



Resources and Public Realm Scrutiny Committee

Wednesday 14 April 2021 at 6.00 pm

This will be undertaken as an online virtual meeting.

The link to attend and view the meeting will be made available [here](#).

Membership:

Members

Councillors:

Mashari (Chair)
Kansagra (Vice-Chair)
S Choudhary
Johnson
Kabir
Hassan
Long
Mahmood
Miller
Perrin
Shah

Substitute Members

Councillors:

Aden, Daly, Ethapemi, Hector, Lloyd, Sangani,
Shahzad and Thakkar

Councillors:

Colwill and Maurice

For further information contact: Craig Player, Governance Officer
Tel: 020 8937 2082; Email: craig.player@brent.gov.uk

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Notes for Members - Declarations of Interest:

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

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

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

***Disclosable Pecuniary Interests:**

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

****Personal Interests:**

The business relates to or affects:

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

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

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

or

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

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

Agenda

Introductions, if appropriate.

Item	Page
1 Apologies for absence and clarification of alternate members – 6.00pm	
2 Declarations of interests Members are invited to declare at this stage of the meeting, the nature and existence of any relevant disclosable pecuniary, personal or prejudicial interests in the items on this agenda and to specify the item(s) to which they relate.	
3 Deputations (if any) To hear any deputations received from members of the public in accordance with Standing Order 67.	
4 Minutes of the previous meeting To approve the minutes of the previous meeting held on 27 January 2021 as a correct record.	1 - 8
5 Matters arising (if any) To consider any matters arising from the minutes of the previous meeting.	
6 Building a Better Brent - A Review of the Brent Council Priorities and Strategies – 6.05pm To receive the new Borough Plan 2021-22, key council strategies and plans and related delivery plans including: a) Borough Plan 2021-22 b) Brent Transport Strategies c) Social Value Policy and Ethical Procurement	9 - 42
7 Delivering a Better Brent - Quarter 2/3 Performance Reports – 6.50pm To receive a report on the council's performance in the second and third quarters of 2020/21, focussing primarily on the Borough Plan; Building a	43 - 102

Better Brent (2019-2023), and its priorities.

8 Scrutiny Recommendations Tracker 7.20pm 103 - 124

To receive a report on the progress of implementing key council strategies, including the Policy Framework and the status of recommendations made by the Committee.

9 Air Quality Task Group Scrutiny Report and Recommendations - 7.25pm 125 - 256

To review the implementation of the Air Quality Task Group scrutiny report and recommendations.

10 Brent Poverty Commission Report and Recommendations - 7.40pm 257 - 268

To review the implementation of the Brent Poverty Commission recommendations as agreed by Cabinet.

11 Forward Plan of Key Decisions - 7.55pm 269 - 288

To review the Forward Plan of Key Decisions and to consider any issues that may be considered by the Committee.

12 Any other urgent business – 8.00pm

Notice of items to be raised under this heading must be given in writing to the Head of Executive and Member Services or his representative before the meeting in accordance with Standing Order 60.

Date of the next meeting: Monday 10 May 2021



MINUTES OF THE RESOURCES AND PUBLIC REALM SCRUTINY COMMITTEE **Held as an online virtual meeting on Wednesday 27 January 2021 at 6.00 pm**

PRESENT (all in remote attendance): Councillor Mashari, Councillor Kansagra and Councillors S Choudhary, Johnson, Kabir, Long, Hassan, Miller, Shah, and Perrin

Also Present (in remote attendance): Councillors McLennan (Deputy Leader and Lead Member for Resources)

1. Apologies for absence and clarification of alternate members

Apologies were received from Councillor Mahmood.

2. Declarations of interests

None.

3. Deputations (if any)

None.

4. Minutes of the previous meeting

It was **RESOLVED** that the minutes of the last meeting held on 01 December 2020 be approved as a correct record.

5. Matters arising (if any)

None.

12. Any other urgent business

It was agreed that this item would be taken before item 6 on the agenda.

Alice Lester, Operational Director Regeneration, Growth and Employment introduced the additional item on the future of the borough's high streets. It was noted that the pandemic had led to an acceleration of changes to the reasons people visit and use high streets, with footfall dropping significantly and online sales rising. While this was the case across the country, local centres within the borough had been less affected than city centres due to its makeup of largely local businesses.

The Chair invited Andrew Dakers, Chief Executive at West London Business to give an update on some of the analysis West London Business had undertaken on the impact of the pandemic on West London's high streets and the potential for their recovery. He suggested that a number of key considerations would influence the mix of high streets post-pandemic. These included: an increased demand for

experiential retail offers; a shift towards environmental sustainability; competition between shopping centres and high streets; parking issues; affordable rents and rates and changes in spend due to changing working patterns. He then highlighted the importance of business support during the pandemic and the role it would play in the recovery, with particular reference made to the Additional Restrictions Grant.

The Chair then invited Matthew Jaffa, Senior External Affairs Manager at the Federation of Small Businesses to give an update on some of the concerns raised by small businesses during the pandemic. Unaffordable rents and rates were highlighted as a particular issue for local businesses, as well as spiralling levels of debt as a result of the loss of income. It was suggested that landlords and tenants needed to be incentivised to work more closely together to find innovative solutions to these issues. He also raised concerns over the proposed changes to permitted development rights over the forthcoming year, which he feared would result in the loss of local businesses. The importance of supporting local businesses to employ local residents during the recovery was also highlighted, with particular reference made to the Kickstart Scheme.

Councillor Tatler, Lead Member for Regeneration, Property and Planning then gave an update on the Council's approach to the future of the borough's high streets. It was noted that it would look to support social and community spaces as well as retail spaces, recognising that importance of increased footfall for high streets. She then highlighted a range of actions the Council were taking to support high streets including: the meanwhile use of spaces; capital expenditure projects such as Harlesden Picture Place; ensuring local businesses form part of the Council's supply chain; partnership work with neighbouring local authorities and Town Centre Managers and Neighbourhood Management Teams. She also highlighted the support provided to local businesses throughout the pandemic such as business support grant funding.

The Committee was then invited to raise questions on the updates provided, which focused on a number of key areas as highlighted below:

- In response to a question from the Committee, it was noted that many high streets in the borough were vibrant and so there was no need for extra support. In comparison to other areas in the country Brent was deemed to be in a strong position. It was recognised, however, that there would be challenges ahead for high streets such as Brexit and the increase in online shopping. Members noted that nine town centres had been identified for extra support – Kilburn, Collindale, Burnt Oak, Willesden Green, Neasden, Church End, Harlesden, Ealing Road and Wembley.
- It was noted that officers were proactively working with landlords to the meanwhile use of vacant properties, and Wembley High Road was highlighted as a successful example of this.
- In response to a question regarding the appropriate use of office space, it was noted that the Council would look to work with landlords to ensure office spaces were being utilised efficiently. This was seen as particularly important as the borough recovers from the pandemic, and future work patterns and office usage begin to take shape. Members were assured that, as a result of an Article 4 direction across the borough, the Council had withdrawn the ability to convert office spaces for residential use.

- Regarding the actions that local authorities should be taking to support high streets, it was suggested that small businesses be supported to fill spaces on high streets, that local businesses form part of the Council's supply chain, that free parking be offered on high streets and that town centre managers continue to support businesses. It was also suggested that the Council lobby central government on issues relating to business support grants, permitted development rights, affordable rents and rates and the self-employment income support scheme.
- It was noted that high street spaces were often too expensive for voluntary and community sector organisations and as such local authorities should look to mitigate this. The meanwhile use of buildings was highlighted as one mitigation, as well as encouraging organisations to utilise markets before entering renting agreements.
- It was suggested that the Council look to apply for an Article 4 direction to withdraw the ability to convert retail spaces for residential use. The Committee was assured that this was something it would look into, but recognised that it would be a lengthy process.
- In response to a question regarding 15-minute neighbourhoods, it was explained that this policy aimed to transform neighbourhoods into connected and self-sufficient areas. It was a policy area the Council was looking to explore further, and it was recognised that it would promote its climate objectives and encourage residents to shop locally.
- The Committee was assured that the Council would look to complete its annual health check in the near future which would give it an insight into the current state of high streets. This would then inform actions on issues such as the mix of businesses and lengths of high streets.
- It was noted that the Council encouraged mixed-use and affordable workspaces within new developments in the borough, including on high streets. An example given was the Networks Home Development on Ealing Road, in which several artist studios were based.
- In response to a question regarding plans to encourage footfall on high streets, it was noted that the Council had identified a number of actions to do so such as the promotion of local transport links and the development of markets and community spaces.
- It was noted that rising rent levels was an ongoing issue for local businesses. It was suggested that the Council lobby central government to introduce rent controls and reform the rates system.

Resolved

That the following areas of improvement be noted:

- 1. To consider providing rain cover for the borough's high streets through Community Infrastructure Levy or Section 106 funding.**
- 2. To consider how the Council could facilitate consolidated ownership of high street spaces.**
- 3. To consider applying for an Article 4 direction to withdraw the ability to convert retail spaces for residential use.**
- 4. To consider the use of rent controls and rate reviews on the borough's high streets on a cross-party basis.**

5. To ensure the annual health check of the borough's high street is undertaken as soon as it is safe to do so.
6. To work alongside West London Business and the Federation of Small Businesses in lobbying central government on issues relating to business support grants, permitted development rights, affordable rents and rates and the self-employment income support scheme.

6. **Budget Scrutiny - Quarter 2 and Quarter 3 Financial Report 2020/21**

Councillor McLennan, Deputy Leader and Lead Member for Resources introduced a report on the Quarter 2 and Quarter 3 financial reports 2020/21, which formed part of the scrutiny of the Council's budget performance.

The Committee was then invited to raise questions on the report, which focused on a number of key areas as highlighted below:

- In response to a question regarding 13 posts that had been held vacant for the rest of the year in the Children and Young People department, it was noted that these posts would be covered by existing staff until the department was in a position to recruit.
- It was noted that the major financial impact of the pandemic for the Community and Well-being department was the cost of procuring Personal Protective Equipment (PPE) and distributing it free of charge to care providers. It was explained that this had been provided as the Council was better able to source and buy PPE than many care providers, and that this expenditure was expected to reduce as central government had announced that it would provide PPE at no cost to all care homes for the remainder of the financial year.
- Regarding the loss of income due to the pandemic, it was noted that central government had provided funding for income losses, but would not guarantee additional funding past the first quarter of the next financial year. Members were assured that the Council continued to lobby for additional funding and had forecasted future loss of income.
- It was noted that the overspend on the Dedicated Schools Grant was largely due to growing numbers of Education Health and Social Care plans (EHCPs). Members were assured that no child would be refused an EHCP, but it was recognised that the current level of central government was not enough to meet the growing demand.
- In response to a question regarding the Housing Revenue Account, it was noted that its operating reserve was currently less than desired. Mitigating action, such as re-scheduling major works and new build capital investments, would be considered if necessary.

7. **Budget Scrutiny Report**

The Budget Scrutiny Report, published as a supplementary agenda item, was noted.

8. Digital Customer Services

Councillor McLennan, as Deputy Leader and Lead Member for Resources introduced a report on how the customer access strand of the Brent Digital Strategy 2019-23 was being delivered and progress against it in light of the pandemic.

The Committee was then invited to raise questions on the report, which focused on a number of key areas as highlighted below:

- It was noted that areas in which digital exclusion was more prominent had been identified. Actions to ensure residents in these areas had more access to digital services were underway including closer partnership work, the use of Digital Champions, broadband and digital device access and signposting and triage.
- In response to a question from the Committee, it was noted that older people were more likely to be offline, lack digital skills and to have access to digital devices. It was recognised that there was a need to ensure older people understand the benefits of being online. The importance of involving family and friends in the process was noted, for example by using applications such as Zoom.
- It was noted that the Council's online platforms were reviewed to ensure accessibility on an ongoing basis. Much work had been undertaken over the past year to ensure online platforms met new government guidelines on accessibility, and accessibility audits had also been undertaken. This included the updating of online forms.
- The Committee were assured that the Council were looking at the ways in which online and telephone services were integrated with back office systems to ensure a more efficient service. This involved effective signposting, the development of online forms and procuring new back office applications. It was hoped that these would create a simple and holistic system.
- Regarding telephone answer rates, it was noted that answer rates were monitored and were generally high. In the cases in which there was no answer, investigations would be carried out to understand why.
- It was noted that a number of pilots were underway to support digital inclusion in the borough, for example through providing older and disabled residents with broadband, digital devices and digital training. The specific needs of each pilot group had been identified and the Council would work with its private and voluntary and community partners to measure the outcomes.
- In response to a question regarding internet access for pupil home learning, it was noted that the Council were putting additional arrangements in place for those residents who could not access Department for Education schemes. It was working alongside education providers to identify those children who were eligible.

9. Annual Complaints Report 2019/20

Councillor McLennan, as Deputy Leader and Lead Member for Resources introduced a report on complaints performance for the period April 2019 to March

2020, focusing on the nature of complaints and the learning they provided to inform the future approach to service improvement.

The Committee was then invited to raise questions on the report, which focused on a number of key areas as highlighted below:

- In relation to complaints received by the Complex Care team, it was noted that there had been a number of complaints from some families which had bordered on vexatious and needed to be managed. The Committee was assured that an update would be provided once action had been taken.
- It was noted that services were supported to learn from complaints, which provided an opportunity for these services to be improved and shaped by customer experience. Members were assured that teams were encouraged to take corrective actions when complaints were received. Recent changes to care assessments and the planning process were given as particular examples.
- It was noted that Stage 2 complaints had increased by 22% to 254 cases during 2019/20 compared with the previous year. The majority of this increase had been attributed to Housing Management Services. Members were assured that new measures to improve complaints handling within the service would be implemented.
- The Committee were assured that complaints were monitored for patterns in the types of issues raised. Should patterns become apparent, remedial action would be taken. It was suggested that Lead Members attend future meetings of the Committee to speak to complaints within their service.

Resolved

That the following area of improvement be noted:

- 1. To consider implementing a thematic review of complaints across departments.**

The Committee made the following information request:

- 1. Data on vexatious complaints received within the Children and Young People service.**

10. Forward Plan of Key Decisions

The Forward Plan of Key Decisions was noted and the following points highlighted:

- The draft version of the Meanwhile Use Strategy would be taken to Cabinet on 08 February 2021. It was noted that details of the new strategy would be made available before the meeting.
- The Fair Debt Recovery Policy would align with the recommendations of the Poverty Commission. It was noted that the policy would be taken to the Poverty Commission Sub-Group in February 2021.
- There would be an opportunity for the draft Borough Plan to be scrutinised by the Committee should it wish to do so. It was noted that the draft would be taken to Full Council in September.

11. **Scrutiny Recommendations Tracker**


The Scrutiny Recommendation Tracker table, which tracks the progress of recommendations made by the Committee, was noted.

It was agreed that the review date status column in the tracker be replaced by an implementation date status column.

The meeting closed at 8.00pm

R MASHARI
Chair

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	Resources and Public Realm Scrutiny Committee 14 April 2021
	Report from the Assistant Chief Executive
Building a Better Brent – Borough Plan 2021-2022	

Wards Affected:	All
Key or Non-Key Decision:	N/A
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	None
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Shazia Hussain Assistant Chief Executive Tel: 07436 702383 Shazia.hussain@brent.gov.uk Angela d'Urso Policy and Strategic Partnerships Manager Angela.d'urso@brent.gov.uk Jackie Barry-Purssell Senior Policy and Scrutiny Officer Tel: 07786318491 Jacqueline.barry-purssell@brent.gov.uk

1.0 Purpose of the Report

- 1.1 This report sets out the progress on the Borough Plan 2020/21, the Borough Plan 2021/22 and the council's policy framework. It also provides a high-level update on the key supporting strategies and plans, specifically the Poverty Commission, the Equality Strategy, the Black Community Action Plan (BCAP) and the Climate and Ecological Emergency Strategy.

2.0 Recommendations for Scrutiny

The Committee is asked to:

- 2.1 Note the policy framework of the council, particularly the Borough Plan and the key underpinning strategies – the Poverty Commission delivery plan, the Equality Strategy, the Black Community Action Plan (BCAP) and the Climate and Ecological Emergency Strategy.
- 2.2 Note the progress made in delivering the Borough Plan priorities during 2020/21.
- 2.3 Note the update on the main supporting strategies and plans, specifically the Poverty Commission, the Equality Strategy, the BCAP and the Climate and Ecological Emergency Strategy.

3.0 Detail

The council's policy framework

- 3.1 Part 3 of the Brent Constitution (as at February 2021) lists the core plans and strategies that constitute the council's policy framework. The Cabinet is responsible for formulating or preparing the plans listed below and then submitting them to the Full Council for consideration and adoption or approval.
- Borough Plan
 - Crime and Disorder Reduction Strategy
 - Development Plan documents
 - Youth Justice Plan
 - A plan or strategy for the control of the authority's borrowing investments or capital expenditure or for determining the authority's minimum revenue provisions
 - Licensing Authority Policy Statement
 - Corporate Plan
 - Any other plan or strategy (whether statutory or non-statutory) which the authority determines should be approved or adopted by the authority and not the Cabinet.

The Borough Plan

- 3.2 **Building a Better Brent (2021-2022)**, the council's refocused Borough Plan was adopted by Full Council in February 2021. This Plan updates the five priority areas and sets out actions to realise them, refocused in the light of the changing context since the original plan was agreed.
- 3.3 Although the vision remains the same, the changed context means it has new resonances. The ways the council delivers it will have to change. Over the next year the council will address the immediate and longer-term impacts of a global pandemic and the other pressing challenges affecting a range of service and policy areas, including the climate emergency and tackling the causes and consequences of homelessness. It will be a year that will set the stage for recovery in the borough – and for action to ensure a better, fairer and greener future for all its people.

- 3.4 The Borough Plan has five overarching strategic themes with desired outcomes and actions that will run for the duration of plan. The priorities are:
- **Every opportunity to succeed** – working in partnership to support children and young people, educational attainment, employment support and skills provision, training and youth opportunities.
 - **A future built for everyone, an economy fit for all** – regenerating the borough to grow the local economy and provide the jobs, homes and transport that people need, employment and training support, tackling homelessness.
 - **A cleaner, more considerate Brent** – tackling the climate emergency and keeping our environment clean and pleasant.
 - **A Borough where we can all feel safe, secure, happy and healthy** – safer and healthier communities, reducing health inequalities, opportunities to enjoy Brent's unique cultural heritage, support for vulnerable children and adults to be as independent as possible.
 - **Strong Foundations** – ensuring the council and its partners are equipped to secure the best possible outcomes for local people within a context of diminishing resource, tailored engagement.
- 3.5 To assist in the delivery of these priorities, specific actions have been developed for each and are detailed in the Borough Plan.
- 3.6 The successful delivery of the Borough Plan not only depends on the plans and strategies listed in the Constitution, but also on the delivery of further corporate and departmental strategies. These strategies are reviewed regularly (in line with processes defined within them), and are subject to enquiry by the Resources and Public Realm and Community and Wellbeing Scrutiny Committees. A list of these strategies are detailed below:
- Affordable Workspace Strategy
 - A Physical Activity Strategy for Brent 2016 - 2021
 - Asset Management Strategy 2020-2025
 - Brent Borough Plan 2021-2022
 - Brent Covid-19 Transport Recovery Plan (**draft**)
 - Brent Digital Strategy 2019-2023
 - Brent Museum and Archives Strategy
 - Cemeteries Strategy 2013
 - Climate and Ecological Emergency Strategy 2021-2030
 - Community Safety Strategy 2018-2021
 - Cyber Security Strategy 2019-2023
 - Cycle Strategy 2016-2021
 - Enforcement Policy 2019
 - Equality Strategy 2019-2023
 - Ethical Debt Recovery Policy - 2021
 - Financial Inclusion Strategy 2015 (**being reviewed**)
 - Flood Risk Management Strategy
 - Food Growing and Allotments Strategy
 - Health and Wellbeing Strategy 2014-2017 (**being reviewed**)
 - Homelessness and Rough Sleeping Strategy 2020-2025
 - Housing Strategy 2009-2014 (**being reviewed**)

- Inclusive Growth Strategy 2019-2040
- Meanwhile Use Strategy
- Parking Policy 2020
- Procurement Strategy 2020-2023
- School Place Planning Strategy 2019-2023
- Shared Ownership Sales and Marketing Policy
- Shared Technology Roadmap 2021-2026
- Social Value and Ethical Policy
- Special Educational Needs and Disabilities Strategy 2018-2021
- Sport and Active Recreation Facilities Strategy 2008-2021
- Tenancy Strategy and Tenancy Management Policy 2020-2024
- Transport Strategy 2015-2025
- Volunteering Strategy 2019-2023
- Walking Strategy 2017-2022
- Workforce Strategy 2017-2020 **(being reviewed)**

Successes in 2020/21

- 3.7 The Borough Plan report presented to Cabinet in February 2021 included the achievements to date of the 2019-2023 Borough Plan. A brief summary of these are included here:

Every opportunity to succeed

- The gap in attainment between British boys of Black Caribbean heritage and all other pupils has significantly narrowed
- Over 3,000 residents were supported through our adult education college Brent Start, with an achievement rate of 93.7%
- Brent Works has supported over 100 residents into apprenticeships, and 150 young people into six month work experience placements with employers as part of phase one of the Government's 'Kickstart' programme

A future built for everyone, an economy fit for all

- A new local plan setting out our plans for future development in Brent is being produced
- An Affordable Workspace strategy has been agreed, and a Meanwhile Use strategy to support diversity of High Streets is being progressed
- Support has been given to businesses via advice and webinars
- In 2019-2020, we saw a net gain of 2,433 new homes. Some 954 affordable homes are being delivered, with 309 new social housing properties to meet housing need
- Supporting businesses with adhering to the Covid requirements and safe re-opening when allowed, and town centres had physical distancing measures put in place
- Our 'Small Business Saturday' awards and 'Shop Local' campaign supported our local businesses

A cleaner, more considerate Brent

- The Brent Climate Assembly met in December 2019, and a draft Brent Climate Emergency Strategy was issued for public consultation

- 1,033 trees have been planted, energy-saving streetlights have been installed and together with the new Civic Centre these helped the council to cut its carbon emissions by 63.7%
- 19 community clean up action days were held across our neighbourhoods, supporting 150 volunteer litter pickers, who removed over 120 tonnes of waste

A borough where we can all feel safe, secure, happy and healthy

- The 'Bright Futures' ex-offender project was delivered and exceeded engagement targets
- We tackled anti-social behaviour and violent crime, including by extending the public space protection order to tackle street drinking
- We increased support for those at risk of or experiencing domestic abuse
- Violent crime reduced by 7% compared to the previous year, and between January 2019 and December 2020 there has been a 25% reduction in reported knife crime offences, and a 33% reduction in serious youth violence
- Our service-user led substance misuse service established "park pods" to provide socially distanced peer support
- Health visiting responded to lockdown and pressures on the NHS by moving to a risk based model of contacts, including establishing a seven day helpline for parents. Over 98% of all new mothers were contacted in the first 14 days after birth
- The London Borough of Culture programme was successfully delivered. Activities included an online exhibition titled Windrush 2020, 8 online films called Brent Then and Now and 22 heritage engagements.

Strong Foundations

- A new model of collaborative working with the voluntary and community sector was implemented
- The hub model was adapted during the pandemic to provide welfare phone support and to act as the main food aid referral pathway. There have been over 10,000 visits to our hubs. 74% of community hub customers are more confident using online services
- Over £16 million has been given in grant funding to local communities
- A new social value and ethical procurement policy has been agreed and is being implemented
- We have made significant progress in delivering our digital strategy, including increasing access to fast broadband and improving our online customer portal

- 3.8 The performance framework in 2020/21 included a number of key performance indicators to track the delivery and impact of the priority actions. The quarter 2 and 3 performance reports are on the agenda of the committee today.

The key underpinning strategies and plans

- 3.9 Tackling inequity, poverty and the climate emergency are vital to success in addressing the five priority areas outlined in the Borough Plan. Recent events have proved beyond doubt that these have to be priorities for action by the council and partners. The Poverty Commission delivery plan, the Equality

Strategy, the Black Community Action Plan (BCAP) and the Climate and Ecological Emergency Strategy support the Borough Plan and sit within the overall framework as the main supporting strategies. The emerging Joint Health and Wellbeing Strategy will also be a key supporting strategy.

3.10 A brief overview of these key supporting strategies and plans is outlined below:

Poverty Commission

Tackling poverty is a vital step to success across all of the Borough Plan priorities as made clear by the [Brent Independent Poverty Commission's recommendations](#). The Commission carried out a comprehensive review of why so many in Brent live in poverty and what this means to peoples' everyday lives, drawing on the first hand "lived experience" of poverty – and of the often life-changing potential of the actions taken to address it. The Commission explained the cumulative impact of rocketing housing costs, precarious employment and a welfare system which all too often puts process before people. Delivery plans endorsed by Full Council on 23 November 2020 and approved by Cabinet on 7 December 2020 (based on the recommendations of the Commission's report) covering housing, economy and jobs, financial inclusion and welfare are being implemented. These cover a wide range of cross-cutting activity. Further detail on the Poverty Commission delivery plan is provided as a separate agenda item at this Committee.

Equality Strategy

The [Equality Strategy 2019-2023](#) was approved in December 2019 and sets out the council's commitment to embedding effective equality and diversity practice in everything that it does – as a locality leader, as a provider and commissioner of services, and as an employer. This vision is articulated via four equality objectives: understanding and removing barriers to equality experienced in Brent; providing accessible information and services; tackling hate, harassment and victimisation; and leading the way in encouraging diversity to flourish in Brent. Delivery of these objectives is supported by an annual equality strategy action plan.

The action plan for 2021-22 was approved by Cabinet on 8 February 2021. The plan details how the council will: continue to improve the accessibility of its services by tackling digital exclusion and enhancing the in-person offer; invest in and support our diverse workforce through the provision of a range of development opportunities; and review and strengthen our equality and diversity practice across the organisation, with a focus on a robust equality and diversity training offer. The action plan links to key areas of work including the Black Community Action Plan, the Independent Poverty Commission recommendations, and work to tackle health inequalities. This work is driven by priority steering groups and is supported by a suite of performance measures that will be reported regularly throughout 2021/22.

Climate and Ecological Emergency Strategy

In July 2019, Full Council declared a climate and ecological emergency and committed to an overarching aim to 'do all reasonable in the council's gift to aim for carbon neutrality by 2030'. The council's [Climate and Ecological Emergency Strategy \(2021-2030\)](#), which has been developed through close engagement with local residents, sets out key themes and objectives.

The consultation period on the draft Strategy ended on 15 January, with responses recorded on the online consultation portal, as well as a number of bespoke workshops/roundtables with community groups. The feedback has been reviewed and used to shape the strategy.

The final version of the strategy was brought back to Cabinet in April. Officers are currently focusing on the implementation of the project delivery of the 23 key actions within the strategy's 2021-22 delivery plan. Activity has included a recently launched the Brent Environmental Network to help drive the council's aims for carbon neutrality. The network now has approximately 330 members, comprising of individuals and members from key sectors (business, VCS organisations, schools etc.).

Black Community Action Plan (BCAP)

The [Black Community Action Plan \(BCAP\)](#) aims to reduce the inequalities experienced by Black communities in Brent, and was agreed at Full Council in July 2020. The plan is community led, and is being delivered by the council and community working in partnership. The nine themes in the plan are:

1. Early intervention: children, young people and families
2. Enabling and strengthening community leadership through capacity building
3. Developing community spaces – run and managed by local communities
4. Supporting the black community and voluntary sector - grant funding to voluntary sector organisations and procurement
5. Support for employment and enterprise
6. Accountability
7. Homes and homelessness
8. Tackling health inequalities
9. Embedding equality and diversity within the council workforce

Following ongoing feedback and the recent Local Government Association (LGA) Peer Review in January, recommendations have been embedded into the BCAP. Additionally, the timescales against actions have been reviewed and amended to reflect a 10-year commitment to the plan. A year one delivery plan has been developed for 2021/22 which outlines a focus on the following:

Children, young people and families

Activity Includes:

- Mentoring for young black children in schools

- Support supplementary schools to develop and strengthen their offer
- Developing or strengthening opportunities for young black people to act as leaders

Building sustainable community leadership

Activity Includes:

- Developing a leadership development programme to equip community leaders and representatives with the knowledge and skills to influence local decision-making
- This will include an element between senior council officers and community leaders

Supporting Black-led businesses, voluntary & community sector

Activity Includes:

- Building a Black business network to enable tailored engagement
- Making contracts, grants and funding more accessible
- Building the capacity of voluntary and community sector (VCS) organisations

To support the delivery of the above priorities, the thematic steering groups structure will remain but rationalised to three core groups, which will be reviewed to ensure they continue to remain effective in supporting the delivery of the overall action plan.

Performance framework

3.11 The Borough Plan priorities and actions set the council's performance management framework. The 2021/22 framework is being finalised with a number of principles in mind:

- There is a clear golden thread from the Borough Plan to front line delivery - progress on activity is monitored using key performance indicators that are reflected within the main supporting strategies and plans, other key council strategies as outlined in this report and service plans
- The framework captures the cross cutting and matrix nature of the Borough Plan and the main supporting strategies/plans. This will allow us to bring into sharper focus our progress against our plans and strategies and will be reported to Cabinet on a quarterly basis
- Corporate performance reports will ensure that council leadership is assured of delivery across the Borough Plan and the key strategies/plans, with proportionate and meaningful performance measures, including the use of 'journey' indicators to demonstrate progression to long-term aims. We want to enable more benchmarking.

4.0 Financial Implications

4.1 There are no financial implications as a result of this report.

5.0 Legal Implications

- 5.1 There are no legal implications.

6.0 Equality Implications

- 6.1 Brent is committed to equality, diversity and inclusion; the council is determined to be an exemplar of good practice in equality, diversity and human rights and it is our policy to treat everyone fairly and with respect. We aim to ensure that all our current and future residents, staff and stakeholders are treated fairly and receive appropriate, accessible services, and fair and equal opportunities.
- 6.2 This commitment requires that equality considerations play a key role in our decision-making processes and that our policies are fully compliant with the duties placed on us as a public sector body by the Equality Act 2010. Our Equality Analyses (EAs) ensure that we follow through on our commitment to equality and they provide a method for clearly demonstrating the necessary legal compliance.
- 6.3 The Equality Act 2010 replaced the pre-existing anti-discrimination laws with a single Act. The legislation covers the exercise of public functions, employment and work, goods and services, premises, associations, transport and education. The act prohibits victimisation and harassment, and all of the following forms of discrimination: direct; indirect; by association; by perception; or discrimination arising from disability. When considering the Public Sector Equality Duty pursuant to section 149 of the Equality Act 2010 The council must, in the exercise of its functions, have due regard to the need to:
- a) Eliminate discrimination, harassment and victimisation
 - b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
 - c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it
- 6.4 The Public Sector Equality Duty covers the following nine protected characteristics: age, disability, marriage and civil partnership, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The purpose of the duty is to enquire into whether a proposed decision disproportionately affects people with a protected characteristic. In other words, the indirect discriminatory effects of a proposed decision. Due regard is the regard that is appropriate in all the circumstances.
- 6.5 Delivery of the Borough Plan 2021/22 will support the council to continue to meet the Public Sector Equality Duty. Equality Impact Assessments will be completed as required as projects are progressed. The work of the Borough Plan will result in a positive impact across the protected characteristics, as well as for residents experiencing other social deprivations. Service areas have the responsibility for managing the delivery and performance of their services. Therefore, the service area would also need to consider if a variation in performance could lead to equality implications at a service level.

7.0 Any Other Implications

7.1 There are no other implications.

8.0 Proposed Consultation with Ward Members and Stakeholders

8.1 Not applicable.

Report sign off:

Shazia Hussain
Assistant Chief Executive



**Resources and Public Realm
Scrutiny Committee
14 April 2021**

**Report from the Strategic Director
of Regeneration & Environment**

Brent Transport Strategies

Wards Affected:	All
Key or Non-Key Decision:	N/A
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
No. of Appendices:	None
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Tim Martin Transportation Planning Manager Tel: 020 8937 6134 tim.martin@brent.gov.uk

1.0 Purpose of the Report

1.1 This report provides an update on the various Brent transport strategies, including:

- An explanation of the strategies in place;
- Delivery plans and related performance mechanisms;
- An explanation of the transport and highways contracts in place (and current performance) and;
- Consideration of the impact of the Covid19 pandemic on the transport strategies contained within the report.

2.0 Recommendation(s)

2.1 To note the progress with the implementation of the various Brent transport strategies and transport and highways contracts and the impact that the Covid19 pandemic has had on these.

3.0 Brent Transport Plans and Strategies – Overview and Progress

- 3.1 Details of the main Brent transport strategies currently in place and the progress of these is summarised below:

Brent Long-Term Transport Strategy 2015-2035:

- 3.2 The Long Term Transport Strategy (LTTS) provides the strategic direction for investment in transport in Brent, with the overarching aim of improving transport options for all and to reduce the negative impacts of travel on the borough. Among the key priorities are a commitment to reducing air pollution, improving road safety and the creation of a sustainable and inclusive transport network that can be accessed by everyone.
- 3.3 Since the publication of the Plan in 2016 some good progress has been made in key areas – particularly in relation to increasing levels of sustainable travel and reducing casualties on our road network. In addition, a range of schemes and initiatives have been implemented aimed at promoting walking and cycling, tackling vehicle emissions and reducing road casualties. Notable highlights include:
- An increase in the number of daily trips made by public transport – up from 202,000 in 2016 to 222,000 in 2020. The overall mode share for Walking, Cycling and Public Transport has also increased to 69% - one of the highest figures for an outer London borough.
 - A corresponding reduction in car ownership, with the number of registered vehicles in the borough down from over 101,000 in 2016 to 97,000 in 2019. At the same time, Car Club membership in Brent has risen from around 4,000 in 2016 to over 10,000 in 2020 – a 150% increase.
 - The number of people killed or seriously injured on the borough's roads continues to fall, with 119 such casualties in 2019 – down from 150 in 2016.
 - Delivery of over 30 school streets – making the journey to school safer for pupils and significantly reducing people's exposure to harmful vehicle emissions. In addition resident parking permits are now carbon emissions based, with higher charges levied against petrol and diesel vehicles.
 - Installation of over 150 on-street Electric vehicle charge points between 2018 and 2020, with around another 300 planned for installation in 2021. Recent data from ZapMap reveals that around 34% of on-street households in Brent are within 5 minutes' walk of a public charger.
- 3.4 Despite this good progress, it is clear that more needs to be done – particularly in respect of reducing the environmental and health impacts of traffic in the borough – levels of which remain high. There is also a clear need for more consistent data to monitor progress going forward. To reflect this and in light of changes to circumstances and new policies/priorities (e.g. Mayors Transport Strategy, Climate Change Emergency, Covid 19), a review of the LTTS is currently underway. A draft plan is scheduled to be taken to Cabinet in Summer 2021 for approval to undertake consultation in Autumn 2021, with the final, revised plan set to be published in early 2022.

Brent Cycling Strategy 2016-2021:

- 3.5 The Brent Cycling Strategy outlines the Council's priorities for securing improvements to the local cycling network and facilities available to cyclists, as a means of increasing the number of cycle trips taking place in the borough. The strategy - developed in consultation with residents, businesses and other stakeholders, contains a set of 5 objectives, a programme of interventions and a series of targets.
- 3.6 The Council is making steady progress towards achieving the objectives and targets set out in the Cycling Strategy. For example, in 2013, only 1% of all trips in Brent were made by bike. The current modal share for cycling is 3% - amongst the highest for all outer London boroughs. Key achievements since 2016 include:
- Implementation of new cycling infrastructure – including 6km of new cycle routes and 20 bike hangers;
 - Delivery of over 800 events and activities as part of the Bike It Plus programme, reaching around 23,000 pupils. This has led to a 117% increase in the number of pupils cycling to school every day;
 - Provision of cycle training for over 740 adults and 3,300 school pupils in 2017/18 – an increase of around 50% on the previous year;
 - Creation of weekly adult bike clubs at Carlton Vale Infant School and expansion of Dr Bike sessions at 9 schools;

Brent Walking Strategy 2017-2022:

- 3.7 The Brent Walking Strategy sets out what the Council aims to do to improve conditions for walking in the borough and to promote walking as a healthy and sustainable way to travel. It also sets out what is needed to improve the safety and security of pedestrians.
- 3.8 Since its publication in 2017, there has been steady progress made towards the various commitments and targets in the plan. For example, pedestrian mode share has increased from 27% (2013/14 - 2015/16 average) to 29% (2015/16 – 2017/18 average) – just shy of the target of 30% by 2021/22. In addition, the number of schools achieving gold status for their travel plans reached 40% in 2020 – far in excess of the target of 30% for the same period. However, it is recognised that more still needs to be done – particularly around reducing pedestrian casualties, the numbers of which remain stubbornly high.

Draft Brent Covid-19 Transport Recovery Plan (2020):

- 3.9 The Draft Brent COVID-19 Transport Recovery Plan outlines how the Council intends to support safe social distancing and safe travel during the current pandemic; and its ambitions for improving road safety, air quality and the health of the borough's residents in the longer-term. Consultation on the draft Plan was held in Summer 2020 and sought the views of Brent's residents and other key stakeholders on the overarching approach and range of proposals contained within the Plan. Feedback from the consultation indicated a high level of support for the plan objectives, priorities and package of interventions; and a willingness on the part of some residents to consider more active modes of travel in the future. A range of suggestions on how transport in Brent

could be improved to enable people to walk and cycle more and to reduce traffic and car use were also submitted.

3.10 Following the publication of the Draft Plan the Council has implemented the first phase of a range of Active Travel schemes/measures identified in the Plan at various locations across the borough. These included:

- The installation of temporary, lightly segregated cycle lanes along the A404 Harrow Road between Wembley Triangle and the North Circular;
- A range of footway widening and pedestrian improvement measures in key town centre locations, including Wembley, Harlesden and Kilburn;
- The creation of Brent Healthy Neighbourhoods;
- The implementation of School Streets across the borough;
- The implementation of bus priority measures along busy corridors to improve bus journey times.

3.11 The majority of these schemes/measures have been implemented under experimental traffic orders, with the public invited to provide comments within the first six months of them being put in place. Feedback received to date reveals a mixed reaction to schemes – with measures including cycle lanes and school streets being generally well received, whilst there has been a level of opposition to some of the Healthy Neighbourhoods schemes. More detailed feedback on these schemes/measures will be provided in a follow-up report to be produced at the end of the six month consultation period, after which the Plan will be reviewed and re-branded as the Brent Active Travel Implementation Plan.

Brent 3rd Local Implementation Plan (LIP3) (2019):

3.12 The LIP outlines the programmes and measures that form the basis for the delivery of improvements to the transport network in the borough to 2041. It also represents the Council's submission to TfL for funding for a range of transport projects for the three-year period 2019/20 - 2021/22 which will address local transport issues and implement the Mayor's Transport Strategy at the local level. Key LIP objectives include connecting people and places; promoting healthy, sustainable travel; improving safety and security; and creating better streets and places.

3.13 Whilst some good progress has been made in 2019/20 with the successful implementation of a range of cycling and walking schemes, road safety improvements, bus priority measures and behaviour change initiatives, the outbreak of the Covid-19 pandemic and subsequent impact on TfL's finances, led to all borough transport funding being withdrawn in April 2020. Whilst some limited funding was subsequently made available to Councils (see Table 6.1, below) no funding is confirmed beyond this period.

4.0 Brent Transport and Highways Contracts – Overview and Progress

4.1 There are three main areas of highways contracts;

- LoHAC contract which provides for general highway services including both planned and reactive works, gully cleansing and a highway engineering consultation / design.
- Injection patching contract - to carry out a borough wide programme for the repair of potholes and carriageway defects across Brent's highway network using a specialist contractor.
- Major Footway Investment Contracts – three contracts to implement a major investment to improve the condition of the borough's footways

4.2 **The LoHAC (London Highways Alliance) Contract**

The Contract

LoHAC is a call-off contract awarded to Conway AECOM with total value of around £7-8m per annum to deliver highways maintenance and related services on and around the London Borough of Brent Road Network from 1 April 2013 to 31 March 2021. The contract was a call off from one of the London Highways Alliance Contract (LoHAC) framework agreements, the product of a collaborative procurement which was accessible to all London Boroughs and Transport for London (TfL). Pending the implementation of the Redefining Local Services initiative, which is considering the delivery of all environmental service contracted works, the contract has been extended for two years from 1st April 2021 and novated to FM Conway, who will deliver the contract with support from AECOM for the highway engineering consultation / design.

The Scope

Through the LoHAC framework for north-west London, Brent chose the following core services as part of each individual borough call off contract:

- Safety Inspections – later taken back in house as of Nov 2018
- Bridges and other Structures (including Inspection of)
- Design Services; Site Investigations and Surveys
- Road Pavements (including minor repairs and resurfacing)
- Kerbs, Footways and Paved Areas
- Street Furniture , Traffic Signs & Road Markings
- Road Restraint Systems and Fencing
- Gully cleansing & Drainage
- Earthworks
- Emergency Call-Out Service

Performance

Performance of the services is measured by a suite of 26 Key Performance Indicators , of which 20 were relevant to the services called off by Brent. The Performance Indicators covered broad aims such as Public and Workforce kept Safe; Reduced Disruption on the Network; Preventative Maintenance is effective; Scheme Delivery is Effective; and Contract Requirements fulfilled.

The contractor has performed well in delivering the Emergency Call Outs and the cyclic gully cleansing (the latter after a shaky start). However the percentage of highways reactive maintenance defects repaired on time has often been far below the 98% required, with backlogs of unrepaired defects building up in the past. Latest performance (Feb 2021) indicated that 80% of repairs due in February were completed

4.3 **Injection Patching Contract**

The Contract

This contract has operated over 2019-20 and 2020-21 To carry out a borough wide programme for the repair of potholes and carriageway defects across Brent's highway network using a specialist injection patching contractor.

Scope

The contract delivered a large number of repairs across the borough, approximately 60 per day, over a sustained period of 10 months each year or until the £450,000 budget p.a. was exhausted. The programme was subject to weather and accessibility. The aims were to reduce the number of visible defects (potholes / cracks) on our network and improve the overall feel of the local environment; to reduce the volume of customer reports and complaints received by the Highways & Infrastructure Service regarding the condition of the carriageway; and to improve satisfaction levels amongst our residents and businesses.

Performance

By the end of the first year's programme on 29th September 2019, the contractor Velocity had visited 438 roads in 21 Wards and completed 26,087 repairs an average of 60 repairs a day. With a relatively mild winter in between, and consequently minor road surface deterioration, the second year's operations were not quite as fruitful, but still achieved the repair of nearly 9000 defects.

Contractual performance was measured by means of a KPI scorecard covering "soft" measurement of Communication & Reporting; Health, Safety & Environment; Customer Care; Site Standards & Quality Management and Performance & Project Delivery. The contractor achieved good/excellent ("Green") scores across the board.

4.4 **Major Footway Investment Contracts**

The Contracts

The £20m Footway Improvement Programme commenced in summer 2019 and due to be completed by summer 2021. Major investment in the footways is aimed to address the following; achieving greater equality in condition between footways and carriageways; accommodating members' requests for regenerating High Streets, local shopping areas and other places of interest by giving them greater priority, so improving their look and feel; and replacing slabs with asphalt when doing full footway renewals. For the major investment in footways the objectives are;

- To reduce the amount of expensive reactive maintenance and increase the more cost effective programmed maintenance;
- To achieve greater equality in condition between footways and roads.
- To deliver our statutory duty to manage and maintain our footways so they are fit for purpose and safe to use.

Scope

The whole work package was split the programme amongst three contractors on a geographical basis. The works include

1. **Major Footway Resurfacing** – As per normal highway capital maintenance programme. This and the above scheme type would prioritise footways in the vicinity of schools, places of worship, medical centres etc.

2. **Refurbishment of Local Shopping Parades** – a “light touch” design, to solve obvious problems such as damage due to overrunning vehicles, and to take the opportunity to declutter, to minimise future demands on maintenance.
3. **Major Town Centre Refurbishments** –only one or two in number; using standard materials wherever possible to create, cost effectively, an enhanced environment but one which can be effectively maintained in the future.

Performance

The original footway improvements work programme started on site in November 2019, and in spite of the delays due to COVID 19, progress by all three contractors on the original programme of improvement works has been good, with the majority of works (over 90%) either complete or in now progress. Design work on the six shopping areas is progressing and we anticipate work starting on site in the summer of 2021. The £1m budget originally set aside for a Kilburn High Road scheme in conjunction with LB Camden is still ring-fenced and available; it did not form part of the original South Area contract given the continuing uncertainty around this scheme.

In drawing up the original footway improvements work programme (“Phase 1”) , a suitable contingency was included in the estimates for any unforeseen costs arising. All three contracts have gone very smoothly and mainly (so far) the only contingencies realised have been variations in cost when final site measurements have been carried out on completed schemes, a normal part of the process. This, together with funding freed up by locations where concerns about the use of asphalt meant only reactive maintenance has been carried out, means there is unallocated funding for a Phase 2 of the programme, which is now in progress.

Contractual performance is being measured by means of a KPI scorecard covering “soft” measurement of Communication & Reporting; Health, Safety & Environment; Customer Care; Site Standards & Quality Management and Performance & Project Delivery. The contractors are getting achieved good/excellent (“Green”) scores across the board.

5.0 Impact of Covid-19 Pandemic

- 5.1 The COVID-19 pandemic has dramatically changed how the transport system is being used across Brent and London as a whole. Since March 2020, there has been a significant reduction in trips being made on the transport network and the way in which people choose to travel has also changed – initially with more people walking and cycling, but increasingly more journeys by private car. Table 5.1, below provides an overview of some of the main impacts of the pandemic on transport and highlights some of the future issues/opportunities.

Table 5.1: Covid-19 Pandemic – Impacts on Transport/Future Issues and Opportunities

Cycling/Walking	<ul style="list-style-type: none"> • Increase in cycling/walking following initial lock-down due to low levels of traffic and limited public transport options. • Seen as a key form of transport/exercise during pandemic and an important means of allowing people to maintain social distancing whilst travelling. • In the longer term, increased use of these modes seen as critical in helping address problems of congestion, overcrowding on public transport, air pollution and to mitigate climate change.
Public Transport	<ul style="list-style-type: none"> • Dramatic reduction in number/capacity of public transport services during initial lock-down. • Post lockdown, the need to maintain social distancing means capacity still significantly reduced on most services. Use of public transport still an unattractive/impractical proposition for many. • Increased homeworking/the use of video conference technology has significantly reduced the need for commuting/face-to-face meetings. Viability of some public transport services questionable if passenger numbers/income from fares remains low. • If trends continue, potential that future investment in new public transport infrastructure will be diverted elsewhere to address other priorities.
Private Vehicles/Freight	<ul style="list-style-type: none"> • Road traffic at historically low levels during initial lock-down. • Traffic levels have increased as lockdown conditions have eased and people return to work. • Future traffic levels will depend on whether people decide to commute less/work from home more, whether public transport services remain viable and whether additional provision is made for cycling/walking. • Freight traffic (home deliveries) has also increased with people unable/unwilling to travel to shops, supermarkets, restaurants etc.

5.2 The single biggest challenge to the progression of the various transport strategies and contracts has been the lack of available funding. Local Implementation Plan (LIP) funding, the Council's primary source of funding for delivering transport improvements in the borough, was withdrawn in April 2020 and funding for other TfL funded programmes, such as large-scale cycle improvements, Liveable Neighbourhoods, etc. are likely to be unavailable for the foreseeable future. As a result, many schemes/projects have either had to be paused or stopped altogether. Further details on the financial implications are set out in Section 6, below.

6.0 Financial Implications

6.1 The primary source of funding for schemes and initiatives to improve transport infrastructure and travel choices in Brent is Local Implementation Plan (LIP) funding, allocated through Transport for London (TfL).

- 6.2 Following the outbreak of the Covid-19 pandemic and subsequent impact on TfL's finances, all borough transport funding was withdrawn in April 2020. Some limited funding was subsequently made available to Councils, to be spent by March 2021, but no funding is currently available beyond this period. Table 6.1, below, provides a summary of the funding position for 2020/21.

Table 6.1: 2020/21 Changing Funding Position/Timeline

Original LIP funding allocation (Dec 2019)	£2.347m (comprising £2.247m core Corridors, Neighbourhoods and Supporting Measures and £0.1m discretionary Local Transport Measures funding).
LIP Funding withdrawn (March 2020)	£0.454m sunk costs awarded until end of October 2020.
Emergency Transport Funding (TfL Streetspace; DfT Active Travel funding) (July & Nov 2020)	Streetspace Funding: £0.664m awarded July 2020; £0.216m awarded Nov 2020. Active Travel Funding: £0.1m
LIP funding partially reinstated (Nov 2020)	£0.837m (comprising £0.787m core Corridors, Neighbourhoods and Supporting Measures and £0.05m discretionary Local Transport Measures funding).
Bus Priority funding allocation (Dec 2020)	£0.942m (including £0.5m for Kensal Corridor scheme).
Tranche 2 Active Travel Funding (Jan 2021)	£0.521m (including £0.05m for cycle scheme design and £0.471m for LTN/School Streets).

7.0 Legal Implications

- 7.1 None relevant to this report.

8.0 Equality Implications

- 8.1 The public sector duty set out in Section 149 of the Equality Act 2010 requires the Council, when exercising its public functions, to have due regard to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act, and to advance equality of opportunity and foster good relations between those who share 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.
- 8.2 The various transport strategies and delivery programmes are assessed by way of an Equality Impact Assessment (EIA). During their development and the communication and consultation process, due consideration is given to all protected characteristics including people with learning disabilities, deaf and blind (as well as deaf blind) residents, people with dementia and their carers, young children, young people and older people.

9.0 Consultation with Ward Members and Stakeholders

- 9.1 Consultation and partnership working have been central to the development of our transport strategies and programmes and ongoing engagement will continue to inform the planning and implementation of our transport schemes and initiatives, with a strong emphasis on ensuring that decisions and delivery more closely reflect the needs of residents and businesses. The Brent Active Travel Forum and Brent Public Transport Forum in particular provide a platform for Ward Members, community and transport campaign/user groups and a range of other local stakeholders to shape the future of transport provision in the borough.

10.0 Human Resources/Property Implications (if appropriate)

- 10.1 None.

Report sign off:

Alan Lunt

Strategic Director of Regeneration
and Environment



**Resources and Public Realm
Scrutiny Committee**
14 April 2021

**Report from the Strategic Director
of Customer and Digital Services**

Social Value and Ethical Policy – Progress Update

Wards Affected:	All
Key or Non-Key Decision:	N/A
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
No. of Appendices:	Two: <ul style="list-style-type: none"> • Appendix A – Social Value Delivery Plan • Appendix B – Social Value Summary 2020/21
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Rajesh Shori Head of Procurement Tel: 0208 937 1598 Rajesh.Shori@brent.gov.uk

1.0 Purpose of the Report

- 1.1.1 Provide an update on the progress made since the approval of the Social Value and Ethical Policy by Cabinet on April 20 2020 up until Dec 20.
- 1.1.2 The report take us to Dec 2020 to mark the journey from Q1 2020 up Q3 2020. Thereafter a full review and update will be presented once all data available from completed procurments exercises have been collated for financial year 20/21 which will form part of the annual Procurement Strategy report to Cabinet currently scheduled for late Q1 2021.

2.0 Recommendation(s)

- 2.1 Scrutiny Committee to review and comment on the achievements to date.

3.0 Social Value and Ethical Policy

- 3.1 The Council wants to ensure Social Value, is integral in all its procurements, benefitting Brent's communities and embraced by all involved.
- 3.2 To recap, Brent Social Value policy has commitments that align to Brent Council's strategic themes. Under each strategic theme the policy provides guidance on the areas we can increase the delivery of social value.
- 3.3 The Social Value delivery plan (Appendix 1) set out the journey on how Brent Procurement team would look to engage and embed social value within our procurements across our the council, members and supplier base.
- 3.4 Between March and April we committed to schedule in Member training sessions on Social Value along with a programme of training and communication across the Directorates. Our intentions were to do this at the Civic Centre but due to the pandemic this was delayed and virtual Member sessions were held in October 2020 and training sessions held with staff as part of the Commissioner Network in September 2020. These sessions were very well attended and received.
- 3.5 Procurement having also been working with Strategy and Partnerships to gather intelligence how Social Value could help provide alternative methods to support the community by looking at data gathered from unsuccessful CIL applications alongside working with Employment Skills and Enterprise and what local businesses would like to see in their high streets from feedback received from Town centre managers. This is currently being reviewed to see if it can be included in the development of Brent Social Value Commitments.
- 3.6 As part of the Social Value delivery plan procurement also committed to compiling Social Value Capture template that showed what Social Value had been delivered from completed eligible procurements which is summarised in a powerpoint extract (Appendix 2). The summary report highlights that across our Directorates when looking to identify KPI's suitable for the Procurement that were being conducted, the Services were able to pick Social Value KPI's that support all the Council priorities. The report highlights that A Future Built for Everyone and Economy Fit for All was the best supported across all the Council priorities with a total value of over £300k of Social Value committed by suppliers across all the Council priorities, meaning this would be money suppliers are willing to forego if the Social Value they have committed to is not delivered during the period stipulated in the contract.
- 3.7 We are now reviewing the all data gathered from the above points to build into the annual report to Cabinet.

4.0 Financial Implications

- 4.1 This was covered in the Cabinet report

5.0 Legal Implications

- 5.1 This was covered in the Cabinet report

6.0 Equality Implications

6.1 Not applicable

7.0 Consultation with Ward Members and Stakeholders

7.1 Not applicable

8.0 Human Resources/Property Implications (if appropriate)

8.1 Not Applicable

Report sign off:

Peter Gadsdon

Strategic Director of Customer and Digital Services.

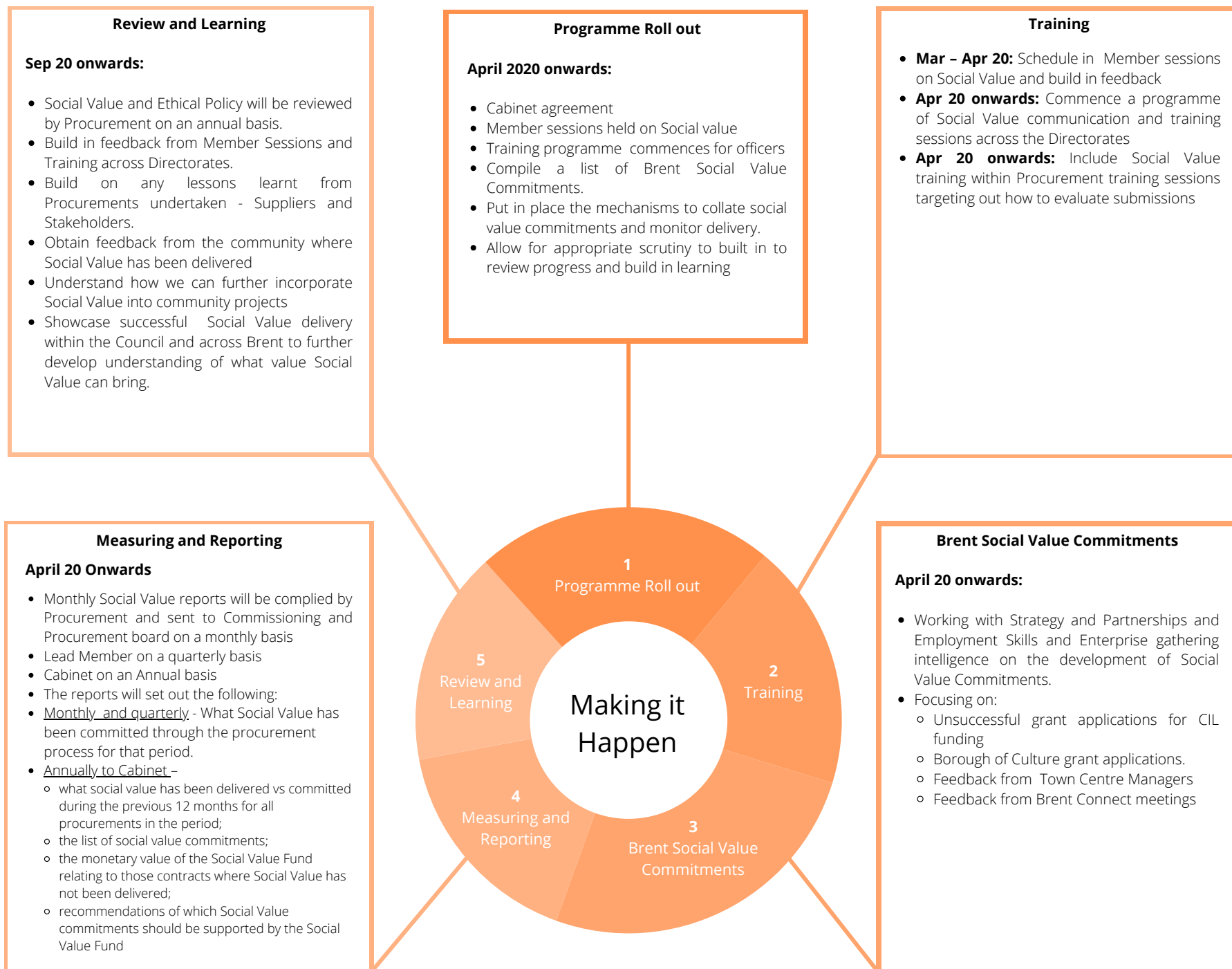
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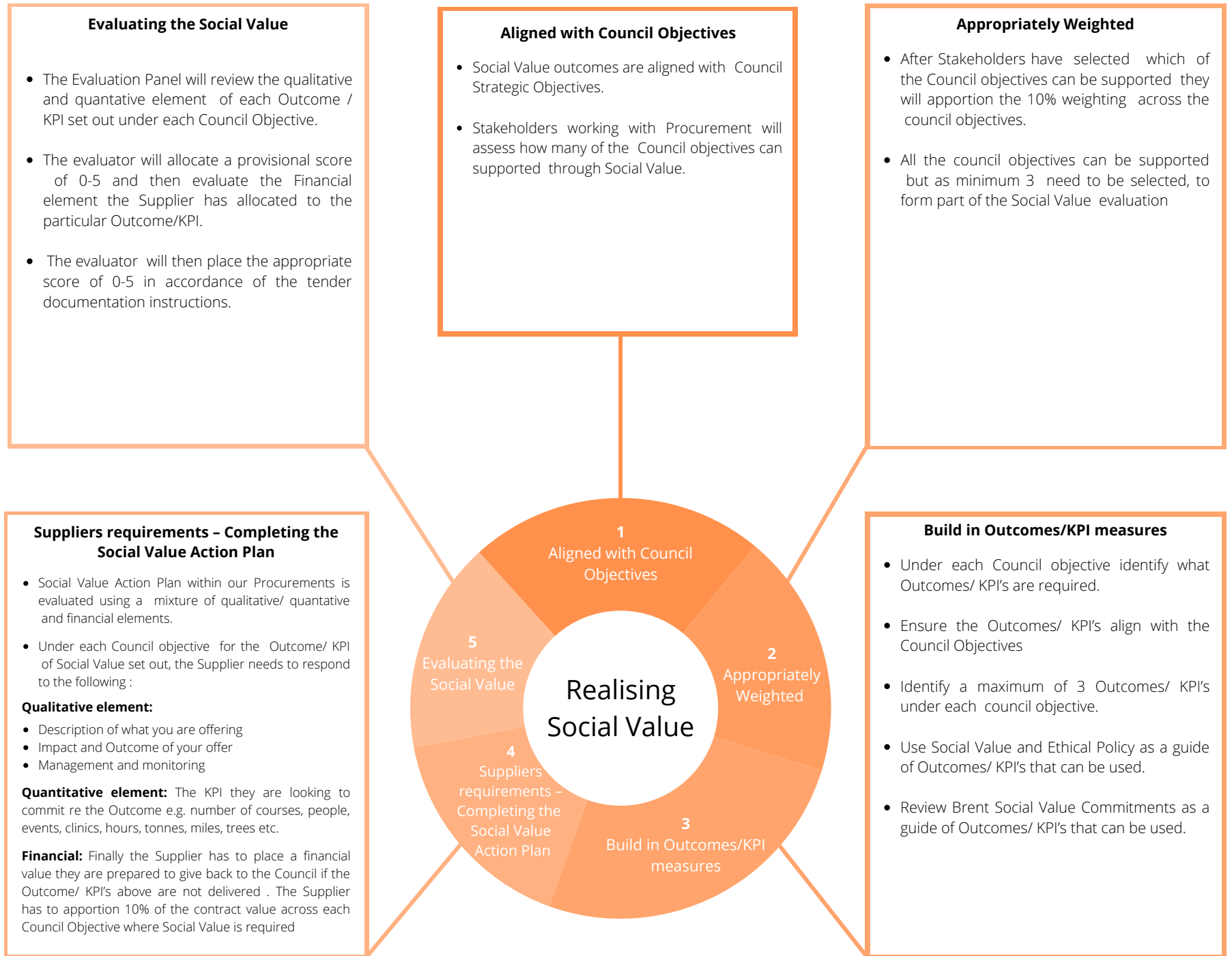
Social Value Delivery Plan

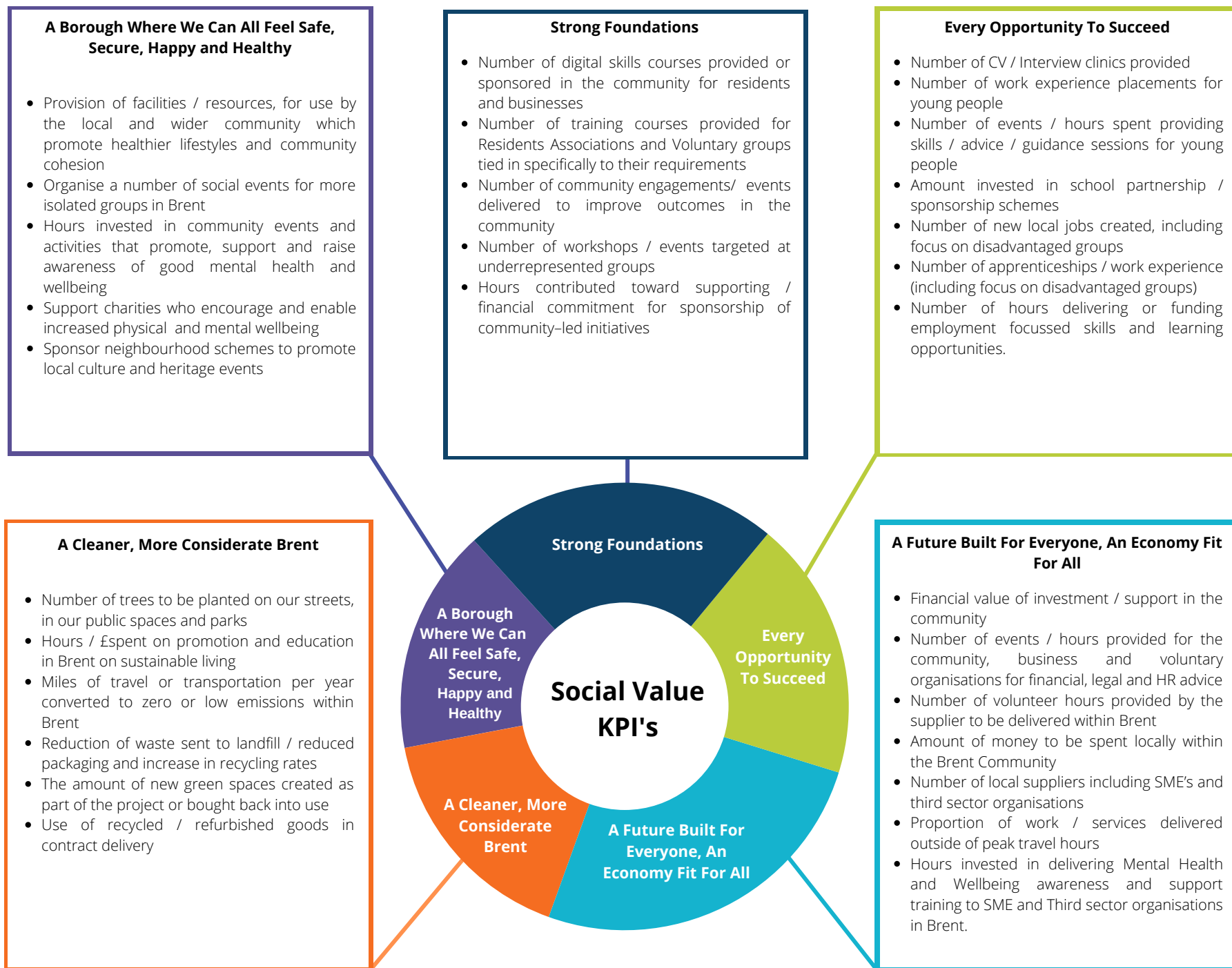
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Social Value summary 2020-21

Break down of SV pillar	Total value All Years	Percentage
1. Strong foundations	£63,612.00	21%
2. Every opportunity to succeed	£51,200.00	17%
3. A future built for everyone, an economy fit for all	£136,820.00	46%
4. A cleaner, more considerate Brent	£12,000.00	4%
5. A borough where we can all feel safe, secure, happy and healthy	£37,047.00	12%
Total commitment among 12 received files	£300,679.00	100%
The highest performance among all pillars was for 3. A future build for everyone, an economy fit for all with 46%		



1. Strong foundations (12%)

1.1 Training and Development around digital skills for residents and businesses	£0.00
1.2 Initiatives to involve disengaged and under-represented groups	£42,000.00
1.3 Providing specialist training for Residents Associations and Voluntary Sector groups	£0.00
1.4 Encouraging participation, collaboration and co-design: Engaging and encouraging user and employee involvement in service design and delivery	£0.00
1.5 Engaging residents to support key initiatives in their local community	£17,612.00
1.6 Working alongside residents and organisations in parts of Brent that are particularly disadvantaged, with a view of improving outcomes	£4,000.00
	£63,612.00

In pillar 1. Strong foundation the top data captured and committed by the suppliers is for 1.2 Initiatives to involve disengaged and under-represented groups 1.1 & 1.4 need improvement as no suppliers are committed to these areas so far.

2. Every opportunity to succeed (17%)

Total value All

2.1 Providing CV clinics and mock interview events (Providing events (either drop-in or pre-booked) at either council venues (Libraries etc.) or other sit	£9,200.00
2.2 Employment support and skills provision, including significantly increasing the take-up of apprenticeships	£39,500.00
2.3 Ensure that residents can access affordable training and learning opportunities, so that they can secure and remain in employment and enhance i	£2,000.00
2.4 Ensuring businesses in the supply chain encourage improved gender pay balance	£500.00
2.5 Ensuring businesses in the supply chain encourage increased representation of people with disabilities and mental health conditions in the workfo	£0.00
2.6 Ensuring businesses in the supply chain encourage increased Black, Asian and Minority Ethnic (BAME) representation in the workforce	£0.00
2.7 Ensuring businesses in the supply chain encourage more awareness and support for the improvement of staff mental health and wellbeing.	£0.00
	✓ £51,200.00

In Pillar 2. Every Opportunity to Succeed, the suppliers committed for Employment support and skills provision including take-up of apprenticeships. However, supporting people with disabilities and mental health and supporting BAME backgrounds are under committed. The fair and Ethical trade can be addressed here.

3. A future built for everyone, an economy fit for all (46%)

Total value All

3.1 Local investment from Contractors	£50,908.00
3.2 Contribute a number of hours to local businesses, voluntary and community organisations for: business support, financial advice, legal advice, HR	£55,912.00
3.3 Encouraging a diverse base of suppliers: Promoting supplier diversity including the participation of SME's, Third sector organisations and local supi in general	£14,000.00
3.4 Maximising opportunities for Brent organisations to participate in the council's supply chains and encouraging suppliers to make a social contribution to the local area of Brent	£15,000.00
3.5 Promote and support travel that will reduce the burden on our roads and keep traffic moving	£0.00
3.6 Service delivery models that would help ease the burden on our roads – particularly during peak travel times – such as better coordination and reductions in deliveries and vehicle movements	£1,000.00
	✓ £136,820.00

In Pillar 3. A future built for everyone, an economy fit for all, all the areas except Promote and Support travel are covered. So we need to encourage the suppliers to commit to this part too as it affects the local traffic issues. Local purchasing and generation of public savings can be considered at the time of awarding a contract?

4. A cleaner, more considerate Brent (4%)		Total value All
4.1 Encouraging people to contribute to clean air in Brent by using alternatives to cars for those journeys where it makes sense, by prioritising more walking and cycling routes, promoting sustainable means of transport and the health benefits of being more active		£3,000.00
4.2 Contributing toward increasing the number of trees and biodiverse, bee-friendly and sustainable planting on our streets, in our public spaces, and our award-winning parks		£0.00
4.3 Promote, encourage and actively work to change behaviours around recycling and making sustainable choices		£4,000.00
4.4 Helping with community clear-up days gardening and food growing projects		£5,000.00
4.5 Promoting greater environmental sustainability: Minimising waste and pollution, supporting carbon reduction initiatives, reduction of waste to landfill		£0.00
4.6 Suppliers reviewing how best to deliver energy efficiency products to prevent fuel poverty for local residents.		£0.00
		£12,000.00


In Pillar 4. A cleaner, more considerate Brent, the data shows the suppliers need to commit more in this area. Considering climate change and the effect of modern life we should encourage the suppliers to commit and deliver on more eco-friendly choices, like carbon reduction.

5. A borough where we can all feel safe, secure, happy and healthy (12%)		Total value All
5.1 Engaging residents to identify and supporting key initiatives in their local community		£2,000.00
5.2 Working alongside residents and organisations in parts of Brent that are particularly disadvantaged, with a view of improving outcomes		£1,100.00
5.3 Reduce isolation for older people - coordinate and run a befriending service		£0.00
5.4 Supporting local culture and heritage including events sponsorship		£33,947.00
5.5 Get children and young people to be more active and reduce their sugar intake, in partnership with schools, the NHS, and the community		£0.00
5.6 Supporting adults to take up physical activity, including making use of improved facilities on offer in the borough, such as our leisure centres and the Gladstone Park tennis courts		£0.00
5.7 Work with communities and voluntary sector to help tackle anti-social behaviour and serious youth violence.		£0.00
		£37,047.00

In this pillar, commitments of suppliers for inclusion of elderly people, trying to change the life style of young people for better healthy choices and anti-social perversion is under performed and needs improvement.

*Units captured for supplier commitments in different pillars are not included in this data as they are not same measures and are not comparable at this stage.

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 Brent	Resources & Public Realm Scrutiny Committee 14 April 2021
	Report from the Assistant Chief Executive
Delivering a Better Brent - 2020/21 Quarter 2 and 3 Performance	

Wards Affected:	All
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
No. of Appendices:	Two: <ul style="list-style-type: none"> Appendix A – Corporate Performance Scorecard: Q2 - 2020/21 Appendix B – Corporate Performance Scorecard: Q3 - 2020/21
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Shazia Hussain Assistant Chief Executive Tel: 07436 702383 shazia.hussain@brent.gov.uk Lorna Hughes Head of Strategy and Partnerships lorna.hughes@brent.gov.uk

1.0 Purpose of the Report

- 1.1 This report and the performance scorecards (**Appendix A and Appendix B**) set out the position on the council's performance in the second and third quarters of 2020/21. The content and of the report and scorecard focus primarily on the council's Borough Plan; Building a Better Brent (2019-2023), and its priorities.

- 1.2 The purpose of this report is to provide the committee with a corporate overview of performance information linked to the Borough Plan priorities, to support informed decision-making and to manage performance effectively.
- 1.3 The Q4 corporate performance report (scheduled for Cabinet in June 2021) will expand further on the impact of Covid-19 on the council by placing emphasis on comparing 2020/21 performance not only against the targets set for this year but also against performance from 2019/20. The report will also include data on annual measures, and wherever possible, will highlight how Brent has performed in comparison to other London authorities by using LAPS data from London Councils as well as other benchmarking data from various sources.

2.0 Recommendation(s)

- 2.1 The committee notes the information contained within the Quarter 2 and 3 performance reports.
- 2.2 The committee notes the impact of Covid19 upon the organisation, and is assured that any corresponding performance issues are being effectively managed.

3.0 Detail

- 3.1 Building a better Brent (2019-2023), the council's current Borough Plan, was approved by Full Council in early 2019. The Borough Plan has five overarching strategic themes with detailed desired priorities and outcomes that will run for the duration of plan. These are:
- Every opportunity to succeed – working in partnership to support children and young people, educational attainment, work and training
 - A future built for everyone, an economy fit for all – regenerating the borough to grow the local economy and provide the jobs, homes and transport that people need
 - A cleaner, more considerate Brent – tackling the climate emergency and keeping our environment clean and pleasant
 - A borough where we can all feel safe, secure, happy and healthy – safer and healthier communities, opportunities to enjoy Brent's unique cultural heritage, support for vulnerable children and adults to be as independent as possible
 - Strong foundations – ensuring the council and its partners are equipped to secure the best possible outcomes for local people, within a context of diminishing resource.
- 3.2 To assist in the delivery of these outcomes, specific key priorities are identified for each of the four years. These are known as annual Delivery Plan Priorities and are agreed annually.

- 3.3 The successful delivery of the Borough Plan not only depends on the plans and strategies listed in the constitution but also relies on the delivery of local departmental strategies developed through consultations, service plan delivery and budgeting.
- 3.4 Two reports have been presented at Cabinet since RPRSC met in October 2020 on the performance of the second year of the Borough Plan 2019-23. Appendix A; Cabinet Performance Report (Scorecard) Q2-2020/21 and Appendix B; Cabinet Performance Report (Scorecard) Q3-2020/21 set out the suite of key performance indicators (KPIs) being monitored corporately. Commentary is mandatory in line with the current performance framework and is included in the scorecards. This applies to all measures that have an Amber or Red RAG rating.
- The first part of the scorecards set out key indicators linked to the Year 1 Delivery Plan themed priorities. These indicators are presented graphically (2019/20 outturn figures are also provided where available).
 - The second part of each scorecard lists key indicators linked to the wider Borough Plan priorities and the Council's 'Internal Business'. These indicators are presented in a 'at a glance format'.
- 3.5 A brief overview of achievements and performance based on the Borough Plan themes is set out below, using the latest data available. Full details of all measures are included in Appendices A and B.

Every opportunity to succeed

- 3.6 The percentage of care leavers aged 19-21 in education, employment or training (EET) is 47% (target – 57%), achieving a Red RAG rating. A number of care leavers lost their employment due to COVID-19, which has contributed to the downward trend in the EET rate this year. The LAC and Permanency Service is working with the commissioned provider, who provide targeted advice to care leavers, and Brent Virtual School to ensure that support is in place to encourage more care leavers into EET and the multi-agency EET group meets monthly with oversight of the plans and progress of the relevant cohort.
- 3.7 13.5% of Looked After Children have had three or more placement moves. Although this KPI is rated Red against a target of 12%, there has been significant progress compared to the equivalent period last year when it reached 17%. Young people who have had two placements within a year, are provided with intensive support. There is a stringent monitoring process that helps with identification of issues so that additional support can be provided to keep placements stable.
- 3.8 There has been no change in the percentage of pupils attending Brent schools rated good or outstanding as Ofsted ceased school inspections in March 2020 due to coronavirus. Inspections are expected to resume in April 2021 and the indicator is unlikely to change until then.
- 3.9 Typically, Q3 would include two KPIs which report annually, focussing on the Key Stage 4 attainment gap for boys of Black Caribbean heritage, and grade 9-4 pass rate in English and maths for Looked After Children. However, the

disruption to schooling caused by the COVID-19 lockdown led the Department for Education to cancel summer 2020 examinations. These were replaced with Centre Assessment Grades, the data on which has not been published. Exams for summer 2021 have also been cancelled and there is at present no decision on their replacement or the publication of any results. In 2020-21 the Black Caribbean Achievement Champions have continued working in secondary schools, with the Brent Schools Partnership holding sessions at each school to evaluate progress against their improvement plans.

- 3.10 The Brent Starts Achievement rate is 92.5% (target – 92%, rated Green). This is a projection as Q3 covers the start of the academic year and the first tranche of results for this term are not confirmed until moderation has been completed in February. Classes are continuing online and this is supported by a varying assessment strategy to gain evidence of learning and by the use of RaRPA where accreditation is not available due to lockdown.
- 3.11 There have been 104 Employment and Apprenticeship outcomes through Brent Works, The Living Room and Community Hubs (target – 120, Red rating). Before COVID-19 Brent Works directed a lot of employment through sectors such as retail and hospitality, which have a significant decline in the past year. Over 50 job outcomes are anticipated in Q4 with recruitment to the NHS mass vaccination centres, and February saw the launch of the government's Kickstart Scheme to create new job placements for 16 to 24 year olds. There is also a focus on ensuring good communication and engagement for webinars, and working closely with partners to promote vacancies. The Brent Works and The Living Room services have been separated and are on separate pathways, but the combined target will remain for the rest of the year.

A future built for everyone, an economy fit for all

- 3.12 880 affordable homes have been built at the end of Q3 (target – 1,600) giving this KPI a Red RAG rating. More completions occurred in Q3 as more construction caught up with delays following the lockdown in March 2020, and we have taken handover of 82 homes at South Kilburn, 24 in Kilburn Square and 153 keyworker units. Four schemes from registered providers are due to complete before the end of Q4, but it is anticipated that some handovers will be delayed until the next financial year as a result of the lockdowns in November 2020 and January 2021.
- 3.13 Q3 saw a further decline in the performance of Category 2 highways defects repaired on time. Although this KPI has been rated Red throughout the year, in Q3 it reached a low of 55.3%, giving YTD performance of 63% against a target of 98%. November in particular saw very low performance of 36%, with the contractor reporting staffing shortages when a number of teams had to self-isolate. The backlog caused by these absences has been addressed with increased resourcing and it is likely that performance will improve for Q4.
- 3.14 81.17% of invoices have been paid on time (target – 80%, Green RAG rating). The Accounts Payable team has worked hard to clear historical unpaid invoices to facilitate a smooth transition to Oracle Cloud in August 2021.
- 3.15 The percentage of relevant tenders that local businesses have been successful in securing was 12% (target – 30%, Red rating). Procurement are proactively monitoring the situation to identify how the local supplier chain can

be used. The three other Procurement KPIs, covering procured contracts following Brent's London living Wage policy, tenders to which local businesses were invited, and tenders to which local businesses participated, were all rated Green for a third quarter.

- 3.16 Both KPIs monitoring our voids process are rated Red, with re-let time currently 148 days for properties with major works (target YTD– 72) and 118 days for minor works (target – 35). A voids task force has been established and will be chaired by the Operational Director, in order to identify and address the issues affecting voids turnaround time.
- 3.17 93.8% of properties have a valid gas certificate (target – 100%, rated Red). Gas servicing stopped following the initial lockdown in March 2020 and when activity was recommenced additional health and safety protocols needed to be observed. This decreased the number of properties that could be attended and created a backlog that is still being addressed.
- 3.18 There are 69 households in non-self-contained Bed & Breakfast accommodation against a target of 25, giving this KPI a Red rating. The households concerned are primarily single adults who are waiting for supported accommodation to support their housing needs. The number of households in temporary accommodation in total has however reduced significantly (actual YTD – 1,866, target – 1,920, Green rating), This has been facilitated by an increase in the supply of social housing, with lets projected to be 52% higher than in 2019/20, and the use of private rented properties where appropriate.
- 3.19 3,162 Houses of Multiple Occupation are licensed in Brent (target – 3,804, Red RAG rating). Although 1,300 additional applications have been processed since April this is lower than was anticipated, and investigation is ongoing to target unlicensed HMOs.
- 3.20 The percentage of non-major planning applications determined within eight weeks or other agreed period is 85.0%, making this KPI Amber (target YTD– 86%). Recent months have had very good individual performance with December rising to 90%, and an emphasis has been placed on clearing older applications. 98.8% of major applications this year are determined within 13 weeks or other agreed period, well above the 94% target and achieving a Green rating. 100% of applications from April 2020 onwards were agreed within the timeframe.

A cleaner, more considerate Brent

- 3.21 34 additional electric vehicle charging points have been installed across the borough against a planned target of 85, rating this indicator Red. These were installed in October in line with the plan agreed in Q2, and seven more charging points are due to follow. The target of 85 additional charging points was scheduled for March 2020 but was delayed due to COVID-19. There have been 120 trees planted in streets and public spaces in Q3. Tree planting season typically runs from December to March so although progress appears slow the annual target should be met by the end of Q4.
- 3.22 There have been 54 missed bins per 100,000 collections (target – 60, Green rating), with Q3 figure of 40 missed bins a significant improvement from 63 in Q2. The target for this KPI has increased significantly this year following a

change in calculation methodology, and now measures actual incidents recorded rather than an estimate based on sample data. The reporting is now more accurate and in line with the industry standard.

- 3.23 The percentage of sites with unacceptable levels of litter is rated Green (actual YTD – 2%, target – 2%). Inspections were conducted throughout the period of lockdown when decreased road usage led to a reduction in littering. The Neighbourhood Managers are working closely with Veolia to ensure the quality of street cleaning remains at a high level.
- 3.24 An average of 401 kilograms of residual household waste was collected per household (target – 360kg, Red rating). Q3 is an improvement on previous quarters with 128kg collected per household, compared to 132kg in Q2 and 141kg in Q1. Lockdowns have caused residents to spend an increased amount of time at home. This means waste which would normally have been collected in the commercial waste stream has moved to the residential. The situation is being closely monitored to understand how this will influence collection levels long term.
- 3.25 Waste disposal tonnage is Red rated for Q3 (actual YTD – 55,507, target – 46,669). There is a national trend of increased residential tonnage as lockdown restrictions since March 2020 have led to residents spending more time at home, diverting waste from the commercial stream. Contractually the cost for any excess disposal must be met by Veolia so it should remain a key driver for them, although performance has received a Red rating in every quarter since Q1 2019/20.

A borough where we can all feel safe, secure, happy and healthy

- 3.26 The number of Early Help Assessments and reviews is rated Green with a rate of 276.68, exceeding the annual target of 265. Demand has continued throughout the present lockdown and the situation is being monitored by the Early Help Service, with recruitment to vacancies underway to increase capacity. The percentage of children becoming subject to a Child Protection plan for a second or subsequent time is rated Red (actual YTD – 13.8%, target – 12%). The rise is related to the relatively small cohort size and the significant increase in referral activity following the wider reopening of schools from September.
- 3.27 The reoffending rate by young offenders per cohort is available for the first time this year following delays in publication by the Ministry of Justice. The reoffending rate is 37.8% (target – 50%, rated Green), and was 43.8% in Q1 and 45.2% in Q2. Although this KPI is quite volatile as a small cohort size can translate to a large percentage change, the current rate is below the London and national averages. The YOS uses a tracker to analyse the offending of the current cohort and interventions can be targeted where they are most needed.
- 3.28 The number of new admissions to residential and nursing care homes is rated Green for people aged 65+ (actual YTD – 53, target – 112). The average monthly acute delayed transfers of care (DToC) attributable to ASC is also rated Green (actual YTD – 0.2, target – 6.5). While both KPIs are performing above expectations the data isn't comparable to previous years due to the impact of Covid on service demand, with a higher proportion of cases being dealt with through the NHS rather than by Adult Social Care.

- 3.29 Three further KPIs for Adult Social Care are rated Green:
- New admissions to residential & nursing care homes, 18-64 (actual YTD – 10, target – 21)
 - The outcome of short-term services: sequel to service (REABLEMENT) (actual YTD – 90.8%, target – 75%)
 - Identification and delivery of an additional 137 New Accommodation for Independent Living (NAIL) (actual YTD – 41, target – 41)
- Adult Social care is consistently one of the highest performing teams, with all five KPIs being rated Green for the each quarter since the Q1 2019/20.
- 3.30 The nine contextual Community Safety indicators continue to be impacted by changes in behaviour following the lockdown measures of the past nine months. The number of robberies (672, 36% decrease), residential burglaries (1,221, 24% decrease) and knife crime incidents (324, 28% decrease) are all lower than the equivalent periods in 2019/20. There were only two lethal barrel gun discharges in Q3 and none at all in November and December. Conversely anti-social behaviour incidents are significantly higher than this time last year (Q3 2020/21 – 15,755, Q3 2019/20 – 10,627) and there has been a 6% rise in domestic abuse offences. More awareness activities are planned for Q4 to address the increase of domestic abuse related to COVID-19.
- 3.31 Both Public Health indicators receive a Green RAG rating. 99.6% of new birth visits took place within 14 days (target – 95%) and were primarily delivered as virtual contacts unless there were concerns. The percentage of successful completions as a proportion of all opiate drug users in treatment was 9.58% (target – 5.58%), an increase from 8.09% in March 2019/20. Services have been provided online, via telephone and with one-to-one sessions where clinically safe, to ensure that the service remains accessible.
- 3.32 The Child Protection rate per 10,000 children is 36.2 (target – 35-45, Green rating). Although this has risen from 29.3 in Q2 this was expected following the wider reopening of schools, and the current rate is comfortably within the anticipated target range.
- 3.33 All three Culture indicators received a RAG rating of Red for Q2 and Q3. The number of active borrowers (actual YTD – 18,050, target – 35,592), in person and online cultural events (actual YTD – 184, target – 515) and wet, dry or virtual visits to sports centres (actual YTD – 201,466, target – 1,789,559) are all significantly below target due to restrictions on in person access to these services. The library service is promoting its online resources as well as working to expand the home library model to ensure physical books are available to vulnerable residents, and additional funding has been obtained from The Reading Agency to deliver more online events.

Strong foundations

- 3.34 56% of website visitors say they are successfully able to complete their tasks first time, giving this KPI a Red RAG rating against a target of 64%. The Q3 score of 59% is seven percentage points higher than Q2, reflecting the extensive work undertaken to streamline the current site. Work is also ongoing to speed up transaction processes and implement new design principles for forms to make them easier to use.

- 3.35 Satisfaction with the Brent website as a whole is 60% (target – 60%, Green rating). The new customer portal went live in early December and feedback is being monitored to ensure issues are captured and resolved. The Web Accessibility Directive score for the website is 72 out of 100 (target – 75, Amber rating). The Q3 score is a fall of nine points from a high of 81 in November with no clear cause, and the Web team are awaiting clarification from the monitoring organisation to establish what issues need to be rectified.
- 3.36 There have been 40 successful grant applications this year (target – 96, Red rating). This is particularly low due to the impact of COVID-19, as a number of Love Where You Live grants which would normally receive funding were for events or projects which could not safely take place. Staff have been working to distribute additional grants to support food banks, mutual aid networks, and young people's mental health.
- 3.37 Brent Connects forums have taken place online since Q2 with 306 residents attending meetings so far, receiving a Green RAG rating and exceeding the year-end target. The introduction of online meetings has made it easier for some residents to attend. The department continues to work with residents who require assistance getting online or require training on using the tools to access these meetings.
- 3.38 Community Hubs continue to perform very well, with 6,628 residents accessing a hub against a target of 2,925 and receiving a Green RAG rating. Many residents have experienced changes in their finances or employment due to the pandemic leading to a bigger demand for services, and a reduction in face-to-face contacts because of Covid restrictions has meant that more staff are available to process telephone enquiries. There has been a significant *increase* in the number Community Hub customers that more confident using online services (actual YTD – 83%, target – 75%, rated Green), up 10 percentage points from Q2. This is also attributed to the wider impact of COVID-19, with residents gaining more experience with digital platforms as other options for communication were less available. 91% of enquiries at Hubs are resolved at the point of contact (target – 80%, Green RAG rating). This is in part due to an increase in the calls for food support, including food bank referrals and supermarket priority delivery slots, which are easy to resolve.
- 3.39 All four indicators measuring Stage 1 and 2 complaints have a RAG rating of Red, as they did not meet the target of 100% of cases responded to within timescale. (Actual Q3 YTD- Stage 1 Corporate: 89%, Stage 1 Statutory: 89%, Stage 2 Corporate: 80%, Stage 2 Statutory: 47.7%). However, three indicators have maintained or improved performance since Q2, and Corporate Stage 2 complaints managed this in spite of an increase from 39 complaints in Q2 to 62 complaints in Q3. Statutory Stage 2 complaints was the only indicator to decline in Q3, with one of the two complaints dealt with in this time being resolved in time. This is consistently the lowest performing complaints indicator due to the complexity of cases dealt with. Member Enquiry response performance has remained the same as Q2 and is rated Red, despite a significant decrease from 2,035 enquiries in Q2 to 1,614 in Q3.
- 3.40 FOI performance is continuing to exceed the ICO's minimum standard on timeliness and has a Green RAG status again in Q3 (Actual YTD – 91%; Target – 90%).

- 3.41 Registration and Nationality external income is rated Green (actual YTD – £799k, target – £705k). Performance was very low in Q1 as many activities were restricted under lockdown regulations, but the reopening of services in June 2020 saw monthly targets exceeded. The tier 5 restrictions announced in early January will also lead to a reduction in service delivery, as marriage and partnership ceremonies have been suspended in order to process the increased volume of death registrations. Despite this, it is anticipated that certificate production and citizenship ceremonies will allow the service to meet its year end financial target. Both the number of births and deaths registered within their respective targets are rated Red, although performance has increased with each subsequent quarter following the restriction of activity in Q1.
- 3.42 Performance is below target for council tax, business rates collection and benefit overpayment recovery, all with Red RAG ratings. (Council Tax actual YTD – 77.5%, target – 85.2%; NNDR actual YTD – 71.3%, target – 87.0%; HB Overpayments actual YTD – £5.02m, target – £6.55m). Many residents' finances have been severely affected by the pandemic. There has been an 8% increase in the number of customers of working age receiving Local Council Tax Support and funding from central government has reduced their council tax liability by £150 per household. Staff are also working on assessment and payment of the Additional Restrictions Grant.
- 3.43 It takes an average of 12.5 days to process new benefit claims and change events (target – 8.7, Red RAG rating). The number of cases dealt with has increased by 45% in the last four months, and the workload has further increased with processing new applications including the Resident Support Fund and Self Isolation Payments. There are currently over 7,000 individual items of work outstanding and a clearance plan is in place following an increase of staff.
- 3.44 Current rent collected as a percentage of rent due is at 98.1% for Q3, rated Amber (target – 100.5%). Officers are working hard to mitigate the impact of COVID-19 by supporting residents to maximise benefits and signposting to financial help, including Discretionary Housing Payment to reduce arrears and supporting applications to the Resident Support Fund where appropriate. Despite this the value of arrears on household accounts has increased to an average of £1,350, and there is a current estimated impact of £2 million in rent loss for the HRA.

4.0 Financial Implications

- 4.1 There are no financial implications.

5.0 Legal Implications

- 5.1 There are no legal implications.

6.0 Equality Implications

- 6.1 There are no direct diversity implications. However, the report includes performance measures related to the council's diversity objectives and is part of the framework for ensuring delivery of these key outcomes. Service areas

have the responsibility for managing the delivery and performance of their services. Therefore, the service area would also need to consider if a variation in performance could lead to equality implications at a service level.

7.0 Consultation with Ward Members and Stakeholders

7.1 Not applicable.

8.0 Human Resources/Property Implications (if appropriate)

8.1 No direct implications.

Report sign off:

Shazia Hussain

Assistant Chief Executive

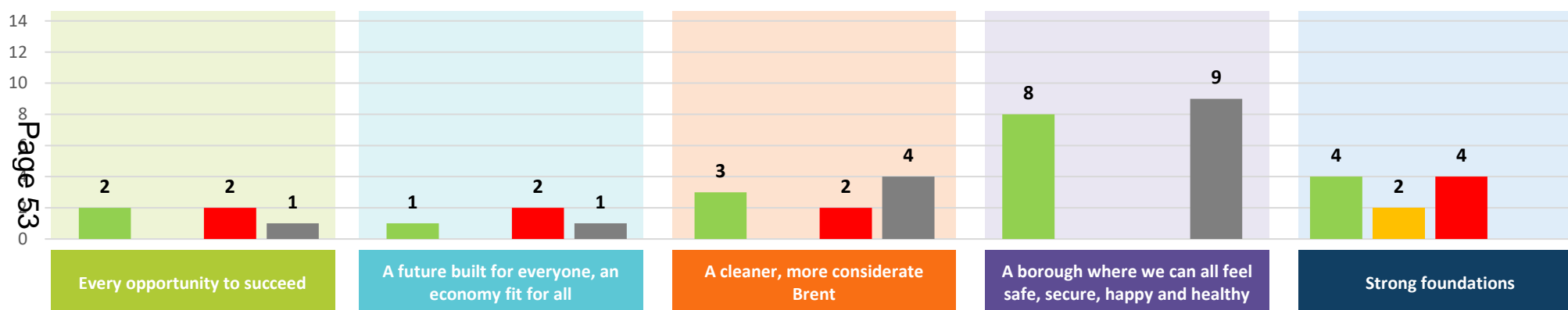
Corporate Performance Report December 2020

Borough Plan Performance Summary – Quarter 2 (July 2020 to September 2020)

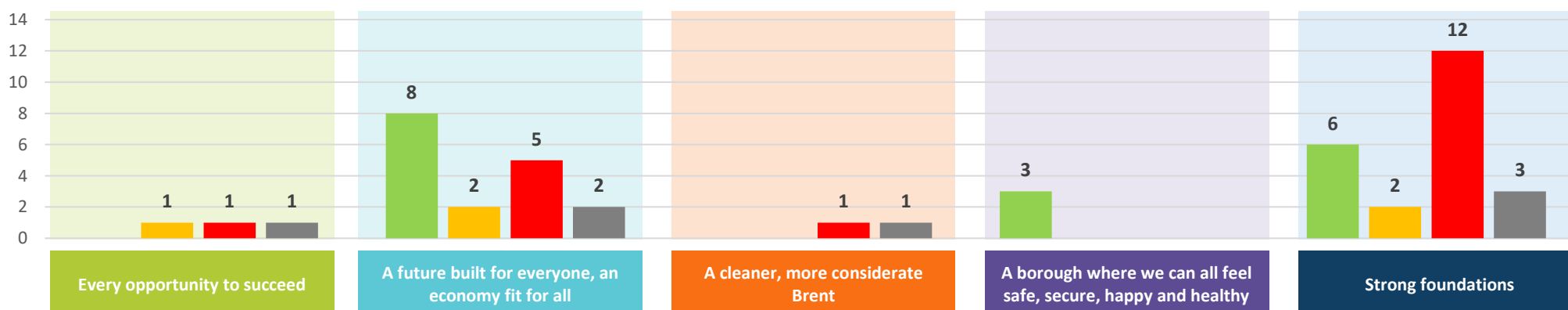
All KPIs



KPIs for the Year 2 Delivery Plan



KPIs for Borough Plan Service Delivery Priorities



Corporate Performance Report December 2020

Borough Plan Performance Summary – Quarter 2 (July 2020 to September 2020)

Key for Performance Tables (all priorities)

Unless otherwise defined, performance information is assessed using the following tolerances to give a RAG rating:

Green		At target or exceeding target
Amber		0.01% - 5% outside target*
Red		Greater than 5% outside target*
Contextual		No target set
n/a		Data not available

**please note some indicators are set at a 10% tolerance due to national requirement*

The KPIs covering the Borough Plan service delivery priorities also have an indicator to show how the KPI is performing against target compared to the previous quarter:

▲	Performance has improved since previous quarter
—	Performance is the same as previous quarter
▼	Performance has declined since previous quarter
	Data for previous quarter not available

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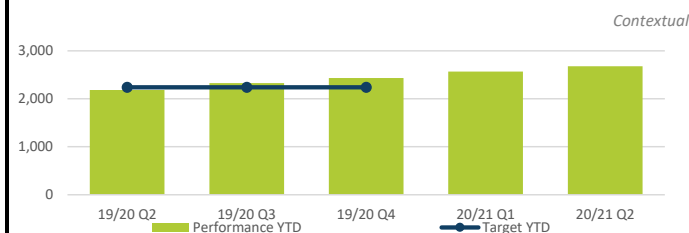
	Priority	Performance measures
Borough Plan: Year 2 Delivery Plan	Every opportunity to succeed	4
	A future built for everyone, an economy fit for all	6
	A cleaner, more considerate Brent	7
	A borough where we can all feel safe, secure, happy and healthy	9
	Strong foundations	13
Borough Plan: Service Delivery Priorities	Every opportunity to succeed	16
	A future built for everyone, an economy fit for all	16
	A cleaner, more considerate Brent	19
	A borough where we can all feel safe, secure, happy and healthy	19
	Strong foundations	20

Improvement in Key Stage results for boys of Black Caribbean heritage

CYP-INC002

Number of EHCPs maintained

Contextual		
2019/20 Outturn	Actual YTD	Target YTD
2,435	2,680	-



Comments and Actions

Comments: There continues to be a consistent increase in the number of EHCPs as has been the long-term trend. A shift in focus to a demand management approach that focuses on improved early intervention is underway.

Lead Member:

Cllr Mili Patel

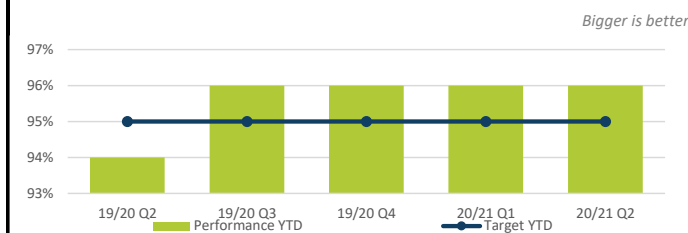
Strategic Director:

Gail Tolley

CYP-SSE001

Percentage of pupils attending Brent schools that are judged as being either good or outstanding

Green		
2019/20 Outturn	Actual YTD	Target YTD
96%	96%	95%



Comments and Actions

Comments: There has been no change in this indicator since Q1.

Lead Member:

Cllr Thomas Stephens

Strategic Director:

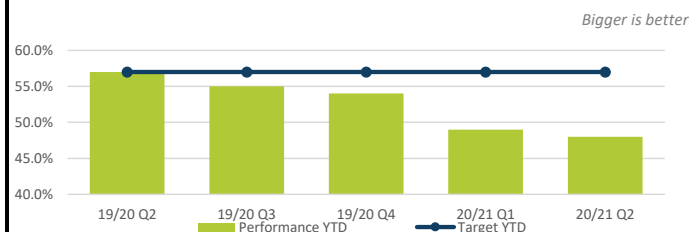
Gail Tolley

Improvement in Key Stage results for looked-after children and care leavers

CYP-LAC003

Percentage of care leavers (19 -21 year olds) in education, employment or training (EET)

Red		
2019/20 Outturn	Actual YTD	Target YTD
54.0%	48.0%	57.0%



Comments and Actions

Comments: Some young people have lost their jobs as a result of COVID-19, which impacts on performance. 39 young people are NEET within this reporting period: 6 young people are in custody and not engaging in training opportunities; 6 have immigration issues (of which 1 was granted status in September and is enrolling on a college course); 4 young people have mental health issues who require further support to engage in EET; 3 young people are parents who focus on looking after their children; 13 young people are not engaging in any EET opportunities despite the best efforts of their Personal Advisers; 7 young people are actively seeking employment or returning to college.

Actions: Active work with the cohort of 39 has resulted in 2 young people now being in work and 2 more are enrolled in college. 2 young people, who were reluctant to engage in EET activities, and 1 young person in custody are now considering their options. Robust tracking and monitoring activity is ensuring monthly oversight of this cohort. We are confident that support is in place to improve the number of care leavers in EET, such as ongoing work with Prospects, who provide targeted advice to care leavers, and Brent Virtual School.

Lead Member:

Cllr Mili Patel

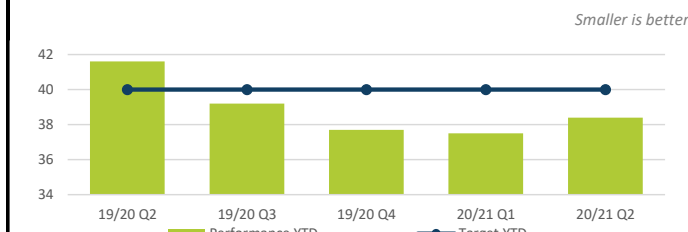
Strategic Director:

Gail Tolley

CYP-LAC004

Rate of Looked After Children per 10,000 of population

Green		
2019/20 Outturn	Actual YTD	Target YTD
37.7	38.4	40.0



Comments and Actions

Comments: The rate of looked after children has started to increase.

Lead Member:

Cllr Mili Patel

Strategic Director:

Gail Tolley

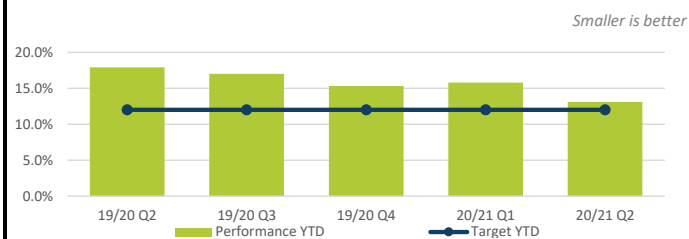
Improvement in Key Stage results for looked-after children and care leavers

CYP-LAC005

Stability of placements of Looked After Children: three or more placement moves (percentage)

Red

2019/20 Outturn	Actual YTD	Target YTD
16.0%	13.1%	12.0%



Comments and Actions

Comments: There has been fewer placement breakdowns in Q2. Compared to the previous quarter, there has been improvement of over 3%.

Actions: Robust tracking and monitoring activity as well as intensive support to young people in fragile placements (who have already had 2 placements in a year) is supporting placement stability.

Lead Member:

Clr Mili Patel

Strategic Director:

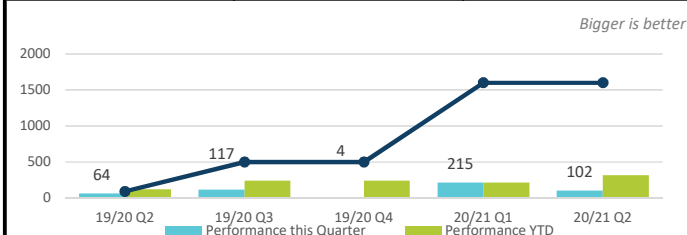
Gail Tolley

Increase in housing supply

CWB-HSP005

New affordable homes delivered by Brent/Registered providers (RPs)/private developers in the period

Red		
2019/20 Outturn	Actual YTD	Target YTD
242	317	1,600



Comments and Actions

Comments: 3.8 The Council has committed to an ambitious strategic housing target to deliver 5,000 new affordable homes over the five-year period 2019-24. Delivery of a total of 5,000 new affordable homes includes the provision of 1,000 homes by the Council by 31 March 2024. As at November 2020, a total of 6,355 new affordable homes are projected to be delivered. Of these, 954 have been delivered and a further 1,262 projected to be delivered this year. Of the 1,000 to be delivered directly by the Council (included in the 6,355), 229 have been delivered, 612 are currently onsite and a further 332 have been given planning consent and are now going through procurement for contractors. This shows that we are well on course to deliver above target, both in the overall and the Council specific targets. It is more challenging to project the number of homes to be delivered by Registered Providers and private developers because the Council is not in direct control. As such, the numbers will change from time to time. Projections become more accurate as time and site development progresses. Covid-19 has impacted on construction, causing delays in handover this year. However, the first tranche of handovers on the South Kilburn regeneration, providing 82 affordable new homes for local residents will come to fruition at the end of November.

Lead Member:
Cllr Eleanor Southwood

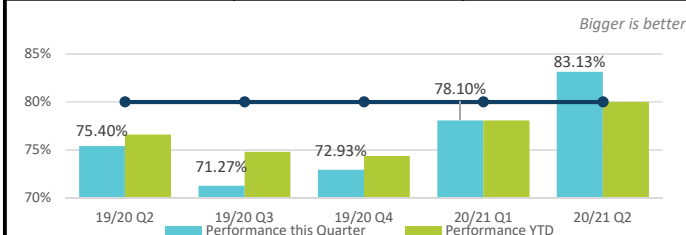
Strategic Director:
Phil Porter

Increase level of inward investment achieved via the council

CEX-FIN001

Percentage of invoices paid on time

Green		
2019/20 Outturn	Actual YTD	Target YTD
74.4%	80.0%	80%



Comments and Actions

Comments: The whole P2P process is currently being reviewed in detail with the goal of going live with a clean ledger and updated procedures in Oracle Cloud by Aug 2021. This is an ongoing project where continuous improvement is key to the success of the Cloud project.

Lead Member:
Cllr Margaret McLennan

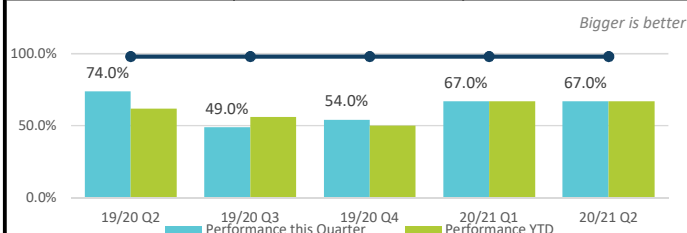
Strategic Director:
Minesh Patel

Keep traffic moving and roads and pavements in good repair

R&E-HIN004

Percentage of Category 2 defects repaired on time (Non-emergency repairs: response time to make highways/footways safe within 7-28 days)

Red		
2019/20 Outturn	Actual YTD	Target YTD
50.0%	67.0%	98.0%



Comments and Actions

Comments: Over the last quarter our contractor has reported more obstructions on the highway than usual (due to increase in home working) resulting in delays, as they are often unable to complete the repair on the first visit. They also continue to be slow in updating the system upon completion of repair resulting in completed jobs being reported as late. CA have also experienced resource issues over this period as many of their workforce is eastern European and they have had to isolate when returning from their homeland.

Actions: We hold regular meetings with CA to improve performance in this area. We have provided a contact number for SERCO so they can arrange for obstructive vehicles to be removed within two hours to reduce abortive visits. We have also instructed CA to ensure completed jobs are updated on the system the same day to avoid completed works being recorded as late. CA have recently taken on sub contractors to ensure performance improves whilst they address Covid related resources issues.

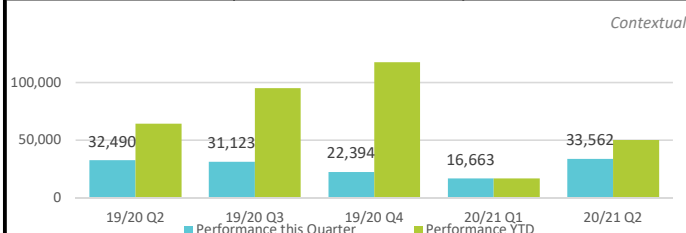
Lead Member:
Cllr Krupa Sheth

Strategic Director:
Alan Lunt

R&E-PAL003

Parking driver compliance: PCNs issued: Parking contraventions

Contextual		
2019/20 Outturn	Actual YTD	Target YTD
117,658	50,225	-



Comments and Actions

Comments: The Service is unable to set 'target expectations' this year due to the impact of COVID and the subsequent lockdown in Q1 resulting in reduced motoring activity.

Lead Member:
Cllr Krupa Sheth

Strategic Director:
Alan Lunt

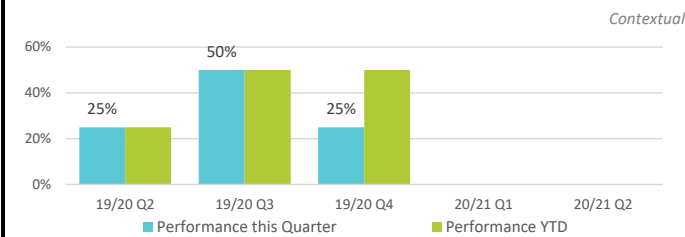
A cleaner, more considerate Brent

Improvement in air quality

R&E-AIR001

Percentage of monitoring sites where the NOx (Nitrogen Oxide) level exceeded the national standard

Contextual		
2019/20 Outturn	Actual YTD	Target YTD
50%	Data unavailable	-



Comments and Actions

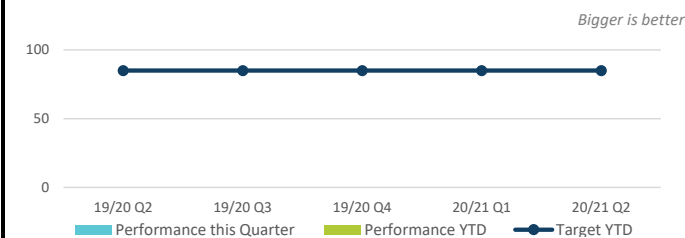
Lead Member:
Cllr Krupa Sheth

Strategic Director:
Alan Lunt

R&E-AIR003

Installation of an additional 85 electric vehicle charging points across the borough by March 2020

Red		
2019/20 Outturn	Actual YTD	Target YTD
0%	0	85



Comments and Actions

Comments: 34 Source London EVCP's installed & to be operational by the end of October. The tender is out for a lamp post EV charger supplier.

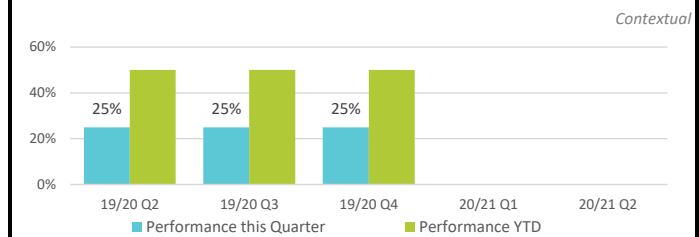
Lead Member:
Cllr Krupa Sheth

Strategic Director:
Alan Lunt

R&E-AIR002

Percentage of monitoring sites where the PM10 (Particulate Matter up to 10 micrometres in size) level exceeded the national standard

Contextual		
2019/20 Outturn	Actual YTD	Target YTD
50%	Data unavailable	-



Comments and Actions

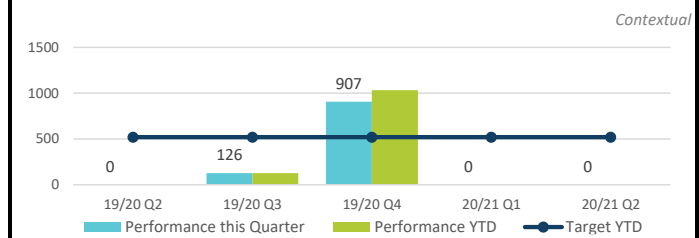
Lead Member:
Cllr Krupa Sheth

Strategic Director:
Alan Lunt

R&E-AIR004

Number of trees we plant on our streets and in our public spaces

Contextual		
2019/20 Outturn	Actual YTD	Target YTD
1,033	0	-



Comments and Actions

Comments: Tree planting is undertaken from October to March, so no trees are planted in the first and second Quarters of the year.

Lead Member:
Cllr Krupa Sheth

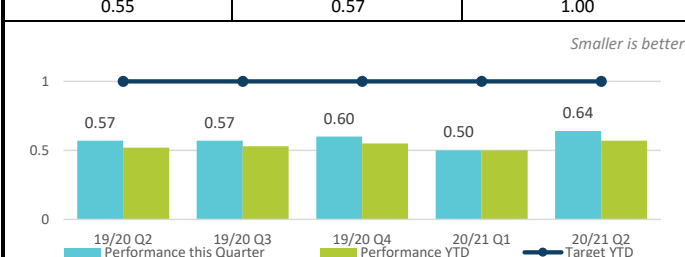
Strategic Director:
Alan Lunt

Reduction in illegally dumped rubbish

R&E-EIM001

Average time taken to remove illegally dumped waste (days)

Green		
2019/20 Outturn	Actual YTD	Target YTD
0.55	0.57	1.00



Comments and Actions

Comments: Despite the high number of reports to the Council, performance remains ahead of target.

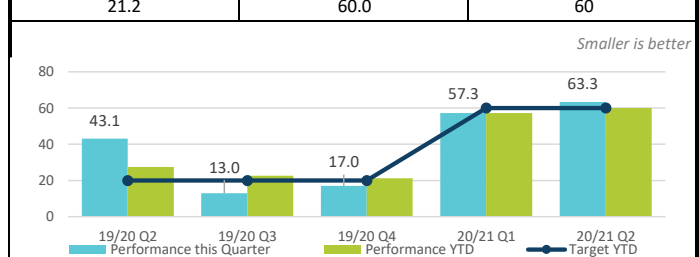
Lead Member:
Cllr Krupa Sheth

Strategic Director:
Alan Lunt

R&E-EIM002

Missed bins per 100,000 collections

Green		
2019/20 Outturn	Actual YTD	Target YTD
21.2	60.0	60



Comments and Actions

Comments: The methodology used to calculate this figure has been changed to bring the measure in line with the industry standard. Actuals for all rounds are now used instead of estimates based on samples which gives a more accurate picture. Missed collections are within target based on the new approach.

Lead Member:
Cllr Krupa Sheth

Strategic Director:
Alan Lunt

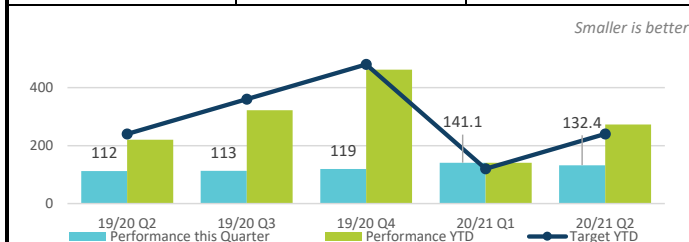
Reduction in illegally dumped rubbish

R&E-EIM004

Number of kilograms of residual household waste collected per household

Red

2019/20 Outturn	Actual YTD	Target YTD
462	273	240



Comments and Actions

Comments: The COVID-19 lockdown caused residents to be at home the majority of the time. This meant waste which would normally end up in the commercial waste stream from offices and restaurants has moved to the residential waste stream to be collected by Brent Council. This is the situation across the country due to the large scale changes in normal living arrangements.

Actions: Due to the continued increase in residents working from home and now tier 2 restrictions, it is not known to what extent residual waste levels will continue to be higher than previous years. This situation will continue to be monitored closely.

Lead Member:
Cllr Krupa Sheth

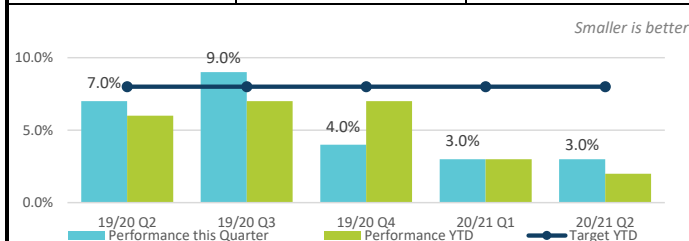
Strategic Director:
Alan Lunt

R&E-EIM007

Percentage of sites with unacceptable levels of litter

Green

2019/20 Outturn	Actual YTD	Target YTD
7.0%	2.0%	8.0%



Comments and Actions

Comments: Joint Brent and Veolia inspections continued throughout the lockdown period and Veolia's level of service was maintained. With less road usage, particularly on high streets, levels of litter have stayed within target and have remained within target as footfall has increased.

Actions: The five Neighbourhood Managers continue to work closely with Veolia to ensure that the quality of street cleansing in Brent does not slip, despite ongoing changes as part of the COVID-19 response.

Lead Member:
Cllr Krupa Sheth

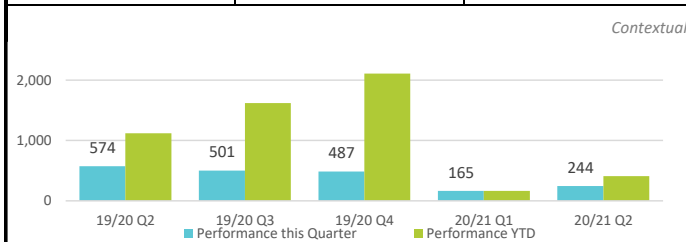
Strategic Director:
Alan Lunt

R&E-EIM005

Number of waste cases investigated which lead to enforcement action

Contextual

2019/20 Outturn	Actual YTD	Target YTD
2,108	409	-



Comments and Actions

Comments: Due to lockdown and several staff assisting with emergency work such as food deliveries, many normal activities were reduced or suspended in quarter 1, which is reflected in lower enforcement figures.

Actions: Activity increased significantly in Q2, but due to COVID-19 measures the waste enforcement team is supporting borough wide enforcement work.

Lead Member:
Cllr Krupa Sheth

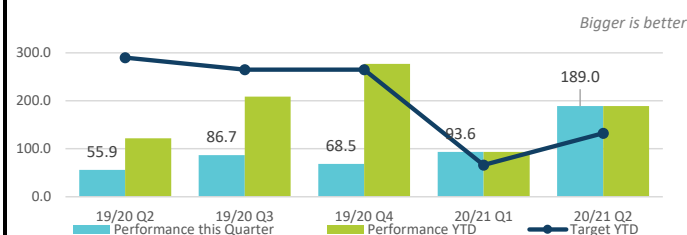
Strategic Director:
Alan Lunt

Reduction in anti-social behaviour, the risk of harm and re-offending

CYP-EAH001

Early Help Assessments and reviews completed per 10,000 children

Green		
2019/20 Outturn	Actual YTD	Target YTD
277.06	189.0	132.5



Comments and Actions

Comments: The rate of EHAs and reviews completed continues to rise. The demand for EHAs has continued to increase post lockdown, in addition to a rising demand for cases to step down from Localities. This increased demand is a challenge for the Early Help Service, which is closely reviewing demand data to assess resourcing levels.

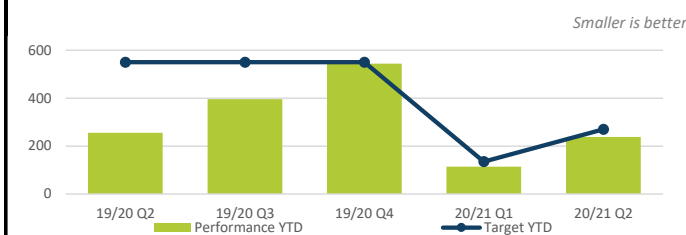
Lead Member:
Cllr Mili Patel

Strategic Director:
Gail Tolley

CYP-LOC002

Rate of referrals per 10,000 children

Green		
2019/20 Outturn	Actual YTD	Target YTD
543.7	238.4	270.0



Comments and Actions

Comments: Referrals have increased since September, following an initial reduction since April 2020 related to the COVID-19 lockdown. This increase was anticipated with children returning to school.

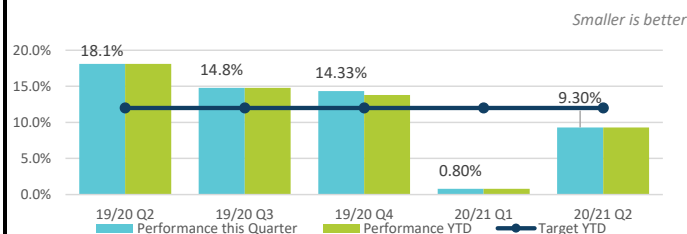
Lead Member:
Cllr Mili Patel

Strategic Director:
Gail Tolley

CYP-SQA002

Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time

Contextual		
2019/20 Outturn	Actual YTD	Target YTD
14%	9.30%	12.0%



Comments and Actions

Comments: The percentage of children becoming subject of a CP plan for a second or subsequent time has increased this quarter, but remains below the target for this year. The number of children subject of a CP plan may increase further given an increase in referrals since children returned to school.

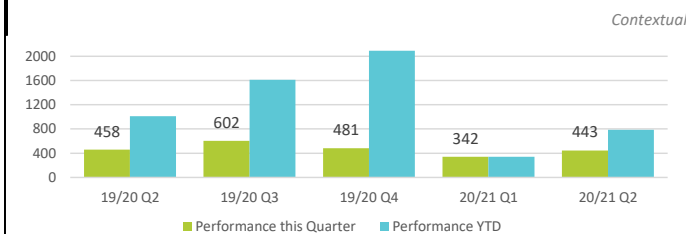
Lead Member:
Cllr Mili Patel

Strategic Director:
Gail Tolley

R&E-CSA008

Burglary Residential - incidents (MOPAC pan-London metric)

Contextual		
2019/20 Outturn	Actual YTD	Target YTD
2,093	785	-



Comments and Actions

Comments: Slight reduction of 3% when compared with Q2 last year.
Actions: Working with local policing and partners for coordinated activities. Also increased awareness raising during autumn and winter nights

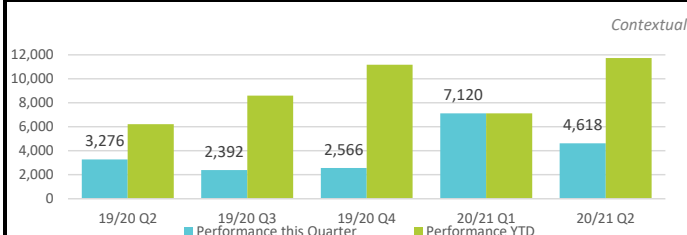
Lead Member:
Cllr Promise Knight

Strategic Director:
Alan Lunt

R&E-CSA009

Anti-Social Behaviour - Incidents (MOPAC Borough Priority)

Contextual		
2019/20 Outturn	Actual YTD	Target YTD
11,174	11,738	-



Comments and Actions

Comments: 40% increase when compared with Q2 year. However, a 35% reduction in ASB incidents compared with Q1.
Actions: Increased days of actions and multiagency enforcement operations in anti social behaviour hot spot areas. Robust application of Community Protection Notices and Criminal Behaviour Orders for repeat offenders.

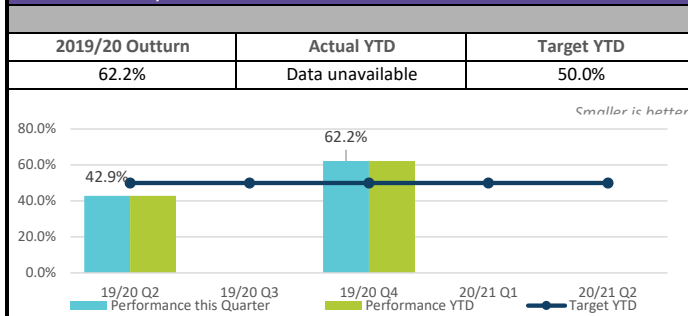
Lead Member:
Cllr Promise Knight

Strategic Director:
Alan Lunt

Reduction in violent crime, including gang and knife crime

CYP-EAH002

Reoffending rate by young offenders per cohort (Number of people in reoffending cohort for context)



Comments and Actions

Comments: Due to COVID-19, there is no updated data available, as data is derived from the Police National Computer, via the Ministry of Justice. Data on this measure will be updated, once the MoJ release the data.

Lead Member:

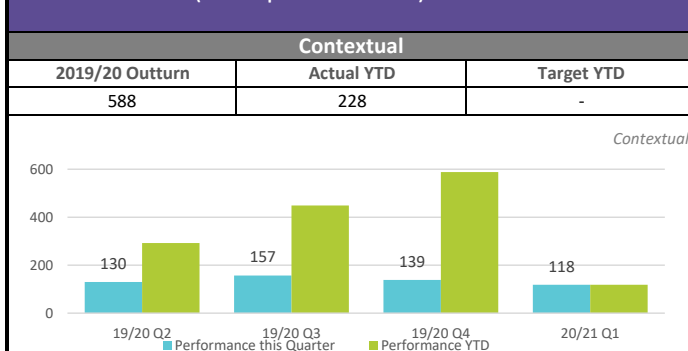
CLr Mili Patel

Strategic Director:

Gail Tolley

R&E-CSA002

Knife Crime - incidents (MOPAC pan-London metric)



Comments and Actions

Comments: A decrease of 8 incidents compared with Q1. 22% reduction compared with April to September last year.

Actions: Continued partnership approaches to further reduce incidents in line with the development of a serious violence action plan

Lead Member:

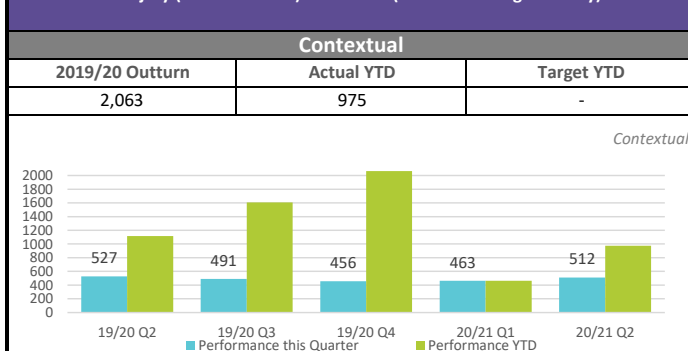
CLr Promise Knight

Strategic Director:

Alan Lunt

R&E-CSA004

Violence with Injury (Non-Domestic) - incidents (MOPAC Borough Priority)



Comments and Actions

Comments: An expected increase from Q1 as lockdown measures were eased. 3% decrease compared with Q2 last year.

Actions: As part of Covid recovery planning, this will be incorporated within the serious violence action plan

Lead Member:

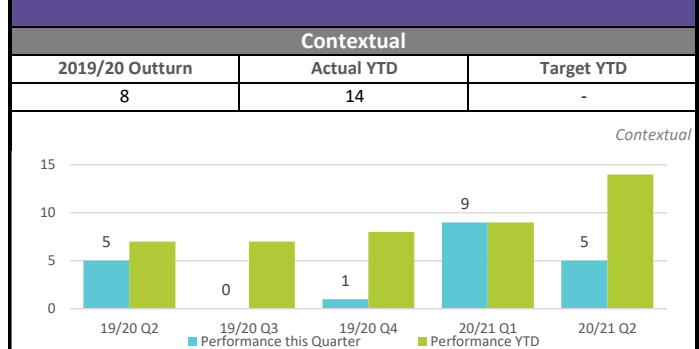
CLr Promise Knight

Strategic Director:

Alan Lunt

R&E-CSA001

Lethal Barrel Gun Discharge - incidents (MOPAC pan-London metric)



Comments and Actions

Comments: A decrease of 4 incidents compared with Q1

Actions: Continued partnership approaches to further reduce incidents in line with the development of a serious violence action plan

Lead Member:

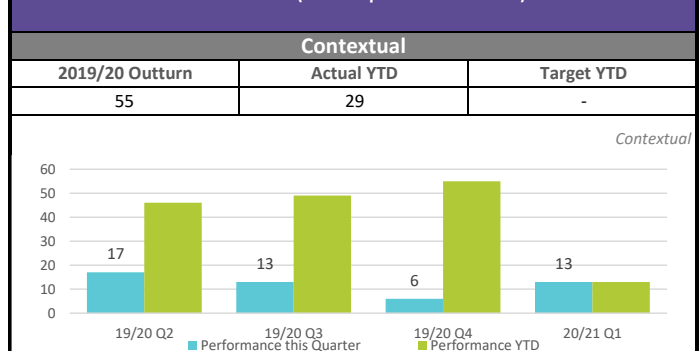
CLr Promise Knight

Strategic Director:

Alan Lunt

R&E-CSA003

Knife Crime Victims U25 - incidents (MOPAC pan-London metric)



Comments and Actions

Comments: An increase from Q1 of 3 incidents but a decrease of 1 compared with Q2 last year.

Actions: To incorporate key focus as a priority with the development of a serious violence action plan and reviewed with the Violence Reduction Action Plan

Lead Member:

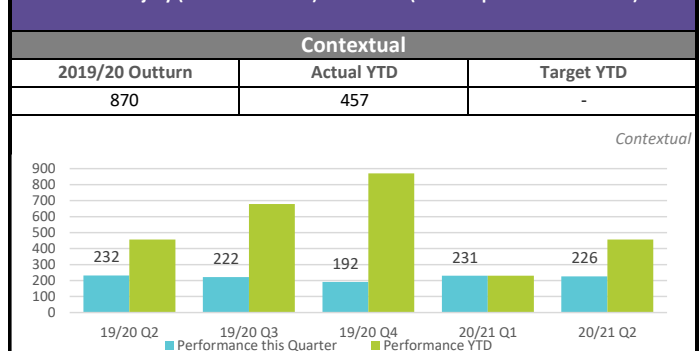
CLr Promise Knight

Strategic Director:

Alan Lunt

R&E-CSA005

Violence with Injury (Domestic Abuse) - incidents (MOPAC pan-London metric)



Comments and Actions

Comments: Despite a 4% increase in DA offences, there has been a slight reduction in DA offences where the victim was injured.

Actions: Audit current delivery and seek victim survivor feedback to ensure support pathways are effective

Lead Member:

CLr Promise Knight

Strategic Director:

Alan Lunt

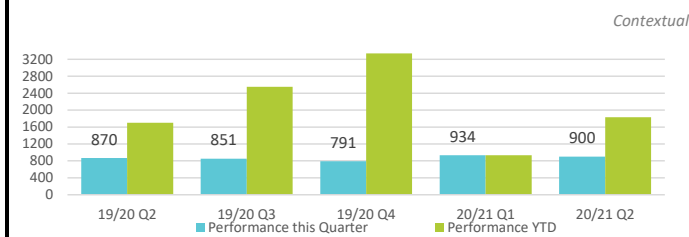
A borough where we can all feel safe, secure, happy and healthy

Reduction in violent crime, including gang and knife crime

R&E-CSA006

Domestic Abuse Offences - incidents (MOPAC pan-London metric)

Contextual		
2019/20 Outturn	Actual YTD	Target YTD
3,341	1,834	-



Comments and Actions

Comments: 4% increase compared with Q2 last year.

Actions: Audit current delivery and seek victim survivor feedback to ensure support pathways are effective

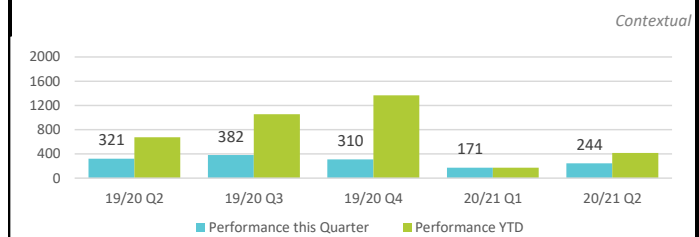
Lead Member:
Cllr Promise Knight

Strategic Director:
Alan Lunt

R&E-CSA007

Robbery - incidents (MOPAC Borough Priority)

Contextual		
2019/20 Outturn	Actual YTD	Target YTD
1,366	415	-



Comments and Actions

Comments: 43% increase in offences from Q1 most likely due to easing of lockdown restrictions. However, 32% less offences than Q2 last year

Actions: Awareness raising to public regarding personal security / safeguarding. Working with Police to target suspects. Increasing council visibility in hotspot locations as a deterrent.

Lead Member:
Cllr Promise Knight

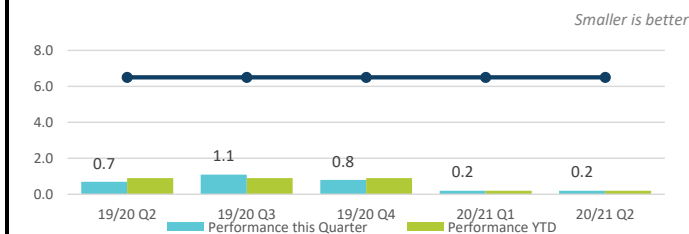
Strategic Director:
Alan Lunt

Support our most vulnerable adults, enabling them to choose and control the services they receive, remain independent and lead active lives

CWB-ASC001

Average monthly acute delayed transfers of care (DToc) attributable to ASC

Green		
2019/20 Outturn	Actual YTD	Target YTD
0.9	0.2	6.5



Comments and Actions

Comments: The number of delays has significantly improved through the use of Homefirst, the Handyperson scheme and Housing Hospital Service. However, the discharge process has been changed significantly during the Covid period, and performance numbers are not comparable to other quarters - the majority of discharges are currently the responsibility of the NHS with very few being managed by social care.

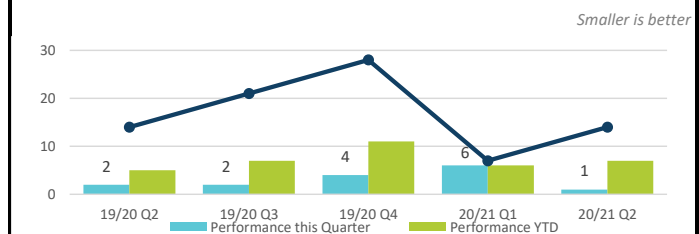
Lead Member:
Cllr Harbi Farah

Strategic Director:
Phil Porter

CWB-ASC002

New admissions to residential & nursing care homes, 18-64

Green		
2019/20 Outturn	Actual YTD	Target YTD
11	7	14



Comments and Actions

Comments: The demand for placements generally continues to increase, but we have seen a reduction in demand as a result of Covid. To encourage alternative provision a challenging target is set.

Actions: All 18-64 placements are signed off by Helen Woodland, ensuring they are made only when it is necessary. This is usually due to a safeguarding concern.

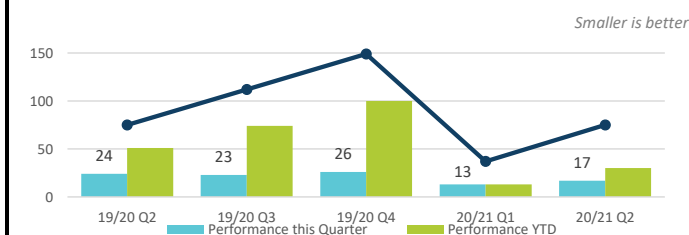
Lead Member:
Cllr Harbi Farah

Strategic Director:
Phil Porter

CWB-ASC003

New admissions to residential & nursing care homes, 65+

Green		
2019/20 Outturn	Actual YTD	Target YTD
100	30	75



Comments and Actions

Comments: Current period data is not comparable to other periods as a number of placements have been made by the NHS that are now being transferred to the local authority as a result of Covid.

Actions: All placements are signed off by Heads of Service ensuring that they are made only when required.

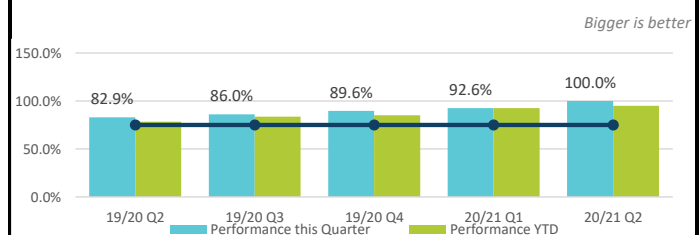
Lead Member:
Cllr Harbi Farah

Strategic Director:
Phil Porter

CWB-ASC011

The outcome of short-term services: sequel to service (REABLEMENT)

Green		
2019/20 Outturn	Actual YTD	Target YTD
85.2%	94.9%	75.0%



Comments and Actions

Comments: IRRS numbers are steadily increasing and the service is continuing to perform well.

Actions: Uptake has been supported by the introduction of Homefirst, allowing those who will not benefit from Reablement to receive Homefirst instead meaning the service can be directed at those who will benefit from it most.

Lead Member:
Cllr Harbi Farah

Strategic Director:
Phil Porter

Support our most vulnerable adults, enabling them to choose and control the services they receive, remain independent and lead active lives

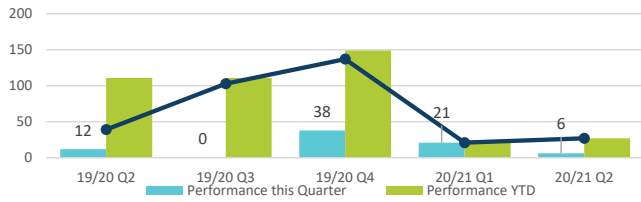
CWB-HSP004

Identification and delivery of an additional 137 New Accommodation for Independent Living (NAIL)

Green

2019/20 Outturn	Actual YTD	Target YTD
149	27	27

Bigger is better



Comments and Actions

Comments: In Q1, a total of 6 units were completed for Learning Disability.

Actions: We remain on course to deliver the schemes identified as planned during 2020/21.

Lead Member:

Cllr Eleanor Southwood

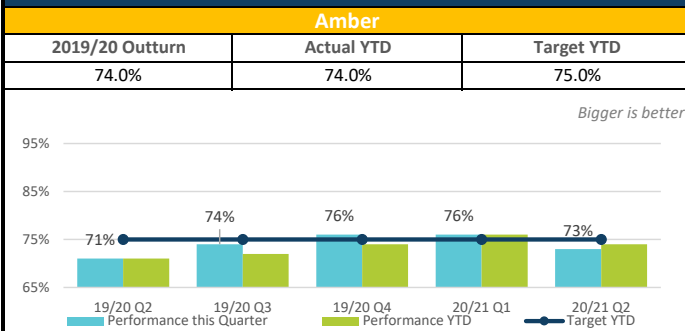
Strategic Director:

Phil Porter

Enable more residents to get online

CDS-HUB002

Percentage of Community Hub customers that are more confident in using online services



Comments and Actions

Comments: There has been a slight improvement in achieving this target as a result of a number of measures which have been put in place. However the low levels of digital skills for residents who use hubs services is a challenging area to address. A wider programme of work to tackle digital exclusion is in place to help to address this more holistically.

Lead Member:

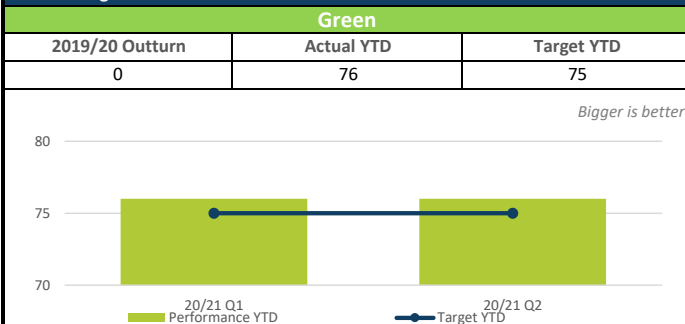
Cllr Eleanor Southwood

Strategic Director:

Peter Gadsdon

CDS-WEB006

By the end of 2020/21 the website will conform to Web Content Accessibility Guidance (WCAG) standards and will comply with the Web Accessibility Directive with a rating of 75 or of 100 of above.



Comments and Actions

Comments: During Q2, work continued to bring the main website and up to a minimum standard for accessibility. There are still some known issues that mean the site is not fully compliant however these are things that we are unable to address until we have the new CMS in place. The current score is still above the Government benchmark and is a marked improvement on where it was at the beginning of the year.

Actions: Accessibility monitoring is taking place monthly to ensure we maintain the minimum level of compliancy and corrective action will be taken, where possible, to fix any new issues. We will continue to work with service teams to bring any Brent microsites up to standard and are talking with third parties to look at what we can do to ensure the third party services utilised across the site are compliant.

Lead Member:

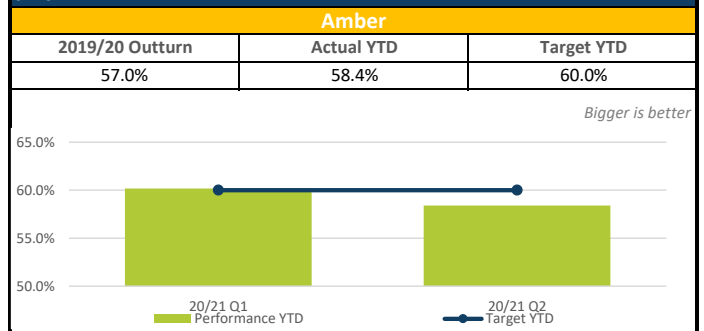
Cllr Margaret McLennan

Strategic Director:

Peter Gadsdon

CDS-WEB005

Satisfaction with the Brent website will increase year on year, with the user experience of the website overall rated at more than 60% by visitors surveyed by end of 2021.



Comments and Actions

Comments: The top 3 services that had a high percentage of satisfied web experiences were Bins, rubbish and recycling, Planning and Roads and Transport. Overall, positive responses focused on how easy to use with clear information and it was easy to complete their task (finding info, filling form or payment). Areas of improvement were account access (specifically trouble with passwords) and being able to access service teams, due to lack of email or telephone numbers (or too many to know which one to use). A number of responses related to difficulties in registering for parking accounts, My Account and planning accounts.

Actions: The new My Account registration process is due to go live in Q3. While this aims to resolve many of the common issues reported by website visitors, it is expected that this may have an adverse impact on user experience, initially as users get use to a new way of registering.

Lead Member:

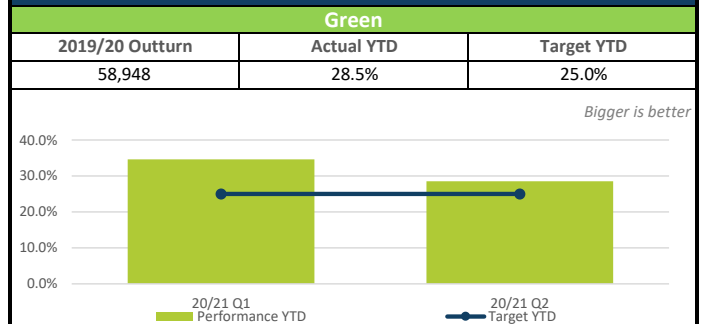
Cllr Margaret McLennan

Strategic Director:

Peter Gadsdon

CDS-WEB007

25% increase in the number of transactions undertaken online across the website (non-logged in state) by 2021



Comments and Actions

Comments: Traffic and activity on the site, does typically reduce over the summer period, however the reduction this year also coincided with a number of Covid forms coming to an end. The Resident Support Fund is not included in these numbers, due to the form sitting on the Dynamics platform however, this one form did create a specific spike in traffic during August and September. Due to the number of forms and systems that forms from our website go into, we are only able to track traffic to the forms on our site that our analytics can pick up, at present. It should be noted that these numbers do not currently include transactions undertaken via Dynamics forms. This is something that is currently being investigated.

Actions: During 2020-21 we will be upgrading the website with the aim of making transactional actions quicker and easier to complete by the user. The outputs from this wont really be felt until 2021-22 but in doing this, we will start to implement tighter controls around the creation of forms and introduce new design principles the make forms simpler and easier to understand for our users.

Lead Member:

Cllr Margaret McLennan

Strategic Director:

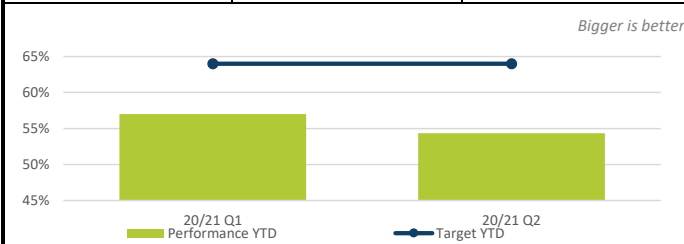
Peter Gadsdon

Enable more residents to get online

CDS-WEB008

25% increase on previous year, in visitors successfully completing what they came to the site to do first time (exc. My Account portal actions).

Red		
2019/20 Outturn	Actual YTD	Target YTD
51%	54%	64%



Comments and Actions

Comments: While people are often able to complete their transactions, often they are contacting us to find out what next, for reassurance that their request has been received or why they haven't heard from us. Covid appears to have impacted this more. With people trying to isolate and unable to come into the Civic there was greater reliance on the website and more frustration when they weren't able to do what they needed, or subsequently contact us. Other common issues remain, with visitors feeling the need to contact us further regarding My Account, the webchat being unavailable or too busy and to report missed bin collections. An isolated incident this quarter was also the change to the Abby Road recycling centre and how people could get rid of specific items of waste.

Actions: During 2020-21 we will be undertaking significant changes across the design and structure of the website and portal which will have a significant impact on the user experience. The introduction of a new registration and sign in process will make it easier for people to reset passwords and we will be piloting a new Web Advisor chat

Lead Member:

CLlr Margaret McLennan

Strategic Director:

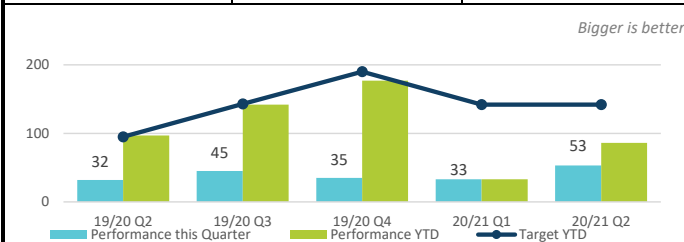
Peter Gadsdon

Building more services around residents and their needs

ACE-SPA002

Number of local voluntary sector groups receiving 1-2-1 advice and guidance from CVS

Red		
2019/20 Outturn	Actual YTD	Target YTD
177	86	142



Comments and Actions

Comments: Numbers are picking up post the first COVID wave. In addition this year the Council is running a commissioning capacity development programme, which is providing support to organisations. As a result fewer orgs might have needed support from the CVS.

Actions: continue to monitor as part of the contract monitoring process

Lead Member:

CLlr Promise Knight

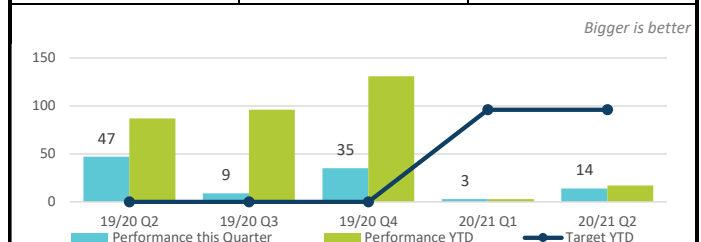
Strategic Director:

Shazia Hussain

ACE-SPA004

Number of successful grant applications to Brent Advice Fund, NCIL, Youth Fund and Love Where You Live following attendance at training/individual support

Red		
2019/20 Outturn	Actual YTD	Target YTD
131	17	96



Comments and Actions

Comments: This number does not include some of our other grant funds for example the mutual aid fund, the Edward Harvist Fund all of which received applications during this period. In addition we just closed an NCIL grant fund that received 64 applications so it is likely that this number will look a lot better next Quarter

Actions: Continue to promote the grants programme

Lead Member:

CLlr Shama Tatler

Strategic Director:

Shazia Hussain

Strong foundations

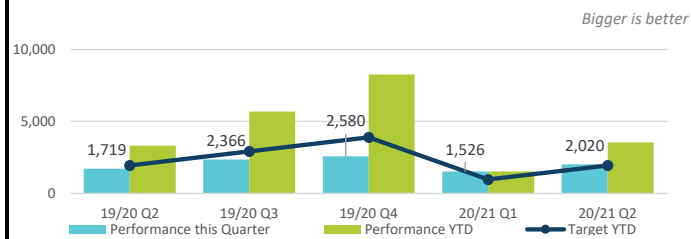
Building more services around residents and their needs

CDS-HUB001

Number of residents accessing Community Hubs

Green

2019/20 Outturn	Actual YTD	Target YTD
8,270	3,546	1,950



Comments and Actions

Comments: As a result of COVID-19 the hubs are operating a 5 day per week phone service as well as a limited face to face offer. This is enabling advisers to deal with a higher number of enquiries from residents across the borough. It is anticipated that we will combine telephone and face to face support as part of the model going forwards.

Lead Member:

CLlr Eleanor Southwood

Strategic Director:

Peter Gadsdon

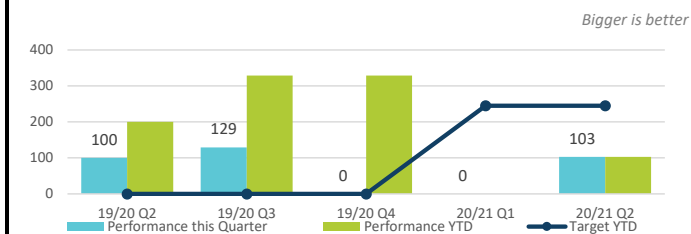
Increase in resident satisfaction

ACE-SPA003

Number of people attending Brent Connects forums

Red

2019/20 Outturn	Actual YTD	Target YTD
329	103	245



Comments and Actions

Comments: Numbers are still down as the March meetings were cancelled. However, the second quarter meetings were successful. They were well attended and there was a good level of participation by attendees

Actions: Continue with the online Brent Connects format working with other Council officers to get interesting and relevant topics

Lead Member:

CLlr Muhammed Butt

Strategic Director:

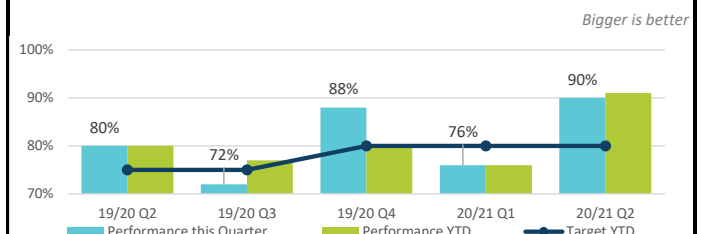
Shazia Hussain

CDS-HUB003

Percentage of enquiries at the Community Hubs resolved at the point of contact

Green

2019/20 Outturn	Actual YTD	Target YTD
80.0%	91.0%	80.0%



Comments and Actions

Comments: The results here are much higher than the target as a large percentage of queries we get over the phones are related to accessing food support through foodbanks by providing foodbank vouchers which can be successfully achieved with each and every call.

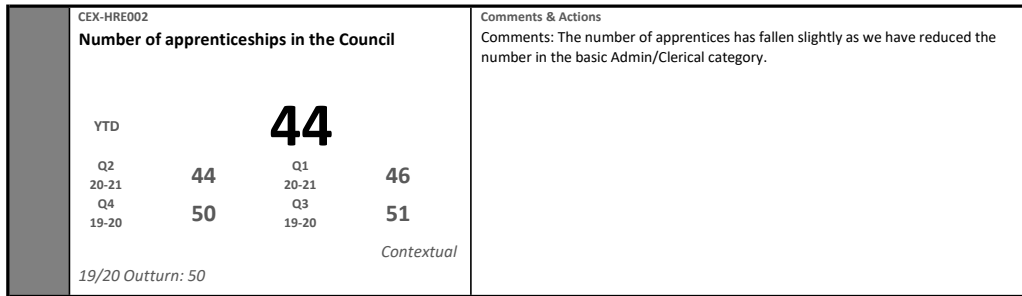
Lead Member:

CLlr Eleanor Southwood

Strategic Director:

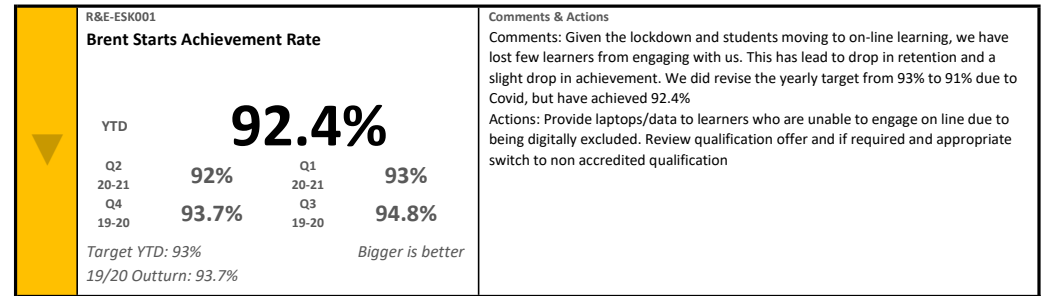
Peter Gadsdon

Every opportunity to succeed



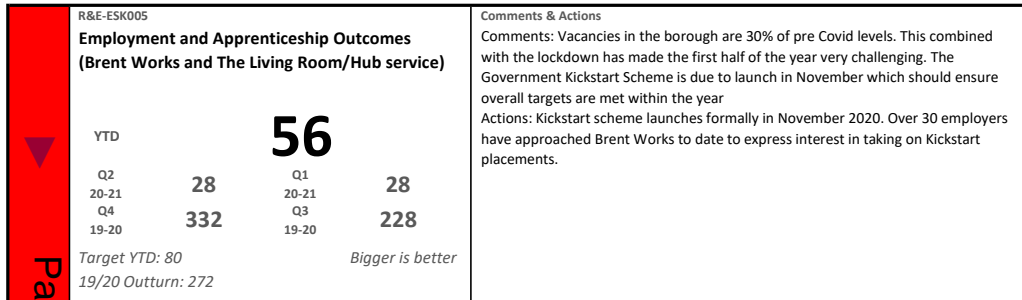
Cllr Margaret McLennan

Debra Norman



Cllr Thomas Stephens

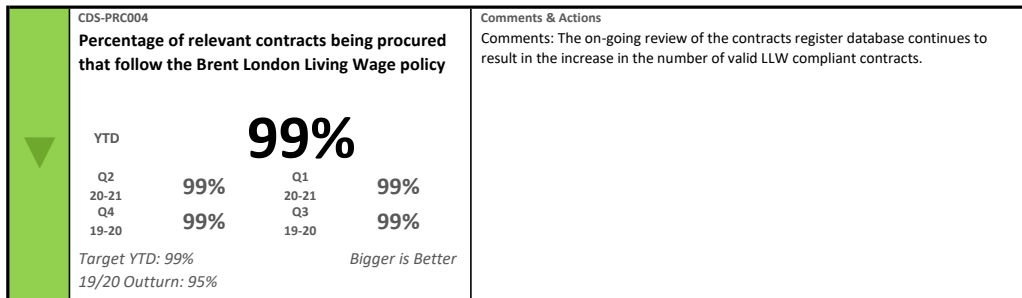
Alan Lunt



Cllr Thomas Stephens

Alan Lunt

A future built for everyone, an economy fit for all



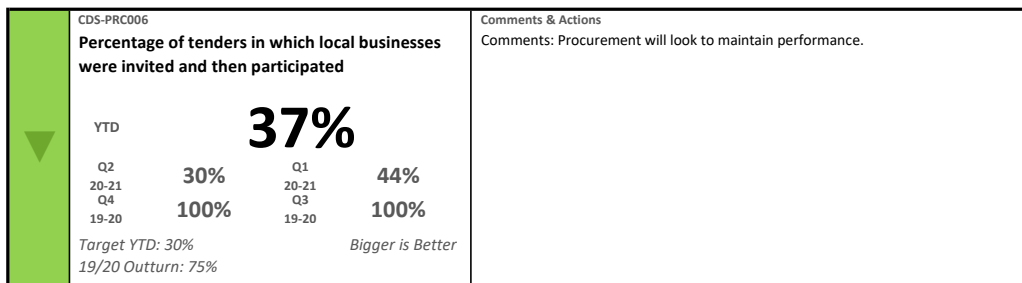
Cllr Margaret McLennan

Peter Gadsdon



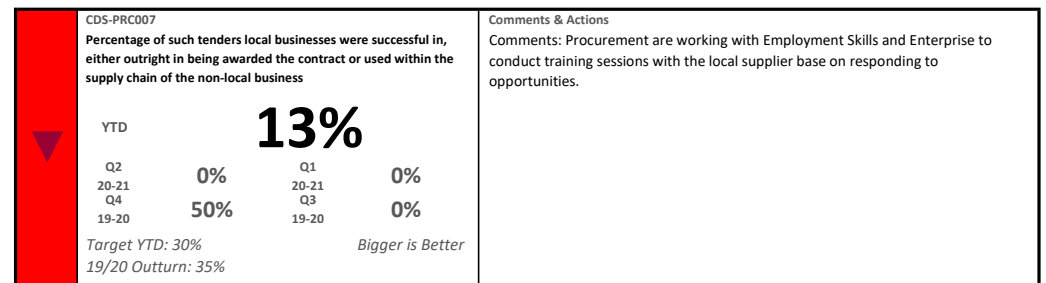
Cllr Margaret McLennan

Peter Gadsdon



Cllr Margaret McLennan

Peter Gadsdon



Cllr Margaret McLennan

Peter Gadsdon

A future built for everyone, an economy fit for all

<div>CWB-HMA001</div> <div>Average re-let time for properties with major voids works (calendar days)</div> <div> <div>YTD</div> <div>150</div> </div> <div> <div>Q2</div> <div>150</div> <div>Q1</div> <div>168</div> </div> <div> <div>20-21</div> <div>114</div> <div>20-21</div> <div>26</div> </div> <div> <div>Q4</div> <div>114</div> <div>Q3</div> <div>26</div> </div> <div> <div>19-20</div> <div>114</div> <div>19-20</div> <div>26</div> </div> <div> <div>Target YTD: 72</div> <div>Smaller is better</div> </div> <div> <div>19/20 Outturn: 74</div> </div>	<div>Comments & Actions</div> <div>Comments: For all void properties, Brent takes the opportunity to completely refurbish the property. All rooms are fully decorated and where necessary, kitchens and bathrooms are replaced. This is a deliberate choice that ensures all new tenants get a high quality home to move into, but it takes more time to complete and means we are not likely to compare favourably to landlords who choose to do additional works (apart from statutory testing) after the tenant moves in. We were successful in maintaining a voids service during the Covid-19 lockdown and have continued to work to keep our customers, teams and contractors safe over this time. We are still working through the backlog from this period in which access to materials and the government embargo meant we couldn't complete void works or subsequently re-let properties. It has been a busy time for lettings officers to hold viewings and sign new customers up to properties in the last four months. There are just 11 properties remaining to be let from the 109 properties that were ready for letting once the government lifted the halt on households moving in May 2020. They have managed this backlog while also processing new voids coming in after the lockdown period. Actions: Changes have been made to ensure closer monitoring of the end to end process, with the aim of driving out mistakes and improving performance. Implementation will be followed up by extensive training for all teams to ensure the processes are embedded and contribute to the expected improvement in performance.</div>	<div>CWB-HMA002</div> <div>Average re-let time for properties with minor voids works (calendar days)</div> <div> <div>YTD</div> <div>124</div> </div> <div> <div>Q2</div> <div>124</div> <div>Q1</div> <div>104</div> </div> <div> <div>20-21</div> <div>50</div> <div>20-21</div> <div>14</div> </div> <div> <div>Q4</div> <div>50</div> <div>Q3</div> <div>14</div> </div> <div> <div>19-20</div> <div>50</div> <div>19-20</div> <div>14</div> </div> <div> <div>Target YTD: 28</div> <div>Smaller is better</div> </div> <div> <div>19/20 Outturn: 43</div> </div>	<div>Comments & Actions</div> <div>Comments: For all void properties, Brent takes the opportunity to completely refurbish the property. All rooms are fully decorated and where necessary, kitchens and bathrooms are replaced. This is a deliberate choice that ensures all new tenants get a high quality home to move into, but it takes more time to complete and means we are not likely to compare favourably to landlords who choose to do additional works (apart from statutory testing) after the tenant moves in. We were successful in maintaining a voids service during the Covid-19 lockdown and have continued to work to keep our customers, teams and contractors safe over this time. We are still working through the backlog from this period in which access to materials and the government embargo meant we couldn't complete void works or subsequently re-let properties. It has been a busy time for lettings officers to hold viewings and sign new customers up to properties in the last four months. There are just 11 properties remaining to be let from the 109 properties that were ready for letting once the government lifted the halt on households moving in May 2020. They have managed this backlog while also processing new voids coming in after the lockdown period. Actions: Changes have been made to ensure closer monitoring of the end to end process, with the aim of driving out mistakes and improving performance. Implementation will be followed up by extensive training for all teams to ensure the processes are embedded and contribute to the expected improvement in performance.</div>
<div>Page 69</div> <div>CWB-HMA005</div> <div>Fire Risk Assessment - Recommended Actions for blocks over six storeys high</div> <div> <div>YTD</div> <div>100.0%</div> </div> <div> <div>Q2</div> <div>100%</div> <div>Q1</div> <div>100%</div> </div> <div> <div>20-21</div> <div>100%</div> <div>20-21</div> <div>94.2%</div> </div> <div> <div>Q4</div> <div>100%</div> <div>Q3</div> <div>94.2%</div> </div> <div> <div>19-20</div> <div>100%</div> <div>19-20</div> <div>94.2%</div> </div> <div> <div>Target YTD: 100%</div> <div>Bigger is better</div> </div> <div> <div>19/20 Outturn: 100%</div> </div>	<div>Comments & Actions</div> <div>Comments: 100% compliance</div>	<div>CWB-HMA007</div> <div>Percentage of properties with a valid Fire Risk Assessment, in line with cyclical date for re-inspection</div> <div> <div>YTD</div> <div>100%</div> </div> <div> <div>Q2</div> <div>100%</div> <div>Q1</div> <div>100%</div> </div> <div> <div>20-21</div> <div>100%</div> <div>20-21</div> <div>100%</div> </div> <div> <div>Q4</div> <div>100%</div> <div>Q3</div> <div>100%</div> </div> <div> <div>19-20</div> <div>100%</div> <div>19-20</div> <div>100%</div> </div> <div> <div>Target YTD: 100%</div> <div>Bigger is better</div> </div> <div> <div>19/20 Outturn: 100%</div> </div>	<div>Comments & Actions</div> <div>Comments: 100% compliance</div>
<div>CWB-HMA008</div> <div>Percentage of properties with a valid gas certificate</div> <div> <div>YTD</div> <div>97.94%</div> </div> <div> <div>Q2</div> <div>97.9%</div> <div>Q1</div> <div>98.2%</div> </div> <div> <div>20-21</div> <div>98.72%</div> <div>20-21</div> <div>99.80%</div> </div> <div> <div>Q4</div> <div>98.72%</div> <div>Q3</div> <div>99.80%</div> </div> <div> <div>19-20</div> <div>98.72%</div> <div>19-20</div> <div>99.80%</div> </div> <div> <div>Target YTD: 100%</div> <div>Bigger is better</div> </div> <div> <div>19/20 Outturn: 98.72%</div> </div>	<div>Comments & Actions</div> <div>Comments: The current outturn on gas safety of 97.94% is due to the moratorium on seeking court injunctions during lockdown. This number gradually built up as there was less successful access compared to the increasing no access cases. Attempts were also made via Homes and communities to make contact with tenants and gain access. However, this has had very limited success. Actions: It is now expected that the court injunction process will commence at the end of December. With approximately 20 injunctions per week it should take approximately three months to rectify the current situation. This is subject to no further Covid restrictions being put in place.</div>	<div>CWB-HNE001</div> <div>Number of households (families & singles) in Temporary accommodation (TA)</div> <div> <div>YTD</div> <div>1,911</div> </div> <div> <div>Q2</div> <div>1,911</div> <div>Q1</div> <div>2,099</div> </div> <div> <div>20-21</div> <div>2,132</div> <div>20-21</div> <div>2,097</div> </div> <div> <div>Q4</div> <div>2,132</div> <div>Q3</div> <div>2,097</div> </div> <div> <div>19-20</div> <div>2,132</div> <div>19-20</div> <div>2,097</div> </div> <div> <div>Target YTD: 1,990</div> <div>Smaller is better</div> </div> <div> <div>19/20 Outturn: 2,132</div> </div>	<div>Comments & Actions</div> <div>Comments: We are reporting temporary accommodation numbers below 2,000 for the first time in at least 13 years. This has come about due to increased prevention and relief work meaning we accept main duty on fewer households and increased supply of affordable accommodation from the NCHP and the work we're doing with registered providers.</div>

A future built for everyone, an economy fit for all

▼	CWB-HNE002	Number of households in non-self-contained Bed & Breakfast (B&B)		Comments & Actions	
	YTD		84	Comments: The majority of the households are single homeless people who were placed into B&B outside of the Covid cohort. This group have specific housing needs, and are therefore not as easily moved on. The Single Homeless Team are working through the backlog of cases which are outstanding while also working with the 360 people placed in homes due to the governments 'everyone in' scheme. Joint working with colleagues in Adult Social Care to assess needs and establish the right type of accommodation for these single groups has helped us find genuine long term accommodation for people who require supported accommodation which is tailored to their needs	
	Q2	84	Q1	91	
	20-21		20-21		
	Q4	101	Q3	62	
	19-20		19-20		
Target YTD: 50		Smaller is better			
19/20 Outturn: 101					

Cllr Eleanor Southwood

Phil Porter

▼	CWB-HNE003	Percentage of homelessness prevented and relieved		Comments & Actions	
	YTD		82%	Comments: The supply of Private Rented Sector accommodation has increased during the Covid lockdown, which has contributed to the increase in percentage of homeless cases which can be prevented or relieved.	
	Q2	82%	Q1	85%	
	20-21		20-21		
	Q4	51%	Q3	56%	
	19-20		19-20		
Target YTD: 50%		Bigger is better			
19/20 Outturn: 51%					

Cllr Eleanor Southwood

Phil Porter

<

Cllr Eleanor Southwood

Phil Porter

	R&E-PAL001	Parking driver compliance: PCNs issued: CCTV bus lane		Comments & Actions	
	YTD		5,798	Comments: The Service is unable to set 'target expectations' this year due to the impact of COVID and the subsequent lockdown in Q1 resulting in reduced motoring activity.	
	Q2	3,795	Q1	2,003	
	20-21		20-21		
	Q4	857	Q3	2,928	
	19-20		19-20		
19/20 Outturn: 9,365		Contextual			

Cllr Krupa Sheth


Alan Lunt

70

R&E-PAL002

Cllr Krupa Sheth

Alan Lunt

	R&E-PLA001	Percentage of major applications determined in 13 weeks or other formally agreed time over rolling two year period		Comments & Actions	
	YTD		98.77%	Comments: Monthly and Q1=2 year rolling. YTD=this year only. Performance well above target and 100 % for YTD	
	Q2	98.8%	Q1	98.7%	
	20-21		20-21		
	Q4	98.7%	Q3	100%	
	19-20		19-20		
Target YTD: 94%		Bigger is better			
19/20 Outturn: 97.6%					

Cllr Shama Tatler

Alan Lunt

Cllr Shama Tatler

Alan Lunt

	R&E-PRO001	Revenue income secured from commercial portfolio		Comments & Actions	
			Data not received to date.		
	YTD		-		
	Q2	-	Q1	-	
	20-21		20-21		
	Q4	£563k	Q3	£565k	
	19-20		19-20		
	Target YTD: £1.80m		Bigger is better		
19/20 Outturn: £2.33m					

Cllr Shama Tatler

Alan Lunt

A cleaner, more considerate Brent

R&E-EIM003	Number of illegally dumped waste incidents reported on public land (large and small)			
	<div> <div></div> <div>YTD</div> <div>19,426</div> </div>			
	Q2	10,073	Q1	9,353
	20-21		20-21	
	Q4	8,466	Q3	7,522
	19-20		19-20	
19/20 Outturn: 33,472				Contextual

Cllr Krupa Sheth

Alan Lunt

R&E-EIM008	Residual waste disposal tonnage - Public Realm Contract Target 1			
	<div> <div></div> <div>YTD</div> <div>37,367</div> </div>			
	Q2	18,433	Q1	18,934
	20-21		20-21	
	Q4	16,743	Q3	17,344
	19-20		19-20	
Target YTD: 31,113				Smaller is better
19/20 Outturn: 69,269				

Cllr Krupa Sheth

Alan Lunt

A borough where we can all feel safe, secure, happy and healthy

CWB-CUL001	Number of active borrowers			
	<div> <div></div> <div>YTD</div> <div>-</div> </div>			
	Q2	-	Q1	34,673
	20-21		20-21	
	Q4	34,676	Q3	30,681
	19-20		19-20	
Target YTD: 35,592				Bigger is better
19/20 Outturn: 34,676				

Cllr Neil Nerva

Phil Porter

CWB-CUL002	Number of cultural events in the libraries and museum			
	<div> <div></div> <div>YTD</div> <div>-</div> </div>			
	Q2	-	Q1	-
	20-21		20-21	
	Q4	25	Q3	200
	19-20		19-20	
Target YTD: 258				Bigger is better
19/20 Outturn: 768				

Cllr Neil Nerva

Phil Porter

CWB-PHE002	Percentage of new birth visits within 14 days			
	<div> <div></div> <div>YTD</div> <div>98.60%</div> </div>			
	Q2	-	Q1	-
	20-21		20-21	
	Q4	97.3%	Q3	98.0%
	19-20		19-20	
Target YTD: 95%				Bigger is better
19/20 Outturn: 96.2%				

Cllr Neil Nerva

Phil Porter

CWB-PHE005	Percentage of successful completions as a proportion of all opiate drug users in treatment			
	<div> <div></div> <div>YTD</div> <div>9.06%</div> </div>			
	Q2	9.06%	Q1	8.87%
	20-21		20-21	
	Q4	8.09%	Q3	7.72%
	19-20		19-20	
Target YTD: 5.58%				Bigger is better
19/20 Outturn: 8.09%				

Cllr Neil Nerva

Phil Porter

CWB-PHE006	The overall number of wet and dry visits to Brent's sports centres			
	<div> <div></div> <div>YTD</div> <div>-</div> </div>			
	Q2	-	Q1	-
	20-21		20-21	
	Q4	367k	Q3	427k
	19-20		19-20	
Target YTD: 1.33m				Bigger is better
19/20 Outturn: £1.68m				

Cllr Neil Nerva

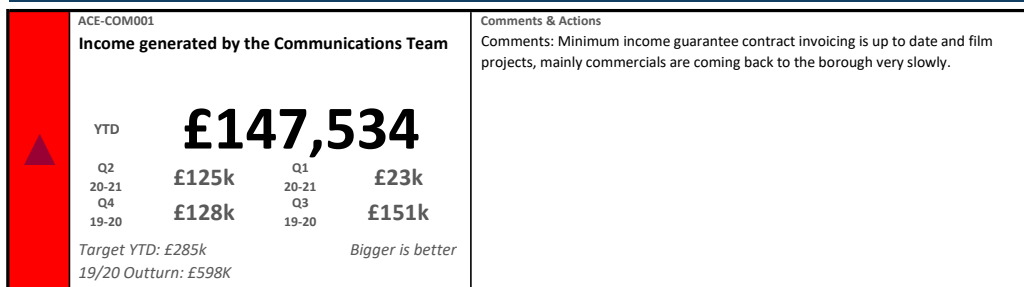
Phil Porter

CYP-LOC009	Child Protection rate per 10,000 children			
	<div> <div></div> <div>YTD</div> <div>29.3</div> </div>			
	Q2	29.3	Q1	31.3
	20-21		20-21	
	Q4	32.6	Q3	35.7
	19-20		19-20	
Target YTD: 35-45				Smaller is better
19/20 Outturn: 32.6				

Cllr Mili Patel

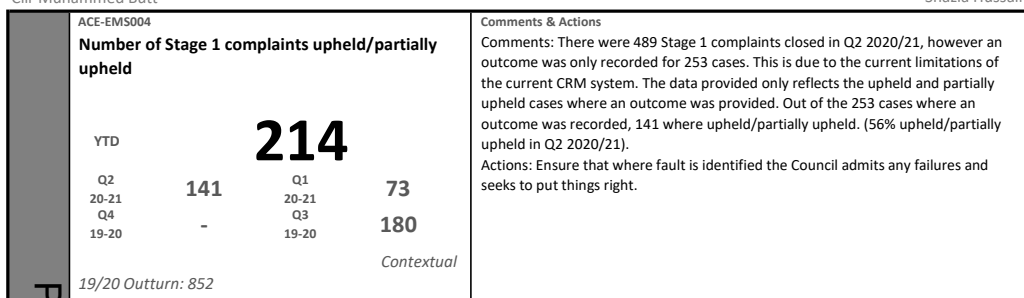
Gail Tolley

Strong Foundations



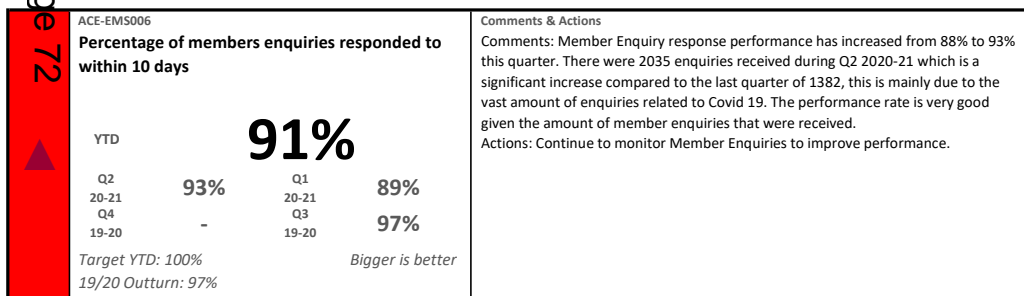
Cllr Muhammed Butt

Shazia Hussain



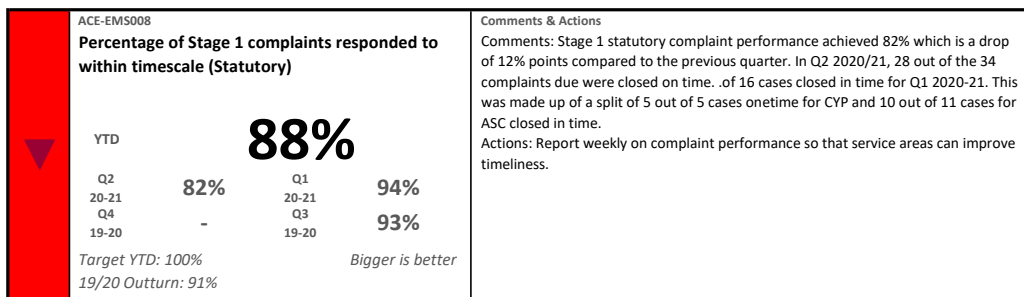
Cllr Margaret McLennan

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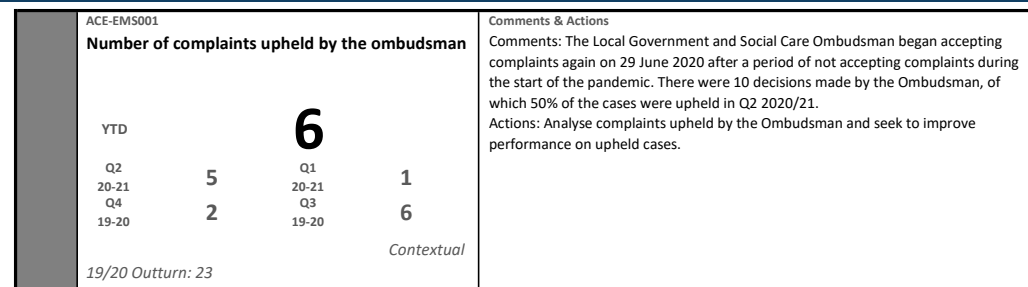
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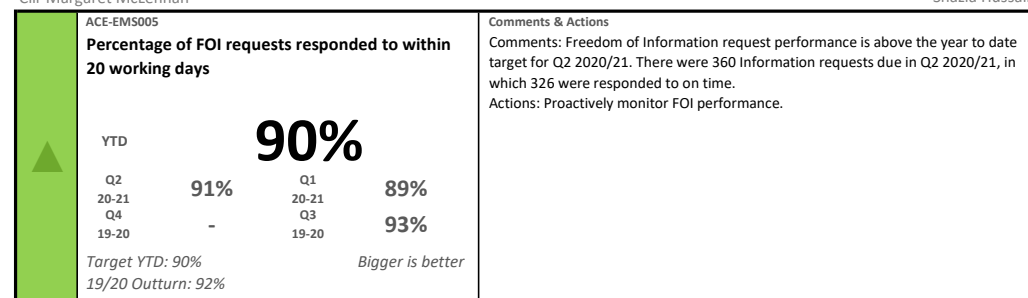
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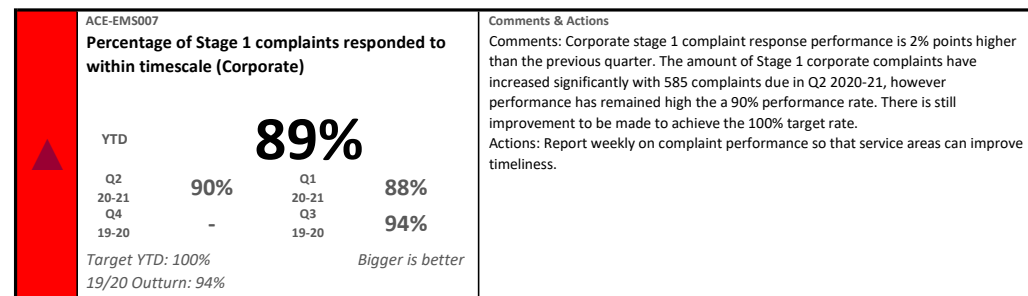
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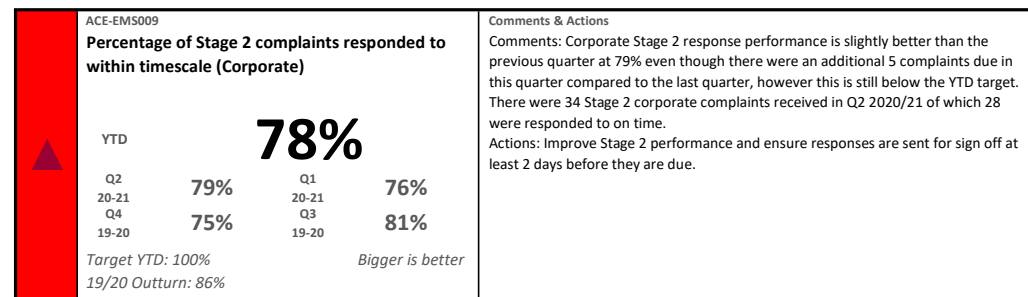
Cllr Margaret McLennan

Shazia Hussain



Cllr Margaret McLennan

Shazia Hussain



Cllr Margaret McLennan

Shazia Hussain

Strong Foundations

<p>ACE-EMS010</p> <p>Percentage of Stage 2 complaints responded to within timescale (Statutory)</p> <p>YTD 47.0%</p> <p>Q2 20-21 60% Q1 20-21 33% Q4 19-20 33% Q3 19-20 20%</p> <p>Target YTD: 100% Bigger is better 19/20 Outturn: 43%</p>	<p>Comments & Actions</p> <p>Comments: Statutory Stage 2 complaint response performance remains poor, however it is an improvement on the previous quarter. This is largely down to the complexity of the cases received. There was 1 complaint for ASC which was closed late. There were 4 CYP complaints closed in Q2 2020/21, of which 3 were closed down on time. This is generally due to the complexity of cases and availability of staff to thoroughly investigate the complaint.</p> <p>Actions: Seek to improve performance with rigorous monitoring but continue to produce thorough investigations.</p>	<p>CDS-BCS002</p> <p>Percentage of telephone calls answered through the council's ACD system</p> <p>YTD 92.3%</p> <p>Q2 20-21 90% Q1 20-21 94.67% Q4 19-20 88.00% Q3 19-20 79.57%</p> <p>Target YTD: 80% Bigger is better 19/20 Outturn: 80%</p>	<p>Comments & Actions</p> <p>Comments: 80% target met. Due to Covid, staff from Customer Service have been deployed to work on phones. This also includes the additional line created for Covid test centre bookings</p>
Cllr Margaret McLennan	Shazia Hussain	Cllr Margaret McLennan	Peter Gadsdon
<p>CDS-ICT001</p> <p>Percentage of staff who have completed mandatory online Information Governance courses within one month of becoming due</p> <p>YTD 88%</p> <p>Q2 20-21 89% Q1 20-21 87% Q4 19-20 88% Q3 19-20 86%</p> <p>Target YTD: 90% Bigger is better 19/20 Outturn: 86%</p>	<p>Comments & Actions</p> <p>Comments: we can see an increase in the completion of the mandatory eLearning - Q1 from 87% to 89% in Q2. CYP has continued to make steady increases in performance.</p> <p>Actions: All departments to meet the target of 95% of completion.</p>	<p>CDS-ICT002</p> <p>Percentage of Subject Access Requests (SARs) responded to within the statutory timescales</p> <p>YTD 93%</p> <p>Q2 20-21 93% Q1 20-21 92% Q4 19-20 100% Q3 19-20 99%</p> <p>Target YTD: 90% Bigger is better 19/20 Outturn: 96%</p>	<p>Comments & Actions</p> <p>Comments: The SAR performance has continued within the statutory requirement. We are working closely with service areas to ensure information is received on time. This has seen a 1% increase from Q1.</p> <p>Actions: Continue with the weekly SAR trackers.</p>
Cllr Margaret McLennan	Peter Gadsdon	Cllr Margaret McLennan	Peter Gadsdon
<p>CDS-REG001</p> <p>Percentage of deaths registered within five days (excluding those referred to the Coroner)</p> <p>YTD 78.0%</p> <p>Q2 20-21 87% Q1 20-21 82% Q4 19-20 87% Q3 19-20 89%</p> <p>Target YTD: 90% Bigger is better 19/20 Outturn: 9%</p>	<p>Comments & Actions</p> <p>Comments: Brent is one of the top five districts in the London Region to record the highest death registrations year to date with 1215 deaths presented. 78% registered within the 5 day target time which has generated £81,449 income from death certificates. Other districts with high comparable numbers for death registrations were Lambeth (1269 deaths presented and 69% seen within 5 days) Barnet (1217 deaths presented with 90% registered within 5 days) Enfield (1215 deaths presented and 55% registered within 5 days) Camden (1207 deaths presented and 78% registered within 5 days). Introduction of telephone registrations has meant that community doctors and the bereavement services are sending the Medical Cause of Death (MCCD) certificate to the Registrars directly. Community deaths at times, presents delays, as an appointment to register a death cannot be booked until we receive the MCCD. If the death has occurred at home/hospice/care home we have to wait until the GP returns to surgery to write up the MCCD sometime this is outside the 5 day limit. Quarter two has seen a trend of statistics returning back to pre-COVID levels and closer to us meeting performance targets. The majority of our services are now digital in payment and booking.</p> <p>Actions: Discussions have taken place with local hospitals about the requirement to register within 5 days. Hospitals, GP services saw an exponential rise in deaths in quarter one which has reduced in quarter two.</p> <p>Due to telephone death registrations taking place there is a delay in the MCCD's being sent, at times when the documents are sent in they are not completed correctly which means they have to be returned to be completed correctly before the Registrar can proceed with the Registration.</p> <p>Virtual meeting with Senior Registration Officers and Hospital and Community GP's.</p>	<p>CDS-REG002</p> <p>Registration and Nationality external income achieved to date</p> <p>YTD £445,079</p> <p>Q2 20-21 £301k Q1 20-21 £146k Q4 19-20 £256k Q3 19-20 £254k</p> <p>Target YTD: £470k Bigger is better 19/20 Outturn: £1.06m</p>	<p>Comments & Actions</p> <p>Comments: Since services commenced on 4th July 2020 for Ceremonies and citizenship, we have seen an increase of income back to pre-COVID-19 levels, quarter two is generally known as the busiest periods for the wedding industry. Our service diaries for giving legal notice of marriage and civil partnership, civil marriage and civil partnership ceremonies were fully booked in July, August and September. Data suggests that year to date we have conducted 337 civil marriage and civil partnership ceremonies from April 2020 to 30th September 2020 period (excluding April and May where no ceremonies took place), the majority of ceremonies were booked online, giving customers a choice of booking at a time that suits them through the digital online offer. The biggest proportion of income is through obtaining certificates which has generated £163,610 which is a request for circa 14,873 certificates since April 2020 to date. If we look at volumes, in July /Aug 2019 we conducted 401 notice appointments. But in the same period in 2020 we conducted 777, this has had a big impact on our income uptake. The majority of our services are now digital in payment and booking.</p>
Cllr Margaret McLennan	Peter Gadsdon	Cllr Margaret McLennan	Peter Gadsdon

Strong Foundations

Page 74	<p>CDS-REG004</p> <p>Percentage of births registered within 42 days</p> <p>YTD 65%</p> <p>Q2 81% Q1 52%</p> <p>20-21 Q3 99%</p> <p>Q4 19-20 99%</p> <p>Target YTD: 98% Bigger is better</p> <p>19/20 Outturn: 99%</p>	<p>Comments & Actions</p> <p>Comments: Following the reopening of services to register births after the COVID-19 lockdown in June 2020, a total of 955 births were registered. Quarter two has shown an trend back to pre-COVID levels as performance has increased month on month from July to September 2020. Overall we are one of the top 10 districts in London presenting high levels of births year to date we have registered 2,160 with 752 registered outside the 42 day target leaving our year to date overall performance for birth registrations at 65%. This is mainly due to the service being closed from April - May due to the COVID-19 lockdown. In the London region only Waltham forest had a higher percentage of 66%. Quarter two trends show a promising return to pre-COVID levels of birth registrations and a month on month improvement in performance (Sept 90%). As a caveat we have seen on of the highest rises in deaths presented due to COVID-19 this year the figures will not be true representation because of no birth registrations were taking place. The majority of our services are now digital in payment and booking.</p> <p>Actions: We will add an extra column of births registration appointments as demand increases, currently the demand is for civil marriage and civil partnership ceremonies which are fully booked for October 2020.</p>	<p>CDS-REV001</p> <p>Average days taken to process new benefit claims and change events</p> <p>YTD 12.4</p> <p>Q2 14 Q1 10.27</p> <p>20-21 Q3 8.1</p> <p>Q4 19-20 8.9</p> <p>Target YTD: 8.7 Smaller is better</p> <p>19/20 Outturn: 8.6</p>	<p>Comments & Actions</p> <p>Comments: Target not met. - More Temporary Accommodation and Exempt/Supported Accommodation cases being presented to us as new claims. 7000 UC notifications per month received additionally. General workload up 12%. Increase in DHP's, reconsiderations. Staff also doing RSF and SIP work</p> <p>Actions: The average days has risen continuously since March 2020 reflecting the impact of COVID-19 on our residents. Assessment Officers are allowing additional time to customers to provide the required information. To avoid unnecessary delays, residents are being contacted by phone as opposed to email and letters.</p>
	Cllr Margaret McLennan	Peter Gadsdon	Cllr Margaret McLennan	Peter Gadsdon
	<p>CDS-REV002</p> <p>Non-Domestic Business Rates (NNDR)</p> <p>YTD 40.3%</p> <p>Q2 40.3% Q1 19.2%</p> <p>20-21 Q3 15.5%</p> <p>Q4 19-20 26.4%</p> <p>Target YTD: 0.568 Bigger is better</p> <p>19/20 Outturn: 98.2%</p>	<p>Comments & Actions</p> <p>Comments: Businesses have been severely affected by the pandemic. While many in the retail, hospitality and leisure sector are benefiting from a government funded rates holiday many not included here are badly affected and are struggling to pay, hence collection is considerably below where it would be in other years.</p> <p>Actions: The service is offering payment deferrals top those struggling to pay. It has also paid out the government grants and applied the rates holiday where possible.</p>	<p>CDS-REV003</p> <p>Percentage of Council Tax collected</p> <p>YTD 53.2%</p> <p>Q2 53.2% Q1 28.1%</p> <p>20-21 Q3 14.0%</p> <p>Q4 19-20 25.8%</p> <p>Target YTD: 0.588 Bigger is better</p> <p>19/20 Outturn: 96.0%</p>	<p>Comments & Actions</p> <p>Comments: Many residents' finances are severely affected by the pandemic and so therefore is their ability to pay their council tax. Despite the additional support from government for those of working age. In addition, it is the case that issuing of summonses does produce payments but this year, with the courts closed, this has not happened.</p> <p>Actions: The service has been reaching out to residents and encouraging contact so that it can provide support and deferred payment arrangements. Email, texts and outbound calls have been used. Where required payment is deferred. Reminders are issued in order to make contact. Where customers state they are affected by the pandemic this is recorded so recovery can be amended accordingly. The service also makes sure it is accessible with the answer rate on the phones for the year to date at over 86%. It is expected that court hearings will resume this calendar year, albeit virtually, assisting in encouraging contact and helping with collection. Any subsequent enforcement will focus on the won't pay rather than can't pay.</p>
	Cllr Margaret McLennan	Peter Gadsdon	Cllr Margaret McLennan	Peter Gadsdon
	<p>CDS-REV005</p> <p>Value of HB overpayments recovered</p> <p>YTD £3,114,707</p> <p>Q2 £3.11m Q1 £1.65m</p> <p>20-21 Q3 £2.06m</p> <p>Q4 19-20 £2.15m</p> <p>Target YTD: £4.35m Bigger is better</p> <p>19/20 Outturn: £8.70m</p>	<p>Comments & Actions</p> <p>Comments: Recovery remains below the expected level as it is affected by the pandemic both in terms of some recovery routes, like benefit deduction being temporarily turned off together with the changes to circumstances of customers.</p> <p>Actions: The team are continuing to review cases and discuss circumstances with customers. Where required payment is deferred. Reminders and other communication are issued in order to make contact. Where customers state they are affected by the pandemic this is recorded so recovery can be amended accordingly.</p>	<p>CEX-HRE001</p> <p>Average days sickness (Previous 12 months)</p> <p>YTD 6.24</p> <p>Q2 6.2 Q1 7</p> <p>20-21 Q3 6.77</p> <p>Q4 19-20 6.13</p> <p>19/20 Outturn: 6.77 Contextual</p>	<p>Comments & Actions</p> <p>Comments: The average level of sickness has remained stable this year which given the context of COVID -19 is good.</p>
	Cllr Margaret McLennan	Peter Gadsdon	Cllr Margaret McLennan	Debra Norman

Strong Foundations

▼	CWB-HMA003		Comments & Actions	
	Current rent collected as a percentage of rent due		Comments: Income & Sustainment officers are working hard to mitigate the impact of covid-19 by working to maximise benefits and signposting to financial help for anyone struggling. So far they have limited new accounts falling into arrears since the pandemic to 6%. However, the value of arrears on household accounts has increased during this period by around £230 on average per household to an average of £1,350 per household and there is a current estimated impact of £2million in rent loss for the HRA due to Covid-19 which has significantly affected rent collection rates. Additionally 500 accounts that are in receipt of Universal Credit did not show on the monthly collection figures which would have meant collection for September was actually higher than recorded.	
	95.85%		Actions: From Quarter 3 the service is re-introducing targeted enforcement using the three agreed parameters for evictions at PCG. The re-introduction of serving Notices is likely to spark an increase in tenants paying towards their arrears.	
	YTD			
	Q2 20-21	95.9%	Q1 20-21	95.9%
	Q4 19-20	98.6%	Q3 19-20	98.5%
	Target YTD: 100.5%		Bigger is better	
	19/20 Outturn: 98.6%			

Clir Eleanor Southwood

Phil Porter

▼	CWB-HMA006		Comments & Actions	
	Percentage of housing customers satisfied with the repairs service received		Comments: BHM has achieved 87% customer satisfaction year to date . The level of satisfaction has been consistently high this year and only dipped below target in September. There has been a spike in the number of repairs reported in September. Normally there would be around 450 jobs raised each week, in the last three weeks jobs have exceeded 600. The completion of jobs is affected by the resource available to managed them through and this can have an impact on customer satisfaction, due to delays caused by availability.	
	87.38%		Actions: The service has undertaken a review of negative feedback in order to devise an action plan to address trends and process issues, this plan has been put in place and we are working through it.	
	YTD			
	Q2 20-21	87.4%	Q1 20-21	87.5%
	Q4 19-20	83.0%	Q3 19-20	83.4%
	Target YTD: 85%		Bigger is better	
	19/20 Outturn: 83.0%			

Clir Eleanor Southwood

Phil Porter

▲	R&E-BCO001		Comments & Actions	
	Income generated by Building Control		Comments: First Q1 shows a deficit in respect of our quarterly target of £115k. The summary below explains Q2 figures based on the back invoicing for old projects pre 2020/21 to total £426,497.24	
	£896,655		Old projects pre 2020/21 based on back invoicing for Q2 these figures below are for actual monies received	
	YTD			
	Q2 20-21	£591k	Q1 20-21	-
	Q4 19-20	£306k	Q3 19-20	£220k
	Target YTD: £795k		Bigger is better	
	19/20 Outturn: £1.85m			
			Q2 Total income received – £590,622.62	
			Old project back invoicing - £426,497.24	
			New income received £164,125.38	

Clir Emma Tatler

Alan Lunt

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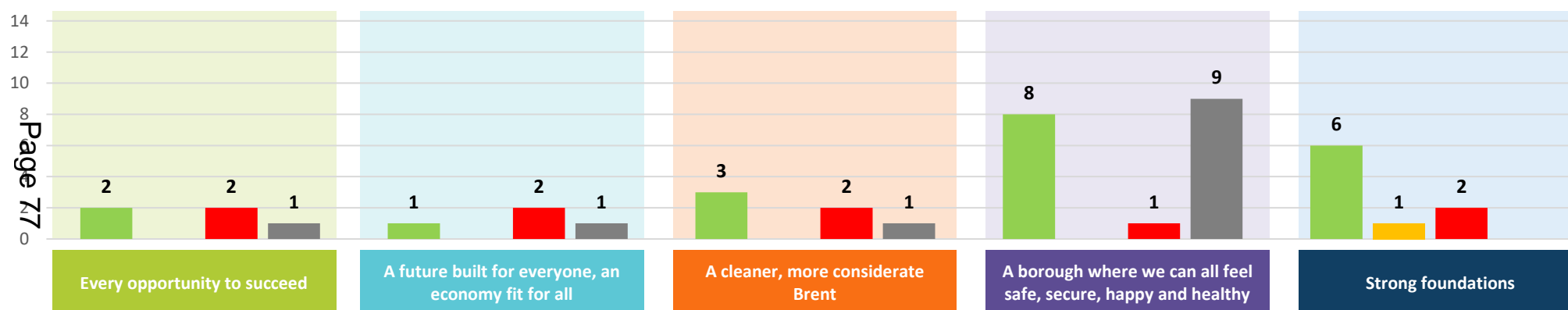
Corporate Performance Report April 2021

Borough Plan Performance Summary – Quarter 3 (October 2020 to December 2020)

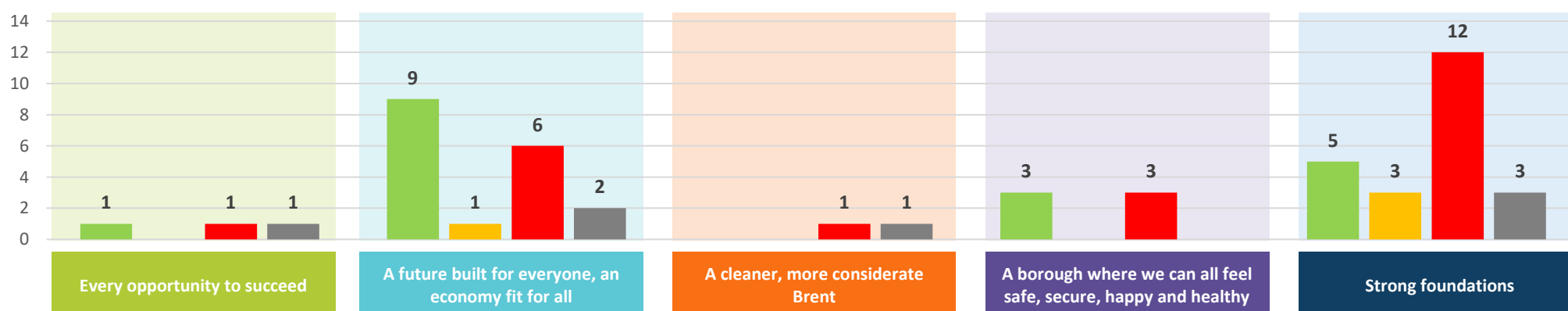
All KPIs



KPIs for the Year 2 Delivery Plan



KPIs for Borough Plan Service Delivery Priorities



Corporate Performance Report April 2021

Borough Plan Performance Summary – Quarter 3 (October 2020 to December 2020)

Key for Performance Tables (all priorities)

Unless otherwise defined, performance information is assessed using the following tolerances to give a RAG rating:

Green		At target or exceeding target
Amber		0.01% - 5% outside target*
Red		Greater than 5% outside target*
Contextual		No target set
n/a		Data not available

**please note some indicators are set at a 10% tolerance due to national requirement*

The KPIs covering the Borough Plan service delivery priorities also have an indicator to show how the KPI is performing against target compared to the previous quarter:

▲	Performance has improved since previous quarter
—	Performance is the same as previous quarter
▼	Performance has declined since previous quarter
	Data for previous quarter not available

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Corporate Performance Report April 2021

Red and Amber KPIs by theme – Quarter 3 (October 2020 to December 2020)

Income KPIs affected by COVID-19

KPI	Q3 2019-20 YTD	Q3 2020-21 Actual YTD	Q3 2020-21 Target YTD	Q1 RAG	Q2 RAG	Q3 RAG
Strong foundations						
ACE-COM001 - Income generated by the Communications Team	£470,574	£303,294	£427,500	Red	Red	Red
CDS-REV002 - Non-Domestic Business Rates (NNDR)	83.3%	71.3%	87.0%	Red	Red	Red
CDS-REV003 - Percentage of Council Tax collected	82.1%	77.5%	85.2%	Red	Red	Red
CDS-REV005 - Value of HB overpayments recovered	£6,633,758	£5,018,175	£6,550,000	Red	Red	Red
CWB-HMA003 - Current rent collected as a percentage of rent due	98.8%	98.1%	100.5%	Amber	Amber	Amber

Customer-facing service affected by COVID-19

KPI	Q3 2019-20 YTD	Q3 2020-21 Actual YTD	Q3 2020-21 Target YTD	Q1 RAG	Q2 RAG	Q3 RAG
A borough where we can all feel safe, secure, happy and healthy						
CWB-CUL001 - Number of active borrowers	30,681	18,058	35,592	Red	Red	Red
CWB-CUL002 - Number of in person and online cultural events and public health activities in the libraries and museum	743	184	515	Red	Red	Red
CWB-PHE006 - The overall number of wet, dry or virtual visits to Brent's sports centres	1,316,016	201,466	1,789,559	Red	Red	Red
Strong foundations						
CDS-REG001 - Percentage of deaths registered within five days (excluding those referred to the Coroner)	91%	81%	90%	Red	Red	Red
CDS-REG004 - Percentage of births registered within 42 days	99%	74%	98%	Red	Red	Red

Other process affected by COVID-19

KPI	Q3 2019-20 YTD	Q3 2020-21 Actual YTD	Q3 2020-21 Target YTD	Q1 RAG	Q2 RAG	Q3 RAG
Every opportunity to succeed						
CYP-LAC003 - Percentage of care leavers (19 -21 year olds) in education, employment or training (EET)	55%	47.0%	57.00%	Red	Red	Red
R&E-ESK005 - Employment and Apprenticeship Outcomes (Brent Works and The Living Room/Hub service)	228	104	120	Red	Red	Red
A future built for everyone, an economy fit for all						
CWB-HSP005 - New affordable homes delivered by Brent/Registered providers (RPs)/private developers in the period	238	880	1600	Red	Red	Red
CWB-HMA008 - Percentage of properties with a valid gas certificate	99.8%	93.8%	100%	Amber	Amber	Red
CWB-HNE002 - Number of households in non-self-contained Bed & Breakfast (B&B)	62	69	25	Red	Red	Red
A cleaner, more considerate Brent						
R&E-EIM004 - Number of kilograms of residual household waste collected per household	322	401.3	360	Red	Red	Red
Strong foundations						
ACE-SPA004 - Number of successful grant applications to Brent Advice Fund, NCIL, Youth Fund and Love Where You Live following attendance at training/individual support	96	40	96	Red	Red	Red
CDS-REV001 - Average days taken to process new benefit claims and change events	8.9	12.50	8.7	Red	Red	Red

Contract management KPIs

KPI	Q3 2019-20 YTD	Q3 2020-21 Actual YTD	Q3 2020-21 Target YTD	Q1 RAG	Q2 RAG	Q3 RAG
A future built for everyone, an economy fit for all						
R&E-HIN004 - Percentage of Category 2 defects repaired on time (Non-emergency repairs: response time to make highways/footways safe within 7-28 days)	56%	63.0%	98.0%	Red	Red	Red
A cleaner, more considerate Brent						
R&E-AIR003 - Installation of an additional 85 electric vehicle charging points across the borough by March 2020	0	34	85	Red	Red	Red
R&E-EIM008 - Residual waste disposal tonnage - Public Realm Contract Target 1	52,526	55,507	46,669	Red	Red	Red

Other KPIs

KPI	Q3 2019-20 YTD	Q3 2020-21 Actual YTD	Q3 2020-21 Target YTD	Q1 RAG	Q2 RAG	Q3 RAG
Every opportunity to succeed						
CYP-LAC005 - Stability of placements of Looked After Children: three or more placement moves (percentage)	17.0%	13.50%	12.0%	Red	Red	Red
A future built for everyone, an economy fit for all						
CDS-PRC007 - Percentage of such tenders local businesses were successful in, either outright in being awarded the contract or used within the supply chain of the non-local business	30%	12%	30%	Red	Red	Red
CWB-HMA001 - Average re-let time for properties with major voids works (calendar days)	62	148	72	Red	Red	Red
CWB-HMA002 - Average re-let time for properties with minor voids works (calendar days)	36	118	35	Red	Red	Red
CWB-PRH005 - Number of Houses of Multiple Occupation licensed within the borough	-	3,162	3,804	Red	Red	Red
R&E-PLA002 - Percentage of non-major (minor and other) applications determined in eight weeks or other formally agreed time over rolling two year period	87.4%	85.0%	86.00%	Green	Amber	Amber
A borough where we can all feel safe, secure, happy and healthy						
CYP-SQA002 - Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time	14.8%	13.80%	12.00%	Green	Green	Red
Strong foundations						
CDS-WEB006 - By the end of 2020/21 the website will conform to Web Content Accessibility Guidance (WCAG) standards and will comply with the Web Accessibility Directive with a rating of 75 out of 100 or above.	-	72	75	Green	Green	Amber
CDS-WEB008 - 25% increase on previous year, in visitors successfully completing what they came to the site to do first time (exc. My Account portal actions).	-	56%	64%	Red	Red	Red
ACE-EMS006 - Percentage of members enquiries responded to within 10 days	96%	92%	100%	Red	Red	Red
ACE-EMS007 - Percentage of Stage 1 complaints responded to within timescale (Corporate)	95%	89%	100%	Red	Red	Red
ACE-EMS008 - Percentage of Stage 1 complaints responded to within timescale (Statutory)	92%	89%	100%	Red	Red	Red
ACE-EMS009 - Percentage of Stage 2 complaints responded to within timescale (Corporate)	91%	80%	100%	Red	Red	Red
ACE-EMS010 - Percentage of Stage 2 complaints responded to within timescale (Statutory)	38%	47.7%	100.0%	Red	Red	Red
CDS-ICT001 - Percentage of staff who have completed mandatory online Information Governance courses within one month of becoming due	85%	88%	90%	Amber	Amber	Amber
CDS-ICT002 - Percentage of Subject Access Requests (SARs) responded to within the statutory timescales	94%	88%	90%	Green	Green	Amber

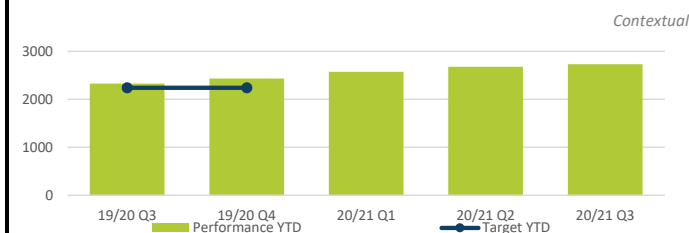
Every opportunity to succeed

CYP-INC002

Number of EHCPs maintained

Contextual

2019/20 Outturn	Actual YTD	Target YTD
2,435	2,730	-



Comments and Actions

Comments: There continues to be a consistent increase in the number of EHCPs as has been the long-term trend. A shift in focus to a demand management approach that focuses on improved early intervention is underway.

Lead Member:

CLlr Mili Patel

Strategic Director:

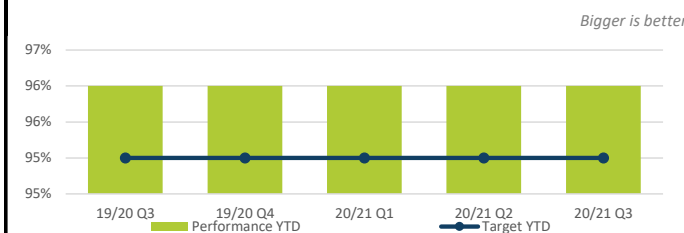
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CYP-SSE001

Percentage of pupils attending Brent schools that are judged as being either good or outstanding

Green

2019/20 Outturn	Actual YTD	Target YTD
96%	96%	95%



Comments and Actions

Comments: There has been no change in this indicator since Q1. Ofsted paused its inspections in March 2020 because of the pandemic. The percentage of good and outstanding schools is unlikely to change this reporting year because Ofsted intends to resume its graded inspections in April 2021. The Setting and School Effectiveness Service continues to support and challenge schools to be at least good, with the support of local school improvement partners, Brent Schools partnership, Brent Teaching School Alliance, and the leaders of local good and outstanding schools.

Lead Member:

CLlr Thomas Stephens

Strategic Director:

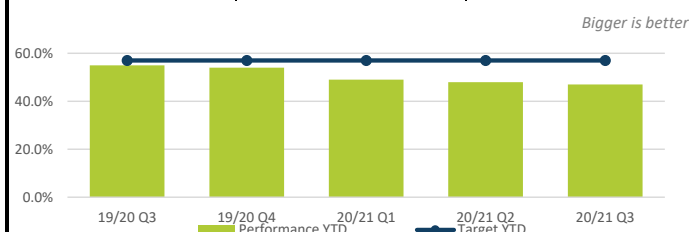
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CYP-LAC003

Percentage of care leavers (19 -21 year olds) in education, employment or training (EET)

Red

2019/20 Outturn	Actual YTD	Target YTD
54.0%	47.0%	57.0%



Comments and Actions

Comments: Some young people have lost their jobs as a result of COVID-19, which impacts on performance.

Actions: Robust tracking and monitoring activity as well as intensive support to young people who have already had t placements in a year is supporting improved placement stability. Targeted action to improve stability includes early identification of any additional support required to keep placements stable.

Lead Member:

CLlr Mili Patel

Strategic Director:

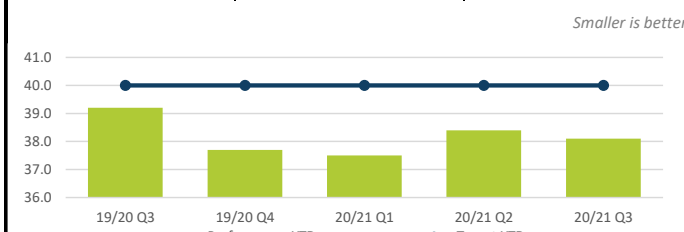
Gail Tolley

CYP-LAC004

Rate of Looked After Children per 10,000 of population

Green

2019/20 Outturn	Actual YTD	Target YTD
37.7	38.1	40.0



Comments and Actions

Comments: The rate of LAC has reduced slightly since Q2, although the number of new LAC has increased. At the end of December there were 296 Looked After Children, which is seven more children than the end of November. A number of children have entered care over the past few months but this is not reflected in the total number of LAC as, during the same period, a comparable number have turned 18. The rate of LAC per 10,000 of the population is likely to increase further given an increase in referrals.

Lead Member:

CLlr Mili Patel

Strategic Director:

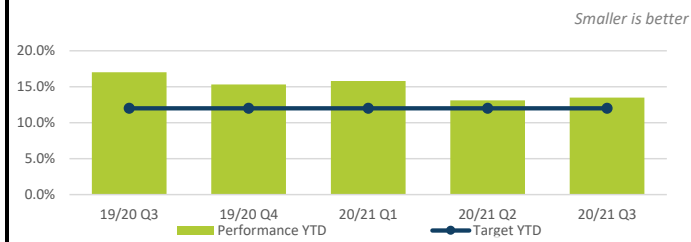
Gail Tolley

CYP-LAC005

Stability of placements of Looked After Children: three or more placement moves (percentage)

Red

2019/20 Outturn	Actual YTD	Target YTD
15.3%	13.5%	12.0%



Comments and Actions

Comments: The percentage of LAC with three or more placement moves has increased marginally this quarter to 13.5%. This continues to be an improvement in performance compared to earlier this year and the 2019/20 outturn of 15.3%.

Actions: Robust tracking and monitoring activity as well as intensive support to young people in fragile placements (who have already had 2 placements in a year) is supporting placement stability. A sub-group of the Local Partnership Meeting for Care Experience Children and Young People, that includes the Commissioning Team and the Looked After and Permanency Service, is driving targeted action to improve stability, such as early identification of any additional support required to keep placements stable.

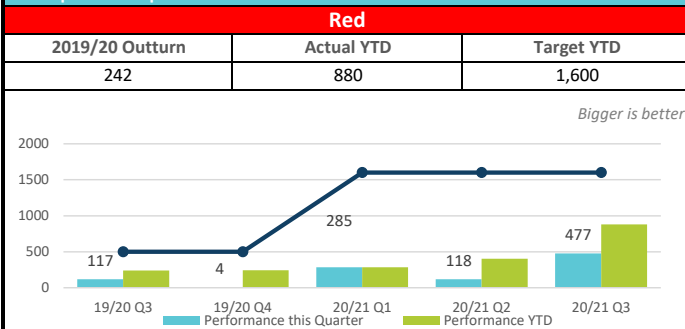
Lead Member:
Cllr Mili Patel

Strategic Director:
Gail Tolley

Increase in housing supply

CWB-HSP005

New affordable homes delivered by Brent/Registered providers (RPs)/private developers in the period



Comments and Actions

Comments: The Council currently has plans to deliver 1,265 new homes by the end of 2024, exceeding the original target by 265. Overall the Council has a target of facilitating the delivery of 5,000 new affordable homes by the end of 2024 and the current expected delivery total is 6,355. It is anticipated that the number delivered will increase during this period. By January 2021, 229 new homes had been built and let with a further 612 on site. These numbers are significantly higher than the Council has been able to build for many years and this is already impacting on the number of households in TA. As at the end of the last financial year, we had 2,132 households in TA. Increased supply of affordable housing has reduced this to 1,802, as at the end of January 2021. As would be expected with any new build programme, in the early years handovers are low with the numbers of new homes being completed accelerating over the life of the programme.

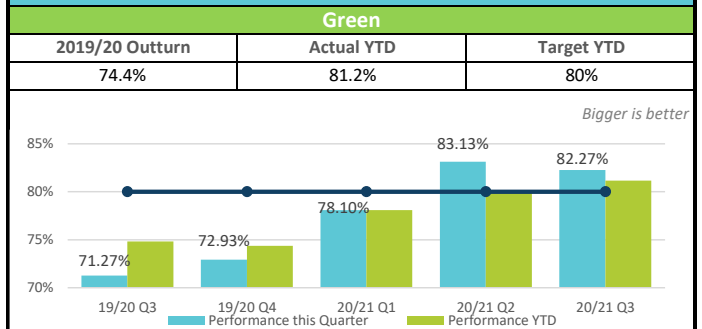
Lead Member:
Cllr Eleanor Southwood

Strategic Director:
Phil Porter

Increase level of inward investment achieved via the council

CEX-FIN001

Percentage of invoices paid on time



Comments and Actions

Comments: The whole P2P process is currently being reviewed in detail with the goal of going live with a clean ledger and updated procedures in Oracle Cloud by Aug 2021. This is an ongoing project where continuous improvement is key to the success of the Cloud project.

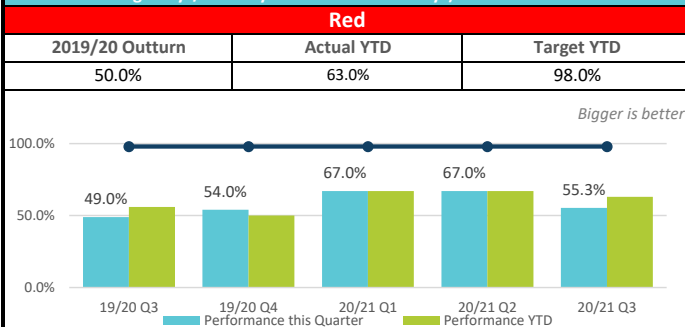
Lead Member:
Cllr Margaret McLennan

Strategic Director:
Minesh Patel

Keep traffic moving and roads and pavements in good repair

R&E-HIN004

Percentage of Category 2 defects repaired on time (Non-emergency repairs: response time to make highways/footways safe within 7-28 days)



Comments and Actions

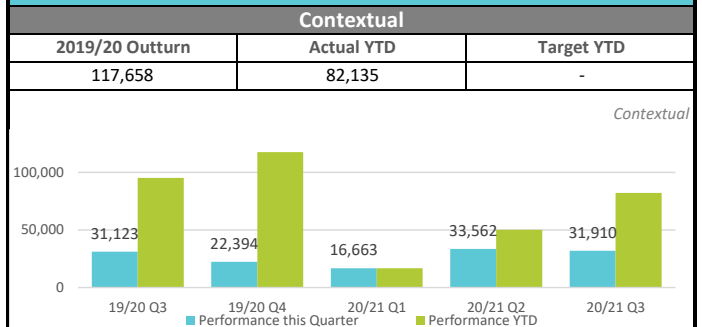
Comments: November was a poor month for performance. The contractor had reported resource issues due to a number of gangs having to isolate and this built up a backlog of late repairs. Performance for December was much improved as the contractor was able to recruit additional resources and performance for December alone was 95%. The backlog reduced overall performance to 61%. The contractor is now on top of the backlog and performance over the next quarter should show further improvement.

Lead Member:
Cllr Krupa Sheth

Strategic Director:
Alan Lunt

R&E-PAL003

Parking driver compliance: PCNs issued: Parking contraventions



Comments and Actions

Comments: The service is unable to set 'target expectations' this year due to the impact of COVID and the subsequent lockdown since Q1 resulting in reduced motoring activity.

Lead Member:
Cllr Krupa Sheth

Strategic Director:
Alan Lunt

A cleaner, more considerate Brent

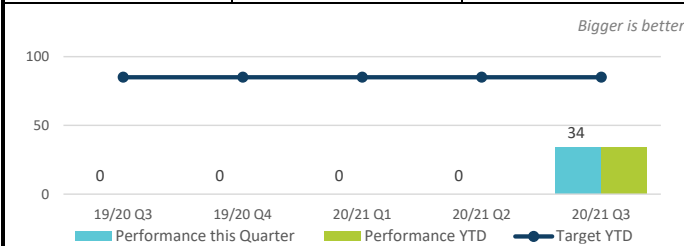
Improvement in air quality

R&E-AIR003

Installation of an additional 85 electric vehicle charging points across the borough by March 2020

Red

2019/20 Outturn	Actual YTD	Target YTD
0	34	85



Comments and Actions

Comments: Phase 2 Source London EVCP's installed, 7 more to follow

Lead Member:
Cllr Krupa Sheth

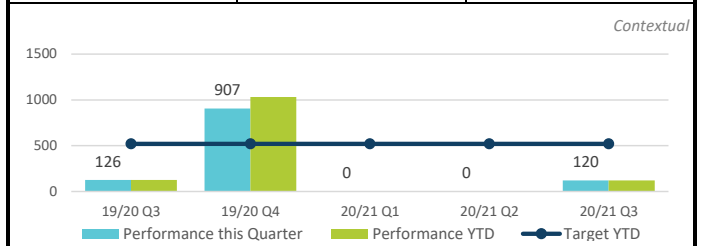
Strategic Director:
Alan Lunt

R&E-AIR004

Number of trees we plant on our streets and in our public spaces

Contextual

2019/20 Outturn	Actual YTD	Target YTD
1,033	120	520



Comments and Actions

Comments: Tree planting season typically commences at the end of Q3 to end of Q4.

Lead Member:
Cllr Krupa Sheth

Strategic Director:
Alan Lunt

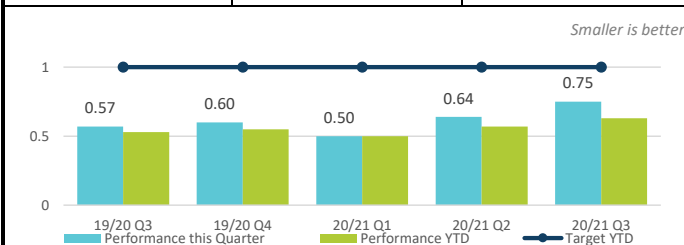
Reduction in illegally dumped rubbish

R&E-EIM001

Average time taken to remove illegally dumped waste (days)

Green

2019/20 Outturn	Actual YTD	Target YTD
0.55	0.63	1.00



Comments and Actions

Comments: Despite the high number of reports to the Council, performance remains ahead of target.

Lead Member:
Cllr Krupa Sheth

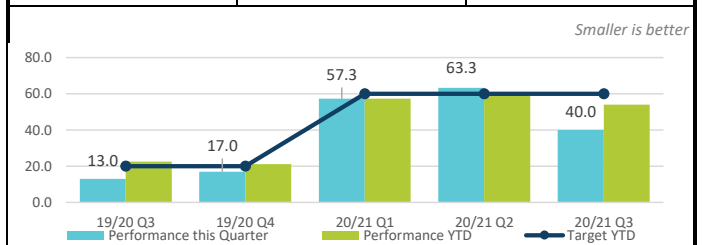
Strategic Director:
Alan Lunt

R&E-EIM002

Missed bins per 100,000 collections

Green

2019/20 Outturn	Actual YTD	Target YTD
21.2	54.0	60



Comments and Actions

Comments: The methodology used to calculate this figure has changed to bring the measure in line with the industry standard. Actuals for all rounds are now used instead of estimates based on samples which gives a more accurate picture. Missed collections are within target based on the new approach and have improved in Q3 compared to the previous two quarters.

Lead Member:
Cllr Krupa Sheth

Strategic Director:
Alan Lunt

A cleaner, more considerate Brent

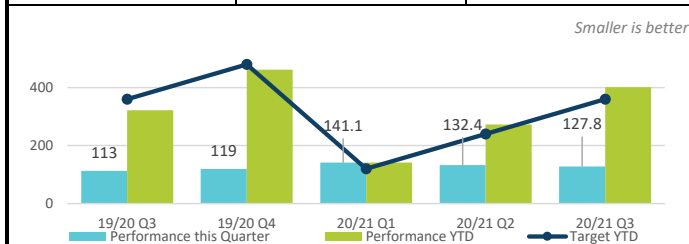
Reduction in illegally dumped rubbish

R&E-EIM004

Number of kilograms of residual household waste collected per household

Red

2019/20 Outturn	Actual YTD	Target YTD
462	401	360



Comments and Actions

Comments: The COVID-19 lockdowns have caused residents to be at home the majority of the time. This means waste which would normally end up in the commercial waste stream from offices and restaurants has moved to the residential waste stream to be collected by Brent Council. This is the situation across the country due to the large scale changes in normal living arrangements.

Actions: Due to the continued increase in residents working from home and national lockdowns, it is not known to what extent residual waste levels will continue to be higher than previous years. This situation will continue to be monitored closely.

Lead Member:
Cllr Krupa Sheth

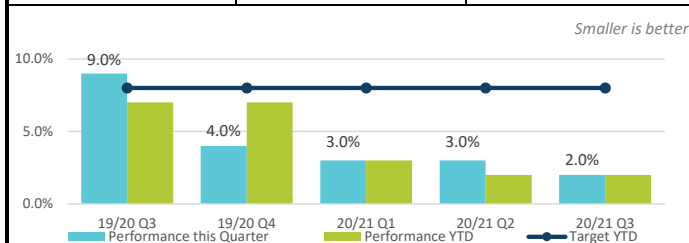
Strategic Director:
Alan Lunt

R&E-EIM007

Percentage of sites with unacceptable levels of litter

Green

2019/20 Outturn	Actual YTD	Target YTD
7.0%	2.0%	8.0%



Comments and Actions

Comments: Despite the high number of reports to the Council, performance remains ahead of target.

Lead Member:
Cllr Krupa Sheth

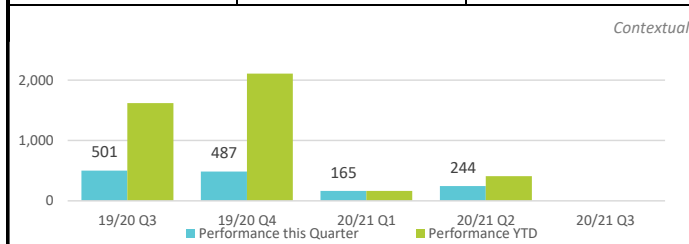
Strategic Director:
Alan Lunt

R&E-EIM005

Number of waste cases investigated which lead to enforcement action

Data unavailable

2019/20 Outturn	Actual YTD	Target YTD
2,108	-	-



Comments and Actions

Lead Member:
Cllr Krupa Sheth

Strategic Director:
Alan Lunt

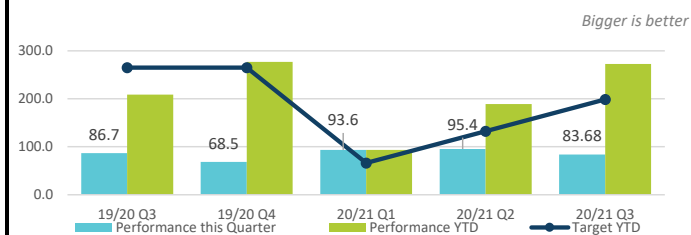
Reduction in anti-social behaviour, the risk of harm and re-offending

CYP-EAH001

Early Help Assessments and reviews completed per 10,000 children

Green

2019/20 Outturn	Actual YTD	Target YTD
277.1	272.7	198.8



Comments and Actions

Comments: The rate of EHAs and reviews completed per 10,000 children continues to rise and at 272.68, has already exceeded the target for this year (265). The increase in demand for EHAs has continued in the current national lockdown and is creating a resourcing challenge. The situation is being closely monitored by the Early Help Service. Recruitment is under way in order to fill the current vacancies and caseloads are frequently monitored to ensure cases are closed as required in order to create capacity.

Lead Member:

Cllr Mili Patel

Strategic Director:

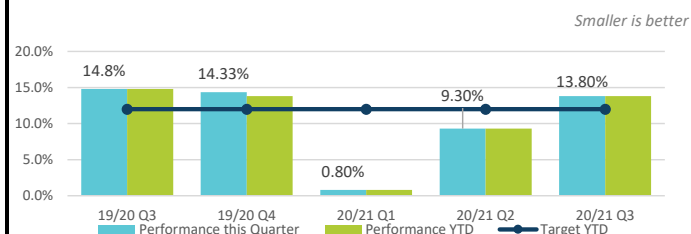
Gail Tolley

CYP-SQA002

Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time

Red

2019/20 Outturn	Actual YTD	Target YTD
14%	13.80%	12.0%



Comments and Actions

Comments: The percentage of children becoming subject of a CP plan for a second or subsequent time has increased this quarter. This is connected to the relatively low cohort size and the significant increase in referral activity following the wider reopening of schools from September.

Actions: Re-referred cases are being reviewed individually by the Safeguarding and Quality Assurance service to ensure appropriate interventions are in place for all families.

Lead Member:

Cllr Mili Patel

Strategic Director:

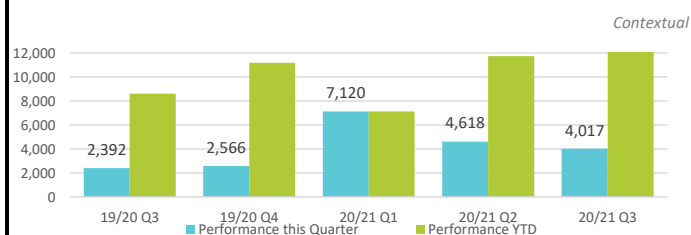
Gail Tolley

R&E-CSA009

Anti-Social Behaviour - Incidents (MOPAC Borough Priority)

Contextual

2019/20 Outturn	Actual YTD	Target YTD
11,174	15,755	-



Comments and Actions

Comments: Reduction in ASB incidents from Q3 to Q2 but 83% increase compared with Q1 to Q3 in 2019/20.

Actions: To be monitored, increase in ASB in 2020 was largely due to COVID reports.

Lead Member:

Cllr Promise Knight

Strategic Director:

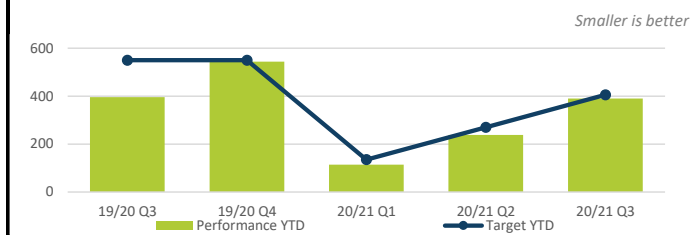
Alan Lunt

CYP-LOC002

Rate of referrals per 10,000 children

Green

2019/20 Outturn	Actual YTD	Target YTD
543.7	390.2	405.0



Comments and Actions

Comments: Referrals have increased since September, following an initial reduction since April 2020 related to the Covid-19 lockdown. This increase was anticipated with the wider reopening of schools.

Lead Member:

Cllr Mili Patel

Strategic Director:

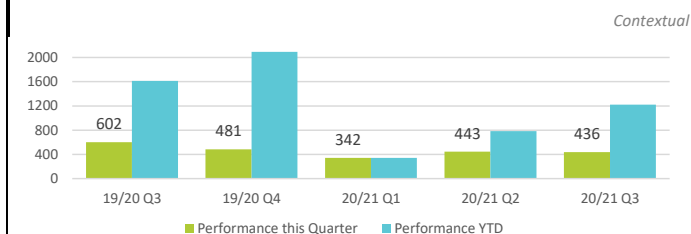
Gail Tolley

R&E-CSA008

Burglary Residential - incidents (MOPAC pan-London metric)

Contextual

2019/20 Outturn	Actual YTD	Target YTD
2,093	1,221	-



Comments and Actions

Comments: Reduction of 24% in residential burglaries compared with Q1 to Q3 in 2019/20.

Actions: To monitor.

Lead Member:

Cllr Promise Knight

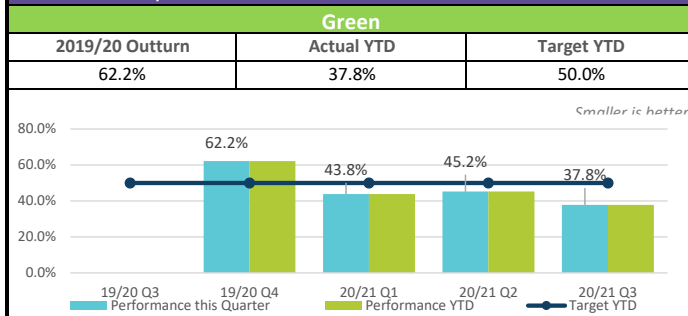
Strategic Director:

Alan Lunt

Reduction in violent crime, including gang and knife crime

CYP-EAH002

Reoffending rate by young offenders per cohort (Number of people in reoffending cohort for context)



Comments and Actions

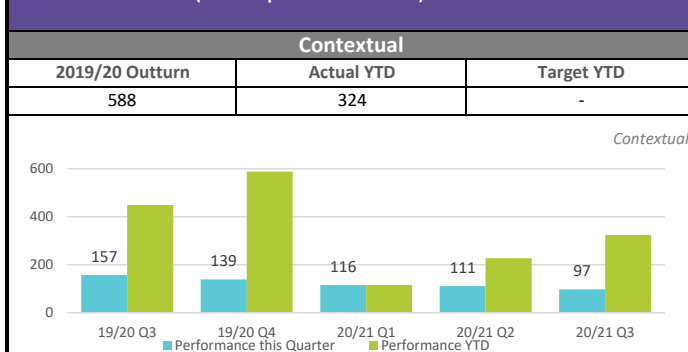
Comments: Data from the MOJ shows a current rate of 37.8% which is positive and puts Brent below the London and National averages. However as the cohorts are small, the percentage can fluctuate. The YOS uses a live tracker to analyse reoffending of the current cohort which provides an understanding of live issues and where to focus interventions.

Lead Member:
Cllr Mili Patel

Strategic Director:
Gail Tolley

R&E-CSA002

Knife Crime - incidents (MOPAC pan-London metric)



Comments and Actions

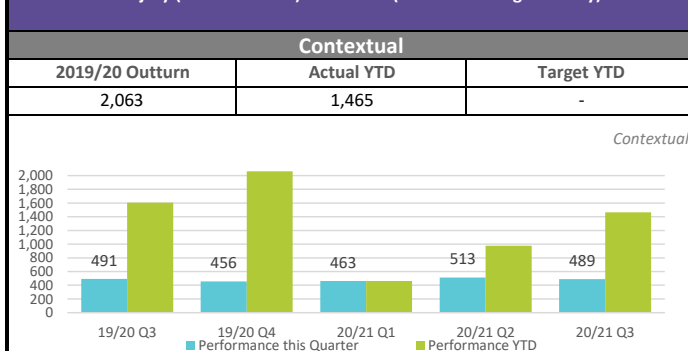
Comments: 28% decrease in knife crime offences compared with Q1 to Q3 in 2019/20.
Actions: A revised targeted approach towards gang and knife crime to be piloted during Q4 focussing on Harlesden/Stonebridge.

Lead Member:
Cllr Promise Knight

Strategic Director:
Alan Lunt

R&E-CSA004

Violence with Injury (Non-Domestic) - incidents (MOPAC Borough Priority)



Comments and Actions

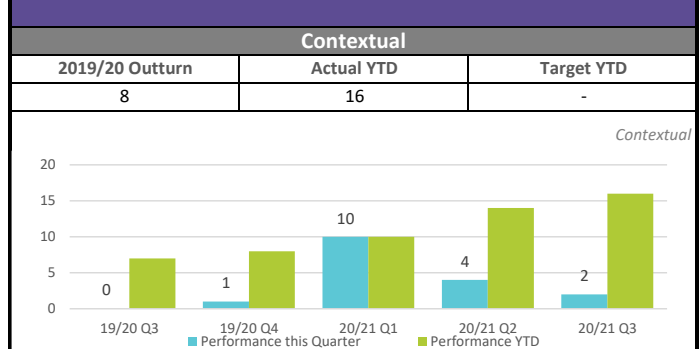
Comments: Small reduction in offences from Q2 to Q3. 9% reduction in offences compared with Q1 to Q3 in 2019/20.
Actions: A revised targeted approach towards gang and knife crime to be piloted during Q4 focussing on Harlesden/Stonebridge.

Lead Member:
Cllr Promise Knight

Strategic Director:
Alan Lunt

R&E-CSA001

Lethal Barrel Gun Discharge - incidents (MOPAC pan-London metric)



Comments and Actions

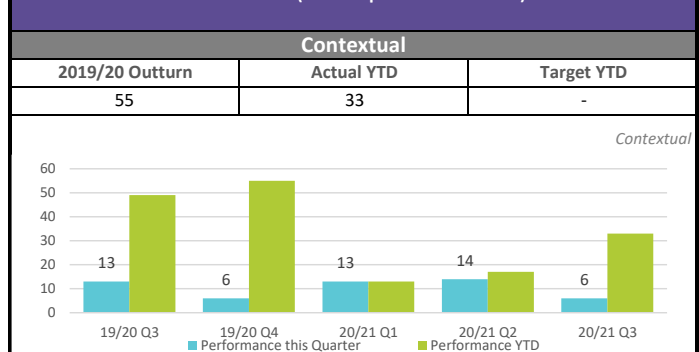
Comments: No discharges in November or December. A reduction of 2 discharge offences from Q2.
Actions: To monitor.

Lead Member:
Cllr Promise Knight

Strategic Director:
Alan Lunt

R&E-CSA003

Knife Crime Victims U25 - incidents (MOPAC pan-London metric)



Comments and Actions

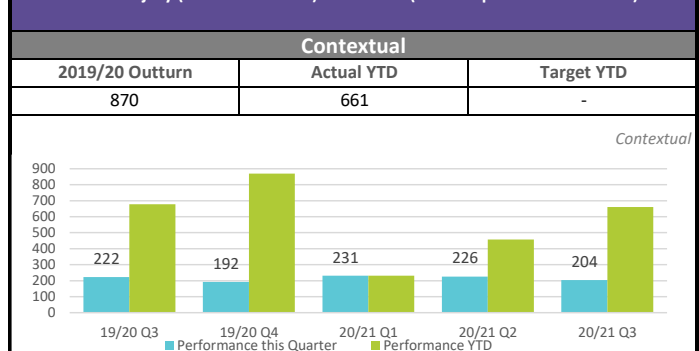
Comments: Eight fewer offences in Q3 than Q2. 33% reduction in offences compared with Q1 to Q3 in 2019/20.
Actions: Monitor the effectiveness of a more joined up approach with CYP and case management.

Lead Member:
Cllr Promise Knight

Strategic Director:
Alan Lunt

R&E-CSA005

Violence with Injury (Domestic Abuse) - incidents (MOPAC pan-London metric)



Comments and Actions

Comments: Despite an increase in DA incidents, there has been a slight reduction in DA with injury offences compared with Q1 to Q3 in 2019/20.
Actions: More awareness to address concerns of COVID and DA to take place in Q4.

Lead Member:
Cllr Promise Knight

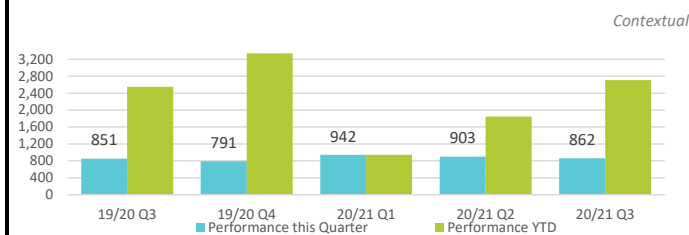
Strategic Director:
Alan Lunt

Reduction in violent crime, including gang and knife crime

R&E-CSA006

Domestic Abuse Offences - incidents (MOPAC pan-London metric)

Contextual		
2019/20 Outturn	Actual YTD	Target YTD
3,341	2,707	-



Comments and Actions

Comments: Slight decrease in DA incidents in Q3 but overall increase of 6% compared with Q1 to Q3 in 2019/20.

Actions: More awareness to address concerns of COVID and Da to take place in Q4.

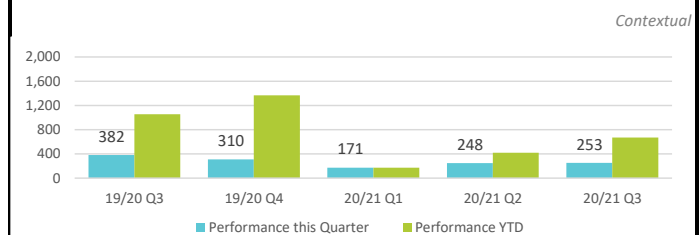
Lead Member:
Cllr Promise Knight

Strategic Director:
Alan Lunt

R&E-CSA007

Robbery - incidents (MOPAC Borough Priority)

Contextual		
2019/20 Outturn	Actual YTD	Target YTD
1,366	672	-



Comments and Actions

Comments: Increase of five offences in Q3 from Q2 but significant 36% decrease compared with Q1 to Q3 in 2019/20. Decrease is in part because of less footfall in robbery hotspot areas.

Actions: Figure impacted by COVID. Targeted locations to be a focus for Council and partner resources.

Lead Member:
Cllr Promise Knight

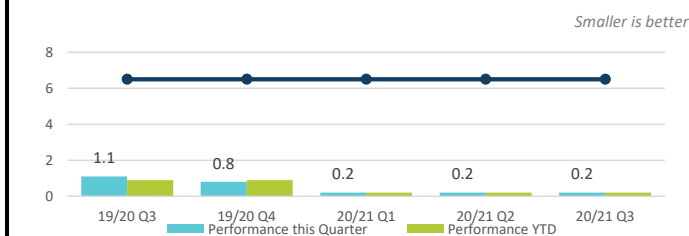
Strategic Director:
Alan Lunt

Support our most vulnerable adults, enabling them to choose and control the services they receive, remain independent and lead active lives

CWB-ASC001

Average monthly acute delayed transfers of care (DToc) attributable to ASC

Green		
2019/20 Outturn	Actual YTD	Target YTD
0.9	0.2	6.5



Comments and Actions

Comments: The use of Homefirst, the Housing Hospital Service and the Handyperson scheme has significantly improved the number of delays. However, the majority of discharges are currently the responsibility of Health with very few being managed by Social Care as the discharge process has changed significantly during COVID.

Therefore, the performance numbers are not comparable to other quarters. Actions: Daily DToc meetings, 7 day working in conjunction with better triage of referrals, and robust escalation procedures with Trusts and the CCG, have all contributed to a maintaining a marked decrease in the DToc figure.

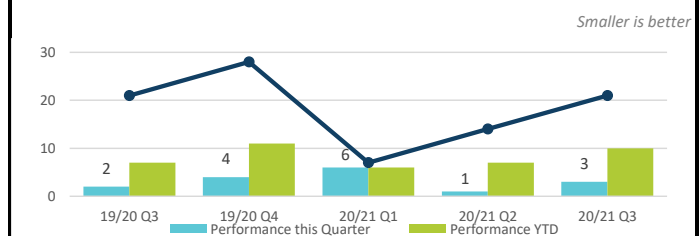
Lead Member:
Cllr Harbi Farah

Strategic Director:
Phil Porter

CWB-ASC002

New admissions to residential & nursing care homes, 18-64

Green		
2019/20 Outturn	Actual YTD	Target YTD
11	10	21



Comments and Actions

Comments: To encourage alternative provision a challenging target is set. We have seen a reduction in demand as a result of COVID, but the demand for placements generally continues to increase.

Actions: All 18-64 placements are signed off by Helen Woodland, ensuring they are made only when it is necessary. This is usually due to a safeguarding concern.

Lead Member:
Cllr Harbi Farah

Strategic Director:
Phil Porter

A borough where we can all feel safe, secure, happy and healthy

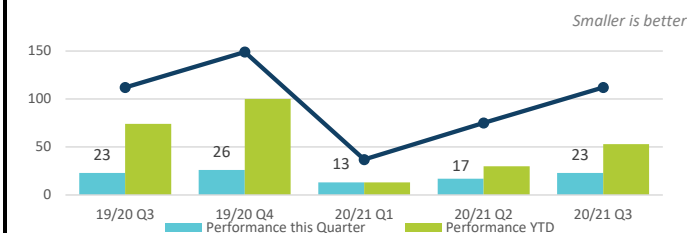
Support our most vulnerable adults, enabling them to choose and control the services they receive, remain independent and lead active lives

CWB-ASC003

New admissions to residential & nursing care homes, 65+

Green

2019/20 Outturn	Actual YTD	Target YTD
100	53	112



Comments and Actions

Comments: A number of placements have been made by the NHS that are now being transferred to the local authority as a result of COVID. Therefore current period data is not comparable with other periods

Actions: All placements are signed off by Heads of Service ensuring that they are made only when required.

Lead Member:

Cllr Harbi Farah

Strategic Director:

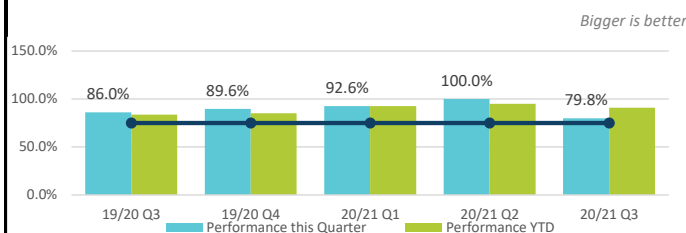
Phil Porter

CWB-ASC011

The outcome of short-term services: sequel to service (REABLEMENT)

Green

2019/20 Outturn	Actual YTD	Target YTD
85.2%	90.8%	75.0%



Comments and Actions

Comments: The service continues to perform well with the numbers going through IRRS steadily increasing.

Actions: Uptake has been supported by the introduction of Homefirst, allowing those who will not benefit from Reablement to receive Homefirst instead meaning the service can be directed at those who will benefit from it most.

Lead Member:

Cllr Harbi Farah

Strategic Director:

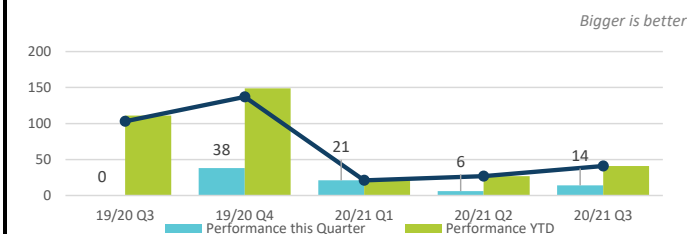
Phil Porter

CWB-HSP004

Identification and delivery of an additional 137 New Accommodation for Independent Living (NAIL)

Green

2019/20 Outturn	Actual YTD	Target YTD
149	41	41



Comments and Actions

Comments: In Q3, a total of 14 units were completed for Mental Health.

Actions: We remain on course to deliver the schemes identified as planned during 2020/21.

Lead Member:

Cllr Eleanor Southwood

Strategic Director:

Phil Porter

Enable more residents to get online

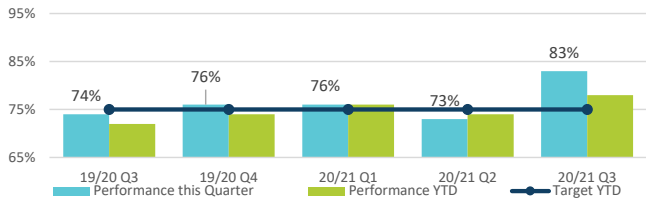
CDS-HUB002

Percentage of Community Hub customers that are more confident in using online services

Green

2019/20 Outturn	Actual YTD	Target YTD
74.0%	78.0%	75.0%

Bigger is better



Comments and Actions

Comments: I believe as there has been a significant shift in use of technology as a result of the pandemic there are more and more people having to embrace digital platforms that otherwise would have been reluctant to do so and as a result there are more people becoming confident in using digital services.

Lead Member:

Cllr Eleanor Southwood

Strategic Director:

Peter Gadsdon

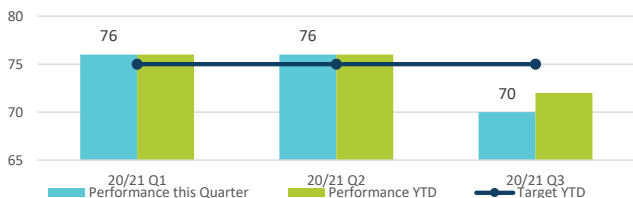
CDS-WEB006

By the end of 2020/21 the website will conform to Web Content Accessibility Guidance (WCAG) standards and will comply with the Web Accessibility Directive with a rating of 75 or of 100 of above.

Amber

2019/20 Outturn	Actual YTD	Target YTD
-	72	75

Bigger is better



Comments and Actions

Comments: The website received a much lower score in December, with no clear reason why this occurred. No major changes had happened on the site between November, when we scored 81, and the end of the year. We did contact the company that runs the monthly league tables to enquire as to why this was but we haven't received a response to provide an explanation.

Actions: We will monitor the next three months scores to see if this change occurs again and pursue further with the organisation to find out what has changed in their assessment if the scores don't return to the previous upward trend.

Lead Member:

Cllr Margaret McLennan

Strategic Director:

Peter Gadsdon

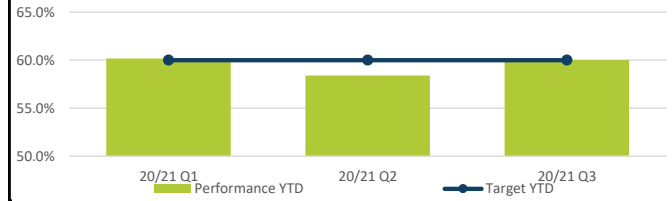
CDS-WEB005

Satisfaction with the Brent website will increase year on year, with the user experience of the website overall rated at more than 60% by visitors surveyed by end of 2021.

Green

2019/20 Outturn	Actual YTD	Target YTD
57.0%	60.4%	60.0%

Bigger is better



Comments and Actions

Comments: In preparation for the new site, the web team spent six months, last year, working with the service areas to review different sections of the site. They have focused on common customer journeys and where immediate issues were identified the team made improvements to the structure or content. The new Portal went live in December, so we have been monitoring feedback to identify any potential issues customers are facing. These have been passed directly onto the development and service teams to investigate and resolve as appropriate.

Actions: Where we identified longer term actions during our workshop sessions with the service teams, these have been recorded and where possible we will address them in the build, structure or content for the new site to further enhance the user experience. The old Web Chat functionality was removed in December as this didn't work effectively for customers. It is hoped that the introduction of a new registration and sign in process will counter balance this by making it easier for people to reset passwords. We will be piloting a new Web Advisor chat service in Q4 in Registration and Nationality. We will continue to monitor feedback from users on the new portal, especially as there is likely to be a surge in activity during Q4 due to the YE and Council Tax bills being released.

Lead Member:

Cllr Margaret McLennan

Strategic Director:

Peter Gadsdon

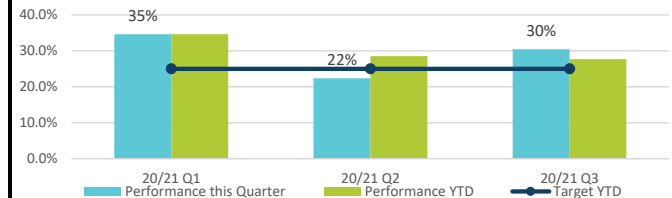
CDS-WEB007

25% increase in the number of transactions undertaken online across the website (non-logged in state) by 2021

Green

2019/20 Outturn	Actual YTD	Target YTD
58,948	27.7%	25.0%

Bigger is better



Comments and Actions

Comments: Q3 is typically a quiet month for online activity and traditional transactions were down on previous quarter and only 18% above the benchmark set. However, the overall transaction numbers have been bolstered by the launch of the COVID business grants in Q3 which created a surge in activity.

Actions: Q4 is traditionally the busiest quarter for online transactions on the website. With the launch of My Account and the new Council Tax and Benefits portal, we expect to see a decrease in the number of transactions recorded on the main site as these will now take place via Dynamics going forward. The team is currently looking at how we can bring the portal and website data together so we can efficiently report on transactions across both.

Lead Member:

Cllr Margaret McLennan

Strategic Director:

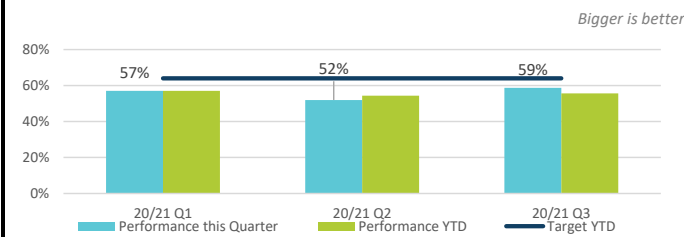
Peter Gadsdon

Enable more residents to get online

CDS-WEB008

25% increase on previous year, in visitors successfully completing what they came to the site to do first time (exc. My Account portal actions).

Red		
2019/20 Outturn	Actual YTD	Target YTD
51%	56%	64%



Comments and Actions

Comments: While the actuals are still some way off the YTD target there is a continuing upward trend of improvement. A lot of work has taken place to streamline and improve the current site, ahead of us moving to a new platform. Where we are able to make enhancements to the current site we are proactively making them.

Actions: There is still more to do before to reach the target set. Following the launch of My Account we will monitor how this is impacting peoples scores and will flag to the necessary teams if corrective action is required. This year we will be upgrading the website with the aim of making transactional actions quicker and easier to complete by the user. The outputs from this wont really be felt until 2021-22 but in doing this, we will start to implement tighter controls around the creation of forms and introduce new design principles the make forms simpler and easier to understand for our users.

Lead Member:
Cllr Margaret McLennan

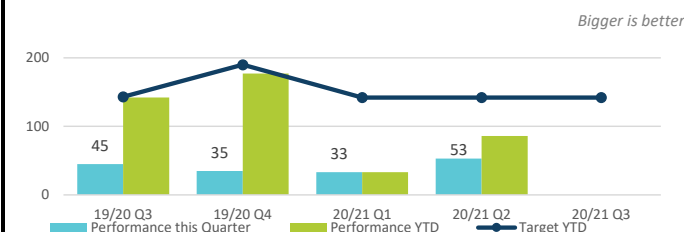
Strategic Director:
Peter Gadsdon

Building more services around residents and their needs

ACE-SPA002

Number of local voluntary sector groups receiving 1-2-1 advice and guidance from CVS

Data unavailable		
2019/20 Outturn	Actual YTD	Target YTD
177	-	142



Comments and Actions

Comments: The data for Quarter 3 is not due until the end of this month

Actions: Review performance on this outcome at the end of Quarter 3 in line with established monitoring processes.

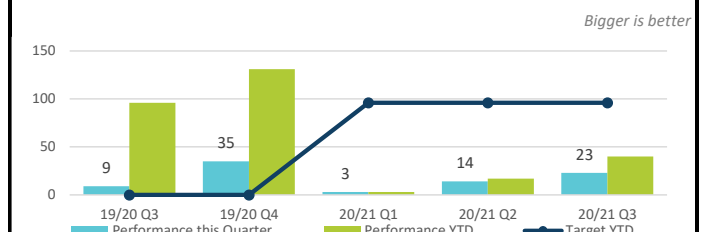
Lead Member:
Cllr Promise Knight

Strategic Director:
Shazia Hussain

ACE-SPA004

Number of successful grant applications to Brent Advice Fund, NCIL, Youth Fund and Love Where You Live following attendance at training/individual support

Red		
2019/20 Outturn	Actual YTD	Target YTD
131	40	96



Comments and Actions

Comments: We are below target as a result of COVID-19 which has had an impact on grants in particular LWYL as a number of projects that would have been funded could not be delivered safely due to COVID. However the grants team has been involved in delivering a number of different grant funding streams that are not included in this report. This includes a grant for mutual aids, a grants programme to address young people's mental health and a grant for food banks.

Actions: Continue to promote the grants schemes, whilst making adaptations to take into account the COVID-19 context.

Lead Member:
Cllr Shama Tatler

Strategic Director:
Shazia Hussain

Strong foundations

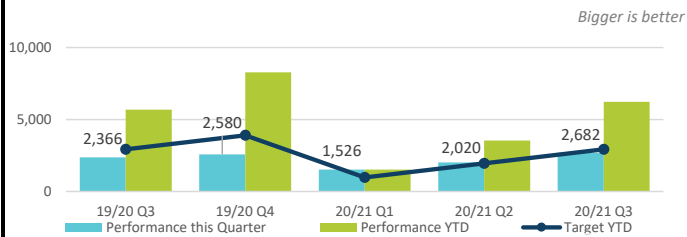
Building more services around residents and their needs

CDS-HUB001

Number of residents accessing Community Hubs

Green

2019/20 Outturn	Actual YTD	Target YTD
8,270	6,228	2,925



Comments and Actions

Comments: During this period we were operating the majority of the time without face to face services and therefore were able to deploy more staff to take phone enquiries Mon-Fri as well as there being a much bigger demand for our services as a result of the pandemic.

Lead Member:

Cllr Eleanor Southwood

Strategic Director:

Peter Gadsdon

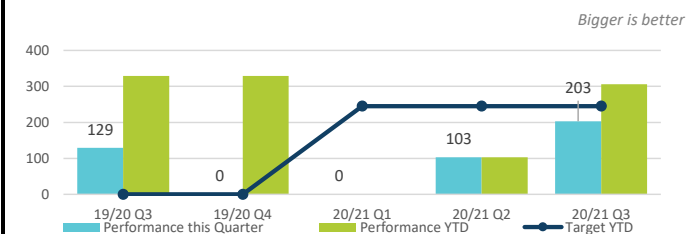
Increase in resident satisfaction

ACE-SPA003

Number of people attending Brent Connects forums

Green

2019/20 Outturn	Actual YTD	Target YTD
329	306	245



Comments and Actions

Comments: This year's meeting have been delivered online, which equally may be a barrier for some people as well as an incentive. The P&E team are working on bring new digital engagement platforms to the Council that will improve the experience and provide better access to engaging with the Council online.

Actions: Improve the experience of and access to online meetings. Develop a structure of Brent Connects meetings that increases inclusivity and provides a platform for residents to discuss what is important to .

Lead Member:

Cllr Muhammed Butt

Strategic Director:

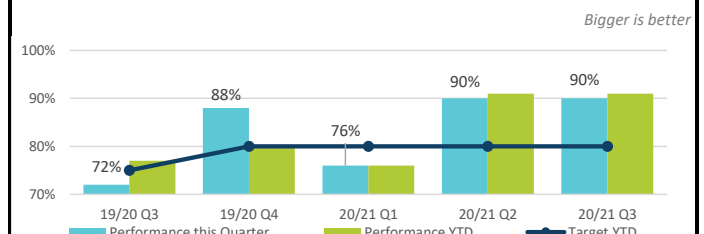
Shazia Hussain

CDS-HUB003

Percentage of enquiries at the Community Hubs resolved at the point of contact

Green

2019/20 Outturn	Actual YTD	Target YTD
80.0%	91.0%	80.0%



Comments and Actions

Comments: A large proportion of enquires are for food support which the team are able to deal with directly either as referrals to foodbanks or providing priority supermarket slots etc.

Lead Member:

Cllr Eleanor Southwood

Strategic Director:

Peter Gadsdon

Every opportunity to succeed

CEX-HRE002	Number of apprenticeships in the Council			Comments & Actions
YTD	60			
Q3 20-21	60	Q2 20-21	44	
Q1 20-21	46	Q4 19-20	50	
19/20 Outturn: 50			Contextual	

Cllr Margaret McLennan

Debra Norman

R&E-ESK001		Comments & Actions	
Brent Starts Achievement Rate		Comments: At the start of the academic year 2019-20 we set our achievement target at 93%, but because of the pandemic we reviewed the target and lowered the target by 1% (92%), but actually achieved 92.5%. The new academic year 2020-21 starts in Sept 2020 which falls in Q3, this is also our first term and results are not confirmed until early Feb (after moderation). For the first term we are expecting the achievement to be around 92.5%.	
YTD	92.5%		
Q3 20-21	92.5%	Q2 20-21	92%
Q1 20-21	93%	Q4 19-20	93.7%
Target YTD: 92%		Actions: Review performance using PRBs, consider the use of RaRPA where accreditation is not available due to lockdown. Use varying assessment strategy to gain evidence of learning given the use of technology. Support staff in the delivery and support learners in engaging in online learning.	
19/20 Outturn: 93.7%		Bigger is better	

Cllr Thomas Stephens

Alan Lunt

R&E-ESK005

Employment and Apprenticeship Outcomes
(Brent Works and The Living Room/Hub service)

YTD

104

Q3

20-21

Q1

20-21

46

28

Q2

20-21

Q4

19-20

30

332

Target YTD: 120

19/20 Outturn: 272

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Comments & Actions

Comments: Many entry level sectors that Brent Works heavily supported pre-pandemic, such as retail and hospitality, have continued to limit new recruitment. However the team have continued to find new roles to support local residents. They have been heavily involved in the NHS recruitment for the mass vaccination centres from which we are anticipating over 50 job outcomes in January. The team are also due to launch delivery of the governments Kickstart Scheme in February which will further ensure employment targets are met this year, despite the pandemic. The RED flag is due to having both Brent Works and Living Room targets combined. However, the services split mid year and went on separate pathways, but the targets remained. We will need to remove Living Room target from Brent Work so that we can report more accurately Brent Work's performance. We rate the performance overall as AMBER as we have last quarter to go.

Actions: Ensure good communication and engagement strategy for webinars, working with employers to ensure success of Kickstart. Close and collaborative work with partners (GLA, WLA, NHS, Brent Start, Shaw Trust and employers, etc.) to promote vacancies and support residents into employment, training and apprenticeships.

Cllr Thomas Stephens

Alan Lunt

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CDS-PRC004		Comments & Actions	
Percentage of relevant contracts being procured that follow the Brent London Living Wage policy		Comments: Requested the info for the number of LLW companies (185 live contracts and 2 LLW).	
YTD	99%		
Q3 20-21	99%	Q2 20-21	99%
Q1 20-21	99%	Q4 19-20	99%
Target YTD: 99%		Bigger is Better	
19/20 Outturn: 95%			

Cllr Margaret McLennan

Peter Gadsdon

CDS-PRC005	Percentage of tenders in which local businesses were invited				Comments & Actions	
YTD		100%		Comments: Tenders and RFQs issued in Q1-Q3 all open to the local supplier.		
Q3 20-21	100%	Q2 20-21	100%			
Q1 20-21	100%	Q4 19-20	60%			
Target YTD: 70%		Bigger is Better				
19/20 Outturn: 78%						

Cllr Margaret McLennan

Peter Gadsdon

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<p>CDS-PRC006</p> <p>Percentage of tenders in which local businesses were invited and then participated</p> <p>YTD 35%</p> <p>Q3 20-21 31% Q2 20-21 30% Q1 20-21 44% Q4 19-20 100%</p> <p>Target YTD: 30% 19/20 Outturn: 75%</p> <p><i>Bigger is Better</i></p>	<p>Comments & Actions</p> <p>Comments: Local suppliers participation remains above target.</p>	<p>CDS-PRC007</p> <p>Percentage of such tenders local businesses were successful in, either outright in being awarded the contract or used within the supply chain of the non-local business</p> <p>YTD 12%</p> <p>Q3 20-21 11% Q2 20-21 0% Q1 20-21 0% Q4 19-20 50%</p> <p>Target YTD: 30% 19/20 Outturn: 35%</p> <p><i>Bigger is Better</i></p>	<p>Comments & Actions</p> <p>Comments: This is being actively looked at and we are looking at capturing more data on how the local supplier chain can be used in our Procurements.</p>
<p>Cllr Margaret McLennan</p>	<p>Peter Gadsdon</p>	<p>Cllr Margaret McLennan</p>	<p>Peter Gadsdon</p>
<p>CWB-HMA001</p> <p>Average re-let time for properties with major voids works (calendar days)</p> <p>YTD 148</p> <p>Q3 20-21 150 Q2 20-21 150 Q1 20-21 168 Q4 19-20 114</p> <p>Target YTD: 72 19/20 Outturn: 74</p> <p><i>Smaller is better</i></p>	<p>Comments & Actions</p> <p>Comments: A number of factors have led to the poorer than expected voids turnaround performance. Firstly, Covid has had an impact. The pause in lettings created a backlog, which is taking some time to catch up due to limited resources. More properties becoming void, putting further pressure on resources. Virtual viewings are increasing refusals and physical viewings increase time pressures because multiple viewings cannot take place. Also, there have been delays in obtaining components such as windows and doors, kitchens, bathrooms and other building supplies. Several staff and contractors have been diagnosed with Covid and have had to self-isolate. There has been additional Covid cleaning throughout the life of the void properties. Secondly, non-Covid issues have also had an impact. There is an increase of properties with structural and/or dampness works. Most voids are major voids requiring new kitchens and bathrooms, There have been delays in meter installations and in undertaking roof leak repairs. There has been an increase in the number of voids as a result of tenants on regeneration estates moving to new build properties in Gloucester and Durham, Sandwood Court, and these have been close to each other. Thirdly, there is an impact due to officers not identifying avoidable delays in the process due to a system that didn't provide an overview of the end to end voids and lettings process. Officers have put several measures in place to resolve the issues and to improve the void turnaround times. Weekly meeting chaired by the Operational Director of Housing review the longest duration void properties and determine suitable rectification. A new voids tracker is being developed and will be in use by the end of March. This will facilitate the ease of identifying the blockages or delays at each milestone and will facilitate the prompting of the next stages. It is expected that significant improvements will be in place by the end of June 2021.</p>	<p>CWB-HMA002</p> <p>Average re-let time for properties with minor voids works (calendar days)</p> <p>YTD 118</p> <p>Q3 20-21 91 Q2 20-21 124 Q1 20-21 104 Q4 19-20 50</p> <p>Target YTD: 28 19/20 Outturn: 43</p> <p><i>Smaller is better</i></p>	<p>Comments & Actions</p> <p>Comments: A number of factors have led to the poorer than expected voids turnaround performance. Firstly, Covid has had an impact. The pause in lettings created a backlog, which is taking some time to catch up due to limited resources. More properties becoming void, putting further pressure on resources. Virtual viewings are increasing refusals and physical viewings increase time pressures because multiple viewings cannot take place. Also, there have been delays in obtaining components such as windows and doors, kitchens, bathrooms and other building supplies. Several staff and contractors have been diagnosed with Covid and have had to self-isolate. There has been additional Covid cleaning throughout the life of the void properties. Secondly, non-Covid issues have also had an impact. There is an increase of properties with structural and/or dampness works. Most voids are major voids requiring new kitchens and bathrooms, There have been delays in meter installations and in undertaking roof leak repairs. There has been an increase in the number of voids as a result of tenants on regeneration estates moving to new build properties in Gloucester and Durham, Sandwood Court, and these have been close to each other. Thirdly, there is an impact due to officers not identifying avoidable delays in the process due to a system that didn't provide an overview of the end to end voids and lettings process. Officers have put several measures in place to resolve the issues and to improve the void turnaround times. Weekly meeting chaired by the Operational Director of Housing review the longest duration void properties and determine suitable rectification. A new voids tracker is being developed and will be in use by the end of March. This will facilitate the ease of identifying the blockages or delays at each milestone and will facilitate the prompting of the next stages. It is expected that significant improvements will be in place by the end of June 2021.</p>
<p>Cllr Eleanor Southwood</p>	<p>Phil Porter</p>	<p>Cllr Eleanor Southwood</p>	<p>Phil Porter</p>
<p>CWB-HMA005</p> <p>Fire Risk Assessment - Recommended Actions for blocks over six storeys high</p> <p>YTD 100%</p> <p>Q3 20-21 100% Q2 20-21 100% Q1 20-21 100% Q4 19-20 100%</p> <p>Target YTD: 100% 19/20 Outturn: 100%</p> <p><i>Bigger is better</i></p>	<p>Comments & Actions</p> <p>Comments: All priority actions are addressed. Non-priority actions are programmed via the fire safety works programme.</p>	<p>CWB-HMA007</p> <p>Percentage of properties with a valid Fire Risk Assessment, in line with cyclical date for re-inspection</p> <p>YTD 100%</p> <p>Q3 20-21 100% Q2 20-21 100% Q1 20-21 100% Q4 19-20 100%</p> <p>Target YTD: 100% 19/20 Outturn: 100%</p> <p><i>Bigger is better</i></p>	<p>Comments & Actions</p> <p>Comments: 100% compliance.</p>
<p>Cllr Eleanor Southwood</p>	<p>Phil Porter</p>	<p>Cllr Eleanor Southwood</p>	<p>Phil Porter</p>

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<div>CWB-HMA008</div> <div>Percentage of properties with a valid gas certificate</div> <div> <div>YTD</div> <div>93.8%</div> </div> <div> <div>Q3 20-21</div> <div>93.8%</div> <div>Q2 20-21</div> <div>97.9%</div> <div>Q1 20-21</div> <div>98.2%</div> <div>Q4 19-20</div> <div>98.72%</div> </div> <div> <div>Target YTD: 100%</div> <div>19/20 Outturn: 98.72%</div> <div>Bigger is better</div> </div>	<div>Comments & Actions</div> <div>Comments: A backlog of gas safety checks was created as a result of property visits being stopped during lockdown and later residents shielding or not comfortable to have engineers in their homes. The backlog now cleared, i.e. we have attempted to access all the properties due as per the Gas Access Process. The remaining properties now require enforcement via injunction applications as per the final stage of the Gas Access Process. Due to the number of cases requiring enforcement, courts are only able to provide them in batches. This is the reason for the outstanding cases. At the current rate of injunction applications, it is likely that the backlog will take 6 months to clear.</div>	<div>CWB-HNE001</div> <div>Number of households (families & singles) in Temporary accommodation (TA)</div> <div> <div>YTD</div> <div>1,849</div> </div> <div> <div>Q3 20-21</div> <div>1,866</div> <div>Q2 20-21</div> <div>1,911</div> <div>Q1 20-21</div> <div>2,099</div> <div>Q4 19-20</div> <div>2,132</div> </div> <div> <div>Target YTD: 1,920</div> <div>19/20 Outturn: 2,132</div> <div>Smaller is better</div> </div>	<div>Comments & Actions</div> <div>Comments: The service is projecting 722 social housing lettings being made in 2020/21. This is a 52% increase on the number of properties let last year (474) and a 33% increase on the year before (542). This increase in the supply of social housing, coupled with use of private rented properties to help meet demand from homeless households, has contributed to the decrease in the use of TA for homeless families.</div>
<div>Cllr Eleanor Southwood</div>	<div>Phil Porter</div>	<div>Cllr Eleanor Southwood</div>	<div>Phil Porter</div>
<div>CWB-HNE002</div> <div>Number of households in non-self-contained Bed & Breakfast (B&B)</div> <div> <div>YTD</div> <div>69</div> </div> <div> <div>Q3 20-21</div> <div>69</div> <div>Q2 20-21</div> <div>84</div> <div>Q1 20-21</div> <div>91</div> <div>Q4 19-20</div> <div>101</div> </div> <div> <div>Target YTD: 50</div> <div>19/20 Outturn: 101</div> <div>Smaller is better</div> </div>	<div>Comments & Actions</div> <div>Comments: The single homeless service saw a surge in demand during the COVID lockdown leading to high volume of people being placed in emergency accommodation. Although the majority of people have now been moved on to settled accommodation, there remains a cohort who are waiting for supported accommodation to meet their short to medium term housing needs. Some of the people now left are those to whom we have no duty, either because they've had a negative decision or they've refused offers. Not proceeding to evict them due to the ban on eviction.</div>	<div>CWB-HNE003</div> <div>Percentage of homelessness prevented and relieved</div> <div> <div>YTD</div> <div>79%</div> </div> <div> <div>Q3 20-21</div> <div>75%</div> <div>Q2 20-21</div> <div>82%</div> <div>Q1 20-21</div> <div>85%</div> <div>Q4 19-20</div> <div>51%</div> </div> <div> <div>Target YTD: 50%</div> <div>19/20 Outturn: 51%</div> <div>Bigger is better</div> </div>	<div>Comments & Actions</div> <div>Comments: Successful use of private sector accommodation to prevent homelessness continues to ensure that households housing needs are being met through securing suitable accommodation, before the main duty is accepted.</div>
<div>Cllr Eleanor Southwood</div>	<div>Phil Porter</div>	<div>Cllr Eleanor Southwood</div>	<div>Phil Porter</div>
<div>CWB-PRH005</div> <div>Number of Houses of Multiple Occupation licensed within the borough</div> <div> <div>YTD</div> <div>3,162</div> </div> <div> <div>Q3 20-21</div> <div>3,162</div> <div>Q2 20-21</div> <div>2,911</div> <div>Q1 20-21</div> <div>2,051</div> <div>Q4 19-20</div> <div>-</div> </div> <div> <div>Target YTD: 3,804</div> <div>19/20 Outturn: 1,715</div> <div>Bigger is better</div> </div>	<div>Comments & Actions</div> <div>Comments: As a consequence of Covid 19 some proactive work within the service has been put on hold. In particular unannounced inspections (raids) have not been undertaken as it was assessed as being too risky to have officers enter properties without being able to undertake a thorough H&S risk assessment first. This works ordinarily sees a number of high profile cases publicised each year, which in turn drives up licence applications. In addition to this publicity more general targeted comms is ordinarily undertaken throughout the year to generate awareness. We have seen a steady number of monthly applications but possibly set too high a target in the first instance. Notwithstanding this, Brent Council has successfully licenced the most Mandatory HMOs than any other Borough in London.</div>	<div>R&E-PAL001</div> <div>Parking driver compliance: PCNs issued: CCTV bus lane</div> <div> <div>YTD</div> <div>8,186</div> </div> <div> <div>Q3 20-21</div> <div>2,388</div> <div>Q2 20-21</div> <div>3,795</div> <div>Q1 20-21</div> <div>2,003</div> <div>Q4 19-20</div> <div>857</div> </div> <div> <div>19/20 Outturn: 9,365</div> <div>Contextual</div> </div>	<div>Comments & Actions</div> <div>Comments: The service is unable to set 'target expectations' this year due to the impact of COVID and the subsequent lockdown since Q1 resulting in reduced motoring activity.</div>
<div>Cllr Eleanor Southwood</div>	<div>Phil Porter</div>	<div>Cllr Krupa Sheth</div>	<div>Alan Lunt</div>
<div>R&E-PAL002</div> <div>Parking driver compliance: PCNs issued: CCTV moving traffic</div> <div> <div>YTD</div> <div>35,333</div> </div> <div> <div>Q3 20-21</div> <div>12,623</div> <div>Q2 20-21</div> <div>14,122</div> <div>Q1 20-21</div> <div>8,588</div> <div>Q4 19-20</div> <div>10,812</div> </div> <div> <div>19/20 Outturn: 56,569</div> <div>Contextual</div> </div>	<div>Comments & Actions</div> <div>Comments: The service is unable to set 'target expectations' this year due to the impact of COVID and the subsequent lockdown since Q1 resulting in reduced motoring activity.</div>	<div>R&E-PLA001</div> <div>Percentage of major applications determined in 13 weeks or other formally agreed time over rolling two year period</div> <div> <div>YTD</div> <div>98.8%</div> </div> <div> <div>Q3 20-21</div> <div>98.8%</div> <div>Q2 20-21</div> <div>98.8%</div> <div>Q1 20-21</div> <div>98.7%</div> <div>Q4 19-20</div> <div>98.7%</div> </div> <div> <div>Target YTD: 94%</div> <div>19/20 Outturn: 97.6%</div> <div>Bigger is better</div> </div>	<div>Comments & Actions</div> <div>Comments: Performance well above target and 100 % for all applications between April and December 2020.</div>
<div>Cllr Krupa Sheth</div>	<div>Alan Lunt</div>	<div>Cllr Shama Tatler</div>	<div>Alan Lunt</div>

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<p>R&E-PLA002</p> <p>Percentage of non-major (minor and other) applications determined in eight weeks or other formally agreed time over rolling two year period</p> <p>YTD 85.0%</p> <p>Q3 20-21 85.0% Q2 20-21 85.4%</p> <p>Q1 20-21 86.3% Q4 19-20 87.24%</p> <p>Target YTD: 86% Bigger is better</p> <p>19/20 Outturn: 85.83%</p>	<p>Comments & Actions</p> <p>Comments: Two year rolling figure up from Q2 following strong monthly performance from Oct to Dec (87.8 to 90 %). Rolling two-year below target, but well above national target (70 %). Ongoing focus on dealing with older applications had resulted in more older applications being determined, with large proportion now dealt with.</p> <p>Actions: Active oversight by DM Leadership team to continue to address reductions in performance against target.</p>	<p>R&E-PRO001</p> <p>Revenue income secured from commercial portfolio</p> <p>YTD £2,367,000</p> <p>Q3 20-21 £896k Q2 20-21 £741k</p> <p>Q1 20-21 £730k Q4 19-20 £563k</p> <p>Target YTD: £2.30m Bigger is better</p> <p>19/20 Outturn: £2.33m</p>	<p>Comments & Actions</p> <p>Comments: These figures relate to invoices raised not cash collected which is managed centrally by the debt collection team.</p>
Clr Shama Tatler	Alan Lunt	Clr Shama Tatler	Alan Lunt

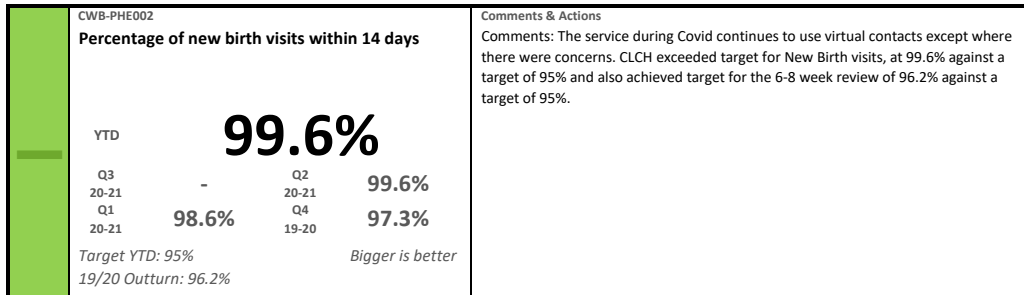
A cleaner, more considerate Brent

<p>R&E-EIM003</p> <p>Number of illegally dumped waste incidents reported on public land (large and small)</p> <p>YTD 25,142</p> <p>Q3 20-21 5,716 Q2 20-21 10,073</p> <p>Q1 20-21 9,353 Q4 19-20 8,466</p> <p>19/20 Outturn: 33,472 Contextual</p>	<p>Comments & Actions</p> <p>Comments: Continued promotion of the Cleaner Brent app and the use of Veolia's technology and reporting via the contact centre have kept levels of reporting on the increase. This is positive as it ensures illegal waste dumping is removed quickly.</p> <p>Actions: Area based Neighbourhood Managers and Enforcement Officers continue to tackle the issue of illegal rubbish dumping. A programme of community skip days has taken place in 2020/21.</p>	<p>R&E-EIM008</p> <p>Residual waste disposal tonnage - Public Realm Contract Target 1</p> <p>YTD 55,507</p> <p>Q3 20-21 18,140 Q2 20-21 18,433</p> <p>Q1 20-21 18,934 Q4 19-20 16,743</p> <p>Target YTD: 46,669 Smaller is better</p> <p>19/20 Outturn: 69,269</p>	<p>Comments & Actions</p> <p>Comments: The above target waste tonnages reflect nationwide trends due to lockdown transferring waste from the commercial to the residential waste stream. It also reflects continued property growth within the borough.</p> <p>Actions: The cost for disposal of tonnage in excess of the contract target is met by the Public Realm contractor Veolia so waste minimisation remains a key driver for them. Due to the need to reduce face to face contact, Veolia have been trialling online campaigns starting with textiles collections, to examine how effective a targeted campaign can be. Data is being gathered so that as the situation returns to normal, new campaigns can be developed to maximise the impact on waste levels.</p>
Clr Krupa Sheth	Alan Lunt	Clr Krupa Sheth	Alan Lunt

A borough where we can all feel safe, secure, happy and healthy

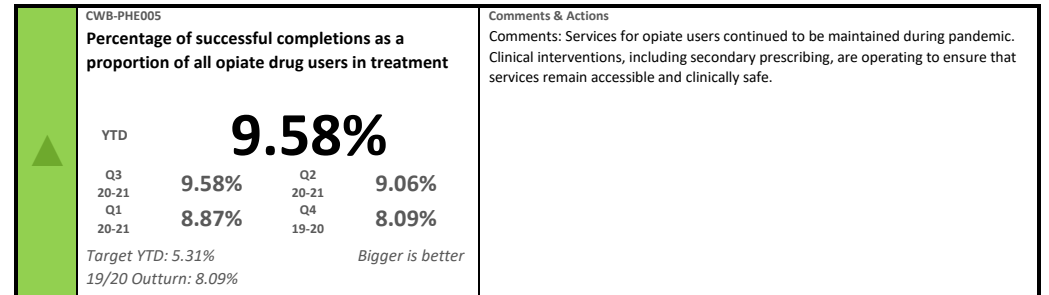
<p>CWB-CUL001</p> <p>Number of active borrowers</p> <p>YTD 18,058</p> <p>Q3 20-21 18,058 Q2 20-21 22,795</p> <p>Q1 20-21 28,570 Q4 19-20 34,676</p> <p>Target YTD: 35,592 Bigger is better</p> <p>19/20 Outturn: 34,676</p>	<p>Comments & Actions</p> <p>Comments: As the libraries have been fully closed for physical stock borrowing again in Jan we expect this number to decline further while we remain closed but increase again once the library buildings can reopen. Electronic stock continues to be popular.</p> <p>Actions: Continue promotion of online resources. Expanded home library model in development to reach vulnerable residents with physical stock.</p>	<p>CWB-CUL002</p> <p>Number of cultural events in the libraries and museum</p> <p>YTD 184</p> <p>Q3 20-21 106 Q2 20-21 52</p> <p>Q1 20-21 26 Q4 19-20 25</p> <p>Target YTD: 515 Bigger is better</p> <p>19/20 Outturn: 768</p>	<p>Comments & Actions</p> <p>Comments: As physical events continue to be on hold, it is natural that the KPI will be significantly below originally anticipated. However our online delivery continues to be successful with growing attendance and numbers and additional online programming now planned for Q4.</p> <p>Actions: Funding obtained via Reading Agency to deliver additional programme of online events.</p>
Clr Neil Nerva	Phil Porter	Clr Neil Nerva	Phil Porter

A borough where we can all feel safe, secure, happy and healthy



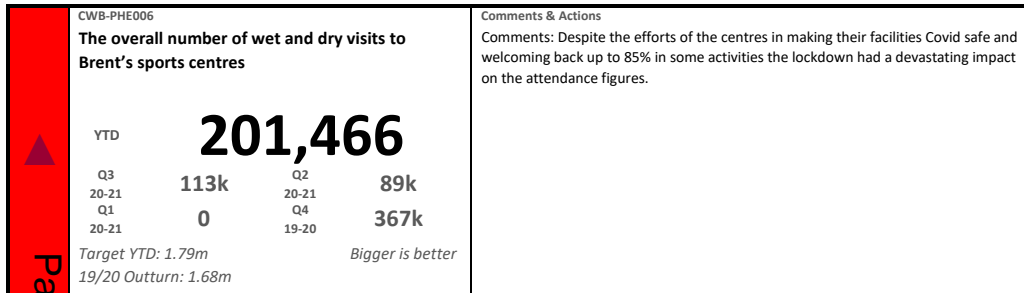
Cllr Neil Nerva

Phil Porter



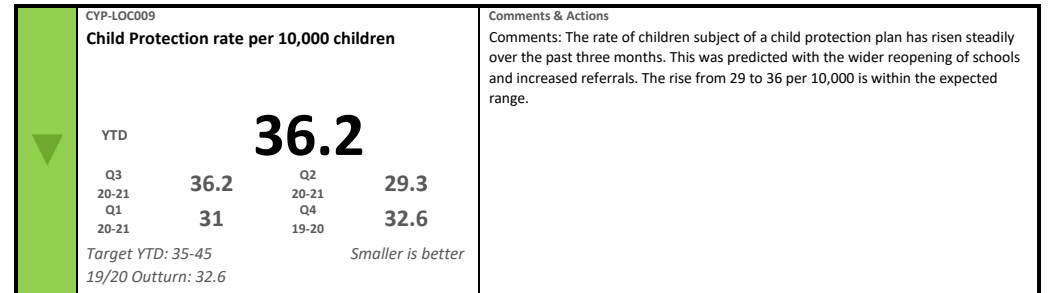
Cllr Neil Nerva

Phil Porter



Cllr Neil Nerva

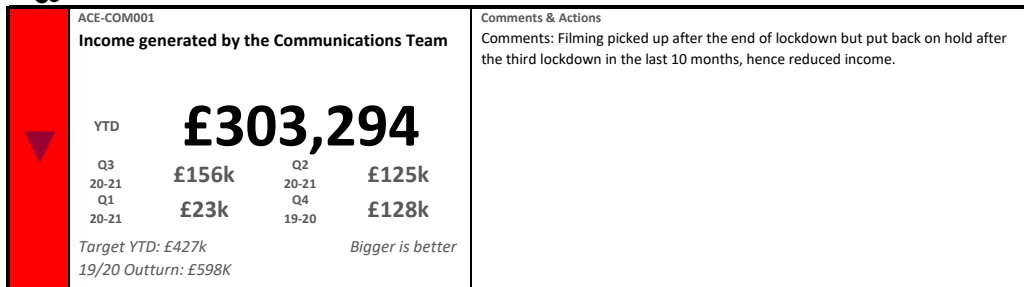
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Cllr Mili Patel

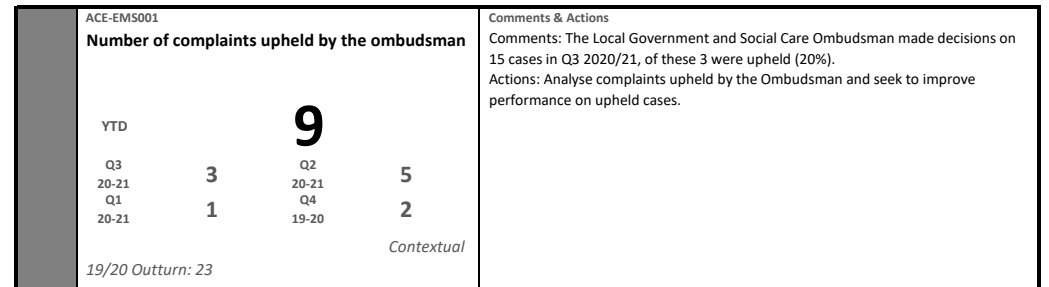
Gail Tolley

Strong Foundations



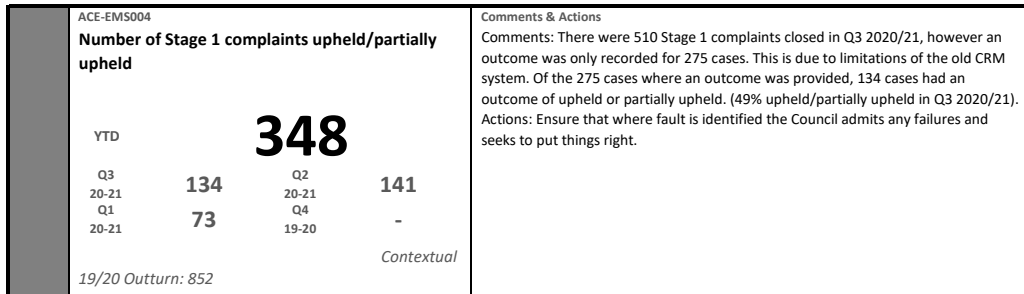
Cllr Muhammed Butt

Shazia Hussain



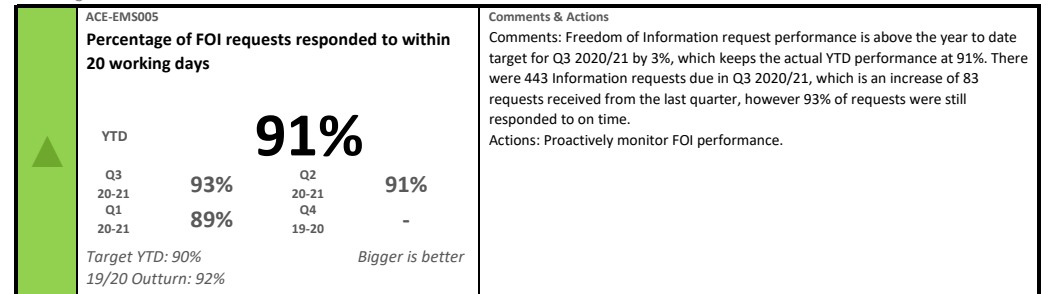
Cllr Margaret McLennan

Shazia Hussain



Cllr Margaret McLennan

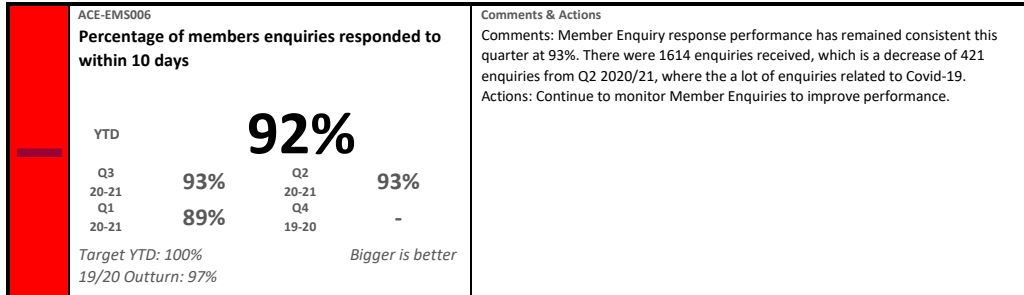
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Cllr Margaret McLennan

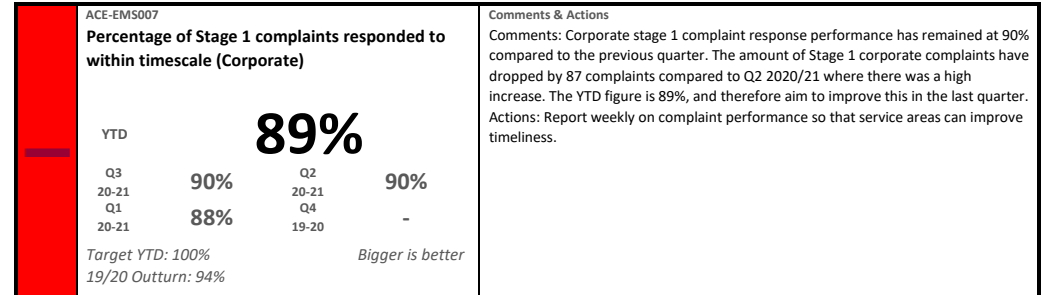
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Strong Foundations



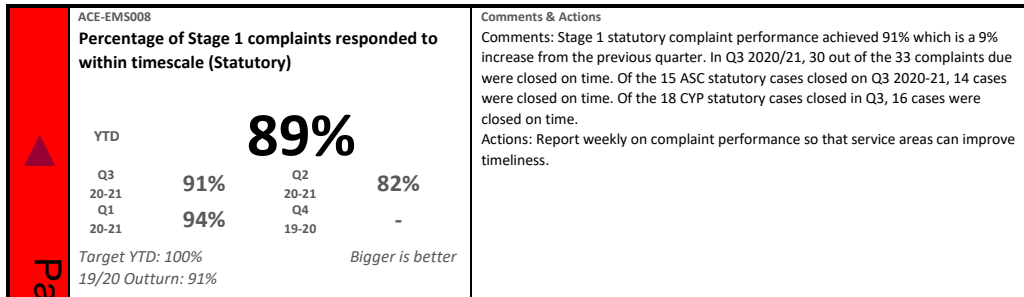
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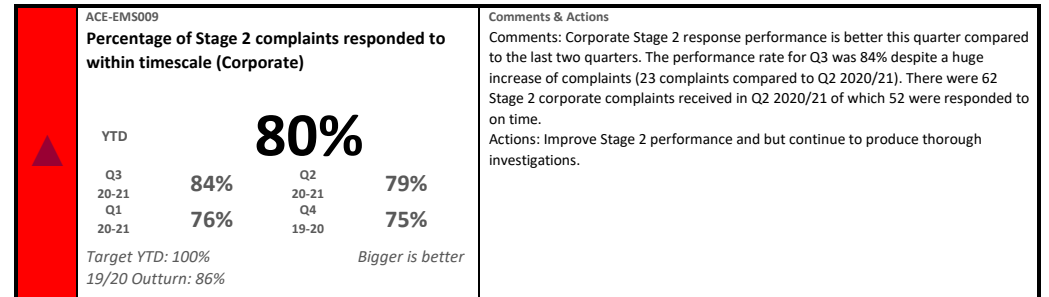
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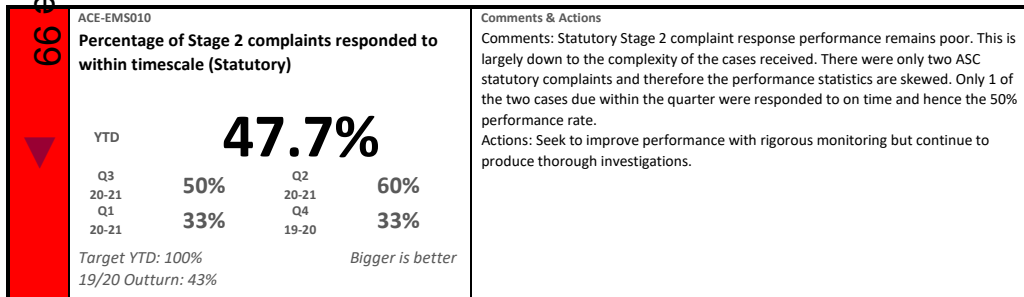
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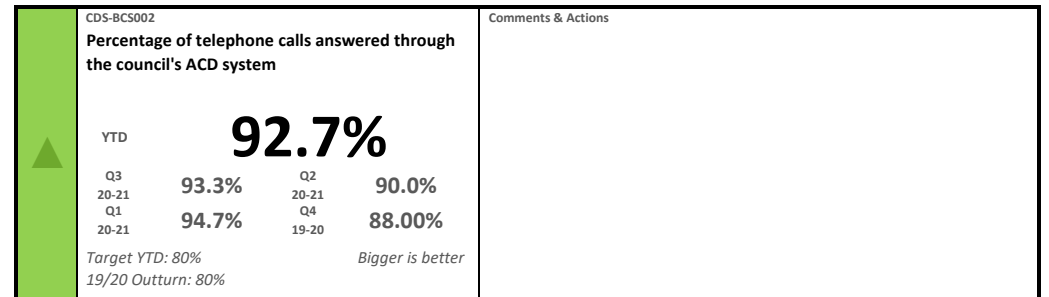
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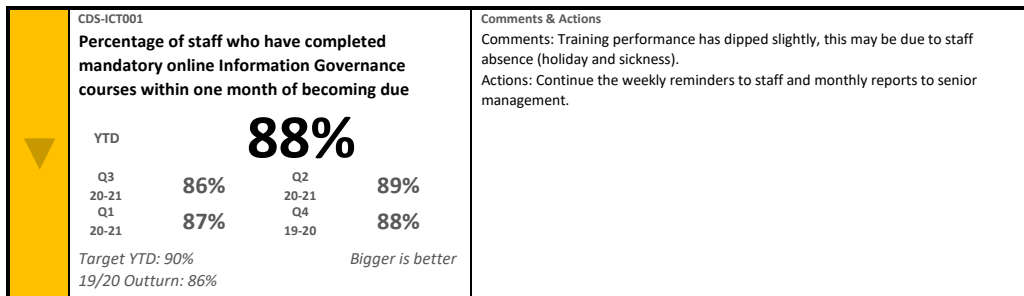
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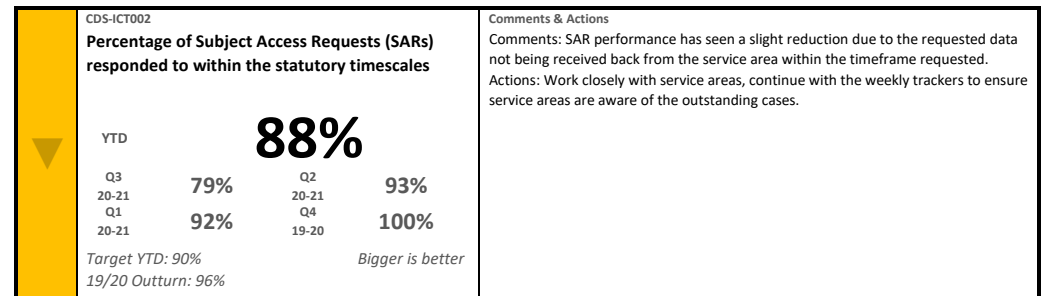
Cllr Margaret McLennan

Peter Gadsdon



Cllr Margaret McLennan

Peter Gadsdon



Cllr Margaret McLennan

Peter Gadsdon

Strong Foundations

Page 100

CDS-REG001

Percentage of deaths registered within five days (excluding those referred to the Coroner)

YTD

81.0%

Q3

20-21

Q1

20-21

90%

82%

Q2

20-21

Q4

19-20

87%

87%

Target YTD: 90%

19/20 Outturn: 9%

Bigger is better

Cllr Margaret McLennan

Peter Gadsdon

Comments & Actions

Comments: In quarter three we have hit target, in October 2020 (we registered deaths 141) and November 2020 (we registered deaths 125). December 2020 has seen a significant spike (we registered deaths 211) this increase is due to winter excess deaths which is typical for this time of year with the addition of the Coronavirus pandemic has seen a spike in volumes. At the start of the pandemic the Coronavirus Regulations 2020 allowed for deaths to be registered by telephone. In March 2020 we went from registering 251 deaths to a 50% increase in April 2020. In April 2020, 550 deaths were registered. As we approached the third lockdown announced by the government on 4th January 2021 January 2021 figures show from 1st Jan 2021 - 12th January 2021 (126 MCCD deaths were registered), (16 post mortem without inquest) and (6 inquests). This figure is likely to increase and exceed the December 2020 death registration total. See table of comparison of deaths registrations over the last three years attached. Actions taken by the service; birth and notice of marriage and appointments have been reduced to assist with the expected increase of volume for death registrations. Extra diaries for death registrations have been activated we now have between two or three active diaries accommodating 30 appointments for deaths daily. There have been delays in community GP's completing the MCCD, and delays at the hospital issuing the MCCD's which delays the registrations over the 5 day target period. We are liaising with community and acute trusts to improve the quality and return of the Medical Cause of Death certificates by email which enable to the Registrars to register a death. Customers can book appointments online at any time. Brent has had one of the highest death rates presented compared to neighbouring boroughs in December 2020 and although we are in red rag status we are achieving higher percentages of death registered with the target timeframe than our neighbouring boroughs. Actions: Increase death appointment beyond 30 appointments a day if the volumes and demand require us to do so, and reduce appointments for births, notices, civil marriage and partnership ceremonies.

CDS-REG002

Registration and Nationality external income achieved to date

YTD

£799,092

Q3

20-21

Q1

20-21

£352k

£146k

Q2

20-21

Q4

19-20

£301k

£256k

Target YTD: £705k

19/20 Outturn: £1.06m

Bigger is better

Cllr Margaret McLennan

Peter Gadsdon

Comments & Actions

Comments: We have met our income target to date. Quarter one saw a closure of birth and legal notice of marriage appointments, civil marriages/ partnership ceremonies and group citizenship ceremonies. This had an impact and loss of £146K of income based on our quarterly target of £235K in quarter one. As services were reopened in June 2020 our income started to return back to normal although full recovery to target income was seen from July 2020. From July 2020 we have achieved and exceeded the target income every month until quarter three December 2020. On 4th January 2021 the government announced tier 5 restrictions, and with the Coronavirus pandemic on the increase, although the legislations states that civil registrations offices are to be kept open, we have been left to reduce services to give legal notice of marriage and civil partnership. Civil marriage and partnership ceremonies have been suspended to meet the demand of the increased volumes for death registrations. We need £147K to meet our income target at year end and we are forecasting that we will meet this target through certificate production and citizenship ceremonies by 31st March 2021, there is a risk that due to the suspension of civil marriage and partnership ceremonies may have a shortfall. Actions: We are on target to meet our annual target income amount of £940k.

CDS-REG004

Percentage of births registered within 42 days

YTD

74.0%

Q3

20-21

Q1

20-21

89%

52%

Q2

20-21

Q4

19-20

81%

99%

Target YTD: 98%

19/20 Outturn: 99%

Bigger is better

Cllr Margaret McLennan

Peter Gadsdon

Comments & Actions

Comments: Birth registrations appointments were suspended during the first lockdown we then resumed services in April 2020 and 70% of the backlog of births were registered by June 2020. The back log has taken some time to clear well into quarter two. We have seen numbers of birth registrations resume, but due to increase in deaths we are having to reduce to birth registration appointments to accommodate for the increase in death registrations. We are expecting an increase in birth registrations as a result of the first lockdown to follow in January/February 2021 (the lockdown boom). Meeting target times scales to register has proved difficult in an highly unprecedented year. Attached is a comparison of neighbouring register office performance. Actions: We may have to reduce birth registration services to meet the demands of the death registration volumes, but we are monitoring the situation very closely on a daily basis which allows us to make decisions and adjust diary availability accordingly. Brent had the highest back log of birth appointments registered in June 2020 in comparison to neighbouring boroughs (955 births registered)

CDS-REV001

Average days taken to process new benefit claims and change events

YTD

12.5

Q3

20-21

Q1

20-21

12.97

10.27

Q2

20-21

Q4

19-20

14.49

8.1

Target YTD: 8.7

19/20 Outturn: 8.6

Smaller is better

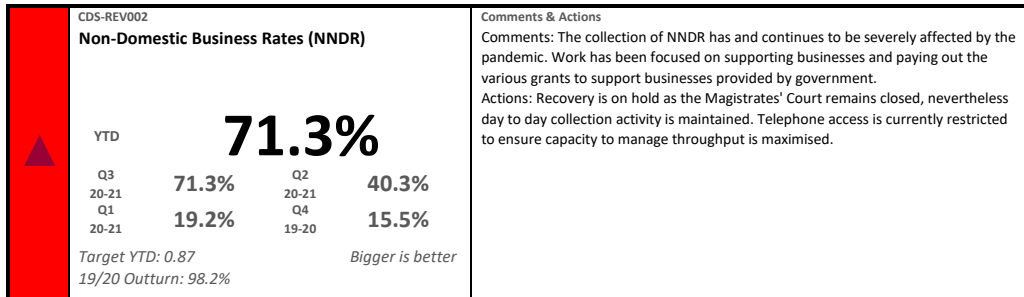
Cllr Margaret McLennan

Peter Gadsdon

Comments & Actions

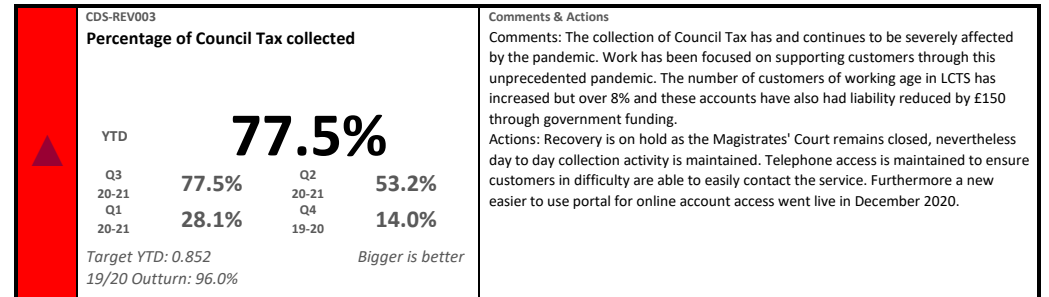
Comments: COVID-19 has increased work by 45% in the last four months. New grants like Resident Support Fund and Self Isolation Payments have increased work too. A new work flow system with Microsoft Dynamics was introduced on 4 Dec. This has slowed number of completed assessments. The current number of outstanding items of work is above 7,000. Temp staff and resilience staff have been increased and there is a clearance plan in place.

Strong Foundations



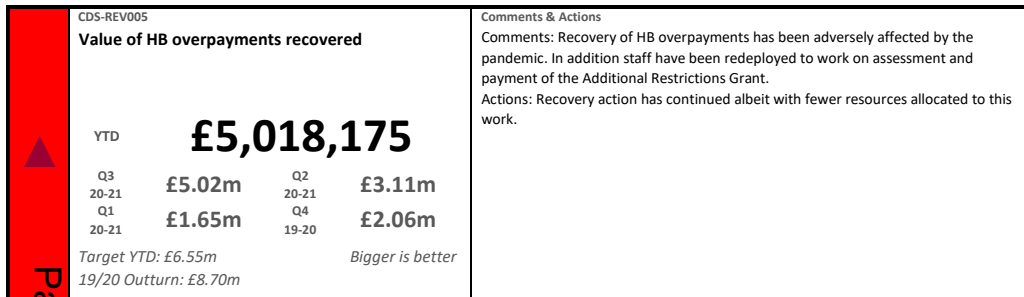
Cllr Margaret McLennan

Peter Gadsdon



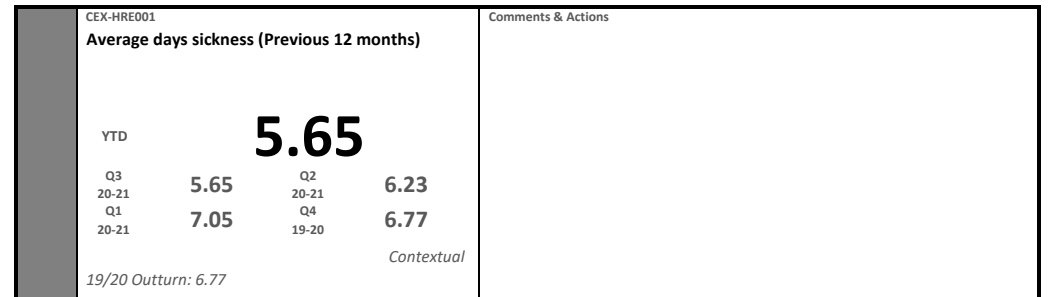
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Peter Gadsdon



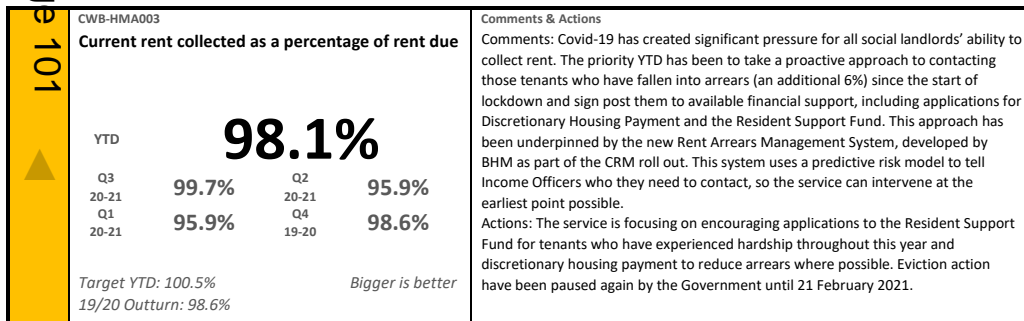
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Peter Gadsdon



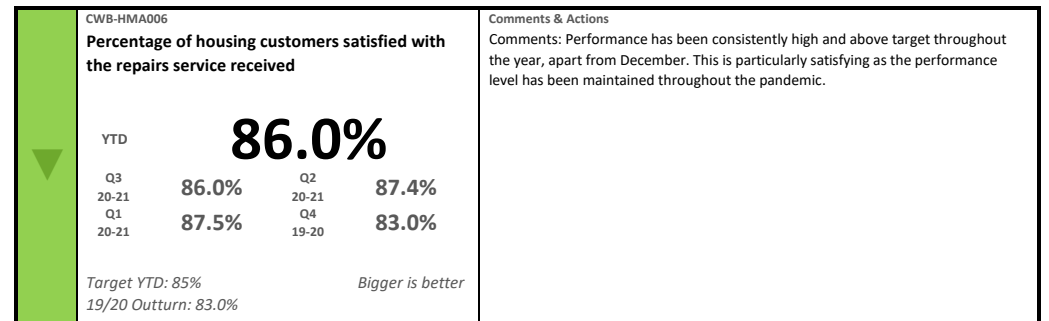
Cllr Margaret McLennan

Debra Norman



Cllr Eleanor Southwood

Phil Porter



Cllr Eleanor Southwood


Phil Porter

Strong Foundations

R&E-BCO001		Income generated by Building Control		Comments & Actions	
YTD		£1,238,215		<p>Comments: At the beginning of the year the income was impacted by COVID-19 due to sites shutting down and low on applications received. In Q3 due to credit notes being issued, the income reported was lower, but we are aiming to make up to the income in Q4 to meet our target. We can confirm we invoiced circa £447k in December 2020 and this should be reflected in January OBM 2021. However, with the most recent lockdown announced on 04/01/2021 we do not know how this will affect Building Control but we suspect it will have a negative impact on our income for Q4. We will continue to monitor the impact of COVID-19 on the income received. Please note the income figures in this performance data review differ from OBM as they are exclusive of last year's carry over accrual of £364k. If this was added to the figures here, it would match OBM i.e. £1.6M.</p> <p>Actions: We are hoping there will be continued growth in the District team income and continue invoicing on some major projects subject to key milestones being reached. However, we suspect that the most recent lockdown announced on 04/01/2021 will have a negative impact on Building Control income especially District Team income as owners are likely to delay submitting applications. We will monitor the situation closely.</p>	
Q3	£212k	Q2	£720k		
20-21		20-21			
Q1		Q4			
20-21	£306k	19-20	£306k		
Target YTD: £1.19m		Bigger is better			
19/20 Outturn: £1.85m					

Cllr Shama Tatler

Alan Lunt

	Resources and Public Realm Scrutiny Committee 14 April 2021
	Report from the Assistant Chief Executive
Scrutiny Recommendation Tracker	

Wards Affected:	All
Key or Non-Key Decision:	N/A
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	One: Appendix 1 - Scrutiny Recommendation Tracker April 2021
Background Papers:	None.
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Michael Carr Senior Policy and Scrutiny Officer Tel: 020 8937 2855 michael.carr@brent.gov.uk

1.0 Purpose of the Report

- 1.1 The purpose of this report is to present the Scrutiny Recommendation Tracker table, which tracks the progress of recommendations made by the committee.

2.0 Recommendation

- 2.1 That the progress of the previous recommendations of the committee be noted.

3.0 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 the 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 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 full Council for policy and budgetary decisions and the NHS where it is the decision maker.
- 3.3 The Scrutiny Recommendation Tracker table attached at Appendix 1 provides a summary of scrutiny recommendations made during the municipal year, so that the scrutiny committee can track the progress of the recommendations made.
- 3.4 Scrutiny recommendations include through Scrutiny Task Groups and scrutiny reports agreed by the committee, as well as other scrutiny recommendations agreed in committee.
- 3.5 The Scrutiny Recommendation Tracker table includes each scrutiny recommendation made and the date it was made, (which will be as is recorded in the committee minutes), identification of the decision maker (e.g. Cabinet), the Executive Response (the actual Cabinet decision), which may be different from the scrutiny recommendation and which will be minuted in the Cabinet minutes, the date the Executive Response/decision was made and an implementation review date.
- 3.6 The Scrutiny Recommendation Tracker enables the scrutiny committee to track whether their recommendations have been agreed, what actually was agreed (if different) and ask about any outcomes arising from the scrutiny recommendations, for example, service improvements, value for money savings and outcomes for residents.
- 3.7 If the relevant respective executive decisions and actions have been implemented, they will not be referred over to the scrutiny recommendation tracker report for the next municipal year, but that any that have not been implemented may be referred to the scrutiny recommendation tracker for the next committee cycle.

4.0 Procedure for 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 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.
- 4.3 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.

- 4.4 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).

5.0 Financial Implications

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

6.0 Legal Implications

- 6.1 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.
- 6.2 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.

7.0 Equality Implications

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

8.0 Consultation with Ward Members and Stakeholders

- 8.1 None for the purposes of this report.

Report sign off:


**Shazia Hussain –
Assistant Chief Executive**

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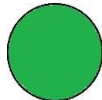
Resources and Public Realm Scrutiny Committee Scrutiny Recommendation Tracker 2019-2020

(A key and explanatory note for this tracker table is provided at the end of this report).

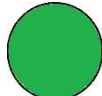
12 September 2019

Subject	Scrutiny Recommendation	Decision Maker & Executive Response	Department, Cabinet Member and lead officer	Implementation Status	Review Date status
Knife Crime Scrutiny Task Group Report and recommendations	<p>Knife Crime Scrutiny Task Group Report and recommendations</p> <p>RESOLVED: The Resources and Public Realm Scrutiny Committee: agreed the report and recommendations of the Knife Crime Scrutiny Task Group and that the report now be referred to the Cabinet for consideration.</p>	<p>Cabinet 14 October 2019</p> <p>Cabinet Decision/Response:</p> <p>Decision: RESOLVED: that the recommendations set out in the report of the Knife Crime Task Group be agreed. (Cabinet 14 October 2019)</p>	<p>Regeneration and Environment</p> <p>The Safer Brent Partnership</p> <p><i>Cabinet Member:</i> Cabinet Member for Community Safety and Engagement</p> <p><i>Strategic Director:</i> The Strategic Director Regeneration and Environment</p>	A report on the progress of the implementation of the agreed scrutiny recommendations was anticipated for the RPRSC meeting on 21 April 2020. (12 March 2020). This is now included in the scrutiny committee work programme for consideration on Monday 10 May 2021.	 10 May 2021

4 December 2019

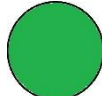
Subject	Scrutiny Recommendation	Decision Maker & Executive Response	Department, Cabinet Member and lead officer	Implementation Status	Review Date status
Air Quality Scrutiny Report	<p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the Air Quality Scrutiny Report and recommendations be adopted and referred to the Cabinet for consideration. 2. That the implementation of the report's recommendations agreed by the Cabinet be brought back to the Committee for review in 2020-2021. 	<p>Cabinet 14 January 2020</p> <p>Cabinet Decision/Response:</p> <p><i>RESOLVED that Cabinet note the Air Quality Scrutiny Report and recommendations.</i> (Cabinet 14 January 2020)</p> <p>Cabinet 20 April 2020</p> <p>Cabinet Decision/Response:</p> <p><i>Cabinet RESOLVED to approve the draft Executive Response to the Air Quality Scrutiny Report and recommendations of the Resources and Public Realm Scrutiny Committee.</i></p>	<p>Regeneration and Environment</p> <p><i>Cabinet Member:</i> Cabinet Member for Environment</p> <p><i>Strategic Director</i> The Strategic Director Regeneration and Environment</p>	<p>The intention is to bring back progress on implementing the recommendations on Wednesday 14 April 2021.</p> <p>Update 29.03.21; Report on the implementation of the Air Quality Scrutiny Report recommendations has been prepared for 14 April 2021.</p>	 14 April 2021

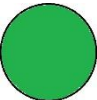

29 January 2020

Subject	Scrutiny Recommendation	Decision Maker & Executive Response	Department, Cabinet Member and lead officer	Implementation Status	Review Date status
Budget Scrutiny Task Group Report	RESOLVED that the Budget Scrutiny Report and recommendations be adopted and referred to the Cabinet for consideration.	<p>Cabinet 10 February 2020</p> <p>Budget & Council Tax 2020/21-2022/23 (Appendix D)</p> <p>Council 19 February 2020</p> <p>Cabinet Decision/Response:</p> <p><i>RESOLVED that Cabinet: To note the report from the Budget Scrutiny Panel in Appendix D of the report. In addition, Cabinet agreed at the meeting to recommend to Council that any overall underspend across the General Fund accrued at the end of March 2020 be ringfenced and bought forward as proposals for spending on the climate change emergency. (Cabinet 10 February 2020)</i></p> <p>Cabinet 20 April 2020</p> <p>Cabinet Decision/Response:</p> <p><i>Cabinet RESOLVED to approve the draft Executive</i></p>	<p>Finance</p> <p><i>Cabinet Member:</i> Resources and Deputy Leader of the Council</p> <p><i>Strategic Director:</i> The Strategic Director of Finance</p>	A progress report on the implementation of the agreed Executive Response and decisions was brought to the scrutiny committee for review on 1 October 2020.	 1 Oct 2020

		<p>Response to the Budget Task Group Scrutiny Report and recommendations of the Resources and Public Realm Scrutiny Committee. (Cabinet 20 April 2020)</p> <p>Council Decision: AGREED (6) To note the report from the Budget Scrutiny Panel in Appendix D of the report and approve the recommendation from Cabinet that any overall underspend across the General Fund at the end of March 2020 is ring fenced and that proposals are brought forward for spending on the climate change emergency. (Council 19 February 2020)</p>			
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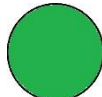
12 March 2020

Subject	Scrutiny Recommendation	Decision Maker & Executive Response	Department, Cabinet Member and lead officer	Implementation Status	Review Date status
Brent Parks Strategy	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.	<p>Cabinet 17 August 2020</p> <p>Cabinet Decision/Response:</p> <p>Cabinet RESOLVED to approve the Executive Response to the recommendations made by the Resources & Public Realm</p>	<p>Regeneration and Environment</p> <p><i>Cabinet Member:</i> Cabinet Member for Environment</p> <p><i>Strategic Director</i> The Strategic Director</p>	<p>This should be included in the strategy review. Update March '21. The strategy is still in development but will include targets based on the recommendations made. Given the current demand on the Parks Service during the pandemic, a completed strategy is proposed</p>	 March 2021.


		<p>Scrutiny Committee on 12 March 2020 relating to the Council's Parks Strategy.</p> <p>Decision: AGREED.</p>	Regeneration and Environment	towards the end of summer 2021.	
Brent Parks Strategy	To improve the data on people using the park, which could be used to inform the strategy.	<p>Cabinet 17 August 2020</p> <p>Cabinet Decision/Response:</p> <p>Decision: AGREED.</p>	<p>Regeneration and Environment</p> <p><i>Cabinet Member:</i> Cabinet Member for Environment</p> <p><i>Strategic Director</i> The Strategic Director Regeneration and Environment</p>	<p>This should be included in the strategy review.</p> <p><i>Update March 2021:</i> The Parks Service will work with Brent Parks Forum and Friends of Groups as well as Parks for London to understand how this data can be obtained. Details will be included in the strategy to be produced later in 2021.</p>	 March 2021.
Brent Parks Strategy	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.	<p>Cabinet 17 August 2020</p> <p>Cabinet Decision/Response:</p> <p>Decision: AGREED.</p> <p>Cabinet noted that consideration of the provision to allow use of BBQs in designated areas would require further review, in terms of the options available to manage any change as part of the ongoing development of the strategy, on which the Scrutiny Committee would continue to be kept updated.</p>	<p>Regeneration and Environment</p> <p><i>Cabinet Member:</i> Cabinet Member for Environment</p> <p><i>Strategic Director</i> The Strategic Director Regeneration and Environment</p>	<p>This should be included in the strategy review, noting that consideration of the provision to allow use of BBQs in designated areas would require further review and the Scrutiny Committee will be kept updated.</p> <p>The department will be developing a policy paper that sets the direction for parks over the coming months.</p> <p>The department will need to identify the funding that may be needed to develop BBQ sites and then take that forward in advance of the peak parks season next summer.</p>	 March 2021.

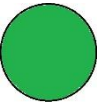
				<p><i>Update March 2021:</i> Given the increased pressures on the Parks during the pandemic, work on this recommendation has not yet been undertaken. We will seek to understand the position on BBQ's from other London Boroughs who have designated areas to see whether they reduce the number of unauthorised BBQ's which cause damage to parks land and increased demand on the services of the fire brigade. This review will be undertaken by the end of the summer of 2021.</p>	
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

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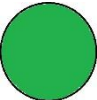
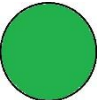
Subject	Scrutiny Recommendation	Decision Maker & Executive Response	Department, Cabinet Member and lead officer	Implementation Status	Review Date status
The Public Realm	That the new parking strategy ensure that it is always cheaper to park a bike than park a car in Brent, and ensure that the cheapest resident parking permit is more expensive than using a bike hangar.	<p>Cabinet 12 October 2020</p> <p>Cabinet Decision/Response: Cabinet RESOLVED to approve the Executive Response.</p> <p>Decision: AGREED.</p> <p>Cabinet Decision:</p>	<p>Regeneration and Environment</p> <p><i>Cabinet Member:</i> Cabinet Member for Environment and Cabinet Member for Regeneration, Property & Planning</p> <p><i>Strategic Director:</i></p>	<p>The department will look to raise the lowest parking permit price to the equivalent of the starting price for using a cycle hanger, i.e. from the current £25 to £36.</p> <p><i>Update 29.03.21:</i> The Council use two suppliers for the provision and management of Cycle Hangars in the borough, residents pay £36 for 3 years (subsidised) rising to £72 per annum for a space. This charge</p>	 March 2021.



		<p>That consideration be given to raising the lowest parking permit price to the equivalent of the starting price for using a cycle hanger.</p>	<p>The Strategic Director Regeneration and Environment</p>	<p>includes administration and also cleaning and maintenance of the hangar. The lowest resident annual permit is £25 per year, this is to encourage ownership of greener vehicles in the borough. We have no plans for changes to the emission based permit charges at present, but this can be considered when reviewed in the future.</p> <p>We have secured £300k of S106 developer funding for the expansion of the boroughs cycle hangar network over the next 2 years. Officers have been exploring the options to reduce the cost of a bike hangar space following the 3 year subsidy and have contacted our current suppliers to see if they have the scope to manage this on our behalf and reduce the annual charge residents would have to pay, or whether this can be managed in-house. The team have been focussing on the introduction of school streets in response to the Covid-19 pandemic, but will further explore options in the Spring / Summer. If the option is for a supplier to manage cycle hangar requests, this will require procurement / contract arrangements.</p>	
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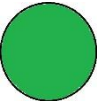
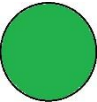
				This will not be progressed during the current pandemic restrictions, with the target start date for consultation on this proposal no earlier than June 2022.	
The Public Realm	That 20mph be adopted as the default speed on Brent roads, subject to an environmental audit, and that a timetable be drawn up for the introduction of a 20mph speed limit across the borough.	<p>Cabinet 12 October 2020</p> <p><i>Cabinet Decision:</i> That consideration be given to introducing 20mph as the default speed on Brent roads to an extent that reasonably accounts for the feasibility, the cost, the value, the actual impact on traffic and speeding at any given location, and the capacity of the department to deliver this policy at this time.</p>	<p>Regeneration and Environment</p> <p><i>Cabinet Member:</i> Cabinet Member for Environment and Cabinet Member for Regeneration, Property & Planning</p> <p><i>Strategic Director:</i> The Strategic Director Regeneration and Environment</p>	<p>This is being considered and a policy paper is being developed. The main consideration is that the borough is already largely considered a 20mph zone, and that any extension will depend on the cost of making that extension, the value and impact that might actually have in real terms on traffic and speeding, and the capacity of the Highways teams to be able to deliver given other competing pressures at this time.</p> <p><i>Update 29.3.21:</i> The team have been focussing on the delivery of the Active Travel Programme in response to Covid-19. We are currently considering the approach to Vision Zero (Killed and Serious Injury Accidents zero by 2041). A large percentage of the borough is already 20mph and new safety schemes introduce 20mph speed limits when introduced. Further consideration to a borough wide approach will be given in 2021, but with limited funding available it may not be cost effective at this time.</p>	 March 2021.



The Public Realm	That unspent balances in the capital budget be reinvested in active travel.	<p>Cabinet 12 October 2020</p> <p>Cabinet Decision/Response: <i>This recommendation was rejected.</i></p> <p>Reason: <i>it is not envisaged that there will be any unspent capital budgets available.</i></p> <p>Response: <i>It is not clear what capital budgets are being referred to. Local Implementation Plan funding has been frozen. Brent funded capital is for maintenance only and Section 106 funding is usually scheme specific although we can seek to prioritise.</i></p>	<p>Regeneration and Environment</p> <p><i>Cabinet Member:</i> Cabinet Member for Environment and Cabinet Member for Regeneration, Property & Planning</p> <p><i>Strategic Director:</i> The Strategic Director Regeneration and Environment</p>	A review of the LTTS is currently underway. A draft plan is scheduled to be taken to Cabinet in Summer 2021 for approval to undertake consultation in Autumn 2021, with the final, revised plan set to be published in early 2022.	N/A
The Public Realm	That any future transport strategies and plans include clear measurements and modelling for active transport and the impact on air quality.	<p>Cabinet 12 October 2020</p> <p>Cabinet Decision: <i>That consideration be given, when reviewing and updating the Long Term Transport Strategy or drafting any new strategies for future transport strategies and plans, to include clear measurements and modelling for active transport</i></p>	<p>Regeneration and Environment</p> <p><i>Cabinet Member:</i> Cabinet Member for Environment and Cabinet Member for Regeneration, Property & Planning</p> <p><i>Strategic Director:</i></p>	A review of the LTTS is currently underway. A draft plan is scheduled to be taken to Cabinet in Summer 2021 for approval to undertake consultation in Autumn 2021, with the final, revised plan set to be published in early 2022.	 March 2021.

		<i>and the impact on air quality.</i>	The Strategic Director Regeneration and Environment		
The Public Realm	That low traffic streets be rebranded in a way that is clearer for the public, for example 'Healthy Streets' or 'Peaceful Streets'.	Cabinet 12 October 2020 <i>Cabinet Decision:</i> That the Council's low traffic streets policy be branded 'Healthy Neighbourhoods'.	Regeneration and Environment <i>Cabinet Member:</i> Cabinet Member for Environment and for Regeneration, Property & Planning <i>Strategic Director:</i> The Strategic Director Regeneration and Environment	This has been branded 'Healthy Neighbourhoods'.	 March 2021.
The Brent Economy	That the Cabinet Member for Regeneration work with the West London Prosperity Board to set up a jobs summit with large local employers (regardless of sector) to look at ways the public and private sectors can work together to support local employment.	Cabinet <i>Cabinet Decision/Response:</i> Cabinet RESOLVED to approve the Executive Response. <i>Decision:</i> AGREED.	Regeneration and Environment <i>Cabinet Member:</i> Cabinet Member for Regeneration, Property & Planning <i>Strategic Director:</i> The Strategic Director Regeneration and Environment	We are working with the West London Group on the Build and Recover plan, including on employment and skills initiatives, although a WL wide skills summit has not yet been held. We held our own skills summit Feb 2020; over 100 employers and organisations attended. A skills strategy is being drafted looking specifically at Exploring Skills for Work and Life, investment in training, and developing skills for the jobs of the future	 March 2021.




Social Welfare in Brent	That the COVID-19 Interest Free Loans Eligibility Criteria to include debt as part of the criteria.	<p>Cabinet 20 July 2020</p> <p>Cabinet Decision/Response:</p> <p><i>Cabinet RESOLVED:</i></p> <p>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:</p> <p>(a) That the Covid-19 Interest Free Loans eligibility criteria be extended to include debt;</p>	<p>Regeneration and Environment</p> <p><i>Cabinet Member:</i> Cabinet Member for Housing and Welfare Reform</p> <p><i>Strategic Director:</i> Strategic Director Customer and Digital Services</p>		 July 2021
Social Welfare in Brent	That the department organise a member development session to brief elected members of the Council on the new support funds and when it may be appropriate to refer people to them.	<p>Cabinet 20 July 2020</p> <p>Cabinet Decision/Response:</p> <p><i>Cabinet RESOLVED:</i></p> <p>(b) A member development session be arranged on the new support funds and their referral process;</p>	<p>Regeneration and Environment</p> <p><i>Cabinet Member:</i> Cllr Eleanor Southwood - Cabinet Member for Housing and Welfare Reform</p> <p><i>Strategic Director:</i> Strategic Director Customer and Digital Services</p>	A member development session is being arranged on the new support funds and their referral process.	 July 2021






Social Welfare in Brent	That the department use the information it has available on vulnerable local people to proactively contact them to advise of the support on offer, and accompany this with a media campaign through social media and traditional media.	Cabinet 20 July 2020 Cabinet Decision/Response: Cabinet RESOLVED: (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;	Regeneration and Environment <i>Cabinet Member:</i> Cllr Eleanor Southwood - Cabinet Member for Housing and Welfare Reform <i>Strategic Director:</i> Strategic Director Customer and Digital Services	This is being implemented.	 July 2021
Social Welfare in Brent	That the department conduct a review of its debt collection processes in the light of the COVID-19 crisis, to ensure that the circumstances of vulnerable people adversely affected by the epidemic will be taken into account.	Cabinet 20 July 2020 Cabinet Decision/Response: Cabinet RESOLVED: (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.	Regeneration and Environment <i>Cabinet Member:</i> Cllr Eleanor Southwood - Cabinet Member for Housing and Welfare Reform <i>Strategic Director:</i> Strategic Director Customer and Digital Services	This is being implemented.	 July 2021

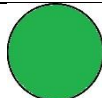
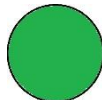
Subject	Scrutiny Recommendation	Decision Maker & Executive Response	Department, Cabinet Member and lead officer	Implementation Status	Review Date status
Brent Council Procurement Strategy	That the Council policy on Modern Slavery be published on the Council website.	Cabinet 12 October 2020 Cabinet Decision/Response: Having noted the intention to incorporate the recommendations made by the Resources & Public Realm Scrutiny Committee when considering the strategy at their meeting on 1 October 2020, Cabinet RESOLVED to approve the Procurement Strategy 2020-2023 as set out in Appendix A of the report to Cabinet 12 October 2020.	Regeneration and Environment <i>Cabinet Member:</i> Cllr Margaret McLennan The Deputy Leader and Cabinet Member for Resources <i>Strategic Director:</i> The Strategic Director of Customer and Digital Services	The Strategy and Partnerships Team are leading this work and will publish on the website when completed.	 April 2021.
Brent Council Procurement Strategy	That the Brent Council Procurement Strategy include how fair trade is to be delivered.	Cabinet 12 October 2020 Cabinet Decision/Response: Having noted the intention to incorporate the recommendations made by the Resources & Public Realm Scrutiny Committee when considering the strategy at their meeting on 1 October 2020, Cabinet RESOLVED to approve the Procurement Strategy 2020-2023 as set out in Appendix A of the report to Cabinet 12 October 2020.	Regeneration and Environment <i>Cabinet Member:</i> Cllr Margaret McLennan The Deputy Leader and Cabinet Member for Resources <i>Strategic Director:</i> The Strategic Director of Customer and Digital Services	The Procurement Strategy under the Sustainability Pillar can add the additional KPIs to support the recommendation. <ul style="list-style-type: none"> • Report on the number of suppliers who have signed up to the Fairtrade Mark. • Work with the whole supplier base to encourage an increase in the understanding Fairtrade principles and encourage sign up to the Fairtrade 	 April 2021.

Brent Council Procurement Strategy	To consider how Council contracts may be made available to smaller company providers.	Cabinet 12 October 2020 Cabinet Decision/Response: Having noted the intention to incorporate the recommendations made by the Resources & Public Realm Scrutiny Committee when considering the strategy at their meeting on 1 October 2020, Cabinet RESOLVED to approve the Procurement Strategy 2020-2023 as set out in Appendix A of the report to Cabinet 12 October 2020.	Regeneration and Environment <i>Cabinet Member:</i> Cllr Margaret McLennan The Deputy Leader and Cabinet Member for Resources <i>Strategic Director:</i> The Strategic Director of Customer and Digital Services	The Active Procurement and Community Wealth building pillars of the strategy, in particular, are relevant to this recommendation. For example there is a requirement on Service Areas, in the Active Procurement pillar, to review each major contract at least 18 months before it is due to expire. This includes, amongst other things, consideration of whether having smaller more local suppliers would be a viable option. The Community Wealth building pillar is all about keeping the Brent pound in the Brent economy.	 April 2021.
Violence Against Women Scrutiny report	That the Violence Against Women Scrutiny report and recommendations be adopted and referred to Cabinet for consideration.	Cabinet 7 December 2020 Cabinet RESOLVED to approve the Executive Response to the recommendations made by the Violence against Women and Girls Scrutiny Task Group, as detailed within Appendix 1 of the report. http://democracy.brent.gov.uk/ieListDocuments.aspx?CId=455&MId=6090&Ver=4	Regeneration and Environment The Safer Brent Partnership <i>Cabinet Member:</i> Cabinet Member for Community Safety and Engagement <i>Strategic Director:</i> The Strategic Director Regeneration and Environment	The scrutiny report and the Cabinet's Executive Response is to be considered at the next meeting of the Safer Brent Partnership on the 26 th January 2021.	 December 2021.

Notes

Violence Against Women Scrutiny report	<i>Recommendation 1</i> That the approach taken by the Council and its officers should align with our contextual safeguarding work and encourage the whole community to play a part – initiatives to raise awareness should not only to be directed at perpetrators or victims.	Decision: Agreed			 Decem ber 2021.
Violence Against Women Scrutiny report	<i>Recommendation 2</i> That a comprehensive engagement and communications strategy be devised and materials developed to use with a diverse range of different community stakeholders, developed by considering feedback from those with lived experience of domestic abuse and violence against women. The Safer Brent Partnership to share this with elected members.	Decision: Agreed			 Decem ber 2021.
Violence Against Women Scrutiny report	<i>Recommendation 3</i> That a training and development plan is put in place to improve staff knowledge and skills across staff teams and departments. That an audit be carried out what training specialist staff have had and how up to date their knowledge of best practice is, identifying any critical gaps in training and rectify and training insufficiencies within six to nine months.	Decision: Amended as; That a training and development plan is put in place to improve staff knowledge and skills across staff teams and departments. That an audit be carried out to identify when and what training specialist staff have had and offering a range of courses and learning opportunities to rectify any training insufficiencies within six to nine months.			 Decem ber 2021.

Violence Against Women Scrutiny report	<i>Recommendation 4</i> That a plan be developed for how the Council supports the training needs of its partners in the community and voluntary sector.	Decision: Agreed			 December 2021.
Violence Against Women Scrutiny report	<i>Recommendation 5</i> That the Council gain Domestic Abuse Housing Alliance (DAHA) accreditation and embed best practice.	Decision: Agreed			 December 2021.
Violence Against Women Scrutiny report	<i>Recommendation 6</i> That a strategic alliance with at least one other borough be sought, either outside of London or through the Pan London scheme, to facilitate housing for those who need to move for their safety.	Decision: Agreed			 December 2021.
Violence Against Women Scrutiny report	<i>Recommendation 7</i> That the Council consider building its own women's refuge that can take older teenaged male children who are dependants of a victim, who may not be accepted in a refuge currently - through our council house building programme.	Decision: Agreed			 December 2021.
Violence Against Women Scrutiny report	<i>Recommendation 8</i> Ensure that our commissioned services collect feedback from victims and survivors to use to improve services; and demographic data on ethnicity, languages spoken –to inform	Decision: Agreed			 December 2021.

	Joint Strategic Needs Assessments, and so that we can more accurately assess needs and prioritise resources.				
Violence Against Women Scrutiny report	<i>Recommendation 9</i> That safety audits be carried out to identify risks for premises where women need to access support for Violence Against Women and Girls.	Decision: Amended as That safety audits be carried out to identify risks for council premises where women need to access support for Violence Against Women and Girls.			 December 2021.
Violence Against Women Scrutiny report	<i>Recommendation 10</i> That it be ensured that all facilities and services are accessible to disabled women) and that the communications material and websites provide different accessible formats of information for women and girls from all sections of the community and with hearing or visual impairments to contact support services.	Decision: Agreed			 December 2021.

This is a table to track the progress of scrutiny recommendations made by one of the formal scrutiny committees at Brent Council. It is a standing item on the Committee's agendas, so that the Committee can keep track of the recommendations it has made, the decisions made, implementation status and provoke consideration of outcomes that have for residents, the Council and its statutory partners.

The tracker lists the recommendations made by the committee throughout a municipal year and any recommendations still not fully implemented from previous years since June 2019.

The tracker documents the scrutiny recommendations made, the dates when they were made, the decision maker who can make each decision in respect of the recommendations, the date the decision was made and the actual decision taken. The executive decision taken may be the same as the scrutiny recommendation (e.g. the recommendation was "agreed") or it may be a different decision, which should be clarified here. The tracker also asks if the respective executive decisions have been implemented and this should be updated accordingly throughout the year.

Scrutiny Task Group report recommendations should be included here but referenced collectively (e.g. the name of the scrutiny inquiry and date of the agreement of the scrutiny report and recommendations by the scrutiny committee, along with the respective dates when the decision maker(s) considered and responded to the report and recommendations. The Committee should generally review the implementation of scrutiny task group report recommendations separately with stand-alone agenda items at relevant junctures – e.g. the Executive Response to a scrutiny report and after six months or a year, or upon expected implementation of the agreed recommendation of report. The “Expected Implementation Date” should provide an indication of a suitable time for review.

Key:

Date of scrutiny committee meeting - For each table, the date of scrutiny committee meeting when the recommendation was made is provided in the subtitle header.

Subject – this is the item title on the committee’s agenda; the subject being considered.

Scrutiny Recommendation – This is the text of the scrutiny recommendation as it appears on the minutes – **in bold**.


Decision Maker – the decision maker for the recommendation, (**in bold**), eg the Cabinet (for Council executive decisions), full Council (for Council policy and budgetary decisions), or an NHS executive body for recommendations to the NHS. In brackets, (date), the date on which the Executive Response was made.

Executive Response – The response of the decision maker (eg Cabinet decision) for the recommendation. This should be the executive decision as recorded in the minutes. The Executive Response should provide details of what, if anything, the executive will do in response to the scrutiny recommendation. Ideally, the Executive Response will include a decision to either agree/reject/or amend the scrutiny recommendation and where the scrutiny recommendation is rejected, provide an explanation of why. In brackets, provide the date of Cabinet/executive meeting that considered the scrutiny recommendation and made the decision.

Department – the Council directorate (and/or external agencies) that are responsible for implementation of the agreed executive decision/response. Also provided, for reference only, the relevant Cabinet Member and strategic director.

Implementation Status – This is the progress of any implementation of the agreed Executive Response against key milestones. This may cross reference to any specific actions and deadlines that may be provided in the Executive Response. This should be as specific and quantifiable as possible. This should also provide, as far as possible, any evidenced outcomes or improvements resulting from implementation.

Review Date and Status - This is the expected date when the agreed Executive Response should be fully implemented and when the scrutiny committee may usefully review the implementation and any evidenced outcomes (eg service improvements). (Note: this is the implementation of the agreed Executive Response, which may not be the same as the scrutiny recommendation).

	Resources and Public Realm Scrutiny Committee 14 April 2020
	Report from the Operational Director for Environment
Update on the Implementation of the Air Quality Scrutiny Report and Recommendations	

Wards Affected:	All Wards
Key or Non-Key Decision:	N/A
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
No. of Appendices:	One: Appendix A – Brent Breathes Report of the Air Quality Scrutiny Inquiry
Background Papers:	Two: <ul style="list-style-type: none"> • Air Quality Scrutiny Task Group Report to Cabinet 14 January 2020 • Air Quality Actions Report to Cabinet 20 April 2020
Contact Officer(s): (Name, Title, Contact Details)	Lauren Salisbury Air Quality Policy and Project Officer Lauren.Salisbury@brent.gov.uk Sandor Fazekas Project Development Manager Tel: 020 8937 5113 Sandor.Fazekas@brent.gov.uk

1.0 SUMMARY/PURPOSE OF THE REPORT

- 1.1 The Resources and Public Realm Scrutiny Committee Air Quality Task Group prepared a report titled 'Brent Breathes', which included a list of ten recommendations, which was presented to Cabinet on 14th January 2020.

- 1.2 An Executive report considering actions in response to the recommendations set out in the 'Brent Breathes' report was approved by Cabinet at the meeting on 20th April 2020.
- 1.3 This report provides an update to the Scrutiny Committee against those actions over the past year.

2.0 RECOMMENDATION

- 2.1 That the Scrutiny Committee notes the updates provided in this report.

3.0 BACKGROUND

- 3.1 The Resources and Public Realm Scrutiny Committee established a Scrutiny Task Group to consider the issue of Air Quality in Brent in July 2019.
- 3.2 Cabinet considered and noted the report and its ten recommendations at the meeting on 14th January 2020.
- 3.3 Officers were tasked to consider the contents of the report and its recommendations, and provided a report to Cabinet on Air Quality Actions for their consideration and approval.
- 3.4 Cabinet approved the Air Quality Actions put forward in relation to the Scrutiny Committee recommendations at the meeting on 20th April 2020.
- 3.5 This report provides an update on the approved actions one year on.
- 3.6 It is important to note that the onset of the COVID-19 pandemic coincided with Cabinet approving the proposed Air Quality Actions in April 2020. This had unforeseeable consequences in relation to resource availability and focus, with rapid changes to funding sources and priorities in response to the pandemic. While this has enabled the roll out of ambitious programmes, such as the TfL Streetspace funded Active Travel schemes, some actions have not been progressed over the past year. This sets the context for progress against actions outlined in this report.
- 3.7 Since the Brent Breathes report was published, there has also been a landmark inquest into Ella Adoo-Kissi-Debrah's death in 2013, which found on 16th December 2020 that air pollution "made a material contribution" to the nine year old's death. This tragic case illuminates the issue of air pollution as a public health crisis and is important context when it comes to planning future air quality actions.
- 3.8 Brent's current Air Quality Action Plan (AQAP) is due to be updated over the course of 2021/2022. This will provide an opportunity to review and commit to further actions over the next five years.

Recommendations and Proposed Air Quality Actions

- 3.9 Officers have reviewed each of the recommendations in the 'Brent Breathes' report and provided an update on current and planned actions:

Recommendation 1. That the Council update the Air Quality Strategy and set out an aspiration to meet World Health Organisation (WHO) limits on air pollution, commit to addressing inequality in air quality, and compliment the wider climate emergency agenda. We should also lobby national government where we are unable to effect change ourselves.

Initial response:

- 3.10 Our Air Quality Action Plan 2017-2022 currently uses the EU legal requirements, which may change with Brexit with central Government legislative changes. The WHO limits are clearly lower and therefore far more challenging to meet.
- 3.11 In relation to air quality inequality, the areas within Brent which are likely to exceed national air quality objectives have been allocated as an Air Quality Management Area (AQMA). Within the AQMA, the worst affected areas for air pollution have been identified as hot spots, and have therefore been designated as air quality action areas. Both the AQMA and action area allocations were reviewed in 2016. The Greater London Authority (GLA) are due to review designated air quality hot spots in 2021. Improvement projects should concentrate on these areas as a matter of priority in the strategy. The main monitoring and project work is currently focussed with the AQMA and action areas. The AQMA encompasses the whole of the south of the borough due to high levels of vehicle emissions (particularly cars, heavy goods vehicles and buses) as well as higher levels of background pollution.
- 3.12 The Council will continue to work with the GLA and London Councils to deliver air quality improvement initiatives and the London Environment Strategy 2018.

Update:

- 3.13 Brent's AQAP is due to be updated over the course of 2021/2022 for publication in 2023. The objective to strive for the WHO guidelines for PM by 2030, in line with the London Environment Strategy 2018, will be considered as part of that review.
- 3.14 The location of the action areas will be reviewed as part of the AQAP review, with the publication of updated London Atmospheric Emissions Inventory data in 2021 by the GLA.
- 3.15 The Council will continue to work with the GLA and London Councils to deliver air quality improvement initiatives and the London Environment Strategy 2018.
- 3.15 The Council has published its Climate and Ecological Emergency Action Plan (2021-2030) which includes a theme solely around Transport, and key areas of

focus for improving active travel, moving away from petrol and diesel vehicles and encouraging public transport when it is safe to do so. All of this will contribute to improving air quality within the borough. This strategy has been developed in consultation with officers responsible for air quality actions across the Council.

Recommendation 2. That the Council, in consultation with Transport for London, and the Football Association, agree a strategy to reduce the air quality impact of non-resident car use in Brent.

Initial response:

- 3.16 The Council recognises the negative impact of non-residential car use has on air quality in Brent and the need to reduce car travel both to and through the borough.
- 3.17 The Council will be developing a Parking Management Strategy in 2020 in preparation for the expansion of the Ultra Low Emission Zone (ULEZ) to the area south of the A406 North Circular Road in October 2021 and the potential impact on congestion and air quality.
- 3.18 The Council will work with the Football Association, TfL and strategic partners in developing a strategy for reducing car use and the negative impact on air quality.
- 3.19 Local journeys also contribute towards congestion and air quality. The Council have an emissions based permit charging scheme and introduced a diesel levy in April 2019, and will continue to raise awareness of the effects of car travel on air quality and encourage behavioural change towards sustainable travel.

Update:

- 3.20 TfL have reviewed the potential impact of the ULEZ expansion on congestion and air quality and advised that there is a relatively small risk of non-compliant vehicles parking just outside boundary and switching mode to access destinations inside the zone. TfL have also provided some new guidance on parking post Covid-19 that aligns with London Streetspace Plan principles. The impact the ULEZ has on parking will need to be monitored and new controls considered as part of a revised Parking Management Strategy, which will be progressed in 2021.
- 3.21 The Council is still committed to working with the Football Association, TfL, and strategic partners in developing a strategy for reducing car use and the negative impact on air quality. However, this could not be progressed over 2020 due to the need to focus resources on dealing with the COVID-19 pandemic.
- 3.22 Over the past year, the Council has implemented an ambitious programme of Active Travel initiatives in response to the COVID-19 pandemic. The Council was successful in bidding for TfL Streetspace funding, after LIP funding was

paused, and through this has continued to raise awareness of the effects of car travel on air quality and encouraged behavioural change towards sustainable travel. This has been achieved through the implementation of School Streets, with thirty participating schools, and also reducing rat-runs with 5 new Brent Healthy Neighbourhoods, with a further 5 planned for the spring 2021, following community engagement.

<https://www.brent.gov.uk/services-for-residents/transport-and-streets/making-travel-safer-and-healthier/>

3.23 The 2021/22 Local Implementation Plan Annual Spending Submission will also focus on Active Travel measures. A report will be considered by Cabinet following confirmation from TfL on funding that will be made available. This currently remains uncertain as TfL have experienced severe financial difficulties due to the pandemic and are negotiating a settlement with the Department for Transport (DfT).

3.24 To assist with developing future schemes in relation to promoting a shift away from car usage, the Council also set up an interactive online community engagement tool, which is being used to crowdsource resident ideas for making active travel in Brent an easy and safe option. The site achieved:

- 3390 visitors (An individual person who visited a Commonplace website. If a person used multiple devices, they may be counted as several visitors)
- 3773 contributions (The total number of comments and agreements by respondents to express their opinion)
- 751 respondents (A person who contributed to a Commonplace website by either adding a comment or an agreement)

<https://brentactivetravel.commonplace.is/>

3.25 In addition, Brent supported Car Free Day 2020 and Clean Air Day 2020 with online communications campaigns to share the impact of car usage across the borough.

- <https://www.brent.gov.uk/council-news/september-2020/take-the-car-free-pledge-as-you-return-to-work-with-myfreecartrip/>
- https://twitter.com/Brent_Council/status/1314083165749817344
- <https://www.bestbrent.co.uk/Article/79154>

Recommendation 3: That the council set up a Green Brent Partnership: a forum with organisations impacting air quality in Brent- including the private sector, community organisations and campaign groups – to agreed shared targets to improve air quality locally. We should also lead by example taking steps to reduce the air quality impact of Brent Councils own activities.

Initial response:

- 3.26 Steps are being taken to form a Brent Community and Environmental Action Network to encourage partnerships in response to the Climate Emergency. The Interim Report on Brent's Response to the Climate and Ecological Emergency to Full Council on 25th November 2019 sets out the steps the Council has taken and includes an Annual Green Summit;
<http://democracy.brent.gov.uk/documents/s91750/14.%20Interim%20Climate%20Emergency%20Report.pdf>
- 3.27 A forum dedicated to air quality may be an effective way of working with local community groups and businesses to raise awareness and improve air quality in the borough, and this will be explored further.
- 3.28 The Council will explore future opportunities for reducing emissions from its activities and has an extensive programme of installing electric vehicle charging points across the borough, providing cycle hangers and cycle parking and will continue to promote sustainable travel.

Update:

- 3.29 In response to the Climate and Ecological Emergency, the Brent Environmental Network has been established and launched. This new network of local residents, businesses, community groups, and schools will encourage partnership working in response to the Climate and Ecological Emergency. The network has seen just under 350 members join so far. The most recent e-newsletter sent to the network's members (March 2021) was solely focused on the topic of air quality, and highlighted the initiatives that both the council and the community are undertaking to contribute to improving air quality in the borough, and the steps that people can take to simultaneously reduce air quality and contribute to reducing carbon emissions.

<https://www.brent.gov.uk/your-community/climate-emergency/community/brent-environmental-network/>
- 3.30 A forum dedicated to air quality will be considered particularly in relation to reviewing the AQAP however there has not been scope to take this forward over the past year.
- 3.31 The Council is actively exploring opportunities for reducing emissions from its activities:
- Through the development of a new Sustainable Procurement Policy, we will aspire to review and replace our current fleet with low emission models over the next ten years.
 - Additionally, the Council is developing a Staff Travel Plan to support Council staff in reducing car usage and adopting active modes of travel wherever possible, capitalising on the opportunity to build back greener following the COVID-19 pandemic.

- Anti-Idling guidance has been published for Brent staff, members, and suppliers and contractors to encourage those travelling around the borough to switch off their engine wherever possible. This has been disseminated to Council staff and suppliers, with workshops offered on the topic.
- 3.32 In order to tackle emissions from freight and deliveries, the Council has also arranged for business engagement activities to take place over 2021. Following a successful bid by Brent and the Cross River Partnership (CRP), the borough will be involved in a 21-month long project to improve air quality in the Willesden Green area, by helping businesses recover from COVID-19 in a sustainable way. The “Clean Air Villages” project (CAV4) is being delivered by the CRP and is funded by Defra’s Air Quality Grant. The Willesden High Road area is an Air Quality Focus Area, which means it has been identified as having poor air quality. Overall, the project aims to engage with businesses to deliver ambitious “Freight Solutions for a Clean Air business recovery from COVID-19”. The CAV4 Freight Solutions when implemented will incorporate consolidation; distribution; mode; technology; and policy elements, trialled across different ‘Villages’ – one of which will be the Willesden High Road area.
- 3.33 In addition, a pilot cargo-bike engagement scheme is being run in Harlesden town centre in Spring 2021. Several businesses are being offered the opportunity to trial a partially subsidised cargo bike. A Try Before you Bike scheme has also been set up which also now includes cargo bikes.
- 3.34 The Council has an extensive programme of installing electric vehicle charging points across the borough, providing cycle hangers and cycle parking. To date we have 5 Rapid Charging Points, 61 Source London Charging Points and 85 Lamp Column Charging points. With an investment of circa £764,000 of Office of Low Emission Vehicles (OLEV) grant funding and £150,000 of S106 developer and Capital funding, we are implementing a further 180 Lamp Column Chargers, 100 kerbside Chargers over the next 6 months. A further £300k of s106 Developer funding has been secured for an additional 50 cycle hangars over the next 2 years. Work has also commenced on the development of an Electric Vehicle Charge Point Delivery Plan which will set out the Council’s approach to accelerating delivery of EVCP infrastructure in the borough in line with objectives of the Council’s emerging Climate Change Strategy and Air Quality priorities. The Plan will identify the types of infrastructure required (and locations for these), establish mechanisms for funding/delivery and set out the range of processes for implementation.

Recommendation 4: That the Council closely monitors and review the air quality impact of current policies and, most particularly the Ultra-low emission zone, and consider implementing or lobbying for stronger measures if necessary. It should also keep the provision of air quality monitoring sites under review.

Initial response:

- 3.35 Monitoring is ongoing as part of Brent’s Air Quality Action Plan obligations. Further funding would be required for more extensive air quality monitoring, however, Brent are planning to proactively pilot low-cost air quality sensors

utilising emerging technologies. The Council will also benchmark with neighbouring boroughs on collating air quality data.

- 3.36 TfL will monitor and report on the potential effects of the ULEZ expansion, officers will raise concerns with TfL on the measurement of the impact in neighbouring areas or arrange local air monitoring.

Update:

- 3.37 Over the course of 2020, Brent Council arranged for extra air quality monitoring to assess the impact of schemes implemented through the TfL Streetspace programme. Diffusion tubes were installed to monitor all School Streets and Brent Healthy Neighbourhood schemes which will provide annual mean concentrations of NO₂ – although this does not provide categorical assessment of the impact of these schemes on air quality, it ensures the local air quality in these surrounding areas are being assessed.

- 3.38 In addition, Brent Council arranged to be included in the GLA monitoring study of School Streets, the report for which can be found here:

<https://www.london.gov.uk/WHAT-WE-DO/environment/environment-publications/school-streets-air-quality-study>

- 3.39 The Brent IKEA monitoring site underwent an upgrade in 2020. This is situated next to the North Circular Road and the upgrade was essential to improve and retain good data capture.
- 3.40 Brent have progressed a pilot of low-cost air quality sensors utilising emerging technologies which is due to run in Spring/Summer 2021.
- 3.41 The Council will benchmark with neighbouring boroughs on collating air quality data as part of the upcoming AQAP review.
- 3.42 TfL will monitor and report on the potential effects of the ULEZ expansion, officers will raise concerns with TfL on the measurement of the impact in neighbouring areas or arrange local air monitoring. Furthermore, the GLA are due to release updated air quality data through the London Atmospheric Emissions Inventory (LAEI) which will include modelled projections. This data will be fully assessed once received.

Recommendation 5: That the Council make the delivery of Healthy Streets a central; corporate and political priority across the borough, working closely with residents to expand the number of healthy street locally.

Initial response:

- 3.43 The Healthy Streets Approach puts people, and their health, at the heart of decision making to provide a healthier, more inclusive environment where people choose to walk, cycle and use public transport.

- 3.44 The Council recognises that Healthy Streets schemes have been delivered successfully across London, and have resulted in behavioural change and reduced congestion and air pollution, particularly where there has been a significant investment.
- The development of a strategy to consider how areas of the borough should be prioritised for healthy streets investment would be beneficial. Whilst there is a place for well-established road safety and traffic calming measures, this approach could be embedded into the design of future projects. The Local Implementation Plan (LIP) Annual Spending submission report to Cabinet on 11th November highlighted a healthy neighbourhood approach;
<http://democracy.brent.gov.uk/documents/s91056/10.%20LIP%20Annual%20Spending%20Submission%20Report%20Cabinet%20v6%20Final.pdf>
- 3.45 Two ‘schools streets’ are being piloted with the aim to roll out to other areas in the borough as part of our LIP programme. These are schemes that prohibit vehicles, (except emergency, service and residents vehicles), from entering streets near schools during morning and afternoon peak hours. CCTV enforcement cameras with Automated Number Plate Recognition (ANPR) technology have been installed.

Update:

- 3.46 During the course of 2020, in response to changing priorities as a result of COVID-19, a Draft Brent COVID-19 Transport Recovery Plan was developed and consulted on. Healthy Streets and prioritising space for pedestrians and cyclists feature as key priorities. The Plan is to be reviewed following consultation and will be re-branded as an Active Travel Implementation Plan. This work is expected to be completed by the end of 2021.
- <https://www.brent.gov.uk/your-community/coronavirus/changes-to-council-services/transport-and-streets/>
- 3.47 In addition, the Brent Long Term Transport Strategy is also being reviewed. An internal steering group has been established to inform its development. The Healthy Streets approach again is a key priority and links in with air pollution objectives. A draft plan is scheduled to be taken to Cabinet in Summer 2021 for approval to undertake wider consultation. It is anticipated that the revised plan will be completed by early 2022.
- 3.48 Over the past year, through the TfL Streetspace scheme, there has been a focus on giving space to pedestrians to enable social distancing and also to promote a green recovery from the pandemic. Through this, the following has been achieved:
- **School Streets**
- The School Streets programme has expanded rapidly through successful bids for funding from the TfL Streetspace Scheme. The two ‘school streets’ which were being piloted have now been made permanent and CCTV

cameras with Automated Number Plate Recognition (ANPR) technology have been installed. Thirty additional schools are participating in pilot School Streets schemes. These are being consulted on until 30th July 2021 after which a decision will be made whether to make them permanent or not. So far, funding has been identified for a total of 8 ANPR cameras which will assist with making a number of schemes permanent. A report from GLA finds that School Streets can result in up to 23% reduction in NO2. These are schemes that prohibit vehicles, (except emergency, service and residents vehicles), from entering streets near schools during morning and afternoon peak hours.

<https://www.brent.gov.uk/services-for-residents/transport-and-streets/making-travel-safer-and-healthier/school-streets/>

- **Brent Healthy Neighbourhoods**

The Council have implemented 5 new healthy (Low Traffic) Neighbourhood schemes with plans for a further 5 new schemes in the Spring. Following the Extraordinary Meeting of Full Council on 16th October 2020, we have committed to enhanced public Engagement and monitoring arrangements. Living Streets have recently been commissioned to support the public engagement and work with local communities to develop schemes that provide local benefits and are supported. Funding for 8 ANPR CCTV Cameras has been secured for some locations to improve accessibility by the emergency services.

<https://www.brent.gov.uk/services-for-residents/transport-and-streets/brent-healthy-neighbourhoods/>

- **Pop up cycle lane on Harrow Road**

In September 2020 we implemented a new temporary cycling lane between Wembley Triangle and the A406 North Circular Road. We are currently working with TfL on developing a permanent strategic cycle lane on this route.

<https://www.brent.gov.uk/services-for-residents/transport-and-streets/making-travel-safer-and-healthier/improving-cycling/>

- **Pavement widening**

Pavements in 19 locations in some of our busiest streets in town centres have been temporarily widened to help residents stay safe and enable them to safely social distance to prevent the spread of COVID-19.

Recommendation 6: That the council outline, publish and consult on a clear strategy for engagement with TfL on active travel initiatives – including the planned Willesden to Wembley cycle superhighway , measures to improve public transport provision, and any future initiatives to improve accessibility over the North Circular.

Initial response:

- 3.49 The Council have established Active Travel and Public Transport forums, which are attended by partners, including TfL, with a focus on improvements that need to be made to promote active travel and the use of public transport within the borough. We will continue to work with TfL on active travel initiatives.
- 3.50 TfL in partnership with the Council are now developing a Healthy Streets Corridor between Wembley and Willesden. The scheme will include improvements for walking, cycling, public transport accessibility, as well as greening along the corridor.
Pre-engagement meetings with members were held in January 2020, with pre-engagement surveys with residents and businesses taking place in February 2020. A report will be taken to Cabinet in the late spring 2020.
- 3.51 The Council plan to engage with TfL to discuss emission reduction on the North Circular, which is the single highest source of transport related pollution in the borough and improving accessibility.

Update:

- 3.52 The Healthy Streets Corridor between Wembley and Willesden Junction has been paused due to TfL financial difficulties and many of their staff, including those in the Cycling Infrastructure team, being furloughed over the last year. However, this work has resumed although funding has yet to be confirmed. A priority for the Council remains the need to improve cycle and pedestrian access over physical barriers such as major roads, railways and waterways as a means of reducing severance and connecting our communities. We will continue to work closely with the likes of TfL, Network Rail and developers to explore options to fund and implement measures that will improve accessibility and improve conditions for cyclists and pedestrians.
- 3.53 There will be discussions with TfL on the North Circular Road and opportunities to reduce emissions during 2021.
- 3.54 The Brent Active Travel and Public Transport forums are ongoing.

Recommendation 7: That the Council expand the number of initiatives for dealing with the impact of housing and the built environment, and engage closely with experts to consider further steps as new evidence and technology emerges.

Initial response:

- 3.55 The impact of the built environment on air quality in Brent will require assessment and our policies can be aligned to our strategies for growth to reduce any negative impact.
Brent's Energy and Sustainability team have a number of active initiatives that aim to reduce emissions from housing and in regeneration areas, and will consider further opportunities.

- 3.56 A cross council Air Quality Action Group has been established which is attended by the Lead Member for the Environment to focus on meeting air quality improvement targets. This group shall also consider evidence and emerging technologies and initiatives to support lower emissions. Brent are applying to the Greater London Authority for Cleaner Air Borough status in June 2020.

Update:

- 3.57 All planning applications received by the council are assessed for potential air quality impacts by the Regulatory services team. If necessary, planning conditions are applied to mitigate potential emissions from construction dust and any other potential impacts on local air.
- 3.58 The council proactively promotes initiatives to cut energy use, signposting commercial and residential building owners to assist them to replace old boilers and encourage them to adopt other measures to get the most out of energy they use. Brent's Energy and Sustainability team have a number of active initiatives that aim to reduce emissions from housing and in regeneration areas, and will consider further opportunities.
- 3.59 The council actively discourages the domestic burning of waste and provides alternatives such as green waste collection service. Burning of waste on commercial premises and at waste facilities is prohibited.
- 3.60 During 2020, Brent Council joined a pan-London working group on wood-burning to establish best practice across London for sharing information on regulation with solid fuel suppliers.
- 3.61 A cross council Air Quality Action Steering Group was planned to be established in 2020 but this was postponed due to COVID-19. This will be set up in 2021 in relation to the AQAP review to ensure all relevant departments across the Council feed into this process. This group shall also consider evidence and emerging technologies and initiatives to support lower emissions.
- 3.62 As part of the Climate and Ecological Emergency 2021-22 delivery plan, the Council is developing a plan for the council to achieve net zero carbon emissions from the council's own estate and operations by 2030.

Recommendation 8: That the council continues to support green space as a way of supporting active travel, and because of its wider benefits to health, the climate and biodiversity, but ensure that measures to improve greening are not promoted as an alternative to dealing with the underlying causes of poor air quality.

Initial response:

- 3.63 Greening including the planting of trees, creating rain gardens, meadowing and providing pocket parks and parklets are integral to a Healthy Streets approach to create an environment that encourages active travel, and will be considered in future schemes.
- 3.64 While greening may act as a physical barrier to air pollution, it may not mitigate against the impact of poor air quality apart from some particulate matter adhering to foliage, and will not be considered as an alternative to addressing wider issues. Consideration will be given to on the type of greening that should be used to maximise benefits including sustainable urban drainage and biodiversity, and minimise ongoing maintenance costs. Local community groups or schools could assist in maintaining plantings and greening and this would have a benefit in helping to promote civic pride in our neighbourhoods.
- 3.65 Brent's Local Plan 2020 will set out our vision for protecting and enhancing the built and natural environment, and transport for continuing growth to 2041 and beyond. Sustainable infrastructure, with an aim for all development in growth areas to be Air Quality positive, and a focus on sustainable travel and a healthy streets approach will support improvement to air quality in the borough.

Update:

- 3.66 A core aim of the Draft Long Term Transport Strategy is making our streets safer, greener and more inclusive. A key priority is expanding the provision of 'green' infrastructure, including the greater use of 'parklets', street trees, green walls and Sustainable Drainage Systems (SuDS) as a means of reducing environmental impact and mitigating climate change. We will also look to trial the use of 'innovative' surface materials as a means of improving local air quality and reducing disturbance from vehicle noise.
- 3.67 Greening, including new street trees and rain gardens, will be embedded in major schemes such as the Kensal Corridor Improvements and Kilburn High Road schemes. This will help establish a greener and more pleasant environment to encourage walking.
- 3.68 The "Right green infrastructure, right place guideline' published by the Greater London Authority provides best practice on using green infrastructure to protect people from air pollution (April 2019). There is strong evidence to show that greening can act as a physical barrier to air pollution which is important where reducing emissions at the source will take a long time.
- 3.69 A pilot green barrier project has been scoped for 2021. The Council will be working with at least one school to install a green barrier where a playground boundaries a busy road with the aim to reduce pollution exposure.
- 3.70 As part of the Council's Climate and Ecological Emergency Strategy, in 2021-2022 the Council is developing a Green Infrastructure Vision for Brent for 2030

which will include consideration of air quality hot spots to implement street level interventions.

Recommendation 9: that the council continues to promote measures to improve air quality in our schools, and where possible enhance and expand on existing initiatives. It should work in partnership with schools and students to agree a shared approach to improving air quality in the borough.

Initial response:

- 3.71 The Council has established a robust and on-going programme of air quality auditing and education at schools in the borough. Our 'Breathe Clean' Project,' targeted 56 primary and 10 secondary schools; two air quality assemblies were delivered at each school covering London's current air quality, methodologies for measuring air quality and ways of combatting pollution. In the weeks between assemblies, air quality was measured, with the help of the pupils, across each school. We are now launching phase two, which targets infant schools. This initiative has helped raise awareness and will encourage behavioural change amongst parents and carers.
- 3.72 We continue to engage with schools on their travel plans and raise awareness about the effects of poor air quality to encourage behavioural change.
- 3.73 The focus is now on rolling out a 'school streets' programme as it is recognised that school travel plans and engineering work to improve safety for walking and cycling have not addressed congestion around many of our schools.

Update:

- 3.74 Significant work has been undertaken over the course of the past year to improve air quality outside schools with the implementation of schools streets outside thirty schools. The GLA has demonstrated that School streets can reduce NO₂ concentrations by up to 23% in the morning run. As part of this project, NO₂ diffusion tubes have also been installed outside participating schools so that local air pollution can be monitored.
- 3.75 The Breathe Clean project has now been completed and a report is available. The data from this, along with data provided by the GLA, has been collated and is being used to help prioritise schools for interventions, such as the green-screen pilot project and anti-idling events.
- 3.76 As part of the Council's Climate and Ecological Emergency Strategy, the council will be establishing a specific Schools Climate Champions Network within the overarching Brent Environmental Network. The creation of a dedicated schools network is aimed to bring together the relevant environmental leads from within all of Brent's schools as champions for the environment. It will provide a mechanism for staff collaboration on best practice, knowledge sharing and as a platform for ideas and discussion on how schools

and the council can work together most effectively to achieve our aims for carbon neutrality and a greener, cleaner and more sustainable future for all.

Recommendation 10: That the Council, working with the health sector, statutory partners and Brent's Public Health team, spearhead a public health awareness and behavioural change campaign about air quality. The local NHS should also play its part in delivering this, and lead by example in the measures they take to improve air quality.

Initial response:

- 3.77 Brent acknowledges that in order for air quality to improve in the Borough, strong partnerships with local NHS trusts need to be forged.
- 3.78 The Council is working with hospitals in the borough to establish the Clean Air Hospital Framework, a programme of assessing the hospital for air pollution processes and find ways of mitigating such emissions, to protect patients, workers and visitors. There will also be a major public health awareness raising aspect to this initiative.
- 3.79 In relation to public awareness, the Brent Public Health Team is working to develop an online Public Health Dashboard to enable residents to access health data relating to air quality (amongst other things) more readily.
- 3.80 Our Public Health team can explore further opportunities to make information available through the NHS locally as well as through GPs surgeries to promote both the health benefits of active travel and reducing exposure to indoor air pollution

Updated response:

- 3.81 Over the past year, the Public Health Team's priority has been responding to the COVID-19 pandemic. However, it is recognised that this is an integral workstream to re-establish, especially given the potential links of severe COVID-19 with air pollution exposure and also the landmark inquest of Ella Adoo-Kissi-Debrah's death, ruling that air pollution "made a material contribution" to the nine year old's death.
- 3.82 An air quality webinar was included as part of Brent's Health and Wellbeing Fair in February 2021 to help raise awareness of the issue.
- 3.83 Furthermore, a working group has been set up to establish the most effective channels to share Air Quality alerts with vulnerable residents. This includes representatives from Public Health and it is planned to have a finalised communications plan in Summer 2021.

Further Actions

- 3.84 We have commenced planning for a new Air Quality Action Plan from 2023. This will involve a review of our priorities and public engagement, and this will

be subject to consultation with stakeholders during development over the next 18 months.

- 3.85 The Air quality Steering group Meetings will be re-established in the Spring of 2021. This group focuses on the delivery of the London Local Air Quality Management (LLAQM) priorities and we plan to apply for Clean Air Borough status this year as applications for 2020 were paused.
- 3.86 Whilst the recommendations within the Brent Breathes report are welcomed and supported, progress will be dependent on establishing strong collaborative partnerships and funding available.

4.0 FINANCIAL IMPLICATIONS

- 4.1 The Council has established annual revenue budgets in place specifically for two members of staff to monitor air quality and for policy and projects. This is a total of £122,400, of which £58,200 is within Regulatory Services for air quality monitoring and £64,200 in Highways and Infrastructure for Policy and Projects. It is envisaged that an additional member of staff will be required to deliver air quality improvements in the borough, the cost of which will be £58,200 per annum to be funded from existing Council budgets.
- 4.2 There are also capital budgets available for the delivery of infrastructure improvements and initiatives which include supporting sustainable travel, the primary source being £2.247m of TfL grant funding to deliver the Councils Local Implementation Plan (LIP), but this is subject to confirmation by TfL. This funding will be used for Healthy Neighbourhoods, localised measures to encourage safe and sustainable travel, for improved walking and cycling amenities, greening and for localised air quality monitoring using diffusion tubes / reports / studies.
- 4.3 For 2020/21 TfL also allocated £0.9m from their bus priority programme for infrastructure improvements to benefit bus accessibility and reduce journey times. Officers anticipate reduced level of funding will be available for 2021/22.
- 4.4 The Council have committed to invest up to £20m of capital funding for a footway improvement programme, which will help encourage walking in the borough. This spend commenced in 2019/20. This is in addition to the annual £3.5m capital funding allocation which for 2019/20, has been targeted towards improving the condition of the boroughs roads. Some of this funding will be used for improvements to local shopping areas, which will include greening.
- 4.5 The Council may also have the opportunity to bid for TfL Liveable Neighbourhood funding to support Healthy Streets projects and also Mayors Air Quality Funding for air quality projects and initiatives.
- 4.6 Additionally, approximately £1m of funding is usually available through S106 developer contributions for schemes to mitigate the impact of development in the borough. Some of this funding can be allocated to support sustainable transport, providing it meets the terms of the legal agreement.

- 4.7 Officers are also considering the use of Community Infrastructure Levy (CIL) towards infrastructure projects to improve sustainable travel.
- 4.8 There may also be opportunities in the future to secure partnership funding for joint initiatives.
- 4.9 The financial implications on revenue and capital budgets on delivering air quality actions will be assessed in detail as projects and initiatives are further developed.

5.0 LEGAL IMPLICATIONS

- 5.1 The management and improvement of air quality is largely driven by European Union (EU) legislation. The 2008 ambient air quality directive (2008/50/EC) sets legally binding limits for concentrations in outdoor air of major air pollutants that impact public health such as particulate matter (PM10 and PM2.5) and nitrogen dioxide (NO2). With Brexit, the UK may opt to adopt the stricter standards of the World Health Organisation (WHO) objectives, or enshrine the EU limit values into UK law.
- 5.2 In the UK, responsibility for meeting air quality limit values is devolved to the national administrations in Scotland, Wales and Northern Ireland. The Secretary of State for Environment, Food and Rural Affairs has responsibility for meeting the limit values in England and the Department for Environment, Food and Rural Affairs (Defra) co-ordinates assessment and air quality plans for the UK as a whole.
- 5.3 The UK Government and the devolved administrations are required under the Environment Act 1995 to produce a national air quality strategy. The strategy sets out the UK's air quality objectives and recognises that action at national, regional and local level may be needed, depending on the scale and nature of the air quality problem.
- 5.4 Clean Air Act 1993 (CAA) was introduced to address air pollution from smog caused by widespread burning of coal for residential heating and by industry. The CAA covers England, Wales and Scotland and there is separate legislation for Northern Ireland. The legislation targets smoke emission from chimneys and premises and smoke emissions from residential and non-residential furnaces. Although some activities fall on Defra and the Devolved Administrations, the key CAA measures are applied and supervised by Local Authorities. The CAA is the legal instrument to address such pollution.
- 5.5 Vehicle idling is an offence under The Road Traffic (Vehicle Emissions) (Fixed Penalty) (England) Regulations 2002. The law states that; is an offence to idle your engine unnecessarily when stationary. If you fail to turn your engine off after being asked to do so by an authorised officer, you may be issued with a fixed penalty notice of £20 increasing to £40 if the fixed penalty is not paid before the expiry of the prescribed time'. As part of the Pan-London Vehicle Idling Action campaign, Brent is pursuing this aspect of enforcement to help reduce air pollution from idling vehicles in the borough.

6.0 DIVERSITY AND EQUALITY IMPLICATIONS

- 6.1 The public sector duty set out at 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, and to advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not share that protected characteristic.
- 6.2 There are no diversity implications arising from this report and its recommendations at this time. However, an Equality Assessment will be carried out for any future proposals for strategies, initiatives and projects to improve air quality in the borough.

7.0 STAFFING / ACCOMMODATION IMPLICATIONS (IF APPROPRIATE)

- 7.1 The need for an additional member of staff to assist with the delivery of these Air Quality actions and future initiatives has been identified, please refer to the finance section for further information.
- 7.2 There are no requirements for the alteration of accommodation.

Brent Breathes

Report of the Air Quality Scrutiny Inquiry of Brent Council's Resources and Public Realm Scrutiny Committee

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Chapter 1 - About this scrutiny inquiry

List of recommendations

- **Recommendation 1:** That the Council update the Air Quality Strategy, and set out an aspiration to meet World Health Organisation limits on air pollution, commit to addressing inequality in air quality and complement the wider climate emergency agenda. We should also lobby national government where we are unable to effect change ourselves.
- **Recommendation 2:** That the Council, in consultation with Transport for London and the Football Association, agree a strategy to reduce the air quality impact of non-resident car usage in Brent.
- **Recommendation 3:** That the Council set up a Green Brent Partnership: a forum with organisations impacting air quality in Brent – including the private sector, community organisations and campaign groups – to agree shared targets to improve air quality locally. We should also lead by example by taking steps to reduce the air quality impact of Brent Council's own activities.
- **Recommendation 4:** That the Council closely monitor and review the air quality impact of current policies, most particularly the Ultra-Low Emission Zone, and consider implementing and/or lobbying for stronger measures if necessary. It should also keep the provision of air quality monitoring sites under constant review.
- **Recommendation 5:** That the Council make the delivery of healthy streets a central corporate and political priority across the borough, working closely with local residents to expand the number of healthy streets locally.
- **Recommendation 6:** That the Council outline, publish and consult on a clear strategy for engagement with Transport for London on active travel initiatives – including the planned Willesden-Wembley Cycle Superhighway, measures to improve public transport provision and any future initiatives to improve accessibility over the North Circular.
- **Recommendation 7:** That the Council expand the number of initiatives for dealing with the air quality impact of housing and the built environment, and engage closely with experts to consider further steps as new evidence and technology emerges.
- **Recommendation 8:** That the Council continue to promote green space as a way of supporting active travel, and because of its wider benefits to health, the climate and biodiversity, but ensure that measures to improve greening are not promoted as a alternative to dealing with the underlying causes of poor air quality.
- **Recommendation 9:** That the Council continue to promote measures to improve air quality in our schools, and where possible enhance and expand on existing initiatives. It

should work in partnership with schools and students to agree a shared approach to improving air quality in the borough.

- **Recommendation 10:** That the Council, working with the health sector, statutory partners and Brent's public health team, spearhead a public health awareness and behavioural change campaign about air quality. The local NHS should also play its full part in delivering this, and lead by example in the measures they take to improve air quality.



Foreword from the Chair

To whom it may concern,

In July 2019, my fellow Scrutiny Inquiry members and I were honoured to have been appointed by Brent Council's Resources and Public Realm Scrutiny Committee to serve on a Scrutiny Inquiry into air quality in our borough. After six months of work, it is a pleasure to present the results of our investigations, and to present recommendations on what more the Council needs to do to improve air quality in Brent.

Poor air quality is the greatest environmental risk to ill health in the UK, and the fourth-greatest threat to public health after cancer, heart disease and obesity.¹ A shocking proportion of UK deaths – some 8% – are linked to air pollution in some way.² We should be candid in accepting that for far too long, successive governments, private companies and regulators have at best neglected this public health crisis; and at worst wilfully misrepresented the evidence (as we now know to be the case with many car manufacturers). National and local policies have simply not kept pace with advancements in the scientific understanding of the harmful health effects of poor air quality; and given the scale of impact air quality has on public health, the public health sector has invested far too little energy and resources in raising awareness about the problem.

We must act urgently and decisively to redress this imbalance. Brent's own air quality challenges are by no means unique to the borough, and the issues we face are similar to those of many other London boroughs – most especially those, like us, which straddle inner and outer London, with the heavily-polluting North Circular in-between. But the challenges we face are nonetheless considerable, with Friends of the Earth research suggesting four of the ten most polluting areas in London are in Brent.³ Across the borough as a whole, levels of Nitrogen Dioxide breach EU legal limits, and whilst levels of Particulate Matter (PM) 2.5 and PM10 are within *EU* air pollution limits, some parts of the borough exceed the more stringent *World Health Organisation* limits for PM (see Chapter 2).

We know from our day-to-day engagement with Council Officers, Cabinet Members and other Councillors how seriously this issue is taken in the borough, and the scrutiny inquiry is supportive of the policies Brent has already implemented to address this. We particularly support the Council's diesel surcharge, its School Streets pilots and its exploratory work on Low Emission Zones. At a London-wide level, the October 2021 extension of the Ultra-Low Emission Zone to the border of the North Circular will dramatically improve air quality in Brent, and we encourage the Council to fully support this initiative, work with Transport for London to raise awareness about

it and lobby strongly for the Government to contribute towards scrappage and trade-in schemes for affected residents and businesses.

However, much more can and should be done, especially in light of the Council's recent declaration of a climate and ecological emergency. In order to explore this in further detail, the scrutiny inquiry has spent the past six months speaking to dozens of experts and key stakeholders, and reviewing the latest evidence. We have also commissioned five reports from the Council to understand more about air quality in the borough, and attended a number of public meetings to gather further evidence. A full list of witnesses engaged with, reports commissioned and meetings attended is contained in Appendix A and B of this report.

This report sets out the results of our work, and is split into nine chapters. The first two chapters set out information on this Scrutiny Inquiry (Chapter 1) and a situation analysis of current air quality issues in Brent, in the context of the wider issues in the UK and London (Chapter 2). The succeeding chapters of this report then review what more Brent needs to do to address air quality in six key areas: reviewing the objectives of Brent's Air Quality Action Plan (chapter 3); personal car usage, freight and procurement (Chapter 4); public transport, walking and cycling (Chapter 5); housing, planning and the built environment (Chapter 6); schools, children and young people (Chapter 7); and engagement, awareness-raising and public health (Chapter 8).

The final chapter of this report (Chapter 9) brings together the results of this analysis, and makes ten key recommendations to the Council. The full details of these recommendations and how we propose to implement them are contained in the succeeding pages; but to summarise them at the outset, we recommend that the Council:

1. **Commit to meeting and exceeding stronger World Health Organisation limits on air quality and addressing inequality in air quality in the borough.** We should accept that EU air quality limits are insufficient, and lobby national government for stronger standards, and more concerted action, where we are unable to effect change.
2. **Set out a dedicated strategy to reduce non-resident car usage in the borough, most especially on Wembley Event Days and through the North Circular.** Amongst other things, the Council should agree a cap on non-resident parking on Event Days with the Football Association, and private commercial car parks in Brent for non-residents should charge a diesel surcharge along the same lines as Brent Council's diesel surcharge.
3. **Establish a 'Green Brent Partnership: a forum to get the private sector to commit to reducing the air quality impact of their activities.** This partnership should work with companies to reduce the air quality impact of its freight and procurement processes, by integrating procurement and using low- and zero-emission vehicles for deliveries. The Council should also lead by example, setting a clear timetable and strategy for reducing the air quality impact of its own fleet.
4. **Closely monitor the impact of policies on air quality, especially the Ultra-Low Emission Zone (ULEZ), and consider further measures if necessary.** The Council should support and raise awareness of the ULEZ and closely monitor its impact north of the North Circular.



5. **Make the delivery of healthy streets a key political and corporate priority, and work to support a 'modal shift' to increase the number of trips taken by walking, cycling and public transport.** The Council's air quality objectives cannot be met simply by shifting to electric vehicle usage: wherever possible, we also need to support more residents to walk, cycle and use public transport.
6. **Invest in better public transport provision, publishing and consulting on an engagement strategy with Transport for London on a range of public transport and active travel initiatives.** We should engage with residents and campaign groups at the earliest stage of development of these projects, by reviewing and expanding the remit of the Brent Public Transport Forum and Brent Active Travel Forum.
7. **Take further steps to reduce the air quality impact of housing and the built environment.** Amongst other things, the Council should consider investing the proceeds of its carbon offset funds in initiatives to reduce the air quality impact of household heating systems, review the heating standards in Private Rented Sector housing and improve the heating standards in its own council housing stock and those of registered providers.
8. **Promote the greater use of green space to improve the attractiveness of walking and cycling routes.** Green space alone cannot solve the air pollution crisis as this can only come with addressing the underlying causes of poor air quality, but it does still have a crucial role to play and have a range of wider benefits to mental health, biodiversity and CO2 levels.
9. **Enhance measures to improve air quality in our schools, including by looking to implement a presumption in favour of School Streets.** The Council must also set out a dedicated strategy to improve air quality in schools and school playgrounds next to main roads where School Streets cannot be implemented, and redouble efforts to ensure all schools have 'Gold' STARS accreditation and active travel plans.
10. **Lead in developing a public awareness and behavioural change campaign on air quality.** This campaign should particularly work to use the existing assets of the Council, Transport for London, the Football Association and others to more widely promote public health messages – for example by training a much wider range of staff and volunteers on Event Days to tackle engine idling, and by ensuring public health messages on air quality reach non-resident drivers along the North Circular.

We are pleased that the Resources and Public Realm Scrutiny Committee gave full formal endorsement to this report, and its recommendations, at its meeting on Wednesday 4 December 2019. We now look forward to each of these recommendations being considered by, and respond to, by Cabinet at the earliest opportunity in the New Year. In the meantime, we will be working to secure a motion on these recommendations at a forthcoming Full Council meeting. This will effectively update the previous Full Council motion declaring a climate emergency, to reflect Brent Council's political commitment to improving air quality in the borough.

In the intervening period, my fellow Scrutiny Inquiry members and I would welcome the opportunity to meet with Council Officers and Cabinet and the public to discuss this report

further, and to suggest timelines for its implementation and prioritise tasks. In light of the growing public interest in air pollution, global heating and the climate emergency, we think that the objectives of this report would best be implemented by establishing a dedicated team within Brent Council with sole and specific responsibility for acting on the climate emergency and air pollution crisis. This team should then lead a steering group within the Council, drawing expertise from every Council Department, in order to devise a cross-departmental strategy on this issue.

Finally, I would like to end by expressing my sincere thanks to all those who devoted their time and energy to the work of this Scrutiny Inquiry, including the many Officers in Brent Council who have supported our work and the many witnesses who have gone out of their way to provide evidence to this inquiry. I would like to particularly thank the six fellow Councillors and two co-opted organisations, Clean Air for Brent and Brent Cycling Campaign, who served with me on this scrutiny inquiry. Particular thanks must also go out to Michael Carr, Senior Policy and Scrutiny Officer in Brent Council, for his dedicated support and assistance throughout the course of our work.⁴

Yours faithfully,

Councillor Thomas Stephens

Chair, Air Quality Scrutiny Inquiry of Brent Council's Community and Wellbeing Scrutiny Committee

Labour Councillor for Sudbury Ward

Scrutiny inquiry membership

This scrutiny inquiry benefitted from input and contributions from **six Brent Councillors** who served as members:

- **Cllr Elliot Chappell**, Willesden Green Ward
- **Cllr Lia Colacicco**, Mapesbury Ward
- **Cllr Janice Long**, Dudden Hill Ward
- **Cllr Michael Maurice**, Kanton Ward
- **Cllr Neil Nerva**, Queen's Park Ward
- **Cllr Thomas Stephens**, Sudbury Ward



In addition, we were proud that two external organisations within Brent, the **Brent Cycling Campaign** and **Clean Air for Brent**, agreed to be co-opted to serve on the scrutiny inquiry:



Whilst these two organisations were appointed in their own right to serve on the scrutiny inquiry, we would like to pay particular tribute to the individuals from these organisations who devoted many evenings to discussing the work of the task group, in our numerous meetings; in particular:

- **David Arditti**, Brent Cycling Campaign
- **Sarah Crawley**, Clean Air for Brent
- **Mark Falcon**, Clean Air for Brent
- **Charlie Fernandes**, Brent Cycling Campaign
- **Sylvia Gauthereau**, Brent Cycling Campaign
- **Robin Sharp CBE**, Clean Air for Brent

Finally, throughout the course of its work, the inquiry also benefitted significantly from support and assistance by Michael Carr, Senior Policy and Scrutiny Officer in Brent Council.

Terms of Reference

This scrutiny inquiry was established at Brent Council's Resources and Public Realm Scrutiny Committee on 3 July 2019, with the following Terms of Reference:

1. **Set out the latest evidence** on current issues with air quality in the borough, both across Brent as a whole and between different local communities and neighbourhoods
2. **Review and scrutinise** the steps which Brent Council, its statutory partners and stakeholders operating across the borough which have an impact on air quality are taking to address these issues
3. **Engage widely** with a diverse and representative range of local stakeholders across Brent on issues with air quality and the steps they would like to see taken on this issue
4. **Review and scrutinise** relevant local, national and international examples of best practice in addressing air quality; and explore their applicability to Brent
5. **Should it so wish, make recommendations** as to what Brent Council, its statutory partners and stakeholders across the borough who are impacting on local air quality to address these issues

Research process and evidence base

Oral and written evidence

This scrutiny inquiry was conducted between July 2019 to December 2019 inclusive. During this process, the inquiry sought oral and written evidence from XX stakeholders, and subsequently took evidence from XX of them, including but not limited to:

- **A range of Departments within Brent Council**, including our environmental team, our roads and highways team, our housing department, our planning team, our schools department and our public health department
- **Five Local Authorities** Birmingham City Council, the London Borough of Camden and the London Borough of Waltham Forest
- **Local businesses and other organisations which impact on air quality in Brent**, including the Football Association at Wembley Park and Ace Café Wembley

- **Academics with expertise in air quality**, particularly King's College London's Environmental Research Group (ERG)
- **Transport for London**, who provided a wealth of written evidence to us and held two meetings with us to discuss issues ranging from the importance of greening our bus network to how we can support walking and cycling and the Ultra-Low Emission Network
- **Local schools within Brent which are taking action on air quality**, particularly Ark Franklin Primary Academy, who kindly arranged a site visit for the scrutiny inquiry. A number of other Brent schools were also approached as part of this inquiry
- **Trade Unions with an interest and expertise in air quality**, namely the National Education Union and the Trade Union Clean Air Network
- **A range of campaign organisations and pressure groups with interest and expertise in air quality**, including the London Cycling Campaign and Clean Air for London
- **A number of external consultants with expertise in air quality and the environment**, who kindly donated their time free of charge to offer their expertise to the task group

A wider appeal for evidence was also issued through a range of organisations. A full list of organisations approached and witnesses we received evidence from is included in Appendix A.

Reports commissioned by the scrutiny inquiry

In addition, the task group commissioned **five reports** from Brent Council officers to inform its work, covering the following topics:

- **Report 1:** A situation analysis of air quality in Brent, which was used to inform Chapter 1 of this report
- **Report 2:** Progress update on Brent Council's 2017-2022 Air Quality Action Plan
- **Report 3:** A partnerships report, detailing a range of local organisations within Brent which have an impact on air quality in the borough
- **Report 4:** A further report providing answers to a range of questions asked by the scrutiny inquiry, including on the 'STARS' accreditation of Brent's schools, localised data on air quality hotspots in Brent and information on the air quality impact of planning developments approved in Brent
- **Report 5:** A report from Brent Council's public health team on air quality in the borough

The information from these reports has proven instrumental in informing our report, and is referenced and utilised throughout this report.

Literature review

Finally, throughout the course of its work, the inquiry reviewed evidence from a range of external sources, which are referenced throughout this report. A number of members of the public who heard about the work of the scrutiny inquiry through various channels also approached the Chair to provide evidence and comments. A full list of resources used is located in the references section at the end of this report.

Chapter 2 - Situation analysis

Defining 'poor air quality'

What are the harmful particles and gases in our air?

In recent decades, our understanding of the health impact of the air we breathe has changed dramatically. It is only relatively recently that we have begun to understand the true impact that a range of particles and gases which we are exposed to in our daily lives – many of which are invisible to the naked eye – can have on our own health, as well as that of our children and families.

For the purposes of this inquiry, we are concerned about the health impact of three compounds in particular:

- **Nitrogen dioxide (NO₂):** NO₂ is a gas produced by combustion processes, alongside Nitric Oxide (NO). Together they are often referred to as oxides of nitrogen (NO_x). The Department for Environment, Food and Rural Affairs estimates that 80% of NO_x emissions in areas where the UK exceeds NO₂ limits are caused by transport, and the largest source of these is "light duty diesel vehicles" (cars and vans).⁵

Exposure to NO₂ has been linked to irritations to the respiratory system that can cause inflammations to the airways. It is also associated with reduced lung development and respiratory issues in early childhood, and poor lung function into adulthood.⁶ Studies have also associated it with reduced life expectancy.⁷

- **Particulate Matter 2.5 (PM 2.5):** Public Health England states PM is "a generic term used to describe a complex mixture of solid and liquid particles of varying size, shape and composition." Many are created by combustion processes, but a significant amount of PM is also created by non-combustion sources such as cars skidding and breaking along the road. Others are also created by 'secondary' sources: they mix with other particles in the air after they are produced.

PM comes in various shapes and sizes, and tends to be classified according to their diameter. PM_{2.5} are finer particles which are less than 2.5 microns (µm) in diameter. These are small enough for them to go deeper into the lung, and because of this, Public Health England says "the strongest evidence for effects on health is associated with PM_{2.5}." When breathed in, these particles can get in the nose, throat and lungs or even enter the blood stream, and there is evidence that long-term exposure "increases mortality and morbidity from cardiovascular and respiratory diseases."⁸

- **Particulate Matter 10 (PM 10):** Finally, PM₁₀ are larger particles that are less than 10 microns (µm) in diameter but more than 2.5 µm. Because of their larger size they are mainly deposited in the nose and throat, and are therefore associated with different poor health outcomes.



There are also a range of other particles and gases which can have an impact on our health. These include **Ozone**, **sulphur dioxide (SO₂)**, **ammonia (NH₃)**, **carbon monoxide (CO)**, ultra-fine particles less than 0.5 µm in diameter (**PM 0.5**) and **non-methane volatile organic compounds (NMVOCs)**. The health impact caused by these is also hugely significant, but they do not form the focus of our inquiry – partly because London now meets legal limits in these areas; partly because of a lack of local data on their prevalence; and partly because many of them are predominantly caused by factors outside of the Council's control, such as agriculture, energy industries and industrial processes.

Another gas, **Carbon dioxide (CO₂)**, is also worth highlighting. CO₂ is not like the compounds above because in the levels it is currently breathed in in Brent, it does not have a direct health impact on people in the borough. However, it of course has a very significant *indirect* impact, because large amounts of CO₂ create a 'greenhouse gas' effect and contribute to global heating. The scrutiny inquiry recognises that measures Brent Council takes to combat poor air quality need to complement the wider national and international climate emergency and environmental agenda. This is a theme we will return to later on in this report.

It is worth underlining that the evidence on the health impact of poor air quality is constantly being updated, and the scrutiny inquiry had the opportunity to discuss the latest evidence when we held an evidence session with Dr Ian Mudway, Lecturer in Respiratory Toxicology at the King's College London Environmental Research Group. The mass of particulates themselves is not actually the best way of determining the health impact of poor air quality: it is about the health impact of the particular elements and compounds in the particles. A better way of measuring the health impact of air quality would be to look at each individual harmful elements and compounds created by each source, and to analyse the health impact of each of these individual things.⁹

At present, however, the way we measure air quality both in the UK and around the world is not sophisticated enough to reflect this latest evidence. Measurements of air quality taken by local and national government tend to focus on the overall mass of Particulate Matter created, but as science increasingly comes to understand the damage caused by the elements within this particulate matter we will need – like the rest of the world – to devise a more sophisticated approach to measurement. Brent Council must ensure it regularly engages with experts to stay updated on the evidence, and that we play our part in pressing national government to invest in and develop more sophisticated ways of measuring air quality impact. We reflect this important lesson in one of our recommendations (Recommendation 1).

What is the 'safe limit' for air pollution?

During the course of our work, the scrutiny inquiry came to realise there is a great deal of confusion and controversy surrounding this question. There are two internationally-recognised sets of 'limits' on air quality, set by two different organisations. At the moment, UK Local Authorities are only legally required to meet the first, less stringent, one of these limits:

- **European Union (EU) limits.** These are the agreed legal limits set by EU member states on air quality. When setting these limits, EU states of course had strong regard to expert opinion on the health impact of poor air quality, but the measures set were also to some extent a compromise between EU member states. This means that the EU limits on PM_{2.5} and PM₁₀ are not as stringent as evidence on health effects suggests they should be.

- **World Health Organisation (WHO) limits.** These limits are considered to be more closely related to the actual health impact of poor air quality. Whilst the WHO limits on NO₂ are the same as EU limits, they are lower than EU limits for PM₁₀ and PM_{2.5}.

Table 1 below compares WHO and EU limits, and shows that the WHO limits for PM are significantly more stringent. At present, UK regulations only require Councils to meet the less stringent EU limits on air quality,¹⁰ and accordingly most councils' air quality strategies (including Brent's) are built around meeting these limits.

Table 1. How WHO limits on air quality differ from EU legal limits. Adapted from Camden Council's Clean Air Action Plan 2019-2022¹¹

POLLUTANT	UK NATIONAL AIR QUALITY OBJECTIVES	WHO AIR QUALITY GUIDELINES
NO₂	40µg/m ³ (from 1 January 2006)	40µg/m ³
PM₁₀	40µg/m ³ (from 1 January 2005)	20µg/m ³
PM_{2.5}	25µg/m ³ (from 1 January 2021)	10µg/m ³

There is a growing debate over whether or not the UK could go further and set targets to meet the WHO limits also, and the Government has previously indicated that they may introduce legislation along these lines.¹² Despite this, across the UK as a whole, projections suggest we are unlikely to meet even the less stringent EU emissions targets for PM_{2.5} by the target dates of 2020 and 2030, and we are also set to miss a range of other environmental goals.¹³ We will revisit this theme in Chapter 3.

Set against this, experts in the science have stressed that there is no 'safe' limit of these compounds, and that whilst WHO limits are a positive step forward there is a need for governments to go even further in future. It is also worth putting the steps local Councils need to take in the context of the wider national and international measures against air quality which need to be implemented: we have been advised that even if all of London reduced the PM created by London-based sources below WHO limits, all else held equal, the air quality in London could still exceed WHO limits due to the air pollution created outside of London. This should not, however, act as an excuse for Councils not taking local action: we should lead by example, and take all the steps necessary to ensure that, if all Councils followed suit, we would be brought within WHO limits.¹⁴

National and regional context

Air quality in the UK

Globally, air pollution is now the biggest environmental risk to early death, and the most recent Global Burden of Disease study estimates that both indoor and outdoor air pollution was the

cause of 5.5 million deaths globally in 2013. In line with this, it is the top environmental risk to ill health in the UK, and is the fourth greatest threat to public health after cancer, heart disease and obesity.¹⁵

Across the UK as a whole:

- Long-term exposure to man-made air pollution is thought to have an effect equivalent to **28,000 to 36,000 deaths a year**¹⁶
- PM2.5 alone is estimated to cause an average loss of life expectancy of 7 months for the UK population as a whole¹⁷
- The health costs arising from air pollution are thought to add up to more than **£20 billion** per year,¹⁸ but it is thought that even this figure is conservative and the true cost could be higher
- **More than 8%** of all deaths in the UK are linked to air pollution. This is much lower than in many developing countries, where as many as a quarter of deaths are attributable to air pollution, but it still puts us 55th in the world in terms of the proportion of deaths caused by air pollution –higher than a range of other countries including the United States, Iceland, Sweden, Canada and Norway¹⁹
- **Almost all** cities and parts of the UK are above legal limits on at least some air pollutants²⁰

Figure 1. Sources of air pollution in the UK. Figures derived from Public Health England.²¹

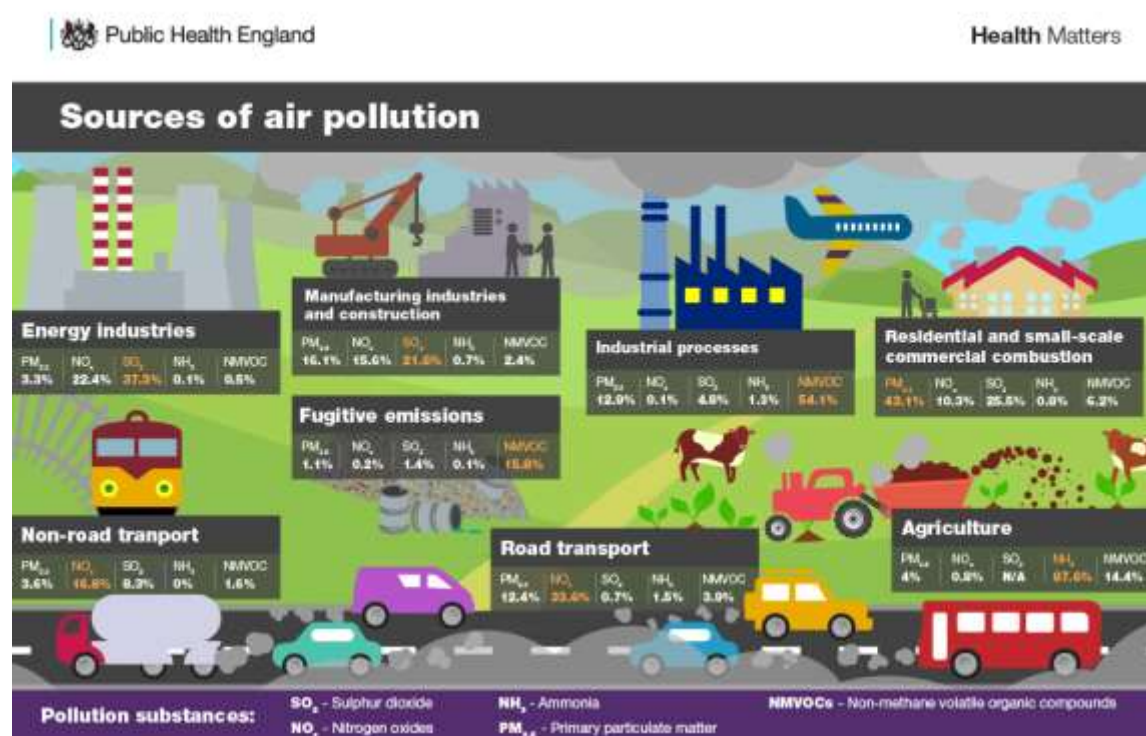


Figure 1 above provides a breakdown of all the sources of air pollution in the UK. It shows that the single largest source of PM 2.5 (43.1%) is residential and small-scale commercial combustion – such as heating in households, wood burning and cooking processes – whilst the largest source of NOx (33.6%) is road transport. Agriculture, manufacturing industries, industrial processes, non-



road transport and energy industries also make a significant contribution to air pollution, but these largely fall outside the scope of this inquiry.

Air quality in London

London now meets legal limits for most pollutants, and the ‘great smogs’ which London saw in previous decades – and which brought about the passage of our past Clean Air Act over six decades ago – are now thankfully a thing of the past. But as new technology and modes of transport have been adopted, new challenges have now emerged in the capital and are yet to be addressed. London fails to meet the legal limits for NO₂, and there are also concerns about the health impact caused by PM.

In our capital:

- It is estimated that in 2010 alone, **9,000 Londoners** died prematurely due to long-term exposure to air pollution²²
- **Around half** of London’s air pollution is caused by road transport²³
- **Two million Londoners** live in areas that continually exceed safe air pollution limits, including 400,000 children²⁴
- King’s College London research into the immediate, short-term impact of air pollution has found that of 9 UK cities researched, London air quality is responsible for by far the most hospitalisations due to cardiac arrest, strokes and asthma related to poor air quality²⁵
- There is of course a great deal of variation in exposure to air pollution across the capital, with central London, Heathrow and the area around the north and south circular much more exposed to NO_x than the suburbs and outskirts (see Figure 2 overleaf)

Whilst the challenge facing our capital is stark, they are in no way unique, and it is worth putting this into the context of the problems facing other global cities. London is Europe’s largest city, and this brings with it a range of considerable air quality challenges. But it has less air pollution than many other European cities. Indeed, if we rank the 3,226 world cities with a population over 100,000 according to their level of air pollution, London comes towards the bottom end of the scale, at 2,516.²⁶

The Greater London Authority (GLA) Environment Strategy has set ambitious targets to address this. London is aiming to have the best air quality of any major world city by 2050, and aims to minimise inequalities in air pollution. It has a target to achieve compliance with EU legal limits on air quality “as soon as possible”, and to meet the more stringent WHO limits by 2030.²⁷ The policies the GLA have adopted to address these issues will be explored in a later section of this report.

Local context

Sources of poor air quality in Brent

In order to understand more about air pollution in Brent specifically, this scrutiny inquiry commissioned a number of reports from the Council. We also carried out a literature review of existing Brent commitments on, and reports into, air pollution. The figures overleaf give information on the causes of air pollution in Brent by source for NO_x, PM_{2.5}, PM₁₀ and CO₂.²⁸ Amongst other things, they show that:

- **Road transport makes the single biggest contribution to NOx and PM emissions in Brent**, and is responsible for 49% of NOx emissions, almost half of PM2.5 emissions and over 40% of PM10 emissions
- **Of all road transport sources, diesel cars make the single biggest contribution to NOx and PM2.5**, but not PM10. For NOx, TfL buses make the second-biggest contribution, whilst for PM2.5 it is petrol cars
- **However other, often-overlooked sources also make a considerable contribution to air pollution.** When taken together, domestic heat and power generation, construction and industrial processes all rival road transport as a cause of air pollution. Any strategy to combat local air pollution needs to be mindful of this
- **The relative contribution of residents and non-residents to air pollution in Brent is largely not known.** This will have a significant bearing on the policies required
- **CO2 emissions in Brent are caused by a different range of factors**, with industrial and commercial processes the single largest cause, followed by domestic heat and power

Figure 2. Annual average nitrogen dioxide concentrations in London in 2016. Source: London Atmospheric Emissions Inventory.²⁹

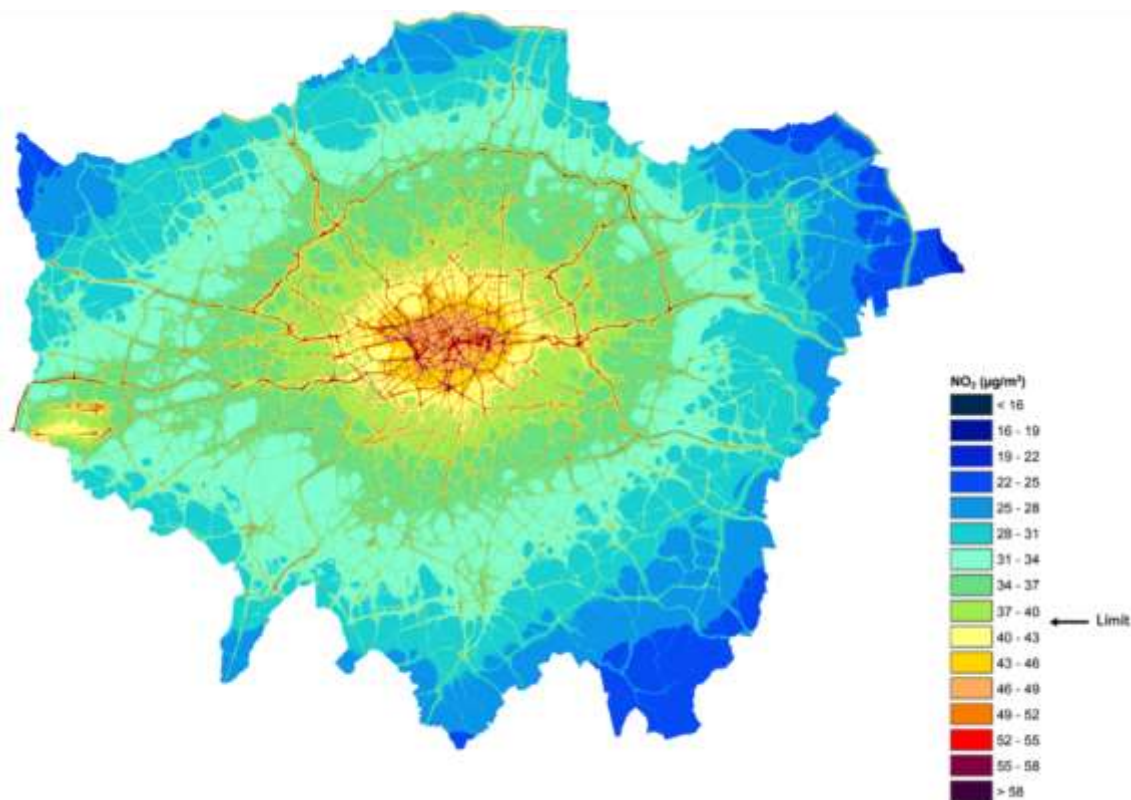


Figure 3. NOx emissions in Brent by source. Source: London Atmospheric Emissions Inventory 2016³⁰

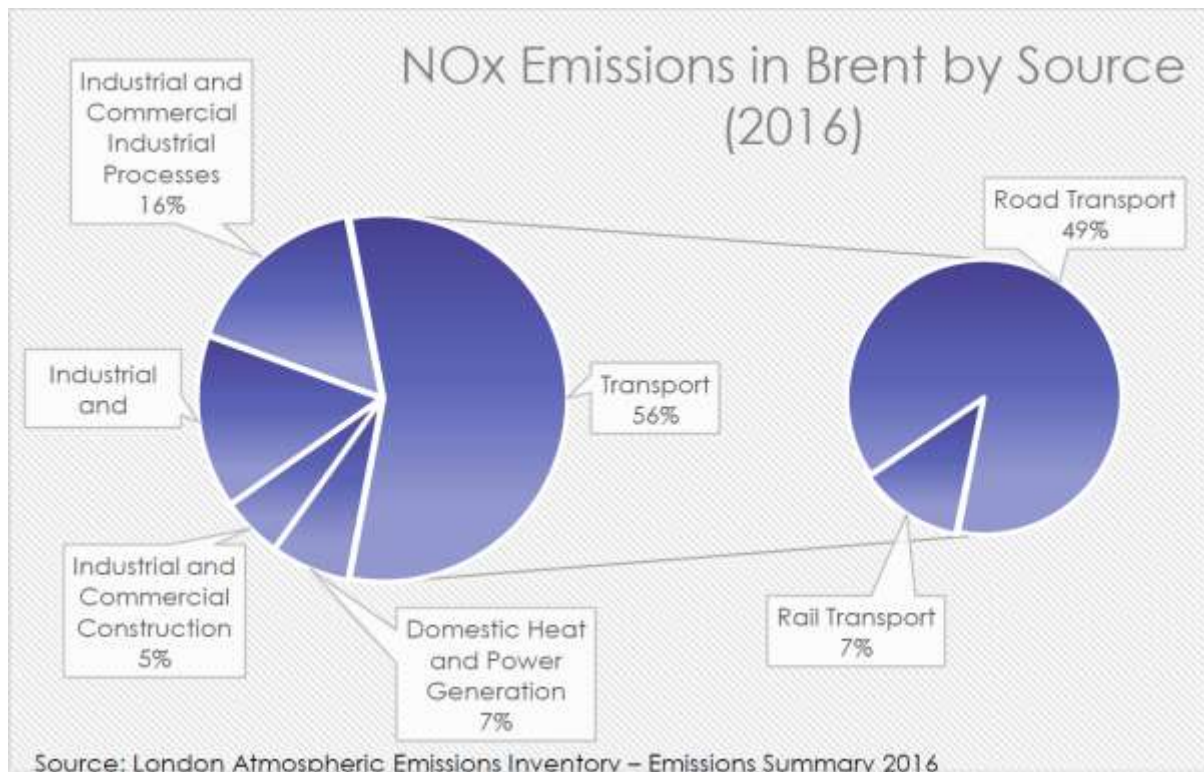


Figure 4. NOx emissions in Brent by road transport. Source: London Atmospheric Emissions Inventory 2016³¹

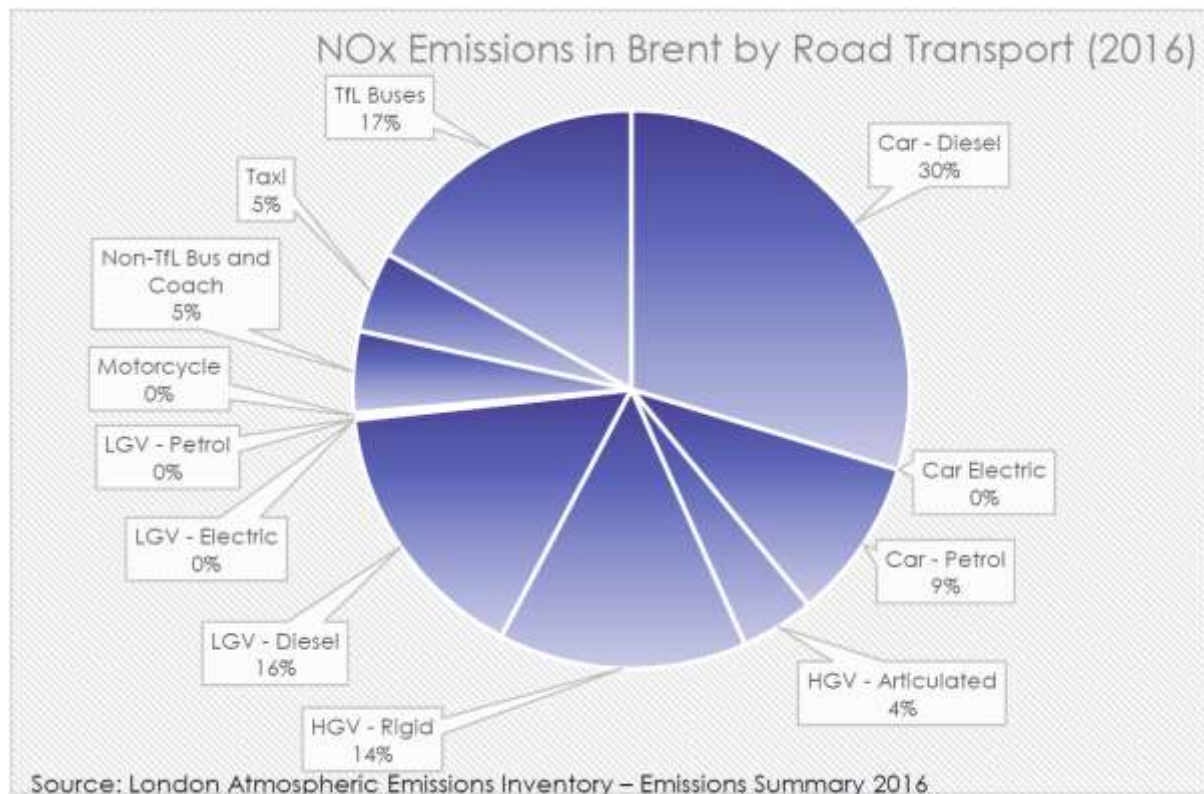


Figure 5. PM2.5 emissions in Brent by source. Source: London Atmospheric Emissions Inventory 2016³²

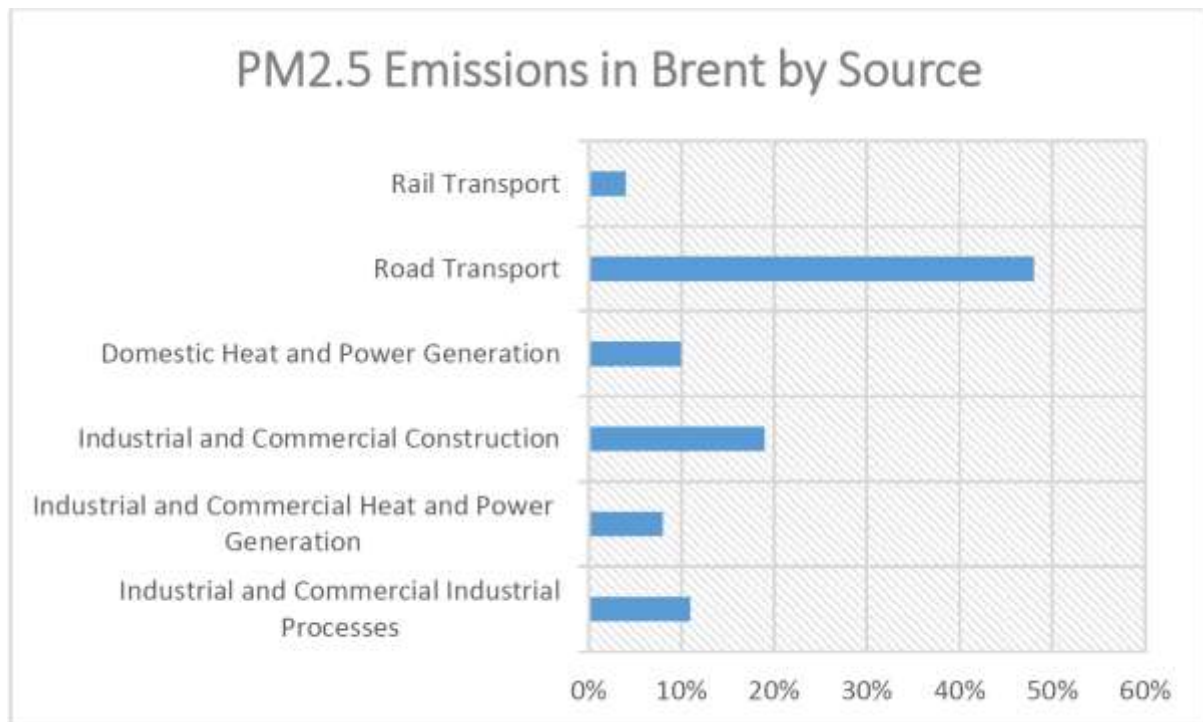


Figure 6. PM2.5 emissions in Brent by road transport. Source: London Atmospheric Emissions Inventory 2016³³

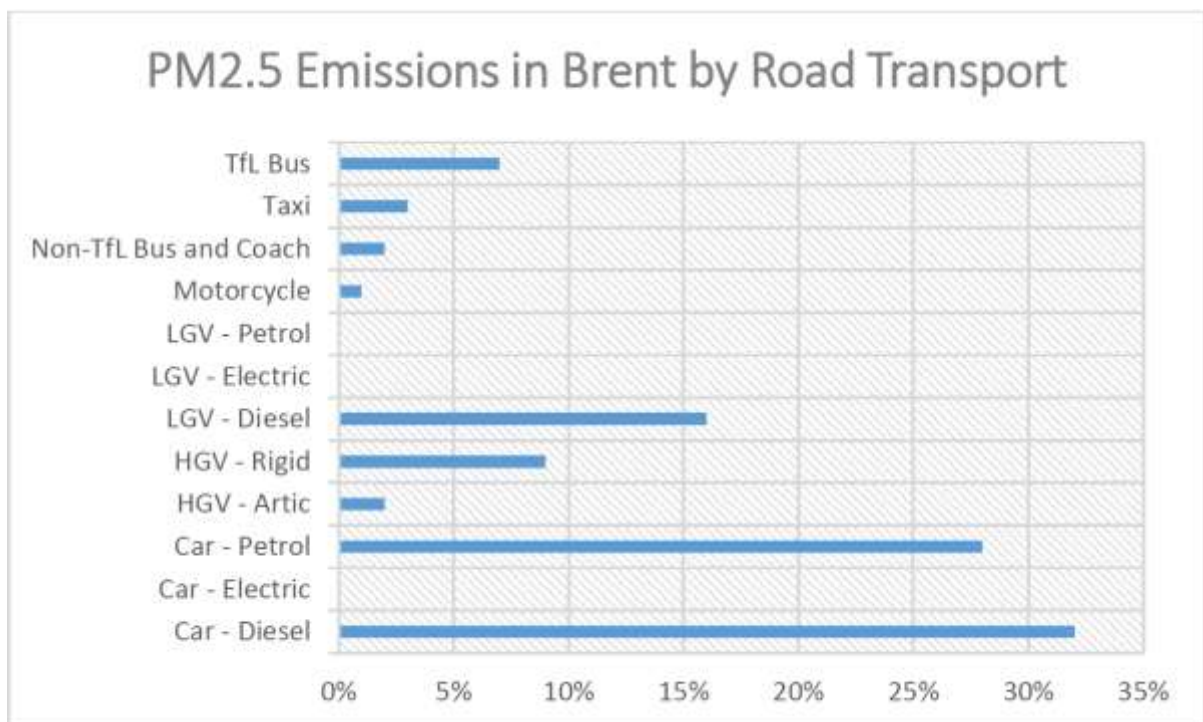


Figure 7. PM10 emissions in Brent by source. Source: London Atmospheric Emissions Inventory 2016³⁴

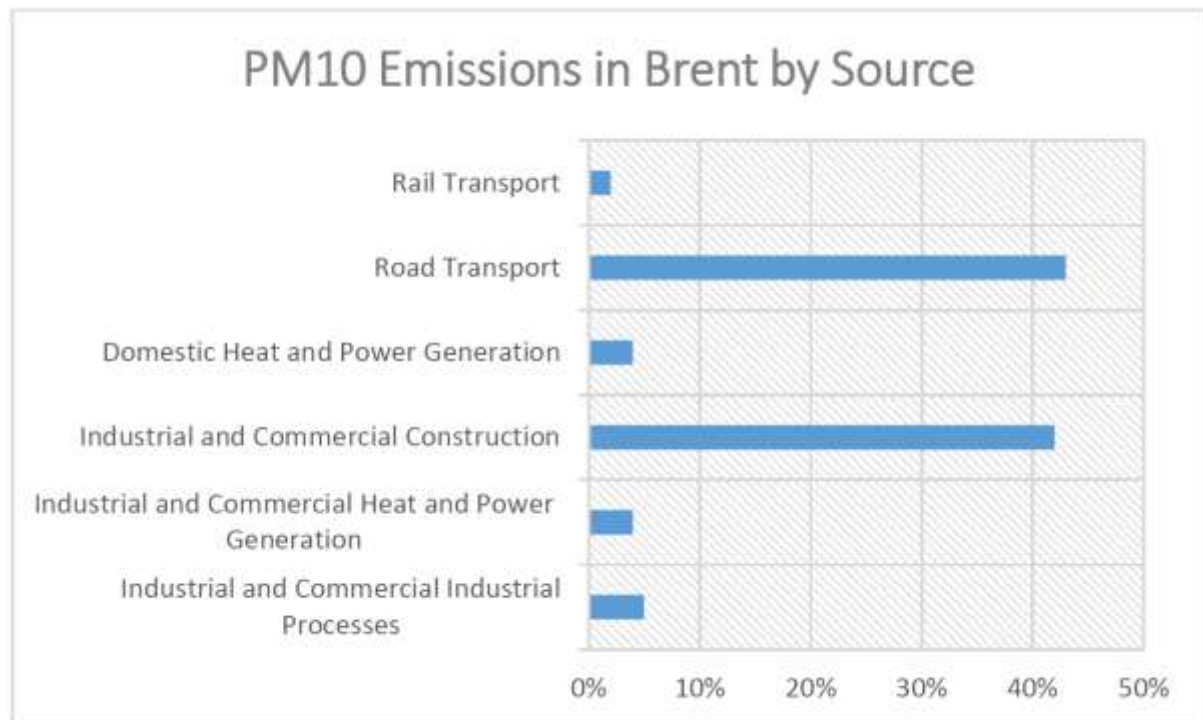


Figure 8. PM10 emissions in Brent by source. Source: London Atmospheric Emissions Inventory 2016³⁵

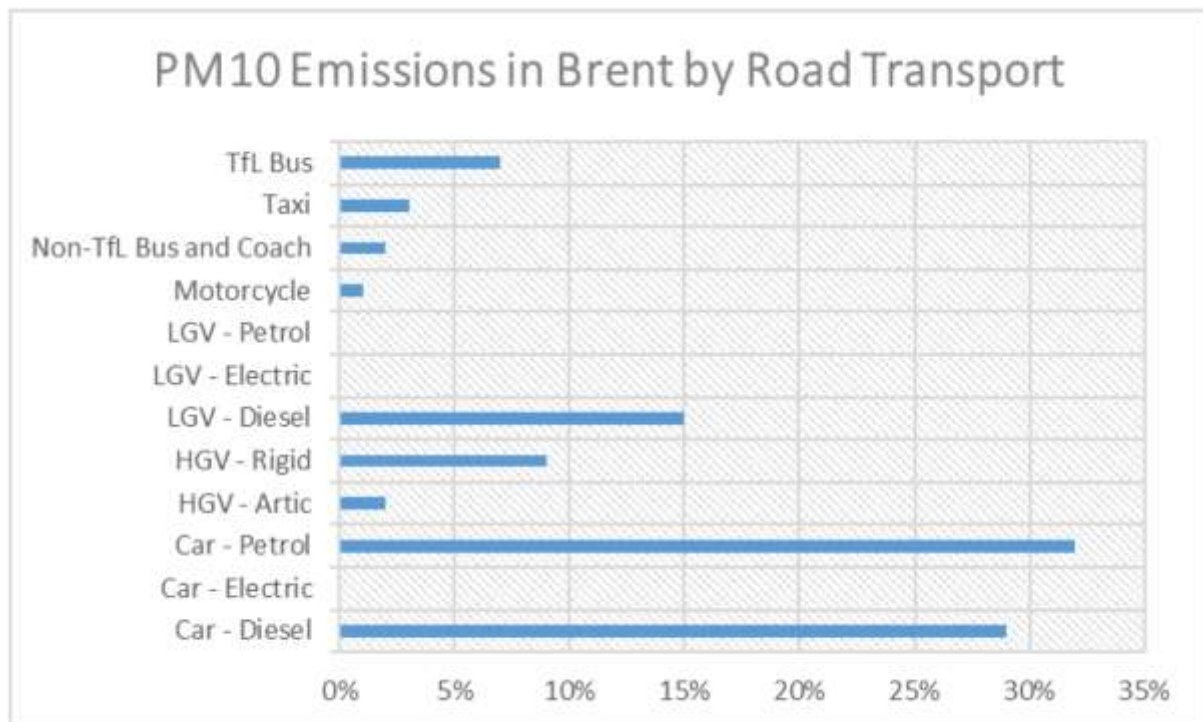
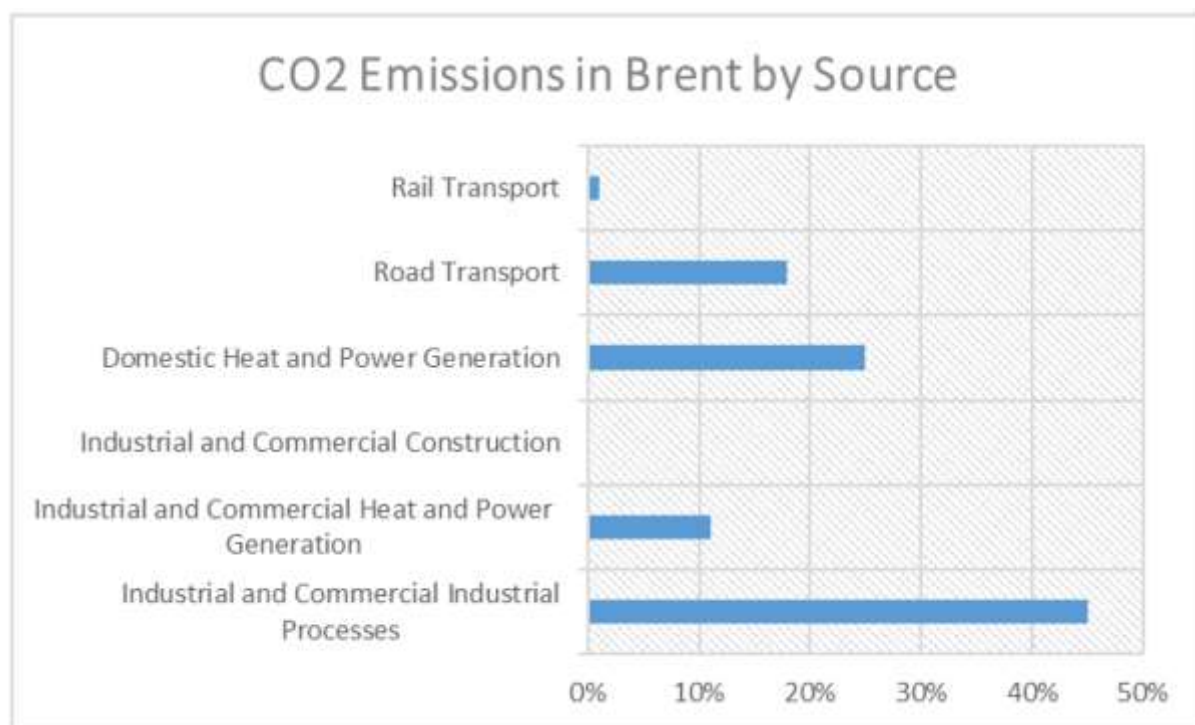


Figure 9. CO2 emissions in Brent by source. Source: London Atmospheric Emissions Inventory 2016³⁶



The impact of poor air quality in Brent

Across the borough, on average, Brent is compliant with EU legal limits on PM2.5 and PM10 in most areas this is measured, but as with London as a whole we are not compliant with legal limits on NO2. Parts of Brent, however, are not compliant with the more stringent WHO limits on air PM10. There is a general trend towards a fall in air pollution, but significant challenges remain and there are concerns that many pockets of the borough are not compliant with EU legal limits, let alone the more stringent limits of the World Health Organisation.

There is not always localised data available on the impact of air quality in Brent, but the scrutiny inquiry was made aware of the following stark statistics:

- Recent Friends of the Earth research suggested four of the 10 most-polluted roads in London are in Brent
- A 2010 study attributed **133 deaths** in Brent in 2008 to PM2.5 exposure³⁷
- A 2012 study attributed **7.2%** of mortality in Brent to long-term exposure to PM2.5, which puts us in the middle of the league table of London boroughs³⁸
- Mortality caused by PM2.5 in Brent is above some comparable London boroughs like Barnet (6.8%) and Harrow (6.4%) but below inner London boroughs like Camden (7.7%), the City of London (9%) or Islington (7.9%)³⁹

Neighbourhood-level analysis: how does air quality vary within Brent?

As with any Local Authority, there are clearly significant variations in exposure to air pollution across Brent. Across the UK as a whole, more deprived neighbourhoods tend to be exposed to greater concentrations of air pollution and suffer more of the health effects of poor air pollution.

Although the scrutiny inquiry has not been made aware of any similar borough-level analysis within Brent, it is likely that the same picture is apparent here.⁴⁰

In addition, in line with many other Councils – especially those lying between the North Circular, and straddling Inner and Outer London – Brent’s infrastructure and built environment clearly has some significant challenges which cause a great deal of inequality in exposure to air pollution across the borough. Brent is separated to the north and south by the North Circular, and to the east and west in two places by a tube network. These factors can make it hard to plan and construct routes for pedestrians and cyclists, and can significantly contribute to high levels of air pollution along the north circular.

There are also large differences in accessibility to public transport across the borough, which drive significant variations in car usage between different areas of Brent.⁴¹ Many of the factors which drive this variation are not under the direct control of the Council, and other stakeholders – most especially Transport for London, local businesses and non-residents who travel through Brent – need to be engaged to address these challenges. These challenges will be discussed in further detail in Chapters 3 and 4, where we look at differences in road car ownership and public transport accessibility in the borough.

In order to understand more about different levels of air pollution in the borough, the scrutiny inquiry requested some localised information from Brent Council, and carried out a review of existing evidence. They provided analysis showing that the following 9 ‘air pollution hotspots’ in the borough, based on modelling data from 2016. These are mapped in Figure 12 overleaf and consist of the following areas:

- Wembley High Road / Wembley Central
- Neasden / Blackbird Hill
- Stonebridge
- Harlesden Town Centre
- Willesden High Road
- Chamberlayne Road
- Cricklewood Broadway
- Lower Kilburn High Road
- Burnt Oak Broadway

In addition, Brent Council’s 2017-2022 Air Quality Action Plan⁴² also contains information on localised air pollution in the borough. It designates four parts of Brent as Air Quality Focus Areas (AQFAs), in need of specific policies to address air pollution: Wembley and Tokyngton; Neasden town; Church End; and the Kilburn Regeneration Area. Many of the above hotspots are contained within these AQFAs. The scrutiny inquiry is also mindful of the considerable air pollution issues around St Raphael’s estate in Stonebridge Ward, which has been the subject of an equality analysis to be presented to Cabinet on 9 December.⁴³

Finally, in 2016, the Council commissioned a consultancy to carry out an analysis of local levels of air pollution across Brent.⁴⁴ Amongst other things, this report used a model to estimate average concentrations of NO₂ and PM₁₀ across the borough (they did not analyse levels of PM_{2.5}). The results of their analysis are contained in Figures 11 and 12 below, and give an impression of the variation of air quality across Brent. As a result of this analysis, almost all of Brent has been legally

designated an Air Quality Management Area (AQMA) by the Council, with only parts of Kenton, Sudbury and Welsh Harp outside of the AQMA.⁴⁵

Figure 10. Modelling estimates of average PM₁₀ concentrations in Brent in 2015. Source: Ricardo Energy & Environment analysis for Brent Council.⁴⁶

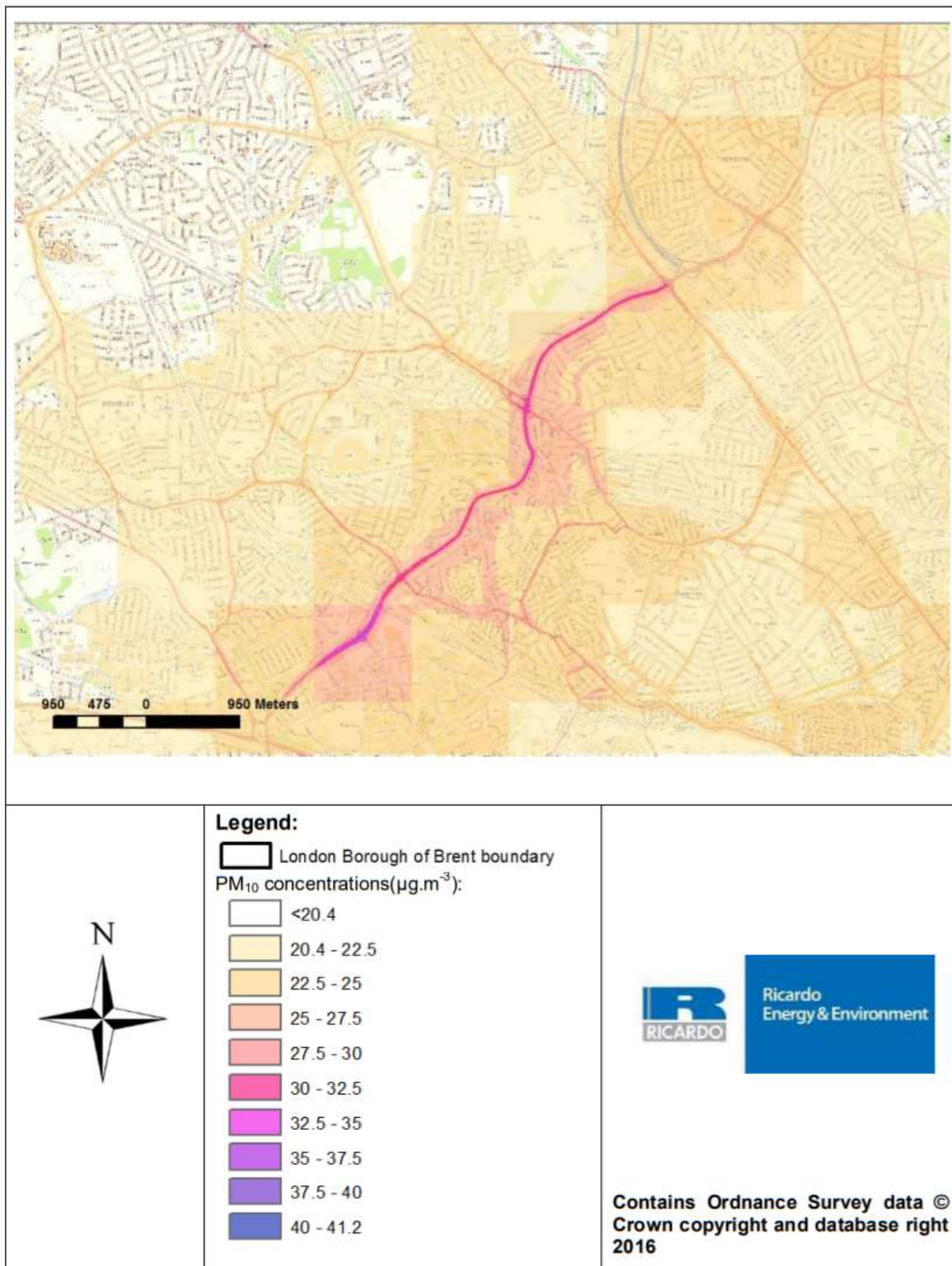


Figure 11. Modelling estimates of average NO₂ concentrations in Brent in 2015. Source: Ricardo Energy & Environment analysis for Brent Council.⁴⁷

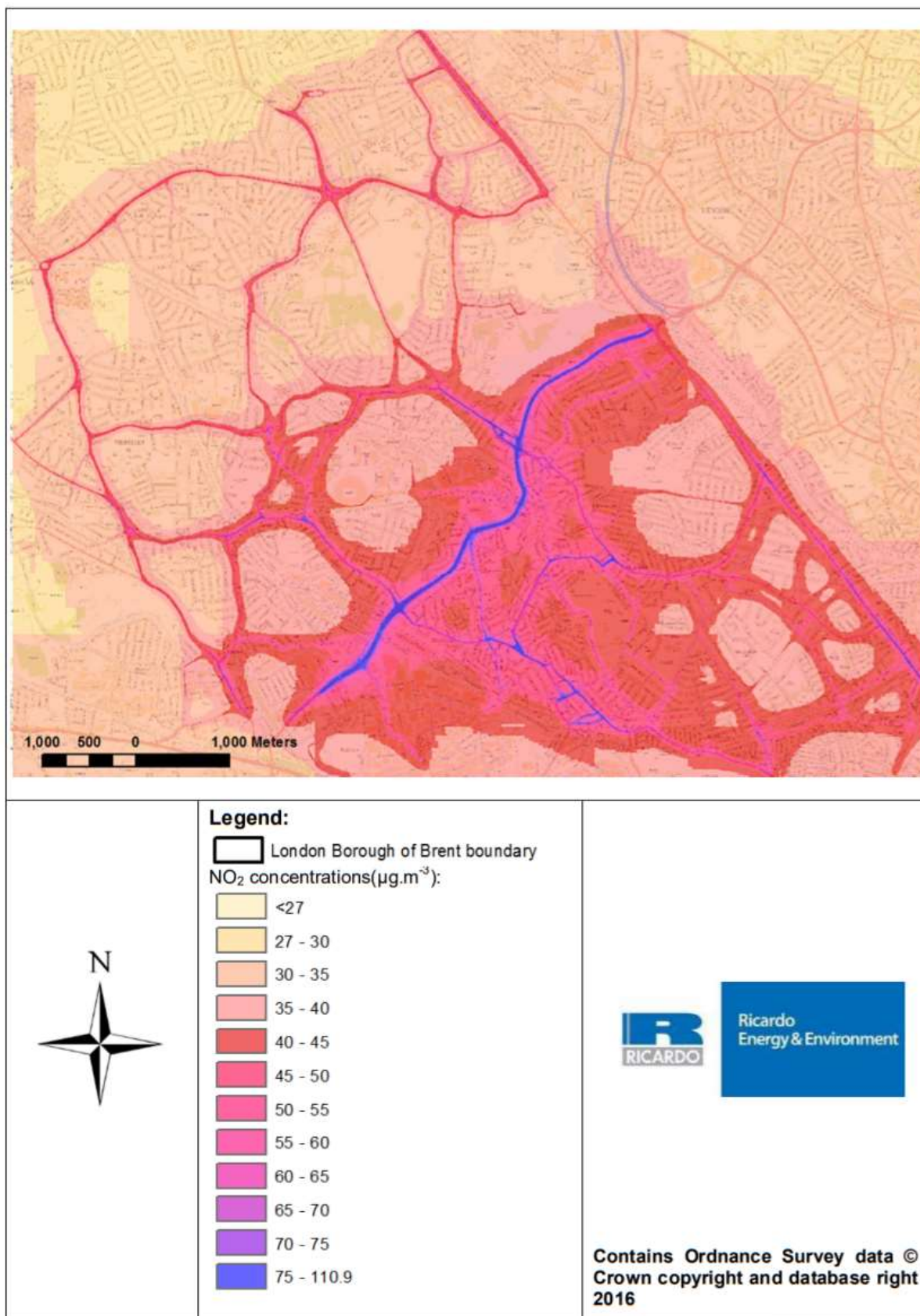
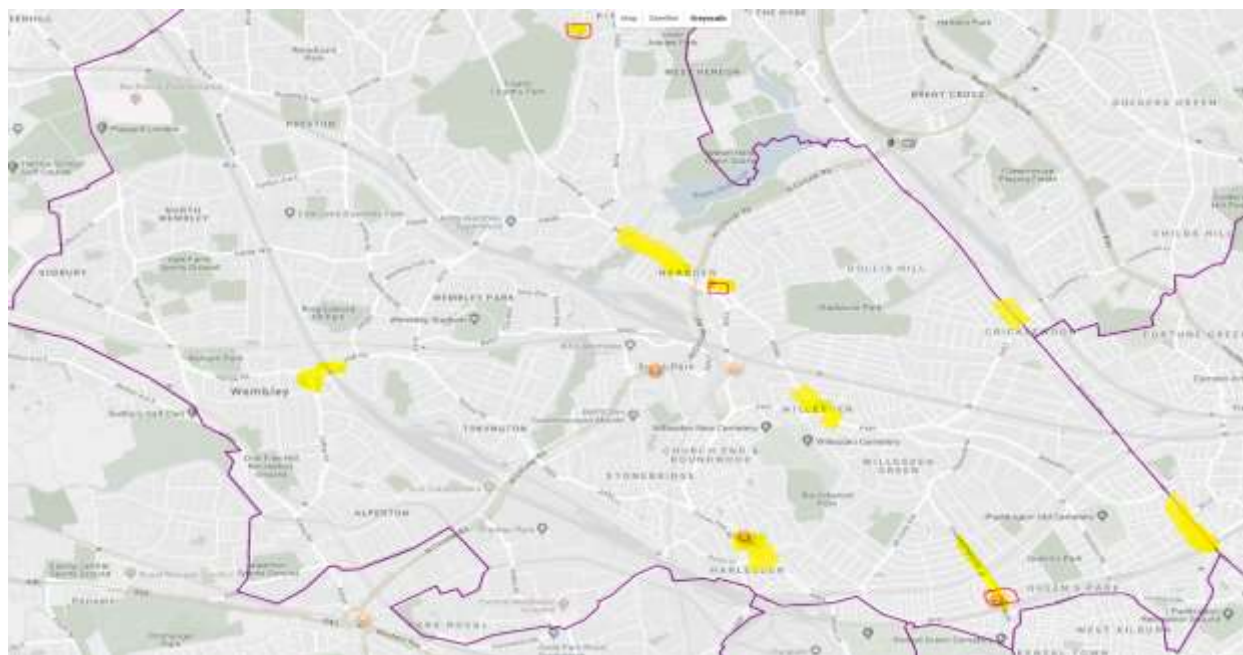


Figure 12. Identified ‘air pollution hotspots’ in Brent. Source: London Atmospheric Emissions Inventory 2016 model prediction of air quality up to 2020. Data provided by Brent Council.⁴⁸





Chapter 3

Objectives of Brent's Air Quality Action Plan

Introduction

This chapter reviews the over-arching objectives of Brent's 2018-2022 Air Quality Action Plan, such as the air quality standards we are to meet and how we will measure progress across the borough.⁴⁹ We will scrutinise how Brent proposes to meet these objectives in succeeding chapters of this report, but our focus in this chapter will be on the overall, high-level goals set in the action plan.

Existing commitments by Council and GLA

Brent's existing air quality action plan is focussed on one over-arching objective, namely achieving and exceeding existing EU legal limits on air quality. Air quality across the borough as a whole is measured using annual averages from Brent's network of 27 diffusion tubes which measure NO₂ and five 24-hour monitoring stations, which are scattered at key strategic points across Brent.⁵⁰

The data from these monitoring stations, both in Brent and across London, is also used to inform a model which estimates air quality across every neighbourhood in London, even in areas where there is no monitoring station. This model is developed by the London Air Quality Network of King's College London, and is used to produce maps of air quality across London, the latest of which is from 2016.⁵¹

The scrutiny inquiry understands that the objective to meet EU limits on air quality across the borough as a whole is the only *outcomes*-focussed objective of Brent's air quality action plan. Beyond this, the Council's action plan has 25 objectives, all of which are *output-focussed*. We understand this objective will be met if EU limits on air quality are met across the borough as a whole, using the average data across the air quality monitoring stations, even if modelling suggests that certain neighbourhoods in the borough are above legal limits on air quality.

At the request of this scrutiny inquiry, the Council has provided an update on its progress in meeting these 25 objectives. We understand the Council will be publishing this progress report at a future date.

Scrutiny of commitments and scope for further action

In general, the scrutiny inquiry welcomes the general *outputs*-focussed nature of the 2017-2022 Air Quality Action Plan, and agrees that any strategy to address air quality should focus on setting practical, tangible objectives on the outcomes it expects to deliver. Clearly any air quality action plan should focus predominantly output-focussed objectives to improve air quality locally, with only a small and focussed number of over-arching objectives.



However, in our engagement with other Councils on air quality during the course of this inquiry, we were struck that other local authorities' air quality action plans, most particularly Camden's, set some additional overarching objectives which set stronger objectives and have been clearer on the need for the Council to lobby for change where it is unable to foster change itself. These have helped foster greater public confidence in the strength of their intentions.

In addition, in order to understand even more about what Brent's over-arching air quality objectives should be, the scrutiny inquiry also held an evidence session with the Trade Union Clean Air Network (TUCAN) – a coalition of trade unions, large and small, dedicated to raising awareness about air quality –,⁵² and sent out an appeal to information to a range of organisations dedicated to campaigning on the climate emergency, including Brent Friends of the Earth and Extinction Rebellion Brent.

Based on this engagement, the scrutiny inquiry feels that:

- **There is scope for Brent Council's strategy to commit to meeting more stringent World Health Organisation limits on air quality, and not merely meeting EU limits.** As noted in Chapter 2, whilst WHO and EU limits are the same for NO₂, they differ markedly for PM₁₀ and PM_{2.5} (see Table 1. In January 2018, Camden became the first Council to officially commit to meeting WHO limits.⁵³ This is in line with the GLA, which has also set an objective for London to meet WHO limits on air quality.⁵⁴ Whilst committing to WHO limits, as noted in Chapter 1, the strategy must also explicitly recognise that there is no safe limit of air pollution, and commit to regularly engaging with experts to stay updated on latest developments in the evidence.
- **The Council should do more to set additional targets to address inequality in air quality between neighbourhoods.** Camden's air quality strategy has explicitly recognised that it is not sufficient merely to meet legal limits for average air quality, across the borough as a whole. The Council has explicitly stated that unless they meet EU legal limits in the worst-affected neighbourhood in their borough, the objectives of their strategy will not be met.⁵⁵
- **Where the Council cannot implement the desired changes itself, it should set out a range of ways in which it will lobby the Government to achieve change,** either by introducing legislation, by better-funding Councils or by calling for greater investment at a national level. For example, Camden's strategy includes objectives to lobby national government on a car scrappage scheme, to phase out diesel trains by 2040 and to lobby large delivery companies such as Amazon to reduce their air quality impact.
- **Brent's air quality strategy must link with, and complement, the wider climate change and climate emergency agenda.** Without linking-in with this agenda, measures to combat air quality could have the unintended effect of exacerbating the climate crisis globally. For example, if there is a resource-intensive, highly-polluting and wasteful process of procuring electric cars, we may improve air quality on our own streets only to cause pollution elsewhere in the world and exacerbate global heating.

- **Brent's strategy should recognise that poor air quality is an occupational health hazard as well as a public health hazard.** For many air pollutants, existing air quality standards in the workplace, set by the Health and Safety Executive and in national legislation, are in fact weaker than WHO standards, and TUCAN feel that national air quality standards in the workplace need to be aligned to WHO standards.⁵⁶ It is also clear that many employers, including local Councils, are not meeting their legal obligations in assessing their employees' and contractors' exposure to carcinogens in the air. Brent's air quality strategy should be clear on the need for national government to take action in this area, address air quality as an occupational as well as a public health risk.

Recommendations

In light of the above, this scrutiny inquiry **RECOMMENDS:**

RECOMMENDATION 1:

THAT THE COUNCIL UPDATE THE AIR QUALITY STRATEGY, AND SET OUT AN ASPIRATION TO MEET WORLD HEALTH ORGANISATION LIMITS ON AIR POLLUTION, COMMIT TO ADDRESSING INEQUALITY IN AIR QUALITY AND COMPLEMENT THE WIDER CLIMATE EMERGENCY AGENDA. WE SHOULD ALSO LOBBY NATIONAL GOVERNMENT WHERE WE ARE UNABLE TO EFFECT CHANGE OURSELVES.

We recommend that the objectives Brent Council sets to improve air quality in the borough be updated to:

- **Commit the Council to meeting and exceeding WHO limits on air pollution, whilst also acknowledging that there is no 'safe' limit of air pollution.** This would bring the Council in line with the GLA's Environmental Strategy and the air quality strategies in other Councils. We must also lobby the Government to set World Health Organisation (WHO) limits as the legal limit for air pollution in national legislation, and provide Councils with the necessary funding to meet them.
- **Set targets to address the inequality in air pollution between areas,** such that our air quality strategy objectives will not be met until the worst-affected neighbourhood in our borough meet limits on air quality. It should build on its existing approach to air quality hotspots and set a target to bring air quality in all of these hotspots within WHO limits
- **Acknowledge that our air quality objectives will not be met without a modal shift in the way we go out and about in the borough,** with a greater number and proportion of future journeys involving cycling, walking and public transport. This requires measures to support the greater use of active travel and public transport usage, and not simply encourage existing drivers to switch to electric and hybrid cars. It should explicitly raise awareness of and support initiatives such as the Ultra-Low Emission Zone, which evidence shows will be the most effective in improving air quality
- **Complement and reinforce the wider global heating and climate emergency agenda.** The air quality strategy must ensure that measures Brent Council takes to address air quality also contribute to meeting our wider climate objectives, and must not have the unintended effect of exacerbating the climate emergency. All policies in our action plan should be tested against this objective.



- **Where we are unable to make the changes ourselves, lobby national Government and the Greater London Authority for the changes and funding we need.** This will help foster public confidence in our air quality strategy, and make it clear where we are prevented from implementing certain policies by factors outside of our control.

Amongst other things, we should lobby for:

- The Government to enshrine a right to clean air in national legislation.
- Better workplace air quality standards, so that they reflect the actual health impact of poor air quality on the workforce, and work with trade unions to consistently promote air quality as an occupational health issue as well as a public health issue.
- Stronger legislation to take action against engine idling, such that in certain instances, most especially around schools, fines for idling can be issued more easily than at present without the need to first ask drivers to turn off their engines.
- Make it easier for councils to take enforcement action against wood and waste burning, where this is having a proven negative impact on air quality.
- Companies like Amazon, JustEat and other delivery firms to take a more responsible approach to their deliveries, which minimises air quality impact – for example by pooling together deliveries, using cyclists as deliverers and delivering to community 'hubs' rather than individual addresses where possible.

The Council should also regularly engage with experts in air quality, including the London Air Quality Network of King's College London (of which we are already a member) in order to maintain an up-to-date picture of the health impact of air quality and the factors which cause poor air quality. It should pay particular regard to the evidence of the air quality impact of electric vehicles, and the growing understanding of the specific chemicals within particulate matter which cause most damage to human health.

In order to signify the strength of the Council's intent in this area and further codify some of these objectives, there should be a Full Council motion on air quality, updating and enhancing the Council's previous commitments in its climate emergency motion.



Chapter 4

Personal car usage, freight and procurement

Brent's current situation

As noted earlier, road transport is the single largest cause of NO₂, PM_{2.5} and PM₁₀ emissions in Brent, in London and across the UK as a whole, and is responsible for roughly half of the gases and particles in our air.

Within this, personal transport usage is the single biggest contributor to air pollution, with wider procurement processes by businesses also making a significant contribution. This chapter will consider both issues in turn.

Personal car usage

A 2010/11 study by TfL found were 2.6 million cars registered in London, or 0.3 cars per adult in London, with 54% of London households having at least one car. Their statistical analysis found that, perhaps unsurprisingly, car ownership rates are seen amongst those who:⁵⁷

- Live in outer London
- Live in an area with poor access to public transport
- Are aged 55-59: personal car ownership increases up to a peak at age 55-59, but declines thereafter
- Have higher household incomes: ownership increases up to £75,000 but flattens off afterwards
- Have children, with people in households with at least one child nearly a third more likely to own a car than those without
- Are in full-time employment
- Are of Western European nationality

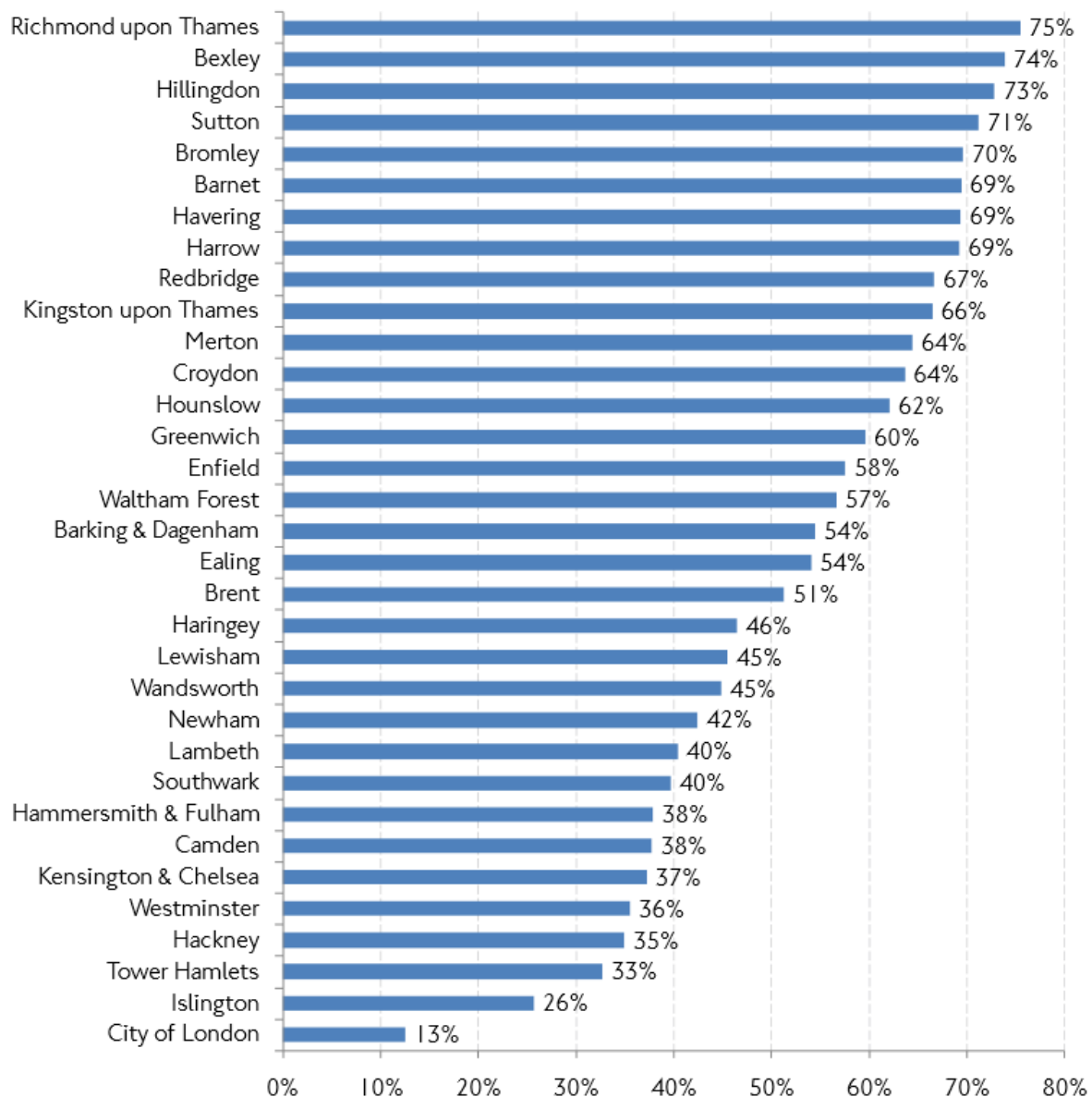
Car ownership levels vary substantially across London boroughs, with outer London boroughs tending to have significantly higher car ownership rates than those in inner London boroughs. However, as illustrated by Figure 13 below, contrary to what might be assumed car ownership levels in Brent actually put us in the bottom half of the London league table, with lower car ownership rates than Councils like Harrow, Barnet and Ealing. Of the outer London boroughs, only Haringey and Newham have fewer households with access to a car.

As part of its work, the scrutiny inquiry asked the Council to provide estimates of the number of diesel cars registered in Controlled Parking Zones in the borough. Although they do not collect data on the number of registered diesel vehicles specifically, as there are 33,000 permit holders in the borough, their assumption is that in line with national data on the size of the diesel car market approximately 10,000 of these are diesel. Their data also shows that as a result of changes

to the emissions-based banding of resident parking permits in April 2017, there was a 16% reduction in the number of 'high' emission permits sold between 2017/18 and 2018/19, from 3,144 down to 2,629.⁵⁸

Figures from the three previous censuses, collated in Brent's 2015 Parking Strategy, showed that in 2011, 110,286 households in Brent owned a car (see Table 2 overleaf). Of all Brent households, 43% do not own a car, 39.5% own one car, 13.5% own two cars and 4% own three or more cars. As a percentage of Brent's population, car ownership was down in 2011 from what it was in 2001 or 1991, but – very crucially – because of increases in Brent's population, the overall number of

Figure 13. Percentage of households in London boroughs with access to a car. Source: Transport for London Roads Task Force review.⁵⁹



households who own a car is higher than it was in 2001. As Brent's population increases, the forecast demand for parking and the pressures on roads and infrastructure may continue to increase, even if car ownership levels continue to decline.⁶⁰ Even if all these drivers use vehicles

with zero emissions from the exhaust, the PM2.5 and PM10 created by this increased traffic will have implications for air quality in the borough. This underlines the need for the Council to encourage a modal shift in the way we go out and about in the borough: we all need to think carefully about the journeys we make, and work to take more journeys by using public transport, walking and cycling.

In addition, data from the 2011 London Travel Demand Survey indicates that between 2005/06 and 2009/10, 44% of the trips made by Brent residents were made by car or motorcycle. This is a higher percentage than any inner London borough and above the Greater London average (38%), but below the outer London average (50%) and the sixth lowest of any outer London borough.

Table 2. Number of cars and vans per household in Brent, 1991-2018. Adapted from Brent Council's 2015 Parking Strategy.⁶¹

NO. OF CARS / VANS PER HOUSEHOLD	1991		2001		2011	
	No. of households	%	No. of households	%	No. of households	%
0 (CAR-FREE)	40,756	43.4%	37,287	37.3%	47,417	43%
1	38,153	40.6%	42,606	42.6%	43,598	39.5%
2	12,705	13.5%	16,207	16.2%	14,884	13.5%
3+	2,350	2.5%	3,891	3.9%	4,385	4%
TOTAL HOUSEHOLDS	93,964	100%	99,991	100%	110,286	100%

This is lower than boroughs like Barnet (49%) and Harrow (52%), but higher than Waltham Forest (41%) or Barking and Dagenham (40%).⁶² More recent Department for Transport data shows the number of licensed cars, heavy goods vehicles and light goods vehicles in Brent has increased from 98,120 in 2011 to 102,236 in 2018 – this only serves to reinforce the points made in the 2015 Parking Strategy, as it shows that despite reductions in the proportion of Brent residents owning cars and vans, the overall number of cars and vans owned by Brent residents has continued to increase due to increases in Brent's population.⁶³

Taken together, the evidence outlined above shows that there is significant scope for Brent to go further in reducing the air quality impact of car journeys and shifting travel to public transport, walking and cycling (something which will be revisited in Chapter 5). However, the data also show that rates of car ownership and car travel in Brent are not as high as might often be assumed, and the proportion of Brent residents who use cars has declined in recent years (even if the overall number of households owning cars has risen).

Set against this, however, there are also questions over the contribution which non-residents travelling through Brent make to air pollution in the borough. The scrutiny inquiry asked both the Council and Transport for London to shed light on this, but we were advised that it is not known how much air pollution in Brent caused by car usage is attributable to non-residents. However, because of the presence of the North Circular and the frequency of Wembley Event Days, it is likely that a considerable amount of air pollution in the borough is due to non-resident car journeys. This presents all Local Authorities with a considerable public policy challenge, because whilst it is relatively easy to encourage residents to shift to less polluting vehicles (through for

example the diesel surcharge in Controlled Parking Zones), the policy options Councils have available to change *non-resident* behaviour are more limited.

For event days, however, the Football Association provided us with a breakdown of the percentage of journeys made by car for each type of event in the borough.⁶⁴ Table 3 below provides a breakdown for all six event types which took place at the stadium in 2017/18. The average across all event types was that 78.5% of journeys took place using mainline rail, London Underground and the London Overground, with 6.6% taking place by car. The lowest car share was 4.7% for NFL events, whilst the highest car share was 7.9% for rugby. The Football Association advised us that there can be particular difficulties in getting high public transport usage for sports matches for teams outside of London with relatively poor or expensive railway links, such as certain Championship play-offs.⁶⁵

There were 2,350 car parking spaces in Wembley in official sites around the stadium and there are plans to increase this to just short of 3,000, but the true level of event day parking is even higher than this: it is also understood by the FA that there are at least an additional 7 'pirate' parking sites in the borough which both the Council and FA are constantly trying to close down, and parking both inside and outside of the event day Controlled Parking Zone is also known to take place.

Table 3. Modal share of journeys at Wembley event days. Adapted from the Football Association's Wembley Stadium Spectator Travel Plan 2018.⁶⁶

	ENGLAND INTERNATIONAL	'OTHER' FOOTBALL MATCHES	TOTTENHAM HOTSPUR MATCHES	CONCERTS	RUGBY	NFL
CAR	7.2%	7.2%	7.0%	6.4%	7.9%	4.7%
COACH	5.1%	8.8%	2.7%	2.7%	28.9%	2.5%
MOTORCYCLE	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
BLUE BADGE	0.2%	0.4%	0.4%	0.2%	0.5%	0.0%
MINIBUS	0.4%	0.5%	0.2%	0.0%	0.3%	0.0%
MAINLINE RAIL AND TFL	86.9%	81.2%	80.5%	75.5%	58.0%	84.2%
OTHER	0.2%	1.9%	9.2%	15.0%	4.3%	8.6%

Freight, deliveries and procurement

In addition to this, there are also concerns about the contribution which the procurement processes and deliveries for businesses, households and other organisations operating in the borough – including the Council – make to air quality locally. Data provided to the scrutiny inquiry by the Council (see Chapter 1) highlights that heavy goods vehicles (both 'articulated and 'rigid') and light goods vehicles ('diesel') are responsible for a significant proportion of the air pollution caused by road transport in the borough, namely:⁶⁷

- **34%** of NOx emissions
- **28%** of PM2.5 emissions
- **28%** of PM10 emissions



Even these figures will be an understatement, because they don't count for the air pollution caused by cars or motorcycles involved in the procurement and deliveries business – such as JustEat and other takeaway deliveries delivered directly to people's homes. As the popularity of supermarkets and retail environments continues to decline, there are concerns that younger generations may increasingly resort to home deliveries and thus inadvertently impact on air quality. There is an urgent need for local and national government to raise awareness of the implications of this, and work to force the private sector to reduce the air quality impact of this delivery.

It is thought that the air quality impact of freight and delivery processes could be significantly reduced through a number of measures. The Council could lead by example by minimising the air quality impact of its own processes in these ways, but it also has a crucial role to play in ensuring the private sector follows suit:

- **Maximising the use of active travel, such as cycling, for deliveries** – especially for the 'final mile' when small deliveries are delivered directly to people's homes or to small businesses.
- **Integrating local procurement processes to remove duplication from businesses.** For example, rather than having several businesses in the same location source milk from several separate suppliers, these firms could integrate processes and get things delivered in a single vehicle.
- **Changing the times of deliveries to minimise traffic impact**, for example by ensuring that as few deliveries as possible take place during rush hour.
- **Encouraging people to collect orders in 'central hubs', rather than delivering directly to their homes.** Councils could play a role in identifying where these hubs could be located, and encouraging individuals to use them.
- **Where vehicles have to be used, switching to low emission vehicles** such as electric cars and vans. For example, work is currently being undertaken to explore whether Brent Council's Veolia waste collection lorries could be switched to electric in the years to come

It has not been possible to obtain exact figures on the air quality benefits which could be achieved in Brent from the above activities. However, the scrutiny inquiry is aware of successful initiatives in Westminster City Council and the Cross-River Partnership which have achieved considerable success. A 'preferred suppliers' initiative for waste collection in Bond Street, spearheaded by the Cross-River Partnership, was able to deliver:⁶⁸

- A reduction in waste collection companies from **47 to 5**
- A **75% reduction** in the use of waste vehicles
- **40%** fewer bin bags left on the street
- **25%** average savings on annual waste removal and recycling costs

The scrutiny inquiry discussed these initiatives with both the Football Association and with the Environmental Research Group of King's College London. It was highlighted that as well as delivering considerable environmental benefits, these initiatives tend to deliver significant cost savings to businesses. Local government and public/private partnerships such as the Cross-River Partnership in Central London have a crucial part to play in making businesses aware of these savings, and working with them to coordinate deliveries, reducing air quality impact whilst also delivering cost savings for businesses.

Existing commitments by Council and GLA

Brent Council's existing air quality strategy sets a number of wide-ranging objectives to address the air quality impact caused by personal car usage, freight, deliveries and procurement. In particular:

- In July 2019, the Council introduced a diesel surcharge in all Controlled Parking Zones in the borough for both resident and annual visitor parking permits, in order to encourage a shift towards lower-emission vehicle uses.⁶⁹ The scrutiny inquiry asked for figures on the success of this initiative, but given that it has only recently been initiated it is too early to assess its impact. At present, the surcharge does not apply to 'Pay and Display' parking
- A significant expansion of ultra-low emission vehicle and electric vehicle charging points, to make it easier for car users to switch to electric cars.
- Discouraging unnecessary idling by taxis and other vehicles
- Exploring the feasibility of introducing Low Emission Neighbourhoods in certain parts of the borough
- Encouraging the use of car sharing and car pooling
- Engaging with businesses on air quality, primarily through encouraging the uptake and implementation of workplace travel plans
- Developing a freight strategy to reduce the emissions caused by deliveries to local businesses and residents. This is being done mainly by encouraging businesses to re-time when they do deliveries, so they do not do them during congested hour
- Reducing emissions from the Council's existing fleet of vehicles, in order to ensure we can lead by example

The scrutiny inquiry broadly welcomes these initiatives, and particularly supports the efforts the Council has made to introduce a diesel surcharge. These have the potential to make a significant contribution to addressing issues related to air pollution. However, as important as these initiatives are, the evidence is clear that by far the most significant and beneficial policy that can be implemented to address these issues, both at a Council and a GLA level, is the introduction of clean air charging zones, which impose daily charges on vehicles travelling through cities which fail to meet certain emissions standards.

To this end, both Leeds City Council⁷⁰ and Birmingham City Council⁷¹ have recently set out plans to introduce these charging zones. The scrutiny inquiry met with the latter during the course of our investigations, who confirmed that clean air charging zones must lie at the centre of any initiative to address the air quality impact caused by personal car usage, freight and procurement. These initiatives also have the added advantage of not discriminating against resident or non-resident drivers, and thus reassuring residents in affected areas that non-residents passing through their local area are not unfairly exempted from measures to improve air quality.

Consistent with this, at a GLA level, two highly effective policies have been implemented or are now in the process of being implemented, and have already had significant positive benefits. The charges these policies have imposed are in addition to the congestion charge for those vehicles travelling in the congestion charging zone:

- **Introducing a London-wide Low Emission Zone (LEZ) charge for the most polluting heavy diesel vehicles, including vans, lorries, HGVs and specialist heavy vehicles.** This is

a 24/7 charge set at two levels, £100 and £200 a day, depending on the weight of the vehicle, and covers the whole of Greater London.⁷²

These standards are based on how much PM a vehicle emits, but the standards will be toughened from 26 October 2020 based on the impact these vehicles have on NO_x and to align them to Ultra Low Emission Zone (ULEZ) standards (see below), and higher charges will be set for heavier vehicles which do not meet certain standards.⁷³

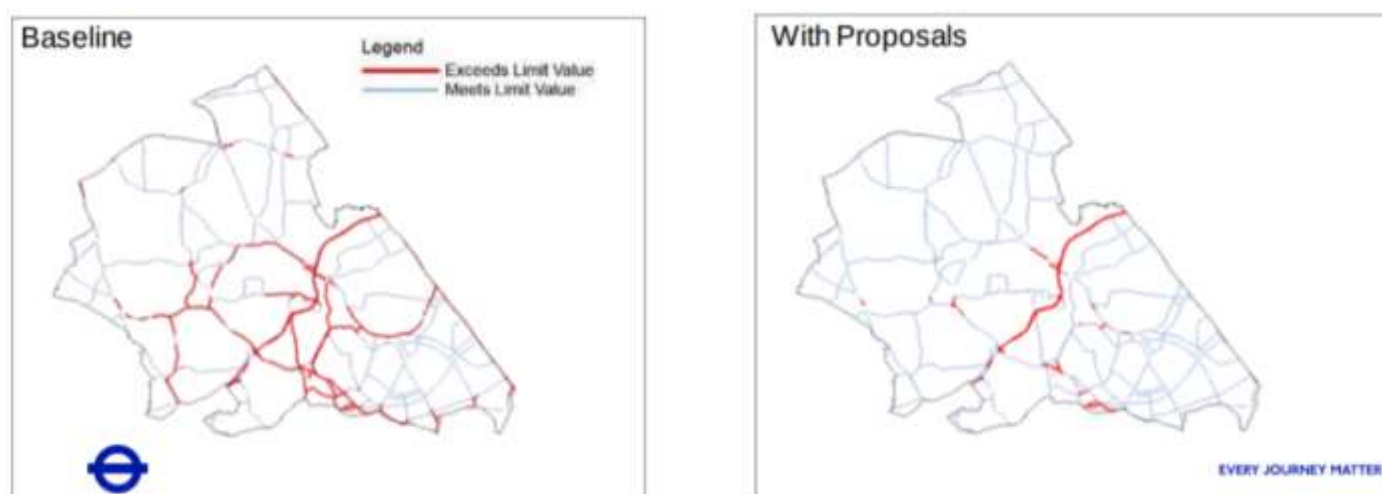
- **Introducing a more targeted Ultra-Low Emission Zone (ULEZ) charge for all vehicles, including cars, which fail to comply certain emissions standards.** These charges are set based on the NO_x emissions of vehicles, and are set at £12.50 a day for cars, motorcycles and vans up to and including 3.5 tonnes, and £100 a day for heavier vehicles.⁷⁴

On 8 April 2019 the ULEZ was extended to the same area covered by the congestion charge, replacing a previous toxicity charge (T-charge) which was already in operation in London, but from 26 October 2021 it will be extended to the border of the North Circular (it will not include the North Circular itself), and will therefore cover the southern half of Brent.⁷⁵

Early evidence on the impact of the ULEZ has been highly positive, and the scrutiny inquiry had a meeting with Transport for London which was specifically dedicated to understanding the impact of the ULEZ in central London and drawing any lessons which we could apply for when the ULEZ is extended to outer London boroughs in October 2021. Early evidence shows that as a result of the extension, Central London has seen:⁷⁶

- A **29% reduction** in NO_x emissions
- **13,500 fewer** polluting vehicles on roads
- **77%** of vehicles travelling through the ULEZ have been compliant with the standards

Figure 14. Predicted impact of the 2021 ULEZ extension in Brent: map of areas exceeding the legal NO₂ limits before and after the ULEZ extension. Source: Clean Air for Brent adaptation of Transport for London figure.⁷⁷





- There is no evidence of any “traffic displacement” having taken place (areas just outside of the ULEZ facing greater traffic pressures as a result of the ULEZ introduction)
- Although the ULEZ was not introduced with the specific aim of reducing PM emissions, TfL expects that there has also been a reduction here due to reductions in overall car usage

Clean Air for Brent has further highlighted that as a result of the Ultra-Low Emission Zone, extension in 2021, it is predicted that in Brent:⁷⁸

- There will be a **74% reduction** in road length exceeding NOx limits within Brent (see Figure 14 below)
- **84%** fewer residents (4,700) will live in areas exceeding NOx limits
- All of Brent’s schools will be taken out of areas exceeding NOx limits
- The impact of the ULEZ will be felt even in areas outside of the ULEZ itself, with many areas north of the North Circular brought within legal limits for NOx
- Despite this, much of the North Circular within Brent will remain above legal limits for NOx, as will a number of areas in north and south Brent

Scrutiny of commitments and scope for further action

The scrutiny inquiry broadly welcomes the initiatives Brent Council and the Greater London Authority has taken to address these problems, and is supportive of the direction of travel. The ULEZ and LEZ in particular will be instrumental in improving air quality in the borough, even in areas outside of the North Circular. Brent Council must give these initiatives its full support, and seek to raise awareness amongst residents about the positive impact it is due to have and the urgent need for these measures to be implemented.

Nevertheless, we feel there is scope for the Council, working with stakeholders across Brent, to further develop its measures to address the air quality impact of personal car usage, freight and procurement in a number of ways:

- **More could be done to raise awareness of the impact of the Ultra-Low Emission Zone, extension, and push for people to upgrade, sell or scrap their vehicles before October 2021.** The scrutiny inquiry has been advised by Transport for London that its awareness campaign will step up next year, and its focus will be on ensuring as many drivers as possible are compliant before the ULEZ takes place. The Council needs to play its part in this campaign and raise awareness through its own channels.

Brent must also strongly lobby the Government for a vehicle trade-in scheme to support small businesses and those on low incomes, building on the commitments already made by Transport for London.⁷⁹ This trade-in scheme must offer an equal incentive for drivers to switch to cycling, walking or public transport usage as it does for people to simply switch the model of car they drive. Whilst the April 2019 ULEZ introduction was able to achieve this by paying towards use of a Santander Cycle, this is not possible in outer London and further measures need to be taken.

- **There is insufficient focus on the need for a modal shift in the way we travel, with reductions in the proportion of journeys being made by car – either as part of the ULEZ**

awareness, or through wider messaging by the Council and TfL. Messaging about the ULEZ should not give the false impression that by switching to a compliant car, drivers are causing ‘zero pollution’: it should highlight the general health impact of all forms of vehicle travel, and not just those cars which are non-compliant with the ULEZ. This must also be reflected in Brent Council’s messaging and policies.

Whilst electric cars will, if more widely adopted, do much to reduce NOx exposure, many models do little to reduce PM levels, because some 80%-90% of PM emissions from cars come from non-exhaust sources.⁸⁰ In addition, the level of PM created by vehicles is positively correlated with their weight, and because of the weight of their batteries electric vehicles are 25% heavier on average than non-electric vehicles.⁸¹ The same argument applies to any large and heavy vehicles which have ULEZ-compliant engines, such as many SUVs. As we continue to successfully reduce NOx exposure from exhaust exposure, particularly diesel vehicles, the focus of our policies needs to shift to reducing overall levels of car usage: this means supporting the greater use of public transport, walking and cycling, and lobbying for better public transport access across the borough – all themes we will return to in Chapter 5.

- **As the ULEZ is extended to the border of the North Circular, the Council must closely monitor its impact on traffic levels – most especially in areas just north of the North Circular.** As noted previously, the introduction of the ULEZ in the congestion charge zone did not lead to any displacement just outside of the ULEZ. Nevertheless, given the different levels of car ownership in outer London, it is possible that behaviour patterns may be different once ULEZ is extended in October 2021.

Indeed, a recent study by Imperial College London and Clean Air for Brent partly investigated precisely this issue. As part of its research, the study carried out an online survey of 180 individuals living both inside and outside of the ULEZ to ask how they would respond to its introduction in October 2021, and compared responses between both samples. Whilst the sample is not necessarily representative, the proportion of respondents living outside the ULEZ who said they would choose to pay the daily charge was double that of those inside, whilst twice as many respondents living inside the ULEZ said they would choose to purchase a compliant vehicle.⁸² This suggests that the response to the ULEZ may differ in outer London boroughs, and underlines the need for further research to be undertaken to explore this further.

To this end, Transport for London advised the scrutiny inquiry that they have commissioned modelling experts to assess whether there will be any vehicle displacement or other negative impact from the ULEZ just outside the extended ULEZ. It is essential that Brent Council engages closely with TfL during this process, and works to understand the impact from the ULEZ. Should issues arise, the Council should consider further measures to address its impact, so that the whole borough can see improvements in air quality as a result of this policy.

- **Brent Council will need to revise its air quality focus areas, and update its policies, to respond to the impact of the ULEZ extension.** Whilst the ULEZ will deliver significant

positive impact in Brent, but it will not entirely address the health impact of poor air quality: the Council will need to adjust its policies, and shift its focus, in order to address those issues which ULEZ does not address. In particular:

- **The health impact of particulate matter is likely to become more of a focus in future.** The ULEZ is likely to partly improve this, but its main focus is reducing NOx and when we met with TfL, they had not carried out any specific analysis to date on whether the April 2019 ULEZ extension had achieved any reductions in PM (though they were confident that it had). Other policies will need to address this, and given the PM created by electric vehicles these will, to at least some extent, have to involve the promotion of public transport and active travel as an alternative to car usage.
- **The Council may need to revisit its Air Quality hotspots, and potentially identify new areas to the focus of activity.** Much of the North Circular and a number of areas either side of the North Circular are predicted to remain at illegal levels of NOx, yet not all of these are currently identified as air quality hotspots. We suggest the Council considers designating them as such, and devising a plan to bring them into compliance through measures which build on the ULEZ.

- **Brent Council needs to explore measures to complement and build on the ULEZ in areas which will require mitigating measures, particularly to combat non-resident driving and ‘rat runs.’** Now that we are two years away from the ULEZ extension, Transport for London is actively considering and supporting initiatives to complement and build on the ULEZ in areas affected by the extension. They are particularly looking for measures which could encourage healthy streets and active travel, such as pocket parks, modal filters, Low Traffic Neighbourhoods and schemes to address issues related to non-resident travel.

The Council needs to seize this opportunity, and make healthy streets a central political and strategic priority for the borough – a theme we will return to in Chapter 5. So far as possible, the Council should of course endeavour to seek TfL funding for these initiatives, but they also need to provide match funding using money from the Local Implementation Plan, Community Infrastructure Levy and other funding sources.

- **The private sector, and any organisation impacting on air quality in Brent, needs to be involved in a wider and broad-ranging initiative to reduce the air quality impact of personal car usage, freight, deliveries and procurement.** At present, Brent’s air quality action plan is too narrowly focussed on a relatively small range of initiatives in this area. Based on our engagement with other councils, and a review of other local authorities’ plans, we feel that for Brent to lead successful initiatives in this area, it needs to take further action. In particular:
 - **It should convene a local forum or institution to identify ways to improve air quality in the borough.** Some inner London has been able to significantly reduce the air quality impact of freight and procurement through one such body: the Cross River Partnership. There is no similar institution in Brent, and the scrutiny inquiry feels it would be unlikely for the Council to devise ways to address the air quality impact of freight and procurement unless we convene a similar forum.
 - **The Council work with local organisations to agree shared targets to improve air quality.** Camden’s air quality strategy includes specific targets on air quality from the

private sector and from other local organisations impacting on air quality, and the abovementioned forum should seek to do the same thing. Large companies like Tesco, Sainsbury's and IKEA Wembley have not taken sufficient action on air quality, and need to be challenged as part of this process to do much more in the borough.

- **The Council should work to minimise unnecessary deliveries directly to people's doors, seeking to encourage a 'green last mile', create delivery hubs, spread best practice across the housing sector and raise awareness of the air quality impact of these deliveries.** The scrutiny inquiry understands that some Quintain developments in Wembley have sought to address this by capping the number of delivery vehicles which can go to their buildings in an hour, thus forcing delivery companies to integrate their processes. Similar initiatives should be spread in housing developments across the borough, and where possible the Council should spearhead the development of convenient central 'delivery hubs' in accessible areas of the community.
- **There needs to be a specific strategy to address the air quality impact of non-residents travelling through the borough in cars, and work should be done to support the greater use of public transport and active travel by non-residents.** Whilst we support the diesel surcharge in CPZs, it is essential that the Council do more to address the air quality impact caused by non-residents travelling through the borough. This will help demonstrate to residents that a fair and consistent approach is being taken to address air quality, and that the whole community has a responsibility to improve air quality in the borough.

As part of this, we encourage the Council to work closely with the Football Association, Transport for London, Wembley Arena and others to identify a specific strategy to address the air quality impact of non-resident travel through the borough. Amongst other things, we suggest that the Council work with the Football Association to agree a variable cap on event day car usage for event days, and work with private car parks across the borough to apply a diesel surcharge to non-resident parking.

Linked with this initiative, we suggest that the Council particularly explore the impact of Nottingham City Council's initiative – unique across Councils in the UK – to introduce a levy on excess workplace parking spaces to pay for public transport in the city.⁸³ The Council should explore the scope for a similar highly-targeted initiative in Brent to address non-resident parking in certain targeted areas of the borough. Further steps can also be taken to enforce contraventions of event day parking restrictions by non-residents, and a public awareness campaign on air quality needs to be extended to the North Circular so it directly reaches non-residents travelling through the borough (we develop this proposal in recommendation 10).

- **The Council should lead by example, working to ensure that its own processes are up to the high standards it expects of all private and community organisations across the borough.** The current air quality strategy sets out some welcome intentions in this area, and is currently in the process of reviewing its contracts in a range of areas in advance of the re-tendering of a significant number of its contracts in 2021.



A clear timetable for this needs to be set, with a range of clearer targets adopted to green the Council's fleet and change its procurement processes. A workplace parking strategy also needs to be devised to reduce car journeys by Council employees and Councillors. It is only by spearheading these initiatives that the Council can convince the private sector and other actors operating in the borough that it is serious about the steps it is taking.

Recommendations

In light of the above, this scrutiny inquiry **RECOMMENDS**:

RECOMMENDATION 2:

THAT THE COUNCIL, IN CONSULTATION WITH TFL AND THE FA, AGREE A STRATEGY TO REDUCE THE AIR QUALITY IMPACT OF NON-RESIDENT CAR USAGE IN BRENT.

Brent Council, working with Transport for London, the Football Association and others, should put in place a dedicated strategy on non-resident car usage in the borough. This strategy will work to reduce non-resident car usage across the borough, and encourage people to use alternative modes of travel when visiting and driving through Brent.

As part of this strategy, the Council should consider:

- **Agreeing caps to non-resident parking with the FA on event days.** The present maximum provision of 2,900 commercial car parking spaces should never be exceeded, and no further commercial parking provision should be provided for event days. Indeed, significantly lower limits should be agreed on a case-by-case basis depending on the identified capacity requirements at individual events, with the Council adopting a presumption in favour of the lowest possible limits.
- **Working with Transport for London and the FA to reconsider the current redirection of bus routes during Wembley event days.** This risks sending completely the wrong message to both residents and non-residents alike, making it easier for people to drive than to use public transport. It should work alongside the FA to develop their proposals to stop this by improving infrastructure around Wembley Triangle, so that it will not need to be closed to public transport during event days.
- **Build on the diesel surcharge by working with Quintain, the FA and other commercial car parks in Brent to agree emissions-based parking charges,** along the same lines of Brent Council's diesel surcharge. This would help penalise the most polluting non-resident drivers, and encourage people to shift to lower emission forms of transport.
- **Reconsidering the current placement of event day Controlled Parking Zones, and updating it in light of new evidence of where it is taking place.** It should particularly consider extending them around tube stations in the borough. Such measures would prevent non-resident parking in more areas of the borough during event days, at a minimal annual cost to local residents. It could also support the FA and others in taking enforcement action against drivers.
- **Actively supporting proposals to expand railway, tube and public transport provision to reduce car usage on event days.** The Council should support measures to expand capacity in Wembley Stadium and Wembley Park and increase the number of railway journeys to Wembley Central station. We expand on these proposals in Recommendation 6.

- **Working with the FA to eliminate the use of pirate parking during event days.** We should work to undertake joint patrols with HM Revenue & Customs to tackle parking businesses which are not registered for tax purposes, and review the parking licenses of any car parks found to be undertaking pirate parking.
- **Taking measures to improve the enforcement of the event day CPZ,** including by considering larger fines for breaches (or lobbying for the levying of larger fines), because at present the fines for breaching the CPZ are comparable to the cost of using commercial car parks anyway. We should also ensure the CPZ is enforced at all hours, including late-day and weekend football matches, and consider the use of clamping and greater provision of vehicle toeing to combat non-resident parking.
- **Expand the use of public health messaging and awareness-raising about air quality along the North Circular, and during event days.** We expand on this proposal in Recommendation 10, when we consider the role that public health messaging and awareness-raising could play in addressing issues with air quality.
- **Encourage greater use of cycling to event days,** by increasing cycle storage provision around the stadium and providing a route to the stadium via the forthcoming Willesden-to-Wembley Cycle Superhighway.
- **Consider the potential merits of a highly targeted levy to tackle non-resident parking in the borough, along the lines of that implemented in Nottingham.** The Council should explore the applicability of this levy to Brent, and identify whether highly targeted areas of the borough could benefit from a similar levy, with the proceeds used to fund affordable public transport initiatives. It should actively work with London Councils which are considering similar limits, such as Hillingdon and Camden.
- **Demanding that IKEA Wembley, Tesco and other supermarkets and retail stores take urgent steps to promote active travel and lower-emissions travel from non-residents to their stores in Brent,** including by installing electric vehicle charging points in car parks, making provision for more cycle storage and working to improve pedestrian and cyclist access to their stores.
- **Working, in full consultation with residents, to take measures against non-resident driving through residential streets in Brent, including rat runs.** This could include measures to block through-traffic through residential streets, along the lines of schemes implemented in Waltham Forest (see Recommendation 5 for further details). Such measures should only be implemented with the consent of local residents and on a case-by-case basis, in response to local concerns about non-resident driving.
- **Considering the use of Low Emission Neighbourhoods in areas heavily impacted by non-resident driving and event day activities,** in order to prevent high-emission vehicles from travelling in these areas. This should be a particular priority in residential streets heavily impacted by event day activities and non-resident driving on and around the North Circular and other major roads in Brent.

RECOMMENDATION 3:

THAT THE COUNCIL SET UP A GREEN BRENT PARTNERSHIP: A FORUM WITH ORGANISATIONS IMPACTING AIR QUALITY IN BRENT –INCLUDING THE PRIVATE SECTOR, COMMUNITY ORGANISATIONS AND CAMPAIGN GROUPS – TO AGREE SHARED TARGETS TO IMPROVE AIR

QUALITY LOCALLY. WE SHOULD ALSO LEAD BY EXAMPLE BY TAKING STEPS TO REDUCE THE AIR QUALITY IMPACT OF BRENT COUNCIL'S OWN ACTIVITIES.

Building on the success of Brent's Climate Assembly, and learning lessons from similar initiatives in central London such as the Cross River Partnership, Brent Council should establish an ongoing forum with stakeholders in Brent (working title: 'Green Brent Partnership'), to identify ways we can all work together to improve air quality in the borough. Members of the partnership should include, but should not be limited to, the Royal Mail, IKEA Wembley, local supermarkets, the Football Association, retail outlets such as London Designer Outlet, food providers, Clean Air for Brent and Brent Cycling Campaign.

The Green Brent Partnership should work with stakeholders in Brent to, amongst other things:

- **Agree a shared set of goals to improve air quality in the borough**, and regularly monitor and provide updates on progress in meeting these goals. Each member of the partnership which has an impact on air quality locally should agree these targets, and the Council should play a leading role in assessing their progress in meeting these objectives.
- **Developing a freight strategy for Brent to integrate procurement and delivery processes to minimise impact on air quality.** This should draw from the expertise of the West London Alliance, West Trans and the Cross-River Partnership. As part of this, the Council should conduct a pilot into integrating procurement processes in a town centre in Brent; review the journey times of delivery vehicles to minimise travel during rush hour; and work with businesses to improve emissions standards of delivery vehicles.
- **Encourage people and businesses to use zero emission forms of delivery**, such as the 'green last mile': using bikes rather than vehicles to deliver goods to their final destination.
- **Encourage residential developments in Brent to streamline and reduce vehicle deliveries**, encouraging residents and businesses to pool deliveries to reduce air quality impact and deliver items to community 'hubs' rather than directly to residential areas. Sites such as Box Park, local supermarkets, community libraries and every local station in Brent should be considered as potential locations for these hubs.
- **Promote the provision of cycle storage, electric vehicle charging and emissions-based parking charges in customer car parks across the borough**, including in IKEA Wembley, local supermarkets and commercial car parks.
- **Promote and highlight the savings which businesses could make from better procurement processes**, whilst at the same time significantly improving air quality. Where measures are not cost-saving, the Council should review the possibility of a scheme to provide business rates relief to these businesses in order to incentivise measures which deliver public health benefit.

In each of these cases, Brent Council itself should also lead by example, to show the way to organisations throughout Brent. We recommend that the Council:

- **Set a clear timeline for greening its own fleet**, including bin lorries and council vehicles, as part of its 'Project 2023' initiative.
- **Review the travel times of Council vehicles**, to minimise travel during rush hour and areas of worst air quality impact where possible.

- **Establish the impact which poor air quality, is having on its own council employees and contractors**, in order to encourage all other employers to meet their legal obligations in this area.
- **Develop a workplace ‘green travel policy’** for Council employees, Councillors and others who use Brent Council facilities, minimising the use of car travel and supporting the use of active travel and public transport.
- **Regularly review and report on the air quality impact of Brent Council’s pension fund investments**, and seek to invest in initiatives with minimal poor air quality impact where this is prudent and consistent with the Pension Fund’s fiduciary duties.
- **Ensure the materials used in the Council’s own manufacturing process keep air quality and environmental damage to a minimum**, including footways and housing improvements.

RECOMMENDATION 4:

THAT THE COUNCIL CLOSELY MONITOR AND REVIEW THE AIR QUALITY IMPACT OF CURRENT POLICIES, MOST PARTICULARLY THE ULTRA LOW EMISSION ZONE, AND CONSIDER IMPLEMENTING AND/OR LOBBYING FOR STRONGER MEASURES IF NECESSARY. IT SHOULD ALSO KEEP THE PROVISION OF AIR QUALITY MONITORING SITES UNDER CONSTANT REVIEW.

A number of positive steps have been taken to improve air quality in the borough, and evidence suggests that the forthcoming Ultra-Low Emission Zone (ULEZ) extension to the border of the North Circular will be by far the most effective in improving air quality in Brent. The Council should support this extension and seek to raise awareness about it, whilst also lobbying Transport for London and the Government for a trade-in scheme for those residents and businesses who currently use vehicles which are non-compliant with it.

But the ULEZ, and other policies, may also have knock-on effects which necessitate the use of further measures to improve air quality. There are also considerable concerns from residents just outside the ULEZ, especially those on the North Circular itself, who feel they will not see sufficient air quality benefits from the ULEZ.

We therefore recommend that the Council:

- **Raise awareness of the ULEZ extension to Brent residents and seek to build public support for it**, by highlighting the health benefits it will bring and seeking to secure a vehicle trade-in scheme for affected residents and businesses from the Greater London Authority and the Government
- **Seek to maximise the number of people who switch to active travel and public transport as a result of the ULEZ**, by making public transport usage and active travel easier and more affordable; and ensuring all vehicle trade-in schemes for non-compliant vehicles provide an equal and opposite financial incentive for drivers to switch to active travel and public transport instead.
- **Pay particular regard to the impact of the ULEZ north of and including the North Circular, and consider the provision of measures such as Low Emission Zones and other initiatives should progress be insufficient** – for example, if an increased number of vehicles park ‘just’ outside the ULEZ and enhance traffic pressures.

- **Work closely with other Local Authorities along the North Circular to agree a shared approach to the ULEZ,** and jointly lobby TfL on this area where air quality impact is not sufficient.
- **Review the impact that the ULEZ has on inequality in air quality in the borough.** Whilst the south of the borough currently tends to have the greatest issues in air quality, the ULEZ extension may necessitate a shift in focus towards the north of the borough where progress is less positive, and this may necessitate the use of further measures.
- **Particularly closely review the impact of the ULEZ on residential areas along the North Circular.** The scrutiny inquiry is deeply concerned about the considerable health effects of air pollution on these residents, and feels this needs to be particularly closely explored in any reviews of the ULEZ.

In addition, the Council should also continue to keep the provision of air quality monitoring stations under constant review. It should consider the provision of further monitoring stations where this may be necessary (eg to explore the impact of event days). However, the Council should also be clear to only use and promote effective air quality monitoring devices commissioned from reputable institutions, such as the London Air Quality Network from King's College London. It should actively discourage residents, businesses and other public bodies from using poorer-quality and ineffective monitoring devices, and should encourage them to instead direct their funds towards measures which will tackle the underlying causes of poor air quality.

Chapter 5

Public transport, walking and cycling

Brent's current situation

Modes of travel in Brent

Public transport and active forms of travel can make a significant contribution to improving air quality, and in all cases should be preferred over private car usage. In addition, Brent's population is forecast to increase by 20%, equating to 64,900 people, in the next 23 years, our existing road infrastructure will not be able to sustain this number of people using private transport.⁸⁴

If it is therefore essential that there is a 'model shift' in the way we go out and about in the borough, and that steps are taken to make it easier and cheaper for people to travel using public transport or active forms of travel in the years to come. At present, however, cars are responsible for almost half (45%) of traffic volume in Brent, whilst walking is responsible for 32% and bus usage for a fifth (see Figure 15 below).⁸⁵

As the Council itself acknowledges, there is also "a distinct north-south divide" in Brent. South of the North Circular, modes of travel are "more typical of people living in inner London", whilst in the north they are "more typical of an outer London borough".

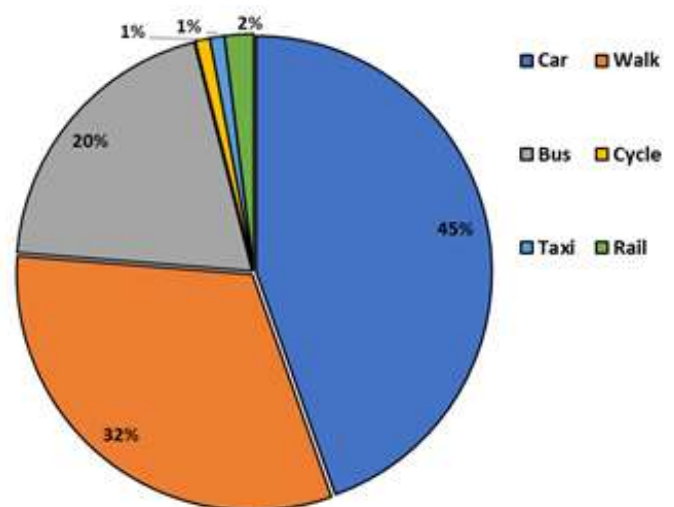
Office for National Statistics figures show that:⁸⁶

- On average, **less than 50%** of households in the south of the borough own a car, and residents there use a car for **less than a quarter** of journeys
- In the north, **68%** of households own at least one car, and residents use the car for **half** of their journeys

Public transport

These differences in use of public transport are likely at least partly driven by inequalities in access to good public transport across the borough. Indeed, as noted in Chapter 4, there is an association between levels of car ownership and public transport accessibility. Brent overall is well-served by public transport, with 52 daytime bus routes, 14 night bus routes and 26 Network Rail, London Overground and London Underground stations in the borough. However public transport

Figure 15. Modal split of total traffic volume in Brent in 2017.
Source: Brent Council's draft Local Implementation Plan 3



accessibility varies across our community, with stark inequalities in access between north and south.

Table 4 to the right provides a breakdown of Public Transport Accessibility Levels (PTALs) for every ward in Brent (PTALs are a statistical method used by TfL to calculate how accessible each neighbourhood in London is to public transport). The majority of Brent's wards (12/21) have relatively poor PTAL levels, and only two of Brent's wards – both in the south of the borough – have PTAL towards the higher end of the scale. It is significant that only one ward north of the North Circular (Wembley Central) has a PTAL level above 2.⁸⁷

Finally, it should also of course be acknowledged that diesel buses make a significant contribution to air pollution, and as noted in Chapter 1 TfL buses responsible for around 7% of PM2.5 and PM10 emissions and 17% of NOx emissions in the borough. The scrutiny inquiry also recognises that there are particular areas of Brent which are particularly affected by high levels of emissions caused by public transport, such as Chamberlayne Road, which we visited as part of our scrutiny inquiry. Whilst greater use of public transport, including buses, is an instrumental means of improving air quality, it is essential that Transport for London works to 'green' its bus fleet as soon as possible.

Encouragement of active travel, such as walking and cycling

To compound this issue with public transport access, in common with many London boroughs straddling inner and outer London and separated by the North Circular, the built environment in Brent is not always conducive to active forms of travel, such as walking and cycling. In a July 2019 report, a coalition of active travel campaign organisations produced a 'Healthy Streets Scorecard' of all London boroughs.

This produced a rank of London boroughs, from 1 to 10, by bringing together data from eight different sources – including mode of transport, road usage and road casualties. The scores of all London boroughs are contained in Figure 16 below.⁸⁸ Using this metric, Brent is in the bottom half of the London league table, ranking 19th out of 33 London boroughs on the 'healthy streets' scorecard, although we do rank relatively well compared to most outer London boroughs (5th out of 19 boroughs).

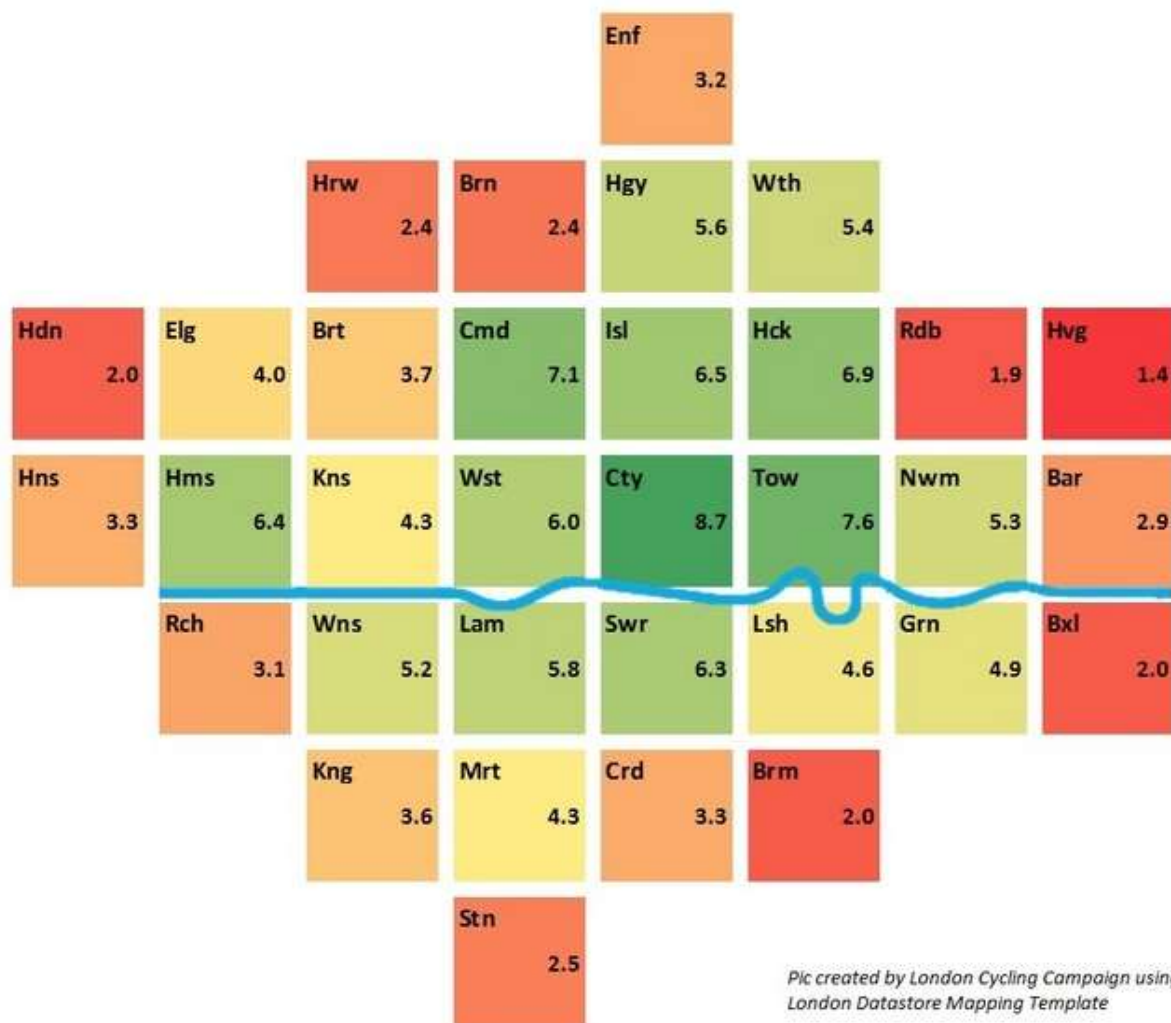
This means that despite some positives, there is significant room for improvement in Brent, and we may wish to pay particular regard to the relatively better scores of outer London boroughs with similar geographic challenges to ours – particularly Haringey (the best-scored outer London borough) and Waltham Forest (with the second-best score of any outer London borough).⁸⁹

Table 4. Public Transport Accessibility Levels (PTALs) in Brent's Wards.

Source: Transport for London. Each area in London is graded between 0 and 6b, where a score of 0 is very poor public transport access and 6b is excellent access.

WARD	PTAL LEVEL
NORTHWICK PARK	2
PRESTON	2
STONEBRIDGE	2
WELSH HARP	2
BARNHILL	2
FRYENT	2
SUDBURY	2
ALPERTON	2
TOKYNGTON	2
KENTON	2
DOLLIS HILL	2
QUEENSBURY	2
WEMBLEY CENTRAL	3
KENSAL GREEN	3
HARLESDEN	3
WILLESDEN GREEN	3
BRONDESBURY PARK	3
DUDDEN HILL	3
MAPESBURY	3
QUEENS PARK	4
KILBURN	5

Figure 16. 'Healthy streets' scorecard of all London boroughs. Source: London Cycling Campaign. All boroughs ranked from 1 to 10 based on data from eight different indicators.⁹⁰



Existing commitments by Council and GLA

Active travel

Both the Council and GLA have been clear and ambitious in how they want to make it easier for people to use alternative forms of travel. The GLA's Transport Strategy aims that by 2041, 80% of all trips in London to be made by walking, cycling and public transport usage, and for all Londoners to do at least 20 minutes of active travel a day.⁹¹ In turn, Brent's third 'Local Implementation Plan' for the GLA's transport strategy (LIP 3), covering the period 2019-2041, sets out how we intend to implement this at a local level in the coming years.⁹²

Consistent with this, both the GLA and Brent Council have set out a number of aims to try and achieve these goals:

- Regular temporary car free days in the borough, to promote the use of alternative modes of transport and help create a 'buzz' and some enjoyment around car free travel
- Providing infrastructure to support cycling and walking

- In written and oral evidence, the Scrutiny Inquiry has been advised that Brent Council is actively lobbying for routes to promote active travel, with a 5km Wembley to Willesden Junction Cycle Superhighway in the late stages of planning. This will be the first major cycle route in North West London, and was committed to by the GLA in January 2018.⁹³
- The Council has recently taken a lead in the promotion of convenient, hop-on hop-off electric ‘Lime’ bikes across the borough, with the Council becoming one of the first boroughs in London to introduce them.⁹⁴
- The GLA has set out a ‘Healthy Streets for London’ approach, prioritising walking, cycling and public transport in order to encourage their usage in the years to come.⁹⁵
- In May 2019, Brent Council won ‘gold’ at the London Transport Awards under the ‘excellence in cycling and walking’ category, particularly for its work in engaging 23,000 pupils in behaviour change programmes such as Bike it Plus. This led to an 85% increase in children cycling regularly, and contributed to a trebling of the number of journeys made by bike in Brent since 2013.⁹⁶

Public transport

The scrutiny inquiry recognises that both the Council and, in particular, Transport for London, have made a number of commitments in order to improve public transport accessibility across the borough, and the Council is also actively lobbying for improvements in a number of areas:

- Working with Brent Council and other councils along the route, Transport for London is in the process of developing a West London Orbital line, running along the Dudding Hill line (currently used only for freight) in the north of the borough and then going south to connect Brent Cross and Wembley to Old Oak Common and the Great West Corridor.⁹⁷
- Brent’s third Local Implementation Plan for the GLA Transport Strategy, covering the period 2019-2041, sets out a range of initiatives to improve public transport and promote active travel in the borough in the coming years, and has identified a range of localised borough targets for delivery of the Transport Strategy. Public transport initiatives include, amongst other things:⁹⁸
 - Initiatives to upgrade signalling and control systems in the Piccadilly and Bakerloo lines
 - Exploration of a bus rapid transit network for orbital links between Brent Cross and Ealing
 - Consolidation of existing 20mph zones and to have a phased approach to deliver a borough-wide 20mph strategy from 2020-2025
 - Neasden transport improvements from 2020-2025, to provide “improved public realm, air quality and accessibility to public services”
 - Addressing issues with public transport accessibility in Alperton through the Alperton Master Plan
- Partly as a result of the ULEZ extension and other policies by the GLA, Transport for London and Brent Council are due to review bus routes in Brent and explore the need for additional bus provision, particularly in the north of the borough.⁹⁹

In addition to this, Transport for London has set a range of targets to improve the air quality of its bus fleet:

- 12 areas of London were designated Low Emission Bus Zones, where all scheduled buses travelling through these areas now meet or exceed the latest Euro VI emissions standards, which can reduce NO2 emissions by up to 95%. Buses on these routes include a mix of new Euro VI buses, old buses retrofitted to Euro VI standards, hybrids which meet or exceed Euro VI standards and electric buses which cause zero tailpipe emissions.¹⁰⁰
- Since 2014 all new buses have been equipped to Euro VI standards, and are being introduced at a rate of 700-1000 a year.¹⁰¹ By 2020 all TfL buses across London will meet Euro VI standards. They will either be new buses with Euro VI compliant engines or will be old buses retrofitted to Euro VI standards. In an evidence session with TfL, the scrutiny inquiry, when asked, received explicit assurance that old buses retrofitted to Euro VI standards will have exactly the same air quality impact as new Euro VI compliant buses.¹⁰²
- From 2020, all new single decker buses entering the fleet will be zero emission (at tailpipe), although of course these buses will create PM 2.5 and PM 10 through non-exhaust sources.
- By 2037 at the latest, all 9,200 buses across London will produce zero emissions from the tailpipe. By 2050, it is aimed that London's entire transport system will be zero emission at the tailpipe.¹⁰³

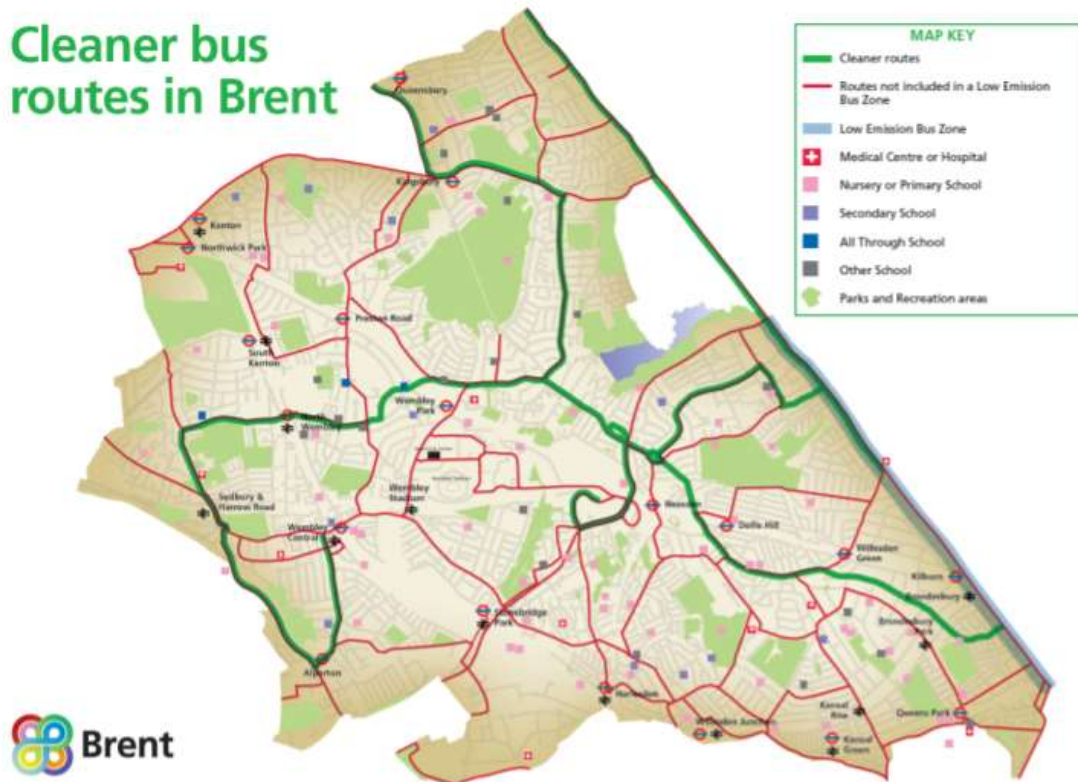
Figure 17 below, sourced from Brent Council's draft Local Implementation Plan 3, gives a map of the bus routes in Brent which have thus far been designated cleaner routes or are in Low Emission Bus Zones. One part of Brent (Kilburn to Maida Vale) benefitted from being designated a Low Emission Bus Zone. In addition, three of the proposed twelve Low Emission Bus Zones to be implemented by 2020 are to benefit Brent in some way.¹⁰⁴

The Scrutiny Inquiry was disappointed that other areas in Brent which are poorly-affected by low air quality from buses, most particularly Chamberlayne Road and Harlesden High Road, were not designated Low Emission Bus Zones at the time. We feel that based on the evidence of air quality in these areas, action there could and should have been taken sooner.

However, as a result of the further commitments made by TfL, by 2020 all future routes are to meet the more stringent Euro VI standards anyway and as such will effectively have the same air quality standards as if they had been Low Emission bus Zones. This will effectively make the Low Emission Bus Zone policy redundant by 2020.¹⁰⁵

In our engagement with Transport for London, Brent Council has been advised that we should therefore change our strategy for engagement with TfL and bus contractors in light of this: if we want to increase the number of electric bus routes going through Brent, we will need to engage with bus contractors in Brent as and when local contracts expire, in order to support them in making an attractive business case to Transport for London to prioritise our bus routes. We reflect this in our recommendations later in this chapter.¹⁰⁶

Figure 17. Cleaner bus routes in Brent: commitments from TfL. Source: Brent Council's draft Local Implementation Plan 3.¹⁰⁷



Scrutiny of commitments and scope for further action

Public transport

Brent Council held a scrutiny meeting with Transport for London which discussed in detail the air quality standards and accessibility of our public transport, how Brent could best lobby for better standards in public transport and improved accessibility across the borough. As already noted, we also commissioned a report from Brent Council which was specifically dedicated to exploring what further steps our statutory partners, including TfL, could take to further improve air quality in the borough.

Based on these discussions, and on our wider review of our evidence base, we feel that Brent Council and Transport for London needs to pay further regard to the following:

- **Now that all buses to be Euro VI compliant, Brent Council's focus needs to shift to encouraging the fast adoption of zero-emission buses in the borough.** Unless future leaders in London change TfL policy, there will be no repetition of the previous geography-focussed policy of implementing Low Emission Bus Zones.

Rather, the electrification / hybridisation of future bus routes will be decided on a case-by-case basis, as and when existing contracts expire. It will depend on the business case made by bus operating companies, which will depend in part on the cost of operating electric routes on the bus route in question.

Brent Council needs to adapt to this. We need a strategy to support bus operators in making their business cases for electric buses in all bus routes operating in Brent, as and when contracts expire. We have obtained this data from Transport for London, and a full list of expiry dates for Brent bus routes has been provided to the scrutiny inquiry by Transport for London during the process of this inquiry.

- **Transport for London could do more to address the air quality impact from non-exhaust sources, such as the particulate matter created by electric buses; and explore when (and where) hybrid buses will travel in diesel mode.** The GLA's existing commitment to make all buses "zero emission" by 2037 risks reinforcing misperceptions about the air quality impact of electric vehicles, and many of the concerns the Scrutiny Inquiry raised in Chapter 4 of this report, on car travel, are equally applicable to the bus network.

The Scrutiny Inquiry also asked TfL about how hybrid buses will alternate between diesel and electric mode, due to concerns from some residents that by the time these buses arrived in Brent they will be out of power and stuck on diesel mode. Whilst they reassured us that there was no explicit geography-based criteria for when these buses enter diesel mode, we were not provided information to reassure us that – for some unrelated reason – these buses would not end up in diesel mode by the time they reached outer London boroughs.

To address these issues, both Transport for London and Brent Council need a strategy to address the wider air quality impact of London's bus fleet, and reassurance about the air quality impact of hybrid buses needs to be provided. Future electric vehicles need to be designed in such a way as to minimise non-exhaust emissions, by utilising the latest technology, and the private sector needs to be actively encouraged to innovate in this area.

- **Brent needs to set out plans to actively lobby for better bus transport access to certain areas of the borough, and work with TfL to significantly improve Public Transport Accessibility levels in these areas.** If the GLA and Brent's LIP 3 report are serious about the target to significantly increase the proportion of non-road journeys in Brent, LIP 3 needs a strategy to increase accessibility of the north of the borough to green, clean and quiet electric buses. The Scrutiny Inquiry feels it will be impossible to meet these ambitious objectives without significant improvements in PTAL levels across the borough, most especially north of the North Circular.
- **Brent Council needs a strategy to lobby for improvements in the affordability of public transport across the borough.** Charges for Brent's stations on the Jubilee, Bakerloo and Piccadilly lines increase very steeply in just a few stations, and cover zones 2-4 of TfL's charging zone. Similar boroughs positioned around the North Circular, notably Waltham Forest, do not have the same challenge, and despite being at the other end of the Jubilee line Stratford has received a special dispensation from TfL and is in zone 2/3. The Scrutiny Inquiry encourages Brent Council to lobby for the same, and to enshrine this objective in Local Implementation Plan 3.



Walking and cycling

The scrutiny inquiry held a meeting with Brent Cycling Campaign and London Cycling Campaign which was specifically dedicated to encouraging active forms of travel. We also held an evidence session with Transport for London dedicated to active travel, and regularly raised this issue in meetings with Brent Council. We also received evidence from a number of groups which addressed active travel, such as evidence from 20's Plenty.

Based on this information, and following scrutiny sessions with the Council, we feel that future strategies by Brent Council and Transport for London need to pay regard to the following factors:

- **Drawing from the experience of Waltham Forest Council, Brent Council needs to make healthy streets a central political and strategic priority.** Waltham Forest has a number of similar challenges to Brent, straddling inner and outer London and with the North Circular going through it. Yet despite this, the borough performs considerably better than Brent on the 'healthy streets' scorecard (see Figure 16) and has had considerable success in encouraging active travel through a range of initiatives on residential roads – including modal filters, Low Traffic Neighbourhoods, cycle lanes, pocket parks, mini-Hollands and the greater provision of cycle parking facilities.

The Scrutiny Inquiry met with Waltham Forest Council during the process of this inquiry, and also held a site visit in Waltham Forest to look at the initiative in further detail.¹⁰⁸ We were advised that in order to support the wider adoption of these schemes and promote healthy streets, Councils need to make healthy streets a central political and strategic objective, incorporated into everything the Council does rather than siloed off into a specific area. We were further advised that the Highways department, and not Transport, should hold ultimate responsibility for spearheading the initiative, as they have more day-to-day involvement in place-building and as such will be able to integrate it into their processes.

All of the successful schemes brought forward in Waltham Forest had the full support of local residents on the streets they concerned, and the Council followed a policy of only working in those areas where there was public support for these initiatives. In areas which did take them up, tackling non-resident driving – and particularly 'rat runs' through residential streets – were often a key reason why residents supported these changes. We suggest the same approach is followed in Brent Council, with the whole Local Authority – with the Highways team at the lead – working with supportive residents to offer these solutions as a potential issue to street issues they raise, particularly non-resident driving and parking on residential roads.

- **Future initiatives to encourage active travel – most particularly the Willesden-Wembley Cycle Superhighway – need to involve wider community and expertise at the earliest stages, so they can input on ideas around how best to encourage active travel at a point where they can genuinely effect change.** The Scrutiny Inquiry received positive feedback from a number of witnesses about some active travel initiatives in Brent, However we received less positive feedback about some others, which witnesses felt were not built to sufficiently high standards.

In cases where Brent Council and TfL were perceived to fall short, this was put down to the fact that engagement on route design took place at too late a stage, at a point when stakeholders were unable to significantly effect change. We received positive feedback about the Brent Public Transport Forum and Brent Active Travel Forum, which previously did involve stakeholders in these discussions and could act as a forum through which to have these discussions. The Scrutiny Inquiry feels that future plans need to involve the wider community at the earliest stage, and a reinvigorated Brent Public Transport Forum and Brent Active Travel Forum – or a new set of bodies – should play a central role in having early dialogue about the design of future active travel initiatives.

- **Both the Council and TfL need jointly to develop a specific, dedicated strategy to improve accessibility over the North Circular.** Throughout the course of the Scrutiny Inquiry, accessibility over (and under) the North Circular has proved a key and central concern. Pedestrians and cyclists alike find it difficult to take up active forms of travel due to the barrier provided by it, and the lack of routes over or under it at critical points along it. Brent Council and Transport for London need to devise a strategy to address these issues, and Brent Council's desire to improve access routes over the North Circular needs to be expressly acknowledged and set out in LIP 3. We have raised this with TfL and have initially been advised that any such access routes could prove prohibitively expensive, but we feel this needs to be set against the significant contribution they could make to meeting the GLA's Transport Strategy objectives and the cost savings due to the reduced health impact caused by travel.
- **Policies dedicated to active travel need to address public concerns about the 'safety' of walking and cycling.** When asked in surveys about the barriers to taking up cycling, 'safety' is regularly cited as the key reason why people are averse to taking up cycling.¹⁰⁹ Much of this concern is due to a misplaced *perception* that cycling is unsafe, but it is thought to be driven by:

 - A feeling that the built environment is 'built for' cars and not pedestrians or cyclists
 - Concerns about the way some drivers go out and about, such as how they sometimes 'cut through' cyclists
 - The limited dedicated space available to cyclists and pedestrians on a number of routes
 - Issues with the speed of vehicles on a number of major routes in the borough. These routes also often happen to be the easiest and most convenient routes for cyclists to get out and about in the borough, so can significantly discourage take-up
 - Concerns about the storage of bikes, and the ability to keep bikes kept away safely and securely in-between journeys – when at work, at home or when shopping

Brent Council and Transport for London strategies need to have, as a central objective, the need to address public concerns about the safety of active travel. Many other necessary policies to improve the built environment flow from on from this policy.

- **Future active travel initiatives in Brent also need to consider the safety and accessibility of residential routes, outside of main routes.** In our meeting with witnesses engaged in the promotion of active travel, this has emerged as a key and often-overlooked issue.

Whilst cyclists tend to predominantly travel through main routes to get to and from work, there are significant concerns about the safety of some residential routes – such as the speed of some vehicles, and the use of residential routes as ‘rat runs’ by drivers – which can significantly affect their willingness to take up cycling.

Brent Council needs to explore this issue in detail and take specific steps to improve safety and accessibility in residential routes. This should include reviewing speed limits on these routes on a case-by-case basis, where they exceed 20mph, building on the Local Implementation Plan 3’s existing commitment in relation to a borough-wide 20mph strategy. The use of residential routes as ‘rat runs’ should also be actively discouraged, and it is possible that steps to address this could attract the support of both local residents and cyclists.

- **All future cycling initiatives need to be disability-inclusive, promoting a wider range of cycling than simply bicycles.** We have heard concerns from stakeholders that some initiatives in London boroughs inadvertently block the use of forms of active travel for those with disabilities, such as three-wheel cycling. Narrow cycle lanes can stop people with disabilities from engaging in active travel, as too can measures such as gates to slow down cyclists or prevent the use of motorbikes on alleyways.
- **The Council should prioritise the provision of cycle storage space just as much as electric vehicle charging points.** The lack of cycle storage space can significantly affect people’s willingness to take up cycling. The Council’s air quality action plan currently neglects questions and concerns about storage space in existing residential premises (including social housing and private rented homes) and on streets, and there is a need for an update on the commitments in the Brent Cycle Strategy in relation to cycle storage and cycle parking.¹¹⁰

The Council should take steps to address this, including by:

- Investing in cycle storage space in social housing developments (or encouraging residents to seek funding for this outside of the Housing Revenue Account, through the Community Infrastructure Levy or other sources)
 - Encouraging private landlords to support cycle storage in private rented homes, through the licensing system and through engagement with landlords in forums
 - Ensuring that the Green Brent Partnership actively encourages businesses and others in the borough to facilitate easy cycle storage in their premises
 - Actively pursuing opportunities to create cycle storage space in town centres and communal areas, through the use of CIL money or otherwise, to enable residents to make short cycling trips to town centres for shopping, social activities, etc
- **Future vehicle trade-in schemes for electric vehicles – whether driven by Government, the Greater London Authority or Brent Council – need to provide equal incentives for the take-up of active forms of travel.** An individual looking to trade-in their car to avoid ULEZ should be offered an equal incentive, to an equivalent financial value, to instead forego a car entirely and take up active forms of travel (or use public transport). The

Scrutiny Inquiry is glad to see this reflected in the GLA's current trade-in scheme, but it is essential that all future schemes continue in the same vein, and Brent Council should lobby to ensure this.

Recommendations

In light of the above, this scrutiny inquiry **RECOMMENDS**:

RECOMMENDATION 5

THAT THE COUNCIL MAKE THE DELIVERY OF HEALTHY STREETS A CENTRAL CORPORATE AND POLITICAL PRIORITY ACROSS THE BOROUGH, WORKING CLOSELY WITH LOCAL RESIDENTS TO EXPAND THE NUMBER OF HEALTHY STREETS LOCALLY.

Responsibility for delivery of this should involve all Departments in Brent, but should ultimately rest within the Highways Department and not Transport, because Highways will be able to integrate this approach within their operational work and routinely consider this whenever they consult on schemes or works need to be carried out. This also needs to feature centrally in a future Borough Plan, in Local Implementation Plan 3 and in the Local Plan.

In order to deliver this priority, Brent Council should set out a minimum offer to streets across the borough when considering improvements to areas:

- **Routinely consider how we can support healthy streets all our infrastructure and transport projects**, ensuring our highways team and others regularly consider how they can better-promote healthy streets and active travel whenever works are due to take place or improvement projects are being carried out. As part of this, the Council should also proactively identify a list of streets in the borough which are most impacted by poor non-resident parking behaviour, such as rat runs, and work with these streets to introduce measures to address these issues.
- **Engage people on healthy streets initiatives at the earliest stage of projects, so they can genuinely feed into the process of developing ideas.** This will help address concerns that some early cycling infrastructure projects in Brent were as well-designed as they could be, and were consulted on too late in the developmental process. The Brent Public Transport Forum and Brent Active Travel Forums should be reinvigorated, with an expanded remit, to help ensure these conversations take place as early as possible and future projects are delivered to the highest standards. We should review the membership of these forums to ensure that campaign groups engaged in active travel in Brent have ex-officio membership of it.
- **Engage with residents about initiatives to tackle non-resident driving in residential streets**, such as blocking through-routes, 20mph speed limits, Low Traffic Neighbourhoods and modal filters, in order to make streets more friendly and accessible for residents. This raft of measures needs to be part of Brent Council's 'toolkit' whenever residents raise concerns about non-resident driving, building on our proposal in recommendation 2. Such initiatives should only be carried out with the consent of local residents and considered on a case-by-case basis where it is appropriate for local streets, and should be focussed on tackling residents' concerns about non-resident parking.



- **A more consistent and clear approach to the provision of 20mph zones needs to be established.** For many of these initiatives, 20mph speed limits will be an essential prerequisite to delivering other aspects of the healthy streets approach, and this should be factored into highway improvements. Greater provision of 20mph zones across the borough are also easier to enforce than piecemeal zones.
- **Give the provision of cycle storage, and cycle parking the same level of priority as electric vehicle charging.** Working with TfL, the Council should routinely look for opportunities to expand cycle storage space, most especially around tube stations. Opportunities to provide cycle storage in under-utilised car parking bays or on wide footways need to be routinely explored. Residents should be invited to bid for cycle storage using Community Infrastructure Levy funds. The Council should work to enhance the cycle storage capacity of its own housing stock, and continue to press for similar standards from Registered Providers, developers, businesses and others.
- **Ensure additional cycling space is not delivered at the expense of pedestrians, and vice-versa,** as has sadly sometimes been the case in other developments. The presumption should be in favour of encouraging active travel through reducing space for private car usage, or through creating extra space in other ways.
- **Review the current maximum provision of parking permits for households in Controlled Parking Zones,** with particular regard to the parking pressures caused by the larger number of permits which can be claimed by Houses of Multiple Occupation. The Council should seek to move away from the current “one size fits all” approach to CPZ permits regardless of household type or location. A cap on the number of permits in HMOs could significantly reduce parking pressures in some residential areas, freeing up space for greater provision of more space for active forms of travel.
- **Extend the diesel surcharge to pay and display parking,** building on the current surcharge in controlled parking zones, in order to deliver a clear and consistent message about the impact of poor air quality and encourage the use of active travel and lower emission vehicles.
- **Continue to promote and expand the use of car free days,** building on the successful initiatives already established. The scrutiny inquiry feels that Brent’s year as London Borough of Culture 2020 offers an enormous opportunity to promote the benefits of car free days on our streets, and our borough of culture team should exploit all opportunities to promote successful car free days on streets throughout 2020.
- **Ensure all future cycling initiatives are disability-inclusive,** and support the use of a wide range of cycling devices and not just bicycles. This requires the provision of sufficiently wide cycle ways, and it means avoiding certain traffic calming methods or blocks which – whilst easy for bicycles to get around – may prevent people with disabilities from using active travel methods.

RECOMMENDATION 6

THAT THE COUNCIL OUTLINE, PUBLISH AND CONSULT ON A CLEAR STRATEGY FOR ENGAGEMENT WITH TRANSPORT FOR LONDON ON ACTIVE TRAVEL INITIATIVES – INCLUDING

THE PLANNED WILLESDEN-WEMBLEY CYCLE SUPERHIGHWAY, MEASURES TO IMPROVE PUBLIC TRANSPORT PROVISION AND ANY FUTURE INITIATIVES TO IMPROVE ACCESSIBILITY OVER THE NORTH CIRCULAR.

During the course of our inquiry, we have become aware that there are plenty of ideas across the borough on how we could better-promote active travel across the borough, and improve our infrastructure to make it easier for pedestrians and cyclists to go out and about.

In order to identify and exploit these opportunities, Brent Council needs to be open about its approach to engagement with TfL, using new forums – like the recently-convened Brent Climate Assembly, and the Green Brent Partnership (see recommendation 3) – to engage with residents about potential opportunities.

In drawing up this strategy, Brent Council should:

- **Make improving safety for pedestrians and cyclists a key corporate priority**, and address the misplaced *perception* of safety issues through improvements to the built environment.
- **Look to improve pedestrian and cyclist accessibility over the North Circular**, in order to reduce barriers between north and south Brent and promote more active forms of travel. The Council should work with TfL to explore the provision of more bridges over the North Circular in order to achieve this.
- **Actively lobby to improve public transport accessibility in under-served areas of the borough**, most particularly areas north of the North Circular with low Public Transport Accessibility Level ratings. The Council should work with TfL to devise a strategy to improve PTAL levels in areas of the borough where provision is poor.
- **Work with bus contractors to speed up the adoption of electric buses across Brent, as and when existing contracts expire**. The speed at which electric buses are adopted in Brent will depend on the strength of the business case contractors present to TfL, and Brent Council must play a central role in making business cases for Brent bus routes as strong and robust as possible.
- **Prepare a plan to actively lobby for better public transport access for Brent for when the Chiltern franchise comes up for renewal in December 2021**, working to bring together Transport for London, local businesses, community groups and others together in a campaign for better railway transport access to the borough. For example, the strategy should include lobbying for a more regular service to Sudbury and Harrow Road station as part of the Chiltern franchise.
- **Lobby strongly to improve the affordability of public transport in the borough**, seeking to secure special dispensation from TfL to be part of a cheaper ticketing zone, along the same lines as Stratford, and inserting this as an objective in Local Implementation Plan 3.
- **Set out clear proposals for a Willesden-Wembley Cycle Superhighway**, and fully consult with local residents on how this project should be delivered. As noted in Recommendation 2, the Council should explore extending the superhighway to Wembley Park to increase cycle usage on event days.
- **Work alongside the FA to lobby for improved capacity in stations including Wembley Park, Wembley Stadium and Wembley Central** in order to reduce car usage on event days, as set out in Recommendation 2.

Chapter 6

Housing, planning and the built environment

Brent's current situation

Direct impact

The average individual spends over 90% of their time indoors, which means that good indoor air quality and good air quality in the built environment is vital for public health.¹¹¹ As noted in Chapter 1, whilst road transport contributes half of air pollution in Brent, the other half is caused by a range of factors associated with housing and the built environment.

These are:

- **Heat and power generation**, which is responsible for 35% of CO₂ emissions, 22% of NO₂, 20% of PM_{2.5} and around 8% of PM₁₀ emissions. This is further broken down into:
 - **Domestic heat and power generation**, responsible for 25% of CO₂, 10% of PM_{2.5}, 7% of NO₂ and less than 5% of PM₁₀ emissions
 - **Industrial and commercial heat and power generation**, which is responsible for 10% of CO₂, less than 10% of PM_{2.5}, 15% of NO₂ and 3% of PM₁₀ emissions
- **Industrial and commercial industrial processes**, which is responsible for 35% of CO₂, 20% of PM_{2.5}, 22% of NO₂ and around 8% of PM₁₀ emissions.
- **Industrial and commercial construction**, responsible for 0% of CO₂, 20% of PM_{2.5}, 5% of NO₂ and 41% of PM₁₀ emissions.

Within this, a range of often-overlooked factors make a significant contribution to air pollution, including:

- **Wood burning** and the burning of household waste
- **Commercial cooking**. It is now estimated that commercial cooking produces 13% of London's particle pollution,¹¹² especially in areas with high concentrations of restaurants
- **Household heating and cooking**, which can release particulate matter, carbon monoxide, nitrogen oxide and sulphur dioxides¹¹³
- **Damp** in the household¹¹⁴
- **Chemicals used for cleaning or decoration** in our homes¹¹⁵
- **Asbestos** in homes¹¹⁶
- **Building construction** and demolition¹¹⁷
- **Heavy duty non-road mobile machinery (NRRM)** used whilst constructing buildings. For example, excavators contribute 46% of the NO_x of NRRM in London, followed by dumpers (11%) and forklifts (7%)¹¹⁸



Indirect impact

In addition, housing, industrial processes and the built environment can also have a significant indirect effect on air pollution. Poorly-planned developments can make it harder to take lower-emission forms of travel or plan public transport routes. This can also be the case for poorly-situated developments placed in areas with poor public transport accessibility, and without any associated measures to improve access to public transport as part of the development process (or force developers to contribute to this).

Along the same lines, there is also some debate over the contribution that green spaces can make to addressing air quality and (conversely) the role that *a lack* of green space in many areas of Brent plays in air pollution issues in the area. The scrutiny inquiry received a range of written representations from Brent residents during the process of this inquiry, and a considerable number of these specifically raised questions about the part that green space could play in improving the quality of our air. These residents also rightly highlighted that many air quality hotspots in the borough also suffer from a considerable lack of green space – a claim we do not contest, and one which we agree needs to be addressed.

When we met with Dr Ian Mudway of King’s College London’s Environmental Research Group, we specifically asked him what role green space should play in tackling poor air quality, and whether it has any direct or indirect benefit on air quality.¹¹⁹ He strongly agreed that green space has a crucial *indirect* role to play in improving air quality, most especially by making pedestrian and cyclist routes more attractive and safer and thus encouraging a modal shift. It can also play a crucial role in reducing levels of CO2 and therefore addressing the greenhouse gas effect. Although not related to NOx and PM specifically, he also stressed the strong evidence on the wider benefits of green space, including in health and enhancing biodiversity. Efforts to encourage green space therefore need to be strongly encouraged, and many areas affected by poor air quality will require intensive and targeted provision of further green space.

However, he strongly advised against Councils promoting green space as a *direct* solution to poor air quality: it cannot, in and of itself, improve the quality of our air, and Councils’ efforts to improve air quality must centre on addressing the *underlying causes* of poor air quality. Some of the things being planted as part of ‘greening’ initiatives in other areas of London are also highly allergenic, and risk making it harder for people with hayfever and other issues from going out and about. The scrutiny inquiry also felt that greening can potentially offer Councils a route to be ‘let off the hook’, letting them promote superficial ‘solutions’ to poor air quality rather than taking measures to address the things which cause PM and NOx emissions in the first place. We will this theme later in this chapter, where we will identify recommendations as to how Brent Council can best address air quality issues through the provision of green space.

Existing commitments by Council and GLA

To at least some extent, addressing the issues above requires some action at a national level, such as changes to building and construction regulations and improvements in heating standards. However, concerted action can still be taken at a local and regional level, and a number of steps are currently being taken and considered by the Greater London Authority and Brent Council.

At a regional level, the London Plan, which determines planning policy across all London Planning Authorities, sets out a range of requirements on developers for air quality. This plan has been updated in July 2019 and a draft version is now being consulted on. Proposed requirements in the new draft London Plan include:¹²⁰

- Development proposals must not: (Policy SI1, B1):
 - (a) lead to further deterioration in existing air quality
 - (b) create any new areas that exceed air quality limits or delay the date at which compliance will be achieved in areas that are currently in exceedance of legal limits
 - (c) create unacceptable risk of high levels of exposure to poor air quality
- In order to meet the requirements set out above, development proposals must (Policy SI1, B2):
 - (a) Be at least air quality neutral
 - (b) Use design solutions to prevent or minimise increased exposure to existing air pollution and make provision to address local problems of air quality
 - (c) Major development proposals must be submitted with an Air Quality Assessment, which sets out how it meets the requirements of policy SI1, B1
 - (d) Development proposals in air quality focus areas or that are likely to be used by large numbers of people vulnerable to poor air quality ... which do not demonstrate that design measures have been used to minimise exposure should be refused
- There are also separate sets of guidance on the control of dust and emissions from construction and demolition activities in London. A range of measures are being taken by several Councils, in collaboration, to address issues related to air quality from the construction process, and to force construction companies to take a more responsible approach.¹²¹
- In order to support Councils in making air quality neutral assessments, the Air Quality Neutral Planning Support document was published in March 2013 and updated in April 2014. It provides specialist consultants with a methodology to undertake an 'air quality neutral' assessment, as well as emission benchmarks for buildings and transport, against which the predicted values for the proposed development can be compared.¹²²

We asked the Council whether any major developments in Brent failed to meet the air quality neutral requirement. We were advised that "no major development in Brent has failed to meet the air quality neutral requirement due to the fact that the environmental health team that scrutinises air quality neutral assessments will work with developers until air quality neutrality is achieved on each development proposal." However, currently minor developments are not legally required to be air quality neutral due to what is perceived to be their insignificant impact on local air quality, and small developers are not required to make an air quality neutral assessment. We queried this issue with small developers, and were advised that addressing the air quality impact of small developments would require changes to planning policy at a national level.¹²³

At a local level, Brent is already giving effect to these policies and striving to improve the air quality of housing and the built environment in a number of ways:



- Our Planning Department and Planning Committee give effect to the ‘air quality neutral’ and other requirements in the London Plan and other documents. Our air quality action plan has a target to increase the percentage of developments which are air quality neutral or better.¹²⁴ Based on the evidence received (see above), we understand all large developments meet the air quality neutral requirement.
- Brent Council’s Local Plan, which will determine how Brent’s planning policy reflects the London Plan, is currently in draft form and is in the process of being consulted on. It commits to continuing to combat air pollution through greening initiatives; working in partnership with other Local Authorities to combat air pollution; and reducing air pollution from vehicles through the promotion of active travel.¹²⁵
- Brent is part of the Low Emission Construction Partnership, which is working to implement tough emission standards on NRRM and in the construction process for buildings. We require construction dust to be managed and require NRRM to meet certain standards for developments taking place in the borough.¹²⁶
- The Council is responsible for the regulation of small, less complex industrial processes which have the potential to cause air pollution (larger industrial processes are regulated by the Environment Agency). We operate a permit process for these industrial sites and are responsible for setting environmental standards for them. Complaints about any sites can be made directly to Brent Council.¹²⁷
- Our air quality action plan has a commitment to creating a register of combined heat and power plants in the borough, ensuring all new major developments install low emission boilers as a minimum requirement and reducing the estimated level of emissions caused by these processes locally. It also commits to improving energy efficiency in council buildings, and achieving a percentage emissions reduction through energy conservation measures.¹²⁸
- The planned South Kilburn regeneration scheme promises to have a positive effect on air quality through the provision of an efficient communal heating system for tenants. However because of restrictions under UK legislation, Councils are prevented from tapping into the full air quality benefits of communal heating systems because private households are unable to buy-in to these systems – something which could be addressed through changes to national legislation.¹²⁹
- Finally, the air quality action plan is committed to a targeted upgrade of green infrastructure across the borough to indirectly mitigate against the impact of poor air quality. It has committed to undertaking an audit to identify areas where upgrades to green infrastructure are required and publishing a programme of upgrades.¹³⁰

Scrutiny of existing measures and scope for further action

The Scrutiny Inquiry broadly welcomes these commitments, as well as the positive direction of travel set at both a Council and GLA level. However, based on our engagement with other

stakeholders and our review of the wider literature, we feel there is scope for further action in a number of areas:

- **Brent Council's air quality strategy currently lacks commitments to address the air quality impact of commercial cooking processes, particularly in town centres.** Camden's air quality strategy has specifically identified this as a key issue in dense town centres in their borough and a key cause of poor air quality.¹³¹ The Trade Union Clean Air Network has also highlighted this as a key and often-overlooked occupational health risk.¹³² The Council should explore what steps it could take locally to address these issues, including by:

 - Working to audit the level of air pollution caused by commercial cooking in certain hotspots within Brent, and using this to inform target areas identified in the Council's air quality strategy
 - Ensuring town centre strategies, and town centre managers, proactively seek to address these issues and engage with local businesses about problems
 - Engaging with businesses to spread best practice and work jointly to devise solutions, through the proposed Green Brent Partnership
 - Working in partnership with trade unions to address the occupational health risks caused by commercial cooking processes
 - Where we can't effect change locally, lobbying for change and better standards at a national level
- **The Council should consider further steps to improve the heating standards in the housing sector.** We welcome the existing commitments in the air quality action plan to improve heating standards in our housing stock and push for better standards in new developments. The Council itself is leading by example here with the South Kilburn development. But further steps could be taken:

 - We suggest the Council undertake a feasibility study into the role that private rented sector engagement, including through the licensing system, could play in improving heating standards in Brent's PRS properties
 - The Council should set specific targets and timescales for improving the heating standards of our own housing stock, building on the commitment already made in its air quality action plan
 - In line with steps taken in Croydon Council, the Council's should explore the merits of investing the proceeds of its Carbon Offset Fund into measures to address the air quality of heating across the housing sector and in small businesses¹³³
- **A wider lobbying and public awareness campaign could be undertaken to raise awareness about the impact of wood burning and other household activities.** Whilst the Council's air quality action plan already commits to some measures to address the burning of waste, further steps could be taken:

 - A seasonal public awareness campaign could be undertaken to highlight the damage caused by wood burning (we expand on the need for a public awareness campaign in chapter 8 of this report)

- Where it is not possible to take effective enforcement action due to loopholes in current legislation, the Council should actively lobby national Government for better standards so we can take action more easily
- **The Council's efforts to address air quality through green spaces should be evidence-based, and focused for example on how greening can reduce vehicle usage by making active travel more attractive.** The scrutiny inquiry is strongly in favour of the provision of more green space throughout the borough, and also feels that a great deal of this should be provided in air quality hotspots. The borough should enhance its greening initiatives for a whole host of reasons – not least because of the considerable benefits it can bring to mental health and biodiversity, and the role it can play in addressing global heating.

However, the Council should not promote greening as the sole solution to issues of poor air quality, and it should not use it as an excuse for avoiding to tackle the underlying causes of air pollution. Rather, greening should be promoted for a while host of broader reasons, and because of the indirect benefit it can bring in encouraging modal shift. Where residents approach the Council to ask for air quality through greening, the Council should introduce greening as part of a wider package of measures to address the root causes of the air pollution on residents' streets.

Recommendations

In light of the above, this scrutiny inquiry **RECOMMENDS**:

RECOMMENDATION 7

THAT THE COUNCIL EXPAND THE NUMER OF INITIATIVES FOR DEALING WITH THE AIR QUALITY IMPACT OF HOUSING AND THE BUILT ENVIRONMENT, AND ENGAGE CLOSELY WITH EXPERTS TO CONSIDER FURTHER STEPS AS NEW EVIDENCE AND TECHNOLOGY EMERGES.

We recommend that the Council consider taking action in the following additional areas:

- **Consider using proceeds from the Council's forthcoming Carbon Offset Fund to invest in initiatives to reduce the air quality impact of heating in homes and businesses,** along the same lines as steps taken by carbon offset funds in other Councils, such as the Croydon Healthy Homes Scheme.
- **Address the air quality impact of commercial cooking, particularly in town centres.** Other councils' air quality strategies have identified this as a key issue. It is also a key occupational health hazard, and offers an opportunity for greater engagement and partnership with trade unions. Brent's air quality action plan should set out steps which could be taken here, and the Green Brent Partnership (see recommendation 3) should be empowered to work with businesses in town centres to address these issues.
- **We should consider further steps to improve heating standards in private rented housing and Registered Providers.** The Housing Department should consider whether more stringent PRS licensing standards could help drive up standards in the sector, and it should also actively engage with Registered Providers to ensure that the air quality standards of their own housing stock are improved in line with ours. The Council should also set a clear timeline for the delivery of improvements of air quality standards in our housing stock.

- **There should be a public awareness and lobbying campaign to address issues with the air quality impact of wood burning and waste burning.** A seasonal campaign against wood burning could help highlight the severe impact this causes. Where Brent Council is prevented from taking enforcement action due to restrictions in national legislation then, as set out in recommendation 1, we should lobby for more stringent laws.

Because the evidence on the air quality impact of these factors (and the best ways to address them at a local level) is still in the process of being developed, we recommend that the Council closely engage with experts on this and stay regularly updated on the evidence. Where new technology is able to reduce the air quality impact of heating and cooking processes, the Council should work through the Green Brent Partnership to actively encourage greater use of this by businesses and developers.

RECOMMENDATION 8

THAT THE COUNCIL CONTINUE TO PROMOTE GREEN SPACE AS A WAY OF SUPPORTING ACTIVE TRAVEL, AND BECAUSE OF ITS WIDER BENEFITS TO HEALTH, THE CLIMATE AND BIODIVERSITY, BUT ENSURE THAT MEASURES TO IMPROVE GREENING ARE NOT PROMOTED AS AN ALTERNATIVE TO DEALING WITH THE UNDERLYING CAUSES OF POOR AIR QUALITY.

The scrutiny inquiry is extremely supportive of the greater use of green space for a whole host of reasons, not least the measurable impact it has on mental health and wellbeing and its potential to reduce CO2 levels. However, the evidence we have received from experts has been clear that the provision of green space is not effective in improving air quality. The only effective way of addressing poor air quality is to address the underlying causes of it, and it would be greatly misleading to promote green space as a way of mitigating these problems.

Green space does, however, have a significant indirect benefit on air quality, as it can make areas more attractive for pedestrians and cyclists. In some road schemes it can also be used as an attractive way of slowing traffic down and thus promoting active travel and addressing concerns about safety. In many cases, areas in greatest need of green space are also areas of poor air quality, and therefore clearly require significant investment in green space for a whole host of reasons.

The scrutiny inquiry therefore recommends that the Council take an evidence-based approach to the promotion of green space in its air quality strategy. The Council should promote the use of green space as a way of helping to change behaviour and encourage modal shift, and should invest in greater provision of green space across the borough (including in air quality hotspots), but it should not risk creating the misleading impression that more green space could ever tackle the underlying causes of air quality on its own.

This should not, however, detract from the fact that the Council needs to considerably expand the amount of green space and trees available in Brent, for a whole host of wider reasons. We therefore encourage the Council to expand the availability of green space across the borough, and ensure there is no net reduction in green space or net loss of trees as a result of any of the Council's developments and initiatives, including the footways improvements programme.



Chapter 7

Schools, children and young people

Brent's Current situation

There is strong evidence that children are particularly vulnerable to air pollution because of their size relative to sources of air pollution, and because their lungs are still in development. High levels of exposure in childhood will considerably affect their future health and wellbeing – shortening lives, causing health problems such as asthma and, in a number of deeply tragic causes, causing their deaths.¹³⁴

Exposure in and around primary schools and nurseries makes a significant contribution to this health problem. Across London as a whole, over 450 schools are in areas with dangerously high air pollution levels.¹³⁵ There are also issues with indoor air quality in schools, and a 2018 report commissioned by the GLA found wide variations in interior air quality between schools.¹³⁶

Within Brent, the GLA has commissioned air quality audits from two of Brent's primary schools, both of which exceed legal limits for air pollution. However it should not be assumed from these audits that these are the only schools in Brent which exceed legal limits (they are not), or that they are necessarily the worst schools in the borough.

Both these audits identified that whilst much more can and should be done to reduce the air quality impact of school and teacher travelling, this was not the sole cause of air pollution in either school:

- **John Keble Primary School.** The report identified that 11,500 vehicles per day travel within a 200-metre radius of the school, which puts it within the top 25% of schools assessed in the audit in terms of traffic volume. By contrast, there are 450 pupils in the school, of whom 18% went to school by car at the time the audit was carried out.¹³⁷
- **Ark Franklin Primary Academy.** Similarly, the report observed that approximately 10,500 vehicles a day travel within a 200-metre radius of the school along core roads around it. This is also within the top 25% in terms of traffic volume of the 50 schools assessed as part of the programme. To put these figures into context, there are just 650 pupils in the school, of whom 26% travelled by car at the time the audit was carried out.¹³⁸

Addressing these issues, and improving the air our children and young people breathe, therefore requires a mix of measures. They should not be solely focussed on changing travel behaviour of parents and teachers, important as this is, but instead grounded in a wider set of measures to improve air quality in the wider environment around schools themselves. This requires the Council to work in partnership with schools in Brent, working with them to identify what steps the Council needs to take to improve air quality in and around local schools.

The trajectory of change in Brent is positive, with modelling suggesting that all Brent's schools will be brought within legal limits of NO_x as a result of the Ultra-Low Emission Zone (see Figure 14),

although this of course says nothing of the PM created around schools, for which there is no 'safe' limit.¹³⁹

However, best practice needs to be spread more widely, and further steps need to be taken to accelerate the pace of change. The fight against poor air quality for children also needs to be broadened to encompass nurseries, secondary schools, colleges, sixth forms and universities, and to involve children and young people more widely in measures to address air quality and in the creation and delivery of public health messages about the dangers of our poor air. We return to these issues later on in this chapter.

Existing commitments by Council and GLA

Air quality in schools is rightly recognised as a key issue both in the borough and across London, and both Brent Council and the Greater London Authority have already committed to take action in this area in the following ways:

- **Auditing air quality in some of the worst-affected primary schools and nurseries, and investing funds to address air quality issues in these schools.** This initiative has been spearheaded by the GLA and has helped inform local measures to improve air quality in a number of Brent schools.
- **Piloting School Streets in Harlesden Primary School and Wykeham Primary School**, on Minet Avenue and Annesley Close. Under this initiative, residents on these streets can still drive down their road as usual, but other motorists who drive down them during peak times during term time will be caught on camera and face a fine.¹⁴⁰ This pilot started in June 2019 and is set to last at least 18 months. An interim review of its progress will take place in December 2019, with a final decision made on the continuation of the programme after the full 18 months. The scrutiny inquiry has been encouraged by what we have heard thus far by the progress of these pilots.
- **Encouraging schools to join Transport for London's Safer Travel: Active, Responsible, Safe (STARS) accreditation programme to promote active travel.** Under the STARS programme, schools are able to sign up with TfL to explore what other schools are doing around active travel, implement their own active travel measures and then showcase and promote their success. It is an initiative designed to spread and promote best practice across London's schools.

After being signed up, schools are accredited according to three different standards (Bronze, silver or gold). Brent Council's air quality action plan already has a target to ensure all schools have active travel plans, and support schools to attain STARS accreditation or maintain existing STARS accreditation. Table 5 in the Appendix, provided at the scrutiny inquiry's request by Brent Council, illustrates the current accreditation standards of each of Brent's 97 schools. It shows that:

- **55 of 97** schools in Brent (56%) do not yet have STARS accreditation
- **7 of 97** schools (7%) have bronze STARS accreditation
- **5 of 97** schools (5%) have silver STARS accreditation

- **30 of 97** schools (31%) have gold STARS accreditation

Brent Council's air quality action plan is committed to ensuring 100% of Brent schools have an active travel plan, and 40% of schools with an existing travel plan achieve a higher level of compliance. There are currently 50 schools and 20 nurseries with an active travel plan in Brent (see Table 5 in Appendix C for a full list of schools with active travel plans, cross-referenced with the above STARS data).¹⁴¹

- **Holding at least 8 anti-idling events in schools.** Finally, Brent Council is committed to getting all schools to participate in the Breathe Clean project. They are also committed to improving the provision of guidance for reporting issues and strengthening measures for enforcement of anti-idling regulations.

Scrutiny of existing commitments and scope for further action

As part of its investigations the scrutiny inquiry held a site visit to Ark Franklin Primary Academy and met with the National Education Union, and received evidence from a number of people in the public about childrens' exposure to air quality and local schools' policies. We also carried out a broader review of other councils' policies on school air quality, in order to understand whether there were any areas of best practice which the Council should draw from.

Based on these discussions, we would particularly highlight that there is scope for Brent Council to build on its policies in the following areas:

- **The best way to encourage wider take-up of school initiatives is for the Council to take leadership alongside schools, encouraging a broad range of schools to act in unison.** It can sometimes be challenging being the first school to take action on air quality locally. Schools which take the initiative on air quality can, when acting in isolation, run the risk of being mischaracterised as being 'the worst' school locally for air quality – a concern which the scrutiny inquiry heard from a number of parents who approached us.

This fear can often make it harder for individual schools to come forward to take action. The Council can help address this is if it takes a leadership role, encouraging all schools to act in unison rather than in isolation, and by actively challenging negative perceptions about the schools which are taking the initiative. We suggest that the Council support this by equipping Councillors to act as clean air champions for local schools in their wards, and (so far as is possible) equipping them with the information needed to engage with their local schools on the issue and support their schools in taking action.

- **The successful school streets pilots should be enhanced and built upon, drawing from best practice in other Councils, with a presumption in favour of school streets.** The scrutiny inquiry was particularly interested in the steps Haringey Council is considering in this area, where their Local Implementation Plan has committed to implementing at least 12 more school streets by 2022, in order to address concerns about non-resident parking during school hours across the Local Authority.¹⁴² The Council will then actively engage with all schools in the borough on the issue, and work to implement these schemes where they have the support of local residents.

A similar initiative needs to be spearheaded by Brent Council, in order to expand the benefits of the successful school streets pilots to other areas of the borough. This would also have the added advantage of persuading a broader range of schools to take action on air quality, where they have not done so already, through the use of school travel measures, by reassuring them that the Council will play its full part in addressing the wider causes of poor air quality around schools, which are outside of their control.

- **The Council needs to devise a specific strategy to address air quality in schools where school streets will not address the issues sufficiently.** A number of Brent schools are situated along main roads, where school streets may not be possible. In others, school playgrounds are located near main roads, potentially heightening childrens' exposure to poor air quality.

The scrutiny inquiry feels that even in these instances, the preference should always be to implement school streets where possible. Where this is not possible, whether due to restrictions on Transport for London roads or otherwise, a specific set of measures needs to be taken to address the problem and devise bespoke solutions. Based on our engagement with Ark Franklin Primary, the National Education Union and others, we feel that measures could include:

- The erecting of 'green barriers' in school playgrounds which are exposed to air pollution where evidence suggests that they could be effective in protecting children from poor-quality air, as a potential mitigating interim measure. This should not, however, be used as an excuse not to tackle the underlying causes of poor air quality in these schools. Evidence shows that whilst green screens can block some polluted air from school playgrounds, they have not been sufficient, on their own, to bring NOx pollution into legal levels in schools studied¹⁴³
 - Ensuring school entrances / exits do not lead off into heavily-polluting main roads, in line with successful steps taken by Ark Franklin
 - Working with Transport for London, local businesses and others to address the causes of poor air quality along main roads and playgrounds
- **Strategies to address air pollution in schools need to deal with the wider underlying causes of air pollution in and around schools, as well as measures to encourage active travel by parents and teachers. The Council has a central role to play in this area.** As the air quality audits in John Keble and Ark Franklin primary schools show, whilst initiatives to encourage parents, teachers and children to walk and cycle to school are essential, this is not the key cause of air pollution in either of these areas. Instead, air pollution caused by the wider surrounding area, such as commuter traffic and public transport, is the central cause of air pollution in these schools.

Parents and teachers absolutely must play their part in addressing the problem, but this must come part of a wider set of initiatives. Brent Council's initiatives must recognise this. The promotion of active travel and STARS accreditation alone in Brent schools in areas with poor air quality will not, in and of itself, be sufficient to address issues: the Council's

approach must recognise that school streets and other initiatives to address non-resident travel must run alongside them.

- **The Council should continue to work with schools to improve air quality through greener school travel arrangement, but it must also work to address some of the wider, structural factors which can prevent greater use of active travel by parents and teachers.** We feel the Council should set a target for all schools in Brent to be 'gold' STARS accredited and to have active travel plans in place, and it must play a leading role in strongly promoting active travel and spreading best practice across the borough.

However, as part of this, the Council must also engage with education unions about how it can support them in addressing some of the underlying causes of low take-up of active travel, particularly for teachers. These can include:¹⁴⁴

- Low teacher pay, which is increasingly forcing teachers to live outside of London in places with limited access to public transport
- No provision for key worker housing for teachers and other public sector workers
- Catchment areas for some schools, especially secondary schools, which tend to draw from a larger catchment area
- Changes in school admissions policies, particularly academies, which can see students being drawn from increasingly wider catchment areas without easy access to public transport or active travel
- A chaotic, low-paid and difficult jobs environment for some parents, who may have employers which do not offer flexible working arrangements for school travel

Some of these steps may be impossible for the Council to address on its own, and where it is unable to effect change itself it should lobby national Government for the change required. Others could potentially be addressed by the Council, for example by considering teacher key worker housing as part of the Council's commitment to provide key worker housing in the borough.

- **The Council should consider further steps to promote better enforcement of idling, traffic and parking issues around schools.** A number of people we have engaged with as part of this inquiry have highlighted that there are issues with the enforcement of idling, parking and traffic issues around a number of Brent's schools, with traffic officers not always being as effective in enforcing it as they should be. Anti-idling signs should also be more prominent and clearer around schools.

Addressing this partly requires better enforcement by traffic officers, but it can also be achieved by equipping a broader range of stakeholders to take action against idling and traffic issues, and the use of a wider public health campaign – something which is partly addressed by other recommendations in this report (see Recommendation 2 and 10). If delivered alongside measures to improve enforcement by council officers, this would help address the root causes of poor behaviour around schools by making the practice socially unacceptable.

- **More could be done to provide more detailed audits of the extent of active travel in our schools, potentially drawing from external funding.** We are aware of steps being taken by Ark Franklin and others to audit how pupils get to school and assess the distance they live from schools. Anecdotally, we have been advised that the parents who drive to schools are not always the ones who live furthest away, suggesting there is not necessarily a clear correlation between distance travelled and use of active travel.

Ideally, local schools and Brent Council should work together to undertake a comprehensive audit of school travel methods, to inform the development of active travel schemes and work out what further steps the Council needs to take to support active travel. This would help take considerable pressure away from schools, which are having to audit travel arrangements in addition to their many other responsibilities. The scrutiny inquiry suggests the funding for this could be sought from an external source which may be willing to support the scheme, perhaps drawing from a company's corporate social responsibility fund.

- **Children and young people could play their part in wider awareness-raising initiatives, and the Council could play a greater role in actively informing young people about air quality and equipping them to raise awareness.** The scrutiny inquiry feels that there is untapped potential in helping children and young people to play a more central role in raising public awareness of air quality, and supporting them in actively lobbying for changes – both locally and nationally.

Existing forums, such as the Brent Youth Parliament, should be supported with educational materials and information to highlight key air quality issues in the borough and equip them to effect change. The Council should also consider innovative uses of Community Infrastructure Levy and Love Where You Live funds to support young people-led initiatives to raise awareness of air quality issues – a theme which we return to in Chapter 8.

- **The Council should work in partnership with schools, teachers' unions, school councils and the Brent Youth Parliament in raising awareness about poor air quality in our schools.** Building on the above, in the past, Brent Council has taken a leading role in convening local conferences with schools to discuss how they could work together to address key issues of shared concern.

The climate emergency and air pollution crisis surely offer a further opportunity to convene such a conference. Such a conference should seek full participation from Brent's schools, including academies and free schools, and seek to involve school councils, school leadership and trade union representatives alongside Council officers who can offer expertise on air quality in Brent schools.

Recommendations

In light of the above, this scrutiny inquiry **RECOMMENDS**:

RECOMMENDATION 9

THAT THE COUNCIL CONTINUE TO PROMOTE MEASURES TO IMPROVE AIR QUALITY IN OUR SCHOOLS, AND WHERE POSSIBLE ENHANCE AND EXPAND ON EXISTING INITIATIVES. IT SHOULD WORK IN PARTNERSHIP WITH SCHOOLS AND STUDENTS TO AGREE A SHARED APPROACH TO IMPROVING AIR QUALITY IN THE BOROUGH.

The scrutiny inquiry is fully supportive of the measures Brent Council has already taken in this area, and particularly welcomes the school street pilots which are currently being implemented. We also agree with the objective to pursue STARS accreditation for all schools, and support the ongoing audits of air quality in our schools and nurseries.

But in order to encourage more schools to participate, it is important Brent Council builds on this success, and plays a leading role in the borough in promoting air quality in our schools. This will help protect and support those schools which have taken leadership locally, giving head teachers, parents and students the support they need.

We therefore recommend that the Council:

- **Work with schools to identify how it can address air quality issues around schools.** Schools which lead the way in improving air quality can only go so far, and the Council must play its part in addressing air quality around schools, most especially from non-residents. When we engage with schools we need to ensure that a multi-disciplinary team of Council officers, from the highways team and otherwise, also engage with schools and actively discuss what steps we could take to support them.
- **Expand the school streets initiative, and consider a presumption in favour of school streets where there is support from local residents.** This will help deliver improvements across the board in Brent, and help better-support those schools which have been at the vanguard of improving air quality in their areas.
- **Set out a specific strategy to improve air quality in schools near main roads,** where school streets cannot be introduced. This could include changing the location of entrances to students so they do not have to walk to school on main roads, and considering the use of Low Emission Neighbourhoods and better traffic management to address the poor air quality impact of main roads. The Council must also ensure that air pollution levels in any new schools built in the borough are within legal limits, and that a clear strategy is always in place to ensure this.
- **Work with schools to undertake an annual survey of school travel methods.** This survey should particularly look at the distance from homes, as the scrutiny inquiry has received evidence suggesting that because of the small size of many primary school catchment areas many car journeys are in fact shorter distances than might be assumed. A 'league table' of schools based on use of active travel should be created. We feel the provision of this survey could be funded using funding from an external source within Brent, such as a developer in Wembley.
- **Take a zero-tolerance approach to parking on yellow lines around schools and/or vehicle idling around schools,** and strive for better enforcement of these standards during and outside of the school run. Whilst we acknowledge that stronger enforcement measures are not always possible due to the restrictions of the Protection of Freedoms Act 2012, the Council should strive to be innovative in the approaches it takes to enforcement.

- **Build on the commitment for active travel plans and TfL Safer Travel: Active Responsible, Safe (STARS) accreditation, further engaging with Brent schools to deliver active travel plans and STARS accreditation.** Schools which are not taking part in the STARS initiative and/or which have yet to develop active travel plans need to be publicly identified and supported to become accredited, and we should set a target for all schools to achieve 'gold' STARS accreditation by a set date.
- **Work with schools to insert some commitments to active travel in home/school agreements,** so that clear commitments and a shared understanding is made between parents and schools around school travel methods, where there are no mitigating circumstances.
- **Involve schools, children and young people in the delivery of broader public health messages on air quality, and support schools to provide educational materials on air quality.** The scrutiny inquiry feels there is considerable untapped potential in involving young people in public awareness campaigns around air quality, and making innovative use of CIL and LWYL funds to help them deliver hard-hitting messages about the impact it is having. This will also support their education and help equip teachers to raise awareness about the impact of air quality. We expand on this suggestion in Chapter 8 of this report.
- **Prevent children being exposed to air pollution from ice cream vans.** This is a hugely emotive issue and the scrutiny inquiry received a number of representations from parents about this problem, as they were rightly concerned about their childrens' exposure to poor air quality from idling ice cream vans. Following the approach taken by Camden Council, Brent Council should look to implement restrictions on the locations of ice cream vans, and set out a strategy – working with manufacturers of vans – to bring exhaust emissions of all ice cream vans down to zero.
- **Devise a strategy to address air quality and improve active travel in nurseries, secondary schools, colleges, sixth forms and universities,** where many of the principles set out in primary school engagement will need to be applied in future. For secondary schools, colleges, sixth forms and universities, there should be a presumption in favour of active travel for all students, and educational institutions should be actively discouraged from introducing all but the most essential parking provision.
- **Convene an air quality and climate emergency summit with all schools in Brent,** inviting school councils, school management and teachers' unions to agree a shared approach to improving air quality in the borough. This summit could act as a catalyst for more shared action in this area, and help provide students in schools with important educational resources to help them understand issues with air quality and how they might work to address them.



Chapter 8

Engagement, awareness-raising and public health

Brent's current situation

As noted earlier, poor air quality is the greatest environmental risk to ill health in the UK, and the fourth-greatest threat to public health after cancer, heart disease and obesity.¹⁴⁵ Yet despite its significance, it is given disproportionately less priority in national public health messaging, and throughout the course of our investigations, this inquiry has been surprised by how little air quality is prioritised in public health initiatives, both nationally and locally.

For example, when the pollen count is high, warning messages are usually very prominent in national weather forecasts and attract a great deal of public health and media attention. By contrast, whilst Public Health England¹⁴⁶ and the King's College London Environmental Research Group¹⁴⁷ publish similar warnings whenever air quality is poor, these messages tend not to filter through or attract nearly as much prominence.

Furthermore, there are range of useful apps which can help inform people about air quality issues – such as AirText (which provides people an automated text whenever local air quality is poor)¹⁴⁸ or WalkIt (which tells users the safest route to walk between two destinations, in a way which minimises air pollution) – but whilst these apps are promoted on the Brent Council website¹⁴⁹ and on the London Air Quality Network website,¹⁵⁰ it again does not appear that they are being utilised on the frontline to support particularly vulnerable groups.

When considering why this is the case, the scrutiny inquiry felt that there are a number of factors, some of which are relatively unique to air pollution as an issue, which can make it particularly difficult to change individual behaviour on air quality through awareness-raising and public health initiatives. Most notably:

- Unlike other public health messages, such as the need to exercise or eat healthily, improving air quality does not have the same *direct* public health benefit to the individual taking the action. Improving air quality has undoubted health benefits across the whole population, but the individual we are asking to change their behaviour is only indirectly benefitting – not in the same direct way that an individual being asked to eat healthily will enjoy very clear and direct benefits from changing their behaviour. This can make it hard to persuade people that it is in their own personal interests to take action on air quality.
- Many of the terms to describe the level of air pollution are complicated, and extremely hard for the general public to understand. Terms like PM2.5, PM10 and NO2 are hard to relate to or understand in intelligible terms. Put simply, there is no 'air quality equivalent' of the '5-a-day.'



- The air pollutants of today are generally invisible to the naked eye – a stark contrast to the ‘great smogs’ of the 1950s, which led to the last Clean Air Act in the UK and saw significant improvements in air quality in the capital. It can be hard for the layperson to understand that invisible particulates –the majority of which are created from non-exhaust sources such as cars skidding – can cause so much damage to individual health.
- Finally, and linked with the above, there is a risk of the public misunderstanding how they can protect themselves from poor air quality, or mitigate their effects. There is a belief amongst some that you can ‘hide’ from the effects of air pollution by using a car, when in fact evidence suggests that car drivers are more exposed to ambient air pollution than those who walk or cycle along the same roads.¹⁵¹ This misperception, if not corrected, risks leading to kinds of behaviour that exacerbate worsen air quality for everyone

The scrutiny inquiry feels there is a need for a wider public health campaign on air quality, to raise awareness about the impact it is having and, in the long-term, promote behavioural change. Brent has a number of existing assets in the borough, notably event days and the North Circular, which mean any such messages would likely get a great deal of coverage. This must be matched with a drive in the wider health sector, across the NHS, to promote initiatives to improve air quality. This chapter considers the role that such initiatives could play in improving air quality in the borough.

Existing commitments by Council, GLA and health sector

At present, the measures Brent Council, the public health team and the wider health sector are taking to address issues with poor air quality are relatively limited, as the focus of Council policies in particular has tended to be addressing the underlying causes of air quality rather than raising awareness about the issue.

Nevertheless, what initiatives and commitments there are include:

- The promotion and dissemination of high pollution alert services, such as AirText and WalkIt, by Brent Council
- Publishing guidance on options for low-pollution routes for walking and cycling, alternative travel and other action to be taken on high-pollution days
- Raising awareness about air quality issues through the expansion of current low emission days, such as ‘Play Streets’ and ‘Walk on Wednesdays’, to “include community-based action days”
- Provide guidance to local communities on the most effective local action to reduce exposure to local pollution

Scrutiny of existing commitments and scope for further action

In order to understand more about these issues, the scrutiny inquiry held an evidence session with an expert consultant in public health messaging and behavioural change and ‘nudge’ theory, who offered his services to the inquiry on a pro-bono basis. We also met with Brent Council’s Public Health team and with Transport for London to discuss awareness-raising and public health initiatives.



We approached the North West London collaboration of CCGs for a meeting also, but despite a number of attempts we were deeply disappointed that they did not respond to our request to meet.

Based on these discussions, we suggest that further public awareness campaigns on air quality, as well as wider steps on air quality spearheaded by the health sector, need to take account of the following:

- **Public awareness and behavioural change campaigns need to be framed in intelligible terms, using easy-to-understand and relatable ways of describing the impact of poor air quality.** The scrutiny inquiry considers that the use of public health data on air quality, such as the number of ventilators used as a result of it, could prove particularly useful in informing such campaigns.
- **Campaigns need to focus very specifically on challenging misperceptions about poor air quality (and its causes).** A range of public health messages need to be devised which correct these misperceptions, for example by highlighting that car drivers are more exposed to ambient air pollution than those who use more active forms of travel.
- **They must reach out to, and specifically target, non-residents travelling through the borough.** Transport for London, the Council, the Football Association and others have a responsibility to encourage behaviour change in non-residents travelling through Brent, and raise awareness of the impact of personal car usage on air quality in the borough and promote alternative ways of getting out and about. As part of this, we have discussed with Transport for London the possibility of using public health messages along the North Circular. It is curious that whilst TfL's air quality campaign is prominent in the tube network (users of which have no impact on air quality) it is not being utilised on TfL-operated roads (where users do).
- **Public awareness campaigns need to be positive, and focussed on the individual benefits that different behaviours can bring.** Evidence shows that positively-framed campaigns, focussed on individual self-interest, can be the most effective in changing individual behaviour. As part of this, we would particularly stress the importance of not 'talking down' local areas in any campaign: areas of poor air quality which require targeted action should be framed in positive terms which focus on the action being taken, such as 'Clean Air Zones.'
- **Campaigns must involve the whole community in delivering public health messages.** The scrutiny inquiry would support the innovative use of Community Infrastructure Levy and Love Where You Live grants to support community-driven public awareness and behavioural change campaigns, including from children and young people.
- **The wider health sector must play its part in raising awareness, and must lead by example in the actions it takes to improve air quality.** The local health sector is not currently routinely working with Brent's public health team, or with other stakeholders, to provide intelligible data on the local health impact of air quality. This needs to change.

In addition, the scrutiny inquiry was also impressed by the steps other hospitals in London have taken to demonstrate action on air quality, with a number of trusts across England in declaring a climate emergency. The rest of the health sector needs to follow suit, signing up to initiatives to improve air quality and joining other trusts in declaring a climate emergency.¹⁵²

Recommendations

In light of the above, this scrutiny inquiry **RECOMMENDS**:

RECOMMENDATION 10

THAT THE COUNCIL, WORKING WITH THE HEALTH SECTOR, STATUTORY PARTNERS AND BRENT'S PUBLIC HEALTH TEAM, SPEARHEAD A PUBLIC HEALTH AWARENESS AND BEHAVIOURAL CHANGE CAMPAIGN ABOUT AIR QUALITY. THE LOCAL NHS SHOULD ALSO PLAY ITS FULL PART IN DELIVERING THIS, AND LEAD BY EXAMPLE IN THE MEASURES THEY TAKE TO IMPROVE AIR QUALITY.

This public awareness and behavioural change campaign must be delivered according to the principles set out earlier in chapter 8. It must particularly focus on using all existing assets and opportunities available to deliver public health messages, and thinking about all the potential opportunities to get messages out to people. We believe there is scope for the funding of this to be leveraged from external sources, both in-cash and in-kind.

We recommend that the strategy:

- **Broaden the fight against engine idling, by working to ensure a broader range of enforcement officers and members of the public are able to deliver these messages to drivers.** For example, all FA staff at Wembley event days should be trained and equipped to challenge those caught idling vehicles and volunteers should be used at times of heavy traffic to deliver public health messages on idling to vehicles, as they have been successfully in parts of central London.
- **A creative approach should be taken to delivering public health messages on a wide range of assets, both Council-owned and non-Council-owned.** For example anti-idling messages should also be widely displayed on event days, including on the vests of FA staff and in FA display screens. The Brent Magazine and Brent Council website should also be used to full effect.
- **Particularly focus on delivering messages to non-residents travelling through the borough,** such as on the North Circular and on Wembley event days. We should work with Transport for London to deliver messages about air quality impact directly to those who are having the greatest effect in the borough.
- **Challenge misperceptions and myths about air quality,** making it clear that car drivers are more exposed to ambient air pollution than pedestrians and cyclists and highlighting that the way you drive can significantly affect air pollution.
- **Involve the whole community in delivering public health messages,** considering innovative use of CIL and LWYL funds to promote messages about air quality. The whole community

should also be involved in initiatives to tackle engine idling in times of heavy traffic, delivering public health messages to drivers to turn off their engines.

- **Focus on the positive impact that improving air quality can bring, and appeal to people's self-interests.** Air quality hotspots, which are the focus of Council action on air quality, should be framed in positive rather than negative terms – highlighting the positive action that is being taken.
- **It must use intelligible, easy-to-understand public health data about the impact of air quality.** Ideally, the campaign should be informed by clear, local public health data on the impact of poor air quality – such as ventilator usage.
- **It should promote the wider use of apps and other monitoring devices, including AirText,** so people who are particularly vulnerable to unclean air know when air quality levels outside are at unsafe levels.
- **It must include a seasonal campaign to raise awareness about the impact of wood and waste burning,** especially during the winter months, and highlight the enforcement action which can be taken to those found in breach of air quality standards.

As part of this campaign, the health sector locally must itself lead by example. We recommend that:

- **The local health service quantifies the impact of poor air quality on health,** so the Council can use this to inform public health messages. The success of these messages, and of the wider air quality strategy, should partly be measured based on whether Brent sees a reduction in the health impact of poor air quality.
- **The local NHS, in collaboration with the Council, actively lobby TfL for better public transport provision to hospitals and general practices,** in order to reduce the air quality impact of hospital journeys and better-support the most vulnerable residents.
- **Trusts across the North West London Collaboration of CCGs declare a climate emergency and commit to taking measures to improve air quality,** along the lines taken by trusts in other parts of the UK

Chapter 9

Summary of recommendations

Conclusion

In order to address the issues outlined in this report, and particularly in light of the recent declaration of a climate emergency in Brent, the scrutiny inquiry is calling on Brent Council to spearhead a step change in how we address air pollution in the borough. In the previous chapters of this report, we have set out ten detailed recommendations outlining how the Council needs to achieve this, building on the positive steps which it has already taken to improve air quality throughout Brent. This chapter simply brings together all of these recommendations into a single place.

We are delighted that on 3 December 2019, the Resources and Public Realm Scrutiny Committee endorsed the recommendations of this inquiry and formally submitted the report to Cabinet. We hope that each of these recommendations will be considered in detail by the Cabinet and given a point-by-point response, and we trust that a Cabinet meeting will take place as early as possible in the New Year.

In the intervening period, the scrutiny inquiry is keen to do all it can to support the fast of these recommendations, and we would be happy to discuss them in further detail in order to support the creation of a more concrete delivery plan, with a clear timeline for their implementation. We are also happy to offer advice on the order in which these recommendations can be prioritised. We will also be pushing for a Full Council motion on air quality, in order to update the Council's previous motion on the climate emergency and signify the strength of our intent.

Based on the engagement we have had with stakeholders in Brent, we feel some of these recommendations could be funded from external sources without cost implications for the Council. For example, local organisations impacting on air quality in Brent should be expected to support the adoption and delivery of a non-resident air quality strategy, and fund the development of a public awareness campaign. However, we recognise that even in spite of this, some of these recommendations will require additional resources and may have staffing implications.

Given the ever-increasing political importance of the climate emergency and air quality, and the strong will amongst Brent residents to tackle these crises, we feel that the time has come for Brent to establish a dedicated team within the borough with sole and direct responsibility for driving forward the Council's policies on air quality and the climate emergency. These officers should then lead in developing and convening a steering group within the Council – drawing together officers from all Departments – in order to deliver on the objectives of the Council's air quality strategy and implement the recommendations of this report.

Full list of recommendations

RECOMMENDATION 1:

THAT THE COUNCIL UPDATE THE AIR QUALITY STRATEGY, AND SET OUT AN ASPIRATION TO MEET WORLD HEALTH ORGANISATION LIMITS ON AIR POLLUTION, COMMIT TO ADDRESSING INEQUALITY IN AIR QUALITY AND COMPLEMENT THE WIDER CLIMATE EMERGENCY AGENDA. WE SHOULD ALSO LOBBY NATIONAL GOVERNMENT WHERE WE ARE UNABLE TO EFFECT CHANGE OURSELVES.

We recommend that the objectives Brent Council sets to improve air quality in the borough be updated to:

- **Commit the Council to meeting and exceeding WHO limits on air pollution, whilst also acknowledging that there is no 'safe' limit of air pollution.** This would bring the Council in line with the GLA's Environmental Strategy and the air quality strategies in other Councils. We must also lobby the Government to set World Health Organisation (WHO) limits as the legal limit for air pollution in national legislation, and provide Councils with the necessary funding to meet them.
- **Set targets to address the inequality in air pollution between areas,** such that our air quality strategy objectives will not be met until the worst-affected neighbourhood in our borough meet limits on air quality. It should build on its existing approach to air quality hotspots and set a target to bring air quality in all of these hotspots within WHO limits
- **Acknowledge that our air quality objectives will not be met without a modal shift in the way we go out and about in the borough,** with a greater number and proportion of future journeys involving cycling, walking and public transport. This requires measures to support the greater use of active travel and public transport usage, and not simply encourage existing drivers to switch to electric and hybrid cars. It should explicitly raise awareness of and support initiatives such as the Ultra-Low Emission Zone, which evidence shows will be the most effective in improving air quality
- **Complement and reinforce the wider global heating and climate emergency agenda.** The air quality strategy must ensure that measures Brent Council takes to address air quality also contribute to meeting our wider climate objectives, and must not have the unintended effect of exacerbating the climate emergency. All policies in our action plan should be tested against this objective.
- **Where we are unable to make the changes ourselves, lobby national Government and the Greater London Authority for the changes and funding we need.** This will help foster public confidence in our air quality strategy, and make it clear where we are prevented from implementing certain policies by factors outside of our control.

Amongst other things, we should lobby for:

- The Government to enshrine a right to clean air in national legislation.
- Better workplace air quality standards, so that they reflect the actual health impact of poor air quality on the workforce, and work with trade unions to consistently promote air quality as an occupational health issue as well as a public health issue.

- Stronger legislation to take action against engine idling, such that in certain instances, most especially around schools, fines for idling can be issued more easily than at present without the need to first ask drivers to turn off their engines.
- Make it easier for councils to take enforcement action against wood and waste burning, where this is having a proven negative impact on air quality.
- Companies like Amazon, JustEat and other delivery firms to take a more responsible approach to their deliveries, which minimises air quality impact – for example by pooling together deliveries, using cyclists as deliverers and delivering to community ‘hubs’ rather than individual addresses where possible.

The Council should also regularly engage with experts in air quality, including the London Air Quality Network of King’s College London (of which we are already a member) in order to maintain an up-to-date picture of the health impact of air quality and the factors which cause poor air quality. It should pay particular regard to the evidence of the air quality impact of electric vehicles, and the growing understanding of the specific chemicals within particulate matter which cause most damage to human health.

In order to signify the strength of the Council’s intent in this area and further codify some of these objectives, there should be a Full Council motion on air quality, updating and enhancing the Council’s previous commitments in its climate emergency motion.

RECOMMENDATION 2:

THAT THE COUNCIL, IN CONSULTATION WITH TFL AND THE FA, AGREE A STRATEGY TO REDUCE THE AIR QUALITY IMPACT OF NON-RESIDENT CAR USAGE IN BRENT.

Brent Council, working with Transport for London, the Football Association and others, should put in place a dedicated strategy on non-resident car usage in the borough. This strategy will work to reduce non-resident car usage across the borough, and encourage people to use alternative modes of travel when visiting and driving through Brent.

As part of this strategy, the Council should consider:

- **Agreeing caps to non-resident parking with the FA on event days.** The present maximum provision of 2,900 commercial car parking spaces should never be exceeded, and no further commercial parking provision should be provided for event days. Indeed, significantly lower limits should be agreed on a case-by-case basis depending on the identified capacity requirements at individual events, with the Council adopting a presumption in favour of the lowest possible limits.
- **Working with Transport for London and the FA to reconsider the current redirection of bus routes during Wembley event days.** This risks sending completely the wrong message to both residents and non-residents alike, making it easier for people to drive than to use public transport. It should work alongside the FA to develop their proposals to stop this by improving infrastructure around Wembley Triangle, so that it will not need to be closed to public transport during event days.
- **Build on the diesel surcharge by working with Quintain, the FA and other commercial car parks in Brent to agree emissions-based parking charges,** along the same lines of Brent

Council's diesel surcharge. This would help penalise the most polluting non-resident drivers, and encourage people to shift to lower emission forms of transport.

- **Reconsidering the current placement of event day Controlled Parking Zones, and updating it in light of new evidence of where it is taking place.** It should particularly consider extending them around tube stations in the borough. Such measures would prevent non-resident parking in more areas of the borough during event days, at a minimal annual cost to local residents. It could also support the FA and others in taking enforcement action against drivers.
- **Actively supporting proposals to expand railway, tube and public transport provision to reduce car usage on event days.** The Council should support measures to expand capacity in Wembley Stadium and Wembley Park and increase the number of railway journeys to Wembley Central station. We expand on these proposals in Recommendation 6.
- **Working with the FA to eliminate the use of pirate parking during event days.** We should work to undertake joint patrols with HM Revenue & Customs to tackle parking businesses which are not registered for tax purposes, and review the parking licenses of any car parks found to be undertaking pirate parking.
- **Taking measures to improve the enforcement of the event day CPZ,** including by considering larger fines for breaches (or lobbying for the levying of larger fines), because at present the fines for breaching the CPZ are comparable to the cost of using commercial car parks anyway. We should also ensure the CPZ is enforced at all hours, including late-day and weekend football matches, and consider the use of clamping and greater provision of vehicle toeing to combat non-resident parking.
- **Expand the use of public health messaging and awareness-raising about air quality along the North Circular, and during event days.** We expand on this proposal in Recommendation 10, when we consider the role that public health messaging and awareness-raising could play in addressing issues with air quality.
- **Encourage greater use of cycling to event days,** by increasing cycle storage provision around the stadium and providing a route to the stadium via the forthcoming Willesden-to-Wembley Cycle Superhighway.
- **Consider the potential merits of a highly targeted levy to tackle non-resident parking in the borough, along the lines of that implemented in Nottingham.** The Council should explore the applicability of this levy to Brent, and identify whether highly targeted areas of the borough could benefit from a similar levy, with the proceeds used to fund affordable public transport initiatives. It should actively work with London Councils which are considering similar limits, such as Hillingdon and Camden.
- **Demanding that IKEA Wembley, Tesco and other supermarkets and retail stores take urgent steps to promote active travel and lower-emissions travel from non-residents to their stores in Brent,** including by installing electric vehicle charging points in car parks, making provision for more cycle storage and working to improve pedestrian and cyclist access to their stores.
- **Working, in full consultation with residents, to take measures against non-resident driving through residential streets in Brent, including rat runs.** This could include measures to block through-traffic through residential streets, along the lines of schemes implemented in Waltham Forest (see Recommendation 5 for further details). Such measures should only be implemented with the consent of local residents and on a case-by-case basis, in response to local concerns about non-resident driving.



- **Considering the use of Low Emission Neighbourhoods in areas heavily impacted by non-resident driving and event day activities**, in order to prevent high-emission vehicles from travelling in these areas. This should be a particular priority in residential streets heavily impacted by event day activities and non-resident driving on and around the North Circular and other major roads in Brent.

RECOMMENDATION 3:

THAT THE COUNCIL SET UP A GREEN BRENT PARTNERSHIP: A FORUM WITH ORGANISATIONS IMPACTING AIR QUALITY IN BRENT –INCLUDING THE PRIVATE SECTOR, COMMUNITY ORGANISATIONS AND CAMPAIGN GROUPS – TO AGREE SHARED TARGETS TO IMPROVE AIR QUALITY LOCALLY. WE SHOULD ALSO LEAD BY EXAMPLE BY TAKING STEPS TO REDUCE THE AIR QUALITY IMPACT OF BRENT COUNCIL’S OWN ACTIVITIES.

Building on the success of Brent’s Climate Assembly, and learning lessons from similar initiatives in central London such as the Cross River Partnership, Brent Council should establish an ongoing forum with stakeholders in Brent (working title: ‘Green Brent Partnership’) , to identify ways we can all work together to improve air quality in the borough. Members of the partnership should include, but should not be limited to, the Royal Mail, IKEA Wembley, local supermarkets, the Football Association, retail outlets such as London Designer Outlet, food providers, Clean Air for Brent and Brent Cycling Campaign.

The Green Brent Partnership should work with stakeholders in Brent to, amongst other things:

- **Agree a shared set of goals to improve air quality in the borough**, and regularly monitor and provide updates on progress in meeting these goals. Each member of the partnership which has an impact on air quality locally should agree these targets, and the Council should play a leading role in assessing their progress in meeting these objectives.
- **Developing a freight strategy for Brent to integrate procurement and delivery processes to minimise impact on air quality.** This should draw from the expertise of the West London Alliance. West Trans and the Cross-River Partnership. As part of this, the Council should conduct a pilot into integrating procurement processes in a town centre in Brent; review the journey times of delivery vehicles to minimise travel during rush hour; and work with businesses to improve emissions standards of delivery vehicles.
- **Encourage people and businesses to use zero emission forms of delivery**, such as the ‘green last mile’: using bikes rather than vehicles to deliver goods to their final destination.
- **Encourage residential developments in Brent to streamline and reduce vehicle deliveries**, encouraging residents and businesses to pool deliveries to reduce air quality impact and deliver items to community ‘hubs’ rather than directly to residential areas. Sites such as Box Park, local supermarkets, community libraries and every local station in Brent should be considered as potential locations for these hubs.
- **Promote the provision of cycle storage, electric vehicle charging and emissions-based parking charges in customer car parks across the borough**, including in IKEA Wembley, local supermarkets and commercial car parks.
- **Promote and highlight the savings which businesses could make from better procurement processes**, whilst at the same time significantly improving air quality. Where measures are not cost-saving, the Council should review the possibility of a scheme to provide business

rates relief to these businesses in order to incentivise measures which deliver public health benefit.

In each of these cases, Brent Council itself should also lead by example, to show the way to organisations throughout Brent. We recommend that the Council:

- **Set a clear timeline for greening its own fleet**, including bin lorries and council vehicles, as part of its 'Project 2023' initiative.
- **Review the travel times of Council vehicles**, to minimise travel during rush hour and areas of worst air quality impact where possible.
- **Establish the impact which poor air quality, is having on its own council employees and contractors**, in order to encourage all other employers to meet their legal obligations in this area.
- **Develop a workplace 'green travel policy'** for Council employees, Councillors and others who use Brent Council facilities, minimising the use of car travel and supporting the use of active travel and public transport.
- **Regularly review and report on the air quality impact of Brent Council's pension fund investments**, and seek to invest in initiatives with minimal poor air quality impact where this is prudent and consistent with the Pension Fund's fiduciary duties.
- **Ensure the materials used in the Council's own manufacturing process keep air quality and environmental damage to a minimum**, including footways and housing improvements.

RECOMMENDATION 4:

THAT THE COUNCIL CLOSELY MONITOR AND REVIEW THE AIR QUALITY IMPACT OF CURRENT POLICIES, MOST PARTICULARLY THE ULTRA LOW EMISSION ZONE, AND CONSIDER IMPLEMENTING AND/OR LOBBYING FOR STRONGER MEASURES IF NECESSARY. IT SHOULD ALSO KEEP THE PROVISION OF AIR QUALITY MONITORING SITES UNDER CONSTANT REVIEW.

A number of positive steps have been taken to improve air quality in the borough, and evidence suggests that the forthcoming Ultra-Low Emission Zone (ULEZ) extension to the border of the North Circular will be by far the most effective in improving air quality in Brent. The Council should support this extension and seek to raise awareness about it, whilst also lobbying Transport for London and the Government for a trade-in scheme for those residents and businesses who currently use vehicles which are non-compliant with it.

But the ULEZ, and other policies, may also have knock-on effects which necessitate the use of further measures to improve air quality. There are also considerable concerns from residents just outside the ULEZ, especially those on the North Circular itself, who feel they will not see sufficient air quality benefits from the ULEZ.

We therefore recommend that the Council:

- **Raise awareness of the ULEZ extension to Brent residents and seek to build public support for it**, by highlighting the health benefits it will bring and seeking to secure a vehicle trade-in scheme for affected residents and businesses from the Greater London Authority and the Government

- **Seek to maximise the number of people who switch to active travel and public transport as a result of the ULEZ**, by making public transport usage and active travel easier and more affordable; and ensuring all vehicle trade-in schemes for non-compliant vehicles provide an equal and opposite financial incentive for drivers to switch to active travel and public transport instead.
- **Pay particular regard to the impact of the ULEZ north of and including the North Circular, and consider the provision of measures such as Low Emission Zones and other initiatives should progress be insufficient** – for example, if an increased number of vehicles park ‘just’ outside the ULEZ and enhance traffic pressures.
- **Work closely with other Local Authorities along the North Circular to agree a shared approach to the ULEZ**, and jointly lobby TfL on this area where air quality impact is not sufficient.
- **Review the impact that the ULEZ has on inequality in air quality in the borough.** Whilst the south of the borough currently tends to have the greatest issues in air quality, the ULEZ extension may necessitate a shift in focus towards the north of the borough where progress is less positive, and this may necessitate the use of further measures.
- **Particularly closely review the impact of the ULEZ on residential areas along the North Circular.** The scrutiny inquiry is deeply concerned about the considerable health effects of air pollution on these residents, and feels this needs to be particularly closely explored in any reviews of the ULEZ.

In addition, the Council should also continue to keep the provision of air quality monitoring stations under constant review. It should consider the provision of further monitoring stations where this may be necessary (eg to explore the impact of event days). However, the Council should also be clear to only use and promote effective air quality monitoring devices commissioned from reputable institutions, such as the London Air Quality Network from King’s College London. It should actively discourage residents, businesses and other public bodies from using poorer-quality and ineffective monitoring devices, and should encourage them to instead direct their funds towards measures which will tackle the underlying causes of poor air quality.

RECOMMENDATION 5

THAT THE COUNCIL MAKE THE DELIVERY OF HEALTHY STREETS A CENTRAL CORPORATE AND POLITICAL PRIORITY ACROSS THE BOROUGH, WORKING CLOSELY WITH LOCAL RESIDENTS TO EXPAND THE NUMBER OF HEALTHY STREETS LOCALLY.

Responsibility for delivery of this should involve all Departments in Brent, but should ultimately rest within the Highways Department and not Transport, because Highways will be able to integrate this approach within their operational work and routinely consider this whenever they consult on schemes or works need to be carried out. This also needs to feature centrally in a future Borough Plan, in Local Implementation Plan 3 and in the Local Plan.

In order to deliver this priority, Brent Council should set out a minimum offer to streets across the borough when considering improvements to areas:

- **Routinely consider how we can support healthy streets all our infrastructure and transport projects**, ensuring our highways team and others regularly consider how they can better-

promote healthy streets and active travel whenever works are due to take place or improvement projects are being carried out. As part of this, the Council should also proactively identify a list of streets in the borough which are most impacted by poor non-resident parking behaviour, such as rat runs, and work with these streets to introduce measures to address these issues.

- **Engage people on healthy streets initiatives at the earliest stage of projects, so they can genuinely feed into the process of developing ideas.** This will help address concerns that some early cycling infrastructure projects in Brent were as well-designed as they could be, and were consulted on too late in the developmental process. The Brent Public Transport Forum and Brent Active Travel Forums should be reinvigorated, with an expanded remit, to help ensure these conversations take place as early as possible and future projects are delivered to the highest standards. We should review the membership of these forums to ensure that campaign groups engaged in active travel in Brent have ex-officio membership of it.
- **Engage with residents about initiatives to tackle non-resident driving in residential streets,** such as blocking through-routes, 20mph speed limits, Low Traffic Neighbourhoods and modal filters, in order to make streets more friendly and accessible for residents. This raft of measures needs to be part of Brent Council's 'toolkit' whenever residents raise concerns about non-resident driving, building on our proposal in recommendation 2. Such initiatives should only be carried out with the consent of local residents and considered on a case-by-case basis where it is appropriate for local streets, and should be focussed on tackling residents' concerns about non-resident parking.
- **A more consistent and clear approach to the provision of 20mph zones needs to be established.** For many of these initiatives, 20mph speed limits will be an essential prerequisite to delivering other aspects of the healthy streets approach, and this should be factored into highway improvements. Greater provision of 20mph zones across the borough are also easier to enforce than piecemeal zones.
- **Give the provision of cycle storage, and cycle parking the same level of priority as electric vehicle charging.** Working with TfL, the Council should routinely look for opportunities to expand cycle storage space, most especially around tube stations. Opportunities to provide cycle storage in under-utilised car parking bays or on wide footways need to be routinely explored. Residents should be invited to bid for cycle storage using Community Infrastructure Levy funds. The Council should work to enhance the cycle storage capacity of its own housing stock, and continue to press for similar standards from Registered Providers, developers, businesses and others.
- **Ensure additional cycling space is not delivered at the expense of pedestrians, and vice-versa,** as has sadly sometimes been the case in other developments. The presumption should be in favour of encouraging active travel through reducing space for private car usage, or through creating extra space in other ways.
- **Review the current maximum provision of parking permits for households in Controlled Parking Zones,** with particular regard to the parking pressures caused by the larger number of permits which can be claimed by Houses of Multiple Occupation. The Council should seek to move away from the current "one size fits all" approach to CPZ permits regardless of household type or location. A cap on the number of permits in HMOs could significantly



reduce parking pressures in some residential areas, freeing up space for greater provision of more space for active forms of travel.

- **Extend the diesel surcharge to pay and display parking**, building on the current surcharge in controlled parking zones, in order to deliver a clear and consistent message about the impact of poor air quality and encourage the use of active travel and lower emission vehicles.
- **Continue to promote and expand the use of car free days**, building on the successful initiatives already established. The scrutiny inquiry feels that Brent's year as London Borough of Culture 2020 offers an enormous opportunity to promote the benefits of car free days on our streets, and our borough of culture team should exploit all opportunities to promote successful car free days on streets throughout 2020.
- **Ensure all future cycling initiatives are disability-inclusive**, and support the use of a wide range of cycling devices and not just bicycles. This requires the provision of sufficiently wide cycle ways, and it means avoiding certain traffic calming methods or blocks which – whilst easy for bicycles to get around – may prevent people with disabilities from using active travel methods.

RECOMMENDATION 6

THAT THE COUNCIL OUTLINE, PUBLISH AND CONSULT ON A CLEAR STRATEGY FOR ENGAGEMENT WITH TRANSPORT FOR LONDON ON ACTIVE TRAVEL INITIATIVES – INCLUDING THE PLANNED WILLESDEN-WEMBLEY CYCLE SUPERHIGHWAY, MEASURES TO IMPROVE PUBLIC TRANSPORT PROVISION AND ANY FUTURE INITIATIVES TO IMPROVE ACCESSIBILITY OVER THE NORTH CIRCULAR.

During the course of our inquiry, we have become aware that there are plenty of ideas across the borough on how we could better-promote active travel across the borough, and improve our infrastructure to make it easier for pedestrians and cyclists to go out and about.

In order to identify and exploit these opportunities, Brent Council needs to be open about its approach to engagement with TfL, using new forums – like the recently-convened Brent Climate Assembly, and the Green Brent Partnership (see recommendation 3) – to engage with residents about potential opportunities.

In drawing up this strategy, Brent Council should:

- **Make improving safety for pedestrians and cyclists a key corporate priority**, and address the misplaced *perception* of safety issues through improvements to the built environment.
- **Look to improve pedestrian and cyclist accessibility over the North Circular**, in order to reduce barriers between north and south Brent and promote more active forms of travel. The Council should work with TfL to explore the provision of more bridges over the North Circular in order to achieve this.
- **Actively lobby to improve public transport accessibility in under-served areas of the borough**, most particularly areas north of the North Circular with low Public Transport Accessibility Level ratings. The Council should work with TfL to devise a strategy to improve PTAL levels in areas of the borough where provision is poor.
- **Work with bus contractors to speed up the adoption of electric buses across Brent, as and when existing contracts expire**. The speed at which electric buses are adopted in Brent will

depend on the strength of the business case contractors present to TfL, and Brent Council must play a central role in making business cases for Brent bus routes as strong and robust as possible.

- **Prepare a plan to actively lobby for better public transport access for Brent for when the Chiltern franchise comes up for renewal in December 2021**, working to bring together Transport for London, local businesses, community groups and others together in a campaign for better railway transport access to the borough. For example, the strategy should include lobbying for a more regular service to Sudbury and Harrow Road station as part of the Chiltern franchise.
- **Lobby strongly to improve the affordability of public transport in the borough**, seeking to secure special dispensation from TfL to be part of a cheaper ticketing zone, along the same lines as Stratford, and inserting this as an objective in Local Implementation Plan 3.
- **Set out clear proposals for a Willesden-Wembley Cycle Superhighway**, and fully consult with local residents on how this project should be delivered. As noted in Recommendation 2, the Council should explore extending the superhighway to Wembley Park to increase cycle usage on event days.
- **Work alongside the FA to lobby for improved capacity in stations including Wembley Park, Wembley Stadium and Wembley Central** in order to reduce car usage on event days, as set out in Recommendation 2.

RECOMMENDATION 7

THAT THE COUNCIL EXPAND THE NUMER OF INITIATIVES FOR DEALING WITH THE AIR QUALITY IMPACT OF HOUSING AND THE BUILT ENVIRONMENT, AND ENGAGE CLOSELY WITH EXPERTS TO CONSIDER FURTHER STEPS AS NEW EVIDENCE AND TECHNOLOGY EMERGES.

We recommend that the Council consider taking action in the following additional areas:

- **Consider using proceeds from the Council's forthcoming Carbon Offset Fund to invest in initiatives to reduce the air quality impact of heating in homes and businesses**, along the same lines as steps taken by carbon offset funds in other Councils, such as the Croydon Healthy Homes Scheme.
- **Address the air quality impact of commercial cooking, particularly in town centres**. Other councils' air quality strategies have identified this as a key issue. It is also a key occupational health hazard, and offers an opportunity for greater engagement and partnership with trade unions. Brent's air quality action plan should set out steps which could be taken here, and the Green Brent Partnership (see recommendation 3) should be empowered to work with businesses in town centres to address these issues.
- **We should consider further steps to improve heating standards in private rented housing and Registered Providers**. The Housing Department should consider whether more stringent PRS licensing standards could help drive up standards in the sector, and it should also actively engage with Registered Providers to ensure that the air quality standards of their own housing stock are improved in line with ours. The Council should also set a clear timeline for the delivery of improvements of air quality standards in our housing stock.
- **There should be a public awareness and lobbying campaign to address issues with the air quality impact of wood burning and waste burning**. A seasonal campaign against wood



burning could help highlight the severe impact this causes. Where Brent Council is prevented from taking enforcement action due to restrictions in national legislation then, as set out in recommendation 1, we should lobby for more stringent laws.

Because the evidence on the air quality impact of these factors (and the best ways to address them at a local level) is still in the process of being developed, we recommend that the Council closely engage with experts on this and stay regularly updated on the evidence. Where new technology is able to reduce the air quality impact of heating and cooking processes, the Council should work through the Green Brent Partnership to actively encourage greater use of this by businesses and developers.

RECOMMENDATION 8

THAT THE COUNCIL CONTINUE TO PROMOTE GREEN SPACE AS A WAY OF SUPPORTING ACTIVE TRAVEL, AND BECAUSE OF ITS WIDER BENEFITS TO HEALTH, THE CLIMATE AND BIODIVERSITY, BUT ENSURE THAT MEASURES TO IMPROVE GREENING ARE NOT PROMOTED AS AN ALTERNATIVE TO DEALING WITH THE UNDERLYING CAUSES OF POOR AIR QUALITY.

The scrutiny inquiry is extremely supportive of the greater use of green space for a whole host of reasons, not least the measurable impact it has on mental health and wellbeing and its potential to reduce CO2 levels. However, the evidence we have received from experts has been clear that the provision of green space is not effective in improving air quality. The only effective way of addressing poor air quality is to address the underlying causes of it, and it would be greatly misleading to promote green space as a way of mitigating these problems.

Green space does, however, have a significant indirect benefit on air quality, as it can make areas more attractive for pedestrians and cyclists. In some road schemes it can also be used as an attractive way of slowing traffic down and thus promoting active travel and addressing concerns about safety. In many cases, areas in greatest need of green space are also areas of poor air quality, and therefore clearly require significant investment in green space for a whole host of reasons.

The scrutiny inquiry therefore recommends that the Council take an evidence-based approach to the promotion of green space in its air quality strategy. The Council should promote the use of green space as a way of helping to change behaviour and encourage modal shift, and should invest in greater provision of green space across the borough (including in air quality hotspots), but it should not risk creating the misleading impression that more green space could ever tackle the underlying causes of air quality on its own.

This should not, however, detract from the fact that the Council needs to considerably expand the amount of green space and trees available in Brent, for a whole host of wider reasons. We therefore encourage the Council to expand the availability of green space across the borough, and ensure there is no net reduction in green space or net loss of trees as a result of any of the Council's developments and initiatives, including the footways improvements programme.



RECOMMENDATION 9

THAT THE COUNCIL CONTINUE TO PROMOTE MEASURES TO IMPROVE AIR QUALITY IN OUR SCHOOLS, AND WHERE POSSIBLE ENHANCE AND EXPAND ON EXISTING INITIATIVES. IT SHOULD WORK IN PARTNERSHIP WITH SCHOOLS AND STUDENTS TO AGREE A SHARED APPROACH TO IMPROVING AIR QUALITY IN THE BOROUGH.

The scrutiny inquiry is fully supportive of the measures Brent Council has already taken in this area, and particularly welcomes the school street pilots which are currently being implemented. We also agree with the objective to pursue STARS accreditation for all schools, and support the ongoing audits of air quality in our schools and nurseries.

But in order to encourage more schools to participate, it is important Brent Council builds on this success, and plays a leading role in the borough in promoting air quality in our schools. This will help protect and support those schools which have taken leadership locally, giving head teachers, parents and students the support they need.

We therefore recommend that the Council:

- **Work with schools to identify how it can address air quality issues around schools.** Schools which lead the way in improving air quality can only go so far, and the Council must play its part in addressing air quality around schools, most especially from non-residents. When we engage with schools we need to ensure that a multi-disciplinary team of Council officers, from the highways team and otherwise, also engage with schools and actively discuss what steps we could take to support them.
- **Expand the school streets initiative, and consider a presumption in favour of school streets where there is support from local residents.** This will help deliver improvements across the board in Brent, and help better-support those schools which have been at the vanguard of improving air quality in their areas.
- **Set out a specific strategy to improve air quality in schools near main roads,** where school streets cannot be introduced. This could include changing the location of entrances to students so they do not have to walk to school on main roads, and considering the use of Low Emission Neighbourhoods and better traffic management to address the poor air quality impact of main roads. The Council must also ensure that air pollution levels in any new schools built in the borough are within legal limits, and that a clear strategy is always in place to ensure this.
- **Work with schools to undertake an annual survey of school travel methods.** This survey should particularly look at the distance from homes, as the scrutiny inquiry has received evidence suggesting that because of the small size of many primary school catchment areas many car journeys are in fact shorter distances than might be assumed. A 'league table' of schools based on use of active travel should be created. We feel the provision of this survey could be funded using funding from an external source within Brent, such as a developer in Wembley.
- **Take a zero-tolerance approach to parking on yellow lines around schools and/or vehicle idling around schools,** and strive for better enforcement of these standards during and outside of the school run. Whilst we acknowledge that stronger enforcement measures are

not always possible due to the restrictions of the Protection of Freedoms Act 2012, the Council should strive to be innovative in the approaches it takes to enforcement.

- **Build on the commitment for active travel plans and TfL Safer Travel: Active Responsible, Safe (STARS) accreditation, further engaging with Brent schools to deliver active travel plans and STARS accreditation.** Schools which are not taking part in the STARS initiative and/or which have yet to develop active travel plans need to be publicly identified and supported to become accredited, and we should set a target for all schools to achieve 'gold' STARS accreditation by a set date.
- **Work with schools to insert some commitments to active travel in home/school agreements,** so that clear commitments and a shared understanding is made between parents and schools around school travel methods, where there are no mitigating circumstances.
- **Involve schools, children and young people in the delivery of broader public health messages on air quality, and support schools to provide educational materials on air quality.** The scrutiny inquiry feels there is considerable untapped potential in involving young people in public awareness campaigns around air quality, and making innovative use of CIL and LWYL funds to help them deliver hard-hitting messages about the impact it is having. This will also support their education and help equip teachers to raise awareness about the impact of air quality. We expand on this suggestion in Chapter 8 of this report.
- **Prevent children being exposed to air pollution from ice cream vans.** This is a hugely emotive issue and the scrutiny inquiry received a number of representations from parents about this problem, as they were rightly concerned about their childrens' exposure to poor air quality from idling ice cream vans. Following the approach taken by Camden Council, Brent Council should look to implement restrictions on the locations of ice cream vans, and set out a strategy – working with manufacturers of vans – to bring exhaust emissions of all ice cream vans down to zero.
- **Devise a strategy to address air quality and improve active travel in nurseries, secondary schools, colleges, sixth forms and universities,** where many of the principles set out in primary school engagement will need to be applied in future. For secondary schools, colleges, sixth forms and universities, there should be a presumption in favour of active travel for all students, and educational institutions should be actively discouraged from introducing all but the most essential parking provision.
- **Convene an air quality and climate emergency summit with all schools in Brent,** inviting school councils, school management and teachers' unions to agree a shared approach to improving air quality in the borough. This summit could act as a catalyst for more shared action in this area, and help provide students in schools with important educational resources to help them understand issues with air quality and how they might work to address them.

RECOMMENDATION 10

THAT THE COUNCIL, WORKING WITH THE HEALTH SECTOR, STATUTORY PARTNERS AND BRENT'S PUBLIC HEALTH TEAM, SPEARHEAD A PUBLIC HEALTH AWARENESS AND BEHAVIOURAL CHANGE CAMPAIGN ABOUT AIR QUALITY. THE LOCAL NHS SHOULD ALSO PLAY ITS FULL PART IN DELIVERING THIS, AND LEAD BY EXAMPLE IN THE MEASURES THEY TAKE TO IMPROVE AIR QUALITY.

This public awareness and behavioural change campaign must be delivered according to the principles set out earlier in chapter 8. It must particularly focus on using all existing assets and opportunities available to deliver public health messages, and thinking about all the potential opportunities to get messages out to people. We believe there is scope for the funding of this to be leveraged from external sources, both in-cash and in-kind.

We recommend that the strategy:

- **Broaden the fight against engine idling, by working to ensure a broader range of enforcement officers and members of the public are able to deliver these messages to drivers.** For example, all FA staff at Wembley event days should be trained and equipped to challenge those caught idling vehicles and volunteers should be used at times of heavy traffic to deliver public health messages on idling to vehicles, as they have been successfully in parts of central London.
- **A creative approach should be taken to delivering public health messages on a wide range of assets, both Council-owned and non-Council-owned.** For example anti-idling messages should also be widely displayed on event days, including on the vests of FA staff and in FA display screens. The Brent Magazine and Brent Council website should also be used to full effect.
- **Particularly focus on delivering messages to non-residents travelling through the borough,** such as on the North Circular and on Wembley event days. We should work with Transport for London to deliver messages about air quality impact directly to those who are having the greatest effect in the borough.
- **Challenge misperceptions and myths about air quality,** making it clear that car drivers are more exposed to ambient air pollution than pedestrians and cyclists and highlighting that the way you drive can significantly affect air pollution.
- **Involve the whole community in delivering public health messages,** considering innovative use of CIL and LWYL funds to promote messages about air quality. The whole community should also be involved in initiatives to tackle engine idling in times of heavy traffic, delivering public health messages to drivers to turn off their engines.
- **Focus on the positive impact that improving air quality can bring, and appeal to people's self-interests.** Air quality hotspots, which are the focus of Council action on air quality, should be framed in positive rather than negative terms – highlighting the positive action that is being taken.
- **It must use intelligible, easy-to-understand public health data about the impact of air quality.** Ideally, the campaign should be informed by clear, local public health data on the impact of poor air quality – such as ventilator usage.
- **It should promote the wider use of apps and other monitoring devices, including AirText,** so people who are particularly vulnerable to unclean air know when air quality levels outside are at unsafe levels.
- **It must include a seasonal campaign to raise awareness about the impact of wood and waste burning,** especially during the winter months, and highlight the enforcement action which can be taken to those found in breach of air quality standards.

As part of this campaign, the health sector locally must itself lead by example. We recommend that:

- **The local health service quantifies the impact of poor air quality on health**, so the Council can use this to inform public health messages. The success of these messages, and of the wider air quality strategy, should partly be measured based on whether Brent sees a reduction in the health impact of poor air quality.
- **The local NHS, in collaboration with the Council, actively lobby TfL for better public transport provision to hospitals and general practices**, in order to reduce the air quality impact of hospital journeys and better-support the most vulnerable residents.
- **Trusts across the North West London Collaboration of CCGs declare a climate emergency and commit to taking measures to improve air quality**, along the lines taken by trusts in other parts of the UK

Appendix

Appendix A – Full list of scrutiny inquiry evidence sessions and stakeholders engaged with

In addition to the below specific meetings, general appeals for information were also sent out to a range of other organisations, including Extinction Rebellion Brent, Brent Friends of the Earth and a number of residents' associations and community groups across the borough. The profile of the scrutiny inquiry was further raised thanks to a meeting of Clean Air for Brent on Tuesday 12 November.

As a result of this general engagement, a number of pieces of written evidence were submitted by a number of members of the public and residents' associations. They were responded to on a case-by-case basis by the Chair and shared with the wider scrutiny inquiry. The representations made by these individuals have played a crucial role in informing the recommendations of this inquiry.

MEETING	WITNESSES
THURSDAY 15 AUGUST BRENT COUNCIL'S AIR QUALITY STRATEGY: AN OVERVIEW	<ul style="list-style-type: none"> Chris Whyte, Operational Director of Environment Services Simon Legg, Head of Regulatory Services, Environment Services (air quality monitoring) Debbie Huckle, Team Leader – Safety & Travel Planning, Highways and Infrastructure Sandor Fazekas, Projects Development Manager, Highways and Infrastructure Seymour Zajota, Air Quality Project Officer Paul Lewin, Team Leader – Plan Making, Planning Transport and Licensing Chatan Popat, Corporate Performance Team Leader, Strategy and Partnerships Sean Gallagher, Head of Service – Housing Management Property, Housing Emily Rae-Maxwell, External Partnerships Manager, Housing Mark Wilshire, Managing Director, Ace Café Wembley
WEDNESDAY 28 AUGUST ADDRESSING AIR QUALITY THROUGH PUBLIC AWARENESS AND BEHAVIOURAL CHANGE	<ul style="list-style-type: none"> Tim Evans, Environmental Consultant and former Civil Servant at the Department for Energy and Climate Change
THURSDAY 29 AUGUST CASE STUDY: AIR QUALITY IN CHAMBERLAYNE ROAD AND KENSAL RISE	<ul style="list-style-type: none"> Fiona Mulaisho, Air Quality Advocate and Secretary of the Kensal Rise Residents' Association James Hewitt, Independent Environmental Consultant
THURSDAY 5 SEPTEMBER PARTNERSHIPS REPORT FROM COUNCIL: IDENTIFICATION OF STAKEHOLDERS TO IMPROVE AIR QUALITY	<ul style="list-style-type: none"> Chris Whyte, Operational Director, Environment Services Sandor Fazekas, Projects Development Manager, Highways and Infrastructure

MONDAY 9 SEPTEMBER PUBLIC HEALTH AND AIR QUALITY	<ul style="list-style-type: none"> • Cllr Krupesh Hirani, Cabinet Member for Public Health, Culture & Leisure • Melanie Smith, Director of Public Health
MONDAY 9 SEPTEMBER CASE STUDY: CAMDEN COUNCIL'S AIR QUALITY STRATEGY	<ul style="list-style-type: none"> • Cllr Adam Harrison, Cabinet Member for a Sustainable Camden • Plus Officers from Camden Council
TUESDAY 17 SEPTEMBER CASE STUDY: BIRMINGHAM CITY COUNCIL'S AIR QUALITY STRATEGY	<ul style="list-style-type: none"> • Cllr Waseem Saffar, Cabinet Member for Transport and Environment, Birmingham City Council
TUESDAY 1 OCTOBER ADDRESSING AIR QUALITY THROUGH CYCLING AND ACTIVE TRAVEL	<ul style="list-style-type: none"> • Simon Munk, Infrastructure Campaigner, London Cycling Campaign • Charlie Fernandes, Brent Cycling Campaign • David Arditti, Brent Cycling Campaign • Henry Lancashire, Brent Cycling Campaign • Sylvia Gauthereau, Campaign Co-Ordinator, Brent Cycling Campaign
WEDNESDAY 16 OCTOBER PRESENTATION FROM CLEAN AIR FOR BRENT	<ul style="list-style-type: none"> • Sarah Crawley, Clean Air for Brent • Mark Falcon, Clean Air for Brent • Robin Sharp CBE, Clean Air for Brent
WEDNESDAY 23 OCTOBER TRANSPORT FOR LONDON: BUSES, ACTIVE TRAVEL AND ROAD TRAFFIC	<ul style="list-style-type: none"> • Various Transport for London Officers responsible for bus policy, active travel and road traffic modelling
THURSDAY 7 NOVEMBER TRADE UNIONS AND AIR QUALITY: ADDRESSING AIR QUALITY AS AN OCCUPATIONAL HEALTH HAZARD	<ul style="list-style-type: none"> • Mick Holder, Trade Union Clean Air Network
MONDAY 11 NOVEMBER CASE STUDY: WALTHAM FOREST'S AIR QUALITY STRATEGY	<ul style="list-style-type: none"> • Cllr Clyde Loakes, Deputy Leader, London Borough of Waltham Forest
TUESDAY 12 NOVEMBER CASE STUDY: ADDRESSING AIR QUALITY IN ARK FRANKLIN PRIMARY ACADEMY	<ul style="list-style-type: none"> • Janine Ryan, Principal of Ark Franklin Primary Academy
WEDNESDAY 13 NOVEMBER CASE STUDY: THE FOOTBALL ASSOCIATION'S APPROACH TO ADDRESSING POOR AIR QUALITY	<ul style="list-style-type: none"> • Representatives from the Football Association, Wembley Stadium
THURSDAY 14 NOVEMBER MEETING WITH KING'S COLLEGE LONDON'S ENVIRONMENTAL RESEARCH GROUP	<ul style="list-style-type: none"> • Dr Ian Mudway, Lecturer in Respiratory Toxicology, King's College London Environmental Research Group
FRIDAY 15 NOVEMBER CONSIDERATION OF DRAFT RECOMMENDATIONS	<ul style="list-style-type: none"> • Private meeting of the Air Quality Scrutiny Inquiry
MONDAY 18 NOVEMBER TRANSPORT FOR LONDON: THE ULTRA-LOW EMISSION ZONE	<ul style="list-style-type: none"> • Representatives from Transport for London responsible for the Ultra-Low Emission Zone

MONDAY 18 NOVEMBER
FURTHER DISCUSSION OF DRAFT
RECOMMENDATIONS

TUESDAY 19 NOVEMBER
TEACHERS' UNIONS AND AIR QUALITY:
MEETING WITH THE NATIONAL
EDUCATION UNION

TUESDAY 3 DECEMBER
EVIDENCE FROM CLEAN AIR FOR LONDON

- Cllr Krupa Sheth, Cabinet Member for the Environment
- Sandor Fazekas, Projects Development Manager, Highways and Infrastructure
- Chris Whyte, Operational Director of Environment Services
- Jenny Cooper, Brent District Joint Secretary, Brent State Education Branch, National Education Union
- Simon Birkett, Clean Air for London

Appendix B – Reports received and evidence-gathering sessions attended by inquiry

As noted earlier, the scrutiny inquiry commissioned five reports directly from Brent Council to inform the work of our inquiry:

- **Report 1:** A situation analysis of air quality in Brent, which was used to inform Chapter 1 of this report
- **Report 2:** Progress update on Brent Council's 2017-2022 Air Quality Action Plan
- **Report 3:** A partnerships report, detailing a range of local organisations within Brent which have an impact on air quality in the borough
- **Report 4:** A further report providing answers to a range of questions asked by the scrutiny inquiry, including on the 'STARS' accreditation of Brent's schools, localised data on air quality hotspots in Brent and information on the air quality impact of planning developments approved in Brent
- **Report 5:** A report from Brent Council's public health team on air quality in the borough

In addition to this, the scrutiny inquiry also received reports from a number of external organisations. Scrutiny inquiry members also had an opportunity to broaden their knowledge by attending a number of external meetings during the course of this inquiry:

- We received a report from 20's Plenty, making the case for a borough-wide 20mph zone
- The Football Association provided additional written evidence to the inquiry on car usage during Wembley event days, ahead of our evidence sessions with them
- The Chair of the scrutiny inquiry raised the work of the inquiry during a meeting of the Brent teachers' Joint Consultative Committee on Thursday 25 July, and discussed air quality in schools with a number of attendees at that meeting
- On Tuesday 10 September, the Chair of the scrutiny inquiry attended the London Sustainability Exchange event 'Ideas to action: an air quality exchange', where a number of presentations from organisations were made on best steps to address air quality in the borough
- The Chair of the scrutiny inquiry attended a meeting of the Brent Youth Parliament on Saturday 28 September, where he raised awareness about the work of the air quality scrutiny inquiry and answered a number of questions young people had about the work of the inquiry

- Finally, on Tuesday 12 November the Chair of the scrutiny inquiry spoke about the work of the scrutiny inquiry at Clean Air for Brent's Annual General Meeting, and answered a number of questions residents and campaigners had about the work of the inquiry

Appendix C – Additional tables and figures

Table 5. STARS and active travel accreditation of Brent schools. Source: Brent Council.^{153,154}

School Name	STARS accreditation	Active travel plan
Al-Sadiq and Al-Zahra Schools	No	Gold
Alperton Community School	Gold	Silver
Anson Primary School	No	No
Ark Academy	No	No
Ark Elvin Academy (formerly Copland Community School)	No	No
ARK Franklin Academy	No	No
Ashley College - medical needs pupil referral unit	No	No
Barham Primary School	Gold	Gold
Bnos Beis Yaakov Primary School	No	No
Braintcroft Primary School	No	No
Brent River College	No	No
Brentfield Primary School	Bronze	No
Brondesbury College London	No	No
Buxlow Preparatory School	No	No
Byron Court Primary School	Gold	Gold
Capital City Academy	No	No
Carlton Vale Infant School	Gold	Gold
Chalkhill Primary School	Gold	Gold
Christ Church C of E Primary School	Gold	Gold
Claremont High School	Gold	Gold
College Green Nursery School	No	No
Convent of Jesus and Mary Catholic Infants School	No	No
Convent of Jesus and Mary Language College	Gold	Gold
Curzon Crescent Childrens Centre	No	No
Donnington Primary School	Bronze	No
Elsley Primary School	Gold	Gold
Fawood Childrens Centre	No	No
Fryent Primary School	Gold	Bronze
Furness Primary School	Silver	Bronze
Gladstone Park Primary School	No	No
Gower House School	No	No
Granville Plus Nursery School	No	No
Harlesden Primary School	Bronze	No
Islamia Girls' Secondary School	No	Gold
Islamia Primary School	No	No
JFS	No	No
John Keble C of E Primary School	Gold	Gold

Kilburn Grange School	No	No
Kingsbury Green Primary School	No	No
Kingsbury High School	Bronze	No
Leopold Primary School	No	Gold
Lyon Park Primary School	No	No
Malorees Infant School	No	No
Malorees Junior School	No	No
Manor School	No	No
Maple Walk	Gold	Gold
Michaela Community School	No	No
Mitchell Brook Primary School	No	Gold
Mora Primary School	Gold	Gold
Mount Stewart Infant School	Gold	Gold
Mount Stewart Junior School	Silver	Silver
Newfield Primary School	No	No
Newman Catholic College (formerly Cardinal Hinsley)	No	No
Noam Primary School	No	No
North West London Jewish Day Primary School	No	No
Northview Primary School	No	No
Oakington Manor Primary School	No	No
Oliver Goldsmith Primary School	No	Gold
Our Lady of Grace Catholic Infants School	Gold	Gold
Our Lady of Grace RC Juniors School	Gold	Gold
Our Lady of Lourdes Catholic Primary School	Gold	Gold
Park Lane Primary School	Gold	Gold
Phoenix Arch School	Gold	Gold
Preston Manor School	No	No
Preston Park Primary School	Bronze	No
Princess Frederica C of E Primary School	No	Gold
Queens Park Community School	No	Bronze
Roe Green Infant School	Gold	Gold
Roe Green Junior School	Silver	No
Roe Green Strathcona	Gold	Gold
Salisbury Primary School	Gold	Gold
Sinai Jewish Primary School	No	No
St Andrew and St Francis C of E Primary School	Bronze	Silver
St Christophers School	No	No
St Gregorys Science College	No	No
St Josephs Catholic Infant School	Gold	Gold
St Joseph's Catholic Junior School	Gold	Gold
St Josephs Catholic Primary School	Gold	Gold
St Margaret Clitherow Catholic Primary School	No	No
St Mary Magdalens Catholic Junior School	Gold	Gold
St Marys C of E Primary School	Silver	Gold
St Marys Catholic Primary School	No	No
St Nicholas School	No	No
St Robert Southwell Catholic Primary School	Gold	Gold
Sudbury Primary School	Gold	Gold

The Crest Academy
 The Kilburn Park School Foundation
 The School of the Islamic Republic of Iran
 The Stonebridge Primary School
 The Swaminarayan School
 The Village School
 Torah Temimah Primary School
 Uxendon Manor Primary School
 Wembley High Technology College
 Wembley Primary School
 Woodfield Secondary School
 Wykeham Primary School

No	Gold
No	No
No	No
Gold	Silver
No	No
No	No
No	No
Gold	Gold
No	No
No	No
Bronze	Bronze
Silver	Bronze

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 Brent	Resources and Public Realm Scrutiny Committee 14 April 2021
	Report from the Assistant Chief Executive
A Fairer Future - Ending Poverty in Brent Review of the implementation of the Poverty Commission recommendations	

Wards Affected:	All
Key or Non-Key Decision:	N/A
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	One: Appendix 1 – Delivery Plan
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Shazia Hussain Assistant Chief Executive Tel: 07436 702383 Shazia.hussain@brent.gov.uk Jackie Barry-Purssell Senior Policy and Scrutiny Officer Tel: 07786318491 Jacqueline.barry-purssell@brent.gov.uk

1.0 Purpose of the Report

- 1.1 This report presents to the Resources and Public Realm Scrutiny an update on delivery of the Poverty Commission recommendations, as well as progress made on the actions raised by the Scrutiny Committee in December 2020.

2.0 Recommendations for Scrutiny

The Committee is asked to:

- 2.1 Be assured of the implementation of the Poverty Commission recommendations as agreed by Cabinet, noting the update contained in this

report on the delivery of the Poverty Commission recommendations and the additional actions raised at the December 2020 scrutiny meeting.

3.0 Detail

Background information

- 3.1 Brent's Poverty Commission was established in January 2020. The Poverty Commission was commissioned by the Lead Member for Housing and Welfare Reform, Cllr Eleanor Southwood. It was independently chaired by Lord Best OBE.
- 3.2 The Commission included local, regional and national stakeholders and experts in their fields. Although established by the council, the Commission itself was fully independent and non-party political. The work of the Chair and Commissioners focused on four workstreams:
- Housing
 - Economy and jobs
 - Financial inclusion and:
 - Welfare

The Commission found that these issues are frequently inter-related and that those in poverty often face challenges across these areas.

- 3.3 The pandemic has highlighted the impacts poverty has on people's lives. It has also shown how easy it is for events to put people into poverty. The immediate and longer-term impacts of the pandemic and future challenges to the national and local economies reinforce the importance of the council prioritising actions and resources on those areas that are most important for the people of Brent. Both in meeting the current situation and ensuring the recovery does not leave anyone behind, tackling poverty is a key priority for the council. It plays a key role in the overall delivery of the Borough Plan 2021-2022 adopted by Full Council in February 2021.
- 3.4 The Poverty Commission report and recommendations were presented to Cabinet on 7 September where all of the recommendations were accepted. The delivery plans were endorsed by Full Council on 23 November 2020 and approved by Cabinet on 7 December 2020.

Progress update

- 3.5 The delivery plan (Appendix A) updates the Committee on delivery of the recommendations. The delivery plan is set within the context of the Borough Plan 2021-2022 and its five priorities, highlighting which priority area each recommendation supports.
- 3.6 Officers have put in place mechanisms to ensure performance is captured, reviewed and acted upon as necessary. The plan covers functions across the council, and the service areas are responsible for delivery of specific projects within each workstream. Key performance measures for the Poverty

Commission delivery plan will also form part of the council's overall performance framework, which is currently being finalised for 2021/22. Quarterly corporate performance reports are presented to this Scrutiny Committee.

3.7 The following paragraphs give a high-level summary of progress to date.

Housing

- On track to exceed the target to build 1,000 new council homes by 2024.
- The review of the Private Rented Sector (PRS) is underway with research commissioned to inform future activity, ensuring we maximise our impact.
- The council has successfully secured funding to increase the capacity in the Housing First Support scheme to 18 units.

Economy and jobs

- Commissions are underway for Willesden, Church End and Harlesden to consider diversification in town centres.
- The Affordable Workspace Strategy and Meanwhile Use Strategy are being implemented.
- Work is progressing to bring back the Picture Palace into use as a community run space.
- The council successfully secured funds for a Harlesden Gateway High Streets Heritage Action Zone.
- Brent Works continues to host online workshops to promote careers and a series of events with local businesses to promote Disability Confidence will continue in 2021.
- Participatory budgeting method is being used to allocate the Carbon Offset fund. This process will enhance public engagement.
- Social value commitments span the five Borough Plan priority areas and include the offer of specialist training as well as opportunities for engagement and collaboration.
- Cabinet in March 2021 agreed to apply the London Living Wage (LLW) for the Special Needs Transport Managed service.

Financial inclusion and welfare

- Work is ongoing to tackle digital exclusion working with the Voluntary and Community Sector (VCS) and other key partners.
- Community Hubs continue to support residents, with strengthening of relationships and referral pathways between food aid agencies and Brent Hubs. In addition, Hubs have been able to provide emergency financial support for residents in food and fuel hardship.
- Cabinet on 8 March 2021 agreed to extend the Resident Support Fund and the continuation of an interest free loan arrangement.
- Tackling Child Poverty has now been added as an explicit action within the refocused Borough Plan 2021-2022, supporting the Every Opportunity to Succeed priority.
- The draft Youth Strategy is being developed following successful engagement with young people.
- Tackling fuel poverty forms part of the Private Rented Sector (PRS) Review, and is a key workstream in the Climate and Ecological Emergency Strategy.

Community Hubs continue to give advice on tackling fuel poverty, as well as providing fuel vouchers, remotely during the pandemic.

- We also continue to work with partners to tackle fuel poverty, Brent is part of a West London Consortium of Boroughs who have now been awarded funding under the Green Homes Grant – Local Authority Delivery.
- A new comprehensive domestic energy advice programme and referral network for Brent's residents and businesses is being developed.

The consultative group

- 3.8 As part of the delivery plan process and in response to the overview recommendation:

“We recommend that Brent Council establishes a consultative group ...”
a consultative group has been brought together with representation from elected members, local, regional and community organisations. Membership of the group is as follows:

- Cllr Afzal
- Cllr Kabir
- Chris Murray, Young Brent Foundation
- Jacqueline Carr, Citizens Advice Brent
- Atara Fridler, Crisis
- Theresa McGrady, Step Up Hub
- Claudia Sumner, Child Poverty Action Group
- Paul Hunter, Smith Institute
- Connie Cullen, Shelter

The consultative group members represent housing, economy and jobs, financial inclusion and welfare – the workstreams of the Commission. The group has met twice already and will meet four times in year one. The first meeting agreed the terms of reference of the group as well as the focus for future activity. At the second meeting the group was presented with an overview of the Resident Support Fund and the Ethical Debt Recovery draft policy for comment. It also discussed reducing period poverty (see following paragraphs for detail) and future actions in this area. Future activity includes a discussion on progress and performance for each of the workstreams.

Reducing Period Poverty

- 3.9 Period poverty can be defined as affecting people who do not have enough money to access the sanitary products they need. It is a form of poverty that has particular impacts on ensuring people have a socially acceptable standard of living and can participate fully in society. Period poverty was recommended as an area for focus at the December 2020 scrutiny meeting.
- 3.10 The government launched a scheme in January 2020 to give out free period (menstruation) products in schools. State schools and colleges in England can order free period products for students as part of a government scheme to tackle period poverty. During the pandemic, the scheme remains in operation

and schools and colleges are still able to order a range of period products through the online portal and distribute them to students, whether they are learning from home or at school or college. National and local charities provide sanitary products free of charge including [Freedom4Girls](#), [Bloody Good Period](#) and [The Hygiene Bank](#).

- 3.11 The council has undertaken research to review what support is available to reduce period poverty. A communications plan has been developed to ensure that the support that is available is highlighted to those who need it. Further work includes using the Community Hubs in Brent to increase support in reducing period poverty through signposting to provision, as well as linking with national and local programmes.

Engagement with the Unions

- 3.12 This is an area that was raised at the last scrutiny meeting. The council is committed to engaging with the unions as a key stakeholder and this is being progressed.

4.0 Financial Implications

- 4.1 There are no financial implications as a result of this report.

5.0 Legal Implications

- 5.1 There are no legal implications as a result of this report at this stage, however, legal advice will be sought in respect of each recommendation contained within the delivery plan.

6.0 Equality Implications

- 6.1 Brent is committed to equality, diversity and inclusion; the council is determined to be an exemplar of good practice in equality, diversity and human rights and it is our policy to treat everyone fairly and with respect. We aim to ensure that all our current and future residents, staff and stakeholders are treated fairly and receive appropriate, accessible services, and fair and equal opportunities.
- 6.2 This commitment requires that equality considerations play a key role in our decision-making processes and that our policies are fully compliant with the duties placed on us as a public sector body by the Equality Act 2010. Our Equality Analyses (EAs) ensure that we follow through on our commitment to equality and they provide a method for clearly demonstrating the necessary legal compliance.
- 6.3 The Equality Act 2010 replaced the pre-existing anti-discrimination laws with a single Act. The legislation covers the exercise of public functions, employment and work, goods and services, premises, associations, transport and education. The act prohibits victimisation and harassment, and all of the following forms of discrimination: direct; indirect; by association; by perception; or discrimination arising from disability. When considering the Public Sector

Equality Duty pursuant to section 149 of the Equality Act 2010 The Council must, in the exercise of its functions, have due regard to the need to:

- a) eliminate discrimination, harassment and victimisation
- b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
- c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it,

6.4 The Public Sector Equality Duty covers the following nine protected characteristics: age, disability, marriage and civil partnership, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The purpose of the duty is to enquire into whether a proposed decision disproportionately affects people with a protected characteristic. In other words, the indirect discriminatory effects of a proposed decision. Due regard is the regard that is appropriate in all the circumstances.

6.5 Delivery of the Poverty Commission recommendations supports the council to continue to meet the Public Sector Equality Duties. Equality Impact Assessments will be completed as projects are progressed. Those already completed will be reviewed as projects move through the implementation stage. The work of the Poverty Commission delivery plan will result in a positive impact across the protected characteristics, as well as for residents experiencing other social deprivations.

7.0 Any Other Implications (HR, Property etc. - if necessary)

7.1 There are no other implications.

8.0 Proposed Consultation with Ward Members and Stakeholders

8.1 The Lead Member commissioned the work of the Poverty Commission and has been consulted throughout the process including in the development of the delivery plan. Ward Members are represented on the consultative group.

Report sign off:

Shazia Hussain
Assistant Chief Executive

Poverty Commission - Delivery Plan - Year 1

Borough Plan Priorities key
Every capacity to succeed
A future built for everyone, an economy fit for all
A determined commitment to the council
A borough where we can all feel safe, secure, happy and healthy
Strong foundations

Borough Plan Priorities				PC recommendation	Key actions	Housing	Timeframe	Strategic lead	Lead Member	Financial resource	Progress Overview (currently showing 2020/21 performance info - RAG references this)	RAG
Yellow			We recommend that in pursuing its strategic target to secure 50% of new homes as affordable, Brent gives special consideration to achieving more social rented homes and considers, when making planning decisions, how new developments can help reduce poverty (including by forging close links for housing with health, education and economic development).	<ul style="list-style-type: none">Adoption of local planSeek to secure 50% of new homes as affordableConsideration is given to how new developments can help reduce poverty	2021/22	Alan Lunt, Strategic Director, R&E, Phil Porter, Strategic Director, CWB	Cllr Taffar, Lead Member for Regeneration, Property and Planning Cllr Southwood, Lead Member for Housing and Welfare Reform	Within existing resources	<ul style="list-style-type: none">Local plan examination outcome awaited. Major planning applications have an equalities impact assessment as part of their submissions and this is considered as part of the assessment.In Q1-3 2020/21, of all the housing schemes granted planning permission which had a S106 legal agreement attached, 318 affordable housing (including intermediate) units secured, 40% of the housing in these developments (note, this is schemes granted, not delivered)£123.872 was secured towards play space for older children£150.743 was secured towards improving the capacity of bus routes£3.42m Community Infrastructure Levy agreed towards 3 new medical centresPlanning committee agreed consent for a new secondary school in NeasdenEmployment and training plans secured with major developmentsThe council is well on track to exceed its target to build 1,000 new council homes by 2024, having already delivered 263 homes with another 578 currently onsite and a further 1,100 in feasibility and/or PlanningThe 'Moving On Up' programme - the council secured £338,000 worth of additional funding in September from new developments in the borough to expand the success of the project until April 2023.	Green		
Yellow			We recommend that the council conducts a whole market review of the Private Rented Sector - its scale, quality, rent levels, interactions with the benefits system and partner agencies - with a focus on tenants' perspectives.	<p>The council has asked Future of London (FoL) to bring together existing data and research, undertaking PRS stakeholder and resident engagement and writing a summary report with practical interventions that will help shape the council's approach to protecting and enhancing the lives of the most vulnerable groups living in the borough's PRS. Although this project focuses on the PRS, interventions will likely cover many council services engaging with PRS tenants.</p> <p>The research and subsequent report will include best practice and lessons learnt from other borough teams and housing associations.</p> <p>The project will deliver this report in three phases. In phase one - gather and analyse current data held by the Council e.g. Brent's public health and PRS teams and publicly available research in housing and inequalities. Sources will be reviewed, including from University of York, Imperial College London, Kings Fund and Centre for Ageing Better. This phase is currently underway.</p> <p>In phase two, FoL will engage with stakeholders, such as employment and child services provided by Brent Council as well as voluntary organisations, to build an understanding of key challenges and opportunities and borough priorities for protecting vulnerable PRS tenants. Interviewees could also include other boroughs and housing associations to compare approaches to protecting vulnerable tenants. FoL will also engage with residents, identified with LB Brent's housing team, to check phase one findings and to develop greater understanding of their specific challenges, aspirations and relationship with the council. Based on the feedback from residents and support services, FoL will develop a long list of outline interventions that will help the council better support these specific groups.</p> <p>In phase three, stakeholder and tenant engagement data will be shared with LB Brent at a second client workshop alongside the long list of potential interventions for the council to consider. This long list will be a set of short-, medium- and long-term practical interventions that support the wellbeing of Brent's vulnerable PRS tenants. LB Brent must then prioritise these interventions based on their potential impact, feasibility and urgency in relation to the Poverty Commission's recommendations, to a top five that FoL will further scope to determine their likely ownership, time frame, impact, key stages and costs.</p>	2021/22	Phil Porter, Strategic Director, CWB	Cllr Southwood, Lead Member for Housing and Welfare Reform	Within existing resources	Research commissioned and underway.	Green		
Yellow			We recommend that, following a PRS review, Brent Council creates and publicises a comprehensive enforcement strategy to raise standards, including for energy efficiency (which addresses fuel poverty) over the years ahead, guided by the recommendations from the recent report from Dr Julie Rugg (for Trust for London).	<ul style="list-style-type: none">Scoping of strategy building on findings from the PRS reviewEngagement with key stakeholdersResearch completedFirst draft prepared for further consultationStrategy goes via governance processStrategy published	2021/22	Phil Porter, Strategic Director, CWB	Cllr Southwood, Lead Member for Housing and Welfare Reform	Within existing resources	This will commence following the PRS review - December 2021.	Green		
Yellow			We recommend that the council adopt a housing-led approach to all those presenting as homeless (single homeless people and families experiencing homelessness), including with a Housing First offer where appropriate as the default response	<ul style="list-style-type: none">April 2021 - capacity increased to 18 unitsReview of approach to be undertaken by end of 2021	2021/22	Phil Porter, Strategic Director, CWB	Cllr Southwood, Lead Member for Housing and Welfare Reform	Within existing resources	To facilitate the council's Housing First approach - the council has successfully secured funding to increase the capacity in the Housing First Support scheme to 18 units. 12 of these units are now occupied and the remaining 6 units are forecast to be let by 1 April 2021. The council is working with other key stakeholders to ensure a holistic assessment and support is provided as a wraparound service to these cohort. A report was agreed at Cabinet in March to increase the supply of supported housing for people who have been sleeping rough and to help reduce the use and cost of temporary accommodation.	Green		
Economy and Jobs												
Borough Plan Priorities				PC recommendation	Key actions		Timeframe	Strategic lead	Lead Member	Financial resource	Progress Overview (currently showing 2020/21 performance info - RAG references this)	RAG
Yellow			With the likely further decline in retail post-Covid, we recommend the council work with the GLA and central government to regenerate its high streets, support job creation and create affordable workspace, and places for community hubs, while enhancing the local environment.	<ul style="list-style-type: none">Implement actions from the Meanwhile Use StrategyEstablish Meanwhile Provider guidance and a preferred listRaise awareness and promote meanwhile uses to owners of vacant land and property, landlords, developers, start-ups, existing micro and SME businesses, business associations, ward members, town teams and community groups, across the boroughConsider a discretionary business rates relief for meanwhile usesCoordinate Town Centre Manager networks and intelligence, together with National Non Domestic Rates (NNDR) data, to target meanwhile uses in vacant properties in priority town centres and on the high streetCreate and facilitate meanwhile projects that focus on creative, enterprise and workspace uses to fill vacant properties in priority town centres and on the high streetWork with Council (licencing to activate temporary pop ups and spaces in town centres and high streets (in private and Council owned assets)Shop Local Shop safe campaign to be introducedLocal procurement activity to be undertaken to stimulate the local economy and support businessesDeliver digital training for SMEsLocal Projects includingWembley and Ealing Road - street art programmeHarlesden - new shopfront improvements to support local heritage and listed buildings in Harlesden	2021/22	Alan Lunt, Strategic Director, R&E	Cllr Taffar, Lead Member for Regeneration, Property and Planning Cllr Stephens, Lead Member for Schools, Employment and Skills	Initially within the existing budget. Financial implications of any actions would be assessed as plans are developed.	<ul style="list-style-type: none">At GLA level, the council continues to work closely with its neighbours on the 'Build and Recover' strategy, adopted during September 2020, which focuses on developing jobs to facilitate a 'greener' recovery, developing plans for skills training, focussing on growth sectors, high value employment and traditional key employment sectors for West London such as aviation.The council is supporting the GLA/London Councils High Street Recovery Mission.Commissions are underway for Willesden, Church End and Harlesden to consider diversification in town centres, including opportunities for workspace for growth and higher skilled industries.Implementation of the Affordable Workspace Strategy is underway to maximise the delivery of affordable workspace in order to encourage entrepreneurship and provide people with the opportunity to 'start up' a business without the concern of having to identify costly accommodation.The council will secure the delivery of workspaces (inc. affordable workspace) in new developments in appropriate locations by applying Local Plan policies. £92,500 has been secured towards affordable workspace provision.Implementation of the Meanwhile Use Strategy is underway. A Meanwhile Project to fill vacancies is being developed.The Picture Palace - work is progressing to bring back into use as a community run space. Repair work to the building is almost completed and procurement is underway for a community based operator.Successfully secured funds for a Harlesden Gateway High Streets Heritage Action Zone and the project is now underway. The Harlesden scheme will help support Brent's economic recovery and breathe new life into the area.The Shop Local, Shop Safe campaign will be restarted as non-essential retail opens on 12th April.Work is ongoing on local procurement to support local businesses and stimulate the local economy, including working with HS2 on local business and supply chain opportunities. A number of 'meet the buyer' events have been held to introduce SMEs to local supply chain opportunities.Work is also underway to deliver a digital offer for SMEs.	Green		
Yellow		Blue	We recommend that the council extends the use of its procurement powers to secure more good quality apprenticeships and social value from council contracts (using the Social Value Act and, where applicable, section 106 agreements), including by making contracts conditional on payment of the London Living Wage (e.g. through the West London Alliance partnership with neighbouring boroughs).	<ul style="list-style-type: none">Secure good quality apprenticeships and social value from council contracts.Review progress on an annual basisAs part of contract review ensure LLW is a key element.Local wealth building activity to be extended.	2021/2022	Peter Gaddson, Strategic Director, CDS	Cllr McLennan, Deputy Leader and Lead Member for Resources	Within existing resources	<ul style="list-style-type: none">The council already has Social Value embedded as part of its formal procurement processes. In addition this has been reinforced by the new Social Value and Ethical policy agreed by the council April 2020. Opportunities for apprenticeships and work placements are pursued. Social value commitments include a focus on offering specialist training as well as opportunities for engagement and collaboration.The London Living Wage forms part of the council's question bank when undertaking procurements and currently 99% of the council's contracts comply with the London Living Wage. Monitoring of this area to continue. The Cabinet in March 2021 agreed the LLW for the Special Needs Transport Managed service.	Green		
Yellow		Purple	We recommend that Brent goes further in its efforts to encourage fair remuneration for employees by insisting on contractors requiring their sub-contractors to pay the London Living Wage, for private sector residential and care homes to pay the LLW where the council is paying residents' fees, by considering the designation of specific locations as 'Living Wage Places', and by persuading accredited employers to address the need for flexibility in employment with contracts that guarantee minimum hours.	<ul style="list-style-type: none">Domestic care contract includes standardisation of the hourly rate across all suppliers to a level that allows them to pay their staff the LLW.For the London Living Wage Place project - The aim is to set an ambition to be a Living Wage Place, the council can consider how it encourages and/or incentivises (such as the existing Business Rates incentive scheme) organisations paying the living wage.April - May 2021 2021 - Scoping work undertaken and terms of reference draftedJune 2021 - Scope agreed and work commencesReview and Agreement of approach.	2021/22	Alan Lunt, Strategic Director, R&E, Peter Gaddson, Strategic Director, CDS	Cllr McLennan, Deputy Leader and Lead Member for Resources Cllr Stephens, Lead Member for Schools, Employment and Skills	Within existing resources/Provision also made within BP budget for Living Wage Place	<ul style="list-style-type: none">April 2020 - The council's Social Value and Ethical policy was agreed and sets out standards of integrity and professionalism expected from the council's suppliers in their day-to-day practices. Progress will be reported annually to Cabinet. Employment support and skills provision are key aspects of the approach as well as accessing affordable training.Successful market engagement event held in February 2021 to raise profile of supplier opportunities in the borough.The London Living Wage forms part of the council's question bank when undertaking procurements and currently 99% of the council's contracts comply with the London Living Wage. Monitoring of this area to continue.Scoping of the London Living Wage Place project will start in April 2021.	Green		
Yellow		Blue	We are pleased that the council is introducing participatory budgeting and recommend that, with proper representation from those experiencing poverty, this should be treated as a key element of engagement and ownership of decisions at the neighbourhood level.	<ul style="list-style-type: none">January-March - Promotion and EngagementApril onwards - piloting of approach	2021/22	Shaiza Hussain, ACE	Cllr Knight, Lead Member for Community Safety and Engagement	Within existing resources	Participatory budgeting is being used to allocate the Carbon Offset fund. The residents' panel has been set up and the council has recruited a range of experts to train the members of the panel on key climate change policy issues. The application criteria will be developed in April and allocating the grants will continue until May 2021.	Green		

Poverty Commission - Delivery Plan - Year 2

Borough Plan Priorities key
Every opportunity to succeed
A future built for everyone, an economy fit for all
A cleaner more considerate borough
A borough where we can all feel safe, secure, happy and healthy
Strong foundations

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Housing												
Borough Plan Priorities				PC recommendation	Key actions	Timeframe	Strategic lead	Lead Member	Financial resource	Progress Overview	RAG	
	Yellow				While recognising that Brent Council's current housing plans compare favourably with other local authorities, we recommend stepping up borrowing to build and bringing forward council housebuilding programmes to take advantage of opportunities when demand for construction workers and for house purchase is weak.	Comprehensive house building programme in place.	2022	Phil Porter, Strategic Director, CWB	Cllr Southwood, Lead Member for Housing and Welfare Reform	Within existing resources	Ongoing - Brent has one of the biggest house building programmes in London - 578 on site, 1,100 in feasibility and/or planning. The council will borrow appropriately to meet its strategic objectives. So far, the Council is investing £300m, in addition to £100m secured through the Mayor's Grant funding (2018), making a total of £400m capital investment in new Council homes. The council is now in discussions for another bid round for the Mayor's Grant fund. Activity from that bid round will commence from April 2022. This will enable the Council to continue delivering its ambitious council homes programme. The numbers of homes to be built are indicative and may well increase over the lifecycle of this work.	Green
	Yellow				We note that Brent has undertaken a land and asset review to identify opportunities for the council or its social sector partners to provide additional social housing or to use for community or economic betterment. We recommend Brent's land and asset review is used to develop a strategy and plan to allocate and ensure these assets are utilised to assist those in greatest need, e.g. using land currently occupied by redundant garages to build age-friendly homes that will release much needed family accommodation.	•Asset review undertaken •Plan in place to allocate and ensure these assets are utilised to assist those in greatest need	2022	Phil Porter, Strategic Director, CWB	Cllr Southwood, Lead Member for Housing and Welfare Reform	Within existing resources	The Council has undertaken a large scale assessment of its existing land assets and this enabled it to submit a substantial bid to the GLA in the last round of the Mayor's Council Homes Programme. As part of this assessment, all existing garage sites were assessed and a determination made as to their continued usage. The assessment also looked beyond garage sites i.e. developable spaces within existing estates. These assessments were carried out with the engagement of residents and residents continue to be engaged as the sites are progressed. On some of these sites, the Council is currently consulting with residents about designing and building up to 400 additional new homes. These are being designed to meet existing housing needs. For example, there is a particular focus on developing larger homes to relieve overcrowding.	Green
	Yellow				We recommend that Brent uses its company, i4B, to purchase (as well as long term leasing) PRS property on the market, including ex-Right to Buy properties, to replace the requirement for expensive temporary accommodation and to acquire shops suitable for conversion into housing to regenerate high streets.	•Deliver housing options as part of the Temporary Accommodation reform plan. •Homes for key workers secured	2022	Peter Gadsdon, Strategic Director, CDS	Cllr McLennan, Deputy Leader and Lead Member for Resources	Within existing resources	The primary purpose of i4B is to deliver the housing options defined in the Temporary Accommodation reform plan. The core business of the company is as a Private Sector Landlord accepting homeless nominations from the council. Properties are let with the intention that the tenancy will be the foundation on which customers can improve their quality of life. The aim is that customers enjoy secure, affordable, and well maintained accommodation. The company has also secured homes for key workers, which is an identified gap in the borough. i4B has contributed to a planning led paper on opportunities to strengthen high streets. Acquiring shops could be an option but needs to be financially viable. Work will continue in this area.	Green
	Yellow				We recommend that the actions proposed in the council's review of housing adaptations be implemented as speedily as possible, with particular regard to those with disabilities living in the private rented sector.	•Adaptations to homes delivered across all tenures •Progress on implementation of the recommendations will also form part of the PRS review.	2021/22	Phil Porter, Strategic Director, CWB	Cllr Southwood, Lead Member for Housing and Welfare Reform	Within existing resources	The Council spends over £5m a year providing much needed adaptations in homes across all tenures. During the pandemic, the council has delivered similar levels of adaptations to the previous year. The council also set up a 'Handy Person' service to assist people being discharged home from hospital. The council is currently carrying out research to assess the impact of this service.	Green
	Yellow				The council should work with the GLA to support community and voluntary sector organisations to identify opportunities for community-led housing in Brent.	Continue to support community led housing	2022	Phil Porter, Strategic Director, CWB	Cllr Southwood, Lead Member for Housing and Welfare Reform	Within existing resources	The housing supply and partnerships service are working with Community Led Housing to support Brent CLT (made up of community organisations in Brent.). The CLT have plans to develop a housing project led by the community to target single homeless individuals. The council continues to work with Brent CLT to progress this activity.	Green
Economy and Jobs												
Borough Plan Priorities				PC recommendation	Key actions	Timeframe	Strategic lead	Lead Member	Financial resource	Progress Overview (currently showing 2020/21 performance info - RAG references this)	RAG	
	Yellow				We recommend the council makes poverty reduction an explicit part of the council's current and future economic development strategies, with a clear set of poverty reduction targets.	As part of the regular review of economic strategies ensure that requirements to tackle poverty are explicit.	2021/22	Alan Lunt, Strategic Director, R&E	Cllr Tatler, Lead Member for Regeneration, Property and Planning	Initially within the existing budget. Financial implications of any actions would be assessed as plans are developed.	Poverty reduction features in the Inclusive Growth Strategy and the draft Local Plan contains policies that seek to address 'poverty's' constituent parts e.g. access to housing, employment. The draft Local Plan is currently being examined by the Planning Inspectorate; the aim is to adopt the plan as a statutory document in 2021.	Green
	Green	Yellow			We recommend the council uses its influence to maximise the help provided by careers services for those moving from school to work, and where appropriate, the council encourages take up of the government's "Kickstart Scheme".	•Take up of the Kickstart Scheme promoted •Regular review of career support	2021/22	Alan Lunt, Strategic Director, R&E, Gail Tolley, Strategic Director, CYP	Cllr Stephens, Lead Member for Schools, Employment and Skills	Within existing resources	The council provides targeted support for NEET young people 14 -19 (school age) and those 'at risk of NEET', delivered by Prospects. Schools also can commission Prospects to deliver a Connexions careers advice and guidance offer to their young people in school. The council uses the National Careers Service (NCS) to support those moving from school to work - this is a universal service but light touch. Brent Works provides 121 support to young people to access jobs and apprenticeships across a number of sectors. The Brent Works website is regularly updated signposting to career support opportunities. The Kickstart Scheme is underway with the council undertaking a gatekeeping role.	Green
	Green			Blue	We strongly support the Brent Black Community Action Plan and we recommend strengthening of the links with CVS and the Young Brent Foundation and others in the voluntary and community sector.	BCAP delivered to timescale and within budget.	2021/22	Shazia Hussain, ACE	Cllr McLennan, Deputy Leader and Lead Member for Resources	Provision made within BP budget	The Black Community Action Plan (BCAP) was agreed at Full Council in July 2020. The delivery plan for 2021/22 focuses on - Children, Young People and Families, Building sustainable community leadership, Supporting Black-led businesses, voluntary and community sector See BCAP for further detail	Green

	Green		Purple	We recommend that the delays caused by Covid-19 to Brent's imaginative programme as the London Borough of Culture be used to give extra focus to the opportunities for engaging young people, particularly those from BAME communities, in activities that raise aspirations and improve employment prospects.	<ul style="list-style-type: none"> •Setting up a Local Cultural Education Partnership working with schools to ensure every child in Brent has cultural opportunities •Creating new cultural spaces, both meanwhile and permanent, including the Kilburn Studios and the Picture Palace •Delivering the Brent Biennial from 2022, a place shaping festival each year alternating between visual arts and music 	2021/22	Phil Porter, Strategic Director, CWB	Cllr Nerva Lead Member for Public Health, Culture & Leisure	Within existing resources	Brent 2020 Legacy Manager recruited. Grant made to Metroland, accountabilities and targets agreed. Recruitment of LCEP Co-ordinator underway. Recovery plan to position celebration of local culture and diversity as part of the reopening of the Borough post second wave being developed in partnership with other Council departments. Opportunities to synergise this plan with borough cultural partners, including Lee, Kin, RPO, being explored. Culture Fund projects which could not be delivered in 2020 being programmed for Summer 2021. Application made to the Windrush Fund for development of art work and capturing oral histories around theme of the Windrush Generation's contribution to the NHS, working with Mahogany Carnival Design, Lin Kam Arts and the local NHS. Plans to embed the artist network into the creative sector are in development. Working closely with the Meanwhile Space project in Church End and Neasden to secure creative spaces for artists	Green
		Yellow		We recommend that Brent Council signs up to the Good Work Standard and uses its convening power to bring together anchor employers to address low paid, low hours employment contracts in Brent and to guarantee improved terms (e.g. a minimum of sixteen hours a week and the right to notice periods of at least four weeks for shifts).	<ul style="list-style-type: none"> •Scoping of project undertaken •Agreement of key stages and implementation 	2021/22	Alan Lunt, Strategic Director, R&E	Cllr Stephens, Lead Member for Schools, Employment and Skills	Within existing resources	Harlesden heritage project and the local NHS. Scoping of the project to be undertaken.	Green
		Yellow		We recommend that the council expands its employment support packages to help tackle low wages and insecure work conditions.	Year One activity includes, support for those who are unemployed. This work will continue in year two - with employment support packages to help tackle low wages and insecure work conditions.	2021/22	Alan Lunt, Strategic Director, R&E	Cllr Stephens, Lead Member for Schools, Employment and Skills	Within existing resources	The West London Alliance are lobbying for additional investment in the Skills Escalator to improve progression in-work for local residents. This is set-out in the WLA Build and Recover Plan 2020.	Green
	Green			We recommend that the council explores the opportunities for action to support affordable childcare provision, considering loans or grants to both providers and parents that would enable moves into employment in the aftermath of Covid-19.	Continued work to support affordable childcare provision.	2021/22	Gail Tolley, Strategic Director, CYP	Cllr Patel, Lead Member for Children's Safeguarding, Early Help and Social Care	Within existing resources	The council is committed to supporting recovery of the early years sector and work is underway in a number of areas including: <ul style="list-style-type: none"> • Working with Finance to widen the eligibility criteria so that more early years providers could apply for the LA discretionary grant. • Ensuring payments to providers of their termly free early education funding has been made in a timely manner, moving payments forward to help with provider cash flow issues. This has already enabled a number of providers to remain sustainable. • Developing and implementing a real time tracking system for monitoring sustainability and sufficiency of childcare provision in the borough to have an overview at ward level and enable early identification of emerging issues. • Working with the DfE, LGA, GLA and London Councils through membership of working groups and networks, increasing their understanding of the impact of Covid-19 on Brent early years providers and seeking to ensure that appropriate support is provided for the sector to remain sustainable. 	Green
			Blue	We recommend that the council develops a bespoke digital offer and support for those with disabilities so that they can easily access services remotely and gain confidence in areas such as cashless payments, recognising that this could lower spending, enable access to benefits, and applications for support.	Digital Inclusion action plan developed and implemented.	2021/22	Peter Gadsdon, Strategic Director, CDS	Cllr McLennan, Deputy Leader and Lead Member for Resources	Within existing resources	<ul style="list-style-type: none"> •A Digital Inclusion package, which includes support for developing digital skills, is in place as part of the Residents' Support Fund •Findings from the Citizens Online report will be used to scope work on a bespoke digital offer for those with disabilities. 	Green
			Blue	We recommend that the council sets out clearly how it intends to work with the community and voluntary sector in tackling digital exclusion, and how it intends to ensure residents can operate online, including using digital hotspots created on estates and local safe spaces.	Engagement with the VCS, NHS and Registered Providers Digital Inclusion action plan developed and implemented Engagement with SMEs and development of tailored support	2021/2022	Peter Gadsdon, Strategic Director, CDS	Cllr McLennan, Deputy Leader and Lead Member for Resources	Within existing resources	<p>Brent's digital strategy 2019-23 sets out the council's ambition to make Brent a digital place.</p> <p>This work is being supported by new initiatives, which respond to the increase need for digital inclusivity in the context of the Pandemic.</p> <ul style="list-style-type: none"> •Roll out of full fibre connectivity across the council's housing stock and key community spaces has begun. •November 2020 - A successful online workshop with over 50 attendees from across the Council, VCS organisations, the NHS and Registered Providers was held. This provided an overview of the research carried out as part of the Brent Switch project and shared the Council's aspiration to develop a cross-borough approach to digital exclusion through working across organisations to build a Digital Inclusion Action Plan. A service map featuring existing services (regardless of who delivers them) has also been produced. •Digital Champions established •Work underway with SMEs to deliver tailored support •Digital Inclusion action plan in place 	Green
Financial Inclusion and Welfare											
	Borough Plan Priorities			PC recommendation	Key actions	Timeframe	Strategic lead	Lead Member	Financial resource	Progress Overview	RAG
			Blue	We recommend that the council works with credit unions to provide low-cost loans to cut down dependence on loan sharks and other unscrupulous lenders						<ul style="list-style-type: none"> •The Council currently has a payroll deduction scheme available for staff members, though in response to the ongoing COVID pandemic the council is reviewing existing arrangements with the aim of ensuring all staff are fully aware of and have access to the best possible loan and savings products to safeguard their ongoing financial wellbeing. •Cabinet agreed on 8 March the continuation of an interest free loan arrangement element of the Resident Support Fund, the details of which are set out in section 7 of the report: http://democracy.brent.gov.uk/documents •Through the Hubs network the council has built relationships with a range of specialist 	Green
			Blue	We recommend that the council explores a further extension of the Hub model so that advice services are available at venues such as GP surgeries, and family wellbeing centres in order for people to have their issues addressed in places that they already visit and trust.							Green

				Blue	We recommend that the council should also consider whether court orders/liability orders are necessary in all cases of Council Tax arrears and, wherever possible, should exercise greater flexibility regarding payment plans and offers of repayment wherever possible, while discontinuing the practice of requiring immediate payment of a year's Council Tax immediately when arrears are encountered.	Ethical Debt Recovery Policy reviewed Resident Support Fund extended Options for working with credit unions explored Ongoing development of the Hub model	2021/22	Peter Gadsdon, Strategic Director, CDS	Cllr Southwood, Lead Member for Housing and Welfare Reform	Within existing resources	partner organisations who are able to provide advice and support. As lockdown arrangements are eased the council will be working with these partners to further develop the Hub offer with a range of advice and support partners providing a holistic service from the Hub spaces across the borough. • Ethical Debt Recovery Policy (amended) - agreed on 25 February 2021 following a review of debt collection processes.	Green
				Blue	We recommend that the council supports the future sustainability of food aid agencies in the borough including by further developing community garden schemes and working with food banks, mutual aid groups and residents' associations.	Continued support for the sustainability of Food Aid agencies in place.	2021/22	Shazia Hussain, ACE, Peter Gadsdon, Strategic Director CDS	Cllr McLennan, Deputy Leader and Lead Member for Resources Cllr Knight, Lead Member for Community Safety and Engagement	Within existing resources	During the Pandemic the council has strengthened relationships and referral routes between food aid agencies and Brent Hubs. In addition, Hubs have been able to provide emergency financial support for residents in food and fuel hardship. The council plans to embed and build on these arrangements going forward.	Green
				Purple	We commend the work being undertaken by Brent to work with its health partners in mitigating the impact of the current pandemic and recommend continuing partnership in tailoring localised health support to those areas most impacted.	<ul style="list-style-type: none"> Establishing Brent Health Matters Clinical Service (BHMCS) to support patients with Long Term Health Conditions referred by GP practices. Recruiting Community Co-ordinators to mobilise a network of volunteer Community Champions across the borough to become trusted messengers. Procuring a VCS partner to recruit and manage a team of Health Educators to connect with harder to reach communities and link them to available NHS and community health services. Develop a co-produced Mental Health and Wellbeing strategy to create an improved range of support services. Launch a Community Grants Programme to support the implementation of community designed initiatives to tackle Health Inequalities. Establish a digital and community outreach communication strategy using digital media and promotion in targeted public locations to deliver key messages on vaccination and health inequalities. 	2021/22	Phil Porter, Strategic Director, CWB	Cllr Nerva Lead Member for Public Health, Culture & Leisure	Within existing resources	<ul style="list-style-type: none"> Brent Health Matters Clinical Service has screened and assessed over 2600 patients referred in relation to Long Term Health Conditions. A team of 7 Community Co-ordinators have been recruited and have been allocated to specific localities across the Borough-over 30 Community Champions have been identified. A VCS partner, Brent Carers Centre has been procured and is mobilising to recruit up to 20 Health Educators drawn specifically from 5 Brent Connects areas. Mental Health and Wellbeing 'Community Connectors' are building community capacity to co-produce and deliver wellbeing support as part of the COVID-19 recovery strategy and have developed and distributed a wellbeing service awareness survey to the community. The Brent Health Matters Community Grant has received applications from community organisations and individuals which are currently in the process of approval and payment. A Health Inequalities communication campaign has delivered: webinars with community leaders; community forums; videos with Community Champions and faith leaders; lamppost banners and leaflets distributed door to door and at 5 targeted public outreach events. 	Green

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LONDON BOROUGH OF BRENT

FORWARD PLAN OF KEY DECISIONS

for the period 1 April 2021 onwards



The Forward Plan is a list of forthcoming decisions and provides at least **28 days'** notice of the following:

- all decisions to be taken by the Cabinet and Cabinet Committees; and
- key decisions taken by Council Officers and the West London Economic Prosperity Board.

A key decision is defined by regulations as a decision which relates to an executive function and which is likely:

- a. to result in the local authority incurring expenditure / making of savings of £500,000 or more.
- b. to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.

All decisions taken by the Cabinet and Cabinet Committees and key decisions taken by Council Officers can be called-in by Councillors before they are implemented. If a decision is called-in, a Scrutiny Committee made up of non-Cabinet Members will meet to consider the decision within 15 working days of the decision being made. The original decision-maker will then take into account the recommendations of this Scrutiny Committee before choosing to either implement or change the decision. The exact date when the recommendations of the Scrutiny Committee are to be re-considered by the Cabinet, Cabinet Committee or Officer (as the case may be) can be obtained from Governance Services.

Members of the public are entitled to see the reports that will be relied on when a decision is taken unless they contain confidential or exempt information under the Local Government Act 1972. Reports will be published on the Council's website at least five clear working days before the date the decision is due to be taken. Paper copies can also be obtained from Governance Services, Brent Civic Centre, Engineers Way, Wembley, Middlesex, HA9 0FJ, telephone 020 8937 2063/1355 or via e-mail to committee@brent.gov.uk.

Should you wish to make representations regarding any matter listed or want to request that an exempt report should be considered in public, please email Governance Services at committee@brent.gov.uk or telephone 020 8937 2063/1355 at least one week before the decision is to be taken. Your representations and the Council's response will be published on the Council's website at least 5 working days before the Cabinet/ Cabinet Committee meeting or date of the scheduled Officer decision.

The current membership of the Cabinet is as follows:

[Cllr Butt](#) (Leader)

[Cllr McLennan](#) (Deputy Leader, Resources)

[Cllr Nerva](#) (Public Health, Culture & Leisure)

[Cllr Farah](#) (Adult Social Care)

[Cllr Southwood](#) (Housing and Welfare Reform)

[Cllr Tatler](#) (Regeneration, Property & Planning)

[Cllr M Patel](#) (Children's Safeguarding, Early Help and Social Care)

[Cllr Krupa Sheth](#) (Environment)

[Cllr Stephens](#) (Schools, Employment & Skills)

[Cllr Knight](#) (Community Safety & Engagement)

Publication Date: 25 March 2021

email: committee@brent.gov.uk
Tel: 020 8937 2063/1355

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
March 2021					
Purchase of 83 Wembley Park Drive, London HA9 8HE for rough sleepers accommodation Cabinet to delegate authority to the Strategic Director of Regeneration and Environment, in conjunction with the Strategic Director Community Wellbeing, to agree the terms of the acquisition and enter into contract for the purchase. KEY Report: Part exempt	Cabinet	Strategic Director - Community Well-being, Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	8 Mar 2021	Property and Projects Tel: 020 8937 2529 denish.patel@brent.gov.uk
Resident Support Fund Resident Support Fund to replace Local Welfare Assistance with wider eligibility, support and advice to residents including financial inclusion, employment support and development and digital inclusion. The view being supporting residents with early intervention and prevention with financial stability and sustainability. KEY Report: Open	Cabinet	Strategic Director - Customer and Digital Services	Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood)	8 Mar 2021	Head of Customer Access, Management (Customer Services) Tel: 020 8937 2705 asha.vyas@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
<p>Special Needs Transport Managed Service - Contract Renewal to agree the payment of London Living Wage to divers and escorts employed by the Special Needs transport service that is shared with Harrow Council.</p> <p>KEY</p> <p>Report: Part exempt</p>	Cabinet	Strategic Director - Regeneration and Environment	Lead Member for Environment (Councillor Krupa Sheth)	8 Mar 2021	Operational Director, Environmental and Employment Services Tel: 020 8937 5342 chris.whyte@brent.gov.uk
<p>Award of 6 Supported Living Services The Council have tendered for the following 6 Supported Living services across the borough</p> <ul style="list-style-type: none"> 2x Learning Disability 2x PMLD 1x Mental Health 1x Dual Diagnostic <p>As the tender process will have been completed the Council wish to Award the contracts to the successful providers.</p> <p>KEY</p> <p>Report: Part exempt</p>	Strategic Director - Community Well-being	Strategic Director - Community Well-being	Lead Member for Adult Social Care (Councillor Harbi Farah)	Not before 5 Mar 2021	Interim Commissioning Manager Tel: 020 8937 4162 Lorraine.Regan@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
<p>Housing repairs and maintenance authority to go out to tender To request authority for Housing to go out to tender for housing maintenance services.</p> <p>KEY</p> <p>Report: Part exempt</p>	Operational Director - Housing	Strategic Director - Customer and Digital Services	Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood)	Not before 5 Mar 2021	Category Manager, Procurement Tel: 020 8937 2678 Andrew.Stirland1@brent.gov.uk
<p>Authority to award contract for the provision of hard (planned, statutory and reactive maintenance) facilities management services for Brent Council operational buildings This report concerns the future provision of a contract for the delivery of Hard Facilities Management (FM) services for Brent Council's operational buildings. This report requests authority to award the contract for the delivery of Hard FM services in accordance with the cabinet decision of 10th February 2020 delegating authority to approve the same to the Strategic Director for Regeneration & Environment for a period of 5 + 2 years.</p> <p>KEY</p> <p>Report: Part exempt</p>	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	19 Mar 2021	Facilities Portfolio Manager Tel: 020 8937 1771 Russell.Burnaby@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
<p>Consideration of application for designation of Harlesden Neighbourhood Forum and Neighbourhood Area Consideration of responses to consultation.</p> <p>Confirmation of the Harlesden Neighbourhood Forum and Neighbourhood Area.</p> <p>KEY Report: Open</p>	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	26 Mar 2021	Operational Director - Regeneration, Growth and Employment Tel: 020 8937 6441 alice.lester@brent.gov.uk
<p>Kensal Corridor Improvements To award a contract for the delivery of highway works – Kensal Corridor Improvements</p> <p>KEY Report: Part exempt</p>	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Environment (Councillor Krupa Sheth)	Not before 5 Mar 2021	Projects Development Manager, Highways and Infrastructure Tel: 020 8937 5113 sandor.fazekas@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
Daily Visitor Parking Charges and Permit Refunds To proceed to publication and notification on the amendment of the relevant Traffic Management Orders to formally link and align daily visitor permit prices to bus fares and increase the maximum refund value for all parking permits. KEY Report: Open	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Environment (Councillor Krupa Sheth)	20 Mar 2021	Parking Policy Manager Tel: 020 8937 5105 anthony.vartanian@brent.gov.uk
Brent Legacy 2020 Agreement of a one-off grant that will support Metroland Cultures Ltd to establish itself and build a sustainable business model over the next 4 years. KEY Report: Open	Lead Member for Public Health, Culture and Leisure	Strategic Director - Community Well-being	Lead Member for Public Health, Culture and Leisure (Councillor Neil Nerva)	16 Mar 2021	London 2010 Manager Tel: 020 8937 5315 zerritha.brown@brent.gov.uk
April 2021					

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
<p>Authority to Commission Community Equipment Provider to</p> <p>i) Agree to continue with the 'Framework Contract for Community Equipment Service' with LB Barnet</p> <p>ii) Agree to the retender of the Community Equipment Service for a period of 3 years +1 yr + 1yr</p> <p>iii) Agree to award the contract to the new provider</p> <p>Report: Part exempt</p>	Cabinet	Operational Director - Adult Social Care	Lead Member for Adult Social Care (Councillor Harbi Farah)	6 Apr 2021	Head of Adults Services - Urgent Care, Community Wellbeing Tel: 020 8937 1323 Sunny.Mehmi@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
South Kilburn Regeneration Programme: Approval of Procurement Processes for Future Phases and Associated Matters To seek approval for an OJEU process to procure a delivery partner for comprehensive redevelopment of 1-8 Neville House, 1-64 Winterleys, 113-128 Carlton House, and Carlton Hall (together defined as NWCC Site) KEY Report: Part exempt	Cabinet	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	6 Apr 2021	Senior Project Manager, Estate Regeneration Tel: 020 8937 1621 Marie.Frederick@brent.gov.uk
Debt write-off procedure To consider the updated fair debt policy. KEY Report: Part exempt	Cabinet	Director of Customer Access	Deputy Leader (Councillor Margaret McLennan)	6 Apr 2021	Head of Revenues and Debt Tel: 020 8937 2307 Peter.Cosgrove@brent.gov.uk
Water Charges and Brent Council Tenants Approval of London Borough of Brent's response to water charges for Council tenants. KEY Report: Open	Cabinet	Strategic Director - Community Well-being	Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood)	6 Apr 2021	Housing Partnerships Manager Tel: 020 8937 1131 Emily-Rae.Maxwell@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
Recommendations from Scrutiny Committees To receive any recommendations made by individual Scrutiny Committees in relation to reviews undertaken. Non-Key Decision Report: Open	Cabinet	Assistant Chief Executive	Lead Member for Community Safety & Engagement (Councillor Promise Knight)	6 Apr 2021	Assistant Chief Executive Shazia.Hussain@brent.gov.uk
Roe Green Infant School Kitchen & Improvement Works – Approval of Capital Funding To approve the capital funding for the kitchen extension and improvement works at Roe Green Infant School KEY Report: Open	Cabinet	Strategic Director - Regeneration and Environment	Lead Member for Schools, Employment & Skills (Councillor Thomas Stephens)	6 Apr 2021	Schools Capital Programme Team Tel: 020 8937 4203 neil.martin@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
<p>Brent Climate and Ecological Emergency Strategy 2021-2030 to adopt the final version of the Brent Climate and Ecological Strategy (2021-2030) following the most recent public consultation on the draft strategy which took place between November 2020 and January 2021.</p> <p>KEY Report: Open</p>	Cabinet	Assistant Chief Executive	Lead Member for Environment (Councillor Krupa Sheth)	6 Apr 2021	<p>Head of Environmental Strategy & Commissioning Tel: 020 8937 5323 oliver.myers@brent.gov.uk,</p> <p>Climate Emergency Strategy Manager tom.welsh@brent.gov.uk</p>
<p>Public Sector Decarbonisation Scheme - Energy Efficiency Works in Brent Corporate Buildings To note the details of the project to improve energy efficiency of the 16 Brent Council buildings with the highest energy consumption and approve the approach of the Energy Team.</p> <p>KEY Report: Part exempt</p>	Cabinet	Director of Finance	Deputy Leader (Councillor Margaret McLennan)	6 Apr 2021	<p>Senior Project Manager - Energy & Sustainability, Finance Tel: 020 8937 2942 Catherine.Arotsky@brent.gov.uk,</p> <p>Energy Manager Tel: 020 8937 3772 Neil.Luscombe@brent.gov.uk</p>

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
Streamlining of the Brent Black Community Action Plan To approve the proposed streamlined Brent Black Community Action Plan and accompanying Year One Delivery Plan which will be delivered during the 2021-2022 financial year. KEY Report: Open	Cabinet	Assistant Chief Executive	Deputy Leader (Councillor Margaret McLennan)	6 Apr 2021	Community Action Plan Co-ordinator Tel: 020 8937 2566 Elaine.Cleland-Awity@brent.gov.uk
Corporate Performance – Q3 2020/21 Performance Report To note the Q3 performance report. Non-Key Decision Report: Open	Cabinet	Assistant Chief Executive	Deputy Leader (Councillor Margaret McLennan)	6 Apr 2021	Head of Strategy and Partnerships Tel: 020 8937 1045 pascoe.sawyers@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
<p>Extension of the Independent Advice and Guidance Contract</p> <p>This is to request permission to extend the independent Advice and Guidance contract for a period of up to a year to enable a commissioning process to be undertaken. This is part of a planned commissioning programme affecting four key contracts within the Strategy and Partnerships Service</p> <p>KEY</p> <p>Report: Part exempt</p>	Lead Member for Community Safety & Engagement	Strategic Director - Customer and Digital Services	Lead Member for Community Safety & Engagement (Councillor Promise Knight)	Not before 3 Apr 2021	Partnership and Engagement Manager, Strategy and Partnerships Tel: 020 8937 1133 Julia.Mlambo@brent.gov.uk
<p>Authority to Award - Voluntary and Community Sector Infrastructure Support contract</p> <p>To award the tender to the successful provider after a competitive tender process</p> <p>KEY</p> <p>Report: Part exempt</p>	Assistant Chief Executive	Assistant Chief Executive	Lead Member for Community Safety & Engagement (Councillor Promise Knight)	Before 30 Apr 2021	Partnership and Engagement Manager, Strategy and Partnerships Tel: 020 8937 1133 Julia.Mlambo@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
Authority to Award – Independent Health Complaints Advocacy Service To award the tender to the successful provider after a competitive tender process KEY Report: Part exempt	Assistant Chief Executive	Assistant Chief Executive	Lead Member for Community Safety & Engagement (Councillor Promise Knight)	Before 30 Apr 2021	Partnership and Engagement Manager, Strategy and Partnerships Tel: 020 8937 1133 Julia.Mlambo@brent.gov.uk
Award of Contract for Architecturally-led Multidisciplinary Design Team for the Phase 1 site, St Raphael's, London Borough of Brent The Council have been out to tender for a multidisciplinary design team to carry out the design of the Phase 1 site on St Raphael's. The tender process has now been completed and we wish to award the tender to the successful provider. KEY Report: Part exempt	Strategic Director - Regeneration and Environment	Operational Director - Housing	Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood)	9 Apr 2021	Senior Project Manager, St Raphael's, Housing Partnerships kathryn.eames@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
Authority to Award Contract to Deliver a Rapid Assessment Hub and a Housing First Service for Rough Sleepers Funded by the Rough Sleeper Initiative Grant Approval to Award a Contract to Deliver a Rapid Assessment Hub and a Housing First Service for Rough Sleepers Funded by the Rough Sleeper Initiative Grant KEY Report: Fully exempt	Strategic Director - Community Well-being	Strategic Director - Community Well-being	Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood)	Not before 3 Apr 2021	Head of Housing Needs Tel: 020 8937 2788 laurence.coaker@brent.gov.uk
Authority to Award Contract for Emergency Temporary Accommodation for Homeless Households Approval to award a contract for emergency temporary accommodation for homeless households KEY Report: Part exempt	Strategic Director - Community Well-being	Strategic Director - Community Well-being	Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood)	Not before 3 Apr 2021	Head of Housing Needs Tel: 020 8937 2788 laurence.coaker@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
<p>to extend the contract for 0-19 Public Health Contract (Health Visiting and School Nursing Services) to extend the contract for 0-19 Public Health Contract (Health Visiting and School Nursing Services) until the 31st March 2022.</p> <p>KEY</p> <p>Report: Part exempt</p>	Strategic Director - Community Well-being	Strategic Director - Community Well-being	Lead Member for Public Health, Culture and Leisure (Councillor Neil Nerva)	Not before 12 Apr 2021	Public Health Marie.McLoughlin@brent.gov.uk
<p>New Council Homes Programme – Appoint Contractor for Infill Sites (Pharamond and Longley Avenue) Authority to appoint a contractor for building 11 new homes across the following sites:</p> <ul style="list-style-type: none"> • Longley Avenue • Pharamond <p>KEY</p> <p>Report: Part exempt</p>	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	Not before 1 Apr 2021	Project Manager, Property Tel: 020 8937 1722 tanveer.ghani@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
<p>New Council Homes Programme – Appoint Contractor for Infill Sites (Aneurin Bevan Court and Sycamore Grove) Authority to appoint a contractor for building 10 new homes across the following sites:</p> <ul style="list-style-type: none"> • Aneurin Bevan Court • Sycamore Grove <p>KEY Report: Part exempt</p>	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	Not before 1 Apr 2021	Project Manager, Property Tel: 020 8937 1722 tanveer.ghani@brent.gov.uk
<p>Parking and Traffic Related Debt: Enforcement Agents Contracts Extension Request authority to extend the contracts for 2 years to 30th June 2023</p> <p>KEY Report: Open</p>	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Environment (Councillor Krupa Sheth)	26 Apr 2021	Head of Parking and Lighting Tel: 020 8937 2979 gavin.f.moore@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
<p>Draft Brent Local Plan Examination: Proposed Modifications to the Local Plan and other Actions</p> <p>To approve for consultation proposed modifications to the submitted draft Brent Local Plan.</p> <p>To approve the Brent Local Development Scheme.</p> <p>To approve the Brent Statement of Community Involvement.</p> <p>KEY</p> <p>Report: Open</p>	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	16 Apr 2021	Planning, Policy and Projects Tel: 020 8937 6710 paul.lewin@brent.gov.uk
<p>Authority to procure and to award a Framework Agreement for Disabled facilities and installation and repair works in Council-owned residential properties</p> <p>To request authority to procure and award a framework agreement for Disabled facilities installation and repair works in Council-owned residential properties.</p> <p>KEY</p> <p>Report: Part exempt</p>	Operational Director - Housing	Operational Director - Housing	Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood)	Not before 6 Apr 2021	Contracts Manager, Private Housing Services Tel: 020 8937 2997 Neil.Edwards@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
i4B SLA with Brent Council Agreement to enter into a service level agreement with i4B for the provision of corporate and landlord services to the company. KEY Report: Part exempt	Director of Finance	Director of Finance	Deputy Leader (Councillor Margaret McLennan)	7 Apr 2021	Head of Transformation Tel: 020 8937 1507 sadie.east@brent.gov.uk
FWH SLA with Brent Council Agreement to enter into a service level agreement with FWH for the provision of corporate and landlord services to the company. KEY Report: Part exempt	Director of Finance	Director of Finance	Deputy Leader (Councillor Margaret McLennan)	7 Apr 2021	Head of Transformation Tel: 020 8937 1507 sadie.east@brent.gov.uk
Family Wellbeing Centre Support Services Authority to tender Authority to tender Family Wellbeing Centre support services KEY Report: Open	Strategic Director - Children and Young People	Strategic Director - Children and Young People	Lead Member for Children's Safeguarding, Early Help and Social Care (Councillor Mili Patel)	Not before 12 Apr 2021	Head of Early Years and Family Support Tel: 020 8937 2710 sue.gates@brent.gov.uk , Operations Manager Tel: 020 8937 3295 Simon.Topping@brent.gov.uk
May 2021					

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
<p>New Build Infill Proposals at Watling Gardens, Windmill Ct and Kilburn Sq Approve Initial and Final Demolition notices, potential CPOs and other matters in relation to the acquisition of leaseholder properties and the redevelopment of land owned within the HRA.</p> <p>KEY</p> <p>Report: Part exempt</p>	Cabinet	Strategic Director - Community Well-being	Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood)	10 May 2021	Head of Housing Partnerships Tel: 020 8937 3272 John.Magness@brent.gov.uk

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