful completions as a proportion of all opiate drug users in treatment</p> <p>YTD 7.81%</p> <p>Q1 9.06% Q2 7.81%</p> <p>Target YTD: 5.96% 18/19 Outturn: 9.26%</p>	<p>Comments & Actions</p> <p>Comments: Decline in performance for non opiate users is linked mainly to a lack of referrals from the criminal justice system (HMP Prison, custody suite in Wembley Police station and the reduction in those being referred by the London Probation Service and the Community Rehabilitation Company).</p> <p>Actions: The current level performance will be raised in the contract management framework meeting with WDP as the main contract provider on 7.11.19. WDP have now recruited to a Prison Link Worker to work in our local prison which is HMP Wormwood Scrubs and WDP team will be working with the Probation Office in Willesden to improve the flow of referrals.</p>
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Cllr Krupesh Hirani

Phil Porter

<p>CWB-PHE006</p> <p>The overall number of wet and dry visits to Brent's sports centres</p> <p>YTD 872,855</p> <p>Q1 444k Q2 429k</p> <p>Target YTD: 892k 18/19 Outturn: 1.77m</p>	<p>Comments & Actions</p>
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Cllr Krupesh Hirani

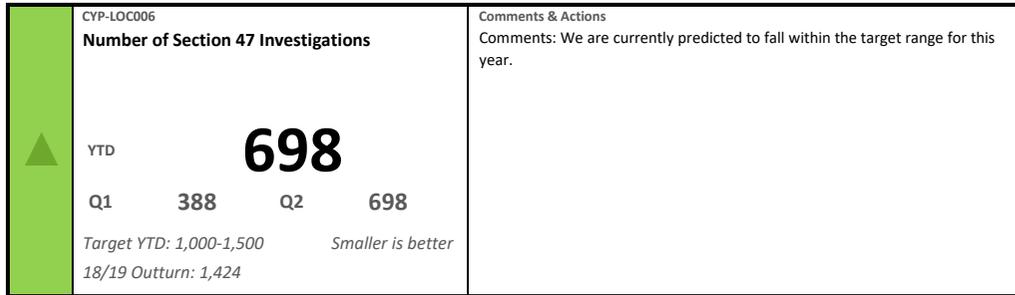
Phil Porter

<p>CYP-LAC005</p> <p>Stability of placements of Looked After Children: three or more placement moves (percentage)</p> <p>YTD 17.9%</p> <p>Q1 16% Q2 17.9%</p> <p>Target YTD: 12% 18/19 Outturn: 13%</p>	<p>Comments & Actions</p> <p>Comments: We have started a review of all children with 3+ moves as we believe there is a system error in counting placement moves. We believe the actual figure for 3+ moves to be around 13% which is comparable with last year's outturn and slightly above our statistical neighbours (12%).</p> <p>Actions: A review of all 3+ moves will be completed by end of October.</p>
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Cllr Mili Patel

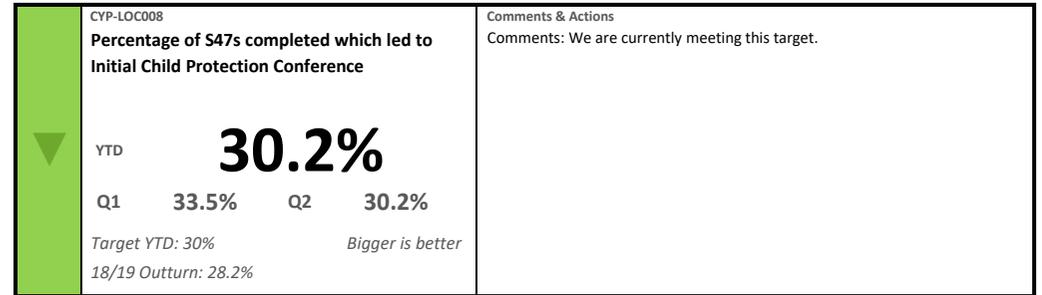
Gail Tolley

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Clr Mili Patel

Gail Tolley



Clr Mili Patel

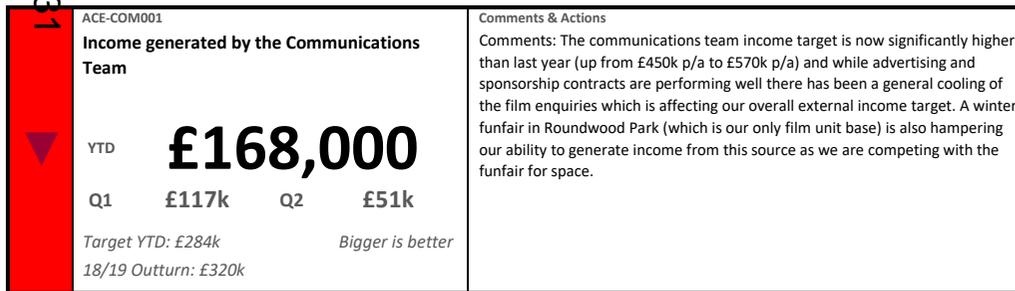
Gail Tolley



Clr Mili Patel

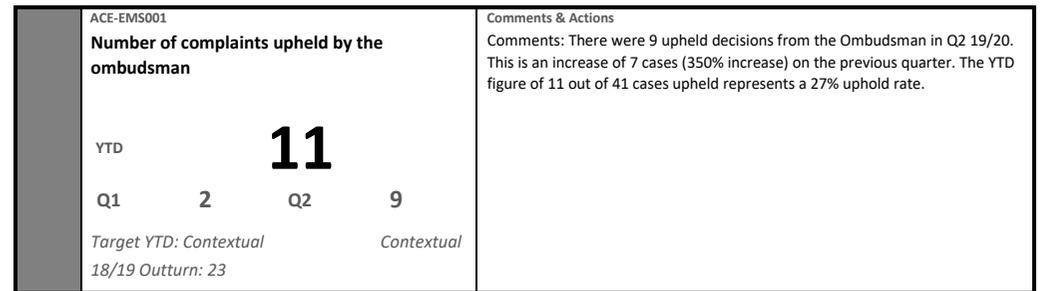
Gail Tolley

Strong Foundations



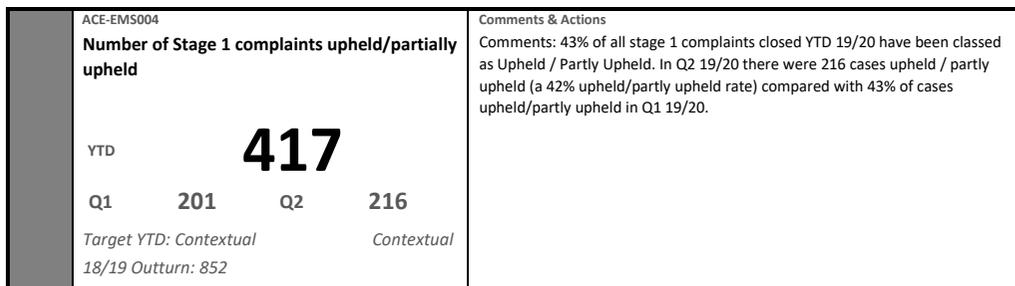
Clr Muhammed Butt

Peter Gadsdon



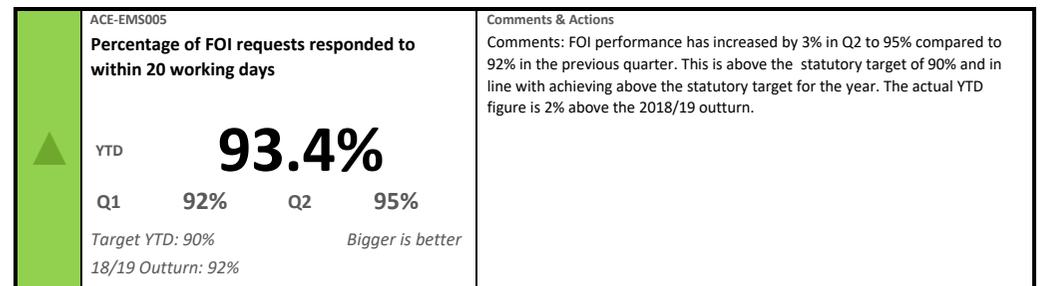
Clr Margaret McLennan

Peter Gadsdon



Clr Margaret McLennan

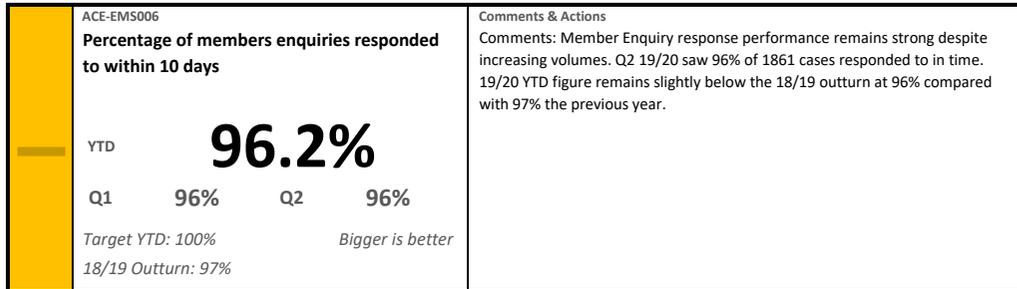
Peter Gadsdon



Clr Margaret McLennan

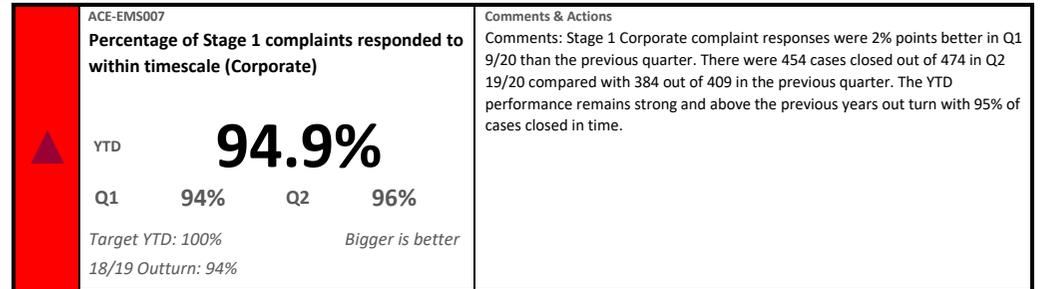
Peter Gadsdon

Strong Foundations



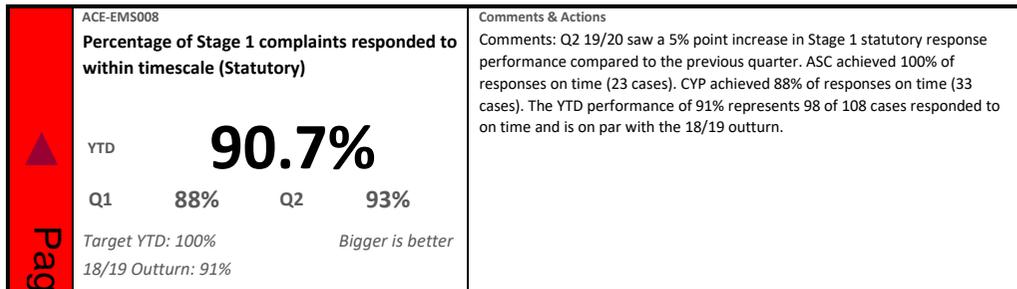
Clr Muhammed Butt

Peter Gadsdon



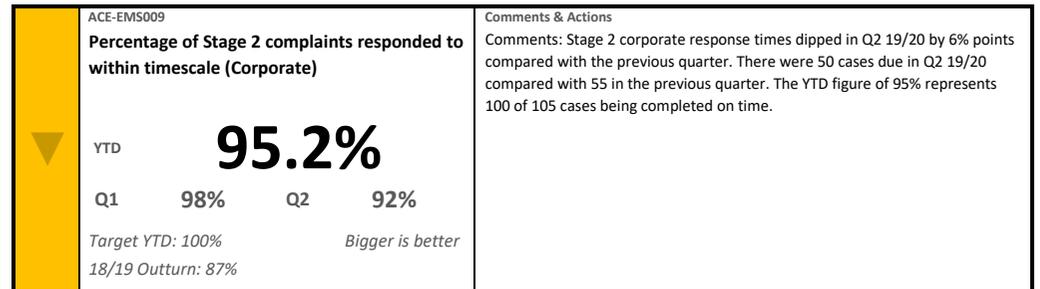
Clr Margaret McLennan

Peter Gadsdon



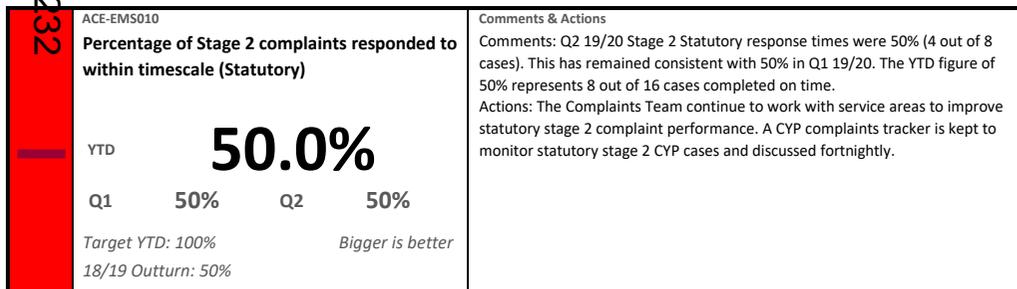
Clr Margaret McLennan

Peter Gadsdon



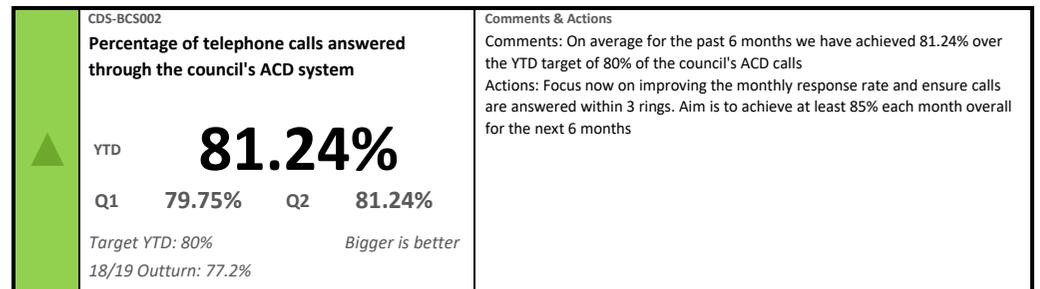
Clr Margaret McLennan

Peter Gadsdon



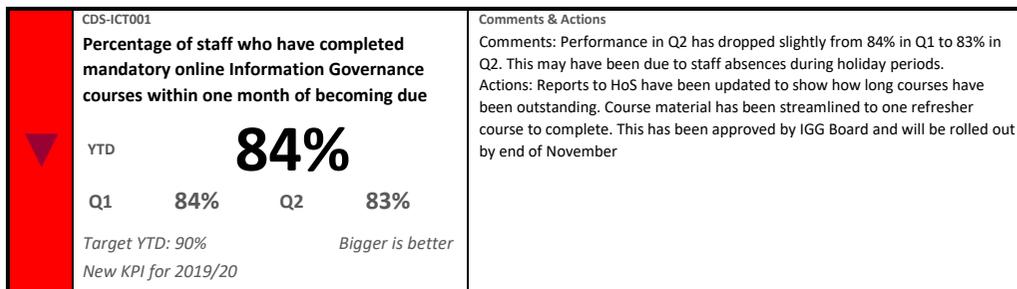
Clr Margaret McLennan

Peter Gadsdon



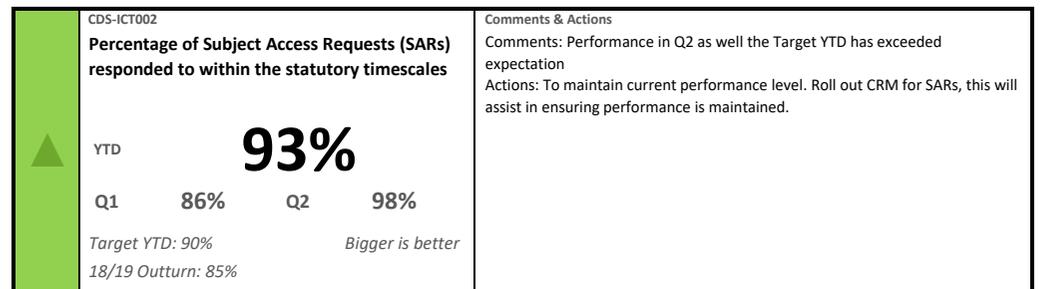
Clr Margaret McLennan

Peter Gadsdon



Clr Margaret McLennan

Peter Gadsdon



Clr Margaret McLennan

Peter Gadsdon

Strong Foundations

<p>CDS-REG001</p> <p>Percentage of deaths registered within five days (excluding those referred to the Coroner)</p> <p style="text-align: center; font-size: 24pt; font-weight: bold;">92.5%</p> <p>YTD</p> <p>Q1 93% Q2 92%</p> <p style="font-size: 10pt;">Target YTD: 90% Bigger is better 18/19 Outturn: 81%</p>	<p>Comments & Actions</p> <p>Comments: Death Registrations registered within 5 days have shown improved performance. Where possible due to urgent burials, some families/informants need to take the green burial/cremation form away without the death being registered. This means we have to make an appointment for them to return within the target 5 days. We try where possible to encourage customers to register the death. Our performance in comparison to neighbouring boroughs; Brent have achieved the second highest percentage at 93%, this represents 874 deaths registered within five days, year to date. The London Borough with the highest performance percentage achieved is Hounslow which had 96%, this representing only 424 deaths registered within five days, year to date. London Borough of Barnet achieved 88% this representing 935 death registrations, jointly with Harrow who also achieved 88% of deaths registered within 5 days representing only 167 death registrations year to date. As part of our digital strategy appointments and certificates can now be booked and purchased online 24/7, which allows the customer the choice to book the appointment in their own time, face to face and telephone options are still available for customers with more complex queries. We also have a digital self serve check-in at reception, which informs the team that the customers have arrived, which is seamless for the customer. We are able to flex the appointment availability in our service diaries for births, marriages and civil partnerships and notices of marriage or civil partnerships and the European Presettlement and Settlement service depending on customer demand.</p>
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Clr Margaret McLennan

Peter Gadsdon

<p>CDS-REG002</p> <p>Registration and Nationality external income achieved to date</p> <p style="text-align: center; font-size: 24pt; font-weight: bold;">£552,530</p> <p>YTD</p> <p>Q1 £271k Q2 £282k</p> <p style="font-size: 10pt;">Target YTD: £470k Bigger is better 18/19 Outturn: £1.22m</p>	<p>Comments & Actions</p> <p>Comments: Registration and Nationality are on target to meet our yearly income target set. We are driving to maximise income using new initiatives; with the introduction of ceremonies open days and working with local business partners to offer attractive packages to enhance the customer expectation and using social media advertising campaigns. Working as a team to increase private citizenship ceremonies and the European Presettlement and Settlement Scheme. We are now approaching Q3 of the financial year at which point there a natural reduction in volumes of ceremonies.</p>
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Clr Margaret McLennan

Peter Gadsdon

<p>CDS-REG004</p> <p>Percentage of births registered within 42 days</p> <p style="text-align: center; font-size: 24pt; font-weight: bold;">98.67%</p> <p>YTD</p> <p>Q1 98% Q2 99%</p> <p style="font-size: 10pt;">Target YTD: 98% Bigger is better New KPI for 2019/20</p>	<p>Comments & Actions</p> <p>Comments: The percentage of birth registrations registered within 42 days has shown stability over quarter two. As part of our digital strategy appointments and certificates can now be booked and purchased online 24/7, which allows the customer the choice to book the appointment in their own time, face to face and telephone options are still available for customers with more complex queries. We also have a digital self serve check-in at reception, which informs us that the customer has arrived, which is seamless for the customer. We are able to flex the appointment availability in our service diaries for births, marriages and civil partnerships and notices of marriage or civil partnerships and European presettlement and settlement scheme depending on customer demand.</p>
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Clr Margaret McLennan

Peter Gadsdon

<p>CDS-REV001</p> <p>Average days taken to process new benefit claims and change events</p> <p style="text-align: center; font-size: 24pt; font-weight: bold;">8.6</p> <p>YTD</p> <p>Q1 9.1 Q2 8.5</p> <p style="font-size: 10pt;">Target YTD: 8.7 Smaller is better 18/19 Outturn: 11.32</p>	<p>Comments & Actions</p> <p>Comments: The amount of outstanding has reduced month on month and our workload has reduced to 1100 items which equates to 3-5 days' work which has helped to keep our processing times down</p> <p>Actions: A particular focus is now on ensuring all officers resolve enquiries, claims and changes at the first point of contact. This will help provide a good service to residents and also minimise processing times.</p>
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Clr Margaret McLennan

Peter Gadsdon

<p>CDS-REV002</p> <p>Non-Domestic Business Rates (NNDR)</p> <p style="text-align: center; font-size: 24pt; font-weight: bold;">56.47%</p> <p>YTD</p> <p>Q1 28.74% Q2 56.47%</p> <p style="font-size: 10pt;">Target YTD: 58% Bigger is better 18/19 Outturn: 99.02%</p>	<p>Comments & Actions</p> <p>Comments: Profile of payment has changed with more 12 monthly instalments.</p> <p>Actions: Reviewing monthly with Capita.</p>
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Clr Margaret McLennan

Peter Gadsdon

<p>CDS-REV003</p> <p>Percentage of Council Tax collected</p> <p style="text-align: center; font-size: 24pt; font-weight: bold;">56.25%</p> <p>YTD</p> <p>Q1 30.25% Q2 56.25%</p> <p style="font-size: 10pt;">Target YTD: 56.8% Bigger is better 18/19 Outturn: 96.08%</p>	<p>Comments & Actions</p> <p>Comments: Collection rate is reduced because of the number of new properties which have just been billed.</p> <p>Actions: No further action at this stage</p>
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Clr Margaret McLennan

Peter Gadsdon

Strong Foundations

<p>CDS-REV004</p> <p>Value of Council Tax arrears recovered</p> <p style="text-align: center; font-size: 24pt; font-weight: bold;">YTD £1,345,436</p> <p>Q1 £539k Q2 £807k</p> <p>Target YTD: £1.60m <i>Bigger is better</i></p> <p>18/19 Outturn: £2.40m</p>	<p>Comments & Actions</p> <p>Comments: Performance is improved compared to last year.</p> <p>Actions: Recovery action will increase following the implementation of process changes and increased automation of attachments.</p>
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Clr Margaret McLennan

Peter Gadsdon

<p>CDS-REV005</p> <p>Value of HB overpayments recovered</p> <p style="text-align: center; font-size: 24pt; font-weight: bold;">YTD £4,487,211</p> <p>Q1 £2.13m Q2 £2.33m</p> <p>Target YTD: £4.60m <i>Bigger is better</i></p> <p>18/19 Outturn: £9.63m</p>	<p>Comments & Actions</p> <p>Comments: £4.48m collected against a target of £4.65m. We are currently - £170k behind the 19/20 target of £9.3m, tracking at 96.5%</p> <p>Actions: A focussed exercise on aged debt recovery will assist with debt book. The revision to portfolios allocated to officers will contribute to improved collection performance to end of financial year.</p>
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Clr Margaret McLennan

Peter Gadsdon

<p>CDS-WEB001</p> <p>33% of all website traffic generated from repeat visitors</p> <p style="text-align: center; font-size: 24pt; font-weight: bold;">YTD 29.40%</p> <p>Q1 35% Q2 31.8%</p> <p>Target YTD: 33% <i>Bigger is better</i></p> <p>New KPI for 2019/20</p>	<p>Comments & Actions</p> <p>Comments: Month by month our returning visitors is consistently higher than target, ranging between 35 - 37% but when averaged out with unique users visiting our site over the Quarter the % does drop - this is due to the way the data is calculated in Google</p> <p>Actions: Will continue to monitor monthly to ensure there isn't an underlying trend.</p>
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Clr Margaret McLennan

Peter Gadsdon

<p>CDS-WEB002</p> <p>Average website bounce rate from visitors below 33%</p> <p style="text-align: center; font-size: 24pt; font-weight: bold;">YTD 35.30%</p> <p>Q1 32.6% Q2 35.67%</p> <p>Target YTD: 32% <i>Smaller is better</i></p> <p>New KPI for 2019/20</p>	<p>Comments & Actions</p> <p>Comments: Where we have been making improvements to the resident service areas, we are seeing a marked reduction in bounce rates. the bounce rate in the Services for Residents section is now just 29.72%. However, this is being offset by the areas we haven't updated yet and more significantly, the mobile experience. More than 50% of users access the site on a mobile device. On mobile devices the bounce rate is currently sitting at 43.09% yet on desktops it is 25.31% YTD.</p> <p>Actions: The team are continuing to enhance the resident service areas, which will help to bring bounce rates down in key areas. Until the site is relaunched, it will be difficult to reduce the bounce rates significantly due to the need to redevelop the overall design and structure to make it both accessible and responsive across all devices.</p>
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Clr Margaret McLennan

Peter Gadsdon

<p>CEX-FIN001</p> <p>Percentage of invoices paid on time</p> <p style="text-align: center; font-size: 24pt; font-weight: bold;">YTD 76.60%</p> <p>Q1 77.8% Q2 75.4%</p> <p>Target YTD: 80% <i>Bigger is better</i></p> <p>18/19 Outturn: 77.9%</p>	<p>Comments & Actions</p> <p>Comments: A Procure to Pay programme was initiated to implement lasting improvements to support the council in improving its historic poor performance in paying invoices on time. The development of IT solutions to support the Accounts Payable team are near to completion, with an anticipated implementation in February 2020. The Accounts Payable team has recently been restructured with new members of team joining over the summer causing a slight reduction in performance due to handovers and training. In addition to the IT solutions, refreshed guidance and training is being deployed across the council in Q3 so officers have all the tools necessary to correctly raise Purchase Orders and reduce avoidable delays in invoice payments.</p>
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Clr Margaret McLennan

Minesh Patel

<p>CEX-HRE001</p> <p>Average days sickness (Previous 12 months)</p> <p style="text-align: center; font-size: 24pt; font-weight: bold;">YTD 6.05</p> <p>Q1 6.07 Q2 6.05</p> <p>Target YTD: Contextual <i>Contextual</i></p> <p>18/19 Outturn: 6.11</p>	<p>Comments & Actions</p>
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Clr Margaret McLennan

Debra Norman

Strong Foundations

<p>CWB-HMA003</p> <p>Current rent collected as a percentage of rent due</p> <p>YTD 99.10%</p> <p>Q1 99% Q2 99.1%</p> <p style="text-align: right; font-size: 0.8em;">Target YTD: 99.5% <i>Bigger is better</i></p> <p style="text-align: right; font-size: 0.8em;">18/19 Outturn: 98.62%</p>	<p>Comments & Actions</p> <p>Comments: Performance for Q2 collection is currently at 99.10%, below the Council's target of 99.5%.</p> <p>Arrears action monitoring has moved into the CRM environment this year and we continue to evaluate the effectiveness of the new processes. There have been some issues with the case management, including the auto-allocation of cases to Income officers and the removal of cases where the accounts is in credit. We will continue to work with Infosys to resolve the issues.</p> <p>The total number of known tenants on Universal Credit is approximately 680. We continue to mitigate the income risk by making immediate Alternative Payment Arrangements (APAs) for those tenants who are vulnerable or have existing rent arrears. We attend monthly meetings with the Department of Work and Pensions to sort out any issues in the process.</p>
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Clr Eleanor Southwood

Phil Porter

<p>CWB-HMA004</p> <p>Current rent collected for households on Universal credit as a percentage of rent due</p> <p>YTD 92.43%</p> <p>Q1 85% Q2 92.4%</p> <p style="text-align: right; font-size: 0.8em;">Target YTD: Contextual <i>Bigger is better</i></p> <p style="text-align: right; font-size: 0.8em;">New KPI for 2019/20</p>	<p>Comments & Actions</p> <p>Comments: Performance for Q2 collection is currently at 99.10%, below the Council's target of 99.5%.</p> <p>Arrears action monitoring has moved into the CRM environment this year and we continue to evaluate the effectiveness of the new processes. There have been some issues with the case management, including the auto-allocation of cases to Income officers and the removal of cases where the accounts is in credit. We will continue to work with Infosys to resolve the issues.</p> <p>The total number of known tenants on Universal Credit is approximately 680. We continue to mitigate the income risk by making immediate APAs (alternative payment arrangements) for those tenants who are vulnerable or have existing rent arrears. We attend monthly meetings with the DWP, to sort out any issues in the process.</p> <p>Actions: The Performance Improvement Team have built an interactive rent monitoring dashboard in Power BI which was rolled out to the teams in July. They are currently building a Power BI arrears report, which will give us a better insight on how we are performing with arrears collections and help us improve working processes.</p>
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Clr Eleanor Southwood

Phil Porter

<p>CWB-HMA006</p> <p>Percentage of housing customers satisfied with the repairs service received</p> <p>YTD 80.70%</p> <p>Q1 78.1% Q2 84.7%</p> <p style="text-align: right; font-size: 0.8em;">Target YTD: 82% <i>Bigger is better</i></p> <p style="text-align: right; font-size: 0.8em;">18/19 Outturn: 77%</p>	<p>Comments & Actions</p> <p>Comments: Customer satisfaction with the repairs service continues to improve in Q2, exceeding the 82% target for the last 3 months. Weekly operational meetings continue with presence from main contractors Wates and Oakrays to work through issues and take learning from dissatisfied responses to the surveys.</p> <p>Customer satisfaction results are based on positive responses to text message surveys carried out by third party contractor BMG research. Year to date we have had responses from 938 customers. This is 8% of routine repairs jobs completed in the period.</p> <p>Actions: We continue to work with our contractors to improve the services to residents. Actions arising from dissatisfaction are discussed and improvement plans have been formulated based on trends picked up through monitoring of satisfaction.</p>
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Clr Eleanor Southwood

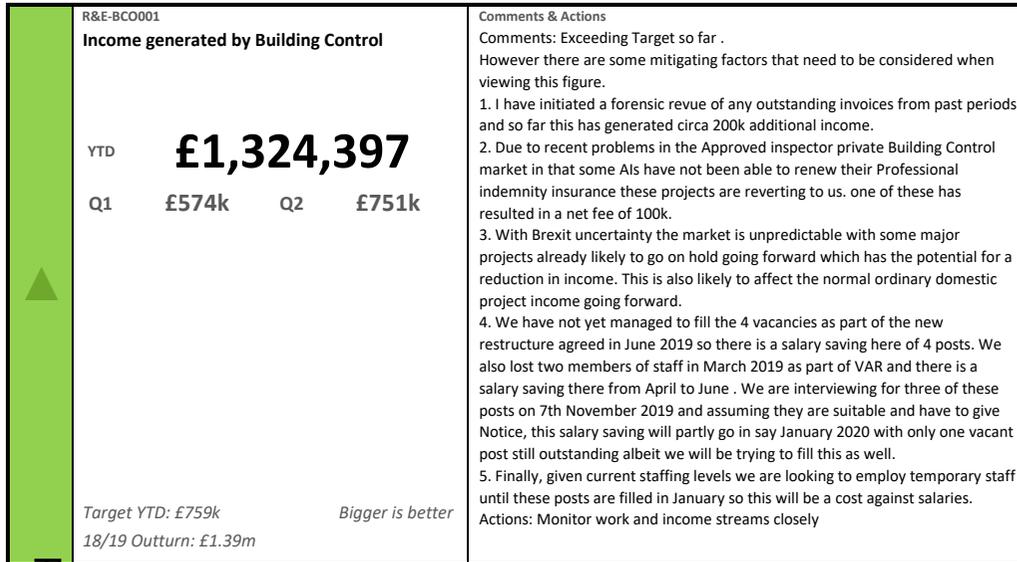
Phil Porter

<p>CWB-HMA010</p> <p>Percentage of calls answered in three minutes (Housing Management)</p> <p>YTD 56.55%</p> <p>Q1 56.9% Q2 56.5%</p> <p style="text-align: right; font-size: 0.8em;">Target YTD: 80% <i>Bigger is better</i></p> <p style="text-align: right; font-size: 0.8em;">18/19 Outturn: 65.4%</p>	<p>Comments & Actions</p> <p>Comments: The impact of system changes continues to put a strain on the Customer Experience Team resources. The staged rollout of CRM is now entering its final phase. In Q2 the contact centre carried out User Acceptance Testing (UAT) and on the CRM repairs process, the 8 x 8 telephony integration and the M3 repairs diagnostic tool. This has had some challenges arising from slower processing time of queries and cases in CRM across Housing as teams get used to working off the new platforms. As officers get more adept as using CRM these issues will reduce.</p> <p>We have taken in Housing Needs calls from the 1st July 19 which has increased our call volumes and handling times as these calls take longer than our general repairs calls. The service was due to transfer with 4 FTE to support but only came with 3 and 1 vacancy, one of 3 then secured a more senior position within 1 month of starting. We have cross trained 2 existing members into Housing Needs but this has created a gap in resource. We have struggled to recruit to our vacant posts and still have 3 FTE to recruit, 1 FTE the result of internal secondments.</p> <p>Actions: The focus for the team in Q3 is reducing the call handling time in the service. Coaching is being carried out across the team to get everyone used to CRM and how to process repairs in the new way. A message is in place on the phones to explain the changes underway and apologise for the increased waiting time.</p> <p>The next step for the CXT is carrying out UAT for customer portal – this will help with channel shift with repairs as non-urgent repairs will be able to be raised and appointed by the customer through the online portal, helping to reduce demand in the contact centre.</p> <p>Recruitment is currently underway and we are confident that new officers will be on boarded by the end of November 19.</p>
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Clr Eleanor Southwood

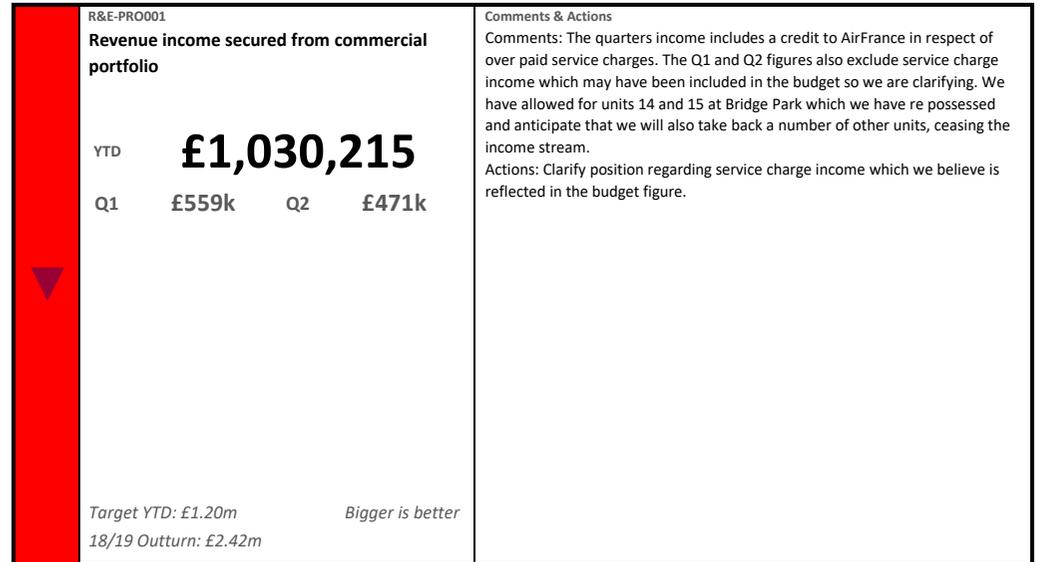
Phil Porter

Strong Foundations



Cllr Shama Tatler

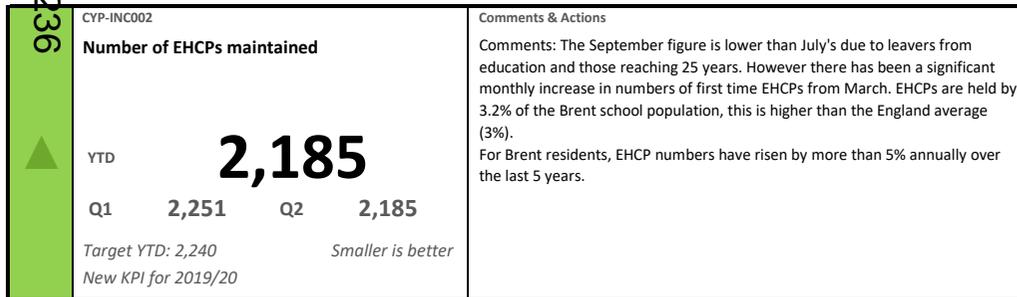
Amar Dave



Cllr Shama Tatler

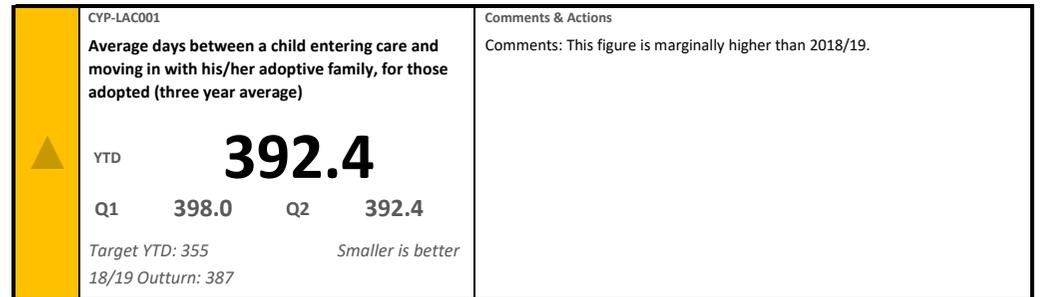
Amar Dave

Internal Business



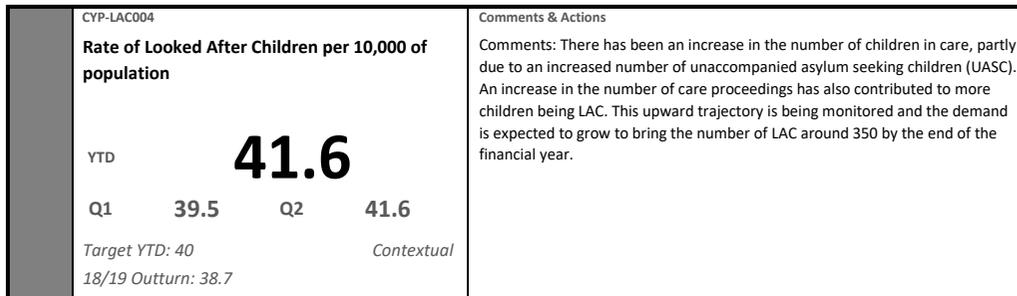
Cllr Amer Agha

Gail Tolley



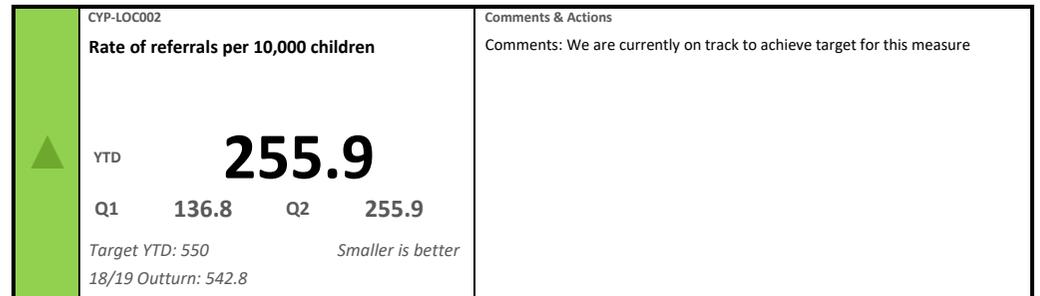
Cllr Amer Agha

Gail Tolley



Cllr Amer Agha

Gail Tolley



Cllr Amer Agha

Gail Tolley

Internal Business

▼	CYP-LOC004 Number of Children and Family Assessments	Comments & Actions Comments: We are currently on track to achieve target for this measure
	YTD 1,905 Q1 895 Q2 1,905 Target YTD: 3,000-4,000 <i>Smaller is better</i> New KPI for 2019/20	

Cllr Amer Agha

Gail Tolley

▼	CYP-LOC005 Rate of Children and Family Assessments per 10,000 children	Comments & Actions Comments: We are currently on track to achieve target for this measure
	YTD 244.6 Q1 115.4 Q2 244.6 Target YTD: 387-515 <i>Smaller is better</i> 18/19 Outturn: 501.9	

Cllr Amer Agha

Gail Tolley

▲	CYP-SWA001 Percentage of permanent social work grade posts (S02-P03)	Comments & Actions Comments: Percentage of permanent social workers has increased following a recruitment campaign.
	YTD 74.8% Q1 66.24% Q2 74.8% Target YTD: 75% <i>Bigger is better</i> New KPI for 2019/20	

Cllr Amer Agha

Gail Tolley

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 Brent	<p>Cabinet 9 December 2019</p> <p>Report from the Assistant Chief Executive</p>
<p>BRENT NEIGHBOURHOOD COMMUNITY INFRASTRUCTURE LEVY (NCIL) PROJECTS</p>	

Wards Affected:	All
Key or Non-Key Decision: <small>(only applicable for Cabinet, Cabinet Sub Committee and officer decisions)</small>	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:	One: Appendix 1 - Brent CIL Neighbourhood Boundaries
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Kate Lambert Partnership Funding Officer 020 8937 1170 kate.lambert@brent.gov.uk

1. Purpose of the Report

- 1.1 The Community Infrastructure Levy (CIL) is a charge applied to eligible developments to help fund strategic (borough-wide) and neighbourhood infrastructure related to development. Brent's CIL was formally introduced on 1 July 2013.
- 1.2 The NCIL scheme is a key driver of positive change in the borough within the context of the Brent Borough Plan, 2019-2023. As can be seen within the descriptions of the project proposals included in this report, NCIL projects cut across the five overarching themes of the Borough Plan, both through the broad scope of individual projects and through the diversity of projects funded through NCIL. The five overarching themes in the Borough Plan are: Every opportunity to succeed; A future built for everyone, an economy fit for all; A cleaner, more considerate Brent; A borough where we can all feel safe, secure, happy and healthy; Strong foundations.
- 1.3 This report requests that Cabinet approves the allocation of Neighbourhood CIL (NCIL) funds to one further community project from round one of the 2019/20 NCIL programme. **This was not included in the September 2019 report as we were awaiting quotations. When finalised the value rose above £100,000.**

2. Recommendations

2.1 To approve the NCIL allocation of:

- **£190,000** to support the improvement of Leybourne Open Space to be delivered by Brent Council

3. Neighbourhood CIL – Background

3.1 Brent's NCIL Programme has been a great success since its launch in 2017. Community groups, residents and stakeholders have been encouraged and supported to submit bids and, to date, over £7.8m of NCIL funds have been allocated to community infrastructure projects.

3.2 The CIL Regulations 2010 stipulate that at least 15 per cent of CIL receipts generated may be spent on neighbourhood projects, that is, infrastructure or anything else that is concerned with addressing the demands that development places on an area (capped at £100/dwelling each financial year).

3.3 Whilst the legislation does not prescribe a process for how NCIL is allocated, the expectation is that priorities are decided following engagement and consultation with the local community. As a result, Brent is divided into five CIL Neighbourhoods; Kilburn & Kensal, Kingsbury & Kenton, Wembley, Willesden and Harlesden.

3.4 Where a Neighbourhood Plan is in place, then up to 25 per cent of CIL collected from liable developments within the Neighbourhood Plan boundary may be spent on neighbourhood priorities. There are two adopted Neighbourhood Plans in Brent; Sudbury Town and Harlesden. A diagram showing the CIL Neighbourhood and Forum boundaries is in **Appendix 1**.

3.5 All shortlisted NCIL projects must be aligned to at least one of the Neighbourhood Priorities identified via consultation (January 2019). A summary of the current NCIL priorities is in **Table 1**:

CIL Neighbourhood	Community Space & Cultural facilities	Parks & Green Space	Town Centre & High Streets	Transport & Roads
Harlesden	✓	✓	✓	✓
Kilburn & Kensal	✓	✓	✓	✓
Kingsbury & Kenton	✓	✓	✓	✓
Wembley	✓	✓	✓	✓
Willesden	✓	✓	✓	✓

3.6 Applications for NCIL funds are allocated twice a year. The last round closed on 30 June 2019. All projects are assessed on how well they meet the NCIL shortlisting criteria by the NCIL panel, consisting of the Cabinet Member for Regeneration, Properties and Planning; the Operational Director of Regeneration, Growth and Employment, Planning Transport and Licensing; the Head of Strategy and Partnerships; and a backbench councillor. All projects that meet the shortlisting criteria will receive a provisional offer of funding as

Table 2 – Leybourne Open Space provisional milestones

long as NCIL funds are available and Brent Council's terms and conditions of grant funding are met. Following shortlisting by the panel, any request for NCIL funds over £100,000 in value must also receive final approval from Brent's Cabinet.

- 3.7 Eight projects were shortlisted by the panel in August 2019 that were greater than £100,000 in value and were approved by Cabinet in the September 2019 meeting.
- 3.8 In addition, the project in this report was shortlisted by the panel pending additional quotations from the Parks Service. This raised the value of this project to above £100,000 requiring approval by cabinet.
- 3.9 The shortlisting criteria for all NCIL projects are as follows:
- Meets the terms of the CIL Regulations (2010) as amended
 - Evidences community backing
 - Addresses the demands that development places on an area
 - Reflects the strategic priorities of the Council & CIL Neighbourhood
 - A one-off scheme that does not require additional revenue funding in its delivery or its operation (or identifies how additional revenue funding may be met)
 - Benefits a diverse Brent community
 - Offers value for money
- 3.10 The project that Cabinet are asked to consider was submitted by Leybourne Open Space in conjunction with the parks team. The improvement of parks and green spaces will help address the demands that development places on local communities.

4. Leybourne Open Space

- 4.1 Leybourne Open Space sought funds to reduce antisocial behaviour and illegal fly tipping in the area through renovation to the Open Space.
- 4.2 The improved area will provide:
- A barrier to protect the grass area and reduce fly tipping
 - A pathway which will be part pedestrianised to allow joggers and walkers to utilise
 - Further plants and shrubs to improve the area attracting more people to use the space
- 4.3 Leybourne Open Space are a volunteer group who have applied in conjunction with the Parks Team to deliver.
- 4.4 A summary of the provisional milestones for implementing these proposals is in **Table 2**.

Programme Milestone	Estimated Completion Date
Start of Fencing works	March 2020
Start of Paving works	April 2020
Completion of works	August 2020

4.5 The total project cost has been calculated as £190,000 which is the total NCIL contribution. This is based on quotations gained by the Parks Team.

5. Financial Implications

5.1 The value of CIL funds available to fund neighbourhood projects is dependent on the number and value of CIL liable developments in each CIL Neighbourhood. As of 1 May 2019, approximately £9.4m was available to fund NCIL projects. Cabinet is asked to approve the use of £190,000 to fund one further NCIL project.

5.2 This will raise the total value of cabinet approved projects to £1,661,608 for R1 2019/20.

5.2 Regular project monitoring will be conducted by the Council's Partnerships & Engagement Team.

6. Legal Implications

6.1 The Planning Act 2008, and CIL Regulations 2010, provide for local authorities to apply the CIL to infrastructure to support development. The Neighbourhood element may be used to fund the provision, improvement, replacement, operation or maintenance of infrastructure, or anything else that is concerned with addressing the demands that development places on an area (Reg. 59F).

6.2 CIL spend is governed by Part 7 of the CIL Regulations. For any financial year in which CIL receipts are received, a report outlining receipts and expenditure must be prepared and published on the council's website. (Reg. 62).

6.3 Government Guidance (2014, as amended) states that the Council must engage the community where development has taken place and accordingly, agree with them how best to spend the funding. The use of neighbourhood funds should match the priorities expressed by the local communities.

7. Equality Implications

7.1 In compliance with the Equality Act 2010 and the Public Sector Equality Duty (PSED), the Council must, in the exercise of its functions, have "due regard" to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.

- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

7.2 The duty covers the following nine protected characteristics: age, disability, gender reassignment, marriage & civil partnership, pregnancy & maternity, race, religion or belief, sex and sexual orientation.

7.3 An Equality Analysis (EA) of the NCIL programme was completed in December 2018. The overall assessment is that Brent's NCIL programme has a positive impact on equality. Each project also completes an initial screening of the likely impact of their plans on the protected characteristics. The increase in high quality community facilities in the borough is likely to have a positive impact on all protected characteristics, however each of the projects will be asked to provide confirmed milestones for the refurbishment including a plan for how to manage any potentially negative impacts on particular characteristics whilst refurbishment work is taking place.

8. Consultation with Ward Members and Stakeholders

8.1 The Cabinet Member for Regeneration, Properties and Planning is a member of the NCIL shortlisting panel, and has been consulted throughout the process. Letters of support from stakeholders (including ward members) were also received with the NCIL applications.

9. Human Resources / Property Implications (if appropriate)

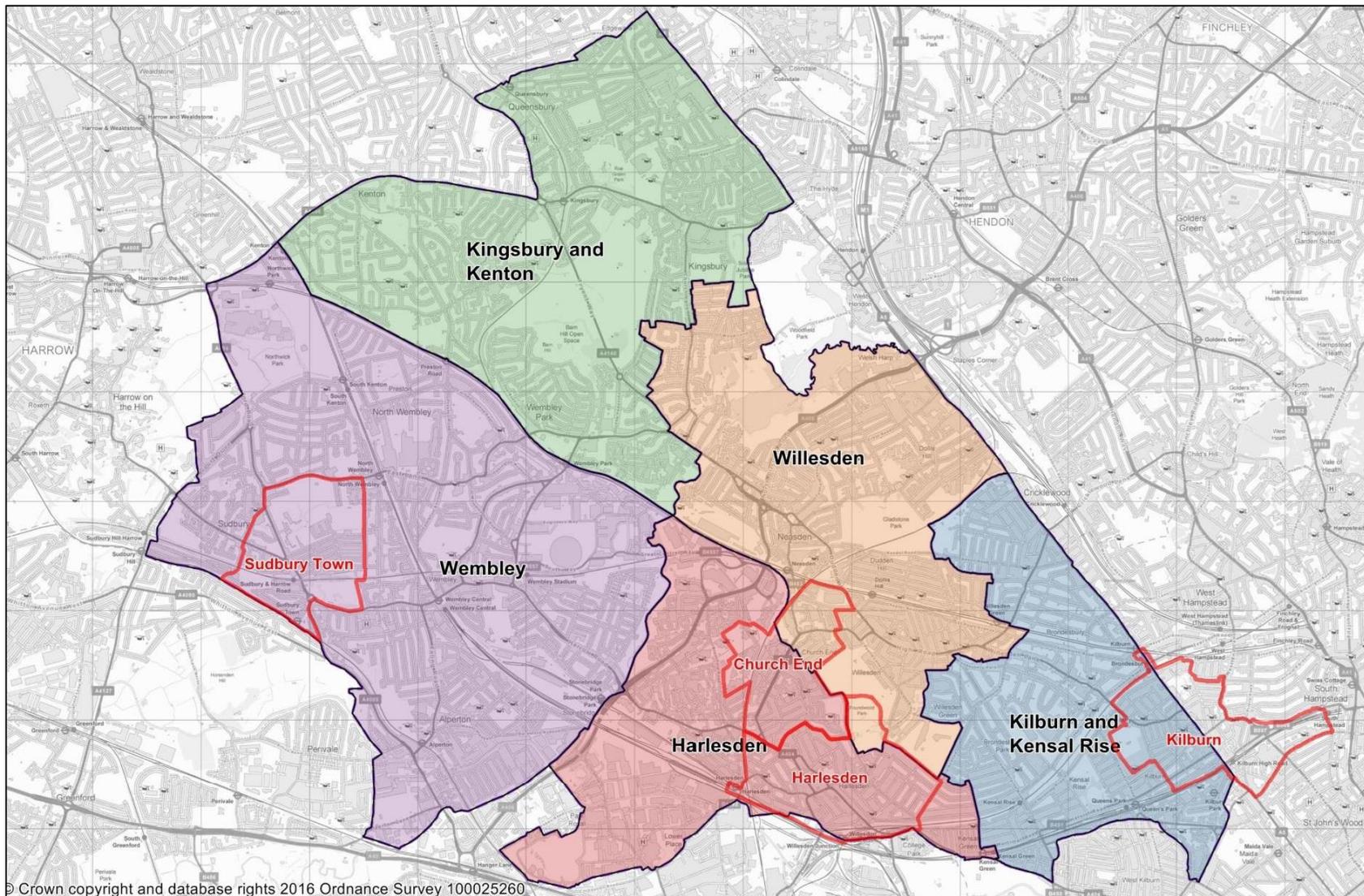
9.1 The Parks Service will deliver this project.

Report sign off:

Peter Gadsdon
Assistant Chief Executive

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Appendix 1 – Brent CIL Neighbourhood Boundaries



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	Cabinet 9 December 2019
	Report from the Assistant Chief Executive
EQUALITY STRATEGY 2019-23	

Wards Affected:	All
Key or Non-Key Decision:	Key Decision
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:	Two: Appendix 1 – Draft Equality Strategy 2019-2023 Appendix 2 – Draft Equality Action Plan 2019-2020
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Pascoe Sawyers Head of Strategy and Partnerships 020 8937 1045 Pascoe.Sawyers@brent.gov.uk

1.0 Purpose of the Report

1.1 To summarise the findings of the recent Equality Matters consultation and present the draft Equality Strategy 2019-23 and an action plan for 2019/20.

2.0 Recommendations

2.1 Cabinet is asked to:

- Consider the headline findings of the consultation
- Consider and approve the draft Equality Strategy 2019-23 at appendix 1 and action plan at appendix 2

2.2 Cabinet to receive a mid-year update on progress, approximately six months after launch.

3.0 Detail

3.1 Earlier in the year, we outlined proposals for a consultation to inform a new four-year equality strategy. The strategy would set out how equality and diversity will be integrated into everything the council does between 2019-23. The consultation ran for 10 weeks from June to August 2019.

3.2 The consultation reflected a key message of the Borough Plan, which stresses the importance of sharing opportunities with communities and working more effectively with partners. It was wide-ranging, as we attempted to involve as much of the borough as possible. As well as the online questionnaire, paper and easy-read versions were made available, and an extensive range of staff and community events were held throughout Brent. A BSL video was also produced and shared to Youtube.

3.3 Amongst other things, consultation respondents were asked to give us their views on:

- Our suggested vision
- Our ideas for equality objectives
- Perceived areas of inequality in Brent

3.4 Summary of findings

3.4.1 A total of 203 consultation responses were received, including:

- 93 Brent residents
- 98 Brent Council staff
- 3 Brent councillors

There were a number of responses listed under 'representing an organisation' or 'other'.

3.4.2 77% of respondents either strongly agreed or agreed with our suggested vision. That said, several comments described the vision as being too wordy, or not catchy enough. We have responded to this by making the vision concise and linking it more closely with the Borough Plan.

3.4.3 We suggested seven different equality objectives, asked respondents for their views on each of them and also to choose the top three for the council to focus on. All seven suggested objectives were ideas for positive action and came from a solid evidence base – they were based on issues that people had told us were important in previous consultations, such as the 2018 Resident Attitudes survey.

3.4.4 The most popular objectives as determined by respondents were:

- Understand the barriers to equality experienced by residents and act to remove them
- Provide accessible services tailored to peoples' needs
- Tackle hate, bullying, harassment and victimisation

A fourth objective, with a focus on Brent Council staff, was developed by HR:

- Lead the way in encouraging diversity to flourish in Brent

These are the four objectives of the 2019-23 Equality Strategy.

- 3.4.5 Respondents were also asked what they perceive to be the main areas of inequality that the council should focus on. This returned a wide range of answers; some of the common responses were income inequality, social isolation and race inequality. We will set out through annual action plans how we will continue to tackle these challenges.
- 3.4.6 In terms of how the council could best keep people informed and involved in its work to deliver the equality objectives, the modal responses were that this should be via the council website, social media and Your Brent magazine.
- 3.4.7 Consultation responses were received across all age ranges from 16 to 65+. The proportions of male and female respondents were broadly in line with the proportions for the borough as a whole. 16.5% of respondents identified as having a disability – this is higher than the Brent average.
- 3.5 As is the case with the Borough Plan, progress on the delivery of the Equality Strategy will be tracked by way of an annual action plan. Strategy and partnerships have developed the 2019/20 action plan with the support of colleagues across departments.
- 3.6 Once the Equality Strategy is agreed, we can publicise it through a range of channels – including online, through our Disability and Pensioners forum, and an easy-read version.

4.0 Legal implications

- 4.1 The council, as a public authority exercising public functions, is subject to a general public sector equality duty (PSED) under section 149 Equality Act 2010 (EqA). The PSED requires public authorities to have “due regard” to:
 - The need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the EqA.
 - The need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it. This involves having due regard to the need to:
 - remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it; and
 - encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
 - The need to foster good relations between persons who share a relevant protected characteristic and those who do not share it. This includes

having due regard to the need to tackle prejudice and to promote understanding.

- 4.2 The EqA also enacts, under section 153, the power to impose specific duties on public authorities exercising public functions which will demonstrate their compliance with the PSED. Under Regulation 5 of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, the Council is required to prepare and publish one or more equality objectives it thinks it should achieve to do any of the things mentioned in section 149(1) of the EqA. The objectives must be published at intervals of not greater than four years, beginning with the date of the last publication. The objectives published must be specific and measurable.
- 4.3 Any failure on the part of the Council to comply with the PSED or the specific duties can be investigated and enforced by the Equality and Human Rights Commission (EHRC) or alternatively, challenged by way of judicial review. Legal proceedings in respect of a breach of specific equality duties may only be brought by the EHRC. However, this does not preclude judicial review proceedings where a failure to comply with the specific equality duties evidences a failure to comply with the general PSED duty. Judicial review proceedings can be brought by any person (an individual or interest group) with “sufficient interest”, which also includes the EHRC.
- 4.4 In publishing the updated Equality Strategy, the Council will be demonstrating its compliance with its duties under sections 149EqA and Reg 5 of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, thus rendering the likelihood of any successful legal challenge on this basis to be extremely unlikely.

5.0 Financial implications

- 5.1 None arising directly from the report.

6.0 Equality implications

- 6.1 The draft Equality Strategy sets out how we will comply with the Public Sector Equality Duty and how effective equality practice will be integrated into everyday work.

Report sign off:

PETER GADSDON
Assistant Chief Executive



Brent Council Equality Strategy 2019-2023



Foreword

The council has a huge role to play in promoting equality of opportunity and we place a lot of importance on this. We want to make Brent a fairer, more inclusive place to live and work, where people receive services that are appropriate to them. We want to remove inequality.

I was pleased to see such a positive response to our recent Equality Matters consultation. It showed that other people place a lot of importance on equality and diversity too. Your views have helped us to develop our equality objectives – the areas we will focus on over the four years of this strategy.



We will continue to engage with our vibrant communities – both longer-established groups and our new arrivals, those who are vulnerable and those at risk of being marginalised – to ensure their and all voices are heard.

**Councillor Margaret McLennan, Deputy Leader,
London Borough of Brent**

The London Borough of Brent is one of the most culturally diverse areas in the United Kingdom. We are extremely proud of this and believe it is one of our strongest assets.

We have been awarded the title of London Borough of Culture 2020 and this will be a year-long celebration of cultural diversity.

Now and always, we want to ensure that we are meeting the needs of everyone who lives, works and studies in Brent. To do this, we need to make equality and diversity practices a part of everyday business. This Equality Strategy has been developed in order to help us do just that. It is our commitment to equality, diversity and inclusion for the next four years.

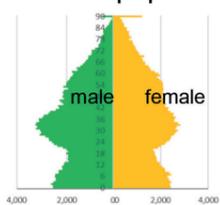
Following consultation with all of our partners and with the help of Brent residents and workers, we have determined our vision for equality in Brent over the next four years:

Removing inequality – building a better Brent

Our vision

Context

36 is the average age of the population



Disability
14% of residents have a disability
1 in 20 residents compared to
1 in 2 disabled residents  **do not access the internet**

pregnancy
4th highest birth rate in London

3 out of **4** births were to mothers born outside the UK

Sex
62% of the 85+ population is female

1 in 3 women compared to **1 in 6** men **work part-time**

Gender reassignment
0.007% of the UK population has a gender reassignment certificate. This equates to **18** people in Brent

Marriage or civil partnership
43% of residents are married 
0.3% of residents are in a civil partnership

Religion or belief
82% of residents have a religion
 **41%** Christian
 **19%** Muslim
 **18%** Hindu

Race
65% of the population is BAME background
 **37%** Do not speak English as a main language

Sexual orientation
4.6% of residents identify as Lesbian, Gay, or Bisexual
 Young adults are 4 times more likely to identify as LGBT than their older counterparts

The Equality Act 2010 introduced the public sector equality duty (PSED), which means that public bodies such as the council must consider everyone when conducting their day-to-day work, shaping their policies and delivering services. The Act also outlines the 'protected characteristics' – the specific aspects of identity which are protected from discrimination. As an organisation providing services to a diverse community, it is vital for us to consider the protected characteristics in all we do.

The nine protected characteristics are:

- + Age
- + Disability
- + Gender reassignment
- + Marriage and civil partnership
- + Pregnancy and maternity
- + Race
- + Religion or belief
- + Sex
- + Sexual orientation

The PSED requires public bodies, in the exercise of their functions, to have due regard to:

- + **Eliminate unlawful discrimination, harassment and victimisation** and other conduct prohibited by the act
- + **Advance equality of opportunity** between people who share a protected characteristic and those who do not
- + **Foster good relations** between people who share a protected characteristic and those who do not.

In addition to these 'general' duties, there are also 'specific' duties – requiring us to prepare and publish equality information annually and equality objectives every four years.

The Equality Duty



Consultation

To develop our equality objectives for the next four years, we felt it necessary to consult with the community and our partners. We tried to reach as many people and make the consultation as accessible as possible, reaching out to residents as well as Brent councillors, employees, voluntary sector organisations and other stakeholders.

A consultation questionnaire was created that was published online and made available in hardcopy. An 'easy-read' version was also produced, to enable responses from those with learning disabilities. Additionally, a range of consultation activities were held within the council and across the borough:

- + Library pop-up events
- + Community events such as Brent Youth Parliament; Disability forum
- + Council team meetings
- + Brent Connects meetings
- + Face-to-face meetings with local voluntary sector groups
- + BSL video was produced and posted on Youtube
- + Wide-ranging online presence, including Brent website and information on social media

We used the consultation to ask a number of key questions.

We proposed a vision for equality and asked people to what extent they agreed/ disagreed with the statement. Respondents were also asked whether they had any ideas

about additional or alternative things to be included in the vision. We suggested several different equalities objectives. Respondents were asked to comment on these and indicate which they felt should be Brent's top three priorities. They could also suggest additional objectives. Respondents were asked what areas of inequality they felt the council should focus on.

We also asked respondents how the council could best keep people informed about its work on equalities.

The questionnaire was open to everyone - Brent residents, staff, businesses and voluntary and community organisations - and over 200 responses were received.

We would like to thank everyone who contributed to the process and the development of the equality vision and objectives.

Our objectives

THE VISION

The vast majority of respondents – 77% - either strongly agreed or agreed with our suggested vision. However, some people felt it was too long and wordy. We have listened to this and have made the vision more concise as a result.

OBJECTIVES

Rather than overstretch, the council should focus on fewer objectives and do them well.

The following three equality objectives were selected through the consultation process as our priorities for the next four years.

1 Understand the barriers to equality experienced in Brent and act to remove them

Barriers to equality consist of discrimination based around the protected characteristics.

We need to ensure an equal focus on all the protected characteristics and make services available to all.

By improving the equality monitoring information we collect, we can tailor services and better understand the barriers to equality.

2 Provide accessible information and services that are tailored to peoples' needs

Many respondents stressed the importance of accessibility of services, in various forms: Increasing digital access among residents with lower rates of usage, promoting access to community hubs; providing information to customers in accessible formats; ensuring meetings venues are easily accessible for all; access to English language support for those that need it; and making more information available in easy-read formats. We will do these things as part of our locality-based approach to working.

Some respondents expressed concern around the digitalisation of services, that those who do not use the internet may get 'left behind'. We will support increased digital access whilst ensuring that the needs of non-users are also met.

Language barriers have been identified in Brent (over 149 languages are spoken). We need to look at where we can provide further support, perhaps promoting English as a Second Language classes or using social value in our contracts to support employment amongst these groups.

3 Tackle hate, harassment and victimisation

We know from previous consultations undertaken that tackling hate, harassment and victimisation are amongst the most important issues for Brent residents. Respondents highlighted problems such as hate crimes against people based on race or disability and the need for safe spaces for LGBT people. It was also stressed that schools must teach children about diversity, particularly in an area as diverse as Brent.

In addition to these three objectives, we have developed a

fourth objective focused on Brent Council staff:

4 Lead the way in encouraging diversity to flourish in Brent

We will continue to develop our workforce to ensure they have the tools necessary to provide effective services to our diverse community. We will also continue to recognise and celebrate the strengths that our diversity and inclusion brings.

These objectives, and our aims under the Public Sector Equality Duty, underpin all our work towards our Borough Plan, and making Brent a place where people value the principles of fairness and equality.

Removing inequality – building a better Brent

MONITORING

We want to ensure consistency in the delivery of equality across the council. Equality is cross-departmental and part of everyday business. It is the duty of all of us to understand, respect and value difference. We will create an action plan setting out how we will measure progress against these objectives. The action plan will be reviewed regularly, and updated in each of the four years of this strategy. We will engage with all our partners on the progress we make against the objectives.

The council conducts Equality Analyses (EAs) to ensure decisions are made in a fair, transparent and accountable way which considers the needs and rights of different individuals and communities.

ROLES AND RESPONSIBILITIES

Cabinet: To consider equality implications in its decision-making; advance equality of opportunity in each portfolio area. Cabinet will receive updates on progress against the objectives during the year.

Scrutiny: To ensure checks are made with regard to the delivery of equalities.

All elected members: To be a community leader for equalities.

Central Management Team: To provide strategic leadership in the delivery of the council's equalities objectives, and will receive reports on progress during the year.

Senior managers: To promote equalities awareness: through the objectives; through learning and development opportunities and through business planning.

Contractors: To comply with equality duties set out in the Equality Act 2010.

All council staff: To comply with the requirements of the approach, apply good practice and foster good relations with all stakeholders.

Further information can be found on the equality and diversity section of the council's website.

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Equality Strategy: Action Plan 2019/20

Equality Objective	Key Actions	Who	Status
Understand the barriers to equality experienced by people in Brent and act to remove them	Collate workforce equality monitoring data via the equality monitoring template, to capture information across all services areas e.g. libraries; housing; adult social care	Business intelligence/ service areas	Ongoing
	Carry out Equality Impact Assessment (EIA) screenings at an early stage of all policy decisions and proposals, following up with a full analysis where the screening identifies a negative or unknown outcome	Service areas/ Strategy & partnerships	Ongoing
	Annual publication of the Equality Profile of Brent, a profile of the borough's population based on the nine protected characteristics	Business intelligence	Ongoing
	Mandatory equality training for staff and councillors such as Equality Act 2010; Public Sector Equality Duty (PSED)	HR	Ongoing
	Engagement with Brent's new communities through the Emerging Communities programme, including the Eastern European Network	Strategy & partnerships	Ongoing
	Consultation with Brent's diverse communities through Brent Connects; the new consultation hub with advice & training; the Resident Attitudes Survey	Strategy & partnerships	Ongoing
	Establishment of a Poverty Commission made up of councillors and commissioners, to recommend measures to tackle poverty, identify causes and mitigate the consequences	Strategy & partnerships	Recommendations by Apr-20
	Review of the council's customer offer; incorporating staff and resident engagement	Transformation	Apr-20
	Commitment to become a dementia-free council and borough by 2020. Dementia Friends sessions to be held for staff and members	HR	Apr-20
	Training on Making Every Contact Count (using everyday interactions to promote positive behaviour change) delivered in partnership with NHS	Public Health	Ongoing
Provide accessible information and services that are tailored to peoples' needs	Implementing the findings of the Customer Access Review; Developing tailored support for customers with different levels of need to access services	Transformation	Ongoing
	Sign-up to the BSL Charter, to re-state our commitment to the deaf community and increase awareness of Deaf issues	Strategy & partnerships	Sign-up planned for May-20
	Produce Easy-Read versions of council strategies, to present plans in an accessible, easy-to-understand format	Strategy & partnerships	Ongoing
	Fully-accessible Changing Places facility at the Civic Centre	Facilities	In place
	Sign video and hearing loop available in customer services, and hearing loops in libraries	Customer services	In place
	Deaf awareness sessions for customer services and London Borough of Culture (LBOC) volunteers	Customer services	Ongoing

	Web chat and SMS options available for customers	Customer services	In place
Tackle hate, harassment and victimisation	Celebrate Brent's diversity through regular equality-related events: Black History Month, International Women's Day, International Day of Persons with a Disability; LGBT+ History Month	Equality Networks	Ongoing
	Support the Disability, Multi-Faith and Pensioner Forums, and Eastern European Network. Contribute to other groups e.g. the Brent CCG Equality and Engagement group.	Strategy & partnerships	Ongoing
	Sign up to the MOPAC's Women's Night Safety Charter, for womens' safety in the borough	Community safety	Sign-up Dec-19, with rollout in 2020
	Women-only drop-in sessions for those who are experiencing domestic abuse	Community safety	Pilot commenced Oct-19; further events through 2020
	MOPAC's Victim services commissioned to support victims of crime	Community safety	Ongoing
	Focussed programme on hate crime, including an assessment of what hate crime reporting looks like in Brent	Community safety	To begin early in 2020
	Creation of Safe Spaces for the reporting of crime	Community safety	May-20
	Brent OWL (Online Watch Link) to help keep the community safe by providing crime alert updates	Community safety	In place
	Brexit preparedness work programme, including Risk Assessment to manage and mitigate negative impacts of the Brexit process	Strategy & partnerships	Ongoing
Lead the way in encouraging diversity to flourish in Brent	Annual Gender and Ethnicity Pay Gap report, looking at gender and ethnicity pay differences for all Brent Council employees	HR	Ongoing
	Annual Workforce Diversity Report, providing an overview of the diversity profile of the council's workforce	Strategy & partnerships	Ongoing
	Four staff equality networks open to all staff to join (Gender; Disability; LGBT+ and Cultural Diversity)	Strategy & partnerships	In place
	Apprenticeships and work experience programme	HR/ Employment & skills	Ongoing
	Council-wide awareness campaigns on issues such as mental health	HR/Comms/Strategy & partnerships	Ongoing
	Forward Together sessions for all staff, to promote involvement and wellbeing (most recent topic mental health awareness)	CMT	Ongoing
	Membership of a number of public bodies including Stonewall; Business in the Community; Business Disability Forum	HR/ Strategy & partnerships	In place