



# Brent

## Cabinet

**Monday 17 August 2020 at 9.00 am\***

This will be held as an online virtual meeting

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

**\*Please note the start time for 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:** Fern Aldous, Governance Officer Tel: 020 8937 2038; Email: [fern.aldous@brent.gov.uk](mailto:fern.aldous@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](https://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
<b>1 Apologies for Absence</b>	
<b>2 Declarations of Interest</b>	
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.	
<b>3 Minutes of the Previous Meeting</b>	1 - 10
To approve the minutes of the previous meeting held on Monday 20 July 2020 as a correct record.	
<b>4 Matters Arising (if any)</b>	
To consider any matters arising from the minutes of the previous meeting.	
<b>5 Petitions (if any)</b>	
To discuss any petitions from members of the public, in accordance with Standing Order 66.	
<b>6 Reference of item considered by Scrutiny Committees (if any)</b>	
To consider any reference reports from any of the Council's two Scrutiny Committees.	
<b>a) Resources &amp; Public Realm Scrutiny Committee Recommendations and Executive Response to review of Brent Parks Strategy</b>	11 - 16
This report presents the recommendations from the review of the Council's Parks Strategy undertaken by Resources & Public Realm Scrutiny Committee on 12 March 2020 along with the proposed Executive response.	
<b>Ward Affected:</b> All Wards	<b>Lead Member:</b> Councillor Krupa Sheth <b>Contact Officer:</b> Michael Carr, Senior Policy and Scrutiny Officer Tel: 020 8937 1068 michael.carr@brent.gov.uk

## Chief Executive's reports

### 7 Neighbourhood Community Infrastructure Levy (NCIL) Recommended Funding Strategy 2020-2023 17 - 54

This report sets out a revised approach proposed to the Neighbourhood Community Infrastructure Levy (NCIL) funding strategy based on a review of projects (2017-2019) and consultation completed in December/January 2020.

**Ward Affected:**  
All Wards

**Lead Member:** Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)  
**Contact Officer:** Kate Lambert, Partnership Funding Officer  
Tel: 02089371170  
kate.lambert@brent.gov.uk

## Regeneration and Environment reports

### 8 South Kilburn Regeneration Programme 55 - 70

This report provides an update on the progress of the South Kilburn Regeneration Programme along with a high-level summary of current projects and expected progress over the coming year, along with delivery options for the remainder of the programme and how these can be implemented for the next phase.

In addition, approval is sought to serve Initial Demolition notices on the secure tenants at William Dunbar House & William Saville House.

**Ward Affected:**  
Kilburn

**Lead Member:** Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)  
**Contact Officer:** Emma Sweeney, Senior Project Manager, Estate Regeneration  
Tel: 020 8937 1650  
emma.sweeney@brent.gov.uk

### 9 Harlesden Gateway High Streets Heritage Action Zone 71 - 128

This report provides an update on funding secured from Historic England as part of The High Streets Heritage Action Zone (HSHAZ) for shop front improvements and community space provision within the designated conservation area in Harlesden Town Centre.

**Ward Affected:**  
Harlesden;  
Kensal Green

**Lead Member:** Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)  
**Contact Officer:** Mark Allen, Regeneration Officer  
Tel: 020 8937 1561  
mark.allen@brent.gov.uk



## **10 Parking Penalty Charge Notices: Proposed Borough-Wide Banding** 129 - 134

This report sets out a proposal to move all of Brent's Parking Penalty Charge Notices (PCNs) to the higher band "A" level on a borough wide basis, which if approved would be subject to endorsement by London Councils, the Mayor for London and Secretary of State for Transport.

**Ward Affected:**  
All Wards

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

## **11 Daily Visitor Parking Charges & Permit Refunds** 135 - 140

This report considers a proposal to make a formal link between the cost of daily visitor permits across the borough and the cost of bus fares in Greater London. The report also considers a proposal to increase the maximum value of refunds on parking permits that are returned or cancelled, from one third to one half, reflecting the reduction in associated administrative costs following the widespread introduction of virtual permits.

**Ward Affected:**  
All Wards

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

## **12 Exclusion of Press and Public**

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

## **13 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 paragraph's 12 and 39 of the Council's Access to Information Rules (part 2 of the Constitution).

**Date of the next meeting:** Monday 7 September 2020

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## LONDON BOROUGH OF BRENT

### MINUTES OF THE CABINET

Held as an online virtual meeting on Monday 20 July 2020 at 4.00 pm

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

Also present (in remote attendance): Councillor Kelcher (Chair of the Resources and Public Realm Scrutiny Committee)

1. **Apologies for Absence**

An apology for lateness was received from Councillor Farah (Lead Member of Adult Social Care).

2. **Declarations of Interest**

None.

3. **Minutes of the Previous Meeting**

**RESOLVED** that the minutes of the previous meeting held on 15<sup>th</sup> June 2020 be approved as an accurate record of the meeting.

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

None.

5. **Petitions (if any)**

None.

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

None.

7. **Poverty Commission**

Following advice from Councillor Eleanor Southwood (Lead Member for Housing and Welfare Reform) Cabinet **NOTED** that the report from the Commission had been deferred, and were informed this was due to a desire for the emerging recommendations and draft report to first be considered through the scrutiny process. It was anticipated the report would be submitted to Cabinet in September for consideration.

## 8. COVID-19 Support Fund

Councillor Margaret McLennan (Deputy Leader and Lead Member for Resources) introduced the report, and highlighted that it had been produced in partnership with the Lead Member for Housing and Welfare, Councillor Eleanor Southwood. Cabinet noted that the Authority had received £3.9 million in funding from the Ministry of Housing Communities and Local Government for the creation of a hardship fund, with the expectation that a contribution be given to all residents of working age in council tax support. When these grants had been discharged £2.6 million remained available, and the report outlined a proposal to distribute the remainder through the creation of two new support funds.

Councillor Muhammed Butt (Leader of the Council) then welcomed Councillor Kelcher to the meeting who had requested to speak on this item as Chair of the Resources and Public Realm Scrutiny Committee, in order to outline the comments and recommendations made by the Scrutiny Committee when they had considered the proposals within the report, at their meeting on 14 July 2020.

Councillor Kelcher advised that the Scrutiny Committee had recognised the economic as well as health and social impact of the Covid-19 pandemic on local residents, and as such had welcomed the proposed establishment of the new support funds and made the following recommendations in support:

- That the Covid-19 Interest Free Loans eligibility criteria should be extended to include debt;
- A member development session be arranged on the new support funds and their referral process;
- That information already held be used to proactively offer advice and support for vulnerable local people;
- A review of debt collection processes be undertaken in light of Covid-19 to ensure that the circumstances of vulnerable people adversely affected by the pandemic were fully taken into account.

As comments made during the discussion, Cabinet further noted that the creation of interest free loans distributed through a credit union would provide sustainable support beyond the March 2021 deadline set by government for the distribution of the funds, and were informed the schemes had been reviewed as part of the Poverty Commission. Councillor McLennan also took the opportunity to thank officers for their work on the report, noting that schemes would assist many local residents in hardship.

In expressing their endorsement for the proposal, Cabinet noted the alleviation the schemes would provide to those residents not eligible for alternative support, and the importance of developing the borough's mutual sector. Whilst noting that authority had been delegated to officers to determine the criteria for the allocation on the scheme, Cabinet requested that these criteria be circulated to all Members as soon as developed. The Strategic Director of Finance agreed to this request, highlighting that the grant programme was due to launch on 1<sup>st</sup> August, followed by

a tender exercise for selection of a credit union and the launch of the loan scheme on the 7<sup>th</sup> August.

It was **RESOLVED** that Cabinet:

- (1) note the proposals set out in sections 5 and 6 of the report to introduce two new support funds using the surplus money from the Council Tax: COVID-19 Hardship Fund 2020-21.
- (2) approve the establishment of a grant facility to assist Brent residents financially impacted by Covid-19 as set out in section 5 of the report ("Covid-19 Support Fund Grant").
- (3) delegate to the Strategic Director for Customer Services in consultation with the Cabinet Member for Housing and Welfare Reform authority to agree eligibility criteria for the Covid-19 Support Fund Grant above and thereafter administer and award grants.
- (4) approve the establishment of an interest free loan arrangement to assist Brent residents financially impacted by Covid-19 as set out in section 6 of the report ("Covid-19 Support Fund Loan").
- (5) approve payment to the Credit Union of such sums remaining in the Council Tax – COVID – 19 Hardship Fund 2020 – 21 and at such frequency as the Director of Finance considers appropriate from which Covid-19 Support Fund Loans will be made and delegates to the Director of Finance in consultation with the Director of Legal, HR, Audit and Investigations authority to finalise the terms of the investment.
- (6) delegate to the Strategic Director for Customer Services in consultation with the Cabinet Member for Housing and Welfare Reform authority to agree the final eligibility criteria based on draft eligibility criteria in Appendix 2 of the report for the Covid-19 support Fund Loan and thereafter administer it in association with the Credit Union.
- (7) Delegate to the Strategic Director for Customer Services in consultation with the Cabinet Member for Housing and Welfare Reform authority to review and agree revised eligibility criteria for both the Covid-19 Support Fund Grant and the Covid-19 Support for the reasons detailed in section 5.16 and 6.19 of the report.
- (8) To support and approve the following recommendations made by the Resources & Public Realm Scrutiny Committee being taken forward as part of the development and implementation of the new support funds:
  - (a) That the Covid-19 Interest Free Loans eligibility criteria be extended to include debt;
  - (b) A member development session be arranged on the new support funds and their referral process;

- (c) The Strategic Director, Customer & Digital Services be requested to consider how best to proactively use data already available to offer advice and support for vulnerable local people; and
- (d) The Strategic Director, Customer & Digital Services be requested to undertake a review of debt collection processes in light of Covid-19 to ensure that the circumstances of vulnerable people adversely affected by the pandemic were fully taken into account.

## 9. **Council Tax 13A Policy**

Councillor Eleanor Southwood (Lead Member for Housing and Welfare Reform) and Councillor Margaret McLennan (Deputy Leader and Lead Member for Resources) introduced the report, which sought approval for the introduction of a Policy to formalise the authority's usage of Section 13A(1)(c) of the Local Government Finance Act 1992. Cabinet were made aware that the authority had recently discharged this function in the distribution of the funding provided by the government for use as a council tax support scheme during the COVID-19 pandemic.

In addition, it was noted that the Policy would permit the authority the discretion to apply exemptions in council tax by class, for example to care leavers.

It was **RESOLVED** that Cabinet:

- (1) approves the proposed discretionary reduction Policy pursuant to section 13A(1)(c) of the Local Government Act 1992 as set out in appendix A of the report.
- (2) notes that the proposed Policy pursuant to section 13A(1)(c) of the Local Government Act 1992 linked to council support for vulnerable residents alongside other support mechanisms such as Discretionary Housing Payments (DHP) and Local Welfare Assistance (LWA).
- (3) delegates authority to the Strategic Director, Customer and Digital Services in consultation with the Director of Finance in respect of decisions on individual applications for reducing Council Tax payable pursuant to the proposed policy under section 13A(1)(c) of the Local Government Finance Act 1992 as set out in Appendix A of the report.

## 10. **Parking Policy 2020**

Councillor Krupa Sheth (Lead Member for Environment) introduced the report outlining the 2020 Parking Policy, which provided a comprehensive guide to current parking policies and operational practices. The Policy had been built on the 2015 Parking Policy and reflected cabinet decisions over the past five years along with the long term parking strategies and goals for the authority, including those represented in the borough plan.

Cabinet's attention was drawn to three key achievements made in recent years that had been captured in the new policy; the amendment in the price of parking bookings, the simplification of parking emission zones for resident's permits, and

the introduction of a diesel surcharge on permits, to encourage the use of cleaner vehicles.

Whilst supporting the inclusion of a provision for special events and one-off events, Members queried whether the timeframe for approval of road closures was conducive to the aim of encouraging community use of local streets. It was clarified that the six to eight week turnaround for approval of applications only applied to larger events requiring a Traffic Management Order (TMO) and was for statutory and safety reasons.

In supporting the detailed data on the number of CPZ zones and the clarity provided on parking transgression codes, Councillor Muhammed Butt, Leader of the Council, highlighted the importance that all members were made aware of the policy, so they could have a complete understanding of parking practices in the borough.

It was **RESOLVED** that Cabinet:

- (1) approves the Parking Policy 2020 attached as Appendix A to this report, superseding the Council's 2015 Parking Strategy.
- (2) notes and confirms the policy revisions set out in paragraph 3.5 of the report that had been introduced since 2015, following Cabinet approval.

## 11. **Heat Billing & Metering Methodology**

Councillor Margaret McLennan (Deputy Leader and Lead Member for Resources) introduced the report, which detailed a methodology for billing residents of properties that were metered for heat on communal heating systems. Such properties were planned as part of the South Kilburn District Energy Scheme, and would support the authority's targets in reducing fuel poverty and meeting its climate emergency objectives. The proposal was for a trial of the scheme to be undertaken at Gloucester and Durham Courts, and Cabinet noted that residents of the trial area had been consulted and were supportive of the scheme.

Cabinet's attention was drawn to the provision within the methodology that no tenant would be billed for heat they did not use, and that there would be no allowance for pre-billing.

It was **RESOLVED** that Cabinet:

- (1) approve the option and implementation of credit billing for heating and hot water in residential communal system's and incorporate a heat meter as set out in this paper.
- (2) approve the in house management of the billing for heating and hot water residential properties at Gloucester & Durham as set out in the report;
- (3) approve the setting of tariffs in accordance with the guidance set out by the Heat Trust (in the absence of any current regulation on heat prices)

- (4) delegate authority to the Director of Finance, in consultation with the Strategic Director of Community Wellbeing and the Deputy Leader of the Council and Lead Member for Resources to agree a metering and billing policy in line with the recommended option set out in paragraphs 5.2 – 5.5 of the report and thereafter implement and operate the policy subject to such modifications as the Director of Finance considers necessary.

## 12. **Estate Parking**

Councillor Eleanor Southwood (Lead Member for Housing and Welfare Reform) introduced the report seeking approval for a renewed approach to parking enforcement on council owned housing estates. Cabinet noted that the limited enforcement action available to the current provider had resulted in many complaints from residents, councillors and emergency services, and were supportive of any action that could be taken to rectify the issue.

If approved, the recommended proposal, which would allow for meaningful enforcement, would be piloted on five estates and resident involvement in the process had been forefront. Councillor Southwood therefore recommended the Cabinet approve the extension of an existing agreement with SERCO, which, being the quickest option to introduce, would alleviate the safety concerns in the shortest timeframe.

It was **RESOLVED** that Cabinet:

- (1) note the contents of the report and approve the proposal to introduce Off Street Controlled Parking through Traffic Management Orders on land owned by the Council within its Housing Revenue Account.
- (2) delegate authority to the Strategic Director for Community Wellbeing, in consultation with the Strategic Director for Regeneration and Environment, to carry out statutory consultation in relation to proposed Traffic Management Orders, consider the consultation responses and thereafter, subject to any modifications as seen fit, to make and implement Traffic Management Orders on land owned by the Council within its Housing Revenue Account.
- (3) endorse Option Two as the preferred service delivery option, as set out in paragraphs 4.8.6 to 4.8.12 of the report. This option involves implementing Off Street Controlled Parking through a Traffic Management Order and following implementation, varying the Council's contract with SERCO to enable them manage the scheme.
- (4) note the proposed five pilot sites as set out in paragraph 3.8 of the report and approve the approach to further roll out, subject to an evaluation report, consultation with residents and approval of the capital investment required.
- (5) agree to charge residents £50 per annum per vehicle for their parking permits under Off Street Controlled Parking schemes on Council estates.

## 13. **6 monthly update and procurement reports on NCHP**



Councillor Eleanor Southwood (Lead Member for Housing and Welfare Reform) introduced the report which provided an update on the progress of the New Council House Programme. A further three sights had been added to the programme, comprising 370 homes; new opportunities to increase the stock were always sought including through Section 106 Orders. Cabinet noted that the figures presented excluded the additional homes on St Raphael's estate, where residents were due to be balloted on options for approval.

Having received an update on the various stages of approval and construction of the sites, Cabinet were pleased to note that the programme was on track, with an anticipation that the target number of new homes would be exceeded. In giving the programme their full support, Cabinet noted that Brent were leading the way on the delivery of affordable sites in London, as well as recognising the commitment to providing community facilities, which would benefit those most at need.

In considering the report, Cabinet noted the following corrections identified by Councillor Southwood during the meeting:

- Section 5.6 - South Kilburn Regeneration to add prior to the existing paragraphs "The below points are in relation to the South Kilburn Programme, which is separate to that of the New Council Homes Programme";
- Section 5.6.2 to amend the first sentence to read "There are potential opportunities at the following sites that will increase the overall delivery of the South Kilburn programme:"
- Section 5.6.2 to add after the bullet points – "These adjustments to delivery volumes would not change the inclusion of the sites in the South Kilburn Programme nor the offer to existing South Kilburn tenants"

It was **RESOLVED** that Cabinet:

- (1) Note, subject to the above amendments, the contents of the 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) note the steps being taken as set out principally in Sections 6 and 7 of the report to add value to the programme, specifically in relation to stakeholder engagement and landscaping.

#### 14. **2019/20 Financial Outturn Report**

Councillor McLennan (Deputy Leader and Lead Member for Resources) introduced the report which set out the authority's financial position at the conclusion of the 2019/20 financial year. Cabinet were informed that the Authority had broken-even, with overspend in the Adult Social Care: Home Care Programme Retender, on Special Education Needs (SEN) and on complex child placements, being offset by savings elsewhere across the Council.. In summing up Councillor McLennan thanked the finance team for their work on the report.

It was **RESOLVED** that Cabinet note the overall financial position, as detailed within the report

## 15. **Quarter 1 Financial Report 2020/21**

Councillor McLennan (Deputy Leader and Lead Member for Resources) introduced the report, which detailed the current forecast of income and expenditure against the revenue budget for 2020/21 and other key financial data. Excluding the impact of Covid-19 the Council was currently forecasting an overspend of £0.9m on the General Fund, which related to Children & Young People. The overspend within Children and Young People had been due to a number of complex cases involving the placements of older children into care. The Cabinet were assured that the department was working hard to alleviate the overspend.

Whilst presenting the financial position for Q1 Councillor McLennan emphasised the change to the financial position in light of COVID-19, which would be further detailed in subsequent reports.

Cabinet noted that the third tranche of government funding referred to in the report, had now been allocated, with the authority receiving £3.4 million for a total government contribution of £21.8 million.

It was **RESOLVED** that Cabinet note the overall financial position and the actions being taken to manage the issues arising as outlined at the meeting and detailed within the report.

## 16. **Medium Term Financial Outlook**

Councillor McLennan (Deputy Leader and Lead Member for Resources) introduced the report which set out the medium term financial outlook for the authority in light of the challenges, risks and uncertainties as a result of the spending related to COVID-19. Cabinet were informed that the budget set in February for 2020-2023 would need to be reviewed in light of the financial measures necessitated to tackle COVID-19. The impact on the Council's overall financial position as a result of Covid-19 had generated additional pressures estimated at £47 million. Three tranches of government funding worth £21.8 million had been received, leaving a shortfall to be addressed alongside the further additional pressures that were continuing to emerge.

As a result, Cabinet were informed that the Authority were starting to plan in order to mitigate these impacts identified, in both the short to medium term..

In concluding her introduction Councillor McLennan regretted the position and highlighted the need for the Council to develop a response that continued to maintain a commitment to strong financial resilience and sustainability given the significance of the financial challenges faces but also recognised the prudent approach adopted by the Council in management of its budget to date.

Councillor Muhammed Butt, Leader of the Council, acknowledged that the process would be difficult. The authority would continue to capture all costs associated with the response to COVID and were expecting that government would keep their commitment to reimburse local authorities for all expenses. Cabinet committed to continue to lobby London Councils and the London General Assembly to this end.

It was **RESOLVED** that Cabinet

- (1) note the contents of the report and the potential financial impact on the Councils Medium Term Financial Strategy.
- (2) agree the budget setting process for 2021/22, including the approach to consultation and scrutiny, as set out in section five of this report.
- (3) confirm their intention, as previously announced and subject to consultation and any other material changes to circumstances, to increase council tax by 3.99% in 2021/22.
- (4) note the Capital budgets and agree the proposed 2019/20 capital budget carry forwards and capital virements, as set out in section six of the report.

17. **Q4 Performance Report 2019/20**

Councillor McLennan (Deputy Leader and Lead Member for Resources) introduced the report which outlined the authority's performance over the past year against the Borough Plan 2019-2023. Cabinet's attention was drawn to areas where the authority had performed well, for example the rising attainment levels of Black Caribbean Boys. In light of the challenges of COVID-19 members noted that the Borough Plan would be subject to further review in order to reflect issues highlighted by the pandemic, for example in health inequalities. Whilst acknowledging the positive progress made against the metrics included in the plan, and agreeing to the desire for metrics that were more challenging, Cabinet also recognised that many of the current targets were outside of Member's direct control.

It was **RESOLVED** that Cabinet

- (1) Note the performance information contained in this report, along with the planned review and refresh of priorities within the Borough Plan
- (2) Note the current and future strategic risks associated with the information provided and agree remedial actions on strategic risks identified in relation to them.
- (3) Continue to challenge progress with responsible officers as necessary.

18. **Exclusion of Press and Public**

There were no items that required the exclusion of the press or public.


19. **Any other urgent business**

None.

The meeting ended at 5.02 pm

COUNCILLOR MUHAMMED BUTT  
Chair

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	<b>Cabinet</b> 17 August 2020
	<b>Report from the Assistant Chief Executive</b>
<b>Executive Response to the Recommendations of the Resources and Public Realm Scrutiny Committee 12 March 2020;- Brent Parks Strategy</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Non Key Decision
<b>Open or Part/Fully Exempt:</b>	Open
<b>Appendices:</b>	<b>Appendix 1:</b> Executive Response to the Recommendations of the Resources and Public Realm Scrutiny Committee Made 12 March 2020.
<b>Background Papers:</b>	None.
<b>Contact Officer(s):</b>	Michael Carr - Senior Policy and Scrutiny Officer <a href="mailto:michael.carr@brent.gov.uk">michael.carr@brent.gov.uk</a> Tel: 020 8937 2855

## 1 Purpose of the Report

- 1.1 The purpose of this report is to present the recommendations from the Resources and Public Realm Scrutiny Committee on the Council's parks strategy made at its meeting on 12 March 2020 for an Executive Response. The proposed Executive Response to the recommendations is attached at Appendix 1.

## 2 Recommendation(s)

That the Executive Response to the scrutiny recommendations on the Council's parks strategy made by the Resources and Public Realm Scrutiny Committee made at its meeting on 12 March 2020 be agreed.

## 3 Detail

- 3.1 In accordance with Part 4 of the Brent Council Constitution (Standing Orders of Committees) Brent Council scrutiny committees may make recommendations to Full Council or the Cabinet with respect to any functions which are the responsibility of the executive or of any functions which are not the responsibility of the executive, or on matters which affect the borough or its inhabitants. The Community and Wellbeing Scrutiny Committee may also make recommendations to the relevant NHS bodies or relevant health service providers or Full Council.

- 3.2 The Cabinet is being asked to consider its Executive Response to the recommendations and either agree, reject or agree as amended, the scrutiny recommendations made, as set out in the draft Executive Response attached at Appendix 1 to this report.
- 3.3 Scrutiny committees may not make executive decisions and scrutiny recommendations therefore require consideration and decision by the appropriate decision maker; usually the Cabinet, but also to full Council for policy and budgetary decisions and the NHS where it is the decision maker, in accordance with the terms of reference for scrutiny committees set out in the Council Constitution.
- 3.4 The minutes of the meeting of the scrutiny committee, attached at Appendix 2, provide the record of the scrutiny committee's consideration of the issue and the scrutiny recommendations made during the meeting.
- 3.5 Scrutiny recommendations may include those made in scrutiny reports agreed in committee (eg through Scrutiny Task Groups). These are usually dealt with through a separate report to the Cabinet following the same process, which requests an Executive Response to the scrutiny report and recommendations.
- 3.6 The scrutiny committee will be notified of the executive decisions made in respect to the scrutiny recommendations and may track the implementation of the Cabinet decisions. This enables the scrutiny committee to track whether their recommendations have been agreed, what actually was agreed (if different) and review any outcomes arising from the scrutiny recommendations, for example, service improvements, value for money savings and outcomes for residents.

#### **4 Procedure for Reports and Recommendations from Scrutiny Committees**

- 4.1 Where scrutiny committees make reports or recommendations to the Cabinet, as soon as this has been confirmed, these will be referred to the Cabinet requesting an Executive Response and the issue will be published on the Council's Forward Plan. This will instigate the preparation of a report to Cabinet and the necessary consideration of the response, the technical feasibility, financial implications, legal implications and equalities implications etc.
- 4.2 The Cabinet will receive notification of the committee's report or recommendations and agree the Executive Response, which may include an executive decision with respect to the scrutiny recommendations.
- 4.3 Where scrutiny committees make reports or recommendations to full Council (e.g. in the case of policy and budgetary decisions), the same process will be followed, with a report to Cabinet to agree its Executive Response, and thereafter, a report will be prepared for Council for consideration of the scrutiny report and recommendations along with the Cabinet's Response.
- 4.4 Where scrutiny committees have powers under their terms of reference to make reports or recommendations external decision makers (e.g. NHS bodies), where they do this, the relevant external decision maker shall be notified in

writing, providing them with a copy of the committee's report and recommendations, and requesting a response.

- 4.5 Once the Executive Response has been agreed, the scrutiny committee shall receive a report to receive the response and the committee may review implementation of the executive's decisions after such a period as these may reasonably be implemented (review date).

## **5 Brent Parks Strategy Recommendations**

- 5.1. At its meeting on 12 March 2020, the Resources and Public Realm Scrutiny Committee considered Brent Council's strategies for parks, including policy, strategy, management and performance for Brent Parks and received a report and oral evidence in questions to Councillor Krupa Sheth, Lead Cabinet Member for Environment and lead officers within the Environment and Regeneration department.
- 5.2. The minutes of that meeting are published here:  
<http://democracy.brent.gov.uk/ieListDocuments.aspx?CId=551&MId=5402&Ver=4> .
- 5.3. At the end of the consideration of the issue, the committee resolved to recommend to Cabinet:
1. That a new Brent Parks Strategy encompass the green and open spaces as a whole and include measurable targets, including bespoke targets for Brent, to facilitate the use of parks and open spaces by a diversity of different people in the community and to encourage sporting activities.
  2. To improve the data on people using the park, which could be used to inform the strategy.
  3. That provision be made within the strategy and management of parks to allow for barbeques in designated areas, perhaps with the requirement of a permit and perhaps after a trial period to test out how this might work.

## **6 The Executive Response**

- 6.1. The proposed Executive Response to the scrutiny recommendations made, attached at Appendix 1, is to agree the recommendations.

## **7 Financial Implications**

- 7.1 There are no financial implications for the purposes of this report.

## 8 Legal Implications

- 8.1 Section 9F, Part 2 of the Local Government Act 2000, *overview and scrutiny committees: functions*, requires that Executive Arrangements by a local authority must ensure that its overview and scrutiny committees have the power to make reports or recommendations to the authority or the executive with respect to the discharge of any functions which are or are not the responsibility of the executive, or on matters which affect the authority's area or the inhabitants of that area.
- 8.2 Section 9Fe, *duty of authority or executive to respond to overview and scrutiny committee*, requires that the authority or executive;-
- (a) consider the report or recommendations,
  - (b) respond to the overview and scrutiny committee indicating what (if any) action the authority, or the executive, proposes to take,
  - (c) if the overview and scrutiny committee has published the report or recommendations, publish the response, within two months beginning with the date on which the authority or executive received the report or recommendations.

## 9 Equality Implications

- 9.1 Under Section 149 of the Equality Act 2010, the Council has a duty when exercising their functions to have 'due regard' to the need:
- a) to eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited under the Act;
  - b) advance equality of opportunity; and
  - c) foster good relations between those who share a "protected characteristic" and those who do not.
- 9.2 This is the Public Sector Equality Duty (PSED). The 'protected characteristics' are: age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, sex, and sexual orientation. {List any equalities implications to be considered arising from the agreed scrutiny recommendations}.

## 10 Consultation with Ward Members and Stakeholders

- 10.1 None.

## 11 Human Resources/Property Implications (if appropriate)

- 11.1 None.

**Related documents:** Minutes of the Resources and Public Realm Scrutiny Committee  
12 March 2020.

**Report sign off:**

**Shazia Hussain**  
Assistant Chief Executive



**Executive Response to the Recommendations of the Resources and Public  
Realm Scrutiny Committee Made 12 March 2020**

**by Cabinet on 17 August 2020**

On 12 March 2020, the Resources and Public Realm Scrutiny Committee made recommendations to the Cabinet after consideration of issues at that meeting. The Cabinet's Executive Response and decisions against those recommendations are provided below, under the respective agenda item subjects provided in the minutes of that meeting.

**Brent Parks Strategy**

**Recommendations:**

1. That a new Brent Parks Strategy encompass the green and open spaces as a whole and include measurable targets, including bespoke targets for Brent, to facilitate the use of parks and open spaces by a diversity of different people in the community and to encourage sporting activities.
2. To improve the data on people using the park, which could be used to inform the strategy.
3. That provision be made within the strategy and management of parks to allow for barbeques in designated areas, perhaps with the requirement of a permit and perhaps after a trial period to test out how this might work.

**Decision: Agreed.**


**Implementation by:** March 2021.

**Cabinet Member:** Councillor Krupa Sheth, Lead Cabinet Member for Environment

**Lead Department:** Environment Services, Regeneration & Environment

**Lead Officers:** Amar Dave - Strategic Director Regeneration & Environment  
Chris Whyte - Operational Director Environment Services,

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	<b>Cabinet</b> 17 <sup>th</sup> August 2020
	<b>Report from the Assistant Chief Executive</b>
<b>Brent Neighbourhood Community Infrastructure Levy (NCIL) Recommendations for Funding Strategy 2020-2023</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Key
<b>Open or Part/Fully Exempt:</b>	Open
<b>No. of Appendices:</b>	Three: Appendix One: Analysis of Project Types and Outcomes Appendix Two: Summary of Consultation Appendix Three: Boundaries Map
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b>	Kate Lambert, Grants Manager Email: <a href="mailto:kate.lambert@brent.gov.uk">kate.lambert@brent.gov.uk</a> Tel: 020 8937 1170

## 1.0 Purpose of the Report

- 1.1 The Neighbourhood Community Infrastructure Levy (NCIL) was formally approved by cabinet on 13 February 2017 and agreed that the approach would be reviewed every 3 years following community consultation on the neighbourhood priorities.
- 1.2 This report recommends a revised approach to the NCIL funding strategy based on the review of the 2017 - 2019 Projects and the consultation completed in December/January 2020.
- 1.3 The council collects money from new eligible developments in the Borough through the Community Infrastructure Levy (CIL). CIL is a charge used to help local authorities to deliver the infrastructure needed to support development. It is a charge levied on floor space arising from development in order to fund infrastructure that is needed to support development in an area. Brent's CIL was formally introduced on 1 July 2013.

- 1.4 The CIL Regulations 2010 (as amended) stipulate that at least 15 per cent of CIL receipts generated must be spent on Neighbourhood Projects. Whilst the legislation does not prescribe a process for how Neighbourhood CIL is allocated, the expectation is that priorities for spend are agreed with the local community. Further, 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.
- 1.5 A CIL Neighbourhood may also contain a Neighbourhood Forum with an adopted Neighbourhood Plan. In this case, up to 25 per cent of CIL funds collected from liable developments within the Neighbourhood Forum boundary may be spent on priorities identified by the Neighbourhood Forum. There are currently three Neighbourhood Forums in Brent: Harlesden, Kilburn and Sudbury Town Residents Association (STRA). The Kilburn Neighbourhood Forum falls within both the boroughs of Brent and Camden. STRA and Harlesden Neighbourhood Forums have adopted a Neighbourhood Plan (STRA, July 2015 and Harlesden, July 2019). Neighbourhood Forum priorities will be outlined in their Neighbourhood Plan and set for the duration of the Plan once adopted.
- 1.6 The Analysis of Project Types and Outcomes for 2017 – 2019 can be found in **Appendix 1**
- 1.7 The Consultation Summary can be found in **Appendix 2**

## **2.0 Recommendations**

- 2.1 This report recommends Cabinet agree the funding strategy for 2020-2023, which will be used for decisions on expenditure of the neighbourhood element of the Community Infrastructure Levy (NCIL) to ensure all risks to the council are mitigated and the best outcomes for residents of Brent are achieved.

## **3.0 NCIL Detail**

- 3.1 NCIL can be used to fund a very broad range of facilities such as play areas, parks and green spaces, public realm improvements, cultural and sports facilities, healthcare facilities, and other community facilities as stated in the CIL regulations.
- 3.2 Once Neighbourhood Priorities have been agreed, community organisations, residents, businesses, and other stakeholders are invited to submit proposals for funding that align to locally set priorities.
- 3.3 The CIL Regulations state that Local authorities must allocate at least 15% of levy receipts to spend on priorities that should be agreed with the local community in areas where development is taking place. This can increase to a minimum of 25% in certain circumstances.
- 3.4 A scheme will not be funded unless it meets all seven essential criteria.

All shortlisted projects must demonstrate that they:

- Meet the CIL Regulations (2010) as amended
- Evidence community backing
- Address the demands that development places on an area
- Reflect the priorities of the council & CIL Neighbourhood
- Be one-off projects that do not require additional revenue funding in their delivery or operation (or identify how additional revenue funding may be met)
- Benefit diverse Brent communities
- Value for money

#### **4.0 Summary of NCIL Spend 2019/20**

- 4.1 The Total amount of NCIL money allocated from 2017 to date is £12.2M covering 201 projects.
- 4.2 Please note Appendix 2 relates to 2017-2019 projects only.
- 4.3 The total number of allocated projects from 2019/20 is 94, which equates to £7.36M NCIL money allocated.
- 4.4 The Next round of NCIL will currently have available £6.4M this may increase depending on further development schemes and money collected.
- 4.5 A short term NCIL round has been opened focusing on addressing inequalities linked to development around Covid 19. This round has been capped at £2M and is open for one month. This is to ensure we have monies available to implement this funding strategy in September/October 2020.

#### **5.0 Proposed Funding Strategy**

##### **5.1 Evidence gathering**

- 5.1.2 Assessments of impacts of any development on the local community of Brent will be completed twice yearly looking at planning applications agreed, completions and pending. This will provide greater evidence of impacts of specific developments in the different neighbourhoods and enable the council to provide more accurate criteria for outcomes to be achieved by the funding applicants.
- 5.1.3 It is a requirement of CIL funds that at least 15% of CIL's income is spent on priorities agreed in consultation with the local community. These priorities must be aligned with the needs of the local community. The 3 yearly public consultation results carried out in December/January 2020 are in **Appendix 2**. It was noted that whilst these neighbourhood priorities should be considered further neighbourhood engagement with communities most likely to be impacted would be needed.
- 5.1.4 The priorities identified through the public consultation will be used to help inform funding decision rather than act as the key criteria on which decisions

are made. These in turn must link to local development within that area to meet the CIL legislation, which is a requirement of the funding. A proportion of the NCIL funding will be ring fenced for participatory budgeting within each neighbourhood. This will be an additional local and real time consultation of neighbourhood priorities. We will use the relaunch of the Brent Connects to engage the community with the local plan to identify local projects that help to mitigate the impact of development.

5.1.5 Development in certain areas can disproportionately affect different communities in different ways. This could be financial, cultural, and physical and class related. Development has an impact on the overall borough as well as particular local neighbourhoods. A greater emphasis will be placed on evidence demonstrating the impact of development on particular communities. This will be done through equality impact assessments to help determine better outcomes. This will ensure that the most important criteria around development and the CIL regulations are met. This in turn will ensure organisations; officers and the NCIL panel have a high proportion of bids that meet local need and are likely to succeed.

5.1.6 It is proposed that the strategy of the NCIL fund is made more directive around specific borough wide outcomes to meet one of the five specific Borough Plan Objectives taking into account the communities priorities.

1. A borough where we can all feel safe, secure, happy and healthy
2. Strong Foundations
3. Every opportunity to Succeed
4. A future built for everyone, an economy fit for all
5. A cleaner, more considerate Brent

## **5.2 Grant Applications**

5.2.1 The Partnerships and engagement team are currently scoping a new grants portal to be developed in house and improve accessibility for applicants. This will standardise conditions of grant aid to be met by the organisations reducing administrative burden and making the process more accessible for local people. The new grants portal will facilitate online monitoring with all details in a central database.

5.2.3 The decision making panel has been reviewed to ensure decisions better reflect wider Brent Council's strategies, plans and evidenced needs. In the new iteration the Head of Strategy and Partnerships will continue to act as the panel Chair, the Head of Planning and Development Services will provide expert advice on CIL and planning policy. In addition, senior officers from across Council departments will be consulted by the panel and the panel will seek their advice and comments on the project applications. This will support the evidence for need and ensure alignment of department priorities with local resident priorities. The panel will also have on it both the Lead member for Regeneration, Property and Planning and for Community Safety and Engagement and they will have an advisory role on the new panel in line with their Cabinet role and responsibilities. To ensure there is a leadership role from

the wards a backbench councillor will be also be invited to the panel as an advisor. All members will have no decision-making powers.

- 5.2.4 Brent Council's Grants Team will be responsible for providing the secretariat for the NCIL panel meeting. The Grants Team will undertake due diligence on all applications for example ensuring that there is evidence of community consultation and organisations are financially stable.
- 5.2.6 Assistant Chief Executive has delegated authority to approve projects at a value of 100K or below. All Projects over £100K will go to Cabinet for approval.
- 5.2.8 Following any provisional offer, the final stage will be to agree the long-term outcomes to be in the signed funding agreement.
- 5.2.9 A funding agreement needs to be signed and in place before a project can start. Organisations must start their project within 6 months of the funding agreement start date.

## **6.0 Financial Implications**

- 6.1 This report presents the funding strategy for 2020-2023, which will be used for decisions on expenditure of the neighbourhood element of the Community Infrastructure Levy (NCIL) to ensure risks to the council are mitigated and the best outcomes for residents of Brent are achieved.
- 6.2 At least 15 per cent of CIL receipts must be spent on local projects that mitigate the impact of development and are identified in consultation with local communities (capped at £100/dwelling each financial year). Where a Neighbourhood Forum has an adopted Neighbourhood Plan, 25 per cent of CIL receipts may be spent on local projects.
- 6.3 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. However Neighbourhood CIL is one of a range of funding streams that may support Neighbourhood Improvement projects and so, during the project submission stages, projects are also encouraged, where appropriate, to also seek funding from other sources to support their proposals.
- 6.4 Assistance Chief Executive has delegated authority to approve projects at a value of 100K or below. All Projects over £100K will go to Cabinet for approval.
- 6.4 Each projects will be required to sign a funding agreement to confirm project milestones, outputs and payment instalments. Brent's Grants Team will conduct regular project monitoring.

## **7.0 Legal Implications**

- 7.1 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).

7.2 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).

7.3 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.

## **8.0 Equality Implications**

8.1 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.

8.2 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.

8.3 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. No negative impacts were identified.

8.4 A summary of the equalities data collated from the NCIL consultation is in **Appendix 2**. There appears to be some areas of under representation. For ethnicity, there is under representation from black and minority ethnic (BME) groups and this is more prominent in Willesden and Kilburn. Further, there is a lack of representation for those under 25 and over 65 years old although some applicants selected 'prefer not to say' and some demographic information was not captured. These findings suggest that more consideration should be given to ensure that future consultations target these groups and to ensure that future projects proposals adequately represent these groups.

8.5 An equalities impact assessment will be completed each round to review the impact of development. This will feed into the outcomes requested for projects to meet



## **9.0 Any Other Implications**

9.1 None.

**Report sign off:**

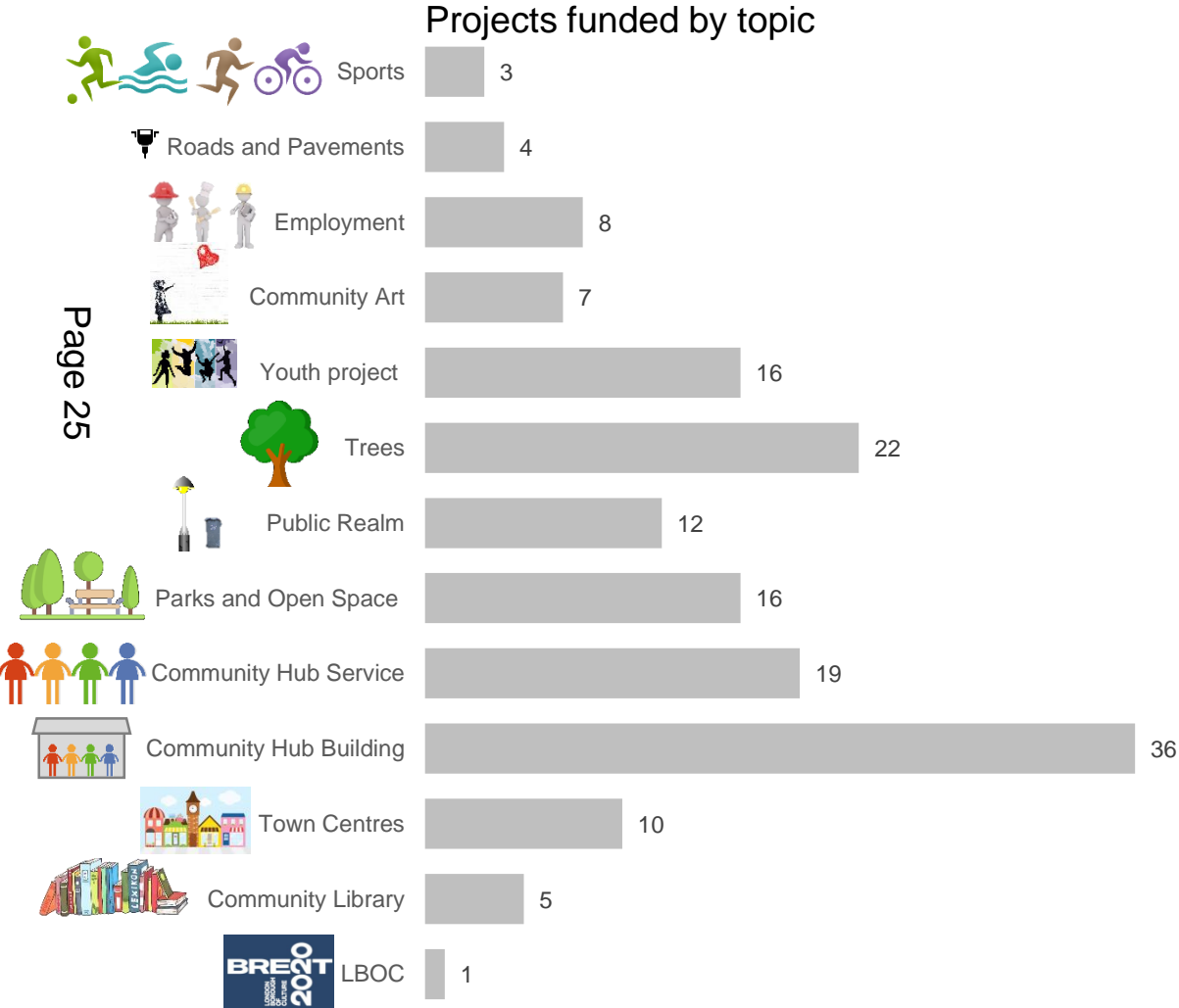
**Shazia Hussain**  
Assistant Chief Executive

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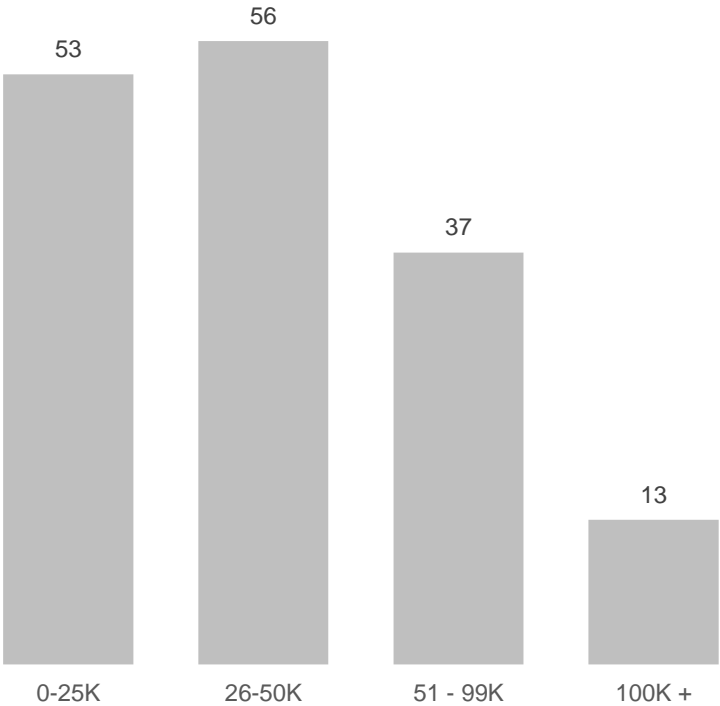


# Brent

Projects funded by topic



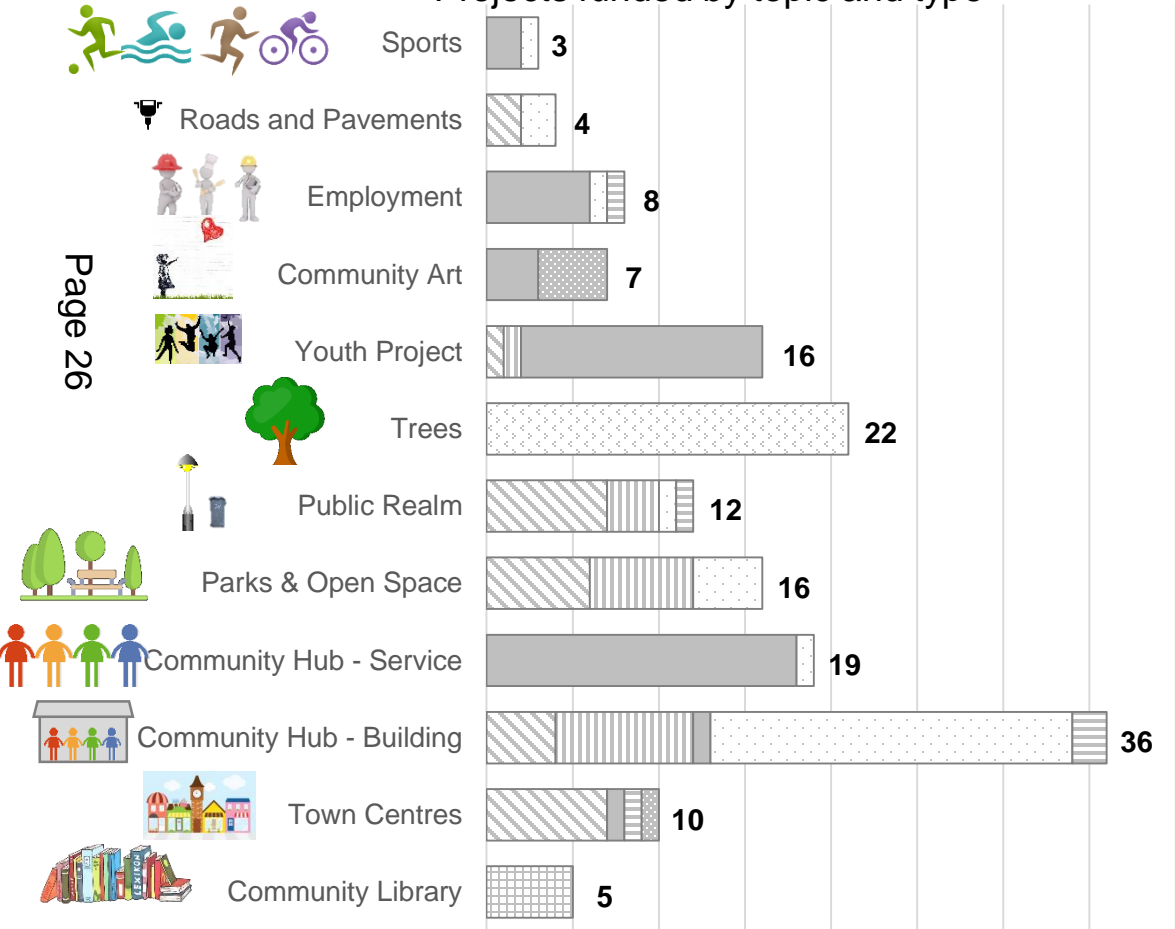
Projects funded by value



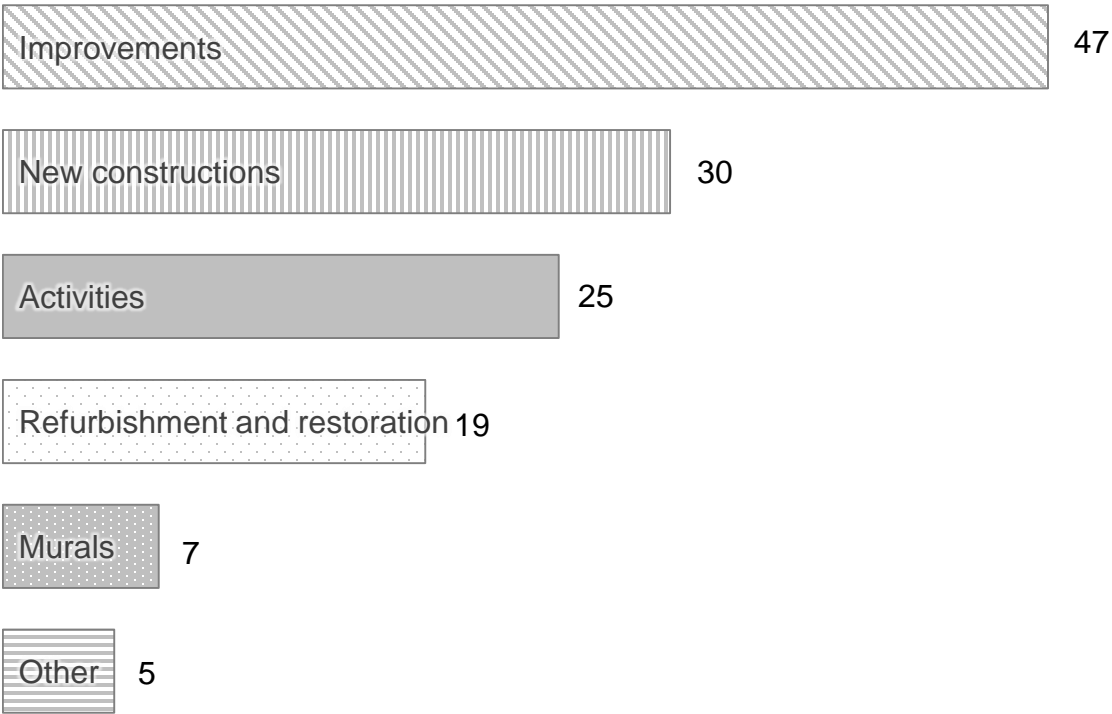


# Brent

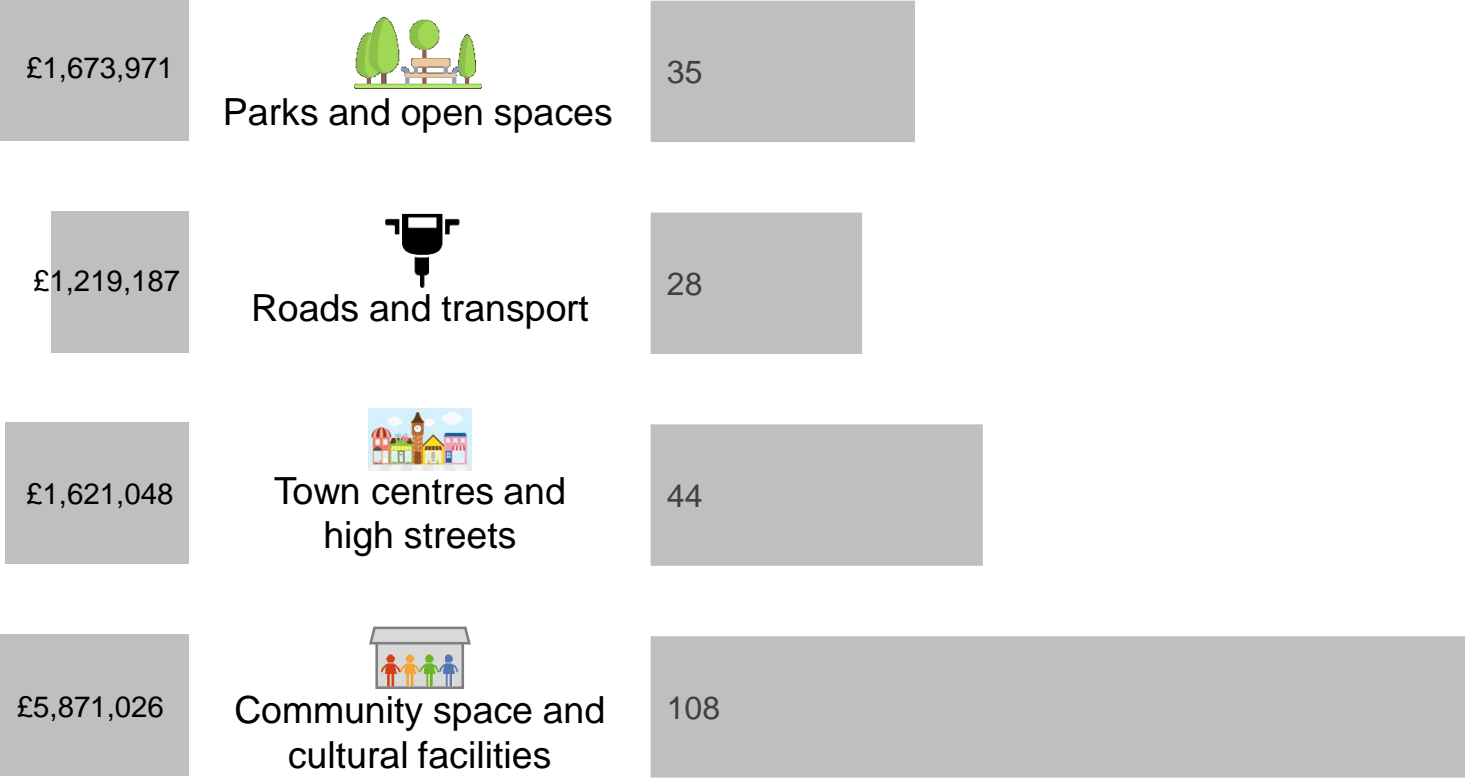
Projects funded by topic and type

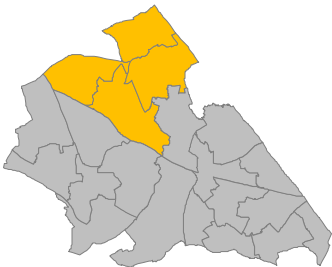


Projects funded by project type



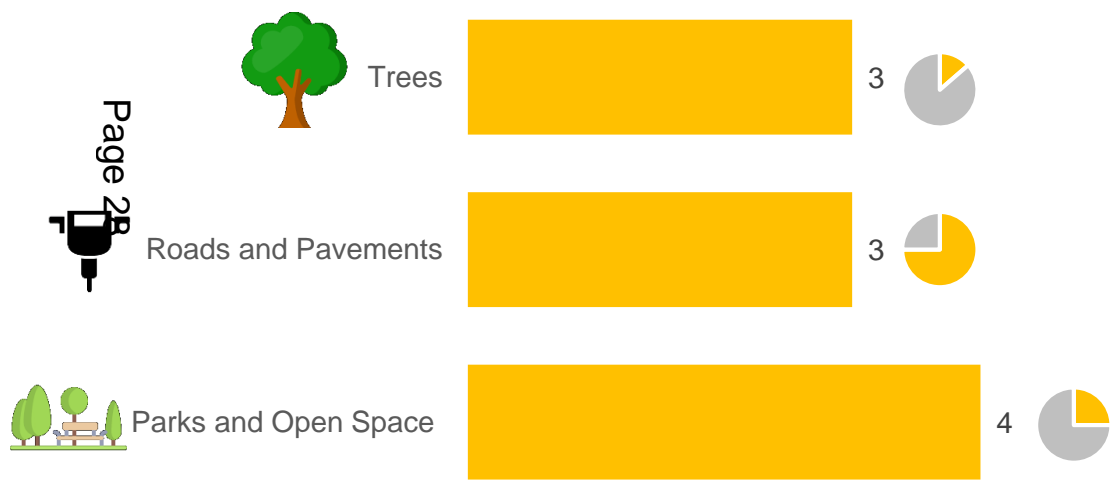
# Brent



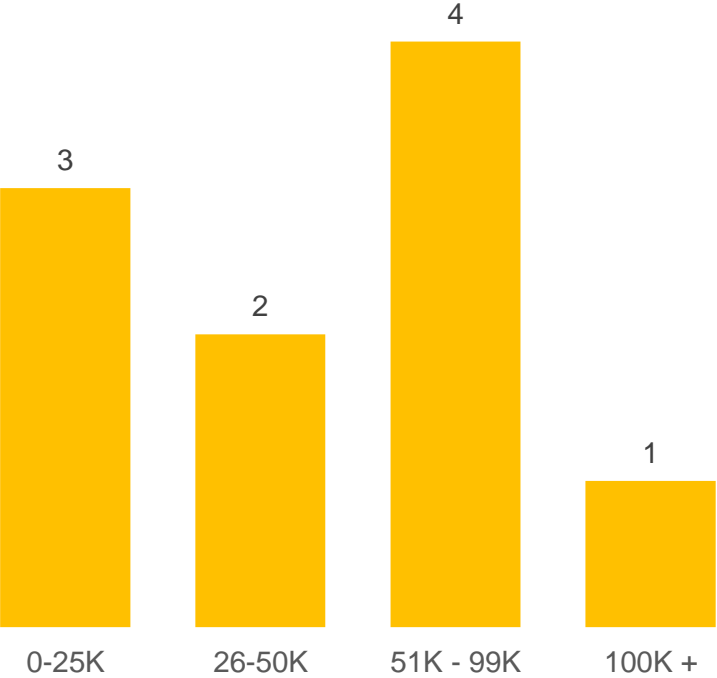


# Kingsbury and Kenton

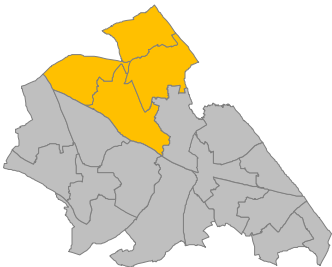
Projects funded by topic



Projects funded by value

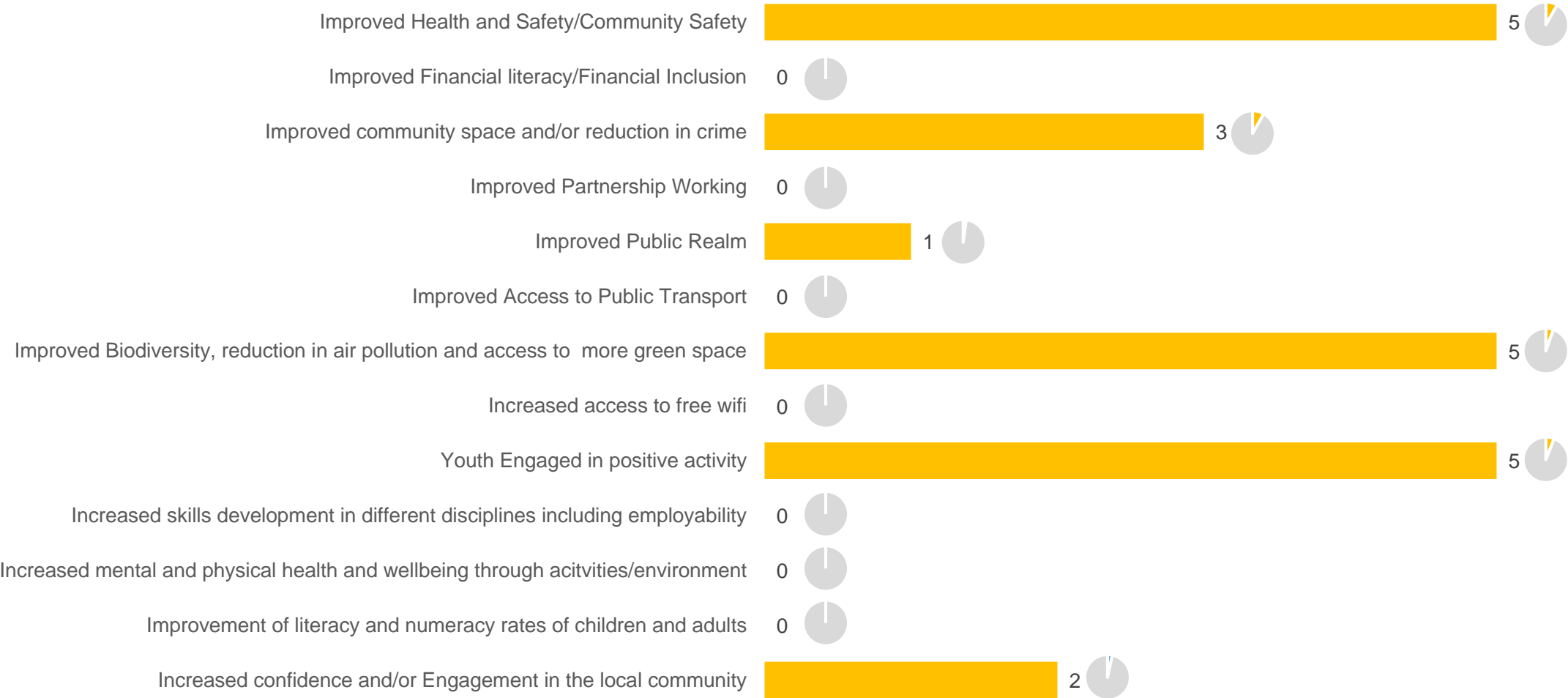


The pie chart shows the proportion of projects in that topic in that area, e.g. 75% of projects about roads and pavements are in Kingsbury and Kenton

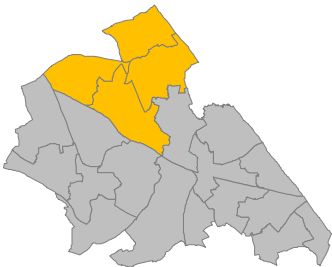


# Kingsbury and Kenton

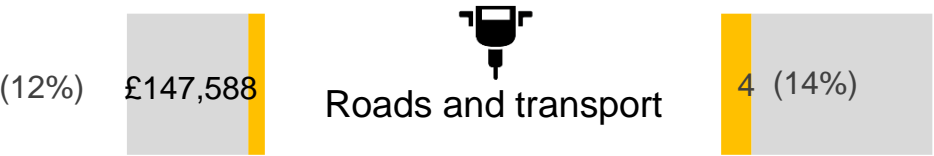
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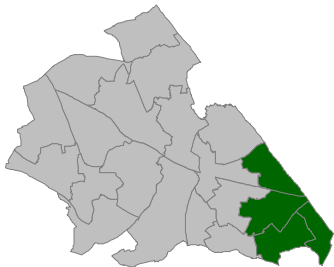
The pie chart shows the proportion of projects with that outcome.  
e.g. 8% of projects with the outcome “Improved health and safety/community safety” are in Kingsbury and Kenton



# Kingsbury and Kenton

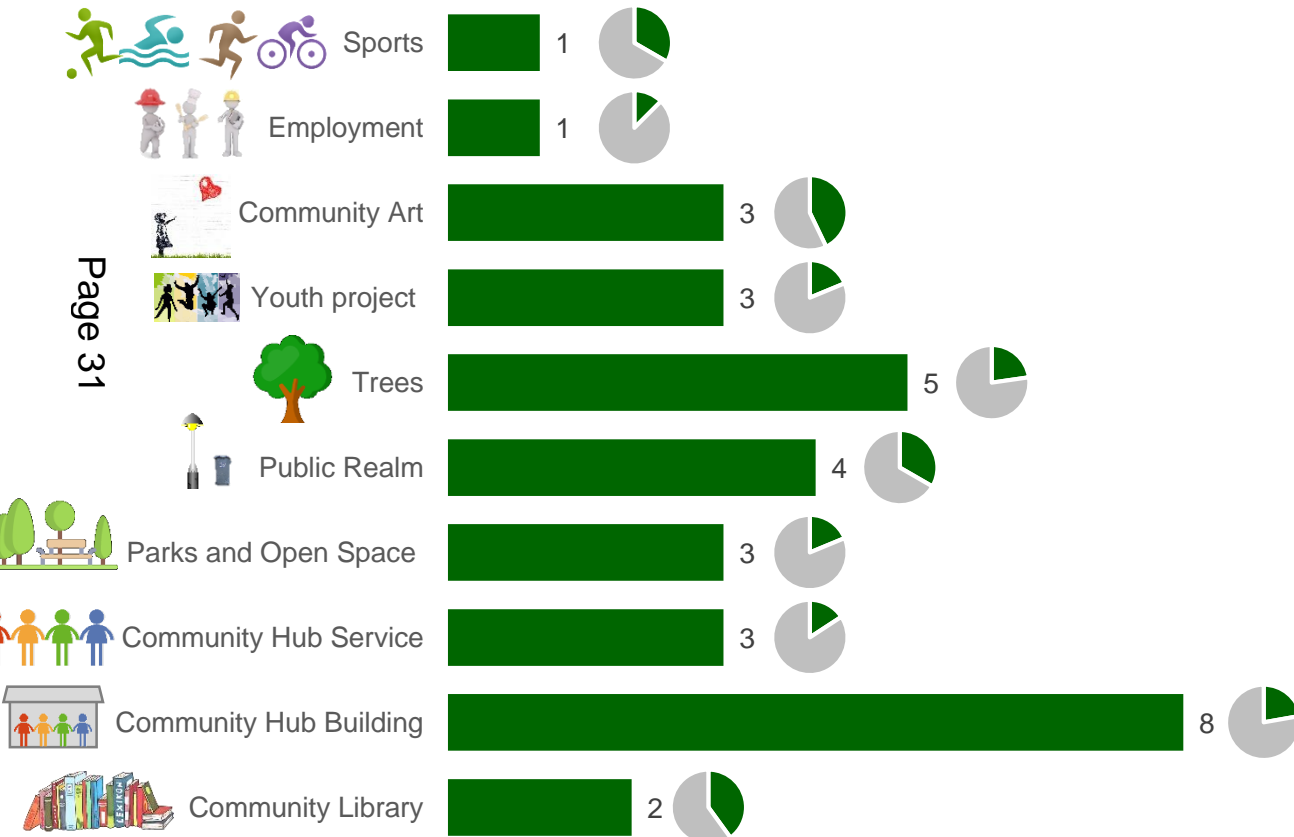




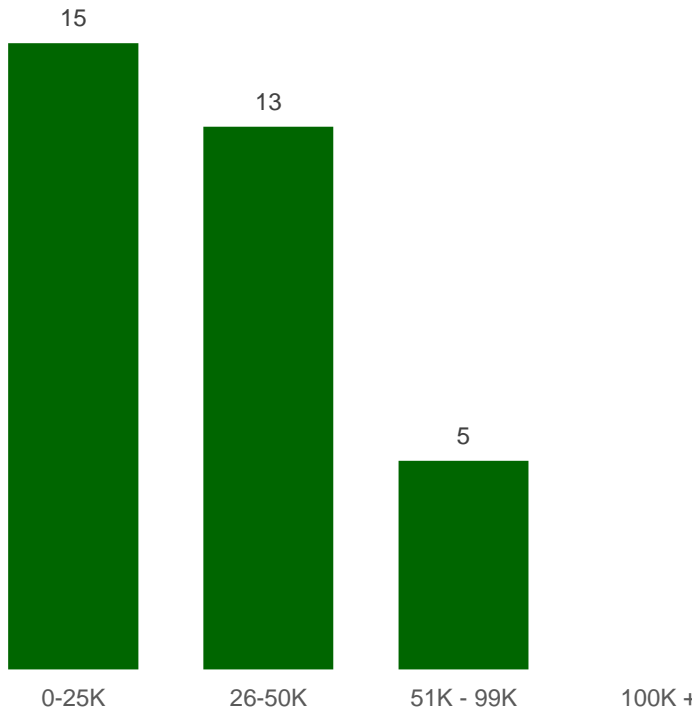


# Kilburn and Kensal

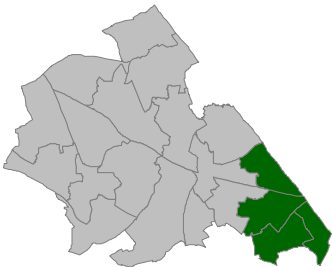
Projects funded by topic



Projects funded by value

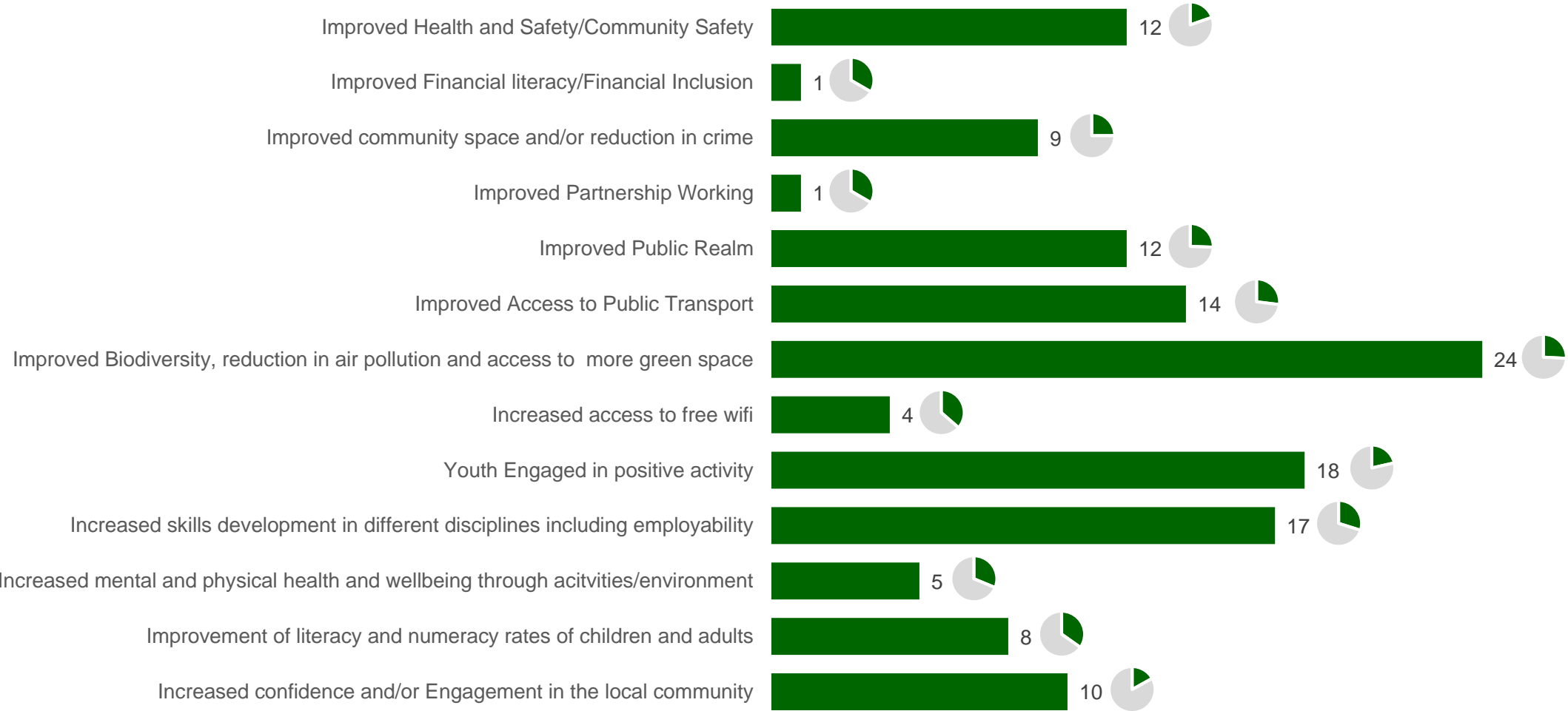


The pie chart shows the proportion of projects in that topic in that area, e.g. 33% of projects about sports are in Kilburn and Kensal

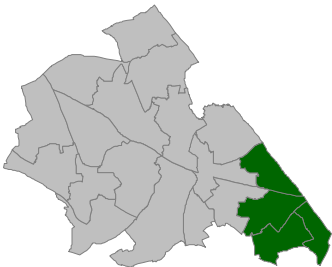


# Kilburn and Kensal

Page 32

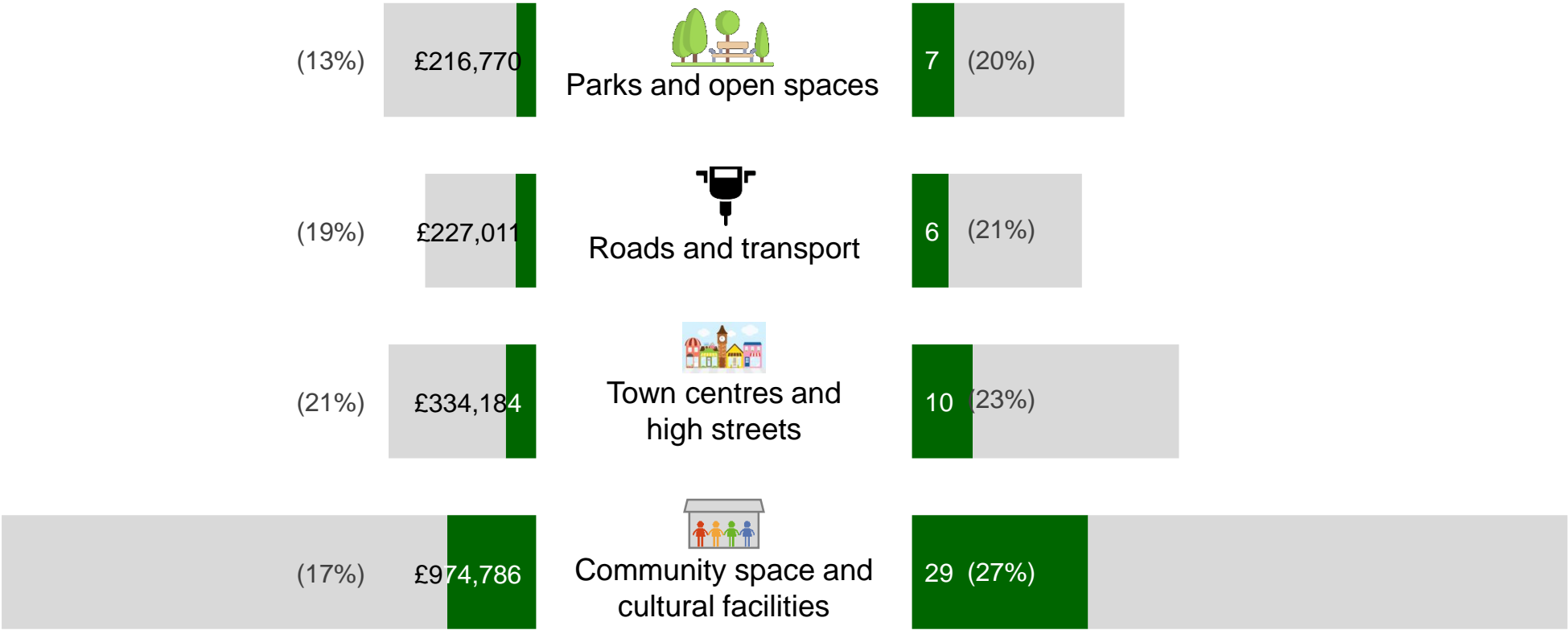


The pie chart shows the proportion of projects with that outcome.  
e.g. 25% of projects with the outcome “improved community space and/or reduction in crime” are in Kilburn and Kensal

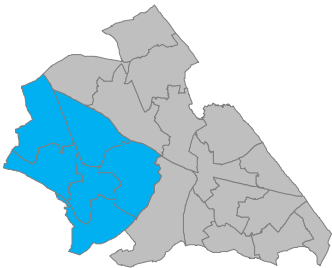


# Kilburn and Kensal

Page 33

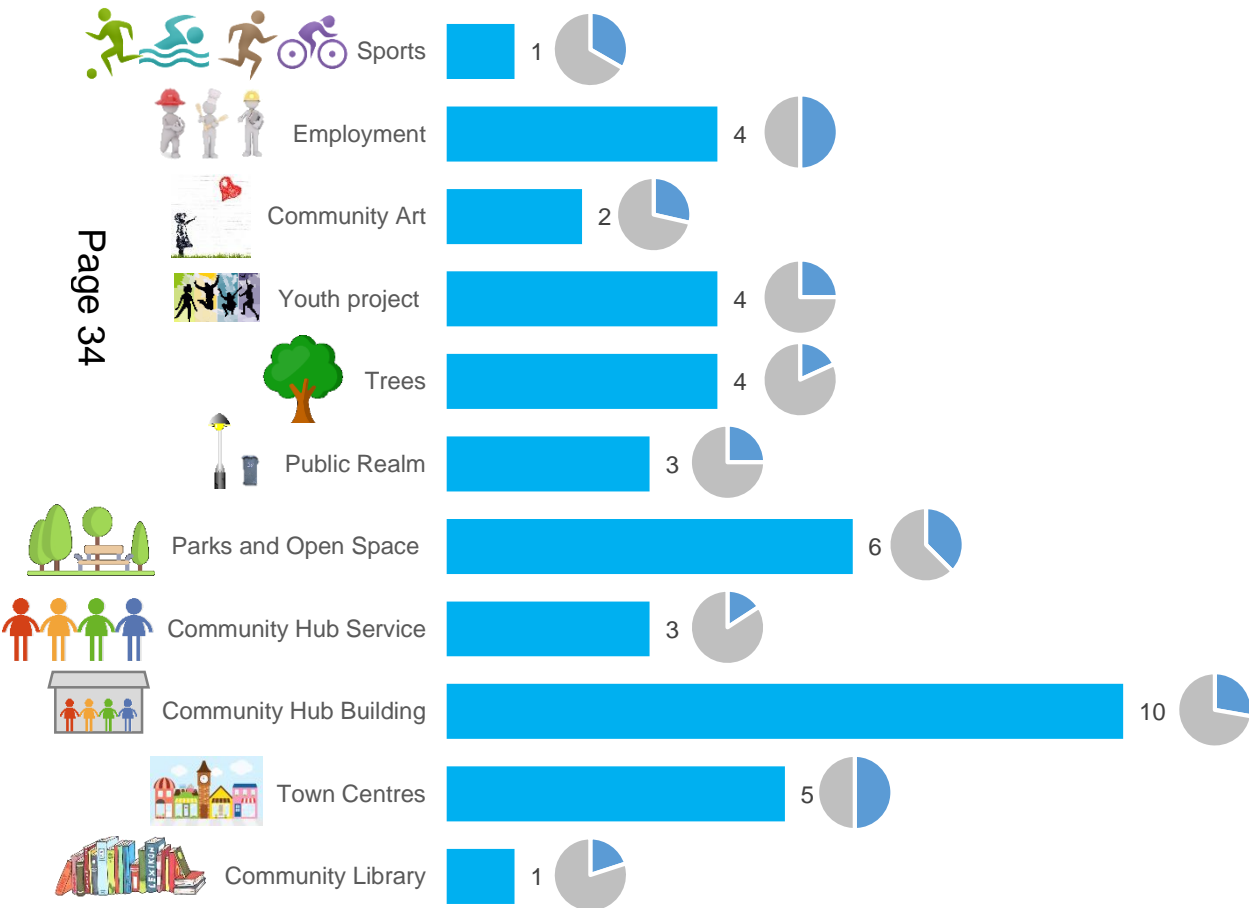


The chart shows the total project spend by priority area and the number and percentage that were based in Kilburn and Kensal  
NB: Projects may fall into more than one priority area

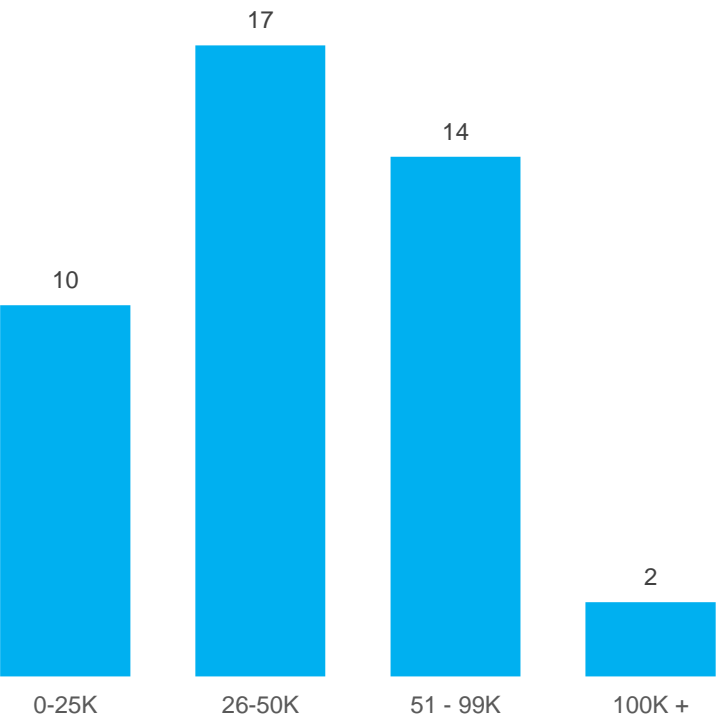


# Wembley

Projects funded by topic

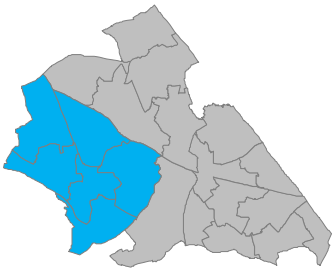


Projects funded by value

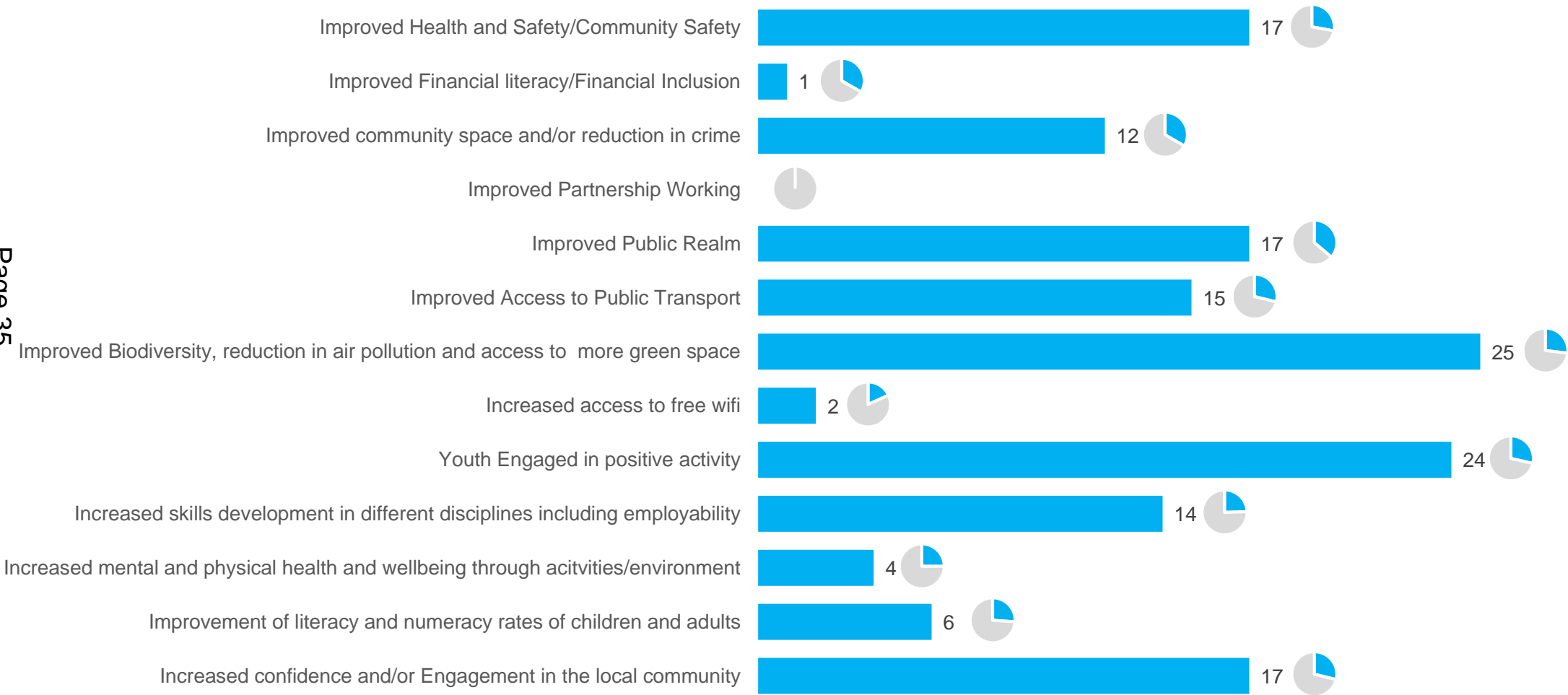


The pie chart shows the proportion of projects in that topic in that area, e.g. 50% of projects about town centres are in Wembley

# Wembley

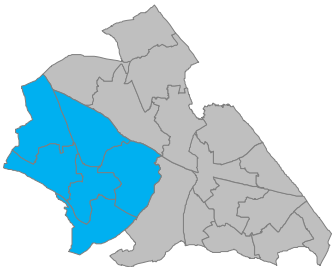


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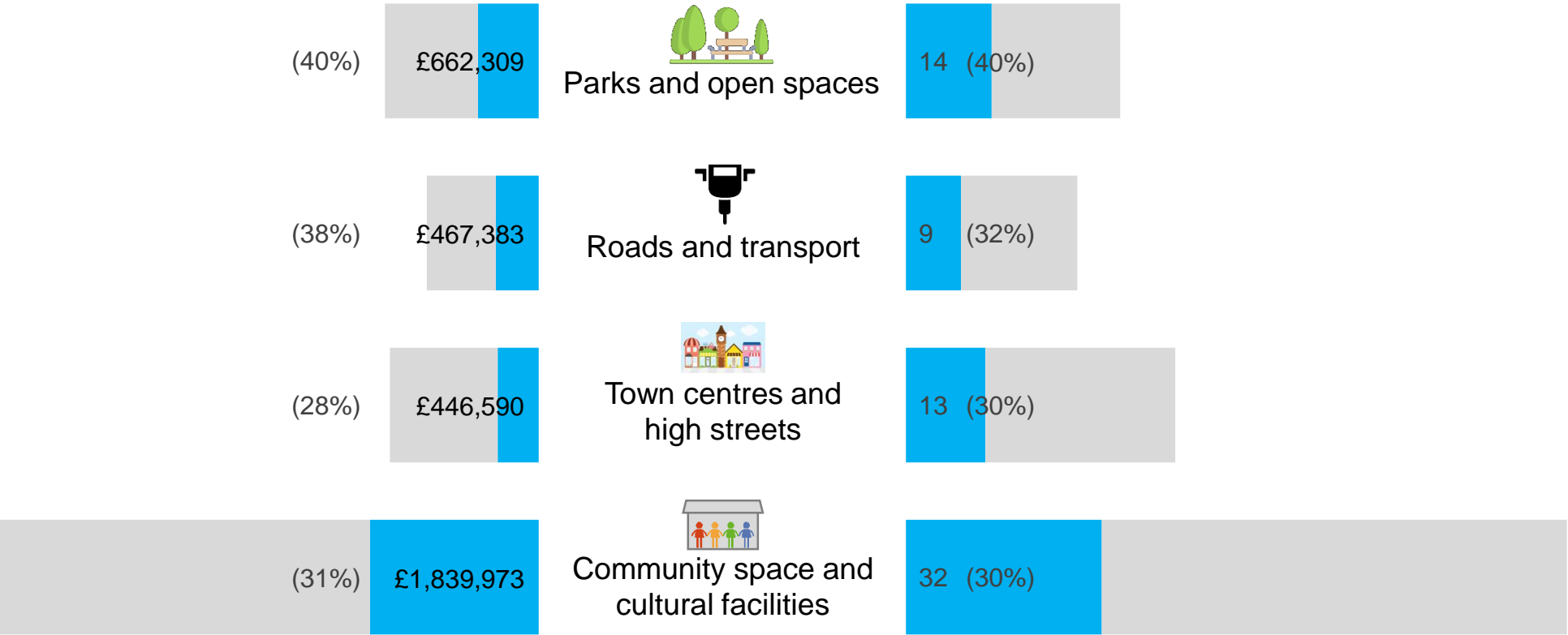


The pie chart shows the proportion of that outcome in that area.  
e.g. 25% of projects with the outcome “increased skills development in different disciplines including young employability are in Wembley

# Wembley



Page 36

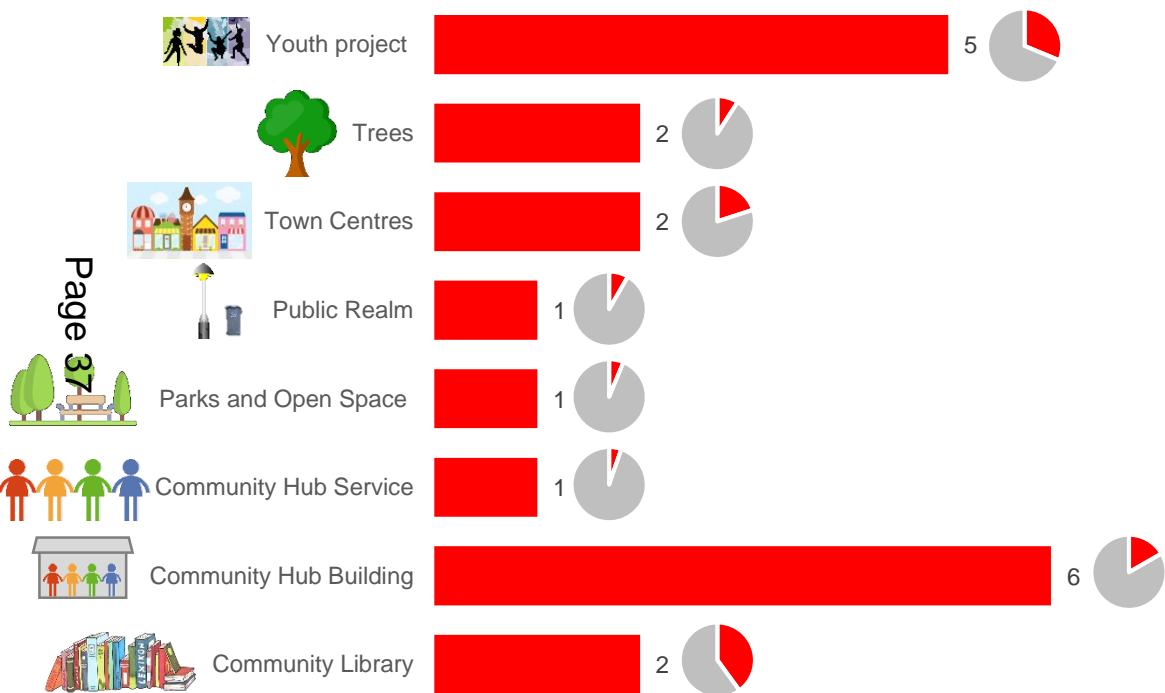


The chart shows the total project spend by priority area and the number and percentage that were based in Wembley  
NB: Projects may fall into more than one priority area

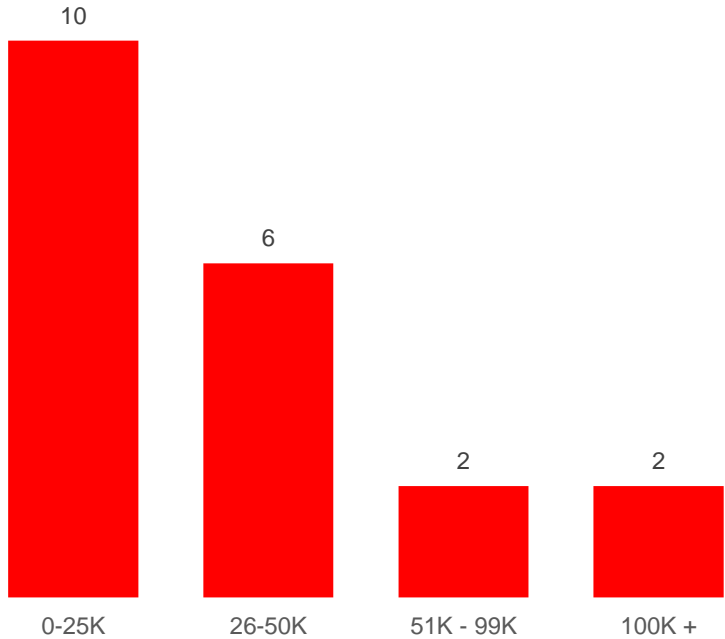


# Harlesden

Projects funded by topic



Projects funded by value

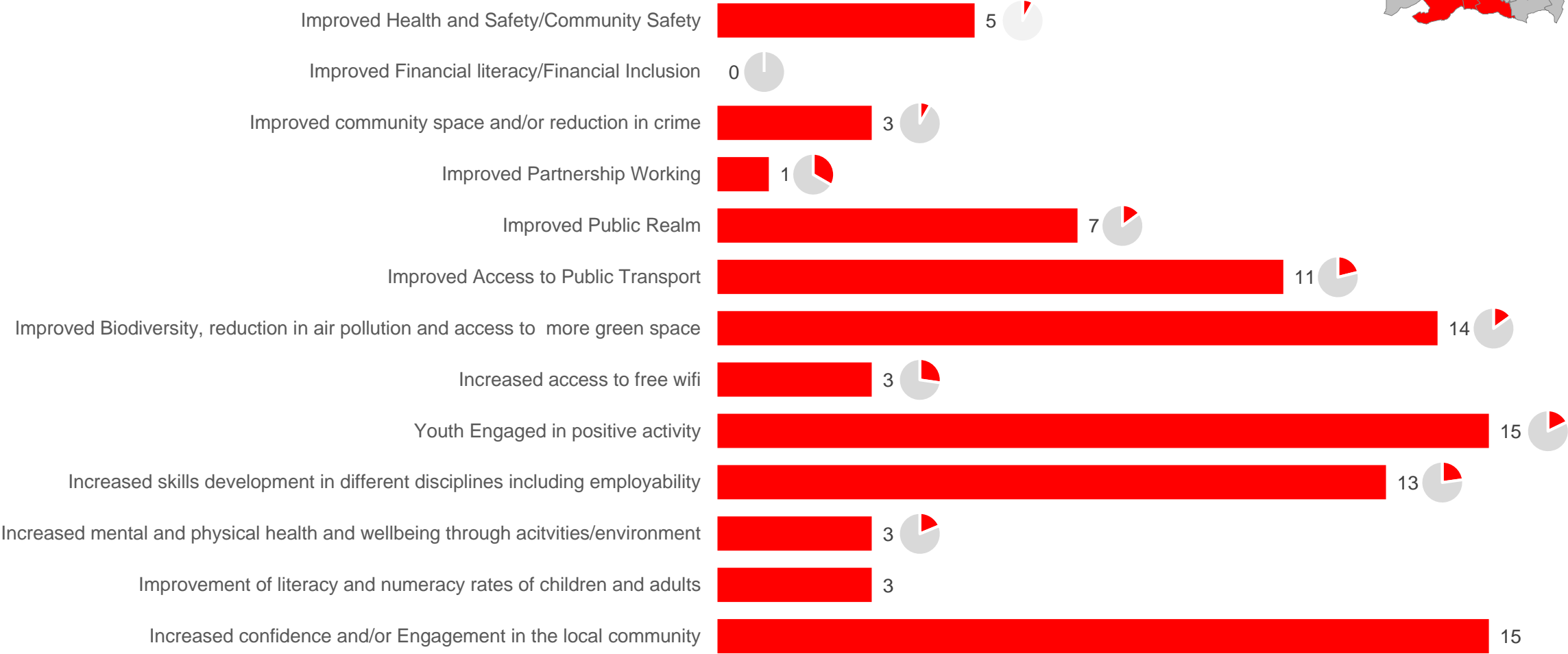


The pie chart shows the proportion of projects in that topic in that area, e.g. 33% of projects about community libraries are in Harlesden



# Harlesden

Page 38



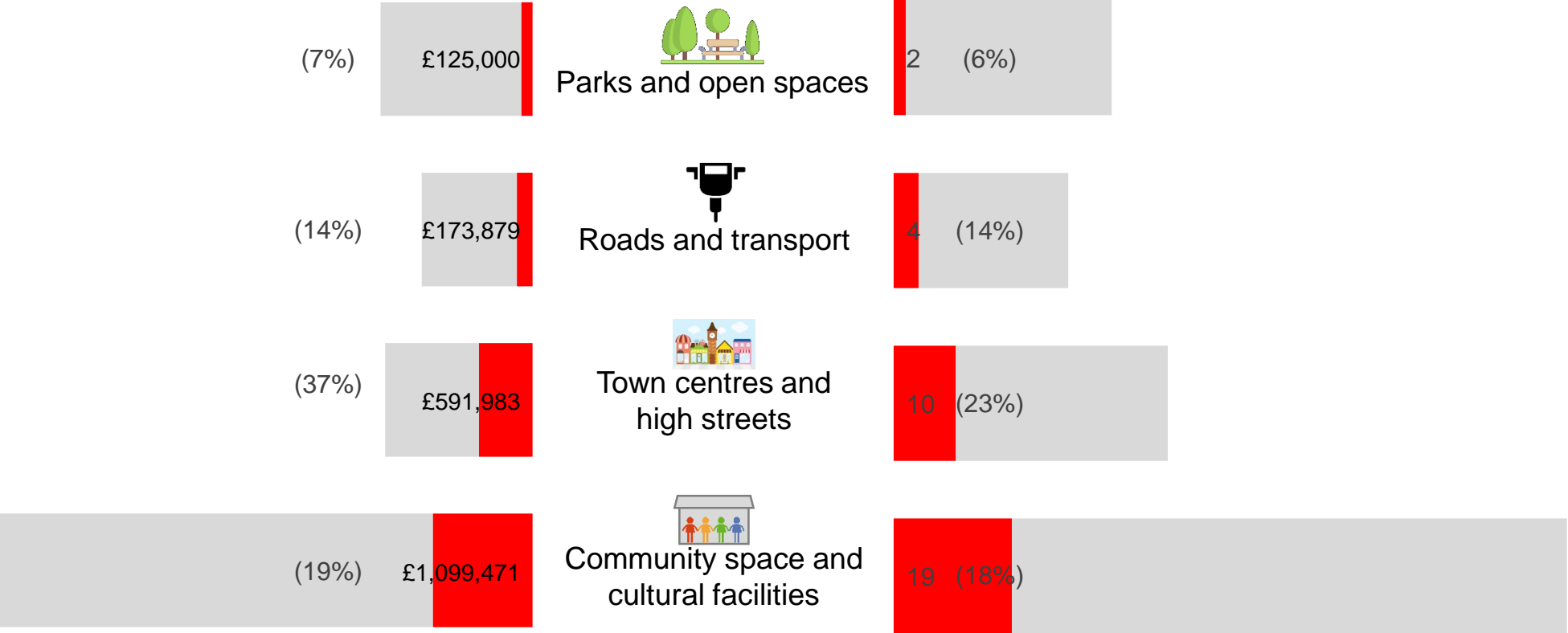
The pie chart shows the proportion of projects with that outcome.  
e.g. 25% of projects with the outcome “increased confidence and/or engagement in the local community” are in Harlesden



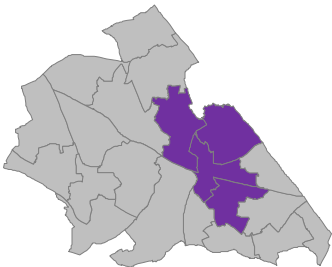
# Harlesden



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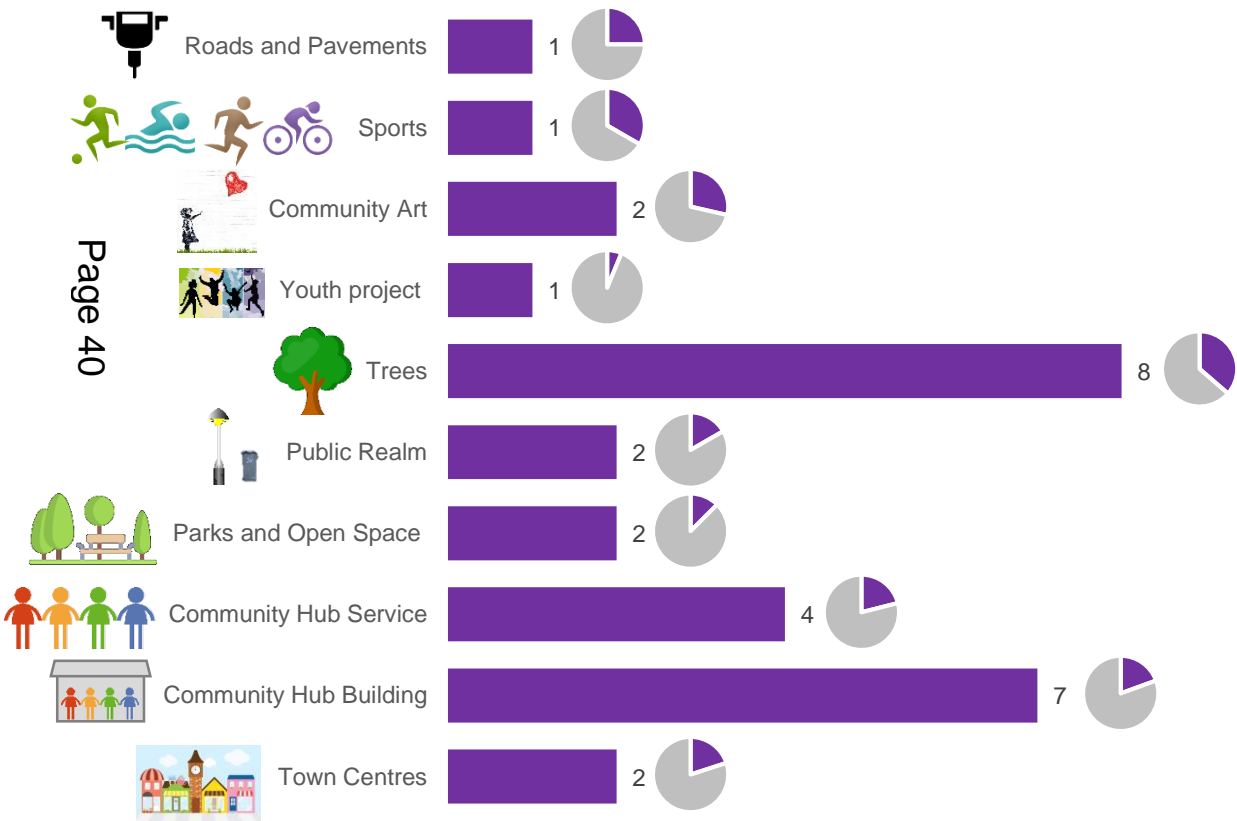


The chart shows the total project spend by priority area and the number and percentage that were based in Harlesden  
NB: Projects may fall into more than one priority area

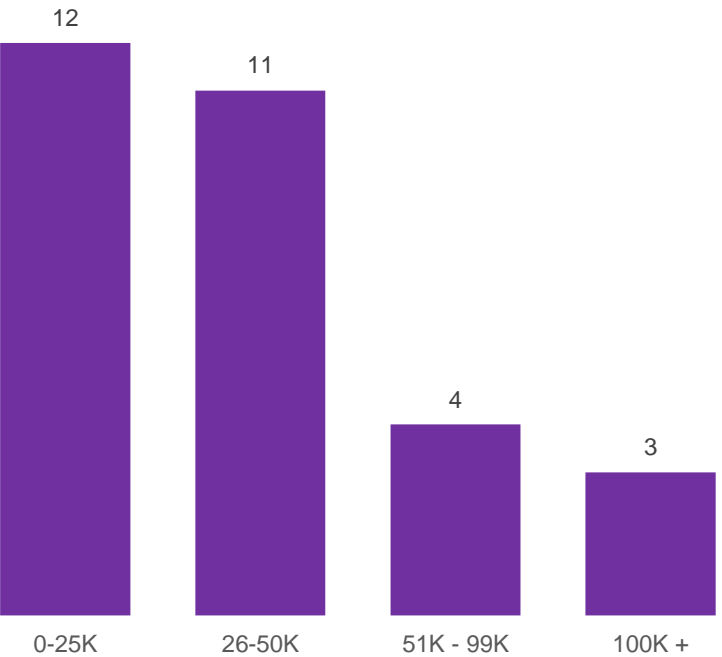


# Willesden

Projects funded by topic

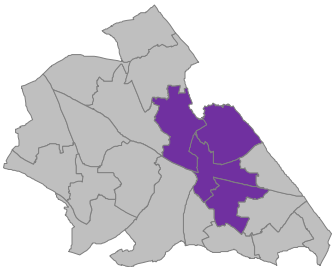


Projects funded by value

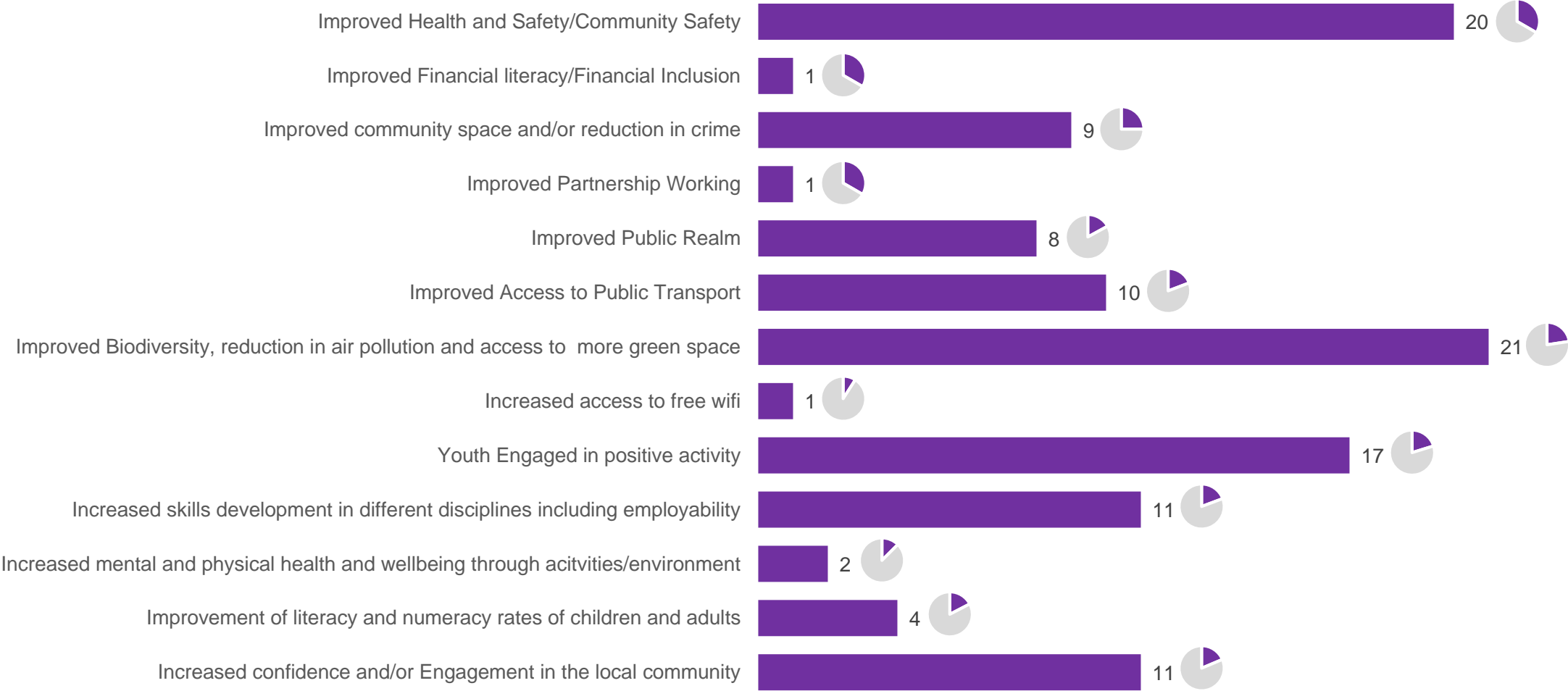


The pie chart shows the proportion of projects in that topic in that area, e.g. 25% of projects about roads and pavements are in Willesden

# Willesden

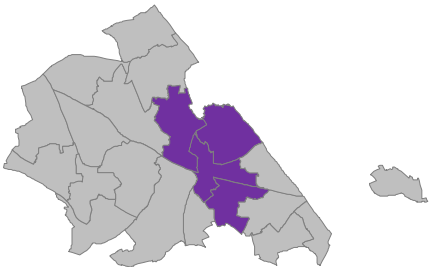


Page 41

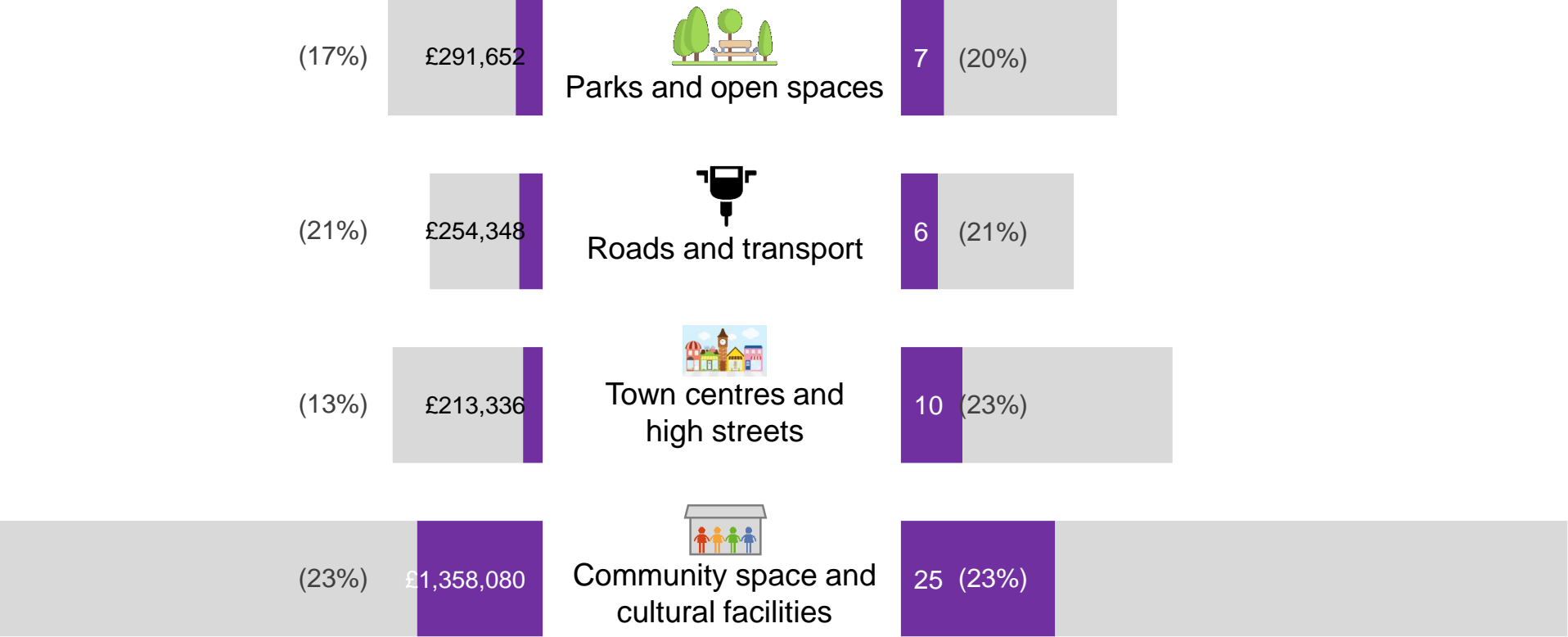


The pie chart shows the proportion of projects with that outcome.  
e.g. 25% of projects with outcome “improved community space and/or reduction in crime” are in Willesden

# Willesden



Page 42



The chart shows the total project spend by priority area and the number and percentage that were based in Willesden  
NB: Projects may fall into more than one priority area



# Multi

Projects funded by topic



LBOC



1



Employment



3



Youth project



3



Public Realm



2



Community Hub Service



8



Community Hub Building



5



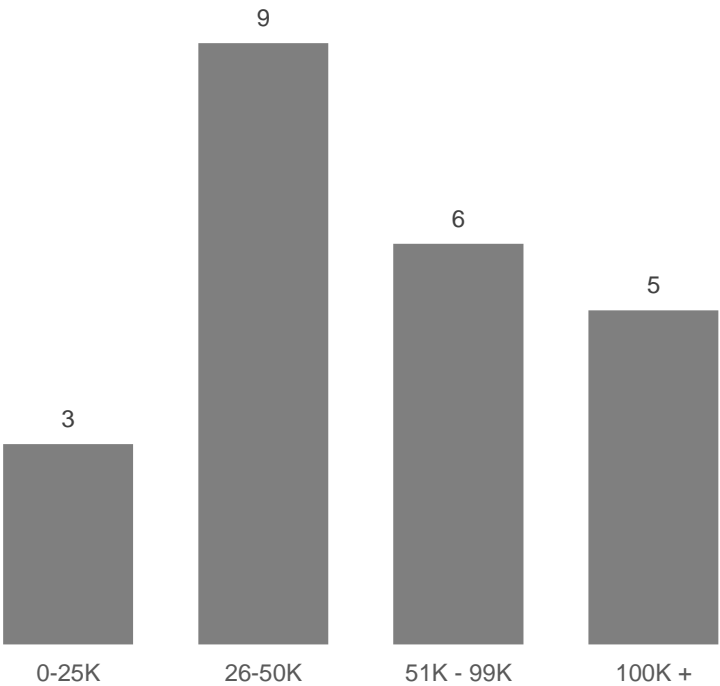
Town Centres



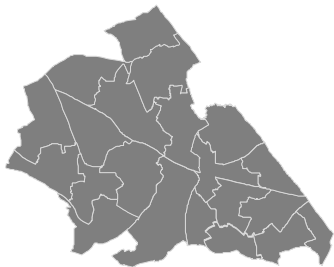
1



Projects funded by value



The pie chart shows the proportion of projects in that topic in that area, e.g. 33% of projects about employment are in multiple areas



# Across all areas





# Overall responses

## Top priorities



Parks and green spaces



Crime and antisocial behaviour



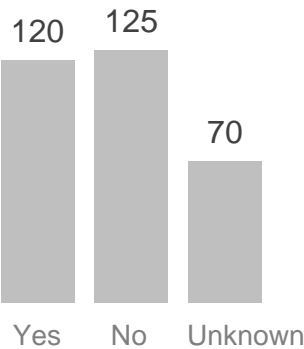
Education and employment



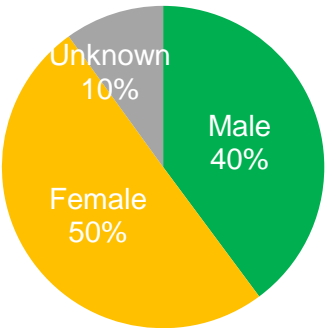
Physical and mental health

Page 45

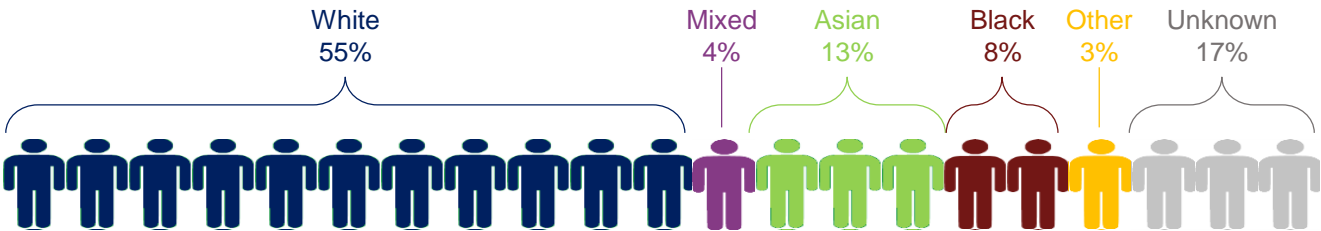
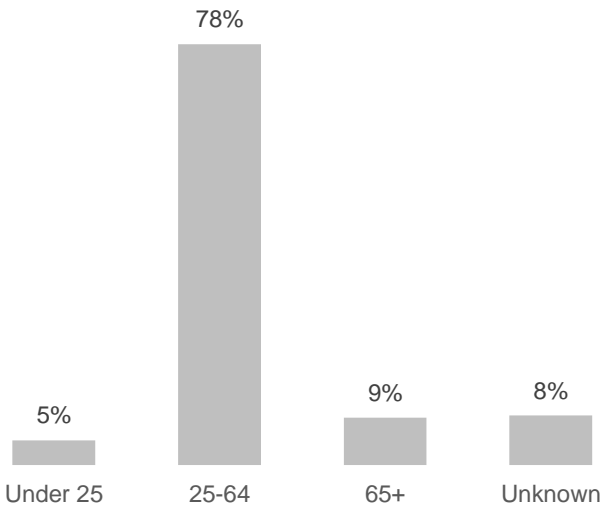
Were you aware of NCIL prior to this consultation?

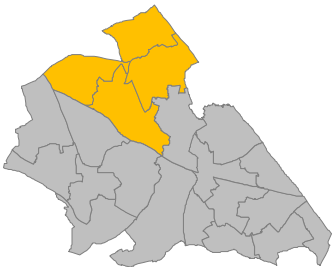


## Respondent profile



7% have a disability





# Kingsbury and Kenton

## Top priorities



Parks and green spaces



Crime and antisocial behaviour



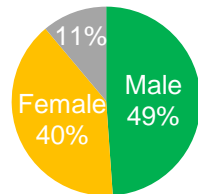
Education and employment

Page 46

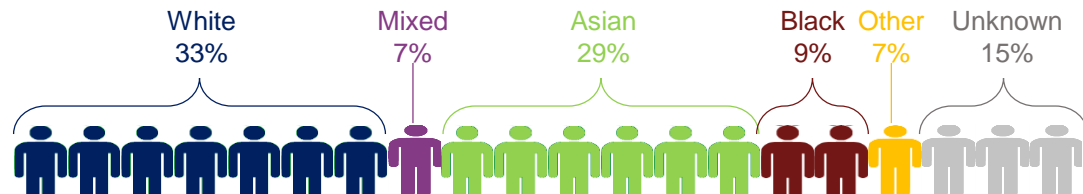
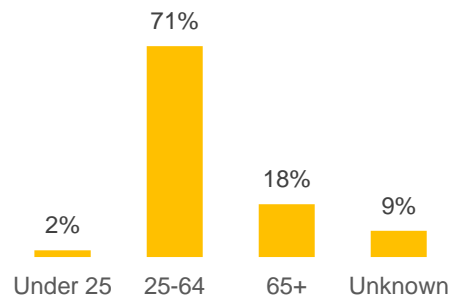


Community and culture

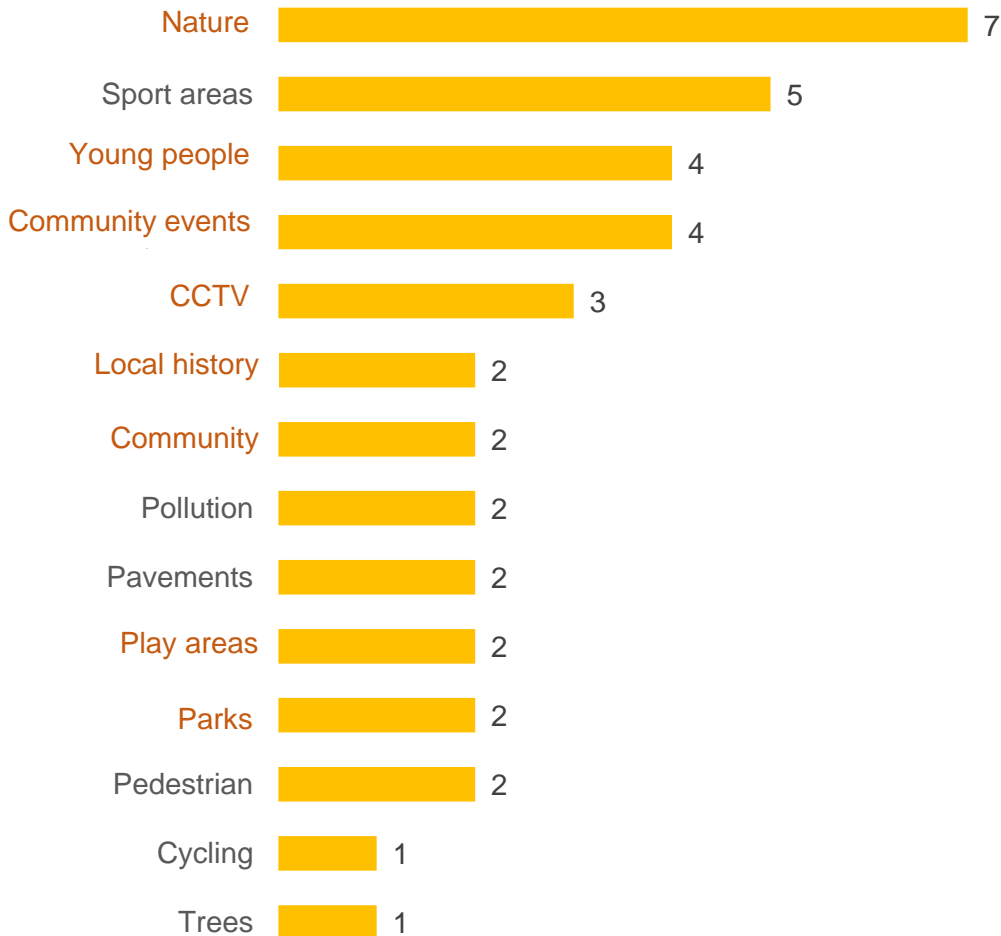
## Respondent profile



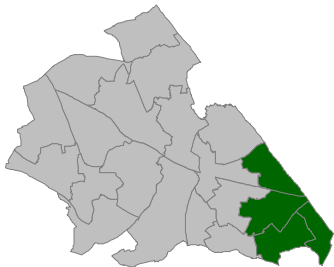
4%  
have a  
disability



## Projects themes







# Kilburn

## Top priorities



Climate change and ecology



Parks and green spaces



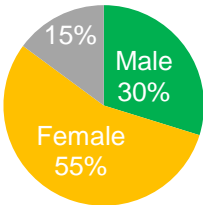
Town centres and high streets



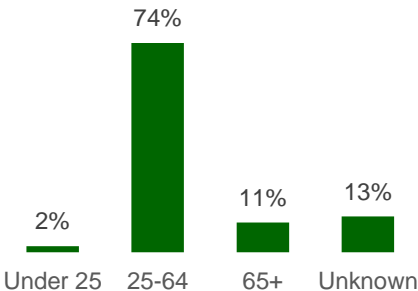
Physical and mental health

Page 47

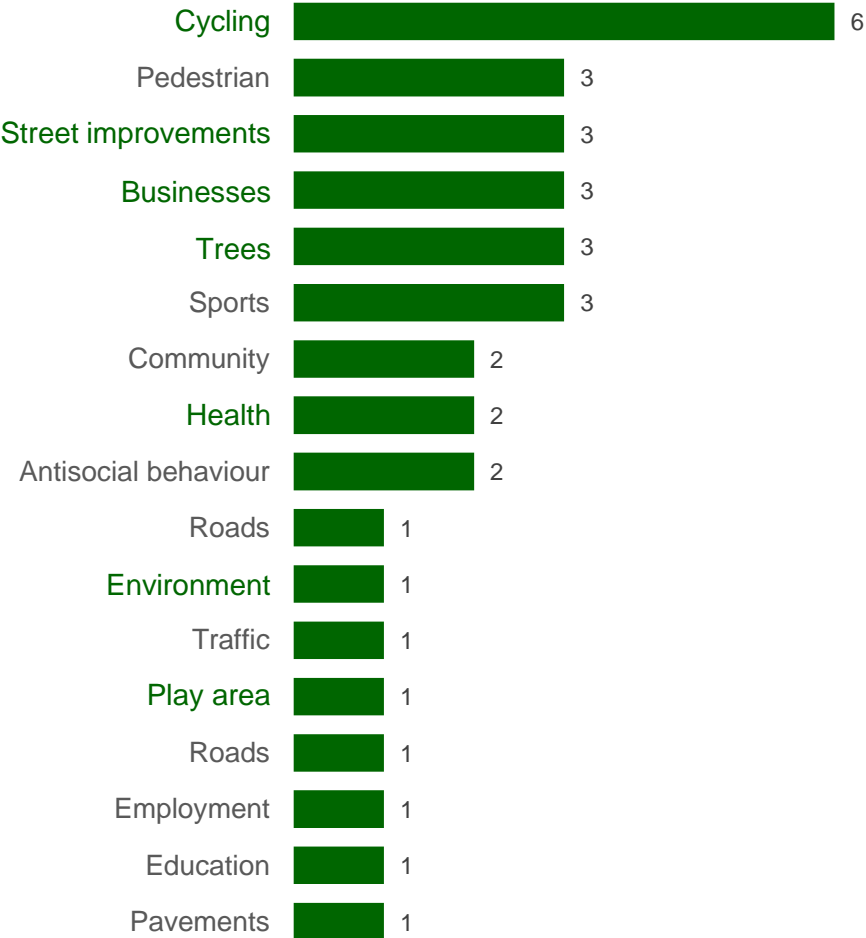
## Respondent profile



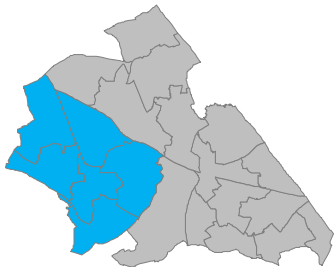
6%  
have a  
disability



## Projects themes



# Wembley



## Top priorities



Parks and green spaces



Crime and antisocial behaviour



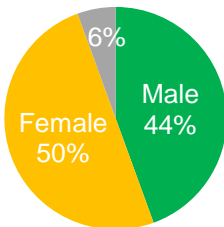
Education and employment



Physical and mental health

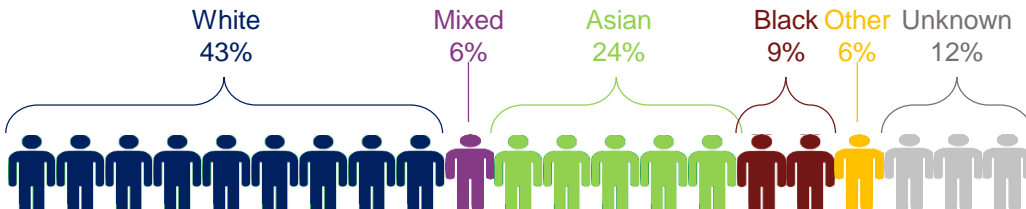
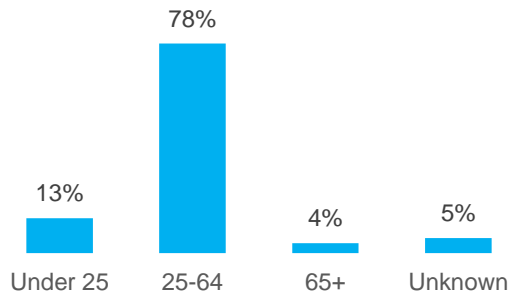
Page 48

## Respondent profile

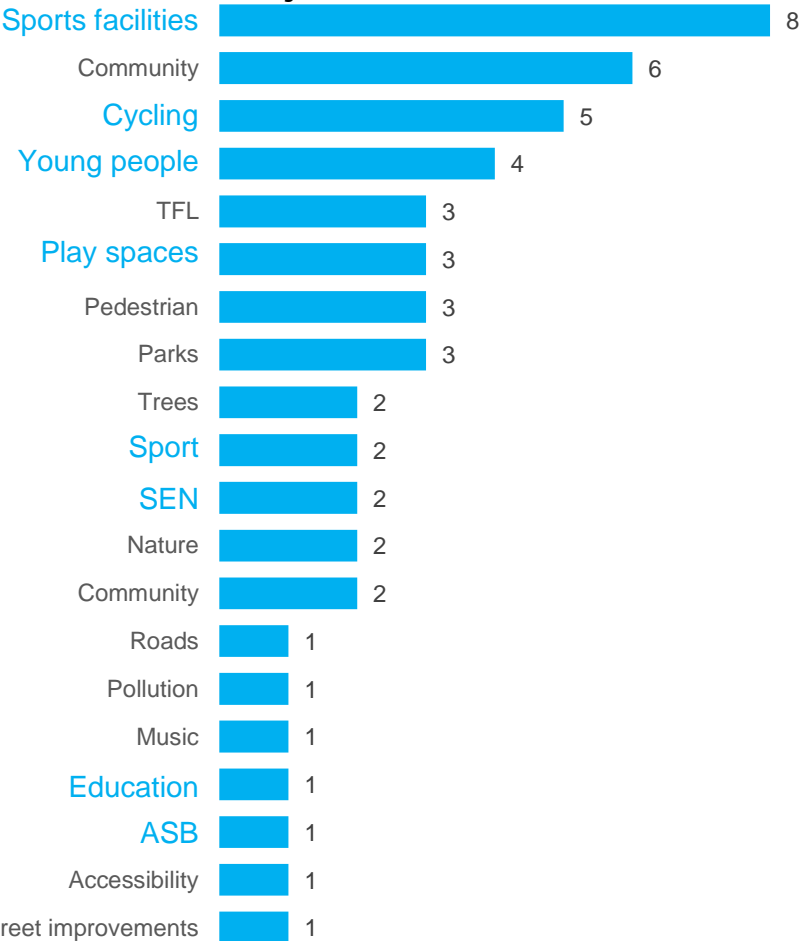


6%

have a disability



## Projects themes





# Harlesden

## Top priorities



Parks and green spaces



Education and employment



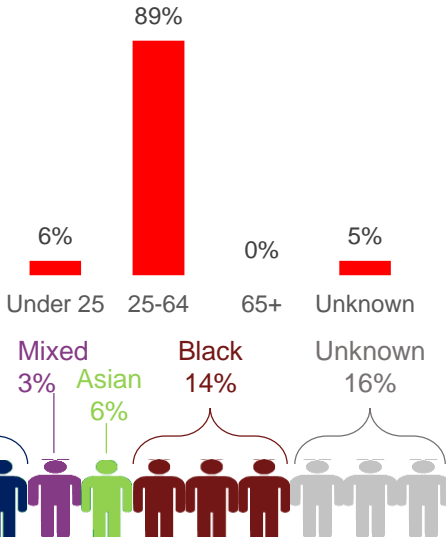
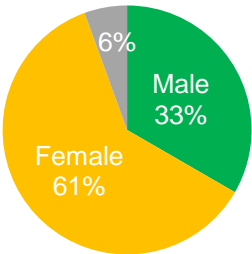
Crime and antisocial behaviour



Town centres and high streets

Page 49

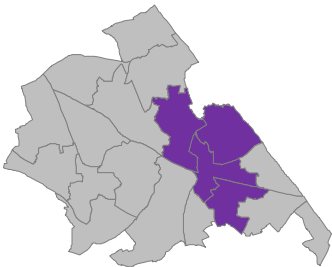
## Respondent profile



## Projects themes



# Willesden



## Top priorities



Parks and green spaces



Crime and antisocial behaviour



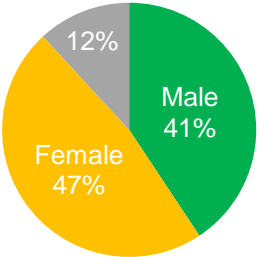
Climate change and ecology



Physical and mental health

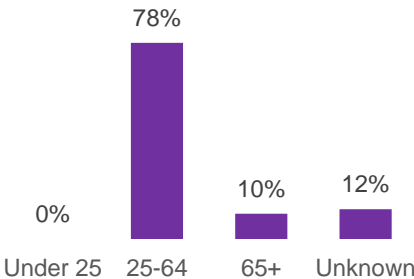
Page 50

## Respondent profile

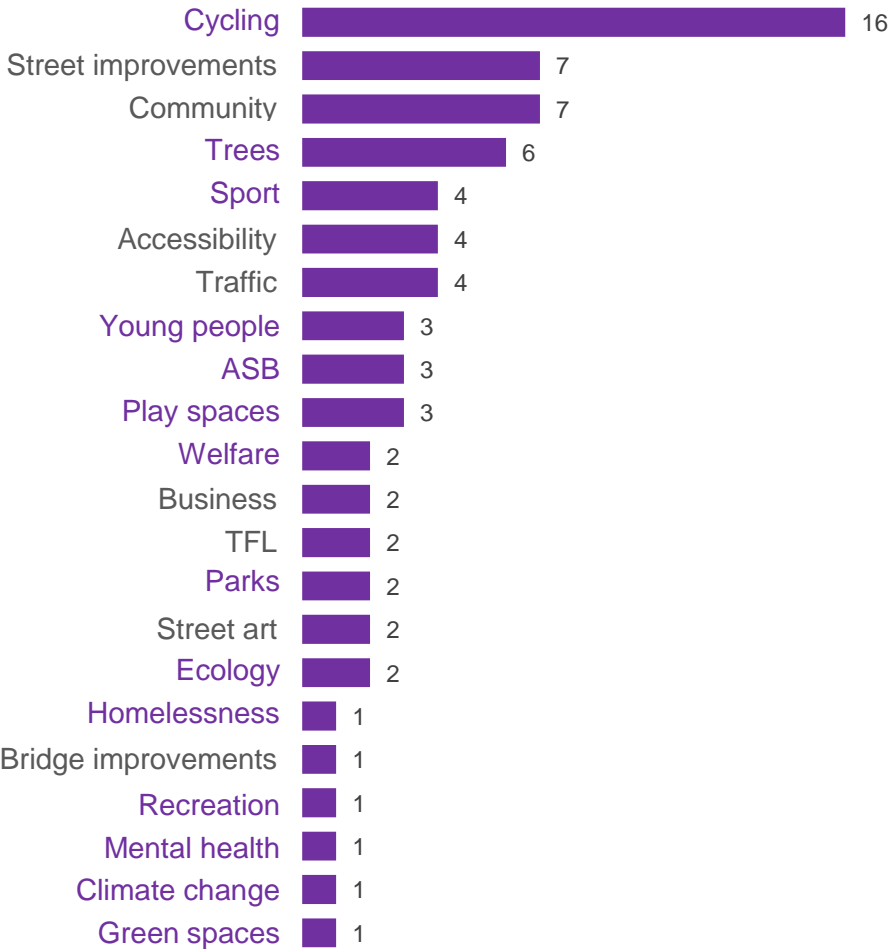


14%

have a disability



## Projects themes





# Examples of project ideas



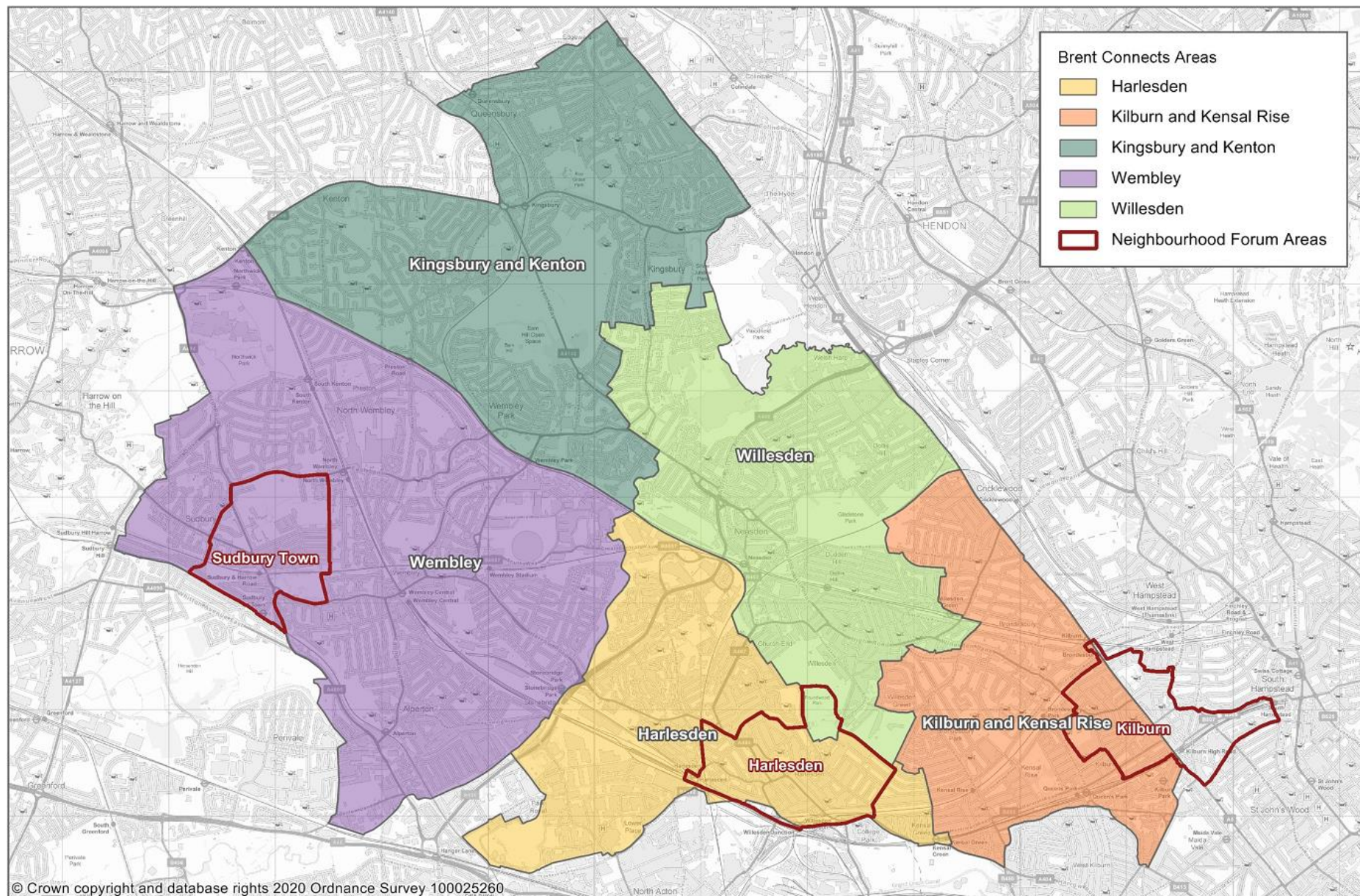
# Notes

Some results were omitted from ranking the neighbourhood priorities however their responses to other questions were included. The omitted results are listed in the table below:

Reason for omission	Number of responses
Non Brent resident	2
Technical error experienced by respondent	2
Respondent wished for ranking to not be included	1
Duplicate entry	1
Resubmitted responses after 22 Jan*	2


\*Between 16 December to 22 January participants in the consultation exercise were asked participants to rank their priorities from 1-9. However, some participants raised a concern that there was a potential lack of clarity around 1 being the highest priority. From 22 January to 5 February, a change was made to wording of this question to make it clearer number 1 was the highest priority. An email was sent out to all respondents stating this and they were invited to change their response, 2 of which did and their original response was substituted with their updated response.





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 <b>Brent</b>	<b>Cabinet</b> 17 August 2020
	<b>Report from the Strategic Director of Regeneration and Environment</b>
<b>South Kilburn Regeneration Programme</b>	

<b>Wards Affected:</b>	Kilburn
<b>Key or Non-Key Decision:</b>	Non-Key
<b>Open or Part/Fully Exempt:</b>	Open
<b>Appendices:</b>	<b>Appendix 1:</b> Progression Photos
<b>Background Papers:</b>	None.
<b>Contact Officer(s):</b>	Emma Sweeney Programme Manager Estates Regeneration emma.sweeney@brent.gov.uk Tel: 020 8937 1650

## 1.0 Summary

- 1.1. This report updates Cabinet of the progress of the South Kilburn Regeneration Programme. It specifically summarises the last 2 years and sets out a high-level summary of current projects and expected progress for the coming year.

It also proposes the serving of Initial Demolition notices on the secure tenants living in William Dunbar House and William Saville House to suspend their Right to Buy. These are the only remaining blocks identified for demolition without Initial Demolition notices and there are a series of legal processes required to do this.

- 1.2. It sets out the delivery options for the remainder of the programme and how this can be implemented for the next phase.

## 2.0 Recommendations

Cabinet are asked to agree for recommendations as below:

- 2.1 Note the progress made to date in delivering the South Kilburn Regeneration Programme.
- 2.2 Authorise the Strategic Director of Regeneration & Environment to serve the Initial Demolition notices to suspend the secure tenants Right to Buy in relation to premises contained within William Dunbar and William Saville and to serve the Final Demolition notice on the Council's secure tenants once the date for demolition is known, as per previous phases. This will

be conducted in consultation with residents and further details on this process can be found in section 3.8.

- 2.3 Authorise the Strategic Director of Regeneration & Environment to apply to the Secretary of State for authorisation to extend the period of suspension if the initial notices referred to in paragraph 2.2 expire.
- 2.4 Note the following schemes collectively referred to as the Sites are scheduled to be brought forward, and the recommendations in 2.5, 2.6, 2.7 and 2.8 are in relation to these:
- Neville, Winterleys, Carlton House & Carlton Hall
  - Carlton & Granville
  - Hereford & Exeter
  - Craik, Crone, Zangwill,
  - Austen & Blake
  - Masefield, Wordsworth & Dickens
- 2.5 Delegate to the Strategic Director of Regeneration & Environment, in consultation with the Cabinet Member for Regeneration, Property & Planning, authority to award consultants, development or construction contracts in respect of the Sites listed above using the procurement approach set out within section 3 of this report for the reasons detailed in paragraph 3.9.  
Note the preference for these contracts is to tender via a framework.
- 2.6 Delegate authority to the Strategic Director of Regeneration & Environment, in consultation with the Cabinet Member for Regeneration, Property & Planning to appropriate the Sites for planning purposes pursuant to section 122 of the Local Government Act 1972 and to override third party rights and interests in the Sites pursuant to section 203 of the Housing and Planning Act 2016.
- 2.7 Delegate authority to the Strategic Director of Regeneration & Environment in consultation with the Cabinet Member for Regeneration, Property & Planning to undertake consultation with members of the public who may be affected by the appropriation undertaken in accordance with 2.6 above.
- 2.8 Delegate authority to the Strategic Director of Regeneration & Environment to seek permission from the Secretary of State to serve Ground 10a notices and to appropriate the Sites for Planning Purposes pursuant to section 19 of the Housing Act 1985 so that the Sites no longer remain in the Housing Revenue Account.
- 2.9 To agree that future developments within the programme deliver social housing that will be managed by Brent Council in the first instance, and that delivery routes as set out in section 3.9 of this report are assessed on a scheme by scheme basis.

### **3.0 Detail**

Given the passage of time since the previous Cabinet update report in March 2016 and the successful ballot outcome in October 2019, it is timely

to provide Members with an overall update on the South Kilburn Regeneration Programme. It is also opportune to seek authority in regards to demolition notices and the appropriation of the sites for planning purposes.

### **3.1 Residents Ballot**

3.1.1 As required by the GLA, the Council has completed a residents ballot asking each eligible resident if they support the continuation of the South Kilburn regeneration. The ballot was open 20<sup>th</sup> September 2019 to 14<sup>th</sup> October 2019.

3.1.2 A comprehensive communications and engagement plan was developed to map an intensive programme of activities in the lead up to, during and after the ballot. In addition to using the ballot process to demonstrate resident support, additional objectives included further developing the community involvement in the regeneration scheme and raising the profile of Brent as an innovative council leading the way in resident-led redevelopment. Resident engagement was the priority throughout the ballot process and over 200 officer hours door knocking on the estate by officers and Councillors resulted in this engagement:

- a quarter of all eligible residents attended at least one information event or drop in session
- 1,946 additional visits to [brent.gov.uk/southkilburn](http://brent.gov.uk/southkilburn) (178% increase in traffic)
- 278 hours of video views on Facebook
- 458 Facebook reactions, shares and comments

3.1.3 Of the 936 eligible residents 845 were spoken to either at the doorstep, on the phone or visited one of the drop in events. 676 residents voted, 84% voted in favour.

3.1.4 Brent's approach is seen as an exemplar of good practice. A number of other local authorities have been in contact with officers and members seeking guidance on how to run an effective ballot.

### **3.2 Housing Allocation Policy**

3.2.1 Following an extensive consultation with tenants in July 2018, the Council agreed some changes to the housing allocations policy that impacted on the South Kilburn Regeneration Programme. In particular the amended Local Lettings Policy "to give priority to accepted homeless households living in Temporary Accommodation on an estate that is being regenerated, for an allocation of social housing that becomes available on the same estate".

3.2.2 This amendment gave households in Temporary Accommodation on the estate a right to an offer of secure social housing on the estate, this now means residents in temporary accommodation have the same guarantee of housing as existing secure tenants on the estate as detailed in the Landlord Offer. This change has increased the number of social homes required within the South Kilburn Regeneration Programme by 226.

- 3.2.3 There were additional changes to the policy which affect South Kilburn, specifically the Council's Housing Offer for Displaced Tenants and Leaseholders in Regeneration Schemes. These changes will not have additional cost implications to the South Kilburn Regeneration Programme.

### 3.3 South Kilburn Tenants

Currently, there are approximately 600 further secure tenant households to be moved plus 200 households in temporary accommodation. This figure includes a number of households where we envisage that there will be a "split" whereby the household occupants are offered two or more (in a few cases) tenancies due to the tenants needs following needs assessment.

### 3.4 High-level review of recent completed schemes and details of current projects

- 3.4.1 A number of recent projects have been delivered. A summary of recent achievements is listed below. To date 1073 new homes have been delivered with 60% (639) new homes having been made available for existing secure tenants of South Kilburn.

#### 3.4.2 Projects completed in recent years:

- **Kilburn Quarter (Network Homes):** 229 new homes, 103 were affordable (social rent) and 5 shared equity (for South Kilburn leaseholders), the remainder were private sales;
- **Queens Park Place (Bouygues & L&Q)** 144 new homes; 28 were affordable (social rent) plus the Marks & Spencer Food Store;
- **Wood House Urban Park** – award winning and much used new park
- **Phase 1 of the Granville Enterprise Hub and Community Space** which opened in 2018 and provides workspace for South Kilburn entrepreneurs, start-up businesses and makers/artists as well as providing new accessible community space for the local residents and organisations at significantly reduced hire rates.

- 3.4.3 The Council, with our developer and Housing Association partners have secured recognition in the industry through a number of nominations and awards. These awards help to raise the profile of the Council, and the South Kilburn Regeneration Programme. This in turn secures a high level of interest from developers and consultants and peers within the wider regeneration arena, including the GLA. The most notable awards achieved in recent times include:

- The New London Architecture (NLA) Public Housing: a London renaissance, a research report investigating the future of public housing delivery in the capital. Exemplar projects where showcased in a special publication, distributed to key policy makers, the NLA network, visiting delegations and Londoners.

Projects featured (NWCC, Ely Court, Gloucester and Durham, Bronte and Fielding) - 2019

- Kilburn Quarter - RESI awards 2018 – joint winner for Development of the Year
- Woodhouse Urban Park - New London Architecture Award Built Winner (Public Space 2017), RICS, Highly Commended 2017, BALI Regional, National, Principal Award 2016 (Regeneration), BALI Regional, National 2016 (Community Schools and Development)
- The Peel Development Site won the Place West London Awards 2017 Future Project award
- Ely Court - one of five finalist in the EU Mies Award 2017
- Queens Park/Cullen House 2016 New London Awards (Mixed Use) – unbuilt
- Ely Court – RIBA Regional and National Awards 2016 and Housing Design Awards 2016
- Cambridge and Wells Court – Housing Design Awards 2016
- Carlton & Granville New London Architecture Award Winner Mixed Use Unbuilt 2019 and New London Architecture Award Winner Community Prize 2019

3.4.4 Neighbourhood CIL (NCIL). The team have worked with the community to implement two successful NCIL projects; an art project led by a local artist, and a youth film project. These projects have involved young people in the arts field, and in the regeneration of the area in which they live. NCIL grants have also contributed to the new community space at the Carlton and Granville, applied for by the South Kilburn Trust.

3.4.5 Housing Infrastructure Fund (HIF) - This is a government capital grant programme to help unlock new homes in areas with the greatest housing demand. The Council received an allocation of c£10m towards (i) a new estate road to re-connect cul-de-sacs to encourage vehicle connection through the estate, and to give a greater emphasis to pedestrians and encouraging cyclists; (ii) towards the acquisition costs of buying out the storage business Blue Box to secure vacant possession of Hereford and Exeter and (iii) towards the implementation of the Queens Park Cullen scheme.

3.4.6 HS2 – works will begin at some point on the proposed ventilation shaft at Canterbury Works, Kilburn. Discussions are ongoing with HS2 about timescales and adjustments to the road network to facilitate construction traffic and minimising impact on our own redevelopment sites.

### 3.5 **Live schemes**

Current live schemes and their status as at 1st quarter 2020/21 is below.

- 3.5.1 **Gloucester & Durham** – The Council has purchased this property of 235 units from Telford Homes PLC, meaning that all of the new homes will be for social rent and will be managed by the Council as part of its own housing stock. The scheme will also provide a basement car park, relocation and improvement of the public open space and play area, and a District Energy Centre. Progress on the site is well underway, with practical completion expected in 2 phases in 2020 and 2021. Involvement of Housing Officers has begun to ensure the Council are prepared to manage this asset.
- 3.5.2 **Peel** – Countryside and the Housing Association, Home Group, are the development partners for this site. The Peel development, at the heart of the South Kilburn estate, will deliver 308 homes. There are 85 proposed as shared ownership, 42 social rent homes, a Health & Wellbeing Hub featuring a health centre and gym, community/enterprise space, shops and a new market square. The development has a strong social value offer. The first phase of work has started on site with further phases planned to commence in 2020. The second phases received planning approval in May 2020. Engagement with the NHS Clinical Commissioning Group to resolve the future of the medical centre is ongoing; officers hope to conclude this with a legal agreement between the parties in the coming months. Cabinet agreement for capital funding to help implement the medical centre was secured in April 2020.
- 3.5.3 **Queens Park/Cullen House** - The redevelopment of the 3 sites (Falcon Public House, Keniston Press, Premier House and car park), south of Queens Park station was granted planning consent in 2012. It will see 137 new homes delivered, consisting of 98 private and 39 social rent for South Kilburn residents, new offices for TfL (who will move from their existing building), retail/commercial space.

The Council entered into a Limited Liability Partnership with LondonNewcastle to progress with the scheme. However, in October 2019 Cabinet agreed to terminate the agreement and exercise the option to purchase the Falcon pub.

Discussions about the future of the site are continuing.

- 3.5.4 **Chippenham Gardens** – Higgins PLC, are the development partner working with Octavia Housing Association for this scheme to provide 52 new homes, of which 22 will be social rent for existing South Kilburn tenants. There will also be highway improvements and an improved public square (adopted highway land). Early works on site have commenced.
- 3.6 **Upcoming Schemes.**
- 3.6.1 **Hereford & Exeter** – the redevelopment of this site will be submitted to planning in Autumn 2020. KCA are the appointed design team. The aim is to provide 230 new homes, a 1500m<sup>2</sup> public park and potentially a retail unit (subject to planning approval). The proportion of social rented homes is targeted at 50%.

The next stage for this project is to procure a delivery partner/contractor via a framework.

- 3.6.2 **Neville, Winterleys and Carlton House and Carlton (NWCC)** – The redevelopment of the site aims to deliver, 219 new homes of which 112 are for social rent for existing tenants. The scheme will also deliver highway improvements and an enhanced public realm. The scheme received planning permission in February 2020.

The project is currently out for procurement for a development partner via a framework and a contract aims to be awarded by winter 2020.

- 3.6.3 **Carlton & Granville phase 2** - Phase 1 of this project is finished and the premises is now a successful community and enterprise hub. Phase 2, following the appointment of Adam Khan Architects and considerable public engagement on the design, including a key stakeholders group, has secured planning approval. The proposal is for 18 new Council homes and new community and enterprise space for the South Kilburn Trust, Granville Plus Nursery School, a Children's Centre as well as large community event space and gardens.

The next stage for this project is to procure a contractor via a framework. The aim is to start on site in June 2021.

### 3.7 **Phasing**

Over time the phasing of South Kilburn has evolved. This has been led by tenants' needs and decant suitability to new schemes. The inclusion of the households in temporary accommodation has also meant that some blocks that had already been decanted now have to be decanted again. Residents in the remaining blocks should expect to move in the below order:

- Neville, Winterleys & Carlton House
- Hereford & Exeter
- Masfield & Wordsworth
- Craik
- Crone & Zangwill
- Austen & Blake
- Dickens
- John Ratcliffe
- William Dunbar/Saville

The dates are subject to change as the programme continues to progress, residents may also be offered a move outside of the published timescales. The council is exploring ways to speed up delivery but the current anticipated completion of the South Kilburn Regeneration Programme is 2028-2030.

### 3.8 **Demolition Notices and Suspension of Right to Buy**

- 3.8.1 When required, the Executive/Cabinet has authorised the serving of Initial Demolition notices. The effect of service of these notices is that the secure tenant's Right to Buy is suspended. This is seen as an acceptable approach in regards to estate wide regeneration programmes and is used

extensively by local authorities as it provides certainty as to the number of freehold or leasehold interests to be acquired which then informs the financial modelling.

- 3.8.2 It is good practice and expected that where a leaseholder wishes to sell their property, the Local Authority will negotiate in good faith and acquire that property at market value. Brent has acquired many properties in South Kilburn in this way with a very small number being acquired by reliance on CPO powers.
- 3.8.3 For William Dunbar House and William Saville House it is necessary to serve the Initial Demolition Notice to suspend Right to Buy as these blocks are now included in the Regeneration area following consultation on the refreshed design masterplan and a block vote undertaken in 2016 which voted in favour of inclusion.

### **3.9 Progressing the South Kilburn Masterplan**

#### **Procurement**

- 3.9.1 In the interest of expediting our delivery of housing and the remainder of the South Kilburn masterplan where possible, contracts are procured using a framework. The delegation to authorise the award of consultants, development or construction contracts as set out in recommendation 2.5 will ensure the regeneration team are able to mitigate any need for additional time to seek approvals to cabinet on a scheme by scheme basis.
- 3.9.2 The next schemes to be progressed to construction are:
- Neville, Winterleys, Carlton House & Carlton Hall
  - Carlton & Granville
  - Hereford & Exeter
- 3.9.3 The next schemes to be progressed to design are:
- Craik, Crone, Zangwill,
  - Austen & Blake
  - Masfield, Wordsworth & Dickens

#### **Delivery**

- 3.9.4 In reviewing future phases of the South Kilburn Regeneration Programme and the aspiration to enhance delivery timescales and outputs, there are a number of considerations made on a site by site basis. These have distilled into two delivery options.
- 3.9.5 Option 1 – Developer Partner

This has been the primary delivery route in South Kilburn for a number of schemes. The key factors of this route are set out below:

- Minimal construction risk



- Social Rented units owned and managed by a Housing Association
- Capital receipts in the form of land value and overage received by the Council.
- Often a shared ownership product can be included in this delivery option
- The developer takes significant profit from the private sale homes
- Inclusion of place making and commercial/other uses.

### 3.9.6 Option 2 – Direct Contractor Appointment

This option has been used in the housing delivery programme across the borough and whilst requires ongoing management from officers, it can reap greater rewards and offer the council more flexibility. The key factors of this route are set out below:

- Full construction risk – including unknown ground conditions and appropriation
- Social rented homes retained and managed by Brent Council
- Capital cost to the council (circa £100m per 250-unit scheme)
- Continued rental income stream to the council
- Continue to own the asset
- Greater flexibility with housing tenure and future safeguarding of council assets
- May be more difficult to fund elements that do not produce an income stream in the future
- No land receipt or overage payments

3.9.7 It is proposed that for each future scheme these options are considered and where deliverables are vastly improved from option 1 that option 2 is developed. This option would require considerable capital funding and a separate paper would be brought to cabinet to seek this approval.

### **Brent Housing**

3.9.8 Officers have been exploring the option of Brent retaining social housing in future developments rather than the current contractual arrangement, which encourage Housing Associations to partner with developers and manage the social housing elements.

3.9.9 This would allow Brent to access the housing grant from the GLA and retain housing stock with the potential to increase by the end of the South Kilburn programme. It would also require ongoing input from the Housing Department to ensure that the homes are in line with New Council Housing across the borough.

3.9.10 It is recommended that Cabinet consider these adjustments to the housing management in South Kilburn and that Brent Housing are confirmed as the preferred provider of social housing.

## **4.0 Property comments**

If the current model of delivery continues there are no new implications for Council property, other than the Council will continue to acquire property required to deliver each of the sites within the regeneration programme.

However if the delivery model is changed to involve the Council leading the redevelopments or retaining ownership of the affordable homes, there are considerable resource implications for Property and Housing. In this instance, full financial modelling on the different options will be completed to understand the different financial implications.

## **5.0 Financial Implications**

5.1 The financial strategy for the South Kilburn Regeneration Programme works by creating partnerships with developers and Housing Associations to finance the construction of social and affordable homes, the development of new facilities, commercial spaces and the improvement of public realm while also delivering capital receipts from on-going disposals to support the wider capital programme.

5.2 The capital receipts are reinvested back into the programme, which in turn pays for the rolling regeneration programme that delivers new affordable homes. Since its inception, the South Kilburn Regeneration Programme has generated approximately £70m in capital receipts towards these aims. The schemes that use this delivery model are cost neutral.

Alternative delivery methods:

5.3 There are schemes that have used alternative delivery methods, for example, for Carlton and Granville, Cabinet approved a budget to deliver the scheme via a contractor route. The Gloucester and Durham scheme has involved repurchasing units from the developer that will be retained as housing stock.

5.4 The alternative methods require the Council to fund the construction costs without receiving a capital receipt. There will be additional revenue costs associated with maintaining the housing stock which will also need to be funded. In this option, full financial modelling will include the financial implications including that on resource.

5.5 There are no direct financial impact from this report.

## **6.0 Legal Implications**

6.1 Section 105 of the Housing Act 1985 places a statutory duty upon the Council to enable consultation to take place with its secure tenants on matters of housing management. These arrangements must enable the secure tenants likely to be affected to be informed of the Council's proposals and to make their views known to the Council within a specified period.

6.2 Matters of housing management includes those, which in the opinion of the Council relate to the management, maintenance, improvement or demolition of dwelling-houses let under secure tenancies or the provision of services or amenities in that are likely to affect its secure tenants.

Accordingly prior to making the decision to serve the notices and further notices there must have been consultation with the residents.

- 6.3 An Initial notice under Schedule 5A of the Housing Act 1985 is a notice served on a secure tenant stating that the Landlord intends to demolish the premises.
- 6.4 Whilst the initial notice remains in force the Council will not be obliged to convey the leasehold interest to the secure tenant. It is important to note that the initial notice does not prevent a claim being made to exercise the Right to Buy. The initial notice served must state that there is a right to compensation.
- 6.5 The period of suspension must not allow the Council more than what is in the circumstances a reasonable period to carry out the proposed demolition but in any case must expire no more than seven years after the date of service of the notice on the tenant.
- 6.6 There is a statutory restriction on service of a further demolition notice in that no further demolition notice may be served during the period of 5 years following the time when the notice comes in to force unless the further notice is served with the consent of the Secretary of State.
- 6.7 Accordingly the Secretary of State when consenting to an extension may impose further conditions
- 6.8 A final demolition under Schedule 5 of the Housing Act 1985 is a notice stating that the Council intends to demolish the premises and must state a date upon which the notice will cease to be in force.
- 6.9 The final demolition notice states that section 138(c) confers a right to compensation for the secure tenant.
- 6.10 The proposed demolition date must fall within 24 months beginning with the date of service of a notice on the Tenant and a period of advertising in the local press and the Council's website must have taken place
- 6.11 Pursuant to section 122 of the Local Government Act 1972, the Local Authority may appropriate the Sites for planning purposes.
- 6.12 The Council will need to apply to the Secretary of State for Housing, Communities and Local Government to appropriate the Sites for planning purposes pursuant to section 19 of the Housing Act 1985.
- 6.13 The Council has powers pursuant to section 203 of the Housing and Planning Act 2016 to override third party rights over/on the Sites. The rights of third parties would be converted into a right to claim compensation for any diminution in property value arising from such interference with the right; however where possible any claims should be settled by agreement, and private treaty (rather than through the use of section 203).
- 6.14 Prior to the decision to appropriate the Sites and exercise its powers, the Council must consult with those whose property rights may be affected to

make it clear to those persons how they might be affected by the Council's redevelopment proposals.

6.15 Prior to appropriating the Sites for planning purposes and thereafter considering whether or not the Council-owned land within the Sites should be appropriated for planning purposes (and potentially disposed of subsequently in connection with such planning purposes) engaging the powers conferred by section 203 of the Housing and Planning Act 2016, the Strategic Director of Regeneration and Environment, in consultation with the Lead Members for Regeneration, Property and Planning and also for Schools, Employment and Skills (where education provision is on site). will need to consider:

- whether the land which is to be appropriated is already owned by the Council (this is a prerequisite to appropriation);
- whether the land which is to be appropriated is no longer required by the Council for the purpose for which it is currently held (again, this is a prerequisite to appropriation);
- whether the purpose for which the Council would be appropriating the land is a purpose authorised by statute (in the case of land to be appropriated for planning purposes, the relevant purposes would be authorised by sections 226 and 227 of the Town and Country Planning Act 1990); and therefore facilitate the development, re-development or improvement of the Sites which is likely to contribute to the economic, social or environmental well-being of the area, or which is required in the interests of the proper planning of the area in which the land is situated.
- whether the proposed redevelopment of the Sites would be in the public interest;
- whether the public interest benefits which would arise from the redevelopment of the Sites would be sufficient to justify interference with any private rights, such that the interference was proportionate;
- whether the Council could (in the alternative) acquire the land compulsorily for the purposes of the redevelopment;
- any related financial liabilities of the Council should be indemnified by the developer. Whether or not prior consultation had taken place.

6.16 The proposed procurement approach for various Sites is set out in Section 3. This will involve the Council entering into a number of contracts and development agreements that are classified as High Value Contracts under the Council's Contract Standing Orders and Financial Regulations. For such contracts, CSO 88 and 89 require Cabinet approval to invite tenders and award contracts and agreements. For the reasons set out in paragraph 3.9 Cabinet approval is sought to delegate the procurement and award of such contracts to the Strategic Director of Regeneration & Environment, in consultation with the Cabinet Member for Regeneration, Property & Planning.

## **7.0 Diversity Implications**

- 7.1 The public sector equality duty, as set out in section 149 of the Equality Act 2010, requires the Council, when exercising its functions, to have “due regard” to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act, to advance equality of opportunity and foster good relations between those who have a “protected characteristic” and those who do not share that protected characteristic. The protected characteristics are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.
- 7.2 Having due regard involves the need to enquire into whether and how a proposed decision disproportionately affects people with a protected characteristic and the need to consider taking steps to meet the needs of persons who share a protected characteristic that are different from the needs of persons who do not share it. This includes removing or minimising disadvantages suffered by persons who share a protected characteristic that are connected to that characteristic.
- 7.3 There is no prescribed manner in which the Council must exercise its public sector equality duty but having an adequate evidence base for its decision is necessary.
- 7.4 The Council seeks to proactively engage with all local residents living in the South Kilburn growth area. There has been and will continue to be widespread consultation and community engagement as proposals are developed and delivered. An Equality Analysis will be updated to reflect the proposed changes to the South Kilburn Regeneration Programme.
- 7.5 The Council will ensure it takes action as necessary to mitigate any unintended adverse equality impacts brought to light through the ongoing analysis as the South Kilburn Regeneration Programme progresses, or as circumstances change.

## **8.0 Staffing/Accommodation Implications**

- 8.1 If procurement processes are changed to involve more than one site at a time there may be some efficiency savings by not having to do so many individual procurements.

If the delivery model is changed and the Council leads on the developments and retains ownership, there are considerable implications for the capacity of property and housing teams. Full financial modelling on the different options will be done to understand the different financial implications.

## **9.0 Public Services (Social Value) Act 2012**

- 9.1 The Council is under duty pursuant to the Public Services (Social Value) Act 2012 (**‘the Social Value Act’**) to consider how services being procured might improve the economic, social and environmental well-being of its area; how, in conducting the procurement process, the Council might act

with a view to securing that improvement; and whether the Council should undertake consultation. Officers have regard to the Social Value Act in planning proposed procurements not only for contracts for services but also in relation to construction contracts and development agreements.

## **10.0 Consultation with Ward Members and Stakeholders**

- 10.1 There have been regular meetings with key stakeholders. This series of meetings has included existing users of the buildings as well as Kilburn ward members and the lead member for Regeneration, Property and Planning.

### **Related documents:**

- 13 August 2018 Cabinet Report: Approval to enter into grant agreements for two Housing Infrastructure Fund bids relating to South Kilburn and Northwick Park Regeneration Programmes
- 17 June 2019 Cabinet Report: Amendments to the Housing Allocation Scheme

#### **Report sign off:**

***Alan Lunt***

Strategic Director of Regeneration & Environment

South Kilburn Update – Pre-Development



Gloucester & Durham

Bronte & Fielding






South Kilburn Update – Development Progress





 <b>Brent</b>	<b>Cabinet</b> 17 August 2020
	<b>Report from the Strategic Director of Regeneration &amp; Environment</b>
<b>Harlesden Gateway High Streets Heritage Action Zone</b>	

<b>Wards Affected:</b>	Harlesden Conservation Area – Kensal Green Ward
<b>Key or Non-Key Decision:</b>	Non-Key
<b>Open or Part/Fully Exempt:</b>	Open
<b>No. of Appendices:</b>	<b>Appendix One:</b> HAZ Scheme Programme Delivery Plan
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b>	Mark Allen, Economic Development Officer, <a href="mailto:mark.allen@brent.gov.uk">mark.allen@brent.gov.uk</a> Tel: 020 8937 1561

## 1.0 Purpose of the Report

- 1.1 To notify Cabinet that LB Brent has successfully secured £437,600 of funding from Historic England as part of The High Streets Heritage Action Zone (“HSHAZ”) for shop front improvements, and community space provision, within the designated conservation area in Harlesden town centre. LB Brent will be complementing this funding with £454,000 of match from existing programmes, so no further funding is required.
- 1.2 The HSHAZ is a funding stream that forms part of the wider Historic High Streets Fund announced by the Government in 2018. The purpose of this fund is to ‘help local leaders implement bold new visions to transform their town centres and make them fit for the future’. HSHAZ aims to deliver a programme of physical improvements, community engagement and cultural activities to revive England’s struggling historic high streets and town centres.

## 2.0 Recommendation(s)

- 2.1 That Cabinet approve the project as described in this report.

### 3.0 Detail

3.1 The HSHAZ is a funding stream that forms part of the wider Historic High Streets Fund announced by the Government in 2018. The purpose of this fund is to 'help local leaders implement bold new visions to transform their town centres and make them fit for the future'.

3.1.1 LB Brent has successfully secured £437,600 of funding from Historic England as part of the HSHAZ for shop front improvements, and community space provision, within the designated conservation area in Harlesden town centre.

3.1.2 LB Brent has developed and will deliver the programme in conjunction with local partners including community groups, landlords, and business owners and £454,000 of match funding has been secured to supplement the programme:

- £366k of NCIL awarded to the Refugee Support Network for internal renovations at 60-62 High Street Harlesden
- £64K of S106 for road and pavement improvements
- £18k LBB Apprentice Levy transfer
- £6k LBB officer time/fees

This makes the total project value £891,600. All match funding is being provided from existing sources/programmes and no further funding is required to deliver this project. 50.9% of the funding is from LB Brent and 49.1% from Historic England.

3.1.3 LB Brent and Historic England have discussed the impact Covid-19 will have on the timescales for the programme and have agreed the delivery plan timeline will need to be revisited before the programme can commence.

3.1.4 The aim of the HSHAZ will be to focus on returning some of the architectural merit to a key section of Harlesden High Street, improve the look and feel of key 'gateway' points to the town centre, and to support the provision of more community space, and workspace. This will support a thriving local economy where groups from all backgrounds can fully partake in the socio-economic life of the town centre.

3.1.5 A bespoke partnership of relevant council and community stakeholders, created for the purpose of this project, will work together in the best interests of Harlesden residents, businesses, and visitors. It will push forward the agreed programme of work designed to be a catalyst for the entire area, and to attract footfall and dwell time from neighbouring areas. The project will complement others taking place in the wider Harlesden vicinity and cumulatively they will provide significant socio-economic and regeneration benefits, as well as boosting the economic vibrancy and vitality of the town centre overall.

## 3.2 Objectives

3.2.1 The HSHAZ programme work clearly supports the vision of both the Harlesden Neighbourhood Plan, the Harlesden Design and Planning Framework, and the November 2019 Harlesden Cabinet paper as these pieces of work are intrinsically linked. Individual projects will include renovating the shopfronts of listed buildings in the conservation area, as well as wider public realm and pavement improvements. It will involve working with the owners of the former HSBC bank and the Brent Cultural Centre to renovate and bring much needed community and workspace back to public use.

3.2.2 Harlesden town centre has a wealth of potential, a place where people can live and work, meet and exchange, and spend their leisure time. However, the town centre is located in one of the most deprived parts of the borough and has a higher vacancy rate than average. The environmental quality of the centre has benefited from investment and improvement in recent years, however there is a need for further investment in the centre to improve its physical appearance, most particularly in respect of the High Street south of the Park Parade junction as a key gateway into the centre. The 2018 impact assessment (Retail and Leisure Needs Study 2018) identified that there is scope for Harlesden town centre's vitality and viability to benefit from the developments within the OPDC, but this will require improvements to the physical and functional linkages between Harlesden and the OPDC area. Therefore, the key objectives of the HSHAZ scheme include:

- Repair and reinstate lost features of historic buildings at key gateways to the town centre
- Create a safe and secure street environment to enhance visitor experience and improve access to town centre amenities
- Boost economic vibrancy and vitality of town centre
- Celebrate the culture of the town centre and its communities, enhance access to heritage and improve social inclusion
- Renovate and bring community space back to public use to create a sense of place
- Build capacity and resilience of local communities

3.2.3 The HSHAZ objectives and outcomes strongly align with the vision of the local community. Over 1,000 local people endorsed the 2019 Harlesden Neighbourhood Plan developed by the Harlesden Neighbourhood Forum. The Neighbourhood Plan sets out a series of objectives which relate to development work, and which can be seen as intrinsic to the legacy of this scheme. The priority for the community is to maintain and enhance Harlesden town centre in the face of competition from elsewhere, and especially from the potential threat from new town centre development at Old Oak on its doorstep. Consequently, the HSHAZ scheme outcomes meet a number of objectives in the Neighbourhood Plan.

3.2.4 Once this scheme has completed it will have created a place-based approach to regeneration and, whilst also aiding community cohesion, it will protect the culture and heritage of historic buildings for future generations. The project will be heralded as an exemplar for those parts of Harlesden High Street not in the conservation area to aspire to replicate.

3.2.5 The project will deliver:

- **Shopfronts and façade improvements** on the stretch of Harlesden High Street within the designated conservation area from 97-109 High Street. This stretch of terraces comprises nine listed or locally listed buildings and is bookended by two pubs of significant architectural merit, The Green Man Public House (Grade II Listed) and the Royal Oak Pub (Locally Listed). The ground floor of the Brent Cultural Centre at 107 Harlesden High Street is an existing community space where the proposed improvements to the shopfront and entrance to the building will improve access for the community who use the centre as a place of worship and a general meeting point.
- **External improvements to the former HSBC Bank building at 60-62 High Street (non-designated heritage asset)** This building, which previously served the community as a bank, has been vacant for over 5 years to the detriment of the high road. It has recently been purchased by a local charity, The Refugee Support Network, and the Council has supported by committing funding to deliver the internal refurbishments needed to bring the building back to use.
- **Public Realm improvements** such as improving highways at key gateway approaches, improving two road crossings and improving pavements across six streets. In light of the impact of Covid-19 this work programme will need to be amended, as discussed with Historic England. This will now include widening pavements and creating cycle lanes in the area to help assist with social distancing guidelines.

3.2.6 An EOI was submitted to Historic England in July 2019 requesting funding from the High Streets Heritage Action Zone to support the project work. We were notified in September 2019 that we had provisionally been successful and were required to work up a delivery plan. This was submitted and subsequently approved by Historic England early in 2020. The project rationale is aligned to the Harlesden Framework and the November 2019 Cabinet paper. This project is part of a wider package of investment and place making in Harlesden which includes £5.1m of council funding for refurbishment of Picture Palace and Challenge House (subject to funding agreement).

### 3.3 Timescales

3.3.1 The below timeframes could be subject to change following ongoing discussions with Historic England in relation to Covid-19.

<b>Milestone</b>	<b>Start</b>	<b>Finish</b>
Project Business Case approved by Cabinet		17 August 2020
Project Initiation Document approved by Regen Board		30 September 2020
Procurement of technical consultants, including contract award	1 September 2020	30 September 2020
Initial community engagement and consultation (if safe to commence)	19 August 2020	23 October 2020
Design/scope of works	30 September 2020	13 November 2020
Planning Submission and Approval	16 November 2020	22 January 2021
Procurement of contractor, including contract award	30 November 2020	29 January 2021
Shopfront restoration, and Brent Cultural Centre and 60-62 High Street building works	1 March 2021	25 February 2022
Evaluation of project commences	4 April 2022	30 June 2022
Project Closure	1 July 2022	31 August 2022

## 4.0 Financial Implications

4.1 The capital costs requirement is set out in detail below. All funding is secured. £437,600 has been secured from Historic England and £454,000 of match funding has been secured from already approved or ongoing projects. This includes: NCIL for Refugee Support Network (£366k), S106 funding (£64k), Apprentice Levy transfer for the training element of 2 apprentices (£18k), LB Brent officer time for work on the project will be met through business as usual costs (£5k) and internal legal fees (£1k).

4.2 Total capital investment and spend profile

<b>Project Task</b>	<b>2020-21</b>	<b>2021-22</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Construction (capital works delivery)	512.8	225.2	<b>738.0</b>
Acquisition	0	0	<b>0</b>
Equipment	0	0	<b>0</b>
ICT	0	0	<b>0</b>
Consultancy (community engagement)	5.0	0	<b>5.0</b>
Fees (architects, project management, legal & planning, apprenticeship training)	71.5	75.1	<b>146.6</b>
Other (shop front guide)	2.0	0	<b>2.0</b>
<b>Total Investment</b>	<b>591.3</b>	<b>300.3</b>	<b>891.6</b>

4.3 An architect with demonstrable experience of working on heritage buildings and shopfronts visited the site and offered us guidance on the work required and

the cost implications of carrying out such work. This was used as the basis for our funding request and breakdown. Other cost factors were determined through officer input, such as officer time and costs.

## **5.0 Legal Implications**

- 5.1 The project will require the procurement of Low Value Services Contracts and a Medium Value Works Contract. All procurement will be conducted in accordance with Contract Standing Orders. Approval to procure and subsequently award the contracts will be sought from the relevant Operational Director in line with their delegated powers as set out in the constitution.
- 5.2 The Grant Agreement with Historic England will be signed subject to suitable project approval being secured from Cabinet following consultation with the Council's legal department. The signed approval of the Director of Finance will be obtained prior to the signing of the Grant Agreement, as required by Finance Regulation 9.1.1 of Part 2 of the Constitution.
- 5.3 The Council will be responsible for ensuring that any funding awarded will be spent in accordance with all applicable legal requirements, to include state aid, public procurement law, wider public law (including the Public Sector Equality Duty), and planning law.
- 5.4 The Council will make sure all permissions are sought and agreed before any renovation work commences, including entering into grant agreements with landlords of the properties taking part in this project.

## **6.0 Equality Implications**

- 6.1 This programme of works seek to increase capacity for workspace, community space and civic space in Harlesden town centre. Consultation with the local community will occur throughout, as set out in the Historic England programme guidance, whilst also remaining in line with government advice on social distancing and other health and safety measure. It is important to recognise that new interventions of the kind specified above can have negative equality implications if the access to and benefits from the new facilities are not equally distributed amongst the various communities and groups who currently live and work in Harlesden.
- 6.2 To mitigate this risk two of the Council's project partners, the Refugee Support Network (RSN) and the Brent Cultural Centre, are both key community stakeholders in supporting inclusion.
- 6.3 The renovation to the new RSN building, at 60-62 High Street Harlesden, will benefit people of all ages. Children will benefit from a variety of group-based activities specifically targeted to their age group. The entire mission of Refugee Support Network is to support the education of refugee youth (15-25 year olds) and all of their activities are aimed at disadvantaged youth within this age group. Non-refugee youth will also benefit from youth group facilities in the basement. Adults will benefit from increased working space for professionals, there will also be English classes, money management workshops, a multitude of volunteering opportunities, and the many creative performance events hosted in the building out of work hours.

- 6.4 Events at the renovated RSN building will welcome people of any race or nationality. RSN currently works with 400 young people from 44 different countries, providing them with a variety of education and emotional wellbeing services. RSN's services are specifically targeted at people who have had to flee conflict or persecution in their country of origin. Services currently provided by their guaranteed tenants serve people identifying as Western and Eastern European, Afro-Caribbean, Latin American, African and Asian.
- 6.5 This project will create a fully accessible building, at 60-62 High Street Harlesden, with a refurbished lift and step free access, to promote equal access for people with disabilities to all services and activities taking place in the building.

## **7.0 Consultation with Ward Members and Stakeholders**

- 7.1 The official announcement on successful HSHAZ awards is currently embargoed due to Covid-19. Once this has been removed, our Communications team will issue news of the award and full engagement can commence.
- 7.2 As mentioned in the timescales table at 3.3.1 we hope this will be August-October 2020 but we will be led by Historic England on these dates. This will include consultation with Ward Members once permitted.
- 7.3 Due to the number of works planned to take place in Harlesden a working group has been set up to ensure a joined up approach to these schemes, including on engagement and consultation with stakeholders and the community. This project will be part of that conversation and, should Covid-19 restrict our ability to consult and engage in the normal way, we have opened dialogue with Historic England about engaging with the community in other ways, such as online.

## **8.0 Human Resources/Property Implications (if appropriate)**

- 8.1 The proposals offer an opportunity to improve the energy efficiency of the shops. The tender documents should include a requirement to investigate potential for fabric improvements as part of works (taking into account the historic requirements).
- 8.2 Where any particular changes to lighting, heating or ventilation, these should investigate opportunities for lower energy and lower emission equipment to reduce costs to occupiers and potentially improve air quality.
- 8.3 Where refurbishment and fit/out of a unit is to be undertaken for community use, this should endeavour to minimise the running costs for the occupants whilst ensuring good indoor air quality and occupant comfort. Grants may be available to improve the specification and these can be investigated further at detailed design.

### **Report sign off:**

**Amar Dave**

Strategic Director of Regeneration & Environment

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Historic England

# **Harlesden Gateway Heritage Action Zone Scheme Programme**



**Brent**

<b>Date</b>	<b>Version no. &amp; Update</b>	<b>By</b>
03/01/2020	v1.	MA
10/06/2020	v2.	MA

## Contents

1. Introduction .....	4
2. Objectives .....	12
3. Details of Planned Works and Scheme Management.....	17
4. Statement of Community Engagement .....	40
5. Cultural Programme.....	41
6. Funding Profile, Budget and Resources .....	42
7. Conservation Policies .....	43
8. Communication.....	45
9. Assessment of impact and evaluation .....	45
10. Timetable .....	48
11. Risk Log .....	49

## 1. Introduction

### Harlesden High Street in Context

- 1.1 Harlesden town centre started life as a suburban village outside London, and then grew slowly in size and status after Willesden Junction Station opened in the mid-1800s. The town centre is notable as an arrival point for successive waves of immigrant communities from Jewish refugees in the early 20<sup>th</sup> century, to a significant population of Irish and Afro Caribbean immigrants from the Windrush generation in the mid-1990s and more recent arrivals from countries as diverse as Somalia, Afghanistan, Poland and Brazil. The town centre has thrived on its diversity and now has a reputation for tolerance and entrepreneurship despite consistently scoring as amongst one of the most deprived parts of Brent according to the index of multiple deprivation.
- 1.2 Harlesden's rich architectural heritage also gives Harlesden a readily identifiable character, with attractive groupings of Victorian retail terraces and properties lining the high street. Despite its inherent character, architectural merit and cultural heritage the town centre in Harlesden suffers from poor public realm, including a poor pedestrian and cycling environment for local shoppers and visitors alike, which in turn contributes to poor perceptions of public safety.
- 1.3 With the new development at Old Oak Common (just south of Harlesden town centre), Harlesden will need to make the most of its assets – both social and spatial – to continue to act as a competitive town centre in the face of the significant new housing and retail coming forward there. The council's vision for the Heritage Action Zone (HAZ) in Brent builds on significant local feedback collated during a recent Harlesden Framework and Study (App 3), as well as the recently adopted Harlesden Neighbourhood Plan (App 4) which has the endorsement of over 1,000 residents and has been formally adopted by Brent Council as a result.
- 1.4 The aim of the HAZ will be to focus on returning some of the architectural merit to a key section of Harlesden High Street, improve the look and feel of key 'gateway' points to the town centre, and to support the provision of more community space, and workspace. This will support a thriving local economy where groups from all backgrounds can fully partake in the socio-economic life of the town centre.

The focus of Brent's Heritage Action Zone (HAZ) will be comprised of two key strands:

1. **Improving shopfronts and façade improvements** on the stretch of Harlesden High Street within the designated conservation area from 97-109 High Street. This stretch of terraces comprises nine listed or locally listed buildings and is bookended by two

pubs of significant architectural merit, The Green Man Public House (Grade II Listed) and the Royal Oak Pub (Locally Listed). The ground floor of the Brent Cultural Centre at 107 Harlesden High Street is an existing community space where the proposed improvements to the shopfront and entrance to the building will improve access for the community who use the centre as a place of worship and a general meeting point.

**2. External improvements to the former HSBC Bank building at 60-62 High Street**

**(non-designated heritage asset)** This building, which previously served the community as a bank, has been vacant for over 5 years to the detriment of the high road. It has recently been purchased by a local charity, The Refugee Support Network, and the council has supported by committing funding to deliver the internal refurbishments needed to bring the building back to use.

The location of this building, at the western gateway to the high street and opposite the prominent Jubilee Clock, as well as its architectural merits (it is a non-designated heritage asset in the Harlesden Neighbourhood Plan and is Locally Listed) meant that it was identified in the Harlesden Framework and Study as a key asset for the town centre. The combination of its currently imposing look and feel, its prominent high street location, and its capacity to accommodate varied uses led to recommendations in the study that internal works should be complemented by external works to the building. Concept designs were drawn (App 5) that show how external works would create a more welcoming and open façade as well as significantly improve the look and feel of the adjacent public realm and the town centre as a whole.

Finally, this project will renovate and bring a previously disused building back to use, providing significant socio-economic benefits to the town centre. It will be transformed into a shared community space and workspace, with a number of small, local charities and social enterprises sharing the top floors. The ground floor and basement will adopt a more public-facing function: the Refugee Support Network are eager to work in partnership with the council and other local stakeholders in order to accommodate culturally varied evening events - including providing space for other local organisations to meet, perform, or showcase their work.

3. Because both strands of the project focus on interventions at the key junctions where a pedestrian arriving from Willesden Junction Overground station would arrive at the town centre, the theme of this project is to improve the 'gateways' to Harlesden town centre to capitalise on the OPDC development.

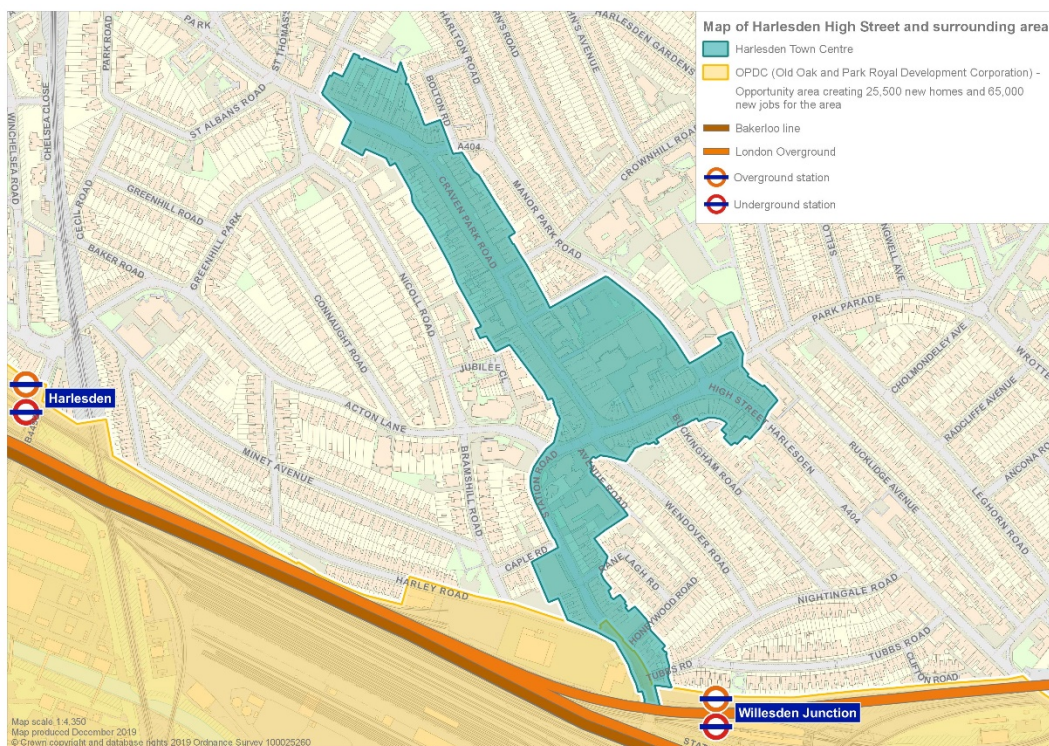


Figure 1: Harlesden Gateways from OPDC area

#### Harlesden HAZ

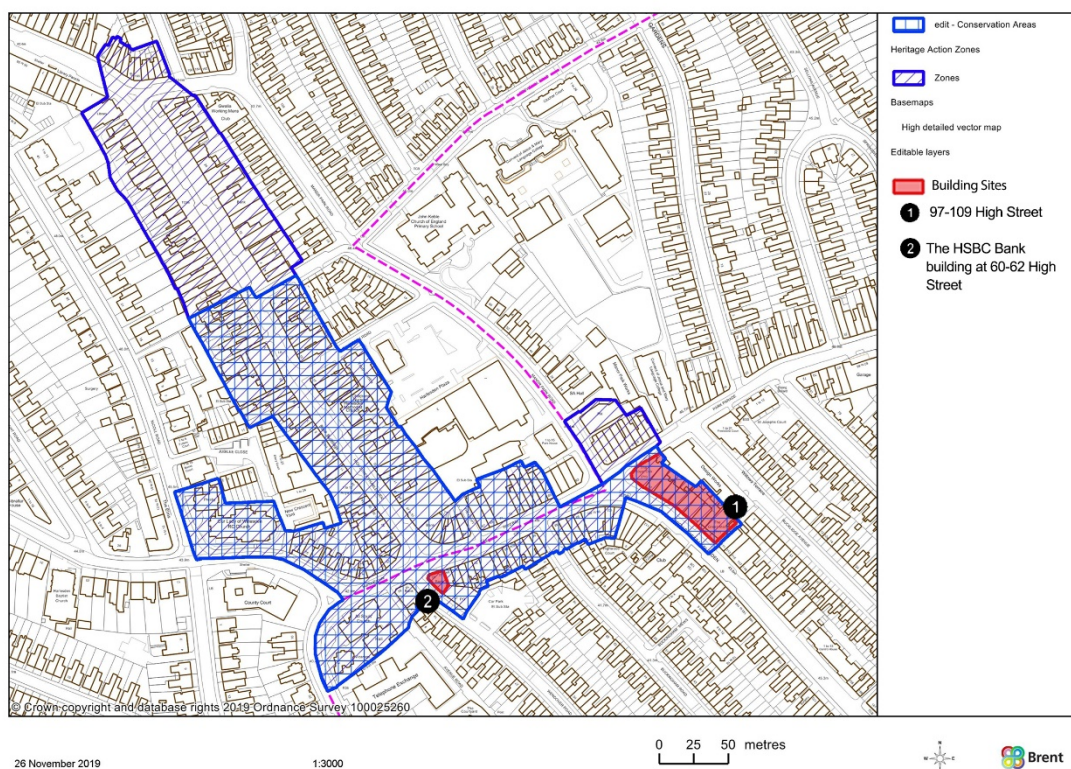


Figure 2: Harlesden Conservation Area map with HAZ stretch



1.5 Figure 2 shows the conservation area and the buildings that will be targeted. The existing boundary of the conservation area is considered to contain the most architecturally significant buildings that form the entry point to Harlesden's commercial centre. In terms of place, Harlesden is a district centre within the Brent Local Plan and is connected primarily by Willesden Junction (Bakerloo and Overground lines). The area is adjacent to the Old Oak Common and Park Royal Development Corporation (OPDC) area as shown in figure 1.

1.6 The stretch of shopfronts and facades include a mix of retail, service and community activities, these are:

- Karamel Center restaurant
- SHA-T-CORNER Barbers / Shooq Beauty Salon
- Baldeeq Pound Plus Shop
- Alahambra Palace Coffee Shop and Tea room
- Clean Express (dry cleaners)
- Brent Cultural Centre
- Ahmed Tailor
- The Green Man Bar & Restaurant
- Old HSBC building

1.7 Although the overall condition of these buildings is poor, through the proposed strategic intervention, it will provide an architecturally stronger group in a prominent location, which could form an exemplar scheme to help raise the profile of the town centre in general.

## **Issues**

1.8 Harlesden Town Centre currently struggles to portray a positive image or brand to residents, businesses, or visitors. The town centre has a vibrant, diverse, rich mix of communities and cultures. It has a strong culture of African and afro Caribbean food and of reggae music, which many local people are proud of. However a poor town centre environment, high vacancy rates and a restricted mix of shopping dominated by convenience retailing combined with a perception of the town centre as having high levels of crime and anti-social behaviour holds back the potential for investment and development.

- 1.9 What makes Harlesden Town Centre distinct and attractive to local people is often ‘hidden under a bushel’ and the town centre is not fulfilling its potential to develop as a cultural destination. At the same time, the economy of the town centre has the potential to benefit from an increase in demand for local goods and service resulting from significant housing growth in the Old Oak Common and Park Royal Development Corporation (OPDC) area.
- 1.10 Harlesden is located in one of the most deprived parts of the borough, measured through the Index of Multiple Deprivation (IMD) which accounts for unemployment, crime, living environment, barriers to skills and training, barriers to housing and low income levels, all of which are pressing challenges for many of Harlesden’s communities. IMD statistics for 2019 show Harlesden scoring between 1-3 (on the scale where 1 is most deprived) and therefore falling within the most deprived 30% of LSOAs (lower-layer super output areas) nationally.
- 1.11 A new wave of a more localised migration has introduced a new demographic to the area in recent years. Harlesden has drawn middle class families, and first-time buyers, because of the relatively low property values. Homes and Property magazine revealed Harlesden to have the biggest annual price growth across the capital (2017) and the Evening Standard (2017) highlighted Harlesden’s transition from the gun-crime capital of London to the ‘new Dalston’. One of the key attractors is Harlesden’s multicultural town centre offer and its resistance to change in the way of Brixton or Walthamstow. If change is to come it should be from within the community, not be imposed on it.
- 1.12 However, slow, but tell-tale signs of gentrification are beginning to appear, albeit in a piecemeal way. Discussions with members of the community have suggested that the general decline in the economic vitality of the town centre, in addition to a degradation in the quality of the built and public environment, and collective anxiety regarding the future of the area, appears to be facilitating an increasingly difficult relationship between existing and new communities. (Harlesden Town Centre Study, 2019).
- 1.13 Harlesden also has a higher town centre vacancy rate than average (currently ranks 90<sup>th</sup> out of the 151 district centres in London as per the GLA Town Centre Health Check 2017). Harlesden comprises of 333 units within the town centre boundary of which 33 units (10%) are currently vacant. It is largely a service orientated town centre (45% of businesses).
- 1.14 The OPDC envisions the development of a thriving new centre and community for West London, which will provide significant jobs and housing near the area. This will make Harlesden vulnerable to sweeping changes which could undermine the fabric of



the town centre and highlights an urgency to make improvements, and to build resilience, now. At present, the area is neither attractive nor welcoming as highlighted by a Commonplace Analysis, carried out as part of the Regeneris Town Centre Health Checks, which revealed that 59% of respondents felt that Harlesden Town Centre was run down and dirty.

- 1.15 Harlesden scores poorly on the community wellbeing index for housing, space and environment, equality, and voice and participation (Coop Community Wellbeing Index, 2018). It does score better on culture, heritage and leisure but this is a direct reflection of the architectural heritage rather than current heritage related activities.

### **Vision**

- 1.16 A bespoke partnership, created for the purpose of this project, will work together in the best interests of Harlesden residents, businesses, and visitors. It will push forward a programme of work that will be designed to be a catalyst for the entire area, and to attract footfall and dwell time from neighbouring areas. The project will complement others taking place in the wider Harlesden vicinity and cumulatively they will provide significant socio-economic and regeneration benefits, as well as boosting the economic vibrancy and vitality of the town centre overall.
- 1.17 A priority of the Harlesden Neighbourhood Forum is to maintain and enhance Harlesden town centre in the face of competition from elsewhere, and especially from the potential threat from new town centre development at Old Oak Common on its doorstep.
- 1.18 The Harlesden Neighbourhood Plan outlines a vision ‘to build a collaborative community that embraces the evolving cultural identity of Harlesden, while celebrating its rich history and heritage. The Harlesden Neighbourhood Forum aims to combat deprivation and increase the wellbeing of its residents by addressing the importance of affordable housing, a thriving local high street and local economy with increased access to opportunities in a safe and clean environment.’
- 1.19 Consequently, a number of policies in the Harlesden Neighbourhood Plan focus on the challenges they are seeking to address. These align closely with the objectives of this project, including ‘ensuring that the best aspects of the environment, such as heritage assets or buildings that provide the area with its character, are protected and enhanced and that the highest quality of design is promoted for new development’. Building on these objectives, the Harlesden Neighbourhood Plan endorses several policies that strongly align with the outcomes of this project such as ‘quality development at gateways, and along main routes into the centre from them, to add to the sense of arrival at Harlesden’.

- 1.20 The Harlesden Neighbourhood Plan also states that 'retaining existing community assets and ensuring that there is sufficient social infrastructure to meet the needs of the growing population' is a key challenge. The resulting objectives reflect the community's desire to increase community provision, for example 'protect and improve existing community facilities' and 'provide a new community hub which can act as a focal point for the area'.
- 1.21 The HAZ programme work clearly supports the vision of both the Harlesden Neighbourhood Plan and the Harlesden Framework and Study as these pieces of work are intrinsically linked. Individual projects will include renovating the shopfronts in the conservation area, as well as wider public realm and pavement improvements. It will involve working with the owners of the former HSBC bank and the Brent Cultural Centre to renovate and bring much needed community and workspace back to public use.
- 1.22 Once this scheme has completed it will have created a place-based approach to regeneration and, whilst also aiding community cohesion, it will protect the culture and heritage of historic buildings for future generations. The project will be heralded as an exemplar for those parts of Harlesden High Street not in the conservation area to aspire to replicate.
- 1.23 To highlight the importance of the local partners involved in this project, and why it is imperative they are involved in the design, deliverability, and sustainability of the scheme, the National Planning Policy Framework outlines the purpose of neighbourhood planning as to "give communities direct power to develop a shared vision for their neighbourhood and deliver the sustainable development they need".
- 1.24 In response to this the Harlesden Neighbourhood Forum has set out, within their Neighbourhood Plan, a series of sustainability objectives which relate to development work and can be seen as intrinsic to the legacy of this project. These include:
- S1. To reduce poverty and social exclusion - The Neighbourhood Plan seeks to improve the vitality of the town centre which will result in improvements to local economic activity and potentially increasing local employment.
- S6. To encourage a sense of community, identity and welfare - The Neighbourhood Plan seeks to maintain the distinctive Harlesden character through public realm and shop front improvements and for new development to reflect existing character. The new town square is proposed as a 'heart' for Harlesden where people can meet or congregate.
- EN5. To maintain and enhance the character and quality of landscapes and townscape - Policies E4 to E 8, on heritage, a new town square, gateway enhancement, the

provision of public art and tree planting together with policy LE2 on shop front improvement, contribute towards the maintenance and enhancement of the character and quality of landscapes and townscapes.

EN6. To conserve and, where appropriate, enhance the historic environment and cultural assets - Policy E4 identifying non-designated heritage assets and Site Allocation 1 providing detailed guidance so that new development reflects existing character.

The above policies highlight that the future of Harlesden and the legacy of this scheme are fundamentals that will be a major focus for all stakeholders moving forward. The creation of community events, in line with the cultural programme running alongside this project, will inject a further sense of belonging and civic pride to Harlesden and will promote footfall and dwell time in the town centre.

The programme has a joined up focus on shopfront improvements, creating much needed community and workspace for a range of different uses, and enhancing skills and training opportunities, which facilitates a legacy through improving the visibility of Harlesden's heritage to a wider audience.

### **Past and Present initiatives**

1.25 The scheme builds upon a range of regeneration policies and initiatives in the Harlesden area, both past and present, including:

- Recent investment by TfL for public realm improvements (phase 1), and will take forward plans (phase 2) to support economic growth, community and cultural activity, creating a distinctive place building on Harlesden's cultural diversity.
- Cabinet's decision (April 2017) to support a new vision for town centres in Brent. The paper proposes a diversification of uses in Brent's town centres to ensure they are not only retail places to shop, but support economic and housing growth, and cultural activity.
- Cabinet's decision (November 2019) to approve the purchase of the former Picture Palace building, and seek planning permission on the Council owned Designworks building, to deliver mixed use cultural, civic and workspace in Harlesden.
- Harlesden Charter 2010, a document, signed up to by local people to claim ownership of the projects and help to build a wide-ranging consensus and support for the proposed public realm improvements.
- Investment in a Town Centre Manager to oversee short-term improvements and longer-term investment plans, which in Harlesden are being developed in partnership with Ward Members, the business association, Neighbourhood Planning Forum, and the local community.
- The Harlesden Neighbourhood Plan (June 2019), created by Harlesden Neighbourhood Planning Forum which sets out a 15-year vision for Harlesden,

seeking to benefit from the growth of the Old Oak Common development to support inclusive growth that can work for the existing community.

- The Harlesden Framework and Study, which was developed in partnership with a wide range of stakeholders. This document identifies short, medium, and long-term capital improvements for the area, including public realm improvements to increase the amount of shared public spaces, green space, as well as bringing the cultural identity of Harlesden to the fore and celebrating its heritage.
- Draft Brent Local Plan (2019) includes strong policy support for town centres, shopfront design, heritage & culture in Harlesden.

1.26 This Scheme Programme provides a structure for the Harlesden Gateway Heritage Action Zone (HAZ) programme. It is unlikely that every eventuality of the HAZ is fully highlighted in this Delivery Plan as the programme is designed to allow flexibility for changing situations, within the HAZ area, over the life of the scheme. Therefore, to reflect any significant changes in the aims, or delivery, of the HAZ this Delivery Plan will be regularly reviewed and updated in agreement with all HAZ partners.

## 2. Objectives

2.1 Harlesden town centre has a wealth of potential, a place where people can live and work, meet and exchange, and spend their leisure time. However, the town centre is located in one of the most deprived parts of the borough and has a higher vacancy rate than average. The environmental quality of the centre has benefited from investment and improvement in recent years, however there is a need for further investment in the centre to improve its physical appearance, most particularly in respect of the High Street south of the Park Parade junction as a key gateway into the centre. The 2018 impact assessment (Retail and Leisure Needs Study 2018) identified that there is scope for Harlesden town centre's vitality and viability to benefit from the developments within the OPDC, but this will require improvements to the physical and functional linkages between Harlesden and the OPDC area. Therefore, the key objectives of the HAZ scheme include:

- Repair and reinstate lost features of historic buildings at key gateways to the town centre
- Create a safe and secure street environment to enhance visitor experience and improve access to town centre amenities
- Boost economic vibrancy and vitality of town centre
- Celebrate the culture of the town centre and its communities, enhance access to heritage and improve social inclusion
- Renovate and bring community space back to public use to create a sense of place
- Build capacity and resilience of local communities

## 2.2 The HAZ objectives and outcomes strongly align with the vision of the local community.

Over 1,000 local people endorsed the 2019 Harlesden Neighbourhood Plan developed by the Harlesden Neighbourhood Forum. The Neighbourhood Plan sets out a series of objectives which relate to development work, and which can be seen as intrinsic to the legacy of this scheme. The priority for the community is to maintain and enhance Harlesden town centre in the face of competition from elsewhere, and especially from the potential threat from new town centre development at Old Oak on its doorstep. Consequently, the HAZ scheme outcomes meet a number of objectives in the Neighbourhood Plan (p.10) as detailed below:

- *Reduce the impact of traffic on the area*

The Harlesden Neighbourhood Forum is aware that air quality is often poor in the area, particularly in the town centre primarily as a result of heavy concentrations of traffic. The Neighbourhood Plan identifies the challenges traffic imposes on the vitality and viability of the town centre, and draws attention to inevitable traffic increases that will result from regeneration at Old Oak (pg. 68). Furthermore, the Neighbourhood Plan identifies the town centre's potential to benefit from development of the Old Oak area through improved transport linkages. Project E, Public Realm Improvements, will improve traffic flow in the conservation area by widening loading bays, installing a yellow box junction and replacing parking bays with partial footway parking. The project will also improve crossings and pavements across several streets in the area, which will help address the community's vision to encourage alternatives to cars, such as walking, to minimise the level of air pollution derived from cars (pg. 66).

- *Increase the amount of open space locally and improve the street environment*

The Neighbourhood Plan includes the importance of good quality frontages in shaping people's perception of the town centre, and its role in attracting people to the town centre (pg. 61). Project A (Historic Shopfront Restoration Scheme) will directly address this vision by improving the visual appeal of shopfronts and facades. The Neighbourhood Plan also reflects strong community need for projects C and E (restoration of 60-62 High Street and public realm improvements). Additional community space and an improved street environment for pedestrians is endorsed (pg. 36, 66). Project C will restore an old HSBC building, to be fit for new use as an open public space and flexible workspace. Project E will improve crossings and pavements across several streets in the town centre to ensure streets are safe and secure for the public to explore the town centre, and access community spaces and shops.

- *Protect buildings / structures that contribute to the area's character*

The Neighbourhood Plan reflects the community's interest in maintaining and celebrating heritage assets as there is 'much that is worthy of preservation and protection and the historic character can be a catalyst for future developments' (pg. 44). The scheme accommodates this vision through the Historic Shopfront Restoration scheme (project A) and Restoration of the Old HSBC building (project C). Both projects will improve façades and shopfronts of a cluster of locally listed buildings, in addition to a non-designated heritage asset located opposite the prominent Jubilee Clock. As a result, the key gateways into the centre will be strengthened to display the town centre's unique character.

- *Provide a new community hub which can act as a focal point for the area*

The Neighbourhood Plan states 'strong feelings, locally expressed during consultation, that there is insufficient community meeting space in Harlesden' (pg. 36). Local people identify various local places which act as community centres such as cafes, barbers, churches and convenience stores. However, there is no dedicated community centre which acts as a focal point for the community. Project C, restoration of 60-62 High Street (Old HSBC building), will create new community and workspace for local residents and organisations at the heart of the town centre opposite the Jubilee Clock. The building will accommodate drop-ins, a café, everyday use, informal youth activity and events, making it a welcoming and open space for local residents and organisations.

- *Protect and improve existing community facilities*

Whilst the Neighbourhood Plan endorses the creation of additional community space, the upkeep and improvement of existing community facilities is welcomed (pg. 10). Project B, restoration of the Brent Cultural Centre, an existing community building, will protect and improve its function as a public space to pray and socialise. The improved physical appearance and accessibility to the building will help attract new visitors to the centre.

### 2.3 The proposed outputs:

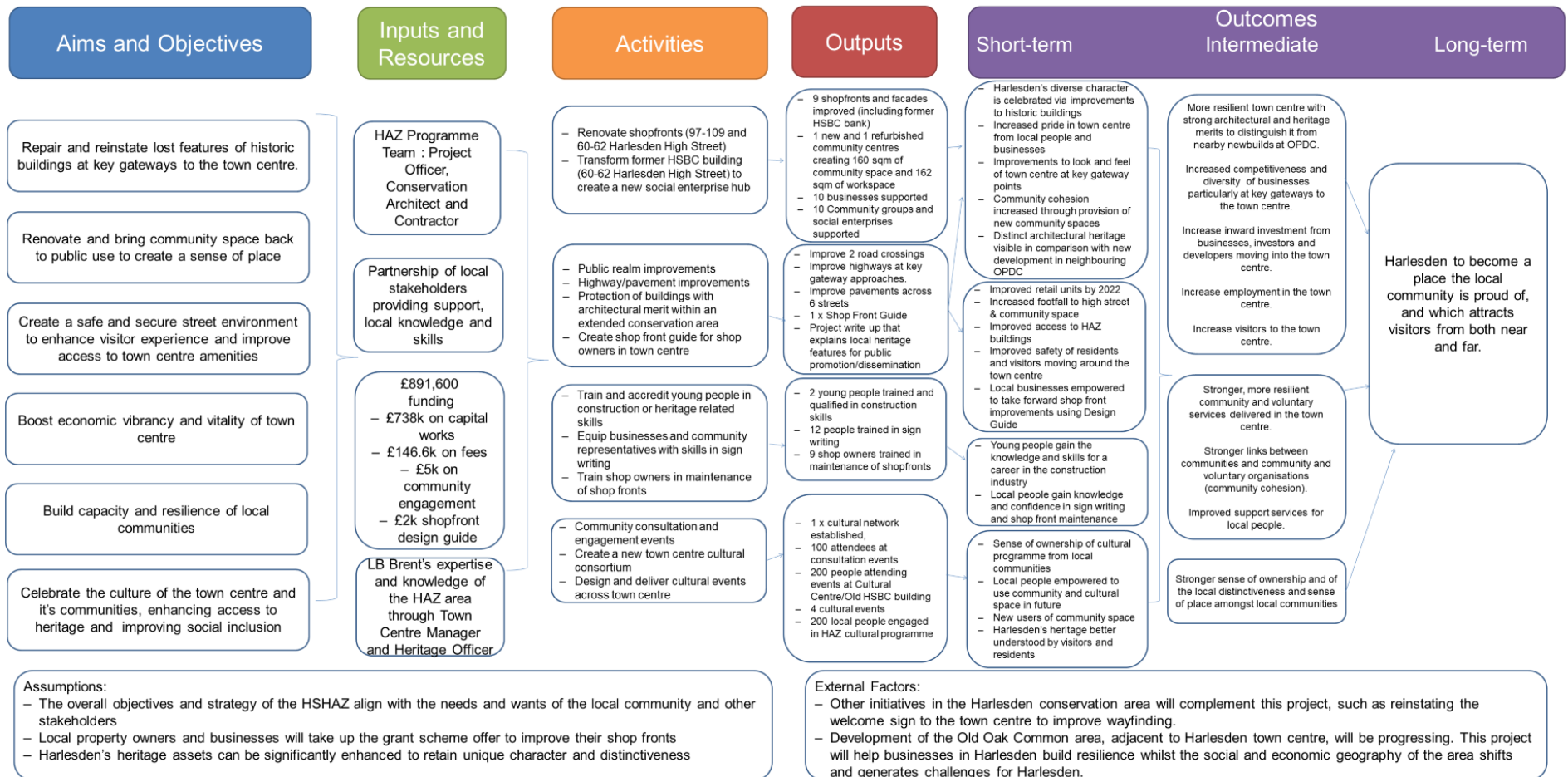
- 9 shopfronts and facades improved which strengthens local architectural and heritage merits (includes external improvements at 60-62 High Street – Project A+C)
- 1 new and 1 refurbished community centres creating 160 sqm of community space and 162 sqm of workspace
- 10 businesses supported
- 10 community groups and social enterprises supported
- Improve highways at key gateway approaches
- Improve 2 road crossings
- Improve pavements across 6 streets
- Shopfront guide
- Project write up that explains local heritage features for public promotion/dissemination.

- 2 young people trained and qualified in construction or heritage related skills
- 12 people trained in sign writing
- 9 shop owners trained in maintenance of shopfront
- 1 x cultural network established, facilitating engagement with local community groups
- 100 attendees at consultation events
- 200 people attending events at Brent Cultural Centre/ Old HSBC building
- 4 cultural events
- 200 local people engaged in HAZ cultural programme

## Heritage Action Zone: Harlesden Gateway

## Logic Model

Rationale: Harlesden town centre has a wealth of potential, a place where people can live and work, meet and exchange, and spend their leisure time. However, the town centre is located in one of the most deprived parts of the borough and has a higher vacancy rate than average. The environmental quality of the centre has benefited from investment and improvement in recent years, however there is a need for further investment in the centre to improve its physical appearance, most particularly in respect of the High Street south of the Park Parade junction as a key gateway into the centre.





### 3. Details of Planned Works and Scheme Management



Figure 3: 97-109 High Street Harlesden



Figure 4: 103 High Street Harlesden to The Green Man pub



*Figure 5: 97 High Street*

- 3.1 Replace the existing shopfront in timber (the design to include stall riser, mullions, transom, transom lights, new door) and remove existing fascia signage and replace with new timber fascia sign (in proportion with the façade). Provide new externally illuminated lighting. Replace external shutters with internal roller grilles and fit new retractable awning where required and suitably positioned. Carefully remove plant growth and paint to granite piasters, stucco capitals, entablature and dentiled cornice. Repair, make good and clean the shopfront and repaint (woodwork only) as necessary. Install lead to cornice if required. Re-position satellite dishes on the roof or rear elevations. Remove any extraneous cables, signs and redundant equipment. Repair and repaint door and fanlight to upper apartments. Clean all upper façade brickwork and stucco.





Figure 6: 99 High Street

3.2 Note this is two shops so the design of the new shopfront will have to be carefully considered. Replace the existing shopfront in timber (the design to include stall riser, mullions, transom, transom lights, new doors) and remove existing fascia signage and replace with new timber fascia signage (in proportion with the façade). Remove internally illuminated projecting signs and replace with timber (externally illuminated) signs. Provide new externally illuminated lighting. Replace external shutters with internal roller grilles and fit new retractable awning where required and suitably positioned. Carefully remove plant growth and paint to granite piasters, stucco capitals, entablature and dentiled cornice. Repair, make good and clean the shopfront and repaint (woodwork only) as necessary. Install lead to cornice if required. Re-position satellite dishes on the roof or rear elevations. Remove any extraneous cables, signs and

redundant equipment. Repair and repaint door and fanlight to upper apartments. Clean all upper façade brickwork and stucco.



Figure 7: 101 High Street

- 3.3 Replace the existing shopfront in timber (the design to include stall riser, mullions, transom, transom lights, new door) and remove existing fascia signage and replace with new timber fascia signage (in proportion with the façade). Remove internally illuminated projecting signs and replace with timber (externally illuminated) signs. Provide new externally illuminated lighting. Replace external shutters with internal roller grilles and fit new retractable awning where required and suitably positioned. Carefully remove plant growth and paint to granite piasters, stucco capitals, entablature and dentiled cornice. Repair, make good and clean the shopfront and repaint (woodwork only) as



necessary. Install lead to cornice if required. Re-position satellite dishes on the roof or rear elevations. Remove any extraneous cables, signs and redundant equipment. Repair and repaint door and fanlight to upper apartments. Clean all upper façade brickwork and stucco.



*Figure 8: 103 High Street*

- 3.4 Replace the existing shopfront in timber (the design to include stall riser, mullions, transom, transom lights, new door) and remove existing fascia signage and replace with new timber fascia signage (in proportion with the façade). Provide new externally illuminated lighting. Replace external shutters with internal roller grilles and fit new retractable awning where required and suitably positioned. Carefully remove plant growth and paint to granite piasters, stucco capitals, entablature and dentiled cornice.

Repair, make good and clean the shopfront and repaint (woodwork only) as necessary. Install lead to cornice if required. Re-position satellite dishes on the roof or rear elevations. Remove any extraneous cables, signs, fixings and redundant equipment. Repair and repaint door and fanlight to upper apartments. Clean all upper façade brickwork and stucco.



Figure 9: 105 High Street

- 3.5 Remove existing shopfront and signage. Reform and reinstate arched opening, drip moulding, cornice and keystone. Install new timber shopfront (the design to include stall riser, mullions, transom, transom light, new central door to match the original 109 High Street). Provide new signage within the arched opening. Provide new externally illuminated lighting as necessary. Replace external shutters with internal roller grilles.

Carefully remove paint to granite plinth. Remove any extraneous cables, signs, fixings and redundant equipment. Remove plant growth. Remove and relocate satellite dishes. Repair, make good, clean the shopfront, and repaint as necessary. Clean all upper façade stucco and repaint. Remove PVCu windows at first floor and replace with double glazed timber casements, drip rail and upper lights.



*Figure 10: 107 High Street*

3.6 Remove existing shopfront and signage. Install new timber shopfront (the design to include stall riser, mullions, transom, transom light, new central door to match the original 109 High Street). Provide new signage within the arched opening. Provide new externally illuminated lighting as necessary. Replace external shutters with internal roller grilles. Carefully remove paint to granite plinth. Remove any extraneous cables, signs, fixings and redundant equipment. Repair, make good, clean the shopfront, and repaint



as necessary. Remove and relocate satellite dishes. Provide new upper and lower hopper to downpipe. Clean all upper façade stucco and repaint. Remove PVCu windows at first floor and replace with double glazed timber casements, drip rail and upper lights.



*Figure 11: Brent Cultural Centre ground floor (107 High Street Harlesden)*





*Figure 12: 109 High Street*

- 3.7 Retain and overhaul existing original shopfront. Remove canted section to plinth and reinstate bolection mouldings. Reconfigure signage within the arched opening. Provide new externally illuminated lighting as necessary. Carefully remove paint to granite plinth (front and side return). Remove any extraneous cables, signs, fixings and redundant equipment. Remove and relocate satellite dishes currently installed to front and side. Repair, make good, clean the shopfront, and repaint as necessary. Clean all upper façade stucco and repaint. Remove PVCu windows at first floor and replace with double glazed timber casements, drip rail and upper lights. Open up oculus window to gable.



*Figure 13: The Green Man, High Street*

3.8 Provide new stone paving to forecourt and reinstate signage and lighting to freestanding sign.



*Figure 14: Old HSBC building (60-62 High Street Harlesden)*

- 3.9 Remove/reduce stone stall riser and provide simple timber shopfront. Provide new signage and lighting. Install carefully designed entrance canopy. Clean façade.

### **Planned works**

- 3.10 Colleagues from Brent Council visited the Harlesden HAZ in October 2019 with a local architect who kindly set out some indicative costings for the planned works. These figures are what we have based our funding request on and are, to our best knowledge, a true estimate of what the described works, set out in the project summary table, will cost.

### **Shopfronts**

- 3.11 The historic shopfront improvement work will include new shopfronts in a traditional form to respect the character, and original design, of the building. This conforms to the strategy set out in the Council's Supplementary Planning Guidance Document on Shopfronts and the Harlesden Neighbourhood Plan policy LE2 that states shop front features of architectural merit should be retained. The statutory listed shop units will

have their original shopfront reinstated to match the attractive original at 109 High Street which will significantly enhance these heritage assets.

- 3.12 Fortunately, in most cases, the original pilasters, cornice and corbels survive, and in all cases, it will be for new timber shopfronts. It will also include façade cleaning, removal of overpainted areas, repairs, and new signage. External pipework and other extrusions will also be removed where redundant or rationalised. Traditional replacement timber casement windows to 105-109 High Street will be a major improvement to the statutory listed assets. The forecourt at the front of the Green Man Public House will be sympathetically restored to create a welcoming and inviting area for seating.
- 3.13 The former HSBC building at 60-62 High Street Harlesden will be renovated inside and out. This will create much needed community and workspace inside (see below), while the outside will see the uninviting bank building restored to a welcoming and open community asset. This will be facilitated via dropping sills on ground floor windows, with a new entrance structure and lighting being created. The pictures above (figures 3-14) highlight the condition these historic buildings are currently in and offers some commentary on what work will be carried out.

### **Community Space**

- 3.14 Conversations have commenced with the Brent Cultural Centre with regard to internally renovating the ground floor of their community centre. In return, they have agreed in principal to open up the space for community events, allowing a greater number of people to engage with venue. Currently used as a mosque for prayer, which would remain its main activity post completion of the work, the Cultural Centre has expressed a desire for the space to also be used for other events, thereby fulfilling its potential as a community and cultural centre. Due to the sensitivities surrounding uses of religious buildings for alternative activities, conversations so far have centred on agreement of community events, rather than what those activities or events will be, and also on building the Cultural Centre's relationship with other local groups, such as the Brent Multi-Faith Forum. A more in depth discussion will be worked up early in 2020, with a view to compiling an events and engagement programme, once funding for the renovation has been agreed.
- 3.15 Detailed discussions have taken place with the Refugee Support Network (RSN) who recently acquired the former HSBC bank building in Harlesden. RSN are a local charity planning to create a sustainable social impact centre in the heart of Harlesden that will contribute to addressing the demands that development has placed, and will continue to place, on the area. In particular, this project will enable people of different nationalities, ethnicities and ages to share space and resources peacefully, provide

additional space for community events and activities, and provide activities supporting education and mental wellbeing in the area.

- 3.16 RSN work with a small coalition of other local charities and social enterprises, who are guaranteed tenants at the new premises, together, these groups will create a vibrant shared work and community space in the former HSBC bank building on Harlesden high street. The renovated building will provide a high quality workspace where people will be proud to work, whilst also providing space for youth groups, children's activities, educational support and mental wellbeing activities, workshops and a variety of other community-focused events. The high profile building is a 'designated non-heritage site' in the Harlesden Neighbourhood Plan, and its redevelopment will significantly influence the overall feel and character of the high street.
- 3.17 The work will be carried out to meet the objectives of the Harlesden Neighbourhood Plan by bringing community space back into use. It will also create an attractive venue that celebrates Harlesden's historic and diverse character and culture, protects and enhances original features, and which a wide-range of local Harlesden communities can be proud of for years to come.
- 3.18 The plan is to create two floors of versatile creative community and event space (basement and ground floor) and two floors of shared workspace for local charities and social enterprises. This has the aim of bringing people to work and socialise in Harlesden, increasing footfall and spend on the high street, at the same time as contributing to the neighbourhood's need for social infrastructure and meeting space that different communities can share peacefully.

### **Shopfront Design Guide**

- 3.19 A new simple shopfront design guide will be created as part of this project that will offer clear guidance to shop owners, and landlords, on how to maintain their historic asset. It will also prescribe what is required should any other shop owner wish to carry out similar renovation work, as well as the need for planning permission.

### **Training and Skills**

- 3.20 The skills development of young people will be a key strand of the scheme and Brent Works, the council's employment experts, will use one of their partners for skills training to provide two apprenticeships for young people. This will involve Brent Council's use of their own Apprenticeship Levy to support young residents into this training. It will be a stipulation in the tender for the delivery of the shopfront improvement work that the successful applicant will be required to take on, and pay the salary of, these apprentices with Brent Council paying for the training element.



3.21 The HSHAZ partnership will work closely with local groups, including the Young Brent Foundation, to communicate a range of opportunities for young people. The exact nature of these opportunities will be discussed as part of the community engagement plan but could include activities such as CV writing, and interviews, which will support young people into employment.

3.22 Another element of the scheme will teach the art and craft of sign-writing via an introductory workshop. Shopkeepers, and the wider community, will be offered tuition in traditional sign-writing techniques. These educational workshops will also show Harlesden shop owners the benefits of removing exterior masonry paint. The new Design Guide will show good practice on removing damage-resistant masonry paints from all kinds of brick and other surfaces.

### **Public Realm**

3.23 Community consultation undertaken for the Harlesden Framework and Study showed that residents have significant concerns about the nature of traffic flow and pedestrian access through the town centre. Any programme of improvement to the conservation area should therefore also seek to reduce congestion, improve pedestrian access and generally address the poor look and feel of the highways and pavements.

3.24 A comprehensive Highways improvement programme is therefore included in the programme, designed to complement the improvements made to the buildings included in the HAZ area and deal with underlying issues affecting traffic flow and public realm within the conservation area more broadly. The public concern about traffic and public realm is a recurring theme that is also reflected in the objectives set out in the Harlesden Neighbourhood Plan, which states its ambition to reduce the impact of traffic on the area, and to improve the condition of the street environment. Specifically, the Neighbourhood Plan states that 'The Forum is aware that air quality is often poor in the area, particularly in the town centre primarily as a result of heavy concentrations of traffic. The whole of the Neighbourhood Plan Area is within an Air Quality Management area'. It sets clear objectives to:

- Reduce the impact of traffic on the area
- Increase the amount of open space locally and improve the street environment.
- Protect buildings / structures that contribute to the area's character

3.25 By improving the traffic flow and improving pedestrian access in and around the conservation area, air quality improvements may also support the protection, maintenance and longevity of the improvement works being proposed on the buildings included in the HAZ scheme.

- 3.26 When considering the works needed to Harlesden town centre, the council's Highways team took into account the need to address the high street holistically. Many of the interventions proposed for the northern section of the high road (where it becomes Craven Park Road) will improve safety for vehicles and pedestrians whilst also improving traffic flow in the southern end of the town centre where the HAZ lies.
- 3.27 The work will be concentrated on Park Parade, Manor Park Road, the High Road, with an emphasis on improving the junctions and congestion build-up at the 2 gateway points this project focuses on.
- 3.28 List of planned works include:
- Changes to road markings to improve vehicular and pedestrian safety
  - Insertion of new bollards to delineate pedestrianised areas and prevent cars from parking
  - New yellow box junctions to prevent traffic build up directly outside the HSBC building
  - Improved pedestrian crossings
  - Improved bay parking to stop traffic from blocking the roads
  - New 20mph speed limit imposed to improve air quality and improve safety

### **Statutory Action**

- 3.29 Section 215 enforcement action has been taken by Brent Council in various parts of the borough where a property falls into disarray or a bad state of repair. Consideration will be given to a Section 215 notice being issued within the HAZ, where appropriate, should property owners not comply with local policy. It will also mean that the Council can use these powers to target upper levels, which are out of the scope of the scheme, to repair architectural features as well as target the properties in the conservation area extension. This aims to build a legacy for the project by reinforcing to landlords that it is unacceptable to let these buildings fall into disrepair through neglect.

### **Scheme Management**

- 3.30 **The Project Partnership Board.** Brent Council will lead the partnership. A Project Partnership Board (PPB) will be established to oversee the management and monitoring of the HAZ, provide feedback and make decisions relevant to the smooth progress of the work. As with other projects contributing to the place based approach to Harlesden, the HAZ scheme sits within the portfolio of the Lead Member for Regeneration, Property and Planning. Project reviews will be reported to the Lead Member who in turn will

provide updates to Cabinet. These reviews will include progress in project delivery, financial updates and a review of any major risks or concerns.

3.31 The PPB will report internally to the council's Regeneration Board and externally to Historic England (See App 6 for governance chart). PPB membership will comprise of:

- Harlesden Town Centre Manager
- LB Brent Heritage Officer
- HAZ Project Officer
- Refugee Support Network
- Historic England (if required)

3.32 The PPB will meet quarterly. The HAZ officer will provide quarterly reports, including an activity report, financial report, and risk register to the PPB. The PPB board will approve financial claims, for works complete, which will be submitted to the London Borough of Brent's Regeneration Board, consisting of senior directors and managers, and then onto Historic England for reimbursement.

3.33 **The HAZ Project Officer** will sit within the Regeneration & Environment Directorate at Brent Council (see App 7 for structure chart), and will be recruited to specifically manage the HAZ project. Their roles and responsibilities in relation to the HAZ will be set out in their Job Description and relevant skills and experiences detailed in the person specification. They will be responsible for undertaking project planning, managing budgets, lead on the procurement of contractors, contract manage third parties, and compile and submit project reports, reviews and grant claims. They will have responsibility for facilitating and servicing the PPB i.e. producing reports, meeting agendas, minutes, and formulating documentation, such as quarterly reports, annual reviews, and the community engagement plan. The HAZ Officer will be responsible for ensuring that Historic England are fully up to date with scheme progress.

3.34 Throughout the development of the wider strategy, further meetings with relevant partners will be necessary, and consultation events arranged. The procurement of a contractor, programme design confirmation, and delivery phases of the work, which Historic England will be fully involved with throughout, will be overseen by the PPB and led by the HAZ officer. The HAZ officer will likewise develop, and manage, the delivery of a community engagement plan with the HAZ Stakeholder Group.

3.35 The HAZ officer will also liaise internally with the Brent Works team who will engage a suitable training provider to provide two apprentices to the project who will be placed, during delivery, with the successful contractor. The contractor will be responsible for the day-to-day management of the apprentices with guidance from the training provider.



### **HAZ Stakeholder Group**

- 3.36 A wider group of stakeholders will be established at the start of the project to ensure that local communities and residents are fully engaged and supportive of the project. Early engagement with key stakeholders including the Refugee Support Network, Brent Cultural Centre and shop owners has been positive. The town centre manager has a well-established relationship with the local community and early discussions with the Harlesden Neighbourhood Forum, Harlesden Business Association and Harlesden Area Action have been receptive to the objectives of this project.
- 3.37 The Refugee Support Network, with support from the HAZ officer and Town Centre manager, will lead this stakeholder group. They will consult widely with community groups, including the Harlesden Neighbourhood Forum, Harlesden Business Association, Brent Cultural Centre, to carry out consultation events and engage the community on design and delivery of the scheme. Prior to delivery of the programme, the HAZ Stakeholder Group will create a comprehensive Community Engagement Plan as set out in section 4.

### **The HAZ Cultural Consortium**

- 3.38 This group will develop a cultural programme to create greater pride, sense of community and wellbeing through cultural engagement. The group will comprise of the Refugee Support Network, Brent Cultural Centre, FER, and the Community Church Harlesden. There has been interest from groups currently supporting Brent on the London Borough of Culture 2020 to get involved with and lead the consortium. Once established, this consortium will develop a cultural programme of events, with the support of the Council and Historic England, and bid for ACE funding to deliver the programme. This will help to support the work happening in the HAZ area and revitalise high streets through cultural activities, bringing both a wider range of people, and new activity, to the heart of communities and raising aspirations.

### **Project Management Expertise**

- 3.39 Brent Council will procure a conservation-accredited architect to oversee the design and delivery of the renovation work, as recommended in the programme design guidance. The architect will be closely involved throughout the consultation with the community, via the HAZ Stakeholder Group. They will present ideas for consultation, approval, and delivery. The architect will support on contractor procurement for the delivery phase of the project, as well as supporting the HAZ officer through project management and due diligence of the works. The architect will also lead on a training session for shopkeepers in signwriting.

## Individual Project Templates

<b>Project Title</b>	<b>Project A - Historic Shopfront Restoration Scheme</b>			
<b>Description of Project and its objectives</b>	This project is to engage local property owners of 97-109 Harlesden High Street to encourage take up of grants for historic shopfront restoration. This stretch is located on a key gateway into Harlesden town when entering from Willesden Junction station. The objective is to restore and improve the appearance of this historic stretch and attract increased footfall and dwell time, as well as new businesses, to this part of town.			
<b>Project Category</b> (delete as appropriate)	<ul style="list-style-type: none"> <li>▪ Shopfront improvement</li> </ul>			
<b>Estimated Outputs</b>	8 restored historic shopfronts & facades			
<b>Project Leader</b> (if known)	HAZ Project Officer			
<b>Project Leader's contact details</b>				
<b>Any project partner organisations' Contact details</b>				
<b>Budget</b>	HE £228,000	LA £	Other sources £TBD	
<b>Start Date</b>	01/10/2020			
<b>End Date</b>	01/04/2022			

<b>Project Title</b>	<b>Project B - Brent Cultural Centre Restoration</b>			
<b>Description of Project and its objectives</b>	This project is to restore a section of the ground floor of the Brent Cultural Centre (107 Harlesden High Street) to help transform the centre into an attractive, welcoming and open space for the community. The core objective is to increase the number of local residents benefiting from the improved community space.			
<b>Project Category</b> (delete as appropriate)	<ul style="list-style-type: none"> <li>▪ Capital works (repair/restoration of historic building)</li> </ul>			
<b>Estimated Outputs</b>	Renovated community space			
<b>Project Leader</b> (if known)	HAZ Project Officer			

<b>Project Leader's contact details</b>				
<b>Any project partner organisations' Contact details</b>	Brent Cultural Centre			
<b>Budget</b>	HE £30,000	LA £0	Other sources £0	
<b>Start Date</b>	01/10/2020			
<b>End Date</b>	01/04/2022			

<b>Project Title</b>	<b>Project C - 60-62 High Street (Old HSBC bank) Restoration Work</b>			
<b>Description of Project and its objectives</b>	<p>Internal and external renovation of historic old HSBC bank building.</p> <p>Renovation of the interior will create two floors of versatile creative community and event space (basement and ground floor) and two floors of shared workspace for local charities and social enterprises - bringing people to work and socialise in Harlesden.</p> <p>Improvements to the exterior will reinstate heritage façade including feature paving, dropped windowsills, new entrance and feature lighting.</p>			
<b>Project Category</b> (delete as appropriate)	Capital works (repair/restoration of historic building)			
<b>Estimated Outputs</b>	A new community centre creating 160 sqm of community space and 162 sqm of workspace. 1 historic shop/bank exterior and facade restored.			
<b>Project Leader</b> (if known)	RSN			
<b>Project Leader's contact details</b>				
<b>Any project partner organisations' Contact details</b>	Refugee Support Network 32 Manor Park Road London NW10 4JU			
<b>Budget</b>	HE £50,000	LA £366,000	Other sources £	
<b>Start Date</b>	01/10/2020			
<b>End Date</b>	01/05/2021			

<b>Project Title</b>	<b>Project D - Community Engagement/Consultation</b>			
<b>Description of Project and its objectives</b>	Series of community design workshops to engage the local community and gather their views on the regeneration of their high street. The objective is to ensure that the community feels a sense of ownership and ability to influence the future of their local high street.			
<b>Project Category</b> (delete as appropriate)	<ul style="list-style-type: none"> <li>Community engagement (workshops/events/research)</li> </ul>			
<b>Estimated Outputs</b>	Delivery of consultation events informing the local community. 100 attendees at consultation events.			
<b>Project Leader</b> (if known)	HAZ Project Officer			
<b>Project Leader's contact details</b>				
<b>Any project partner organisations' Contact details</b>				
<b>Budget</b>	HE £5,000	LA £0	Other sources £0	
<b>Start Date</b>	01/09/2020			
<b>End Date</b>	01/11/2020			

<b>Project Title</b>	<b>Project E - Public Realm Improvements (Highways)</b>
<b>Description of Project and its objectives</b>	A stream of highways interventions which include changing road markings, reviewing zebra crossings, adding additional disabled bays, speed limit reduction, bollard implementation and maintenance of roads and pavements with the objective of improving the condition of the public realm.
<b>Project Category</b> (delete as appropriate)	<ul style="list-style-type: none"> <li>Shopfront/public realm improvement</li> </ul>

<b>Estimated Outputs</b>	Improve highways at key gateway approaches. Improve 2 crossings and pavements across 6 streets.			
<b>Project Leader (if known)</b>	LB Brent Highways			
<b>Project Leader's contact details</b>				
<b>Any project partner organisations' Contact details</b>				
<b>Budget</b>	HE £0	LA £64,000	Other sources £0	
<b>Start Date</b>	01/09/2020			
<b>End Date</b>	31/03/2021			

<b>Project Title</b>	<b>Project F - Apprenticeship Skills Training for Young Local Residents</b>			
<b>Description of Project and its objectives</b>	Brent Council will stipulate during invitation to tender that the successful contractor will be required to recruit 2 Brent residents as apprentices during the delivery of works with the objective of LB Brent supporting its local residents into work or training.			
<b>Project Category</b> (delete as appropriate)	<ul style="list-style-type: none"> <li>▪ Capacity-building (training/skills/education)</li> </ul>			
<b>Estimated Outputs</b>	2 young people trained and qualified in construction skills during delivery stage of works.			
<b>Project Leader (if known)</b>	Brent Works			
<b>Project Leader's contact details</b>				
<b>Any project partner organisations' Contact details</b>				
<b>Budget</b>	HE £0	LA £18,000	Other sources £0	
<b>Start Date</b>	01/10/2020			
<b>End Date</b>	30/09/2021			

<b>Project Title</b>	<b>Project G - Shopfront Design Guide</b>			
<b>Description of Project and its objectives</b>	New shopfront design guide created to give shop owners and landlords clear guidance on how to improve the condition of their shopfront and how to carry out regular maintenance to safeguard investment.			
<b>Project Category</b> (delete as appropriate)	<ul style="list-style-type: none"> <li>Capacity-building (training/skills/education)</li> </ul>			
<b>Estimated Outputs</b>	1x Shopfront design guide			
<b>Project Leader</b> (if known)	Principal Heritage Officer (LB Brent)			
<b>Project Leader's contact details</b>				
<b>Any project partner organisations' Contact details</b>				
<b>Budget</b>	HE £2,000	LA £0	Other sources £0	
<b>Start Date</b>	01/01/2021			
<b>End Date</b>	31/01/2021			

### Project Summary Table

<b>Project</b>	<b>Title</b>	<b>Start date</b>	<b>End date</b>	<b>HE Funding</b>	<b>Match Funding</b>	<b>Combined total</b>
Project A	Historic Shopfront Restoration Scheme	01/10/2020	01/04/2022	£228k	£TBD	£228k
Project B	Brent Cultural Centre Restoration	01/10/2020	01/04/2022	£30k	£0	£30k

Project C	60-62 High Street (Old HSBC bank) Restoration Work	01/10/2020	01/05/2021	£50k	£366k	£416k
Project D	Community Engagement /Consultation	01/09/2020	01/11/2020	£5k	£0k	£5k
Project E	Public Realm Improvements	01/09/2020	31/03/2021	£0k	£64k	£80k
Project F	Apprenticeship Skills Training for Young Local Residents	01/10/2020	30/09/2021	£0k	£18k	£8k
Project G	Shopfront Design Guide	01/01/2021	31/01/2021	£2k	£0k	£2k
Other Fees	Architect Fees for Capital Costs (projects A-B)			£61.6k	£0k	£61.6k
	HAZ Project Officer			£60k	£0k	£60k
Project A	Legal/Planning fees			£1k	£1k	£2k
	LBB Officer time			£0k	£5k	£5k
				£437.6k	£454k	

<b>Total Project s:</b>					<b>Total Cost:</b>	£891.6k
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## 4. Statement of Community Engagement

4.1 The council will establish a HAZ Stakeholder Group at the start of the project. This group will comprise of key organisations representing communities and businesses in and around the town centre (as detailed in section 3 – Scheme Management). The group will ensure that local communities and residents are fully consulted and supportive of the project.

4.2 The objectives of the stakeholder and community engagement will be to:

- Ensure there is strong contribution from local residents and businesses to the HAZ project and to the creative and community processes involved.
- Improve decision-making within the project.
- Improve project accountability, capacity building and knowledge sharing.
- Establish an inclusive culture in the management of the town centre.
- Ensure that the community feels a sense of ownership and ability to influence the future of their local high street through co-design and co-delivery.

4.3 The stakeholder group will, at the start of the project, steer the development of the Statement of Community Engagement and a comprehensive Community Engagement Plan will be developed between the group, the HAZ Officer and PPB. The plan will set out the aims and objectives of the consultation, at the different stages of the project, the roles and responsibilities of stakeholders, details of who will be consulted, the processes and mechanisms for engaging, and the timescales for undertaking this work.

4.4 The Community Engagement Plan will be informed and developed through a process of consultation and engagement, starting with community consultation events in early 2020. Early indicators have shown that the Refugee Support Network and the Brent Cultural Centre are keen to collaborate with the Council on this work. Support with undertaking events and consultation activity, and capacity building partners to undertake this work, has been included in the budget for the project.

4.5 The following indicators will be monitored to understand if the project has met the objectives for community engagement:

- Number of attendees at consultation events
- In-kind support received from local community
- Number of community events held per year



- Satisfaction form survey feedback from any events and training sessions held
- Number of shop owners trained in maintenance of shopfronts

## 5. Cultural Programme

5.1 A consortium of local community and cultural organisations will lead the Cultural Programme. Brent Council will be part of the consortia and will be responsible for establishing it, making sure the programme happens, and for the overall evaluation of the Cultural Programme. Brent Council can offer the consortium in-kind support via free meeting space at the Civic Centre and officer time through the facilitation of those meetings. Official Council channels are also available to disseminate information about the programme to the public.

5.2 The Cultural Programme will be a mix of nationally and locally commissioned activities that celebrate the local identity of each high street and centralised commissions that help each high street feel part of something bigger.

Brent Council has opened dialogue with the following groups who have expressed an interest in the programme:

- Refugee Support Network - a Harlesden-based charity providing education support services for young refugees
- Brent Cultural Centre – Community based faith group
- Community Church Harlesden - a Harlesden-based church running a range of faith-based and non-faith based services and events (including money management, children's and youth activities, music events and English classes)
- FER - performance and visual artists exploring social issues including climate change and fast fashion, human trafficking, and inclusion and valuing of those with disabilities
- Harlesden Neighbourhood Forum - local community group working together to shape the future of the area
- Current members of the London Borough of Culture Harlesden working group (see 5.3)

5.3 As there is an opportunity to bid for Arts Council England funding, we want to make sure that the opportunity to benefit from this is available to as many local Harlesden groups as possible. Therefore, Brent Council has opened dialogue with the London Borough of Culture working group in Harlesden, who are responsible for delivering projects in the area, as we believe their knowledge is key to making the programme a success. Errol Donald of consultancy firm Mindspray has agreed to lead to consortium with support from Clary Salandy of Clary Designs, and Carole J Thompson from Bang Edutainment.

These conversations are ongoing to confirm consortium members once more detailed programme guidance is available.

## 6. Funding Profile, Budget and Resources

This section sets out the budget for the HAZ programme and the projects within it, and details who will be responsible for meeting specific costs. It breaks down the budget into specific elements, where possible, and indicates when the costs are likely to be incurred.

### Historic England Funding

<b>Project + Amount</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Total</b>
Project A - Historic shopfront restoration scheme	£98,000	£130,000	£228,000
Project B – Brent Cultural Centre restoration scheme	£10,000	£20,000	£30,000
Project C - 60-62 High Street (Old HSBC bank) restoration scheme	£35,000	£15,000	£50,000
Project D - Community Engagement/Consultation	£5,000	£0	£5,000
Project G – Shopfront Design Guide	£2,000	£0	£2,000
<b>Other fees</b> - Architect fees for capital costs (projects A-B)	£35,000	£26,600	£61,600
HAZ Project Officer	£22,500	£37,500	£60,000
Planning fees (project A)	£1,000	£0	£1,000
<b>Total Expenditure</b>	<b>£208,500</b>	<b>£229,100</b>	<b>£437,600</b>

### Local Authority Funding

<b>Project + Amount</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Total</b>
Project C - 60-62 High Street (Old HSBC bank) restoration scheme	£305,799	£60,201	£366,000
Project E – Public Realm improvements	£64,000	£0	£64,000
Project F - Apprenticeship skills training for young people	£9,000	£9,000	£18,000
LB Brent Officer time	£3,000	£2,000	£5,000

Legal fees (project A)	£1,000	£0	£1,000
<b>Total Expenditure</b>	<b>£382,799</b>	<b>£71,201</b>	<b>£454,000</b>

## Other Funding – Landlord Contributions

<b>Project + Amount</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Total</b>
Project A - Historic shopfront restoration scheme	£TBD	£TBD	£TBD
<b>Total Expenditure</b>	<b>£TBD</b>	<b>£TBD</b>	<b>£TBD</b>

Delivery of the scheme will take place across a 2-year period, with £591,299 planned to be spent in year 1 and £300,301 in year 2. If significant delays from Covid-19 mean the project cannot complete within the 2-year timeframe then the project will be extended into year 3.

These figures do not include, at present, property owner contributions for the renovation of the eight historic shopfronts, which are part of the programme. Early communication has commenced with these stakeholders and five had agreed to make a 15% contribution to the works but this was pre Covid-19 and, at present, we feel it is too soon to revisit the situation with these shops still closed and severely impacted by the pandemic.

Match funding for both years has been secured from Brent Council Capital Funding which includes £64,000 of public realm Highways funding, and £366,000 of Neighbourhood Community Infrastructure Levy (NCIL) funding for renovation of the old HSBC bank building.

In-kind benefits will be provided by partners, such as volunteer time through facilitation at consultation events and the use of community space. Detailed confirmation of these will be provided as the conversations progress.

## 7. Conservation Policies

### Development Management Policies DPD

7.1 The Council's overarching policies on Design and Heritage are contained within its Development Plan. Development Management Policies DPD - DMP1. States that development will be acceptable provided it is a) 'of a location, use, concentration, siting, layout, scale, type, density, materials, detailing and design that provides high levels of internal and external amenity and complements the locality.' At d) it states that development will be acceptable provided it is 'conserving or enhancing the significance of heritage assets and their setting.' DMP7 particularly addresses proposals for or affecting Brent's heritage assets. Those considered relevant to the HAZ include:

- a. 'Demonstrate a clear understanding of the archaeological, architectural or historic significance and its wider context.' The HAZ proposal will address the relative architectural and historic interest of the heritage assets and therefore demonstrate a proper understanding of the Harlesden Conservation Area and its context.
- b. 'Provide a detailed analysis and justification of the potential impact (including incremental and cumulative) of the development on the heritage asset and its context as well as any public benefit.' A Heritage Statement will be submitted with the proposals showing why the works proposed are necessary and that they will preserve the character of the buildings and the Harlesden Conservation Area.
- c. 'Sustain and enhance the significance of the heritage asset, its curtilage and setting, respecting and reinforcing the streetscene, frontages, views, vistas, street patterns, building line, siting, design, height, plot and plan form and ensure that extensions are not overly dominating.' The Heritage Statement will set out how the proposals will sustain and enhance the significance of the Heritage Assets.
- d. 'Contribute to local distinctiveness, built form, character and scale of heritage assets by good quality, contextual, subordinate design, and the use of appropriate materials and expertise, and improving public understanding and appreciation.' The HAZ proposals will contribute to the local distinctiveness because it will bring back shopfronts in a sympathetic way.

### **Historic Environment Place-making Strategy**

- 7.2 This Historic Environment Place-making Strategy sets out and assesses the rich history of Brent and its broad wealth of heritage assets as part of its wider cultural offer, which is particularly important with Brent successfully winning the London Borough of Culture 2020 title. In doing so, it responds to, and is compliant with, the requirement for a 'positive strategy for the conservation and enjoyment of the historic environment' in the National Planning Policy Framework. It also sets out how the historic environment can play an important role in delivering regeneration in the borough, through supporting the objectives of the Local Plan as well as promoting the quality place-making.
- 7.3 An initial review of possible parts of the Borough which could merit conservation area status (new and extensions to boundaries) has been undertaken as part of the Historic Environment Place-making Strategy. Each area has been surveyed to establish whether it has special architectural or historic interest. The overall boundaries have not been precisely considered but, generally, the history, architecture, buildings, layouts, streets and trees have been assessed. For Harlesden, the existing boundary of the conservation area is considered to contain the most architecturally significant buildings that form the spirit of Harlesden commercial centre. However, commercial activity of Harlesden has developed along Craven Park Road and there are groups of architecturally significant buildings, some of which are already identified as having merit and Locally Listed. A major advantage of the HAZ proposals will include taking forward these conservation area extensions.

## Local Supplementary Planning Guidance

**7.4 The Harlesden Conservation Area Character Appraisal (2006)** sets out the history and character of the area. At section 6.6, 'Extent of loss Intrusion or Damage', it points out that 'Shopfronts and are constantly changing the character of buildings.....This has resulted in the loss of key architectural features including pilasters, console brackets and stall risers. The installation of security shutters and grilles has further eroded the overall quality of the urban environment.' The HAZ proposals intend to address this by reinstating missing elements. The Harlesden Conservation Area has reached a stage where significant investment in both the public and private realm is required to maintain the quality of the Area. The Council has developed a programme to upgrade the town centre environment and in order to develop and enhance the character of the area by the use of Section 215 Notices with visible results. Two recommendations in the Character Appraisal (page 13) suggest: i) The review and publication of a Conservation Area Shopfront Design Guide and ii) Improved liaison between the community and the Council. Both of these will be addressed through the HAZ proposal, in particular, a simple and easy to use 2-page Shopfront Guide.

**7.5 Shopfronts Supplementary Planning Document (SPD3) 2018:** High quality shopfronts can radically improve the character and appearance of an area. This enhances the experience of the people visiting town centres. This is one of several initiatives being implemented by Brent Council to increase the vitality and viability of town centres, which is a key corporate priority. The HAZ proposals will adhere to this document. The HAZ proposals for shopfronts and forecourts will retain shopfronts of architectural or historic merit, demonstrate a high quality of new design or reinstatement, complementing the building and adjoining properties. In particular, it will show good practice for shopfronts and signage.

## 8. Communication

LB Brent and local partners in the HAZ programme agree to make a commitment to acknowledge the support of Historic England publicly by sharing news of the programme and the funding received through the scheme where possible. This will include through council communication channels such as websites, social media platforms, and the council magazine. For the purposes of public transparency, all PR and marketing material as part of this programme will include the Historic England logo at all times.

## 9. Assessment of impact and evaluation

**9.1** Brent Council will work closely with Historic England to provide the necessary baseline data required prior to the commencement of the scheme. Any data Brent Council

currently holds such as footfall data, or resident attitude surveys, which will be of benefit to the evaluation of the scheme, will be made available to Historic England. Where data is old, or does not exist, it would be beneficial for project evaluation if brand new qualitative data could be sourced which relates to the HAZ area. This benchmarking will allow for ease of evaluation at scheme completion.

9.2 In order to objectively assess the impact of the HAZ programme on the conservation area, the historic environment, as well as the wider town centre, to identify the impact of Historic England's contribution the following indicators are identified that correspond to the HAZ projects. These will be regularly monitored and form part of the annual self-evaluation.

At the end of the programme, a final evaluation will be undertaken.

<b>Harlesden Gateway HAZ objectives and projects</b>	<b>Relevant measuring Indicators</b>
<b>Repair and reinstate lost features of historic buildings at key gateways to the town centre.</b>	
Project A+C	Number of historic shopfronts and facades improved
Project A+C	Number of enforcement cases initiated within the Conservation Area
<b>Create a safe and secure street environment to enhance visitor experience and improve access to town centre amenities</b>	
Project E	Number of crossings and streets improved
Project E	Perception of town centre
Project E	Highways figures
Project A+B+C+E	Number of visitors to town centre, Brent Cultural Centre and old HSBC building
<b>Boost economic vibrancy and vitality of town centre</b>	
Project A+B+C+E	Number of visitors to town centre

Project A+B+C+E	Perception of town centre
Project A+B+C+E	Community safety figures
<b>Renovate and bring community space back to public use to create a sense of place</b>	
Project B+C	Number of new users of community space
Project B+C	Number of community events held in renovated space
<b>Celebrate the culture of the town centre and it's communities, enhancing access to heritage and improving social inclusion</b>	
Project B+C	Number of people attending events at Cultural Centre/Old HSBC building
Project D	Number of attendees at consultation events
All projects	Resident Attitude Survey responses
Project B+C+D	Number of community events held per year
Project D	Number of attendees at HAZ related events
Project B+C+D	Satisfaction form survey feedback from any events and training sessions held
<b>Build capacity and resilience of local communities</b>	
Project F	Number of apprenticeships provided
Project A	Number of people trained in sign writing
Project A+G	Number of show owners trained in maintenance of shopfronts
Project D	Number of attendees at consultation events
Project G	Number of shop owners trained in maintenance of shopfronts
Project G	Further shopfronts in town centre improved
Whole programme	In-kind support received from local community

Whole programme	Contributions received from landlords
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9.3 The HAZ project aims to deliver a legacy impact for the area over a considerable period leading to further beneficial outcomes, which may include:

- Refurbishment of further shop fronts
- Provision of future community space (i.e. Picture Palace)
- Creation of a new centre for social enterprise and small business space
- Improved mobility around the town centre, creating new pedestrian crossings and improved town pedestrian walkways
- Improve safety around the town centre
- Improve or bring back further buildings across the HAZ /Town centre conservation area
- Improved footfall/dwell time

## 10. Timetable

Activity	Timescale
Develop draft scheme programme	October – December 2019
Engage with local community organisations, Landlords and shop owners	December 2019 - Ongoing
HAZ grant approval	February 2020
Finalise delivery arrangements	June 2020 – September 2020
Recruitment of HAZ Project Officer	April 2020 – May 2020
Procurement of architect	September 2020
Initial community engagement and consultation	September 2020 – November 2020
Procurement of contractor	November 2020
Shopfront restoration and Brent Cultural Centre works	November 2020 – April 2022
Development days for Cultural Programme	TBD
Grants for design of Cultural Programme	September 2020 – Dec 2020
Cultural Programme funding awarded	September 2020 – Dec 2020
Cultural programme of activities	April 2021 – March 2023
Evaluation of project commences	Summer 2022




## 11. Risk Log

The Scheme Programme Risk Log sets out any risk to the completion of the programme, especially those outside its control. When reviewing progress of the scheme an assessment of the risk log will take place to ascertain whether the likelihood of each risk has changed, and if any anticipated risks are occurring.

<b>Risk</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation</b>	<b>Risk owner</b>
Failure to recruit HAZ Project Officer	Low	Medium	Promotion of vacancy through correct channels	Council/Historic England
Consultation objections/uninterested community	Low	Medium	Ensure community input canvassed early	Project Partnership Board (PPB)
Covid-19 social distancing measures mean normal ways of consulting are not possible.	High	High	Look to new ways of engaging and consulting with the community including moving things online and through post/newsletters	PPB/HAZ Officer
Lack of synergy between public realm improvement projects/community fatigue of engagement	Low	Medium	Joining up consultations with other projects and align timescales. Make consultation events engaging.	PPB/HAZ Officer
Council organisational changes	Low	Low	Reallocation of responsibility within Council	LB Brent/HAZ Officer
Tender figures higher than projected	Medium	Medium	Revisit scope of the project where possible.	PPB
Breakdown in relationship between HAZ partners	Low	Medium	Governed by clauses in Service Level Agreement & partnership agreement	PPB
Landlord contributions fail to materialise (upgraded due to Covid-19)	High	Medium	Engagement from outset explaining the benefits of the work. Potential for contingency option?	PPB/HAZ Officer
HAZ funds are insufficient to complete programme	Medium	High	Maintain clear oversight of the projects as they progress and carry out due diligence	PPB/Architect, HAZ Officer
HAZ does not keep to milestone targets	Medium	Medium	Realistic targets set. Regular monitoring, reporting and reviewing.	HAZ Officer/Architect
HAZ projects not delivered to a satisfactory standard	Low	High	Review progress regularly with project leads	HAZ Officer/Architect
Landlords do not maintain shopfronts, resulting in deterioration of heritage asset	Medium	High	Regular monitoring by LB Brent with option of enforcement i.e. Section 215 notice.	LB Brent

Skills development opportunities for young people has a low take up	Low	Medium	Work closely with Brent Works team to advertise opportunities and engage young people.	HAZ Officer/LB Brent
New community space under-used	Low	Medium	Marketing campaign, engagement through social media, etc.	HAZ Officer/Project Partnership Board
Cultural community events poorly attended	Low	Medium	Marketing campaign, engagement through Social media channels	HAZ Officer/Town Centre Manager

 <b>Brent</b>	<b>Cabinet</b> <b>17<sup>th</sup> August 2020</b>
	<b>Report from the Strategic Director Regeneration &amp; Environment</b>
<b>Parking Penalty Charge Notices: Borough-Wide Banding</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Key
<b>Open or Part/Fully Exempt:</b>	Open
<b>Appendices:</b>	None
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b>	Gavin F Moore. Head of Parking & Lighting gavin.f.moore@brent.gov.uk Tel: 020 8937 2979

## 1.0 Purpose of the Report

- 1.1 This report considers moving all Brent parking Penalty Charge Notices (PCNs) to the higher Band 'A' level borough-wide. Band 'A' currently applies only in Wembley (and a section of Harrow Road), with Band 'B' applied to all remaining highways in the borough. If agreed, it would then be subject to endorsement by London Councils, the Mayor of London and the Secretary of State for Transport.

## 2.0 Recommendation

That Cabinet agrees to:

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

changes for penalty charge notices in the borough of Brent, including amending current traffic management orders.

### 3.0 Background / Detail

3.1 Currently, two levels of charging by location operate within Greater London in respect of the value of Parking Penalty Charge Notices:

- Band A
- Band B

The Band A/B boundary was last reviewed by LB Brent in 2011, following the introduction of the Wembley Event Day Protective Parking Scheme, and has not changed since then.

<b>Band A</b>  1. All roads in the Wembley Event Day Protective Parking Scheme Area (at all times and not only on Wembley Event Days). 2. Harrow Road between Greyhound Road and Kilburn Lane.
<b>Band B</b>  All remaining streets in the London Borough of Brent.

The Bands apply only to Parking contraventions, as Bus Lane and Traffic offences are not subject to banding.

Officers advise that this geographic boundary can no longer be justified in respect of the need for parking enforcement, given the level of contraventions observed in all Brent CPZs. In fact, all of the Band B CPZs, largely within the North Circular boundary, are physically closer to inner London than the Wembley EDPPS area is. The anomalous position of a single section of the Harrow Road has complicated enforcement within the relevant CPZs. Finally, there is also a concern that parking contraventions may increase if commuters switch back to private car use instead of using public transport, following the Covid health emergency.

3.2 PCNs are issued at Higher and Lower Levels in both Band A & Band B areas. The higher and lower values for both PCN Bands are shown below, with the early-payment discount value in brackets.

Comparison of Band 'A' and Band 'B' PCN Charges:

PCN Band Level	Higher (Discount)	Lower (Discount)
A	£130 (£65)	£80 (£40)
B	£110 (£55)	£60 (£30)

[Penalty Charges are applied according to the nature of the contravention. In general terms, a penalty is in the "lower" (less serious) category if it relates to a place where parking is allowed but controlled (e.g. a resident-only or pay &

display bay, or in a car park). Penalties are in the “higher” (more serious) category if they relate to a place where parking is banned altogether or tightly restricted (e.g. on yellow lines or school Keep Clear zig zags).]

It is emphasised that the Band A/B split is purely based on geographical area, not the seriousness of the contravention.

3.3 The difference in value between a Band A location PCN and a Band B PCN is at most £20 (and only £10 if the PCN is paid at discount rate). The typical cost of owning and running a car within London is estimated to be more than £3k p.a. Fewer than half of motorists would expect to receive a PCN for a parking offence within any single year. There is no evidence to suggest that less well-off motorists are more likely to contravene parking regulations than wealthier motorists.

3.4 PCN charge rates are set unilaterally by the Secretary of State for Transport and have not changed since 2010, despite inflation eroding the deterrent effect of the charges. There is no indication that the Secretary of State will review PCN values in the foreseeable future.

3.5 The two Bands were originally linked to ‘inner’ and ‘outer’ London. All adjacent inner London boroughs (Camden, Westminster, Hammersmith & Fulham, Kensington & Chelsea) are already at the Band A level across their entire area. The following nearby outer London Boroughs already have proposals to move to Band A lodged with London Councils, or have consultation in place on moving their whole boroughs to the Band A level:

- London Borough of Barnet
- London Borough of Ealing
- London Borough of Hounslow

Ealing have reported a majority of consultation respondents have been in favour of moving the borough to Band A, to provide a greater deterrent. If, as expected, all comparable boroughs do seek to move to Band A, then Brent would be out of step with its neighbours and there could be a perception that parking contraventions were perceived as less of an issue in most of Brent. This could exacerbate the erosion of the deterrent effect referred to in para 3.6 below.

3.6 The objective of any parking enforcement operation should be to gain and maintain compliance with the controls and restrictions. In the past three years, there has been a substantial increase in the instances of non-compliance detected and PCNs issued in Brent, in effect double that observed across the rest of London.

3.7 The net increase in parking PCN issuance in Brent may in part be attributable to better detection techniques and greater enforcement efficiency. However, a portion of the growth in PCN issuance is likely to be due to the penalty for offending in Band B locations simply not having the same deterrent effect as it did in 2011, because inflation has eroded its value.

Penalty Charge Notices issued by CEOs for Parking Offences:

CEO PCNs for	2013/1	2014/1	2015/1	2016/1	2017/1	2018/1	2019/2
	4	5	6	7	8	9	0

Parking Offences	75,460	87,146	99,145	103,424	108,967	115,579	124,345
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3.8 Of the 124,345 parking PCNs issued by CEOs in 2019/20, 57,742 were issued at Band A and 66,603 were issued at Band B.

3.9 It is proposed to carry out a 4-week online public consultation for a proposed move of all Parking PCNs from Band B to Band A across Brent. Parking Account holders will be contacted and offered the opportunity to take part in the consultation. In addition, the survey will be advertised on the Council's website, with an associated press release, so that any resident will be able to contribute.

#### **4.0 Financial Implications**

4.1 The sole objective of the proposal is to increase the deterrent effect of PCNs and thereby reduce parking contraventions. It is expected that this proposal will be finance neutral.

4.2 The additional income from higher Band PCNs would be balanced by a corresponding reduction in the number of contraventions, due to the greater deterrent effect. The proposed change would target a 20% reduction in the number of parking contraventions in current Band B CPZs.

#### **5.0 Legal Implications**

5.1 The route to obtain approval for a change of bands in respect of charging for penalty charge notices is as follows:

- a) LB Brent's Cabinet and thereafter consultation;
- b) London Councils – Transport & Environment Committee;
- c) Mayor of London;
- d) Secretary of State for Transport.

5.2 The London Councils' Transport & Environment Committee ("LC TEC") receives the initial application from the borough. Typically, the application receives intense scrutiny at this stage, and LC TEC has in the past deferred decisions on applications that are not supported by adequate public consultation. If the final decision of LC TEC is to progress such an application, the results of the consultation would be incorporated into the application for further approval. Providing that LC TEC approves the Council's application to re-band its PCN charging, London Councils will then make an application for approval to the Mayor of London, and ultimately to the Secretary of State, on behalf of the London Borough of Brent.

5.3 Under Section 45 of the Road Traffic Regulation Act 1984 (RTRA 1984), a local authority has powers to designate parking places on the highway, to charge for use of them, and to issue parking permits for a charge.

5.4 In determining what parking places are to be designated under section 45 of the RTRA 1984, the Council concerned shall consider both the interests of traffic and those of the owners and occupiers of adjoining property, and in particular the matters to which that authority shall have regard include;

- (a) the need for maintaining the free movement of traffic;
- (b) the need for maintaining reasonable access to premises; and

(c) the extent to which off-street parking accommodation, whether in the open or under cover, is available in the neighbourhood or the provision of such parking accommodation is likely to be encouraged there by the designation of parking places under this section (45 of the RTRA).

- 5.5 Section 55 of the RTRA 1984 makes provision for the monies raised under section 45 of the RTRA 1984, in that it provides for the creation of a ring-fenced account (the SPA – Special Parking Account) into which monies raised through the operation of parking places must be placed, and for the application of any surplus funds. Any surplus generated is appropriated into the Council's General Fund at the year end and can be spent on matters defined in section 55(4) of the RTRA 1984 Act (mainly transport and highways matters, which are listed in the Act).
- 5.6 Section 122 of the RTRA 1984 imposes a general duty on local authorities when exercising functions under the RTRA. It provides, insofar as is material, as follows:  
*"(1) It shall be the duty of every local authority upon whom functions are conferred by or under this Act, so to exercise the functions conferred on them by this Act as (so far as practicable having regard to the matters specified in subsection (2) below) to secure the expeditious, convenient and safe movement of vehicular and other traffic (including pedestrians) and the provision of suitable and adequate parking facilities on and off the highway...*  
*(2) The matters referred to in subsection (1) above as being specified in this subsection are—*  
*(a) the desirability of securing and maintaining reasonable access to premises;*  
*(b) the effect on the amenities of any locality affected and (without prejudice to the generality of this paragraph) the importance of regulating and restricting the use of roads by heavy commercial vehicles, so as to preserve or improve the amenities of the areas through which the roads run;*  
*(bb) the strategy prepared under section 80 of the Environment Act 1995 (national air quality strategy);*  
*(c) the importance of facilitating the passage of public service vehicles;*  
*(d) any other matters appearing to the local authority to be relevant"*
- 5.7 If the proposals regarding PCN banding in this report obtain the necessary approval from LC TEC, the Mayor of London and the Secretary of State for Transport, they will require the amendment of the existing Traffic Management Orders under the Road Traffic Regulation Act 1984.

## **6.0 Equalities Implications**

- 6.1 Section 149 of the Equality Act 2010 provides that the Council must have due regard  
to the need to eliminate discrimination, advance equality of opportunity and foster good relations between those who share a protected characteristic, and those who do not.
- 6.2 No significant adverse implications have been identified in the proposal to move all PCNs to Band A. There is no evidence that motorists from any of the equalities groups with protected characteristics are more likely to incur PCNs than the general motoring population.

6.3 A reduction in parking contraventions would be of particular benefit to disabled motorists, who have a greater need to park legally closer to their home or destination.

## **7.0 Consultation with Ward Members and Stakeholders**

7.1 Statutory consultation on several of the aforementioned changes will be required.

## **8.0 Human Resource / Property Implications**


8.1 None

**Report sign off:**

**Amar Dave**

Strategic Director of  
Regeneration and Environment.



	<b>Cabinet</b> <b>17<sup>th</sup> August 2020</b>
	<b>Report from the Strategic Director Regeneration &amp; Environment</b>
<b>Daily Visitor Parking Charges, And Permit Refunds</b>	

<b>Wards Affected:</b>	Wards containing Controlled Parking Zones - Alperton, Barnhill, Brondesbury Park, Dollis Hill, Dudden Hill, Fryent, Harlesden, Kensal Green, Kenton, Kilburn, Mapesbury, Northwick Park, Preston, Queen's Park, Queensbury, Stonebridge, Sudbury, Tokyngton, Welsh Harp, Wembley Central and Willesden Green
<b>Key or Non-Key Decision:</b>	Key
<b>Open or Part/Fully Exempt:</b>	Open
<b>No. of Appendices:</b>	None
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b>	Gavin F Moore. Head of Parking & Lighting; <a href="mailto:gavin.f.moore@brent.gov.uk">gavin.f.moore@brent.gov.uk</a> ; Tel: 020 8937 2979  Anthony Vartanian. Policy Manager, Parking & Lighting; <a href="mailto:anthony.vartanian@brent.gov.uk">anthony.vartanian@brent.gov.uk</a> ; Tel: 020 8937 2985

## 1.0 Purpose of the Report

- 1.1 Cabinet agreed on 24 October 2016 to introduce a new price structure for daily visitor parking bookings in Controlled Parking Zones, linked informally to London bus fares set by TfL. This report now considers a proposal to make a formal link between the cost of daily visitor permits and the cost of bus fares in Greater London. Any change in the price of visitor permits would then be directly aligned to changes in bus fares. The link will ensure that there is no price incentive to travel by private vehicle rather than use public transport, in support of the objectives of the Council's Long Term Transport Strategy.
- 1.2 The report also considers a proposal to increase the maximum value of refunds on parking permits that are returned or cancelled, from one third to one half. This reflects the reduction in associated administrative costs following the widespread introduction of virtual permits.

## 2.0 Recommendations

That Cabinet agrees to:

- 2.1 Consult parking account holders on a recommendation to formally link and align the cost of daily visitor permits to bus fares set by Transport for London (TfL); charges for daily visitor permits would then directly align with any future price changes made by TfL to the cost of bus fares.
- 2.2 Consult parking account holders on a recommendation to increase the maximum refund value for all parking permits that are cancelled, from the current entitlement of up to *one third* of the value of the permit to up to *half* of the remaining value of the permit.
- 2.3 Delegate authority to the Strategic Director of Regeneration and Environment, in consultation with the Lead Member of the Environment:
  - (i) to consider the outcome of the consultation responses in relation to the proposals set out in paragraphs 2.1 and 2.2 of this report; and
  - (ii) if he thinks fit to do so, to proceed thereafter with the statutory consultation and notification process in respect of those proposals; and
  - (iii) after consideration of the responses to this statutory consultation and notification process, if he thinks it fit to do so, to implement the proposed changes to the daily visitor parking permits and permit refunds; and
  - (iv) to amend current Traffic Management Orders to implement the proposals set out in paragraphs 2.1 and 2.2 of this report.

## 3.0 Background / Detail

### Daily Visitor Parking Charges

- 3.1 On 24<sup>th</sup> October 2016, following consultation with residents and businesses, Cabinet endorsed a new pricing structure for daily visitor parking permits. Cabinet agreed that in principle the cost of visitor parking permits should be equitable with the cost of bus fares. The aim was to encourage people to consider switching to more sustainable modes of transport without there being a price incentive favouring private car usage.
- 3.2 In November 2016, new visitor parking charges were introduced in Controlled Parking Zone (CPZ) areas, with a £1.50 charge for up to 2 hours, a £3 charge for up to 4 hours, and a £4.50 charge for 'all-day' visitor parking of more than 4 hours.
- 3.3 The Mayor of London has held the cost of bus fares since 2016. The current cost set by TfL of a single bus fare is £1.50, a return fare by bus is £3.00, and the daily cap on bus fares is £4.50. At this point we do not know the exact fares which will be in place from January 2021, but increases are expected to be based on RPI plus 1%.
- 3.4 In June 2020 central Government imposed on TfL a series of changes to fares and travel permit conditions. Specifically, TfL were required to announce that fares on public transportation, including buses, would be expected to rise by Retail Price Index (RPI) + 1% in January 2021. To ensure that daily visitor permits remain linked to the price of bus fares, an equivalent linked increase to daily visitor permits would ensure prices remain equitable.
- 3.5 Daily visitor parking bookings allow residents that live in CPZs to receive visitors during a Zone's operational hours. Residents can book a parking session for their visitor online, over the telephone or by text message, providing they have a parking account.

- 3.6 The Council regulates on-street parking to manage demand from residents, businesses and visitors, assist the smooth flow of traffic and reduce vehicle trips, particularly at peak times. This supports the Council's aims of encouraging the uptake of sustainable travel options, and reducing carbon emissions and air pollution.
- 3.7 The Council's 2015 Parking Strategy states that charges should be reviewed regularly and also states that the '*Council will progressively develop a parking and CPZ permit charge structure that reflects balanced transport policies and overarching environmental aims and objectives*'. In September 2012, the Council's Executive adopted a pricing principle which was that '*No charge should be made that undermines policy objectives*'. A key objective in linking visitor parking charging to that of public transportation is to encourage the use of more sustainable modes of transport, such as public transport, cycling and walking.
- 3.8 Car usage makes a significant contribution to the borough's carbon emissions. When considering the new price structure in 2016, it was felt that balancing the cost of visitor parking with that of public transport could encourage a greater uptake of more sustainable modes of transport.
- 3.9 In 2016/17, prior to the new pricing structure being introduced, residents booked 420,000 visitor parking sessions. By 2019/20, residents booked just 280,000 visitor parking sessions, demonstrating that the pricing structure had successfully reduced by one third the number of visits made to CPZs by car. This has improved management of parking spaces in CPZs, and contributed to a reduction in both air pollution and carbon emissions in Brent.
- 3.10 To ensure that the objectives of the visitor parking pricing structure are preserved, visitor permit prices should remain aligned to the charge for bus fares made by TfL.

#### Permit Refunds

- 3.11 Any resident or business that holds a parking permit for a Controlled Parking Zone is entitled, under the permit terms and conditions, to cancel their permit. In the majority of cases, permits are cancelled due to the permit holder moving out of their current CPZ. Other instances include permit holders deciding to no longer own a private vehicle.
- 3.12 The Council's Parking Contractor, Serco, administers permit refunds. The process for cancelling a permit is done online through the permit holders parking account. Permit holders are able to log into their account, select 'account summary' where there is an option to 'cancel permit'.
- 3.13 In accordance to section 16 of the 'Parking Permits Terms & Conditions', a refund is at present up to one third of the cost of the remaining value on the permit. Refunds are processed and credited onto the original payment card used to purchase the permit or to a linked bank account in the event that the payment card has expired.
- 3.14 The arrangements for refunds are set out in a Traffic Management Order, and are currently as follows:
- 24 month permits – maximum 8 months' refund;
  - 12 month permits – maximum 4 months' refund;
  - 6 month permits - maximum 2 months' refund;
  - 3 month permits - maximum 1 month's refund.

Refunds represent a third of the value and only full months remaining are eligible for a refund.

- 3.15 The maximum refund level of one third was set to reflect the administrative cost of cancelling printed parking permits. The widespread introduction of virtual parking permits has reduced these costs, and it is now proposed to increase the maximum refund value to up to 50% of the remaining value of the permit. Specifically:
- 24 month permits – maximum 12 months' refund;
  - 12 month permits – maximum 6 months' refund;
  - 6 month permits - maximum 3 months' refund;
  - 3 month permits - maximum 1.5 month's refund.

### Consultation

It is proposed that the Council proceeds to a 28-day online consultation with residents and businesses holding an active parking account via the Brent corporate Consultation Hub. Consultation would commence early September 2020.

- 3.16 It is not considered that wider consultation with all residents would be appropriate in this case. Only parking account holders would be affected by the proposed changes. Residents without a parking account cannot purchase parking permits, and cannot make visitor parking bookings.
- 3.17 The decision on whether to implement the amendment of relevant Traffic Management Orders, in relation to the matter set out in paragraphs 2.1 and 2.2 above, will be made by the Strategic Director Regeneration and Environment and this is covered in the recommendation set out in paragraph 2.3(iv) above. This will be done in consultation with the Lead Member for Environment, after consideration of the outcome of the statutory consultation and notification process pursuant to the Cabinet decision to delegate such authority. If this proceeds, the expected target date in respect of the proposals set out in paragraphs 2.1 and 2.2 of this report is 4 January 2021.
- 3.18 If the recommendations in section 2 of this report are agreed, the Cabinet is asked to note that changes to daily visitor permits will then align in future to any equivalent change made by TfL to bus fares, effective from the date TfL implement price changes.

## **4.0 Financial Implications**

- 4.1 An estimate of the financial implications of implementing a formal link between the cost of bus fares daily visitor permits, as set out above, suggests this could provide additional revenue in 2021-2022 of between £15k to £20k p.a. This assumes that TfL implement the proposed 2021 increase to bus fares.
- 4.2 For illustrative purposes, the most recent RPI published by the Office of National Statistics in June 2020 was 0.7%. Revenue from visitor permit sales in 2019-20 was £0.86m. Assuming RPI will remain at similar levels into early next year when TfL announce fares, the combined increase of RPI + 1% would equate to a 1.7% increase. It is not expected that an inflation-led increase on this scale would have any significant impact on demand.
- 4.3 Any additional revenue generated through daily visitor permit sales would contribute towards the Parking Account surplus currently applied wholly to concessionary fares.

- 4.4 An estimate of the financial implications of increasing the permit refund from one third of the value of the permit to half the value could result in net refunds increasing by £40k. In 2019-2020 2,100 permit refunds were processed. The total one-third refunded value across all permits cancelled was £80k.
- 4.5 The small reduction in parking permit income from increasing the permit refund will be met from existing resources.

## **5.0 Legal Implications**

- 5.1 Under Section 45 of the Road Traffic Regulation Act 1984 (RTRA 1984), a local authority has powers to designate parking places on the highway, to charge for use of them, and to issue parking permits for a charge.
- 5.2 Section 55 of the RTRA 1984 makes provision for the monies raised under section 45 of the RTRA 1984, in that it provides for the creation of a ring-fenced account (the SPA – Special Parking Account) into which monies raised through the operation of parking places must be placed, and for the application of any surplus funds. Any surplus generated is appropriated into the Council's General Fund at the year end and can be spent on matters defined in section 55(4) of the RTRA 1984 Act (mainly transport and highways matters, which are listed in the Act).
- 5.3 Section 122 of the RTRA 1984 imposes a general duty on local authorities when exercising functions under the RTRA. It provides, insofar as is material, as follows:  
*"(1) It shall be the duty of every local authority upon whom functions are conferred by or under this Act, so to exercise the functions conferred on them by this Act as (so far as practicable having regard to the matters specified in subsection (2) below) to secure the expeditious, convenient and safe movement of vehicular and other traffic (including pedestrians) and the provision of suitable and adequate parking facilities on and off the highway...*  
*(2) The matters referred to in subsection (1) above as being specified in this subsection are—*  
*(a) the desirability of securing and maintaining reasonable access to premises;*  
*(b) the effect on the amenities of any locality affected and (without prejudice to the generality of this paragraph) the importance of regulating and restricting the use of roads by heavy commercial vehicles, so as to preserve or improve the amenities of the areas through which the roads run; (bb) the strategy prepared under section 80 of the Environment Act 1995 (national air quality strategy);*  
*(c) the importance of facilitating the passage of public service vehicles;*  
*(d) any other matters appearing to the local authority to be relevant"*
- 5.4 Should an increase to visitor parking charges and an amendment to the permit policy be approved for implementation, both of these proposed changes would respectively require the amendment of the existing Traffic Management Orders (TMO) under the Road Traffic Regulation Act 1984.

## **6.0 Equalities Implications**

- 6.1 An equalities analysis was undertaken prior to the introduction of revised visitor parking charges in 2016. This indicated that a key question was whether there would be any adverse effect on residents who live in CPZs and receive visitors who provide them with care. This could particularly affect elderly residents, or those with disabilities.

- 6.2 However, two measures are in place that mitigate against any significant impact: the Essential User permit, which is available to public and voluntary sector staff providing formal care; and the Visitor Household permit, which is particularly helpful to residents who receive regular informal care visits. Both of these permits are already subject to annual inflation-driven price increases. The proposals in this paper would bring daily visitor booking charges in line with the inflation-led approach.
- 6.3 In conclusion, therefore, it is not considered that linking visitor permit booking charges to inflation in future would have any significant equalities implications.
- 6.4 There are no equalities implications associated with introducing a change to permit refunds.

## **7.0 Consultation with Ward Members and Stakeholders**

- 7.1 Both consultation and the process of statutory consultation and notification on the aforementioned changes will be required. This will be scheduled to take place in Autumn 2020.

## **8.0 Human Resource / Property Implications**

- 8.1 None

Related documents:

- Cabinet: 27 June 2016 On-Street Parking Service Offer
- Cabinet: 24 October 2016 Visitor Permit Charging
- 2015 Parking Strategy
- Long Term Transport Strategy

**Report sign off:**

**Amar Dave**

Strategic Director of Regeneration and Environment.