



## Cabinet

**Monday 7 February 2022 at 10.00 am**

Conference Hall - Brent Civic Centre, Engineers Way,  
Wembley, HA9 0FJ

Please note that this meeting will be held as a socially distanced physical meeting with all Cabinet members required to attend in person.

Guidance on the safe delivery of face-to-face meetings is included at the end of the agenda front sheet.

**Due to current restrictions and limits on the socially distanced venue capacity, any press and public wishing to attend this meeting are encouraged to do so via the live webcast. The link to attend the meeting will be made available [here](#).**

### Membership:

#### Lead Member Councillors:

#### Portfolio

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

**For further information contact:** James Kinsella, Governance Manager, Tel: 020 8937 2063; Email: [james.kinsella@brent.gov.uk](mailto:james.kinsella@brent.gov.uk)

For electronic copies of minutes, reports and agendas, and to be alerted when the minutes of this meeting have been published visit: **[democracy.brent.gov.uk](https://democracy.brent.gov.uk)**

### **Notes for Members - Declarations of Interest:**

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

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

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

### **\*Disclosable Pecuniary Interests:**

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

### **\*\*Personal Interests:**

The business relates to or affects:

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

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

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

or

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

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

# Agenda

Introductions, if appropriate.

Item	Page
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<b>1</b>	<b>Apologies for Absence</b>	
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<b>2</b>	<b>Declarations of Interest</b>	
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Members are invited to declare at this stage of the meeting, the nature and existence of any relevant disclosable pecuniary or personal interests in the items on this agenda and to specify the item(s) to which they relate.

<b>3</b>	<b>Minutes of the Previous Meeting</b>	1 - 12
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To approve the minutes of the previous meeting held on Monday 17 January 2022 as a correct record.

<b>4</b>	<b>Matters Arising (if any)</b>	
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To consider any matters arising from the minutes of the previous meeting.

<b>5</b>	<b>Petitions (if any)</b>	
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To discuss any petitions from members of the public, in accordance with Standing Order 66.

<b>6</b>	<b>Reference of item considered by Scrutiny Committees (if any)</b>	
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To consider any reference reports from the Council's two Scrutiny Committees.

## Chief Executive's reports

<b>7</b>	<b>Budget &amp; Council Tax 2022/23</b>	13 - 218
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This report sets out the Council's budget proposals for 2022/23. It also sets out the results of the consultation, scrutiny and equalities processes. Subject to approval by Cabinet, these will form the basis of the budget to be agreed at the Full Council meeting of 24 February 2022.

The report also sets out the overall financial position facing the Council for the medium term and highlights the significant risks, issues and uncertainties.

**Ward Affected:**  
All Wards

**Lead Member:** Deputy Leader (Councillor Margaret McLennan)

**Contact Officer:** Ravinder Jassar, Head of Finance  
Tel: 0208 937 1487  
Email: ravinder.jassar@brent.gov.uk

## Community Well-being reports

### 8 Six Month Update on Supply of New Affordable Homes 219 - 238

The report provides an update on progress towards delivering against the Council's housing target of 5,000 new affordable homes over the five year period 2019-2024.

**Ward Affected:** All Wards  
**Lead Member:** Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood)  
**Contact Officer:** Hakeem Osinaike, Operational Director of Housing  
Tel: 020 8937 2023  
Email: Hakeem.Osinaike@brent.gov.uk

### 9 Future Governance Arrangements London Housing Consortium 239 - 244

This report seeks Cabinet approval for Brent Council to withdraw from the London Housing Consortium (LHC) Joint Committee and in the case of its disbandment, to note that members of the LHC agree to consider at a future meeting options for the Council's continued participation in a new LHC corporate entity which is likely to involve other members of the LHC.

Cabinet is asked to note that the LHC has asked for notification of the Council's decision to withdraw from the LHC Joint Committee by 25 February 2022.

**Ward Affected:** All Wards  
**Lead Member:** Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood)  
**Contact Officer:** Arnold Meagher, Head of Litigation and Dispute Resolution  
Tel: 020 8937 2166  
Email: arnold.meagher@brent.gov.uk

## Regeneration and Environment reports

### 10 Brent Long Term Transport Strategy Review - Draft for consultation 245 - 296

This report provides an update on the work to review the Brent Long Term Transport Strategy 2015-2035 (LTTS) and seeks approval of the draft strategy for public consultation and wider stakeholder engagement.

**Ward Affected:** All Wards  
**Lead Member:** Lead Member(s) for Regeneration, Property & Planning (Councillor Tatler) and Environment (Councillor Krupa)



Sheth)

**Contact Officer:** Tim Martin, Transportation Planning Manager  
Tel: 020 8937 6134  
Email: Tim.Martin@brent.gov.uk

**11 Final Redefining Local Services Delivery Model and Authority to Tender Contract for Highways Maintenance Services 297 - 312**

This report sets out the final proposed level of insourcing within the Redefining Local Services (RLS) Delivery Model with respect to the last outstanding matter - the level of insourcing of the highways reactive maintenance function - and presents the detailed procurement strategy and timetable for the Highways Maintenance Services contracts ('Highways Maintenance Contracts').

**Ward Affected:**  
All Wards

**Lead Member:** Lead Member for Environment (Councillor Krupa Sheth)  
**Contact Officer:** Oliver Myers, Head of Environmental Strategy & Commissioning  
Tel: 0208 937 5323  
Email: Oliver.Myers@brent.gov.uk

**12 Authority to Tender: Contract for Parking and Traffic Enforcement Services 313 - 336**

This report presents the procurement strategy and timetable for the Parking and Traffic Civil Enforcement (PCE) Services Contract and the Cashless Parking Contract (the "Parking Services Contracts").

**Ward Affected:**  
All Wards

**Lead Member:** Lead Member for Environment (Councillor Krupa Sheth)  
**Contact Officer:** Chris Whyte, Operational Director, Environmental Services  
Tel: 020 8937 5342  
Email: chris.whyte@brent.gov.uk

**Digital and Customer Services reports**

**13 National Non Domestic Rates 2022/23 Retail, Hospitality and Leisure and Transitional Relief Schemes 337 - 346**

This report sets out a discretionary scheme for 2022/23 Retail, Hospitality and Leisure Relief Scheme and the 2022/23 Extension of Transitional Relief and Supporting Small Business Relief for small and medium properties.

**Ward Affected:**  
All Wards

**Lead Member:** Deputy Leader (Councillor Margaret McLennan)

**Contact Officer:** Peter Cosgrove, Head of Revenues and Debt  
Tel: 020 8937 2307  
Email: Peter.Cosgrove@brent.gov.uk

## **14 Exclusion of Press and Public**

The following items are not for publication as they relate to the category of exempt information set out below, as specified under Part 1, Schedule 12A of the Local Government Act 1972:

Agenda Item 11: Final Redefining Local Services Delivery Model and Authority to Tender Contract for Highways Maintenance Services – Appendix 1 (Risk Register)

This appendix 1 is classified as exempt from under Paragraph 3 of Part 1 Schedule 12A of the Local Government Act 1972, namely: "Information relating to the financial or business affairs of any particular person (including the authority holding that information)"

Agenda Item 12: Authority to Tender Contracts for Parking and Traffic Civil Enforcement Services – Appendix 1 (Contract Risks and Mitigations)

This appendix 1 is classified as exempt from under Paragraph 3 of Part 1 Schedule 12A of the Local Government Act 1972, namely: "Information relating to the financial or business affairs of any particular person (including the authority holding that information)"

## **15 Any other urgent business**

Notice of items to be raised under this heading must be given in writing to the Head of Executive and Member Services or her representative before the meeting in accordance with Standing Order 60. Any decisions taken urgently under this heading must comply with the provisions outlined in paragraphs 12 and 39 of the Council's Access to Information Rules (Part 2 – Constitution).

**Date of the next meeting: Monday 7 March 2022**

### **Guidance on the delivery of safe meetings at The Drum, Brent Civic Centre**

- We have revised the capacities and floor plans for event spaces to ensure they are Covid-19 compliant and meet the current social distancing guidelines.
- Attendees will need to maintain the necessary social distancing at all times.

- Signage and reminders, including floor markers for social distancing and one-way flow systems are present throughout The Drum and need to be followed.
- Please note the Civic Centre visitor lifts will have reduced capacity to help with social distancing.
- The use of face coverings is strongly encouraged with hand sanitiser dispensers located at the main entrance to The Drum and within each meeting room.
- Those attending meetings are asked to scan the coronavirus NHS QR code for The Drum upon entry. Posters of the QR code are located in front of the main Drum entrance and outside each boardroom.
- Although not required, anyone attending in person is also encouraged to undertake a lateral flow test in advance of the meeting. These are available at the Civic Centre and can be booked via the following link: <https://www.brent.gov.uk/your-community/coronavirus/covid-19-testing/if-you-dont-have-symptoms/>

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## LONDON BOROUGH OF BRENT

### MINUTES OF THE CABINET

Held in the Conference Hall, Brent Civic Centre on Monday 17 January 2022 at 10.00 am

PRESENT: Councillor M Butt (Chair), Councillor McLennan (Vice-Chair) and Councillors Farah, Knight, Nerva, Krupa Sheth, Stephens, Southwood and Tatler.

Also present: Councillors Kennelly and Maurice for agenda item 9.

1. **Apologies for Absence**

None received.

2. **Declarations of Interest**

There were no declarations of interest made at the meeting.

3. **Minutes of the Previous Meeting**

**RESOLVED** that the minutes of the previous meeting held on Monday 6 December 2021 be approved as an accurate record of the meeting.

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

None.

5. **Petitions (if any) & Deputation**

Councillor Muhammed Butt (Leader of the Council) welcomed Caroline Turriff to the meeting, as an online participant, who had been invited to speak on behalf of local residents living in the proximity of Hazel Road Playground and on Greyhound Road, Kensal Green in order to highlight concerns relating to anti-social behaviour associated with individuals congregating around three street benches at the bottom of Greyhound Road and opposite the playground. Members were advised that the request to speak was supported by a petition, which currently contained over 150 signatures requesting removal of the benches.

In addressing Cabinet Caroline Turriff highlighted the nature of the anti-social behaviour being experienced by local residents, which included street drinking, substance abuse, sexual harassment of female residents and harassment of children and parents accessing the park, noise, swearing use of the surrounding bushes as a toilet (which had resulted in the bushes needing to be removed by a local resident) and litter. This had led to residents feeling intimidated, threatened and unsafe with specific concerns raised about the safety of women and children living in the surrounding area. Whilst recognising the importance of street benches, particularly for elderly or less mobile residents, it was pointed out the surrounding

area already contained a number of benches with local residents also willing to engage in consultation on the potential relocation of the benches, around which the concerns were focussed, to an alternative location such as the Kensal Green open space triangle in order to make the approach to the playground safer for those using the facility. Given the concerns raised, members were therefore asked to urgently consider removal of the benches from their current location.

In responding, Councillor Promise Knight (as Lead Member for Community Safety & Engagement), began by thanking Caroline Turriff for her presentation. Whilst highlighting the progress made by the Council in tackling anti-social behaviour across the borough it was recognised that this would not prevent the need for further action and to address specific concerns as they were highlighted. In view of the supporting evidence provided and concerns raised in relation to the level of harassment being experienced, impact on residents health and safety and wider concerns relating to safeguarding, she advised it had been agreed to remove the benches with support also requested from the relevant agencies in relation to engagement with those individuals causing the nuisance, many of whom were entrenched street drinkers, on the issues identified. In addition, she advised that Licensing Officers had also been asked to engage with licensed premises operating in the area in an effort to assist in tackling the wider concerns identified in relation to street drinking.

Caroline Turriff welcomed and thanked the Lead Member for the response and actions outlined, with Councillor Muhammed Butt (Leader of the Council) reaffirming the Council's commitment towards tackling anti-social behaviour and ensuring the necessary measures (working in association with the lead member and ward councillors) were implemented in relation to the specific location highlighted at the meeting.

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

There were no references from Scrutiny submitted for consideration at the meeting.

**7. Capital Investment Programme for School Place Sufficiency for Children and Young People with SEND**

Councillor Stephens (Lead Member for Education, Employment and Skills) introduced the report which, further to the refresh of the School Place Planning Strategy 2019-2023, outlined a business case for capital investment designed to provide additional school places for the increasing number of children in the borough with Special Educational Needs (SEND).

In considering the report, Cabinet noted the increasing demand for SEND provision in Brent, as detailed within section 3 of the report and associated financial pressure in relation to the High Needs Block within the Dedicated Schools Grant which development of the SEND capital programme had been designed to address. Members were advised of the various work streams within the Capital Programme, as detailed within section 4 and Appendix A of the report, which would deliver a total of 427 new SEN pupil places at a cost of £44.19m. This would involve not only an increase in Additionally Resourced Provision (ARP), expansion of existing SEND schools and capital improvement projects but also the construction of a new build SEND school which would significantly increase in borough SEND provision and

assist in reducing the number out of borough placements. Whilst noting the financial benefits of the approach outlined within the programme, members were also supportive of the strong educational and social rationale in terms of being able to place students within borough.

Thanks were expressed to Councillor Mili Patel (as former Lead Member for Children's Safeguarding, Early Help and Social Care) for her role in development of the programme, with Cabinet also noting the engagement of the Brent Parent Carer Forum and wider stakeholder representatives on the Brent Children's Trust in the process as well as the ongoing involvement of ward councillors.

The close alignment between the programme, School Place Planning Strategy 2019-2023 (which included the redirection of resources following Cabinet's decision to close the Secondary Expansion Programme) and High Needs Block Deficit Management Plan was highlighted for members who also recognised its importance as a key infrastructure project within the borough.

Having noted and welcomed the benefits associated with the programme and thanks to all those involved in its development Cabinet **RESOLVED**:

- (1) To approve the SEN Capital Programme as detailed within the report.
- (2) To allocate £44.19m of capital funding to deliver the programme.
- (3) To delegate authority to approve the project business cases to the Strategic Director of Regeneration and Environment in consultation with the Strategic Director of Children and Young People and the Director of Finance.
- (4) To delegate authority to agree pre-tender considerations, procure and award the necessary technical, consultancy and services contracts valued in excess of £2m and works contracts valued in excess of £5m to the Strategic Director, Regeneration and Environment, in consultation with the Cabinet Member for Schools, Employment and Skills and the Strategic Director for Children and Young People.
- (5) To note that further reports would be brought forward providing updates on progress on the delivery of the programme.

## 8. **Brent Council's School Admission Arrangements for 2023/24**

Councillor Stephens (Lead Member for Education, Employment & Skills) introduced a report seeking agreement, in accordance with statutory requirements, to the proposed admission arrangements and schemes of co-ordination for Brent community schools for the 2023/24 academic year.

In considering the report Cabinet were advised that there were no proposed changes to the admission arrangements for community schools in 2023/24.

Cabinet **RESOLVED** to agree the proposed admission arrangements for Brent community schools and the scheme of co-ordination for maintained schools in Brent for the 2023/2024 academic year (as detailed within Appendix 2 and 3 of the report).

## 9. **Brent Active Travel - Healthy Neighbourhoods and School Streets**

Prior to consideration of this item, Councillor Muhammed Butt (Leader of the Council) welcomed Councillor Kennelly to the meeting who he advised had requested to speak on the proposals relating to Healthy Neighbourhoods. In addressing Cabinet, Councillor Kennelly thanked the Lead Members and all officers involved for their response in terms of the recommendations within the report and work to engage with local residents. Whilst highlighting the importance in promoting sustainable active travel and healthy neighbourhoods as part of the Council's wider approach towards tackling air quality and the climate emergency, he pointed out the need to ensure local residents were properly listened to and their views taken into account in the development and introduction of any schemes moving forward. Having recognised the lessons learnt, particularly given the views expressed by local residents within his ward, Councillor Kennelly felt that whilst change was supported the future approach towards developing and delivering Healthy Neighbourhood needed to be focussed around an engagement process on active travel schemes designed to deliver a cleaner and greener environment across the borough.

In responding to the comments raised, Councillor Butt (Leader of the Council) also drew attention to written representations submitted by the Brent Cycling Campaign relating to a number of concerns regarding the consultation, design and implementation of the Healthy Neighbourhood proposals and content of the report due to be considered by Cabinet. It was noted that these had been referred to the Lead Member for Regeneration, Property & Planning for direct response outside of the meeting.

Councillor Tatler (Lead Member for Regeneration, Property & Planning) was then invited to introduce the report providing an overview of the Brent Active Travel programme along with an updated assessment of the Brent Healthy Neighbourhoods and School Streets schemes taking account of the trail performance and consultation and community engagement process.

In introducing the report, Cabinet was reminded of the background, aims and objectives along with the statutory guidance behind the introduction of the Healthy Neighbourhood schemes, School Street schemes and the Council's Active Travel programme linked to the wider objectives in terms of improving air quality, public health, climate change and road safety.

In assessing the outcome of the Healthy Neighbourhood schemes, members noted the progress and challenges with implementation of the original programme, given the original delivery methods and timetable required by the Government and TfL along with the outcome in relation to the wider community engagement process around design and implementation of the schemes. A summary of the assessment process and recommendations being made as a result in relation to the existing schemes had been provided within Appendix A of the report. In considering the evaluation monitoring reports included as part of the assessment, Members were advised that a number of minor corrections had needed to be made, which had resulted in an adjustment to the consultation figures for the Tokyngton and Wembley Central ward. The changes were as follows - Responses from roads where modal filters were installed (London Road and Tokyngton Avenue) a total of



21 (not 18) responses were received. Of these 6 (29%) (not 4 - 22%) supported the scheme and 15 (71%) (not -78%) did not). It was confirmed that the amendments had no effect on the overall outcome from the consultation or recommendations within the report.

In terms of the overall assessment process, whilst noting the views expressed as a result of the consultation and engagement programme, Members attention was also drawn to the feedback provided on the future approach identified in relation to the collaboration, design, development and delivery of Healthy Neighbourhood schemes on which a further report would be prepared for a future Cabinet meeting and work with continue in relation to air quality.

Members were also advised of the progress being made in development and delivery of the Schools Streets programme and assessment undertaken in relation to their implementation, as detailed within Appendix B of the report. As a result, it had been proposed that 26 of the schemes should be made permanent with a report also to due to be provided for Cabinet on the future approach towards expanding the programme in collaboration with the local community.

Members were supportive of the approach outlined within the report, having recognised the key outcomes from the assessment process and preference identified for a more collaborative design and engagement process involving the local community in relation to the Healthy Neighbourhood schemes. It was noted this would include a specific focus on Active Travel given the wider benefits identified in relation to air quality, health and wellbeing and in response to the climate and ecological emergency, the extent of car ownership across the borough and need to address the differing circumstances in each locality. In recognising the lessons learnt from the process to date, members advised they were keen to move forward working collaboratively with the local community in terms of the future approach towards developing and delivering Health Neighbourhood schemes whilst also highlighting and welcoming the importance and success of the Schools Streets programme.

In summing up Councillor Muhammed Butt thanked the Lead Members and officers involved for their work in developing the programme during such a challenging period, along with all those who had engaged in the consultation and assessment process. He ended by highlighting the Council's commitment towards developing the engagement process in order to ensure schemes were developed on a collaborative basis and to reflect the circumstances within each area.

Having considered the comments made, Cabinet **RESOLVED:**

- (1) To note the outcome of the scheme assessments and approves the officer recommendations in Section 4.0 and Appendix A of the report.
- (2) To authorise the Strategic Director for Regeneration and Environment:
  - (a) to progress Statutory Notifications and consider responses to the Statutory Notifications before making experimental and permanent traffic orders regarding the Healthy Neighbourhoods and School Streets schemes that are referred to in the report;

- (b) to make any necessary Traffic Management Orders involving experimental and permanent traffic orders regarding existing and forthcoming Healthy Neighbourhoods and School Streets schemes that are referred to in the report;
  - (c) to revoke and implement changes to existing Healthy Neighbourhoods and School Streets schemes that are referred to in the report.
- (3) To note that a further report would be presented to Cabinet to agree the future approach to developing and delivering Healthy Neighbourhood and School Streets schemes.
  - (4) To note that a further policy report would be presented to Cabinet for approval relating to the use of CCTV enforcement cameras and exemptions.
  - (5) To note that development and implementation of future schemes would depend upon future funding being made available for that purpose.

#### 10. **Authority to Tender Contract for Grounds Maintenance Services**

Councillor Krupa Sheth (Lead Member for Environment) introduced the report detailing the procurement strategy and timetable for the Grounds Maintenance Services Contract, as the second of the Redefining Local Services (RLS) services to be issued for tender.

In considering the report Cabinet noted the aims and objectives of the RLS programme along with the service improvement priorities with the intention to procure Grounds Maintenance services via a standalone contract given the benefits and opportunities detailed within section 4.4 of the report. Members welcomed the approach outlined, with particular support expressed for the insourcing of the Park Wardens and way in which it was felt the proposal would ensure that the borough's green spaces continued to be well maintained and protected in order to provide a high quality and safe environment given the importance of parks and green spaces to the health, wellbeing and quality of life for residents across the borough.

Having considered the report, Cabinet **RESOLVED**, having noted the information contained within the exempt appendix of the report:

- (1) To approve inviting tenders for the Grounds Maintenance Contract on the basis of the pre-tender considerations set out in paragraph 4.7 of the report, subject to due consideration by officers of any leaseholder observations in response to the stage one section 20 leaseholder consultation, and delegates the final decision to proceed with inviting tenders to the Strategic Director for Regeneration & Environment in consultation with the Lead Member for Environment.
- (2) To approve Officers evaluating the tenders for the Grounds Maintenance Contract on the basis of the evaluation criteria set out in paragraph 4.7 of the report.

#### 11. **Draft Planning Obligations Supplementary Planning Document**

Councillor Tatler (Lead Member for Regeneration, Property & Planning) introduced a report setting out the need for the Council to replace its existing Planning Obligations Supplementary Planning Document (SPD), last adopted in 2013, and presenting an updated Draft SPD for approval, prior to publication and statutory consultation.

In considering the report, Cabinet noted that the updated SPD had been designed to address the change in development plan policy as well as the requirements in relation to the range of financial and non-financial planning obligations contained within the new Brent Local Plan, once that had been formally adopted. A summary of the various broad planning obligations included within the SPD had been provided within section 3.5 of the report with members noting the inclusion of Affordable Workspace, Social Infrastructure, Children's Play Space, Trees, Air Quality, Carbon-Offsetting, Heritage & Design as new categories of obligation and the update of existing obligations to better reflect the new policy context and planning environment and guidance.

In recognising the technical nature of the SPD Cabinet **RESOLVED**:

- (1) To note the content of the report and Appendix 1 'Draft Planning Obligations Supplementary Planning Document'.
- (2) To approve the draft Planning Obligations SPD for public consultation.
- (3) To delegate authority to the Lead Member for Regeneration Property & Planning, in consultation with the Strategic Director for Regeneration and Environment, to consider representations made during consultation and adopt the Supplementary Planning Document as part of the Council's suite of Local Plan related documents, and provide authority to revoke the existing 2013 Planning Obligations SPD once superseded.

## 12. **Draft Affordable Workspace Supplementary Planning Document**

Councillor Tatler (Lead Member for Regeneration, Property & Planning) introduced a report presenting the Draft Affordable Workspace Supplementary Planning Document (SPD) for approval prior to its publication and statutory consultation.

In considering the report, Cabinet noted that development of the Affordable Workspace SPD had been designed to link with the Affordable Workspace Strategy and Action Plan agreed by Cabinet in September 2020 in order to provide clarity, clear expectations and detailed guidance around implementation of the relevant overarching Local Plan development policies. Members noted the importance of Affordable Workspace in terms of supporting the growth and retention of local business and jobs, attracting new sectors and start-ups as part of Brent's Inclusive Growth Strategy and the ongoing development of the boroughs economic strength and diversity.

In welcoming the report, members also noted the ongoing engagement process being undertaken, in conjunction with the Assistant Chief Executive, around the development of a network of Affordable Workspace providers that reflected the make-up of local communities across Brent along with the prioritisation of targets for local Brent residents to access new affordable workspace.

Having considered the report Cabinet **RESOLVED**:

- (1) To approve the draft Affordable Workspace Supplementary Planning Document for publication and statutory consultation.
- (2) To delegate authority to the Lead Member for Regeneration, Property & Planning, in consultation with the Strategic Director for Regeneration & Environment, to consider representations made during consultation and adopt the Supplementary Planning Document as part of the Council's suite of Local Plan related documents.

### 13. **Amendments to the Housing Allocation Scheme**

Councillor Southwood (Lead Member for Housing & Welfare Reform) introduced a report setting out a number of proposed changes to the Council's Housing Allocation Scheme/

In considering the report Cabinet noted that the review had been informed by the stock maximisation strategy agreed in August 2021 and outcome of a recent legal challenge to ensure that the scheme was compliant in terms of all homeless households who fell within the statutory reasonable preference categories. The review had also been designed to take account of updated Government guidance along with implementation of the Domestic Abuse Act 2021 relating to the allocation of social housing for domestic abuse victims.

The proposed changes to the Allocation Scheme had been detailed within section 6 of the report, along with their impact and outcome of the formal consultation on each of the proposals, with the full consultation results having been detailed within Appendix 1 of the report. Members noted that as a result of the change proposed in relation to reasonable preference to all homeless households (as opposed to those where the main duty had been accepted under homelessness legislation) a new Priority Band C- category would be introduced, although this would have minimal impact on homeless households to whom the Council had already accepted the main duty (requiring a family sized home) as they would still retain a higher priority.

In supporting the proposed changes, members specifically welcomed the amendment to the priority recognising cases involving special guardianship and as a result Cabinet **RESOLVED**:

- (1) To approve the following changes to the current Allocations Scheme:
  - (a) Change 1: Give reasonable preference to homeless households as set out in paragraphs 6.2 to 6.4 of the report;
  - (b) Change 2 - Give priority to existing Council tenants, who need a transfer, to bid for all new build properties as set out in paragraphs 6.5 to 6.12 of the report;
  - (c) Change 3 - Emergency Management Transfers as set out in paragraphs 6.13 to 6.19 of the report;
  - (d) Change 4 - Transfers due to Overcrowding as set out in paragraphs 6.20 to 6.24 of the report;

- (e) Change 5 - Award Priority Band A to Special Guardians as set out in paragraphs 6.25 to 6.28 of the report;
  - (f) Change 6 - Decant moves for essential repair as set out in paragraphs 6.29 to 6.33 of the report.
- (2) To note and give due regard to the content of the Equalities Impact Assessments, as set out within Appendices 2 & 3 of the report.
- (3) To delegate authority to the Strategic Director Community Wellbeing to implement the proposed changes to the Council's Allocation Scheme as set out in paragraph (1) above.

#### **14. Quarter 3 Financial report 2021/22**

Councillor McLennan (Deputy Leader, Lead Member for Resources and Interim Lead for Children's Safeguarding, Early Help and Social Care) introduced a report which detailed the current (Quarter 3) forecast of income and expenditure against the revenue budget for 2021/22 and other key financial data.

In considering the report, Cabinet noted the total pressures currently forecast for the year, which amounted to £6.9m. Of this £5.4m related to pressure on the Dedicated Schools Grant (DSG) which would need to be recovered in future years and £1.5m as a result of pressure on Children and Young People due to an increase in the number of unaccompanied Asylum Seeking children. Whilst significant uncertainties remained in relation to the recovery from the pandemic, members were advised that the 2021/22 budget had been set to accommodate an estimate of the additional costs and loss of income arising as a result, which was currently forecast as £25.1m. It was, however, currently anticipated that the pressures identified could be contained within the growth provided to service areas along with specific government grants received in-year.

Members noted the updates provided in relation to the forecast for each service and budget area along with the identified risks and uncertainties, with attention also drawn to the progress being made in relation to delivery of the budget savings agreed for 2021/22 – 2022/23 as detailed within Appendix A of the report. The majority of savings (£10.4m) remained on track with mitigating actions agreed in relation to the £0.8m currently identified as delayed. Details were also provided on the progress being made in relation to delivery of the various initiatives funded in July 21 to promote recovery from the pandemic, as detailed within Appendix B of the report.

As a final update, Cabinet also noted the update provided in relation to the impact of the provisional Local Government Finance Settlement announced in December 2021, which had been in line with the expectations set within the Autumn budget and Spending Review. As a result, members were advised there had been no change required to the draft budget proposals agreed by Cabinet in December 2021.

In summing up, Councillor Muhammed Butt highlighted the Council's commitment, despite the ongoing challenges identified, to continue delivering against its core aims and priorities whilst robustly managing the Council's finances.

As a result, Cabinet **RESOLVED**:

- (1) To note the overall financial position within the Q3 Financial Update and actions being taken to manage the issues arising, as detailed within the report.
- (2) To note the budget setting strategy for 2022/23 as detailed within the report.

15. **Treasury Management Mid-Year report 2021-22**

Councillor McLennan (Deputy Leader, Lead Member for Resources and Interim Lead for Children's Safeguarding, Early Help and Social Care) introduced a report updating Members on Treasury Management activity for the first half of the financial year 2021-22.

In considering the report Members noted the economic context under which the Council's Treasury Management Strategy had been operating and update provided in relation to the Council's debt management position, as detailed within section 3.14 – 3.24 of the report. Members were advised that the Council had undertaken minimal borrowing through the first half of the year. The estimated borrowing requirement for the remainder of the financial year 2021/22, which took account of the Council's ongoing capital financing requirement, usable reserves, planned capital expenditure and minimum revenue provision, had been identified as £60m. Members were advised that the Council's main objective when borrowing remained to ensure an appropriate balance between securing low interest costs and achieving cost certainty. In terms of long term borrowing options, the Public Works Loan Board (PWLb) remained the main source given the relatively low current funding margins, however, other low cost forward funding options also continued to be explored as opportunities arose. Members' attention was also drawn to the standard rates at which local authorities could borrow from the Public Works Loan Board (PWLb) along with the change in lending arrangements, designed to ensure that assets were not being invested by Local Authorities primarily for yield.

Members also noted the update provided in relation to the Council's Treasury Investment Activity, as detailed in sections 3.25 – 3.34 of the report with most of the Council's funds currently being held in Money Market Funds.

Members welcomed the report and approach being delivered in terms of the Council's Treasury Management activity to support delivery of the Council's wider ambitions and priorities, particularly in relation to housing and regeneration. Having noted the assurance provided that the Council had complied with the Treasury Management Indicators for 2021/22, as detailed within Appendix 1 of the report Cabinet **RESOLVED** to note the 2021-22 Mid-Year Treasury report and approve it being forwarded on to Council, in compliance with CIPFA's Code of Practice on Treasury Management (the Code).

16. **Corporate Performance - Q2 2021/22 Performance Report**

Councillor McLennan (Deputy Leader, Lead Member for Resources and Interim Lead for Children's Safeguarding, Early Help and Social Care) introduced the report providing a corporate overview of performance information linked to the Borough Plan priorities for the second quarter 2021/22 (July – September 2021).

In presenting the report, Councillor McLennan highlighted the ongoing impact of the Covid-19 pandemic across the organisation as the Council had continued to focus on the recovery programme and effect this had had on a number performance indicators across priority areas. This had resulted in the introduction of an additional purple KPI rating which had been used to rate KPIs that were outside of target as a direct result of performance directly attributable to the impact of the Covid-19 pandemic.

Members noted the progress made in terms of performance during the monitoring period with 30 out of the 62 Borough Plan Indicators now being rated as “on or above target” (green), five as “just off target” (amber) and six as “off target” (red). There had also been a reduction in the number rated as purple “off target due to Covid” which was now two. 16 indicators had been provided for contextual use only with data awaited on the remaining indicators. An additional 14 internal business indicators had also been included of which two were rated green, two amber, and seven as red. One had been rated as purple with two provided for contextual information only.

Having recognised the ongoing challenges identified as the Council continued to recover from the pandemic, Councillor Muhammed Butt in summing up, felt it was also important to highlight the Council’s continued efforts to manage and mitigate against the strategic risks identified as part of the overall approach towards supporting local residents. Lead Members and officers were also thanked and encouraged to continue their focus on working jointly in seeking to mitigate and address performance, where identified as required, with members specifically welcoming and recognising the efforts being focussed around housing voids, the reduction of households in temporary accommodation and delivery of the Council’s affordable social housing programme.

Having considered the update provided, Cabinet **RESOLVED:**

- (1) To note the performance information contained in the updated report format.
- (2) To note the current and future strategic risks associated with the information provided and agree the remedial actions on strategic risks identified as appropriate alongside the challenge on progress being provided with responsible officers as necessary.

**17. Exclusion of Press and Public**

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

**18. Any other urgent business**


None.

The meeting ended at 11.00 am

COUNCILLOR MUHAMMED BUTT  
Chair

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 <b>Brent</b>	<b>Cabinet</b> 7 February 2022
	<b>Report from the Director of Finance</b>
<b>Budget and Council Tax 2022/23</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Key
<b>Open or Part/Fully Exempt:</b> <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
<b>No. of Appendices:</b>	20 See list attached
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b> <small>(Name, Title, Contact Details)</small>	Minesh Patel Director of Finance Email: Minesh.Patel@brent.gov.uk Tel: 020 8937 6528  Rav Jassar Deputy Director of Finance Email: Ravinder.Jassar@brent.gov.uk Tel: 020 8937 1487

## 1.0 Purpose of the Report

- 1.1 The purpose of this report is to set out the Council's budget proposals for 2022/23. It also sets out the results of the consultation, scrutiny and equalities processes. Subject to discussion at the Cabinet meeting these will form the basis of the budget to be agreed at the Full Council meeting of 24 February 2022. The report also sets out the overall financial position facing the Council for the medium term and highlights the significant risks, issues and uncertainties.
- 1.2 Members are reminded that at the Council meeting of February 2021, the budgets for 2021/22 and 2022/23 were agreed based on the delivery of £11.2m of savings in order to deliver balanced budgets over the two year period. The savings are profiled £8.5m in 2021/22 and £2.7m in 2022/23. Update reports

have been brought to Cabinet throughout the year, most recently in July and December 2021. Although the provisional local government finance settlement, announced just before Christmas, contained some unexpected changes (discussed below) the position remains that a balanced budget for 2022/23 can be agreed by reconfirming those savings proposals accepted by Council in February 2021: no new savings proposals are introduced by way of this report.

- 1.3 Brent has delivered total cumulative savings of £185m since 2010, and it is clear that over the remainder of the Spending Review period into 2023/24 and 2024/25 further savings will be required. The lack of clarity about the future of local government financing makes it hard to be precise about future financial targets, but the working assumption is that further savings of around £12m will need to be identified for those two years.
- 1.4 Brent, like most well-run local authorities, seeks to avoid making substantial new proposals in the last budget of any Administration, as it will be for whatever Councillors are elected in May 2022 to determine longer-term financial policy. Therefore, no new budget proposals are recommended by way of this report.
- 1.5 However, the provisional local government finance settlement unexpectedly set the 'referendum limit' for Council Tax at 2.99% (where 1% is ring fenced for Adult Social Care). Like last year, the Government's financing assumption is that all Councils would act on this. The previous intention was to raise Council Tax by 3.99%, which at the time of the February 2021 Council report was consistent with the then prevailing legislation. The decision on Council Tax will be taken by Full Council, but the budget has been constructed on the basis of a 2.99% rise in the Brent element of Council Tax, which is consistent with the previous position of increasing Council Tax by the maximum amount allowable under the legislation. In addition, this is based on taking into account the rising inflationary pressures that the Council is subject to, the financial position in the round and the results of consultation through the Brent Connects and other meetings held by the date of despatch of this report. The Mayor of London has announced plans for an increase in his precept of 8.8% (slightly different rules on the limits for the Greater London Authority (GLA) apply due to its role as the police authority) making the overall increase in Council Tax 4.2%. This equates to £1,815.07 at Band D, or the equivalent of £34.91 per week, and the overall increase equates to £1.41 per week.
- 1.6 Given the significant financial uncertainties that have been highlighted throughout this process, this is a balanced and proportionate approach to the demanding choices that have to be confronted in budget setting. It should be recognised, however, that forecasting over the medium term has been, and continues to be, extremely difficult. There is a high level of uncertainty over the medium term due to the delays in funding reforms, the continuing impacts of COVID-19 on residents and businesses in the borough and the impact of BREXIT. The significance of the financial challenge cannot be underestimated, however the measures outlined in this report aim to ensure that the Council continues to operate in a financially sustainable and resilient way.
- 1.7 Agreeing the proposals in this report, all of which were consulted on and agreed in February 2021, will enable the Council to set a balanced budget in 2022/23

in accordance with its statutory obligations and consistent with the Borough Plan. The plan focuses on how the Council will take forward delivery in the five priority areas, agreed in 2019, as being of fundamental importance to Brent and its people:

- Every Opportunity to Succeed
- A Future Built for Everyone, An Economy Fit for All
- A Cleaner More Considerate Brent
- A Borough where we can all feel safe, secure, happy and healthy
- Strong Foundations

1.8 This includes refocussed actions against each priority reflecting work since adoption of the previous version of the Plan and drawing on experience of tackling the challenges of the past two years. These include actions to tackle key cross-cutting areas such as homelessness, reducing health inequalities, providing youth opportunities, the climate emergency and delivering employment and training support.

1.9 During 2022, work will be undertaken to develop the Borough Plan for 2023-2027. This gives the Council an opportunity to refresh and update its vision and ambitions and to outline how it will work with communities and partners to deliver them over the four years covered. Engagement and consultation will be fundamental in the development of the Borough Plan. As a result, the MTFs will need to ensure it provides a framework to enable and support the delivery of these programmes.

1.10 Aside from the usual updating of and adjustments to various technical assumptions the key features of this budget are:

- A Council Tax rise of 2.99% for the Brent element, making a Band D Council Tax of £1,419.48. Additionally, the Council will levy a Council Tax precept currently expected to be £395.59 at Band D on behalf of the GLA. Therefore, the total Council Tax at Band D is expected to be £1,815.07, which is an overall increase of 4.2%.
- New budget savings proposals (all of which were agreed by Council in February 2021) with an aggregate value of £2.7m, as set out in Appendix C (i).

1.11 This report is structured as follows:

- Officer recommendations for Cabinet and Full Council to approve;
- Strategic overview of the financial and macro-economic climate;
- The forecasts against the current year's (2021/22) revenue budgets are summarised;
- Summary of the processes taken to develop the budget;
- The results of consultation, scrutiny and equalities are set out;
- Updates from the Council's ring fenced budgets, specifically the Housing Revenue Account (HRA) and the Dedicated Schools Grant (DSG); and

- The capital programme is set out, along with the associated capital strategy, investment strategy and treasury management strategy.

## **2.0 Recommendation(s)**

### **Cabinet**

- 2.1 Agree to recommend to Full Council an overall 2.99% increase in the Council's element of Council Tax for 2022/23, with 1% as a precept for Adult Social Care and a 1.99% general increase.
- 2.2 Agree to recommend to Full Council the General Fund revenue budget for 2022/23, as summarised in Appendices A and B.
- 2.3 Agree to recommend to Full Council the savings proposals for 2022/23, as set out in Appendix C.
- 2.4 Note the report from the Budget Scrutiny Task Group in Appendix D.
- 2.5 Agree to recommend to Full Council the HRA budget for 2022/23, as set out in section seven of this report.
- 2.6 Agree the HRA rents for council dwellings, tenant service charges and garages, as set out in section seven of this report.
- 2.7 Agree the rents set under the Housing General Fund for Brent Housing PFI and traveller's site pitches and to note the rents for Hillside dwellings as set out in section seven of this report.
- 2.8 Note the Dedicated Schools Grant, as set out in section eight of this report.
- 2.9 Agree to recommend to Full Council the changes to the existing Capital Programme in relation to additions of new schemes and reprofiling, as set out in section 10 of this report and Appendix E, and note the Capital Pipeline Schemes in Appendix F.
- 2.10 Agree to recommend to Full Council the Capital Strategy, the Investment Strategy, the Treasury Management Strategy and the Minimum Revenue Provision Statement as set out in Appendices G, H, I and J.
- 2.11 Agree to recommend to Full Council the Reserves Strategy and schedule of reserves, as set out in Appendix K.
- 2.12 Agree the action plan to implement CIPFA's Financial Management Code, as set out in Appendix L.
- 2.13 Agree, and where relevant agree to recommend to Full Council, the schedule of fees and charges for 2022/23, as set out in Appendix M.
- 2.14 Note the results of the budget consultation, as set out in section six and detailed in Appendix N.

- 2.15 Note the advice of the Director of Legal, HR, Audit and Investigations, as set out in Appendix O.

### **Full Council**

- 2.16 Agree an overall 2.99% increase in the Council's element of Council Tax for 2022/23, with 1% as a precept for Adult Social Care and a 1.99% general increase.
- 2.17 Agree the General Fund revenue budget for 2022/23, as summarised in Appendices A and B.
- 2.18 Agree the savings proposals for 2022/23, as set out in Appendix C.
- 2.19 Note the report from the Budget Scrutiny Panel in Appendix D.
- 2.20 Agree the HRA budget for 2022/23, as set out in section seven of this report.
- 2.21 Agree the Dedicated Schools Grant, as set out in section eight of this report.
- 2.22 Agree the changes to the existing Capital Programme in relation to additions of new schemes and reprofiling, as set out in section 10 of this report and Appendix E, and note the Capital Pipeline Schemes in Appendix F.
- 2.23 Agree the Capital Strategy, the Investment Strategy, the Treasury Management Strategy and the Minimum Revenue Provision Statement as set out in Appendices G, H, I and J.
- 2.24 Agree the Reserves Strategy and schedule of reserves, as set out in Appendix K.
- 2.25 Note the action plan to implement CIPFA's Financial Management Code, as set out in Appendix L.
- 2.26 Agree the schedule of fees and charges, as set out in Appendix M.
- 2.27 Note the results of the budget consultation, as set out in section six and detailed in Appendix N.
- 2.28 Note the advice of the Director of Legal, HR, Audit and Investigations, as set out in Appendix O.
- 2.29 Agree the Pay Policy Statement for 2022/23, as set out in Appendix P.

## Council Tax recommendations

**These recommendations only include a provisional Council Tax level for the GLA as its final budget was not agreed when this report was despatched. This means that the statutory calculation of the total amount of Council Tax under Section 30(2) of the Local Government Finance Act 1992 cannot be carried out until the final GLA precept has been received.**

2.30 In relation to the Council Tax for 2022/23 we resolve:

That the following amounts be now calculated as the Council's element by the Council for the year 2022/23 in accordance with Sections 31 to 36 of the Local Government Finance Act 1992 as amended:

- (a) £1,067,562,055 being the aggregate of the amount that the Council estimates for the items set out in Section 31A(2) of the Act.
- (b) £927,416,795 being the aggregate of the amounts that the Council estimates for the items set out in Section 31A(3) of the Act.
- (c) £140,145,260 being the amount by which the aggregate at (a) above exceeds the aggregate at (b) above, calculated by the Council, in accordance with Section 31A(4) of the Act, as its Council Tax requirement for the year.
- (d) £1,419.48 being the amount at (c) above, divided by the amount for the tax base of 98,730, agreed by the General Purposes Committee on the 6 December 2021, calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year.

(e) Valuation Bands

A	B	C	D	E	F	G	H
£	£	£	£	£	£	£	£
946.32	1,104.04	1,261.76	1,419.48	1,734.92	2,050.36	2,365.80	2,838.96

being the amounts given by multiplying the amount at (d) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

2.31 That it be noted that for the year 2022/23 the proposed GLA precept issued to the Council, in accordance with Section 40 of the Local Government Finance

Act 1992, in respect of the GLA, for each of the categories of dwellings are as shown below. The GLA intends to agree its precept on 24 February 2022.

#### Valuation Bands

A	B	C	D	E	F	G	H
£	£	£	£	£	£	£	£
263.73	307.68	351.63	395.59	483.50	571.41	659.32	791.18

- 2.32 That the Council establishes a Council Tax setting committee, to set the Council Tax for the year 2022/23, in accordance with section 67(3) of the Local Government Finance Act 1992, and agrees the terms of reference, size and political composition as set out in Appendix Q.
- 2.33 That the Council appoints Councillors to serve on the Council Tax setting committee and appoints a chair and vice-chair of the Council Tax setting committee.
- 2.34 That the special Council Tax setting committee meet as soon as possible after 24 February 2022 to allow Council Tax notices to be issued in line with the normal statutory timetable.
- 2.35 That it be noted that the Director of Finance has determined that the Council element of the basic amount of Council Tax for 2022/23 is not excessive in accordance with the principles approved under Section 52ZB of the Local Government Finance Act 1992.
- (a) That the Director of Finance be and is hereby authorised to give due notice of the said Council Tax in the manner provided by Section 38(2) of the 1992 Act.
  - (b) That the Director of Finance be and is hereby authorised when necessary to apply for a summons against any Council Tax payer or non-domestic ratepayer on whom an account for the said tax or rate and any arrears has been duly served and who has failed to pay the amounts due to take all subsequent necessary action to recover them promptly.
  - (c) That the Director of Finance be and is hereby authorised to collect revenues and distribute monies from the Collection Fund and is authorised to borrow or to lend money in accordance with the regulations to the maximum benefit of each fund.

### 3.0 Strategic Overview

- 3.1 In February 2021, Council agreed a Medium Term Financial Strategy (MTFS) that sought to provide the financial framework for the years 2021/22 to 2022/23. The programme, developed through a combination of effective financial management and cost control and more innovative approaches to investment

and demand management, set out the delivery of £11.2m of savings (profiled £8.5m in 2021/22 and £2.7m in 2022/23) in order to deliver balanced budgets over the two year period. This follows a period of 10 years where, as a result of significant reductions in government funding and the challenges posed by new legislation, the Council had been obliged to make an unprecedented £185m of savings, despite an increase in demand for key services.

3.2 At the time the MTFS was agreed in February 2021, it was recognised that the Council was already operating in a significantly challenging financial environment prior to the outbreak of COVID-19. Most notably, these were around the uncertain funding outlook for local government, uncertainty around long term funding for adult social care and emerging pressures in children's services.

3.3 In addition to the uncertainty, there is also the potential for significant spending pressures from demand-led services, specifically in children's and adult social care, new burdens which impact on the budget and new pressures as a result of COVID-19. Although growth has been built into the MTFS to help alleviate some of these pressures, they continue to present a significant budget risk, particularly in respect of the demographic and contractual pressures. For example:

- The impact of COVID-19, and the new Omicron variant, is not fully known or how the pandemic will play out for the remainder of the year. Therefore, there is a level of risk when setting the budget that the Council may be exposed to unfunded financial pressures in-year.
- The income loss compensation scheme for Council Tax and Business Rates does not fully cover the losses the Council is estimating and only applies to losses incurred in 2020/21. In addition, the sales, fees and charges compensation scheme ended in July 2021, while the 'Plan B' restrictions will have a further adverse impact on business rates and fees & charges income as footfall reduces. Overall, income losses can pose a considerable budget pressure.
- The level of 'scarring' that has occurred, for example pent up demand in children's social care, long Covid and the mental health impact on adult social care. In addition, the extent to which current circumstances will become the 'new normal', for example greater domestic waste if more people continue to work from home and a larger role for Public Health. The rise in demand for key services caused by the pandemic, particularly adult social care, public health, homelessness and rough sleeping and children's social care will most certainly continue into 2022-23 and beyond.

If these were to transpire, without any further government support, they could expose the Council to a liability that may require it to put in place further savings and/or expenditure reductions in order to balance the overall budget and MTFS.

3.4 COVID-19 has had a significant impact on the Brent economy, specifically:



- It is estimated that the Brent economy had contracted by 9% in 2020, losing 3,800 jobs (a fall of 2.6% compared with 1.9% for West London as a whole and 1.5% for the UK). For 2021, a further loss of 3,700 jobs was forecast with slow job growth afterwards, adding 2,600 jobs by 2025 – an average 0.3% per year, the second-lowest rate across the seven WLA boroughs. It is expected that employment will not return to its pre-pandemic level until 2024.
  - According to Official Labour Market Statistics, the unemployment rate in Brent was 4% in September 2019, lower than the London average of 4.6%. However, this rose to 5.8% in June 2020 and to 7.6% in June 2021 (London average for June 2021 was 6.5%). The pandemic has had an adverse impact on unemployment levels in the borough, increasing unemployment levels from below the London average to above the London average, indicating that Brent residents have been particularly impacted by COVID-19. Furthermore, whilst the London average gross weekly pay increased from £714.30 in 2020 to £728.40 in 2021, it decreased for Brent residents, falling from £639.50 to £623.80.
- 3.5 Clearly the pandemic has created significant economic damage that is likely to amplify existing local economic challenges, and these statistics highlight the acute hardship faced by Brent residents and businesses. It is for this reason that, on 12 July 2021, Full Council agreed £17m of funding to facilitate the delivery of programmes in priority areas identified as essential to secure a sustainable and inclusive recovery from the COVID-19 pandemic. These projects are themed around supporting communities, supporting businesses, reducing health inequalities and a green recovery. Further details on the delivery of these projects were set out for Cabinet in January 2022 as part of the Q3 Financial Forecast report.
- 3.6 The audited Statement of Accounts for 2020/21 show the full financial impact of COVID-19, reporting an overspend of £42m in the year, comprising of £29.1m of additional expenditure and £12.9m of income losses to services, which was funded from emergency grants from government.
- 3.7 The financial impact of COVID-19 has clearly continued to have a significant impact into 2021/22 and will most likely continue into 2022/23. The Q3 Financial Forecast report for 2021/22 that was presented to Cabinet on 17 January 2022 reported a General Fund overspend of £1.5m, excluding the impact of COVID-19. Total COVID-19 related pressures are estimated at £25.1m in 2021/22, however this was the position before 'Plan B' restrictions were introduced following the outbreak of the Omicron variant. Therefore, this figure is likely to grow further.
- 3.8 Management actions continue to be considered, and implemented, to mitigate these pressures (additional expenditure, income losses and non delivery of savings) as much as possible to achieve a balanced budget position for the year. At this stage it is expected that these pressures can be funded from the growth allocated to service areas and specific COVID-19 grants from central government.

## **Local Government Finance Settlement**

- 3.9 On 27 October 2021 the three year Spending Review was announced and on 16 December 2021 the Provisional Local Government Finance Settlement was announced.
- 3.10 Whilst the 2021 Spending Review covered three years, the provisional Local Government Finance Settlement is for one year only, the fourth one-year settlement in a row. Clearly, this is not helpful for medium term financial planning. The settlement itself is frontloaded, meaning that the risk of additional service pressures from 2023/24 onwards will fall to the Brent taxpayer.
- 3.11 In summary, the provisional settlement confirms the funding announced in the Spending Review. Members will recall that there was no need to materially change the Medium Term Financial Strategy assumptions as a result of the Spending Review announcements. The current position was reported in the draft budget agreed by Cabinet on 6 December 2021. Therefore, no further changes are required to the financial planning assumptions and the budget presented by way of this report is unchanged from the draft budget.
- 3.12 Further details of the technical elements of the settlement and the impact on the 2022/23 budget are set out in section five of this report.
- 3.13 Overall, the headline announcement is that core spending power will increase by 2.99% each year. However, this assumes that all Councils will increase Council Tax by the maximum amount allowable of 3% without triggering a referendum. In addition, much of the new money is tied to social care reforms, meaning other services will benefit less. Removing the funding for the social care reforms, the increase is actually 1.8% compared to 3.3% for the average government department.
- 3.14 Nevertheless, while the additional funding announced for Local Government is welcome, the funding available overall is unlikely to be sufficient to withstand the increased demand for services, in particular social care services that are still recovering from the impact of COVID-19. The recent Omicron variant, rising inflation, and the adult social care funding reforms have added further financial risks. Therefore, Brent, like all Local Authorities, will need to make significant savings over the next few years to deliver balanced budgets. Furthermore, another one year settlement means that it is unknown if the additional funding announced will be maintained. This creates financial planning uncertainty, which is clearly not conducive to good financial management and long term financial planning.
- 3.15 The settlement also included a one-off grant, called the Services Grant, which is intended to cover various new burdens, such as National Insurance Contribution increases for Brent and suppliers and other expected inflationary pressures. It is worth noting that the distribution method that was used will see the most deprived local authorities in England receive a real-terms funding increase of 4.9% in 2022-23, compared with a 3.8% rise for the least deprived

councils. This indicates the Government's future priorities with regards to the 'Levelling Up' agenda and future funding reforms. In addition the single year settlement would give the government the time to assess how it will share out resources in future years, which is another clear indication that the 'Levelling Up' agenda will influence future distribution mechanisms. It is widely expected that this means resources being shifted away from London to other parts of the country, in part evidenced by the Levelling Up Fund announced in the Spending Review where London received just 3.8% of the total funding across the UK and received the lowest amount of any English region.

- 3.16 With regards to social care, there are a concerns about the financial risks that the adult social care funding reforms could bring. While additional funding has been provided to support councils in preparing their markets to deliver the fair cost of care reforms, delivering these reforms will redirect resources away from frontline social care at a time when the pandemic is exerting major pressure on staff capacity. In addition, it is currently unknown whether the new funding will be sufficient to cover the cost of reforms, for example the increase in employers National Insurance Contributions (for both the Council's pay bill and supplier costs), the cost of the cap on personal care costs and inflationary pressures expected in the social care market. Early modelling suggests the additional cost of increasing National Insurance Contributions alone could be in the region of £2m per annum. There will no doubt be a long queue of claims on this tranche of funding. Any shortfall in social care funding will, therefore, mean that Council Tax will end up taking the strain. This may mean that Brent, like all other local authorities, will need to continue to plan with little or no funding certainty.
- 3.17 Whether the overall funding increases are enough to keep pace with the rising demands over the medium term remains to be seen and will depend on how inflation affects the Council's costs. In addition, with the Office for Budget Responsibility predicting inflation could rise between 4.4% and 5.4% next year, which would be the highest rate seen in the UK for three decades, that will create further financial pressures, particularly for social care where the cost of placements presents a significant financial risk.
- 3.18 Therefore, at this stage, in the absence of any detailed information on the cost of new burdens and future uncertainty on the impact of rising inflation, these new grant allocations are assumed to be revenue neutral for budget setting purposes. In other words, these new grant allocations, that were not previously part of the Council's MTFS, will need to be allocated to meet new demands, such as the Adult Social Care reforms, and cost pressures that they are intended to address. This is a prudent position, which is appropriate given the significant financial risks, which will be reviewed once the implications of the new burdens are known.

### **Value For Money and the Financial Management Code**

- 3.19 Finally, the Council's external auditors, Grant Thornton, are now required to report in more detail on whether the Council has put in place proper arrangements to secure Value for Money (VFM) in respect of economy,

efficiency and effectiveness in its use of resources. This includes taking properly informed decisions and managing key operational and financial risks so that the Council can deliver its objectives and safeguard public money. This is assessed under the following areas: Financial Sustainability; Governance; and Improving economy, efficiency and effectiveness.

- 3.20 As part of the auditors fieldwork, the audit findings report that was presented to the Audit & Standards Advisory Committee on 22 September 2021 concluded that no significant weaknesses were identified in the Council's VFM arrangements and only made improvement recommendations. Overall, the commentary from the auditors in respect of financial sustainability is positive from a budget setting point of view. The report notes that the Council has a track record of strong financial management, in particular balancing its budget, delivering savings, and managing risks to ensure financial resilience and financial sustainability.
- 3.21 As part of the new VFM arrangements, the report is expected to be issued to all members and therefore the full report will be presented to Full Council on 24 February 2022, alongside the final 2022/23 budget.
- 3.22 CIPFA's Financial Management (FM) Code was launched in October 2019 as the first professional code for general financial management in local authorities. It sets out the principles by which local authorities should be guided in managing their finances and the specific standards that they should, as a minimum, seek to achieve. The FM Code has been introduced because the exceptional financial circumstances faced by local authorities has revealed concerns about fundamental weaknesses in financial management, particularly in relation to organisations that may be unable to maintain services in the future.
- 3.23 Implementing the FM Code is a major piece of work that the Council is obliged to undertake by having in place detailed implementation plans by the end of the 2021/22 financial year. Much work has already been done and the Council is in a sound position.
- 3.34 Implementation of the FM Code will provide the chance to adopt cutting edge financial management arrangements that drive value for money and ensure long-term financial sustainability. These are sound foundations on which members can build their policy objectives, safe in the knowledge that these are affordable and sustainable both now and into the future. This assurance, coupled with effective risk management, means that the Council can plan for the future in a way that is simultaneously ambitious and cost effective, yet also prudent and sustainable.
- 3.35 Appendix L sets out the work areas and the Action Plan that Brent has adopted to deliver the FM Code. Updates on the implementation to this action plan will be regularly provided to the Audit & Standards Advisory Committee as part of their role in advising on governance matters.

#### **4.0 Budget Development Process 2022/23**

4.1 The Council set its budget and council tax for 2021/22, and its business plans for 2022/23, at the 26 February 2021 Full Council meeting. As a reminder, the budget development process was as follows:

- Meetings involving Cabinet and Corporate Management Team members to consider the key service and budget issues likely to affect the council in future years;
- Development of budget proposals by officers and relevant Lead Members for individual services within the context of the Borough Plan and the overall resources available;
- Development of the budget approach, based on the updated medium term financial outlook, which was considered by the Cabinet on 6 December 2021;
- The publication of a detailed list of savings proposals at Cabinet in December 2021 for the purposes of consultation, scrutiny and equality analyses;
- Debates through the Budget Scrutiny Task Group of the Resources and Public Realm Scrutiny Committee;
- Presentations and question and answer sessions at a virtual Brent Connects meeting on 25 January 2022;
- Review of the schools budgets by the Schools Forum;
- Considering feedback from residents, businesses and other key stakeholders, whether received from the online consultation portal, the general 'consultation@brent.gov.uk' email address or other direct representations; and
- Conducting individual equality impact assessments on the budget proposals and a cumulative equality impact assessment on the overall budget in order to ensure that their consequences were properly understood.

4.2 This report updates the position on the core estimates that drive the Medium Term Financial Strategy assumptions, including the outcome of the provisional settlement and the consultation, scrutiny and equalities analyses processes.

#### **5.0 Update/Review of Key Budget Assumptions**

5.1 The provisional 2022/23 Local Government Finance Settlement was announced on 16 December 2021 and provided details of the core funding allocations for local authorities in 2022/23 only. The settlement confirmed the funding announced in the October 2021 one year Spending Review. The key

headlines that are relevant for Brent from a budget setting point of view are set out below.

***Revenue support grant (RSG) and other relevant grants***

- 5.2 As expected, the 2022/23 RSG amount of £25.8m has been determined using the 2021/22 amount plus the September CPI inflation increase of 3%.
- 5.3 On social care funding, as announced at the Spending Review 2021, the provisional settlement sets out the proposed amounts and allocation methodologies. For Brent, this includes £13.3m Improved Better Care Fund and £13.7m Social Care Grant. Both have been inflated by 3% for CPI inflation at September 2021. The Social Care Grant includes an additional allocation of £3.34m for new burdens and cost pressures expected across Adults and Children's social care. In previous years, the ASC precept was at least 2%, but this year it is only 1% - this grant helps to fund the resulting gap.
- 5.4 There is a new grant entitled Market Sustainability and Fair Cost of Care Fund. Brent's allocation is £0.91m. The national £162m fund is intended to support Local Authorities prepare their markets for reform and move towards paying providers a fair cost of care. This grant therefore covers new burdens arising from reform of the care system and is therefore fully committed to fund anticipated additional expenditure.
- 5.5 A new one-off 2022/23 Services Grant of £822m was announced with Brent being allocated £6.1m of funding. This grant is not ring fenced but is intended to cover new burdens, such as National Insurance Contributions increases for Brent and suppliers as a result of the Health and Social Care levy and other expected inflationary pressures. Again, similar to the new grant above, it is therefore assumed to be revenue neutral. Whilst described as one-off grant, the provisional settlement papers say that there will be future allocations, which will be subject to consultation and may well follow a different allocation methodology. The level of future allocations may change to reflect the 'Levelling Up' agenda. There is every prospect that Brent's allocation may go down.
- 5.6 New Homes Bonus will reduce from £3.78m in 2021/22 to £3.1m in 2022/23, a reduction of 18.1%. This is a smaller reduction than the average across London (30%), but higher than the national average (11%). This does not have an impact on the revenue budget currently being consulted upon as the grant forms part of the funding for the Council's capital programme.
- 5.7 At the date of despatch of this report, allocations for the Public Health Grant had not been announced. While no allocations have been published, it is inferred from the Spending Review statement that the grants will rise by inflation. Last year's allocation was £21.8m.
- 5.8 The Homelessness Prevention Grant is a grant that combines what was previously the Flexible Homelessness Support Grant and Homelessness Reduction Grant. Brent's overall allocation has increased from £7m to £7.1m.

No explanation has been made available as to why this grant did not increase by CPI, like all other grants.

### ***Council Tax***

- 5.9 The settlement confirmed that Local Authorities will be able to increase Council Tax by up to 1.99% without a local referendum. In addition, local authorities will be able to levy a 1% adult social care precept.
- 5.10 Like last year, the Government's financing assumption is that all councils will act on this and increase Council Tax by the maximum amount possible. It should be noted that the additional income generated through the Adult Social Care precept alone does not cover the total growth requirement for Adult Social Care pressures. However, the increase would permanently increase the council tax base income and it would also help to reduce the significant funding pressures in 2022/23 and beyond. Taking into account the unprecedented pressures within social care and the financial position in the round, the recommendation of this report is that the budget should be constructed on the basis of a Council Tax increase of 2.99% in 2022/23.
- 5.11 While it is acknowledged that increasing Council Tax will be difficult for some households, it should also be recognised that the Council continues to invest in the Council Tax Support scheme, which provides over £30m of support for around 28,000 households who are financially vulnerable. In addition, the Council's Resident Support Fund has made available additional funds for residents who are having difficulty due to unforeseen financial circumstances as a result of COVID-19.
- 5.12 All other budget assumptions for Council Tax remain unchanged to those presented as part of the draft budget with regards to CTS expenditure, short and long term collection rates and growth in the tax base.
- 5.13 Each financial year, the Mayor and London Assembly must prepare and approve a budget for each of the constituent bodies and a consolidated budget for the authority as a whole. On 22 December 2021, the Mayor of London published his draft revenue budget for 2022/23 for consultation and following the announcement of the police grant settlement proposed to increase the precept by £31.93 (or 8.8%) to £359.59 per Band D property in the 32 London Boroughs. This comprises of an additional £10 for the Metropolitan police, £20 for Transport for London and £1.93 for the London Fire Brigade. These figures are subject to change following the consultation process and confirmation of London Boroughs' tax bases. However, it should be noted that the precept proposal assumes that the government accepts to the Mayor's request to adjust the Council Tax excessiveness principles for the GLA (i.e. referendum limits) to accommodate an additional £20 rise to fund transport services in the final local government settlement, to offset the losses in income as a result of the drop in passenger travel due to COVID-19. If this is not agreed then the final precept figure may change. The final GLA budget will be considered by the London Assembly on 24 February 2022. As the GLA's budget will be considered on the

same day as the Council considers its budget, a committee will be established to finalise the overall Council Tax setting process.

### ***Business Rates***

- 5.14 The three elements of the Business Rates Retention system (Baseline Need, NNDR Baseline and Top Up amounts) have all remained the at 2021/22 levels, due to the government's decision to freeze business rates nationally; however an additional grant will be available to compensate for inflation.
- 5.15 As considered in detail in the draft budget report, the Government has allowed Local Authorities with a geographic link to form a business rate pool. The settlement confirmed the Eight Authority Business Rates Pool (involving the City of London Corporation as well as Tower Hamlets, Hackney, Haringey, Waltham Forest, Brent, Barnet and Enfield) is able to proceed in 2022/23 and a Memorandum of Understanding has been signed by all boroughs. In forming a pool, the group of authorities are seen as a single entity from a business rate perspective and in doing this, should retain more of the business rate income generated locally.
- 5.16 The City of London will act as lead authority and during 2022/23 a working group will be set up to closely monitor each borough's financial forecasts with respect to collectible amounts, collection rates, growth, revaluations, etc. All other budget assumptions for Business Rates remain unchanged to those presented as part of the draft budget

### ***Expenditure Assumptions***

- 5.17 It is clear that the impact of COVID-19 will be felt beyond 2021/22 and will have a significant legacy impact on the MTFS making it highly unlikely that a number of budgets, albeit income or expenditure, will return to their pre COVID-19 levels.
- 5.18 Managing ongoing demand-led pressures remains a key aspect of the MTFS. The draft budget report set out in detail the existing annual growth assumptions, or estimated increases in unavoidable expenditure, that are built in to the MTFS, for example contract inflation, pay inflation, meeting the cost of providing existing services for a growing population, etc. In addition, the report set out the scenario analysis undertaken against key demand led services and activities that were judged to be particularly sensitive to the impact of COVID-19 and related government interventions. Regarding the latter, it is reasonable to assume that a proportion of the COVID-19 related growth allocated to services in 2021/22 can be reduced in 2022/23.
- 5.19 Forecasting growth under normal circumstances is challenging and the task has only increased as a result of COVID-19. Scenario modelling of assumptions continues to be undertaken across all income and expenditure budgets, in particular demand led services. In many cases, and in particular on income lines, estimates are based on evidence available at the time of writing this report. Further details are set out in Appendix B.



- 5.20 That being said, given the uncertainty inherent in the pandemic and the general economy it is difficult to confidently predict the impact of inflation in 2022/23, and this will remain a financial risk that has to be monitored. The ONS reported CPI of 5.1% in December and the Governor of the Bank of England has suggested it may reach 6% in the next few months. The Department for Levelling Up, Housing and Communities (DLUHC) forecast CPI falling back to 2.6% in 2023 and 2.1% in 2024. Some forecasters consider that there is a material risk of inflation staying higher for longer, which would potentially further erode the benefit of the additional funds announced in the Spending Review. Brent is in regular discussions with its providers on the uplifts to contract prices to reflect a number of inflationary issues including NICS, energy, minimum wage and general inflation. These discussions are complex and whilst the Council has set aside inflationary growth for next year, sustained high inflation remains a risk. Nevertheless, the growth assumptions set out in the draft budget have been reviewed and at this stage are judged to be reasonable.

### **Overall summary of the budget position**

- 5.21 The main general fund revenue budget for 2022/23 was essentially set at the Council meeting of February 2021, where savings of £2.7m were agreed. Provided that the key assumptions set out in this report hold true then expenditure in 2022/23 should also be contained within budget. Further details are set out in Appendices A and B.

### **Adequacy of reserves**

- 5.22 As referenced in section three of this report, the Financial Management Code (FM) is designed to support good practice in financial management and to assist local authorities in demonstrating their financial sustainability. The FM Code sets standards of financial management, which include improved long and medium term financial planning. As part of its implementation of the FM Code, the Council has reviewed its approach to reserves. It has produced a Reserves Strategy, set out in Appendix K, which establishes a formal policy to determining the purposes for which reserves will be held and how the amount of those reserves will be calculated. This is closely aligned to the MTFS.
- 5.23 Whilst reserves are held for a variety of purposes, they can be grouped under two main headings: reserves held for planned and specific purposes and those held to hedge against the unexpected.
- 5.24 Planned reserves are an intrinsic part of the Council's medium and long term financial planning processes, as they enable funds to be carried across years to fund planned expenditure and to smooth demand that may be uneven over time. Within this heading also fall reserves required by statute or the accounting code of practice. The Council's financial plans will determine the nature and level of these reserves.
- 5.25 Contingency reserves provide funds to cover uncertain events that may transpire. This includes holding a working balance to cover bumps in the

Council's cash flow. Unlike planned reserves, the level of contingency reserves is subjective and requires professional judgment. Indeed Section 25 of Local Government Act 2003 places a duty on the Director of Finance to report to Council his/her view of the adequacy of the reserves so that the Council can make an informed decision. To do this, consideration needs to be given to the risks facing the Council, such failure to deliver savings, overspending due to demand pressures, uncertainty over future funding and potential natural disasters. These need to be considered from the perspective of likelihood and impact. Past experience and comparison with similar local authorities, such as other London boroughs, are a means to assess the level at which reserves need to be held. Also, it would not be prudent to set a level of reserves that would guard against all possible eventualities. Some events, like major natural disasters or a second pandemic, are of such calamitous impact that no local authority could be expected to weather them without assistance from central government. Indeed, this is why the government has the Bellwin scheme to support such events and also why substantial support has been provided to alleviate the financial effects of COVID-19 pandemic.

- 5.26 The Council has taken these factors into account and has decided that as a principle 5% of net expenditure should be held as generally usable reserves. The details of this assessment are explained further in the Reserves Strategy. It is the Director of Finance's opinion, as required by Section 25 of the Local Government Act 2003, that this level of general usable reserves constitutes the amount that is sufficiently robust to maintain the Council's financial sustainability.
- 5.27 Appendix K sets out the Council's schedule of earmarked reserves, their purpose and a forecast for the use of the reserve. The Council determines, via this report, the use of these reserves for these purposes in the context of the Council's financial regulations and scheme of transfers and virements. In addition, should an overspend arise, it can be set against the general fund balance or the service pressures reserve, which are defined as the Council's generally usable reserves for these purposes. Again, approval of these arrangements are to determine compliance with the Council's financial regulations and scheme of transfers and virements.
- 5.28 Setting a formal Reserves Strategy and reviewing the current and future level of reserves will set the Council in good stead when it comes to undertaking a Financial Resilience Assessment (FRA) as required by the FM Code. The FRA assesses how effective the Council is at routine financial management, planning and managing capital resources, using performance information effectively, setting clear plans for the delivery of savings and managing reserves. These are all activities that the Council currently undertakes well. The work on the FM code will document this via a formal FRA and will also look to recommending improvements. Progress on this work and revisions and updates to the Reserves Strategy will be periodically reported to Cabinet and the Audit & Standards Advisory Committee.

## **Approach to budget proposals for 2023/24-2024/25**

- 5.29 As mentioned earlier in the report officers' best estimate of the budget gap between 2023/24-2024/25 is £12m. Nonetheless, the exact gap is inherently uncertain, simply because of the number of variables to be estimated and the difficulty of doing so over longer periods of time. In the current circumstances, with a lack of a clear national policy direction on many aspects of local government finance it is even more difficult to do so.
- 5.30 The most significant uncertainties within the local government finance system are:
- Ongoing impact of COVID-19: the rise in demand for key services caused by the pandemic - particularly adult social care, public health, homelessness & rough sleeping and children's social care - will continue beyond 2022-23.
  - Inflation uncertainty: The ONS reported CPI of 5.1% in December and the Governor of the Bank of England has suggested it may reach 6% in the next few months. The anticipated spike in wholesale gas prices will have direct and indirect cost implications for local authorities, and the rise in national insurance contributions to fund the health and social care reforms is expected to add further costs to supply chains next year. There will be similar pressures on contracts from the rise in the National Living Wage.
  - Certainty: Local authorities need certainty over how they will be resourced. Medium-term funding certainty produces robust decision making and more strategic and efficient use of resources. Four single-year Spending Reviews have had a detrimental impact councils' ability to plan for the future.
  - Fair Funding Review and reforms to business rates: these reforms have been delayed for many years and are expected to fundamentally change how, and to what level, all Local Authorities are to be funded. This will therefore create shifts in the pattern of funding and so the impact is likely to be substantial but which cannot reliably be forecast.
- 5.31 The total savings target for 2023/24 and 2024/25 is expected to be £12m, as set out above. The accuracy of this is probably at best +/- 20%, and wider variations are entirely plausible. The actual figure required will not be known until a longer term Spending Review for Local Government is announced, expected in the autumn of 2022.
- 5.32 The 2023/24 budget proposals will need to be consulted upon by autumn 2022, leading in to a February 2023 budget setting meeting at Council. It is therefore proposed to develop and consult on budget proposals for 2023/24 and 2024/25 after the elections in May 2022.

## **6.0 Statutory process of consultation, scrutiny and equalities analyses**

### **Equalities**

- 6.1 The Council has a duty to pay due regard to the need to eliminate unlawful discrimination and advance equality of opportunity and foster good relations between those who have a protected characteristic and those who don't when making decisions. Each of the budget proposals set out in Appendix C have been subject to an initial equality impact assessment (EIA) to assess their potential or likely impact on service users and employees with protected characteristics. Where the EIA process identified a disproportionately negative impact with no reasonable mitigation, the proposals were subject to a full EIA. In addition to individual EIAs, a cumulative (or overall) EIA has been produced to assess and understand the potential cumulative and compounding impact on groups with a protected characteristic that arise from either changes across a range of services or a group of savings proposals. These EIA reports were reported to Council in February 2021 when the 2021/22 budget and business plans for 2022/23 were agreed. Since then, the individual EIA reports have been reviewed and remain unchanged and the cumulative EIA has been updated to reflect the proposed increase in Council Tax. This is set out in Appendix C (ii). In summary, it has been concluded that all of the proposals are considered reasonable and have shown due regard to the Public Sector Equality Duty.

### **Scrutiny**

- 6.2 A Budget Scrutiny Task Group was convened after the Cabinet published the draft budget proposals in December 2021. The task group, made up members of the two scrutiny committees (Resources & Public Realm and Community Wellbeing) reviewed the proposals, as well as the budget development process, with relevant Lead members and officers. The task group's report and recommendations, attached in full at Appendix D, were noted by the Resources & Public Realm scrutiny committee on 18 January 2022 as part of the Cabinet's decision making process.

### **Consultation**

- 6.3 The Council recognises consultation as a key part of policy formulation, and makes considerable effort to ensure that the views of residents, businesses and other key stakeholders are taken into account. The Council has consulted on the budget options in a variety of ways. Legally, the results of consultation are something that Members must have due regard to in making budget decisions. However, consultation need not legally be the single or even most significant determining factor in choosing between difficult options, although at Brent considerable emphasis is usually placed on the results of consultation.
- 6.4 The Council conducted an extensive consultation process between December 2020 and February 2021 where the savings proposals for 2021/22 and 2022/23 were presented. This included attendance at two virtual Brent Connects

meetings where over 200 people attended and an online consultation on the specific budget proposals.

- 6.5 On 25 January 2022, a further Brent Connects meeting was attended to present the budget proposals for 2022/23, where over 111 people attended. At this event a presentation was delivered by the Leader and Deputy Leader of the Council and supported by officers, followed by a question and answer session.
- 6.6 The detailed budget proposals were published on the Council's website, inviting comments and feedback through the online consultation portal. A number of people accessed the online consultation and provided responses. Appendix N contains further information about the results of consultation and sets out a summary of emerging themes and other key findings.
- 6.7 There are a number of business forums and associations that the Council regularly engages with that include a wide range of both small and large local businesses. These include West London Business (a non-profit business membership organisation), the Federation of Small Businesses and a number of town centre business associations. The consultation on the budget was published in the weekly newsletter sent to over 12,500 local businesses, explaining why the views of local businesses were important and how they could have their say.
- 6.8 The local voluntary sector is closely engaged with Brent's communities and has considerable experience of the impact of the Council's difficult choices against a background of funding reductions. Engagement with the local voluntary sector has therefore been an important part of the consultation process. Invitations to participate in the consultation were sent to all Brent voluntary and community sector organisations. In addition, the consultation was publicised in the CVS Brent newsletter, inviting responses through the online portal.
- 6.9 In order to maximise the opportunity for comment the consultation was kept open to 31 January 2021. The comments above, and summarised in Appendix N, reflect the position shortly before that date to fit in with the despatch deadlines for this report. In the event that significant numbers of new comments are received subsequent to this, an update will be provided to Cabinet.
- 6.10 Overall, the most commented theme was the proposed increase in Council Tax. It is acknowledged that increasing Council Tax will be difficult for some households to manage in the current circumstances and sections 5.9 - 5.12 of this report sets out the rationale the Council considered as part of its decision making. In summary, the additional income will provide much needed funding to limit the impact of COVID-19 pressures expected in 2022/23, in particular for the Adult Social Care department, as well as preventing the wholesale cuts to the key services the Council provides that many other Councils are having to consider. In addition, it should be recognised that the Council continues to invest in the Council Tax Support scheme, which provides over £30m of support for around 28,000 households who are financially vulnerable.

- 6.11 One of the main aims of the consultation and communications strategy was to raise awareness of the Council's financial position, inform residents on how the Council spends its budget and ensure residents, businesses and other key stakeholders were fully aware of the opportunities to have their say, by knowing how to respond and when the consultation events were taking place. This was delivered through a variety of communication channels, including publicity on the Council's website, media briefings and use of the Council's Facebook and Twitter accounts to disseminate reminders and encourage residents to participate.
- 6.12 All of these consultation responses are important. Legally, the results of consultation are something that Members must have due regard to, alongside other relevant considerations, when making decisions.
- 6.13 Finally, looking ahead to 2023/24 and 2024/25, it is currently estimated that the Council will need to deliver savings of around £12m to balance the budget. It is therefore proposed to develop a consultation strategy that brings together resident and key stakeholder engagement for the forth-coming budget and Borough Plan. The Council wants to ensure there is early community input in to our future financial and strategic priorities.

## **7.0 Housing Revenue Account (HRA) Budget**

- 7.1 The proposed HRA annual budget for 2022/23 sets out proposed expenditure for housing management services, stock investment, maintenance work and new council housing development programmes, as well as rent and service charge setting proposals for 2022/23.
- 7.2 After four consecutive years of rent reductions, between 2016/17 to 2019/20, the Government has set out its rent policy, which allows rent levels to be increased by CPI plus 1% for the next five years starting from April 2020.
- 7.3 The table below shows a snapshot of current average rent levels from occupied properties and the proposed increase of CPI plus 1%, which equates to 4.1% for 2022/23. All new re-lets are charged at Formula rent and new builds are charged at Formula or Affordable rent, updated rent levels are reflected in the current average rent for 21/22, therefore average rent can change depending on time of reporting. The average proposed rent rate for 2022/23 is £4.87 per week (4.1%) higher than the current financial year.

## Tenant Rents for 2022/23

Bed Size	Current Average Rent 2021/22	Proposed Average Rent 2022/23 (4.1%)	Proposed v Current Rent
	£	£	£
Bedsits	88.51	92.14	3.63
1	103.95	108.21	4.26
2	120.61	125.55	4.94
3	132.20	137.62	5.42
4	144.61	150.54	5.93
5	156.82	163.24	6.43
6+	176.23	183.46	7.23
<b>Average Rent</b>	<b>118.74</b>	<b>123.61</b>	<b>4.87</b>

- 7.4 A rent increase of 4.1% is estimated to result in an additional £2.0m of income when compared to 2021/22. This due to national inflation increasing by 2.6% compared to last year, which is a reflection of current economic climate.
- 7.5 Brent Housing Management provide support to tenants who are struggling to pay their rent. The primary objective is to ensure that tenants have all the support that they can get, rather than pursuing an eviction. Support options include assessing whether the tenant is claiming all the welfare benefits that they are entitled to, assisting them to claim from the Council's resident support fund and arranging a suitable payment plan. After the onset of the COVID-19 pandemic, Brent Housing Management endeavoured to identify vulnerable tenants and have since kept in contact with tenants in order to ensure that they continue to get the required support to sustain their tenancy.
- 7.6 The net rent amounts exclude service charges. The service charges are recharges to tenants and leaseholders, which are based on the actual costs incurred for providing specific services, such as estate cleaning.

## Tenants Service Charges 2022/23

- 7.7 Individual service charge elements are adjusted to bring them in line with the estimated contract costs of providing these services to tenants in 2022/23. The tables below show a snapshot of the current average service charges from occupied properties, compared to proposed rates, this is analysed below for services provided to tenants. The current average can change depending on time of reporting, to reflect re-lets and stock movements such as new additions.

### Service charge frozen for 2022/23

- 7.8 Grounds maintenance service is included within the Council's wider corporate contract. The annual contribution from the HRA is estimated to offset against the HRA's proportion of the contract cost through existing charges.
- 7.9 The cost of maintenance and servicing for the laundry room and TV aerials is forecasted in line with service charges. Therefore, no increases are proposed for this charge for 2022/23.

Service	No. of Properties	Average Charge 2021-22	Recommended Average Charge 2022-23	Estimated Increase / (Decrease)
		(£/Week)	(£/Week)	%
Grounds Maintenance	4,705	1.33	1.33	0.00%
Laundry	25	2.59	2.59	0.00%
TV Aerial	3,273	0.74	0.74	0.00%

### Service charge increases for 2022/23

- 7.10 The estate cleaning service was transferred in-house in 2019/20, with a commitment to pay staff at the London Living Wage before being integrated into LGPS pay scales. The cost of bringing the service in-house and the associated costs for vehicles, machinery and material is projected to be under recovered by £0.1m. The proposed increase of £0.29 per week in 2022/23 will not fully offset this, and therefore a phased approach to cost recovery has been modelled to allow charges to increase over a four-year period, whilst balancing in-year budget shortfalls at the same time.
- 7.11 The concierge service charge is currently £10.68 per week on average. An increase of £0.44 is estimated to result in a break-even position for 2022/23. This service will be re-procured in 2022/23 to ensure that the best value for money is being achieved.
- 7.12 The helpline monitoring service charge is currently £1.67 per week on average. An increase of £0.07 per week is estimated to result in a break-even position for 2022/23.
- 7.13 Unmetered communal lighting, heating and hot water charges are adjusted annually in line with the forecasted energy supplier inflations for 2022/23, reflecting increased global wholesale price of energy. The bulk energy contract is due for renewal during 2022/23.



Service	No. of Properties	Current Average Charge 2021-22	Estimated Average Charge 2022-23	Recommended Increase / (Decrease)
		(£/Week)	(£/Week)	%
Estate Caretaking	4,394	7.19	7.48	4.10%
Concierge	471	10.68	11.12	4.10%
Helpline Monitoring	50	1.67	1.74	4.10%
Communal Lighting	5,194	1.59	1.88	18.10%
Communal Heating	388	9.08	11.87	30.70%
Communal Hot Water	19	2.59	3.39	30.70%

### District Heat Network

- 7.14 Unity Place in South Kilburn hosts the energy centre for the local district heat network for metered billing. It currently supplies heat and hot water to 235 properties and tenants are billed based on actual usage. The district energy contract is on a two-year fixed rate. It is separate to the bulk housing energy contract and is due for renewal in 2022/23. The current tariff is £0.03 p/kWh and a standing charge is £0.38 per day. Based on current energy market prices, the 2022/23 tariff is estimated to be £0.04p/kWh with a standing charge of £0.44 per day, in order to recover costs.

Service	No. of Properties	Current Charge per kWh 2021-22	Estimated Charge per kWh 2022-23	Recommended Increase / (Decrease)
		(£p/kWh )	(£p/kWh )	%
Heating Tariff	235	0.03	0.04	55%
Standing Charge	235	0.38	0.44	16%

### **Brent Supported Living**

- 7.15 In November 2020, tenants moved in to 11 new independent living homes at Peel Road. These homes are all one-bedroom, self-contained residential flats developed as part of previous New Accommodation for Independent Living (NAIL) programme and are held within the HRA. The properties are fully adapted and the homes benefit from communal facilities, including a garden area. There is access to 24-hour care, allowing residents to contact care staff from anywhere in the building.
- 7.16 The table below compares the current gross rent levels (including service charges) for these homes against the proposed increase of CPI+1 (4.1%) for 2022/23. This equates to an increase of £12.23 per week when compared to the current financial year.

Current Gross Rent 2021/22	Proposed Gross Rent 2022/23 (4.1%)	Proposed v Current Rent
(£/Week)	(£/Week)	(£/Week)
298.25	310.48	12.23

### **Garage Rent for 2022/23**

- 7.17 HRA currently has 277 occupied garages with an estimated annual income of £0.2m for 2021/22, consistent with previous year. Cabinet approved a standard rate of pricing during last year budget setting, along with a three-year phased increase for existing occupancies (2022/23 will be year 2).
- 7.18 The table below shows the current standard rate and the proposed uplift of CPI +1 (4.1%) for all re-lets.

Garage Charge (Net)	Current Standard Rate 2021/22	Proposed Standard Rate 2022/23 (4.1%)
	(£/Week)	(£/Week)
LBB Tenants & Leaseholder	15.00	15.62
LBB Resident	20.00	20.82
Non - Resident	25.00	26.03

### **HRA Forecast Outturn 2021/22**

- 7.19 The overall forecast for the HRA is a break-even position for 2021/22. This is a net result of a £0.2m overspend being mitigated by a £0.2m underspend. The individual variances consist of:
- £0.2m additional costs over budget related to disrepair claims and placing tenants in emergency accommodation
  - £0.2m in-year underspend on staffing costs due to vacancies
- 7.20 Since the early 2000s, a large number of councils in London, including Brent, entered into agreements with water companies to collect payments from their social housing tenants towards the water and sewerage charges. The councils were operating under the assumption that they were entitled to a discount from the water providers when they bought the water rates, on the basis that they were acting as their agent in collecting the water rates. The discount was to cover for bad debts, void loss and commission. However, following court rulings involving Southwark and Kingston-Upon-Thames, it was ruled that the Councils were providing these water collection services as a 'water reseller', and not as an 'agent' of the water companies, as initially assumed. This means that the councils were only allowed to levy a small administration charge on top of the

amount charged by the water undertaker, and therefore, councils were deemed to have overcharged their tenants for water and sewerage.

- 7.21 Brent had similar agreements with regional water companies, where the discounts received were re-invested in the HRA towards providing a landlord service such as repairs. Following Cabinet decision to refund Brent Council tenants, refunds were applied in December 2021 to tenant rent accounts totalling £7.1m, this is funded through reductions in revenue contributions towards capital works.
- 7.22 Refunds are applied to each tenants rent accounts to offset against any unpaid rents. Tenant rent accounts that result in overpayments after the refund is applied will have the option to claim the overpaid balance into their bank accounts, or leave the balance in their rent account to pay weekly rent due.
- 7.23 Letters from the Post Office are being issued to all current tenants who have an overpayment on their account. Tenants can take this letter with its unique barcode, to any Post Office within three months of the date on letter, to receive payment into personal bank account. Former tenants have a two-year period to contact Brent Housing Management and claim any refunds for overpayments.

### **HRA Budget 2022/23**

- 7.24 The proposed budget for 2022/23 is set out in the table below and shows a net balanced budget. The budget movements are as a result of the items summarised below.

<b>Technical Adjustments</b>	<b>£m</b>
Rent Increase of 4.1% (CPI+1) on current stock	(2.0)
Service charge uplifts to reflect cost incurred	(0.1)
Reduction in service charges for major works in line with profiled works completed	0.5
<b>Growth</b>	
Pay and operational cost inflation	0.4
Repairs contract inflation	0.5
Cyclical maintenance of fire safety monitoring devices	0.3
Disrepair and associated temporary accommodation	0.2
Increased major voids	0.1
Increased volume of waste removal through in-house caretakers	0.2
Communal utility supplier inflation	0.2
Leaseholders insurance contract inflation	0.1
Council tax uplift on voids	0.1
<b>Savings Target</b>	
Efficiency savings across housing management	(0.2)
Efficiency savings across repairs and maintenance	(0.3)
<b>Total Net Movement</b>	<b>0.0</b>

- 7.25 The proposed 2022/23 HRA budget will ensure that the HRA will continue to hold £1.3m in reserve balances as part of the 30 year HRA business plan as shown in table below.

HRA Budget 2021/22 v Draft Budgets for 2022/23

<b>HRA Budget 2020/21 v Draft Budgets 2021/22</b>	<b>(1) Final Budgets 2021/22</b>	<b>(2) Draft Budgets 2022/23</b>	<b>(2-1) Variance</b>	<b>Variance Explanation (2-1)</b>
<b>Description</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
Rents and Service Charge	(50.8)	(52.8)	(2.0)	Tenant rents and service charges offset by rent loss through voids and RTB sales
Non Dwelling Rents	(0.5)	(0.5)	0.0	
Leaseholders' Charge for Services and Facilities	(2.6)	(2.7)	(0.1)	Uplift to reflect increased cost of rechargeable services
Major Works and Other Contribution Towards Expenditure	(2.0)	(1.5)	0.5	Service charge reduction based on profiled major works completion
<b>Total Income</b>	<b>(55.9)</b>	<b>(57.5)</b>	<b>(1.6)</b>	
Repairs and Maintenance	12.6	13.6	1.0	repairs contract uplifts, provision for cyclical maintenance, disrepairs and voids offset by efficiency savings target
Supervision and Management	12.0	12.2	0.2	operational cost inflations offset by efficiency savings target
Special Services	4.7	4.9	0.2	communal utility supplier inflation
Rent and Rates and Others Charges	1.2	1.4	0.2	Council tax and insurance contract inflation
Depreciation of Fixed Assets	15.5	15.5	0.0	
Bad or Doubtful Debts	0.7	0.7	0.0	
Capital Financing and Debt Management	9.2	9.2	0.0	
<b>Total Expenditure</b>	<b>55.9</b>	<b>57.5</b>	<b>1.6</b>	

<b>(Surplus)/or Deficit for the Year on HRA</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	
<b>Housing Revenue Account brought forward</b>	(1.3)	(1.3)	0.0	
(Surplus)/or Deficit on HRA	0.0	0.0	0.0	
<b>Closing balance</b>	(1.3)	(1.3)	0.0	

### **HRA Stock Improvement and Major Works Budgets 2022/23 and 2023/24**

- 7.26 Planned works include refurbishments such as new roofs, windows, lifts, kitchens, bathrooms, heating systems and planned fire safety works.
- 7.27 The Asset Management Strategy (AMS) and budget availability are required to be closely aligned. Planned improvement works on existing homes in 2022/23 consists of a baseline budget of £15m. The baseline budget includes £0.4m earmarked towards various estate improvement schemes identified in consultation with residents, such as improving security on estates.
- 7.28 To ensure the efficient delivery of the multi-year capital programme, it is considered prudent to allocate an indicative 2023/24 major works capital budget, which is estimated to be £15m, in line with projected affordability in the HRA business plan. In total, this results in a £30m investment in existing Council homes over the next two years.
- 7.29 The updated Asset Management Strategy report to Council will be setting out options for further level of capital investment identified for high rise blocks and kitchen and bathroom refurbishments, with a view to achieve long-term revenue savings as result. Budget implications will be updated once five-year programme is approved.

### **New Council Homes Programme 2022/23**

- 7.30 The development and management of new council homes and affordable housing remains a key priority in the Council's Housing Strategy and the HRA Asset Management Strategy. Brent has committed to an ambitious strategic housing target to deliver 5,000 new affordable homes over the five-year period between 2019 - 2024. The 5,000 new affordable homes includes the provision of 1,000 to be delivered directly by the Council by the 31st March 2024. As of November 2021, 563 homes have already been delivered, with more in pipeline. The forecast capital investment on acquisitions and building new council homes in 2021/22 is £47.9m, with a capital budget in 2022/23 set at £32.1m.

## **Housing General Fund**

### **Hillside Rent Setting**

- 7.31 In addition to the dwellings contained within the HRA, the Council also continues to hold dwellings in the General Fund (GF). These dwellings were formerly held by the Stonebridge Housing Action Trust (HAT) and were transferred to Brent Council in August 2007 when the HAT was dissolved. The Council currently owns 324 properties under this scheme and Hillside Housing Trust (part of Hyde Housing Group) manages these properties on the Council's behalf.
- 7.32 The table below sets out the rent levels for 2021/22, with an average increase of £5.18 per week for 2022/23.

	<b>Weekly Rent 2021/22 (£)</b>	<b>Weekly Rent 2022/23 (£)</b>	<b>Increase (£)</b>	<b>Increase (%)</b>
1 Bed Flat	103.56	£107.81	£4.25	4.1%
2 Bed Flat	122.60	£127.63	£5.03	4.1%
1 S/croft Elders	103.56	£107.81	£4.25	4.1%
2 S/croft Elders	122.60	£127.63	£5.03	4.1%
2 Bed House	133.16	£138.62	£5.46	4.1%
3 Bed House	145.94	£151.92	£5.98	4.1%
4+ Bed House	153.63	£159.93	£6.30	4.1%

- 7.33 Hillside are also responsible for setting service charges across the stock, including those retained by the council. The average service charge per week for 2022/23 is set at £7.09 per week, an increase of £0.28 from the 2021/22 average, based on an uplift of 4.1% (CPI + 1%).

### **Housing Private Finance Initiative (PFI)**

- 7.34 The Housing PFI refers to 364 units of rented accommodation managed by Hyde under a PFI contract. The stock is made up of a mixture of Temporary Accommodation, Affordable Rent and Discounted Market Rent properties. As per the cabinet decision on the 17 January 2017 in regards to PFI Housing Tenancy Conversions, Temporary Accommodation units are being phased out with the units being converted into Affordable Rent and Discounted Market Rent properties.
- 7.35 The proposal is to hold the rents at the current levels, with no increase for the coming year.

## **Travellers' Site Pitch Rent**

- 7.36 The current weekly pitch rent is £150.26. It is proposed to increase this by CPI + 1% (4.1%) to £156.42 for 2022/23. Travellers' site pitch rent is estimated to generate an annual income of £0.24m.

## **8.0 Schools Revenue Budget**

- 8.1 The Dedicated Schools Grant allocations were announced on 16 December 2021, and the proposed budget, as described below, will be presented to the Schools Forum for endorsement on 20 January 2022. The main Schools Block funding which supports mainstream schools has been confirmed at £249.7m. This represents a comparable increase to 2021/22 of £2.0m (0.8%). The overall increase of 0.8% represents Brent's share of a national minimum increase of 2% in per pupil funding, with an increase in the number of secondary phase pupils. The number of primary phase pupils funded in the formula has reduced by 2% compared to last year, and the overall mainstream pupil numbers in Brent reduced from 41,641 to 41,249.
- 8.2 Following consultation with Schools and Schools Forum endorsement, the Free Schools Meals (FSM) funding factor was introduced to the local funding formula with a 10% adjustment to last year's local formula rates, in order to commence a gradual move towards the National Funding Formula which is set to become compulsory from 2023/24. The Age-Weighted Pupil Unit (AWPU) element has been applied at last year's rates and the Minimum Funding Guarantee (MFG) has been applied to mitigate against any losses schools may face as a result of these changes.
- 8.3 All schools will receive a minimum 1.5% per pupil funding increase. The report on the mainstream funding formula recommends that 0.5% (£1.2m) of the mainstream schools funding block be transferred to the High Needs Block which provides for pupils with Special Educational Needs or Disability (SEND). This was recommended as a measure to continue to address the increasing demand for SEND provision.
- 8.4 Following the 2021 Spending Review, the government has announced that it will provide a Schools Supplementary Grant of £1.2bn, in addition to the Schools Block DSG for mainstream schools. The grant will be provided to fund the 1.25% Health and Social Care Levy (increased National Insurance Contributions) effective from 2022/23 and wider cost pressures as defined by the Department for Education. Maintained nursery schools funded from the Early Years Block of the DSG will also receive an element of this grant. Brent is estimated to receive £6.9m of this grant and school-level allocations will be published in Spring 2022.
- 8.5 The allocation for the High Needs Block has been announced at £71.9m. This is £5.5m more than received in 2021/22 and represents an 8.3% increase compared to a 12% increase nationally. The government has also announced an additional £325m in 2022/23 for Special schools and other providers funded



from the High Needs Block, through a top up to the High Needs Block of the DSG. Brent is estimated to receive an additional £2.9m of this grant.

- 8.6 Like most authorities Brent is facing substantial pressures on the High Needs Block and is currently in deficit of £10.5m carried forward from 2020/21. Coupled with an in year forecast pressure of £5.4m, this deficit at the end of 2021/22 is forecast to be £15.9m. The £5.5m additional funding and the £2.9m top up funding, together with the proposed £1.2m Schools Block transfer will be allocated against these pressures across the High Needs Block budget for 2022/23, in consultation with the Schools Forum High Needs sub group. The increase in allocation is not sufficient to fund increasing demand as well as mitigate the deficit. The DfE makes it clear that deficit positions can be carried forward against the grant for future years and require a multi-year deficit recovery plan to be in place with termly updates of the plan taken to the Schools Forum.
- 8.7 The Early Years Block funding was announced at £22.0m, a decrease of £1.4m (6.1%) compared to 2021/22. Although there are marginal increases to the hourly funding rate allocations for 2 year olds and 3 and 4 year olds, the overall decrease is as a result of the drop in the number of children requiring early years provision, following the repeated lockdowns from March 2020, as a result of the Covid-19 pandemic.
- 8.8 The Central Schools Services Block funding is allocated to local authorities to carry out central functions on behalf of pupils in maintained schools and academies. The Central Block funding is split into two elements: funding for ongoing responsibilities and funding for historic pension costs for centrally employed teachers. The Central School Services Block income was confirmed at £2.1m, a decrease across both elements of £155k compared to 2021/22. This brings the total 2022/23 core DSG allocation for Brent to £345.7m.

## **9.0 Pay Policy Statement 2022/23**

- 9.1 Section 38 of the Localism Act 2011 requires local authorities to publish an annual 'Pay Policy Statement', setting out their policies in respect of chief officer remuneration and other specified matters. Regard must be had to guidance to be published by the Secretary of State in preparing the statement, which must be approved by Full Council. The Council is then constrained by its pay policy statement when making determinations on chief officer pay, although the statement may be amended at any time by a further resolution of the Full Council. No new guidance has been published since the statement was adopted for 2021/22 and so there are no proposed changes to the statement related to the guidance. The Draft Pay Policy Statement, attached as Appendix P, contains minor updating and cosmetic changes from the Statement adopted by full Council for the last financial year. It also contains changes to reflect the withdrawal of the statutory cap on payments made by the Council to staff exiting the Council by the Restriction of Public Sector Exit Payments Regulations 2020.

## **10.0 Capital Programme Budget 2022/23 – 2026/27**

- 10.1 The Capital Programme is a key part of the overall budget setting process. It is focused on supporting the delivery of the Council's statutory responsibility in relation to ensuring there are sufficient school places available for children and young people whilst, investing in new affordable housing and in our existing housing stock, town centres, public realm and community facilities across Brent.
- 10.2 A key element of the Council's successful financial strategy has been to expand the capital investment programme and enable it to deliver substantial revenue savings over the medium term financial planning (MTFP) period and beyond.
- 10.3 The Capital and Investment Strategies (Appendix G & H) provide further details on the overall capital strategy, which sets out how capital investment supports the delivery of the Council's objectives. It sets out the main objectives for the Council over the Medium Term Financial Plan (MTFP) period 2022/23 – 2026/27.
- 10.4 In the past, the use of internal resources in lieu of borrowing was considered the most cost effective means of funding the capital programme. However, the Council's internal resources have been reduced over the last few years so future capital projects will have to be financed from new external borrowing if not already funded from other sources. Affordability remains an important influence on the Council's borrowing strategy. The programme has a mixture of invest to save, grant funded and self-financing projects to help reduce the treasury risk. Hence our strategy is to undertake external borrowing to fund projects as a last resort.
- 10.5 The Capital Programme schemes which are funded using a combination of external grants and borrowing will only be undertaken once the external funding is secure; amounts of council borrowing shown are indicative. Appendix E shows the Council will require c£410m of borrowing over the 5 year period to fund the Capital Programme of which the interest costs will be charged to the revenue capital financing budget.
- 10.6 S106/Community Infrastructure Levy (CIL) will be used to undertake major infrastructure projects meeting the conditions or terms for funding. The capital programme includes CIL funded schemes totalling £15m which includes contributions to CCG towards the fit out cost of 3 medical centres, funding for the College of North West London for a new facility in Wembley and the new Morland Gardens educational facility.
- 10.7 The Council has embarked on an extensive Capital Programme to invest c£709m over 5 years, 2022/23 to 2026/27. The investment includes significant spend across the General Fund and Housing Revenue Account (HRA) to support the strategic vision of the Council across the borough. Since the capital budget was agreed by Council in February 2021 the pipeline projects approved and promoted during the year have been included in the 2021/22 to 2025/26

Capital Programme. The balance of provisional schemes held in the pipeline is currently £420m for 22 projects. The pipeline provision has not been included in the Capital Programme set out in Table 1 and Appendix E but are shown as a separate summary in Appendix F.

- 10.8 A summary of Capital Programme arranged according to portfolio for the 5 year period 2022/23 to 2026/27 is set out in Table 1. The detailed Capital Programme and financing is set out in Appendix E.
- 10.9 The 2021/22 current revised budget is £220m. The revised budget is subject to change as new schemes are approved prior to Council in February 2022. Any budget changes post the Quarter 3 monitoring report will be updated in subsequent budget report to Cabinet.
- 10.10 The UK markets and economy has slowed down due to the impact of the COVID-19 pandemic and associated lockdown since March 2020. The ability of businesses to operate including the construction industry has been limited from the lockdown and social distancing measures implemented. Council officers have undertaken and will continue to undertake risk assessment regularly to evaluate and report the impact on our capital programme delivery, and take appropriate mitigating actions to reduce any long term impact.

**Table 1 – Summary Capital Programme**

Portfolio	BOARD (PROGRAMME)	2021/22 (Revised Budget)	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	TOTAL 2022/23 to 2026/27
		£m	£m	£m	£m	£m	£m	£m
Resources: Cllr Margaret McLennan	Corporate Landlord	18.985	5.912	53.333	22.600	-	-	81.845
Regeneration, Property & Planning: Cllr Shama Tatler	South Kilburn	15.288	22.476	10.445	9.892	2.780	11.522	236.250
	Regeneration	11.758	48.399	66.996	63.740	-	-	
St Raphael's: Cllr Shama Tatler	St Raphael's	2.570	2.205	-	-	-	-	16.870
Regeneration, Property & Planning: Cllr Shama Tatler	Public Realm	23.144	6.875	5.645	2.145	-	-	
Public Health, Culture & Leisure: Cllr Neil Nerva	Public Realm	0.472	-	-	-	-	-	17.120
Environment: Cllr Krupa Sheth	Public Realm	1.641	5.064	3.056	3.000	6.000	-	
Schools, Employment & Skills: Cllr Tom Stephens	Schools	10.755	10.524	24.100	14.000	-	-	48.624
Housing & Welfare Reform: Cllr Eleanor Southwood	Housing GF	35.295	71.410	19.597	55.172	4.548	-	290.205
	HRA	58.521	47.067	35.000	19.064	-	-	
	i4B – Phase 1 & 2	24.395	19.750	18.597	-	-	-	
Adult Social Care: Cllr Harbi Farah	NAIL	16.817	13.147	4.725	0.300	-	-	18.172
	<b>Total</b>	<b>219.639</b>	<b>252.828</b>	<b>241.494</b>	<b>189.913</b>	<b>13.328</b>	<b>11.522</b>	<b>709.086</b>

- 10.11 The Capital Programme is comprised of projects approved annually by Cabinet as well as new approvals in year. New capital schemes and projects will usually be added to the Capital Programme as part of the annual budget setting process, however, the governance arrangements allow for new schemes and projects including those promoted from the pipeline provision to be added in year, subject to appropriate approval.
- 10.12 The Capital Programme detailed in Table 1 above currently excludes slippage from the 2021/22 Capital Programme. Estimated slippage and re-profiled projects are detailed in the quarter 3 capital monitoring report to Cabinet in January 2022. The potential slippage from 2022/23 will be reviewed at the end of the financial year and reported to Cabinet in July 2022.
- 10.13 There are a number of key projects supported in the 2022/23 – 2026/27 Capital Programme, including:

### **Corporate Landlord**

Oracle Cloud - Phase 2

- 10.14 The next phase of the Oracle project approved in September 2021 allows for a further £2.5m of expenditure to deliver the Finance Transformation, Oracle Service Management and Human Capital Management services possible within the Oracle Cloud system.

### **Regeneration**

South Kilburn Estate Regeneration

- 10.15 Our multi-award winning 15-year programme that will deliver 2,400 new high quality homes of which around 1,400 will be made available to existing South Kilburn secure tenants including new larger high quality urban park, improved public realm, new primary school and health facilities, and improved environmental standards and a site-wide energy solution.
- 10.16 Over 1,100 homes have been delivered to date with approximately 60% of those being affordable rent for existing secure tenants of South Kilburn. With over 512 homes currently on site and a further c626 homes going to planning this year.
- 10.17 The planned expenditure from 2022/23 over 5 years is £48.9m for the delivery of homes including in infrastructure improvements. The programme is self-financing and is expected to be fully funded by a combination of capital receipts and grants.

CIL contribution towards Three Medical Centres

- 10.18 In April 2020, Cabinet approved a capital contribution from Strategic Community Infrastructure Levy (SCIL) of up to c£3.5m for use towards the fit out costs of three new medical centres, in Wembley Park, South Kilburn and

Alpertown. The expansion of the healthcare facilities will help meet the needs of the borough's growing population.

#### 10.19 Harlesden Gateway High Streets Heritage Action Zone

In August 2020, Cabinet approved the investment for this project. Brent will provide match funding of £0.455m towards the S106 and Neighbourhood CIL projects and has secured £0.438m of capital funding from Historic England as part of The High Streets Heritage Action Zone ("HSHAZ") for shop front improvements, and community space provision, within the designated conservation area in Harlesden town centre.

#### 10.20 Wembley Housing Zones **(NEW)**

In August 2021, Cabinet approved the investment of a total of £133m, being £3.3m from Greater London Authority funding, £86.6m from capital receipts and the remainder from prudential borrowing. This scheme allows for council-led mixed use regeneration of the eastern end of Wembley High Road within the Wembley Housing Zone.

#### **Public Realm**

- 10.21 There will be continued investment in public realm to ensure the infrastructure is fit-for-purpose and achieves our vision of making use of the opportunities presented by developments within the borough.

#### Highways and Infrastructure **(NEW)**

- 10.22 The Highways Capital Scheme Programme includes an investment of £4.5m to maintain carriageways and structures.

#### Integrated Street Cleansing & Waste Contract Fleet **(NEW)**

- 10.23 In August 2021 Cabinet provisionally approved £15m to finance both the fleet required to deliver the Integrated Street Cleansing & Waste Contract and the fleet required to deliver grounds maintenance.

- 10.24 The Council receives a fixed block of capital funding annually from TfL. £2.1m planned expenditure is proposed for the 2021/22 programme of LIP Corridors, Neighbourhoods and Supporting Measures schemes. Its delivery is subject to confirmation of the TfL funding allocation for 2022/23 and for future years. A provisional sum of £6.4m (£2.1m per annum over the subsequent 3 years to 2024/25) has been included in the programme. The programme will be amended accordingly in line with the outcomes from the prioritisation matrix should the final funding allocation change. TfL's financial situation could also reduce future funding.

#### Parks Improvement Programme **(NEW)**

- 10.25 The Parks Service has been awarded £1.43m to invest and improve various areas of aging infrastructure across the borough's parks; including pathways and playgrounds. They are also seeking to install a number of new welcome notice boards with improved maps of each location, wildflower meadow information boards and to make infrastructure improvements to allotments with new fencing, pathways and new sustainable toilets.

## **Schools**

### **Special Educational Needs and Disabilities (SEND) Schools (NEW)**

- 10.26 A £44.2m investment has been approved in order to provide 427 additional school places for the growing number of children in the borough with SEND. The Council has statutory responsibilities in relation to children and young people with special educational needs and disabilities (SEND), that require the Council to ensure that there is suitable provision to meet their needs.
- 10.27 The Programme is proposed to meet this demand via a number of work-streams, including construction of a new build SEND School, Additionally Resourced Provision (ARP), expansion of existing SEND schools and capital improvement projects.

### **Schools Capital Improvement**

- 10.28 The Council is responsible for 39 nursery schools, community and foundation primary schools, special schools and pupil referral units spread across 42 sites: Nursery (4), Primary (34), Special (1) and PRU (3). The Council has a statutory duty to undertake major projects at these schools to ensure the buildings are weather tight and provide a safe environment for education.
- 10.29 Funding is provided to carry out these works by the Education and Skills Funding Agency (ESFA) via the School Condition Allocation (SCA). This funding is provided each year based on an assessment by the ESFA of high level building condition need and is provided to meet Brent's local condition priorities across its schools. The Council places SCA monies in a specific capital budget, the School Asset Management Programme (AMP) budget, to meet its statutory requirement.
- 10.30 The approved 2018 – 2023 AMP Programme includes over 100 school condition improvement projects across the 39 schools and a sum of £1.7m remaining in 2022/23.

## **Housing Programme (NEW)**

- 10.31 The development and management of new affordable council homes remains a key priority of the council's Housing Strategy and of the HRA Asset Management Strategy. Alongside this housing building programme, there is continuing investment in housing repairs, maintenance and improvements.

- 10.32 The Council received a further allocation of £111m from the Greater London Authority's Affordable Homes Programme 2021-26 following the bidding process with the objective of delivering a further 701 homes in addition to the existing programme by 2028.

#### General Fund Housing

- 10.33 Continued investment of £124m in mixed development and sites' feasibility and will deliver 586 homes for General Fund. Where GLA grant is utilised the properties will transfer to HRA upon completion of the scheme. An investment of £109m is planned in NAIL (Adult Supported Living) over 4 years to deliver 129 homes and investment of £20m for strategic priorities.

#### i4B Holdings

- 10.34 i4B is acquiring units across the borough and purchasing street properties as affordable rented homes to alleviate the housing pressures, reduce the financial pressure and number of families in temporary accommodation with the Council acting as lender for the balance of the funds. The Council provides a mix of equity investment and loan to supplement the existing i4B street purchases programme.
- 10.35 Current plans include provision of 60 street properties annually to increase the Council's temporary accommodation provision and identification of new build opportunities. The programme includes expenditure of c£43m during 2022/23 and 2023/24.

#### **New Council Homes Programme (HRA)**

- 10.36 Continued investment of £75.4m in the New Council Homes Programme is planned including sites feasibility over the next 4 years.

#### RTB Affordable Housing

- 10.37 The Council retains capital receipts from Right-to-Buy (RTB) sales after deducting debt repayment and other costs. The Council has 3 years to spend the receipts on affordable programmes, capped at 30% of the construction cost. The Right-to-Buy receipts cannot be combined with other funds provided by the GLA.
- 10.38 The Council is required to spend £14.4m within 3 years to meet its RTB targets. £9.7m will be utilised towards new build programme to increase the provision of New Council Homes. £4.7m has been set aside over 3 years (2021/22 to 2023/24) for affordable housing provision in the borough and property acquisition.

#### Acquisition of Affordable Homes in Alperton

- 10.39 In April 2020, Cabinet agreed the acquisition of 114 new homes to be delivered by St George Ltd (Berkeley Group) at the Grand Union site in Alperton, with the



homes expected to be handed over within three years. Right to Buy (RtB) Receipts are being used to part fund the scheme costs of £29m.

#### Major Repairs & Maintenance of council stock

- 10.40 A key aim for the Council has been the government target of bringing 100% of social homes up to the decent home standard. The Council has invested in its HRA properties to ensure that it meets, and continue to achieve the decent homes standard.
- 10.41 The Council continues to invest in repairs, maintenance and improvement works in order to maximise the life of the assets. The HRA Capital Programme shows planned expenditure of £15m for 2022/23.

#### **Statutory Capital & Treasury Reports**

- 10.42 In recognition of the importance of capital investment in asset and treasury management to Council activities, CIPFA and central government have compiled codes of practice and regulations for Councils to follow. These ensure that Councils have effective processes and practices in place to control, manage and govern capital investment decisions, that include borrowing and treasury management practices.
- 10.43 The requirement on local authorities in relation to this statutory guidance is that they should “have regard” to such guidance and each year must produce a number of documents/strategies for approval by council or a nominated body.
- 10.44 The various statutory reports are as follows:
- Capital Strategy (high-level report covering the basics of capital programme, treasury management and investments for service commercial reasons) – Appendix G.
  - Investment Strategy (disclose the contribution that investments make “towards the service delivery objectives and / or place making role of the local authority – Appendix H.
  - Treasury Management Strategy (the Chartered Institute of Public Finance and Accountancy’s Treasury Management in the Public Services: Code of Practice 2017 Edition (the CIPFA Code) requires the Council to approve a treasury management strategy before the start of each financial year. The strategy outlines a framework within which the Council manages its cash flows, borrowing and investments, and the associated risks – Appendix I.
  - Minimum Revenue Provision (the process for calculating the annual charge to the revenue account of provision to repay debt incurred in respect of capital expenditure financed by borrowing or other long term credit arrangements (such as PFI) – Appendix J.

## **11.0 Financial Implications**

- 11.1 The Council's financial position has been set out in this report and Members are under a legal obligation to set a balanced budget. In doing so they are obliged, under normal administrative principles, to take into account the various relevant factors, particularly in respect of consultation and equalities. In doing so Members are, of course, entitled to exercise their political judgement, paying regard to the relevant factors rather than being absolutely determined by them.
- 11.2 The budget report sets out a comprehensive picture of the council's finances over the short, medium and long term to assist in the decision making process in setting the 2022/23 budget.
- 11.3 In considering the budget report, a key consideration should be the delivery of the saving programme as it presents substantial management challenges. Again, considerable management attention has been, and is being, devoted to ensure that these can be delivered, but it is important to stress again the inherent risks in delivering such a complex programme.
- 11.4 In addition to the risk of delivery of the savings programme, there remains considerable uncertainty on the future of Local Government funding from 2023/24. In consequence, and following a comprehensive review of budget assumptions, the general reserve is expected to remain at £15m. This level is still relatively low for London, but is not unreasonable.
- 11.5 That said, the budget now proposed is realistic and affordable, albeit challenging. The increases in Council Tax set out, if agreed, will generate significant additional revenue over time, minimising the number of difficult new decisions about funding for specific services to be proposed. If agreed, this budget would provide for affordable services in 2022/23.
- 11.6 Formally, this section of the report is the report of the Section 151 officer to which the Council is required by Section 25 of the Local Government Act 2003 to have regard confirming that if the budget as proposed were to be agreed the estimates made for the purposes of the calculations are robust and the proposed financial reserves are adequate.

## **12.0 Legal Implications**

- 12.1 These are set out in Appendix O.

## **13.0 Equality Implications**

- 13.1 Section six of this report provides more details of the approach to complying with the Equalities Act 2010 and the outcome of equalities impact assessments.

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

- 14.1 Section six of this report provides more details of the statutory consultation process with regards to setting the 2022/23 budget.

## **15.0 Human Resources**

- 15.1 Of the proposals identified in Appendix C, there are some where there is a potential impact on staffing and could be subject to redundancy. However, the number of redundancies is not expected to be significant as a result of the voluntary redundancy scheme that took place in 2021.
- 15.2 The Council will apply its Managing Change Policy and Procedure in the application of all restructuring arrangements which have an impact on staff, consulting with staff and trade union representatives accordingly.

### **Related Document:**

Draft Budget 2022/23, Cabinet 6 December 2021

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

***Minesh Patel***  
Director of Finance

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## LIST OF APPENDICES

Appendix A	Overall Revenue Budget 2022/23
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## Appendix A: Overall Revenue Budget 2022/23

The table below sets out the revenue budget for each directorate in 2022/23 and how this has changed from the 2021/22 budget.

	2021/22 Current Budget* £m	Growth £m	Savings £m	Technical Adjustments £m	2022/23 Approved Budget £m
<b>Service Area Budgets</b>					
Community Wellbeing	124.7	0.0	(0.7)	0.0	124.0
Children & Young People	52.8	0.0	(0.3)	0.0	52.5
Regeneration & Environment	43.5	0.0	(0.3)	0.0	43.2
Customer & Digital Services	22.9	0.0	(0.6)	0.0	22.4
Assistant Chief Executive	9.0	0.0	(0.1)	0.0	8.9
Chief Executive's Departments	16.3	0.0	(0.3)	0.0	16.0
<b>Total Service Area Budgets</b>	<b>269.2</b>	<b>0.0</b>	<b>(2.2)</b>	<b>0.0</b>	<b>267.0</b>
Central Budgets	37.1	** 29.1	(0.5)	(9.6)	56.1
<b>Total Budget Requirement</b>	<b>306.3</b>	<b>29.1</b>	<b>(2.7)</b>	<b>(9.6)</b>	<b>323.1</b>
<b>Funding</b>					
Business Rates	95.0	0.0	0.0	0.6	95.6
Revenue Support Grant	25.1	0.0	0.0	0.7	25.8
Specific Grants	50.5	0.0	0.0	11.5	61.5
Council Tax	135.7	0.0	0.0	4.5	140.1
<b>Total Funding</b>	<b>306.3</b>	<b>0.0</b>	<b>0.0</b>	<b>17.3</b>	<b>323.1</b>

\* Current budget excludes one-off adjustments in 2021-22, for instance transfers to and from reserves

\*\* Departmental growth to be allocated during 2022/23

<b>Taxbase - Band D Equivalents</b>	<b>98,730</b>
<b>Brent Council Tax Requirement at Band D</b>	<b>£1,419.48</b>
<b>Brent % Increase</b>	<b>2.99%</b>
<b>GLA Precept</b>	<b>£395.59</b>
<b>GLA % Increase</b>	<b>8.78%</b>
<b>TOTAL BAND D including Precepts</b>	<b>£1,815.07</b>
<b>TOTAL % Increase</b>	<b>4.20%</b>

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## Appendix B: MTFS Model

CHANGES TO THE BUDGET YEAR-ON-YEAR	BUDGET	ADJUSTMENTS			BUDGET	Relative Changes
	2021/22 £m	Growth £m	Savings £m	Technical £m	2022/23 £m	
<b>Base Budget</b>	306.3				306.2	
<b>Growth</b>						
Demography		3.5			3.5	
Allocation of Existing Grants		2.2			2.2	
Allocation of New Grants		7.5			7.5	
Inflation						
- Payroll		3.0			3.0	
- Contracts		3.5			3.5	
Technical		1.4			1.4	
Transport		0.8			0.8	
Social Value		1.5			1.5	
Capital Financing		0.2			0.2	
COVID-19		(4.0)			(4.0)	
		<b>19.6</b>				
<b>Savings</b>						
Community and Wellbeing			(0.7)		(0.7)	
Regeneration and Environment			(0.3)		(0.3)	
Children and Young People			(0.3)		(0.3)	
Assistant Chief Executive			(0.1)		(0.1)	
Chief Executive			(0.3)		(0.3)	
Customer and Digital Services			(0.6)		(0.6)	
Corporate			(0.5)		(0.5)	
			<b>(2.7)</b>			
	<b>306.3</b>				<b>323.1</b>	
<b>Funding</b>						
RSG	(25.1)			(0.7)	(25.8)	
Business Rates	(95.0)			(0.6)	(95.6)	
Council Tax	(135.7)			(4.5)	(140.2)	
Specific grants	(50.5)			(11.1)	(61.5)	
	<b>(306.3)</b>				<b>(323.1)</b>	

MTFS ASSUMPTIONS	
<b>Growth</b>	The growth proposals in the budget are largely responsive in nature rather than introducing new service provision. This is in line with the policy outlined in the main report that a well-run council does not implement policies in an election year that will tie the hands of the incoming administration.
Demographic Growth	This largely relates to changes in the make up of the population due to ageing (CWB) and demand pressures on the placements, transitions/homecare and children with disabilities budgets (CYP).
Allocation of Existing Grants and other technical adjustments	Previously, additional grants over and above core funding for the Improved Better Care Fund and Social Care Grant were allocated in-year as one-off transfers to avoid the risk to the base budget, if there were a reduction in grant in future years. Experience indicates that this is unnecessarily prudent. The additional grant amounts have therefore been allocated as part of budget setting to CWB and CYP. Other technical adjustments include reprofiling adjustments necessary as part of balancing the two year 20/21-22/23 budgets. Therefore, this is not new or additional funding.
Allocation of New Grants	This is the expenditure to be funded by the 2022/23 Services Grant (£6.1m), Lower Tier Services Grant (£0.9m) and Market Sustainability and Fair Cost of Care Fund (0.9m) announced as part of the Local Government Finance Settlement. It is unclear whether this funding will be available in future years.
<b>Indexation</b>	
- Pay	This assumes that pay increases, both due to the annual pay award and grade drift, equate to 2.5% of the payroll each year of the MTFS.
- Contracts	General contract inflation is assumed to average 2% in 2022/23, which will cost £3m, with a higher amount forecast to be required in future years. A further £0.5m has been allocated for the cost of paying providers for the uplift caused by the annual increases to bring the national living wage up to 60% of median earnings.
Technical Growth	These relate to additional public health expenditure to match the increase in grant, pension fund contributions and growth in levies.

Transport	The Council's largest requirement for passenger transport comes from the provision of home to school transport for children and young people with Special Educational Needs (SEN) who have a statement requiring the provision of a specific type of education, normally at a special school or unit catering for their particular educational need. Where the statement identifies a need for the learner to be transported to and from school, the Authority has a statutory duty to provide the required transport. The projection is that there will be an estimated 8% annual net increase in passenger numbers. £0.8m has been assumed as needed to meet these additional costs in 2022/23.
Social Value	The Council has a commitment to paying LLW where possible, including enabling contractors/providers to pay their workers LLW. This has a particularly large impact on the provision of homecare, which is expected to utilise the majority of this growth. The remainder will be utilised on planned reprocurments in the coming year where LLW is required.
Capital Financing	Interest and debt repayment costs for the capital programme.
COVID-19	The credit amounts shown here represent the phased reversal of growth allocated to departments in 2021/22 to manage the financial impact of COVID-19.
<b>Savings - Full Details in Appendix C</b>	There are no new savings in this budget. The £2.7m shown here is made up of £1.77m of savings agreed in February 2020 and £0.95m of savings agreed in February 2021. The MTFS indicates that £12m of savings will need to be identified across 2023-24 and 2024-25.
<b>Funding</b>	
RSG	The 2022/23 RSG amount of £25.8m has been determined using the 2021/22 amount plus the September CPI inflation increase of 3%. It is anticipated that future years will be calculated in the same way.
Business Rates	The three elements of the Business Rates Retention system (Baseline Need, NNDR Baseline and Top Up amounts) have all remained at their 2021/22 levels, due to the government's decision to freeze business rates nationally; however, an additional grant will be available to compensate for inflation. The £0.6m increase shown here relates to an additional grant that will be available to compensate for inflation.
Council Tax	The increase in Council Tax income arises from a 2% increase in Council Tax and a 1% adult social care precept. This is coupled with other changes which increase the tax base and reduce the assumed collection rate.
Specific grants	The Government has largely increased existing specific grants based on the September CPI rate of 3%. A new one-off 2022-23 Services Grant has been provided to cover various new burdens, such as the increase in employer's national insurance contributions. For social care, the government has provided an additional amount of Social Care Grant and a new Market Sustainability and Fair Cost of Care Fund. These cover New burdens arising from reform of the care system and are therefore fully committed to fund anticipated additional expenditure. As all of the additional funding relates to new burdens, it does not provide any additional unallocated resources.

**Appendix C (i): MTFs Savings Delivery Tracker 2021/22 - 2022/23**

Department	Index	Reference	2021/22 original saving (£000)	2022/23 original saving (£000)	Savings on track to be delivered (£000)	Slippage on delivery but still achievable (£000)	Description	RAG Status	Comments / Mitigating Actions
Community Wellbeing	2021-23 CWB 001	Reablement	460	120	320	260	Delivering the outcomes of the Newton Europe project, to increase the number of people going through Reablement, create better quality Reablement and clearer pathways, and minimise costs. Make further savings by reducing local authority contributions to rehab (health) element of the service.	Green	£200k of this has already been achieved through no longer contributing to the pooled budget. The remaining £380k will be achieved through improved reablement care practices which should reduce the need for ongoing adult social care packages after reablement care packages have been completed. Currently it is likely that reablement will be delivered in-house, however the implementation timeline has been delayed.
Community Wellbeing	2021-23 CWB 003	Placement Review	250		250		Continuing robust challenge of individual package costs based on evidence as part of annual placement reviews.	Green	These savings will be achieved throughout the year as care placements are reviewed and fee reductions achieved through re-negotiated fees and step downs in care requirements
Community Wellbeing	2021-23 CWB 004	Deprivation of Liberty Safeguards (DoLS) provision	30		30		Best Interest Assessments (BIAs) could be done internally; cost savings based on options including payment to staff vs external BIAs.	Green	On track to deliver this saving.
Community Wellbeing	2021-23 CWB 005	Community Care recommissioning	750		750		Recommissioning all external day care / homecare provision, restructuring provision into a new, lower cost model and inclusion of Public Health (PH) outcomes into new model of delivery which will be part funded from the PH grant.	Green	Will be achieved through homecare repurchase which will be completed by January 2021.
Community Wellbeing	2021-23 CWB 006	Properties to relieve Temporary Accommodation	1,430	560	1,990		Additional properties obtained which reduce demand for Temporary Accommodation.	Green	Savings are on track to be delivered
Community Wellbeing	CWB C2	Salaries Capitalisation	100		100		Capitalising more salaries spend within the Housing Partnerships Service.	Green	Savings are on track to be delivered
Community Wellbeing	CWB C3	Concessionary Fares / Freedom passes	1,000		1,000		Freedom Passes cost the Council £15m per annum and the charge in based on usage over the last two years. A reduction in charges are anticipated as a result of the pandemic. The current estimates from TFL indicate a 2-year benefit of £1m which is the midpoint of the best and worst case scenarios provided by TFL.	Green	Savings are on track to be delivered
<b>Sub Total</b>			<b>4,020</b>	<b>680</b>	<b>4,440</b>	<b>260</b>			
Regeneration & Environment	2021-23 R&E 001	General Efficiencies across R&E	215		215		A review of the forecast underspends across the department to identify underspends that are recurring.	Green	On track to deliver this saving, though may be subsumed into a larger extended savings exercise now necessary as part of the medium term financial strategy (MTFS).
Regeneration & Environment	2021-23 R&E 002	Lighting Maintenance	140		140		10% efficiency saving from new lighting maintenance contract	Green	Savings are on track to be delivered
Regeneration & Environment	2021-23 R&E 003	Schemes/Drainage fees	100		100		Increase the level of fees applied to the delivery of large scale funded infrastructure improvement projects	Green	The Highways revenue budget is reliant on TfL LIP (Local Implementation Plan) funding which has been significantly reduced due to severe financial pressures. The ability to increase income from fees now very limited. Covid budget growth has been received to offset the non-delivery of this saving.

Department	Index	Reference	2021/22 original saving (£000)	2022/23 original saving (£000)	Savings on track to be delivered (£000)	Slippage on delivery but still achievable (£000)	Description	RAG Status	Comments / Mitigating Actions
Regeneration & Environment	2021-23 R&E 004	Damage Cost Recovery		50	50		Deploying an officer to more proactively recover the cost of repairs from developers and builders causing damage to the public highway.	Green	Savings are on track to be delivered
Regeneration & Environment	2021-23 R&E 005	Building Control Fees Review	50			50	a) Charge more - increase Building Control (BC) published fees by 10% (up to 15 dwellings) b) more business from in-house	Green	One-off covid growth funding has been allocated for 2021/22 which will cover the slippage of this saving. On track to be achieved in 2022/23.
Regeneration & Environment	2021-23 R&E 006	Brent Transport Services move		150		150	Relocating buses back to Brent from Harrow to reduce operating times and costs	Amber	There is a risk of delay to this saving being achieved due to a delay in appointing a consultant to review the service and identify where savings can be made
Regeneration & Environment	2021-23 R&E 007	Pre-app service; review basic and enhanced offer	5		5		Review fees and charges for 'place making' advice as part of enhanced pre-app service	Green	Still achievable in that fees will increase; however covid impact on volume of work unknown
Regeneration & Environment	2021-23 R&E 009	Apprenticeship levy commercial offer	15	30	45		Offer to businesses on how to use the apprenticeship levy	Green	Alternative savings will be found within R&E. Not achievable in the initially intended form. There are proposals nationally to reform the Apprenticeship Levy. We will await these changes before progressing any proposals.
Regeneration & Environment	2021-23 R&E 011	Facilities Management contract review	70		70		Utilise 12 month contract extension (July 2010 - June 2021) agreement to explore opportunities and impacts linked to savings.	Green	On track to be delivered
Regeneration & Environment	R&E A1	Capitalisation	340		340		Allocating activity to capital projects enabling costs to be transferred from General Fund (GF) to capital	Green	Savings are on track to be delivered
Regeneration & Environment	R&E A2	Brent Transport Service		100		100	A review of the commercial aspects of the service to identify operational efficiencies, particularly with respect to route rationalisation, parking arrangements and on-bus support requirements. This will extend to a joint review with Children and Young People (CYP) of what opportunities there might be to promote and facilitate better take-up of independent travel by pupils.	Amber	There is a risk of delay to this saving being achieved due to a delay in appointing a consultant to review the service and identify where savings can be made
<b>Sub Total</b>			<b>935</b>	<b>330</b>	<b>965</b>	<b>300</b>			
Children & Young People	2021-23 CYP 001	Clawback of unused Direct Payments	25		25		Implementation of card payments for Direct Payment clients means the service will be able to reclaim unused or overpaid funds immediately. For a variety of reasons direct payments may no longer be required by a family for the purposes of supporting their child. At present there is a risk that payments can continue for several months before they are amended. The card system will allow officers to identify overpayments and reclaim these rapidly. CWD Direct Payments value £500k per year. A 5% clawback rate would equal £25K.	Green	Savings on track to be delivered. Regular reviews will be undertaken to identify funds to be clawed back.

Department	Index	Reference	2021/22 original saving (£000)	2022/23 original saving (£000)	Savings on track to be delivered (£000)	Slippage on delivery but still achievable (£000)	Description	RAG Status	Comments / Mitigating Actions
Children & Young People	2021-23 CYP 002	Short Breaks Centre	50			50	It is proposed that existing spare capacity of respite beds/nights at the Ade Adepitan Short Breaks Centre (SBC) will be sold to neighbouring authorities at market rates. The intention is to sell the beds at £730 per night for planned stays and £910 for emergency bookings. Selling the nights will reduce voids at relatively low marginal cost as payments for the management, building and other operational costs are met from within the existing budget.	Amber	Due to the impact of the Covid-19 pandemic there have been fewer children using the facilities. The saving is dependent on neighbouring authorities purchasing beds at the centre.
Children & Young People	2021-23 CYP 003	Adjusting resources in demand led budgets	150			150	The rate of Looked After Children per 10,000 of population is historically low in Brent and the current rate is low when compared to statistical neighbours. Although with expected population growth this number is likely to increase, it should however be in line with the current statistical measure. With the assumption that this low rate continues over the next 18 months a reduction in the budget in line with posts currently being held vacant could be implemented to align resource to demand.	Amber	Saving assumption to be reviewed due to an increase in caseloads in the the LAC & Permanency service.
Children & Young People	2021-23 CYP 004	Review and zero base other service area budgets	100		100		Review and zero base other service area budgets to achieve and accumulate minor savings. Budget analysis to be carried out on non-staff and non-frontline service budgets across CYP. The exercise will concentrate on those budgets which have historically underspent or which represent discretionary spend. For example; 1. The CYP Learning and Development budget is centralised in the SQA service area, and has underspent in recent years. A costed plan could be designed to meet key requirements, such as ensuring Continuous Professional Development for social workers, and deliver a saving.	Green	On track to be delivered
Children & Young People	2021-23 CYP 005	Increased income target for the Gordon Brown Centre	50			50	Increased income target for the Gordon Brown Centre. The Centre has benefitted from recent capital investment, and successful summer trading in 2019 indicates a forecast surplus of £50k against the current net zero budget.	Amber	There has been reduced income due to Covid-19 restrictions which limited the centre's capacity and the activities that it could offer between April and June 2021. For example, there were no residential visits. This led to a significant fall in income. Since June, following the lifting of some restrictions in May, the centre has been able to host residential visits, albeit within some continuing restrictions. With the lifting of nearly all restrictions from 19 July, the centre is now able to operate at full capacity.
Children & Young People	2021-23 CYP 006	10% saving on commissioning	50		50		10% saving on commissioning when contracts become due. The CYP procurement forward plan identifies a number of contracts which are due to go out to tender for new contracts to commence for April 2021, including for Speech and Language Therapy services and Mental Health and Wellbeing services.	Green	On track to be delivered

Department	Index	Reference	2021/22 original saving (£000)	2022/23 original saving (£000)	Savings on track to be delivered (£000)	Slippage on delivery but still achievable (£000)	Description	RAG Status	Comments / Mitigating Actions
Children & Young People	CYP A3	Gordon Brown Centre		300	300		An expanded use of the Centre, either supporting families with children at risk of being taken into care or as a residential provision for Looked After Children, would realise either cost avoidance or additional income.	Green	This project is underway. A cross-departmental working group is in place to identify options and plan for the additional provision.
Children & Young People	CYP B1	Integration with health	180		180		Opportunities to deliver more efficient commissioning and service delivery, building on established joint commissioning, have previously been identified with health partners. It is proposed that these opportunities are revisited by Brent Council commissioning and/or directly providing provision on behalf of Brent Clinical Commissioning Group (CCG) to deliver more efficient services and achieve savings.	Amber	CYP Commissioning & Resources team is working with Health and Public Health colleagues to review commissioning approaches with the aim to realise efficiencies.
<b>Sub Total</b>			<b>605</b>	<b>300</b>	<b>655</b>	<b>250</b>			
Assistant Chief Executive	2021-23 CE 003	Efficiency savings		100	100		Efficiency savings within Assistant Chief Executive	Green	Savings are on track to be delivered
Assistant Chief Executive	ACE A1	Executive support team	52		52		Delete 1.5 scale 4 posts (Executive support asst)	Green	Savings are on track to be delivered
Assistant Chief Executive	ACE A2	Governance	10		10		Deletion and realignment of post (NB: this is contingent on staying with virtual or physical meetings i.e. not moving to hybrid meetings)	Green	Savings are on track to be delivered
Assistant Chief Executive	ACE A3	Chief Executive Office	30		30		Reduce various small budget lines	Green	Savings are on track to be delivered
<b>Sub Total</b>			<b>92</b>	<b>100</b>	<b>192</b>	<b>-</b>			
Chief Executive	2021-23 CE 001	Efficiency savings		100	100		Efficiency savings within Legal, Human Resources (HR), Audit & Investigations	Green	Savings are on track to be delivered
Chief Executive	2021-23 CE 002	Efficiency savings		100	100		Efficiency savings within Finance	Green	Savings are on track to be delivered
Chief Executive	CE A1	Reduce an assistant account post		50	50		This saving can be achievable through efficiencies expected from the Oracle Cloud implementation, for example through more efficient working practices	Green	Savings are on track to be delivered
Chief Executive	CE A2	Energy savings	100		100		Savings are expected from reduced energy usage from council owned buildings.	Green	Savings are on track to be delivered
Chief Executive	CE B2	Restructure in a Legal Team	60		60		Reduce Principal Lawyer posts by 1 enabling a team restructure	Green	Savings are on track to be delivered
Chief Executive	CE B5	Restructure in an HR team	50		50		Delete two roles and redistribute essential functions. Cease routine Occupational Health (OH) checks on new recruits.	Green	Savings are on track to be delivered
<b>Sub Total</b>			<b>210</b>	<b>250</b>	<b>460</b>	<b>-</b>			
Customer & Digital Services	2021-23 CDS 001	ICT Client and Application support - Income generation	80		80		Increase in income generated from charging for IT support	Green	Savings are on track to be delivered
Customer & Digital Services	2021-23 CDS 003	ICT Client and Application support - Printing Costs	40		40		Expected reduction in printing costs	Green	Savings are on track to be delivered
Customer & Digital Services	2021-23 CDS 004	ICT Client and Application support - Salaries		160	160		ICT Client & Applications staffing efficiencies	Green	Savings are on track to be delivered

Department	Index	Reference	2021/22 original saving (£000)	2022/23 original saving (£000)	Savings on track to be delivered (£000)	Slippage on delivery but still achievable (£000)	Description	RAG Status	Comments / Mitigating Actions
Customer & Digital Services	2021-23 CDS 005	ICT Client and Application support - Oracle changes budget	20		20		Reduction in changes to the current Oracle system	Green	Savings are on track to be delivered
Customer & Digital Services	2021-23 CDS 006	Merger of Housing and BCS contact centre	50	50	100		Merger of Housing and Brent Customer Service (BCS) contact centre	Green	Savings are on track to be delivered
Customer & Digital Services	2021-23 CDS 007	Reduction in Postal Costs		30	30		Reduction in Postal Costs	Green	Savings are on track to be delivered
Customer & Digital Services	2021-23 CDS 008	Savings from new Council Tax Support scheme	50		50		Staff saving arising out of the new, simplified, Council Tax Support scheme	Green	Savings are on track to be delivered
Customer & Digital Services	2021-23 CDS 009	Increased automation in Customer Services	50	50	100		Increased automation in Customer Services	Green	Savings are on track to be delivered
Customer & Digital Services	2021-23 CDS 010	Replace IEG (on line benefits form)		75	75		Replace IEG (IEG is external company) (on line benefits form)	Green	Savings are on track to be delivered
Customer & Digital Services	2021-23 CDS 011	Staffing efficiencies in Customer Services	50	95	145		Staffing efficiencies in Customer Services	Green	Savings are on track to be delivered
Customer & Digital Services	2021-23 CDS 012	Transformation - Staffing efficiencies		100	100		Staffing efficiencies	Green	Savings are on track to be delivered
Customer & Digital Services	CDS A2	Customer Service Operations	75		75		A full review of the customer front face offer in the Civic Centre would take place from autumn 2020 onwards. The intention would be to retain a 4 hours a day 5-day week service managed by customer services (as has been the case since July 2020). In addition to this, it is proposed to establish an additional Hub in the Civic Centre in line with the current 5 community hubs. This would enhance the support on offer at the civic centre to our most vulnerable residents.	Green	Savings are on track to be delivered
Customer & Digital Services	CDS A4	Revenue and Debt	75		75		Reduction of vacant Enforcement Service Manager P06 post. Post is currently vacant.	Green	Savings are on track to be delivered
Customer & Digital Services	CDS A5	Resilience contract	100		100		Review of benefits assessment process, review of the Scale 6 Assessment Officer posts and reduction in use of the resilience contract.	Green	Savings are on track to be delivered
<b>Sub Total</b>			<b>590</b>	<b>560</b>	<b>1,150</b>	<b>-</b>			
Corporate	CORP A1	Reduction in procurement spend	500	500	1,000		This new work stream consists of an ongoing procurement and contract management review, covering new procurement activity, re-scoping of contracts and reviewing inflationary uplifts.	Green	This saving is expected to be delivered following a review of procurement spend and upcoming contract renewals by the Commissioning and Procurement Board
Corporate	CORP A2	Voluntary Redundancy Scheme	1,500		1,500		The voluntary redundancy scheme closed in October 2020 and based on the number of accepted applications c£1.5m can be saved from the budgeted establishment.	Green	Savings have been delivered

Department	Index	Reference	2021/22 original saving (£000)	2022/23 original saving (£000)	Savings on track to be delivered (£000)	Slippage on delivery but still achievable (£000)	Description	RAG Status	Comments / Mitigating Actions
Sub Total			2,000	500	2,500	-			
Grand Total			8,452	2,720	10,362	810			



## Appendix C (ii): Cumulative Equalities Assessment: Budget Proposals 2021/22 – 2022/23

### 1 INTRODUCTION

The purpose of this equality assessment is to provide an analysis of the likely impact of the council's budget savings proposals on residents and community groups with 'protected characteristics' as defined by the Equality Act 2010. The nine protected characteristics are: age, disability, gender reassignment, marriage and civil partnership<sup>1</sup>, race, religion or belief, sex and sexual orientation, pregnancy and maternity. Section 149, Public Sector Equality Duty (PSED) of the Equality Act 2010 requires the council in the exercise of its functions to have regard to the need to:

1. Eliminate discrimination, harassment, and victimisation and any other conduct prohibited under the act;
2. Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not;
3. Foster good relations between persons who share a relevant protected characteristic and those who do not.

Whilst not a statutory requirement, it is our policy that where relevant an equality analysis should also cover socio-economic equality implications.

Equality, diversity and inclusion are key priorities for the council. Our Equalities Strategy drives forward this work and seeks to embed equalities in everything we do. We seek to ensure that all residents, employees and stakeholders are treated fairly and receive appropriate, accessible services, and fair and equal opportunities. This commitment requires that equality considerations play a key role in our decision-making processes and in understanding the effect of our policies and practices.

#### Approach to considering equalities

As part of our budget-setting process, all budget savings proposals are subject to an Equality Analysis (EA) screening, which helps to establish their relevance to the council's equalities duties and determine whether a full EA is required. The screening assesses the potential or likely impact on service users and employees with protected characteristics. Guidance issued to all officers on how to undertake an EA, provides that a full EA will not be required if it is clearly demonstrated that there will be no negative equality impacts.

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<sup>1</sup> Bullet points 2 and 3 do not apply to marriage and civil partnerships.

This document highlights the equality impacts for the 16 2021/22 to 2022/23 budget proposals. Individual EA screenings for each proposal and full Equality Analyses are attached.

Initially, two proposals – CDS A2 (customer access) and R&E A2 (passenger transport) – were identified as requiring a full EA. Following review of all 16 budget proposals by the equality team, there were a further two proposals where it was felt more information was required, and requests were made for EAs for these as well – CYP A3 (Gordon Brown Centre) and CYP B1 (integration with health). The equality impacts concerned with these four proposals are summarised in this report. The council must carefully consider and have regard to the impact of its savings proposals on the PSED; and take a reasonable and proportionate view regarding the overall impact and seek to mitigate negative impacts where possible.

It is important to note EAs are living documents and if - as projects/proposals develop and further evidence of impacts becomes available – any unforeseen impacts emerge, they should be reviewed.

### **Overall Assessment**

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The proposed budget saving proposals are considered reasonable and have shown due regard to the PSED.

One of the savings proposals may have a temporary negative impact on equality of opportunity and may have a negative impact on opportunities to promote good relations.

Some of the proposals have the potential to cause a positive impact on equality of opportunity – specifically in relation to the safeguarding and embedding of services that target and provide support and services to some of our most vulnerable residents

These impacts will be kept under review, as well as any other others that are identified during the timeframe of the live EAs.

## 2 DEMOGRAPHY OVERVIEW

Key facts about Brent's demographic profile are taken from the data sources [Population change in Brent](#) and the [Equality profile of Brent](#). They show the make-up of the borough, help us to identify potential impacts; and identify the increasing pressures and demand for council services.

- Brent is home to around 327,800 residents and is the ninth largest borough in London.
- The borough has a population density of 7,580 people per square kilometre – the 14th highest density in England, and the highest in Outer London.
- Brent has high levels of population churn: in 2017-18, 32,600 people moved into the borough and 34,000 moved out – a turnover rate of 201 per 1000 population – 24th highest out of 317 areas in England, and second highest across Outer London.
- Brent's population increased by 25% between 2000-2018. Population growth has been slowing in recent years, and has now stalled: ONS estimates suggest the population of Brent fell by around 0.9% between mid-2018 and mid-2020 (-3,000 residents). This period includes events like the Brexit transition, as well as the first 3 months of the pandemic lockdown.
- Over the long-term, The Brent population is expected to grow by around 17% between 2020 and 2041. If realised, this would equate to an additional 56,900 residents by 2041. Pre-pandemic, projections had been suggesting higher growth of around 24%. This is consistent with changes to London-wide projections, which have been revised downwards as a result of the pandemic. T
- In line with national trends, the population is ageing: by 2041, the number of Brent residents aged 65 and over is projected to increase by 78% – an additional 334,000 older residents by 2041. The child population is only expected to see little change over the same period, increasing by only 1% over the same period.
- Population growth will be concentrated in the areas where significant housing development is planned. The wards of Tokyngton and Alperton are expected to see the fastest growth: considered together, they are projected to accommodate an additional 33,200 residents by 2041.

A summary of the key protected characteristics in Brent are as follows:

## **Age**

- Brent has a relatively young population. In 2018, the median age of the population was 36 in Brent, the same as in London, but five years lower than the national average (40 years, England). In Brent, 30% of the population is aged over 50 compared with 38% across England. Conversely, 31% of the borough's population is aged 25-44 compared with 26% in England. Brent has a higher proportion of children aged under ten compared with England (14% vs. 12%). The population has been ageing in recent years and this is expected to continue.

## **Disability**

- Around one in seven Brent residents have a long-term health problem or disability that limits their day-to-day-activities in some way. The prevalence of disability rises sharply with age: more than half of all residents aged 65 and over had a long-term health problem or disability.

## **Gender reassignment**

- The Government Equalities Office tentatively estimates that around 0.3-0.8% of the UK population are transgender. Since the Gender Recognition Act came into force, only a small minority have obtained a Gender Recognition Certificate: 0.009% of the UK population (5,871 people across the UK since 2005).

## **Marriage and civil partnership**

- In 2017, 902 marriages or civil partnerships took place in Brent – of these, 23 (2.5%) were same sex marriages or civil partnerships.

## **Pregnancy and maternity**

- Brent has relatively high birth rates. In 2019, there were 4,919 births in Brent – which equates to 72.6 births per 1,000 women aged 15 to 44 – well above the national rate (57.7); the seventh highest fertility rate in England. Three quarters of all births in Brent were to women born outside the UK (75%) – this is the highest rate in England, reflecting the diversity of the borough's population.

## **Race**

- Two thirds (64%) of the Brent population are from Black, Asian and minority ethnic groups. Brent's largest single ethnic group is the Indian population – who comprise 17% of residents – the fourth largest in London. Brent is the third most ethnically diverse borough in London, after Newham and Redbridge.

## **Religion or belief**

- The borough's three largest religious groups are Christian (41%), Muslim (19%) and Hindu (18%). Overall, 82% of residents had a religion – the fourth highest rate in England and Wales. The borough has the second largest Hindu population in England and Wales, and the 10<sup>th</sup> largest Muslim population (as a percentage of the population).

## **Sex**

- The gender split in the population is 51% male and 49% female. The proportion of men is highest in the 20-39 age group where they comprise 55% of the population. In contrast, women make up a higher proportion of the Borough's elderly population: 61% of those aged 85 and over are female.

## **Sexual orientation**

- Statistics about the size of the Lesbian, Gay and Bisexual (LGB) population vary considerably and there is no single widely accepted measure. The 2020 GP Patient Survey found that 7.4% of Brent residents surveyed identified as Lesbian, Gay, Bisexual or 'Other' – close to the London average (7.1%) but above the national rate (4.5%).

### 3 IMPACT OF SAVING PROPOSALS

#### Summary of 21/22 – 22/23 budget proposals

Although initial equality screenings have been undertaken to ascertain impact in terms of the Public Sector Equality Duty (PSED), some of the proposals are in their formative stages and still to be developed or are subject to consultations. Consequently, as the proposals are developed further equality analysis will be undertaken to assess the PSED. It is important to note that several of the proposals have identified no impact on the PSED.

The proposals are:

##### *Chief Executive*

- CE A1 Finance – Reduce an assistant account post  
Savings achievable through efficiencies expected from implementation of the Oracle cloud, and more efficient working practices. No impact on the PSED.
- CE A2 Finance – Energy savings  
Savings are expected from reduced energy usage in council-owned buildings. No impact on the PSED.
- CE B2 Legal services – restructure in legal team  
Reduction of principal lawyer posts by one, enabling a team restructure.
- CE B5 HR – restructure in HR team  
Deletion of two posts and redistribution of essential functions. Cessation of routine Occupational Health checks on new recruits.

##### *Assistant Chief Executive*

- ACE A1 Executive & member services – Executive support team  
Deletion of 1.5 vacant posts (executive support assistant). No impact on PSED.
- ACE A2 Executive & member services – Governance  
Deletion and realignment of posts (NB proposal is contingent on staying with virtual or physical meetings i.e. not moving to hybrid meetings).
- ACE A3 Executive & member services – Chief Executive Office  
Reduction of various small budget lines. No impact on the PSED.

### *Children & young people*

- CYP A3 Gordon Brown Centre  
Expanded use of the centre, either supporting families with children at risk of being taken into care or as residential provision for Looked After Children, to realise either cost avoidance or additional income. A full Equality Analysis was requested for this proposal.
- CYP B1 Integration with health  
Opportunities to deliver more efficient commissioning and service delivery. A full Equality Analysis was requested for this proposal.

### *Community wellbeing*

- CWB C2 Housing – salaries capitalisation  
Increase the level of staff costs that are capitalised within Housing Partnerships annually, leading to a reduction in the revenue budget required. No impact on PSED.

### *Customer & digital services*

- CDS A2 Operations – review of front-face offer  
Full review of customer offer, including creation of a new Civic Centre community hub. A full Equality Analysis was requested for this proposal.
- CDS A4 Customer services – revenue and debt  
Reduction of vacant enforcement service manager post. No impact on the PSED.
- CDS A5 Customer services – resilience contract  
Review of benefits assessment process and scale 6 assessment officer posts.

### *Regeneration & environment*

- R&E A1 Capitalisation  
Transfer of costs from General Fund to Capital. No impact on the PSED.
- R&E A2 Brent Transport Service  
Review of commercial aspects of the service to identify operational efficiencies. A full Equality Analysis was requested for this proposal.

The proposed savings look to generate income for the council, or have other positive impacts on service users. Few proposals were identified during the screening process as having an anticipated negative impact. Each proposal's Equality Analysis is summarised below.

### **CYP A3 Gordon Brown Centre**

The Gordon Brown Centre is a very large, residential holiday activity centre that is owned and run by Brent Council. The proposal is for an expanded use of the centre, either supporting families with children at risk of being taken into care, providing respite or as a residential provision for Looked After Children. The intention is that these measures would realise either cost avoidance (by enabling savings to the placements budget by not needing to purchase expensive facilities outside of the borough) or additional income. The use of capital investment in previous budget years has enabled the council to take this decision.

The measures will potentially provide Looked After Children with greater sufficiency of accommodation, and enhanced support for families with children that are at risk of being taken into care. It will also ensure the ongoing viability of the centre (particularly during this period of pandemic) and will therefore safeguard the asset for use of children who have no access to the countryside due to a range of factors, including socio-economic deprivation.

An initial concern was that expanding the use of the centre might negatively affect the provision of the centre's current educational and holiday opportunities for Brent children. These concerns are fully mitigated given the sheer size of the centre, as there is ample space for the expanded usage. No negative impacts are anticipated on protected groups. The proposal is likely to bring positive impacts in terms of better placement provision and the ongoing viability of the Gordon Brown Centre, safeguarding the provision for those who need it.

### **CYP B1 Further integration of commissioning with health**

The proposal sets out to achieve savings by delivering more efficient joint commissioning with health partners. The new North West London health planning arrangements will provide opportunities for more efficient services, both through an Integrated Care System at NW London level for commissioning, and Integrated Care Provider teams at borough-level.

Contracts in scope are those that provide services for the council and/ or Clinical Commissioning Group across the 0-25 age range. This includes therapies (e.g. speech and language therapy; occupational therapy), mental health and wellbeing services, health services for Looked After Children, complex care packages and services commissioned to ensure school readiness. The aim is to realise savings by delivering more efficient pathways for service users.



As with any review of commissioned services, there could be a redesign of statutory and non-statutory services. This will be informed by feedback from service users and demand analysis for each service. Engagement would be undertaken with stakeholders and service users at the point of recommissioning any service. All commissioned services are subject to contract monitoring and evaluation. This includes regular feedback from service users, monitoring complaints and compliments, service data analysis and contract monitoring meetings. Detailed Equality Analyses will be completed at the time of reviewing potential changes to any service within the scope of the proposal.

Negative impacts are not anticipated, nor will services aimed at supporting vulnerable children (e.g. mental health and wellbeing; early help) reduce in scope. Efficiencies will be identified in joint commissioning approaches with health partners. The focus will be to ensure that the most vulnerable children and young people and their families continue to be supported through commissioned services.

### **CDS A2 Review of customer front-face offer**

The proposal is for a full review of the customer front-face offer in the Civic Centre to take place from autumn 2020 onwards. The intention is to retain a 4-hours-a-day, 5-day week service managed by customer services (as has been the case since July 2020).

In addition, it is proposed to establish an additional hub in the Civic Centre in line with the current five community hubs. This would enhance the support on offer at the Civic Centre to our most vulnerable residents.

Analysis has been conducted to understand customer demand, make-up and behaviour. In recent months due to the Covid 19-lockdown and closures, customers have shifted towards using the telephone and on-line tools to access council services.

Service provision since the start of the pandemic has demonstrated that residents can complete more transactions via the website and/ or telephone. This is not universal – older people are less likely to be confident in using digital service facilities. People with learning disabilities and people living with mental health issues may find it more difficult to use the digital service and require assistance or provision in another way. Users whose first language is not English may also find it more difficult to use digital self-service channels. Support will still be in place for residents to resolve queries, especially for the most vulnerable – including access to self-service, training and assistance. Indeed the new Civic Centre hub will provide additional support for those requiring our help. This additional hub will likely have a positive impact in terms of equality of opportunities across key protected characteristics.

Key consultation will take place in the spring, and a further EA will be undertaken in relation to proposal as the new offer is developed.

## **R&E A2 Brent transport service**

The proposal is to relocate parking provision of buses for Special Educational Needs (SEN) children from Harrow to Brent in order to shorten routes and reduce driving times, and therefore create efficiency savings. It is believed that efficiencies can be made on certain routes. The proposal would affect SEN children who currently use the service. Equality monitoring information will be reviewed for passengers affected.

Only routes that provide operational efficiencies and a saving are being considered for relocation. Part of the mitigation will be to ensure that users are involved in the consultation can continue to receive a good service.

The proposal is likely to have short-term negative impacts in terms of the 'disability' and 'age' protected groups, as SEN children are likely to be affected by changes to individual routines, which can cause anxiety. The monitoring information for affected passengers will enable fuller understanding of this and the implementation of mitigating action.

Carers, whilst not protected themselves under the Equality Act 2010, are protected from indirect discrimination if they are caring for someone with a disability. Parent carers of SEN children are also likely to be affected by this proposal as their children would be affected. However in the long-term it is believed that there will be a positive impact for these groups due to shorter journey times and therefore better comfort for passengers. Negative impacts from the changing of routines in the short-term are likely to be mitigated by the long-term outcome of reducing journey times.

Passengers would be consulted on the proposed changes and the proposal is subject to the consultation findings. The consultation would be promoted amongst all stakeholders, including service users and their families. Any changes would be communicated sensitively, thoroughly and in advance to minimise any anxiety caused to passengers. In accordance with the NHS Accessible Information Standard, information would be communicated in a simple and clear way, for example using Easy Read, to ensure that the information and communication needs of passengers affected with a disability are met. Equality analysis would continue to be conducted and reviewed, and any impacts monitored and mitigated against where applicable. Equality monitoring information will continue to be reviewed for passengers affected.

## **Increase in Council Tax by 2.99% in 2022/23**

In order to deliver a legally-required balanced budget, it is proposed to increase Council Tax by 2.99%, where 1% is ring fenced for Adult Social Care and 1.99% is a general increase. This is the maximum increase allowed by government. The proposal will generate an

additional £4.1m of recurring income for the Council and therefore avoid having to make further savings to key council services such as adult social care, children's services, etc. This is a positive impact. The 1.99% increase in Council Tax for general use should have a positive impact on some equality groups as it prevents an additional reduction of £2.7m in the Council's budget

The proposal will impact on all residents in the borough who are liable to pay Council Tax. As the increase has universal application, no one particular group with protected characteristics is targeted. The Council Tax proposal will increase the financial pressure on some households.

In terms of mitigation, the Council Tax Support (CTS) scheme will partially or fully mitigate this impact for those households who are living on low incomes and are eligible for Council Tax support. Further, single households will have the impact mitigated by the 25% discount offered to single households.

Further mitigating actions include staff training to equip officers with the awareness to identify where a discretionary payment may be appropriate, and how such requests should be assessed, and opportunities to improve equality monitoring data. The impacts of the scheme on claimants are being closely monitored. The CTS scheme is also proposed to be reviewed and further analysis on the cumulative impact will be assessed as part of the modelling of the new scheme design – this will include levels of need for Brent residents outside of currently eligible residents.

The impact of the council tax increase would be reviewed alongside the implementation of the new council tax support scheme. The existing powers under Section 13A of the Local Government Act 1992 also allow the Council to reduce Council Tax by up to 100%. The process for applying is detailed on the council's website.

#### 4 CUMULATIVE IMPACTS

The table below summarises the potential cumulative impacts on groups which have a protected characteristic.

Only one EA has identified a potential for negative impacts, on the protected groups of disability and age. However, at this stage the impacts are considered to be short-term and part of a process that will result in service improvements.

Proposal	Age e.g. children, elderly	Disability	Gender Reassign ment	Marriage or Civil Partnership	Pregnancy or maternity	Race	Religion or Belief	Sex	Sexual Orientation	Service Area
Gordon Brown Centre expanded offer (CYP A3)	+1	0	0	0	0	0	0	0	0	CYP
Further integration of commissioning with health (CYP B1)	0	0	0	0	0	0	0	0	0	CYP
Review of customer front-face offer (CDS A2)	0	0	0	0	0	0	0	0	0	CDS
Brent transport service (R&E A2)	-1 (+1)	-1 (+1)	0	0	0	0	0	0	0	R&E
Council Tax increase	0	0	0	0	0	0	0	0	0	Council wide

## **5 SOCIO-ECONOMIC IMPLICATIONS**

Certain groups within the population are more likely than others to live in a low income household. Low income is defined as living on household incomes below £20,000 per year, after tax and deductions (Brent Resident Attitude Survey 2018). In Brent, survey analysis shows that those living on lower incomes are more likely to be: from Black ethnic groups; residents with a disability or long-term illness; older residents; those with no qualifications; those who are not in work; and those who live in social housing.

The proposal regarding increasing council tax has the potential to negatively impact on families and residents from lower socio-economic groups. This will be mitigated through the Council Tax Support scheme (CTS), through early and accessible communication with residents affected, and more effective working with partners to ensure resources are used effectively.

Some of the proposals will be mitigated by early and accessible communication with residents affected, continuing to offer support for vulnerable residents who are not online, for example through the Brent Hubs and digital assistance, and more effective working with partners to ensure resources are used effectively.

## **6 STAFFING IMPLICATIONS**

Of the 16 budget proposals that were subject to an equality screening, four have staffing implications arising from staff restructures or service redesign. Where there are staffing implications for a third party, the council will work with the third party organisation to ensure that the equality implications are understood and appropriate steps taken to minimise any adverse impacts.

To mitigate against compulsory staff redundancies, two proposals will achieve a reduction through giving up vacant posts or through natural turnover. In these cases, it is considered that there will be no impact on characteristic groups. The recent Voluntary Redundancy exercise undertaken by the council has also mitigated against compulsory redundancies.

Whenever the council is required to undertake compulsory redundancies, full EAs will be undertaken as part of the consultation process.

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# **Report of the Budget Scrutiny Task Group**

Scrutiny of the Budget Proposals 2022/23

A Report of the Resources and Public Realm Scrutiny Committee

**18 January 2022**

## **Members of the Budget Scrutiny Task Group**

Councillor Roxanne Mashari – Co Chair

Councillor Ketan Sheth – Co-Chair

Councillor Shafique Choudhary

Councillor Orleen Hylton

Councillor Robert Johnson

Councillor Sandra Kabir

Councillor Suresh Kansagra

Councillor Janice Long

Councillor Anita Thakkar

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# 1. Introduction

- 1.1. In February 2021, Brent Council agreed a Medium Term Financial Strategy (MTFS) that sought to provide the financial framework for the years 2021/22 to 2022/23. The programme, developed through a combination of effective financial management, cost control and more innovative approaches to investment and demand management, set out the delivery of £11.2m of savings (profiled £8.5m in 2021/22 and £2.7m in 2022/23) in order to deliver balanced budgets over the two year period.
- 1.2. At the time the MTFS was agreed, it was recognised that Brent Council was already operating in a significantly challenging financial environment prior to the outbreak of Covid19, which has compounded pressures across demand led services and income streams. As part of the 2021/22 budget setting process significant growth was built into the MTFS to manage the financial impact on Covid19. This was based on modelling various scenarios against key demand led services and activities that were judged to be particularly sensitive to the impact of Covid19 and government interventions. To date this additional growth has been able to contain the pressures currently being experienced. It should be noted that assumptions are subject to constant change in order to manage uncertainties and risks.
- 1.3. The MTFS provides a framework to invest in the council's ambitions and priorities. This includes:
  - £1m of recurring funding to support the delivery of key strategies, including the Climate Emergency, Tackling Poverty and the Black Community Action Plan
  - £17m to enable a sustainable and inclusive recovery from the pandemic, including communities, supporting businesses, reducing health inequalities and a green recovery.
- 1.4. The Cabinet considered the draft budget on 6 December 2021. The main features of the 2022/23 budget - depending on consultation outcomes - are currently:
  - A council tax increase of 2.99%, making a Band D council tax of £1,419.48 (for the Brent element). The GLA precept, which typically makes up 20% of the overall bill, is currently unknown and is subject to their own decision making.
  - Budget savings proposals (all of which were considered by a budget scrutiny task group in 2020/21) with an aggregate value of £2.7m
- 1.5. The Brent Council Constitution requires that the Cabinet's budget proposals be considered by the Council's Resources and Public Realm Scrutiny Committee (RPRSC). After it has scrutinised the proposals, the Committee is then to submit a note of its deliberations and comments on the proposals to the Cabinet. This report provides the note of the Committee's consideration of the budget proposals, highlighting key points from the Committee.
- 1.6. RPRSC agreed to scrutinise the 2022/23 draft budget through a budget scrutiny task group (BTSG), and it was established on 13 July 2021. The approach taken is laid out in section three of this report.
- 1.7. The task group received reports and oral evidence from Cabinet Members, council officers and other witnesses. Key witnesses included the Cabinet Member for Resources, the Director of Finance, as well as each of the Cabinet Members for their relevant portfolios and service budgets. The full list of participants is provided at the end of this report.
- 1.8. Having considered the council's budget proposals and having questioned the Cabinet Members and senior officers outlined, the BTSG has produced this report. This report will be submitted to the Cabinet and Full Council for consideration, alongside the report from the Director of Finance on final budget proposals (scheduled for 7 February 2022).

## 2 Recommendations

2.1. The Budget Scrutiny Task Group makes the following recommendations to Cabinet:

### Recommendation 1

The task group heard evidence on the sobering situation the council will find itself in as it sets budgets for 2023/24 onwards. Balancing increasing demands and pressures against diminished resources within the budget process will be critical. To mitigate potential impacts on communities the task group recommends that:

- Community involvement and conversation is at the heart of the budget priority setting process for 2023/24, informing what the council does and who it does it for. There is an opportunity to link this into the new Borough Plan consultation process.
- The Cabinet prioritises those in greatest need, and activity to reduce reliance on council services.
- Schemes in place to support people (e.g. the Resident Support Fund) are bolstered.
- The Cabinet increases meaningful employment for people with a mental health concern or disability across all age groups.
- The task group supports the sustainability agenda and retrofitting, and recommends the Cabinet gives consideration to needs of leaseholders and tenants in respect of support provision.

### Recommendation 2

The task group heard evidence of the need to develop and deliver a number of lobbying strategies, as outlined below:

- The Cabinet should lobby for increases in the Dedicated Schools Grant (DSG) notably the High Needs Block of the DSG which is currently in deficit. The task group was pleased with the activity undertaken to manage the deficit, but noted this will not be enough to remove the deficit and meet rising demand without increased funding.
- Brent Council and Integrated Care Partnership should lobby the North West London Integrated Care System to ensure Brent gets a fair share of funding.
- The task group noted the plans to conduct investigations into the true costs of retrofitting in eight high rise buildings scheduled for major works in order to support future lobbying activity. The task group recommends that this investigation should also cover the costs of retrofitting street properties.

### Recommendation 3

The task group was pleased to observe a very healthy relationship between the council and Brent schools. The task group noted areas where joint activity could be further progressed:

- The development of plans to coordinate and share special educational needs training, knowledge and expertise across the system.
- Work to increase the number of children in the south of the borough choosing to be educated within Brent.

The task group recommends that the Cabinet takes forward these opportunities.

### **3. Evidence Sessions**

#### **Initial session**

- 3.1 The initial session was held on 26 August 2021. BSTG heard from officers on the council's latest overall financial position (the July 2021 Cabinet report), the MTFS, the proposed budget setting strategy for 2022/23, the current budget outturn performance and the Covid19 recovery programme.
- 3.2 The BSTG also discussed the approach to be taken to scrutinise the 2022/23 budget proposals. The BSTG agreed to take the following approach to conduct the scrutiny:
- An initial session to agree approach and consider any early evidence
  - A focus group with key voluntary and community sector partners
  - An evidence session focused on community and wellbeing services, including hearing testimony from our school partners
  - An evidence session focused on public realm and resources services, including hearing testimony from the Brent Hubs manager.
  - An evidence session to consider the 6 December 2021 Cabinet papers, the local government financial settlement and emerging recommendations
- 3.3 There were a number of specific areas that the BSTG agreed to scrutinise in depth, specifically:
- The pressure within the Dedicated School Grant and the robustness of approaches taken to ensure that the council is managing spend as far as is possible.
  - The £17m Covid19 Recovery package agreed at Full Council in July 2021 – specifically what this has been allocated to and the speed of delivery.
  - The implications of Covid19 on the adult social care budget, particularly on mental health and long Covid19.
  - The plan to manage the work undertaken on health inequalities when the £700k DLUHC grant comes to an end.
  - The impacts of Covid19 on income from business rates, council tax and HRA rents and whether this is sufficiently taken into account in the proposed budget
  - To test whether the assumptions that were agreed for the 2022/23 budget in February 2021 were still valid.
- 3.4 This approach built on previous budget scrutiny task groups, and with the inclusion of focus groups and partners represented an innovative approach to gain full insight into the MTFS progress and plans. It also enabled the BSTG to consider emerging budget pressures for 2022/23 onwards.

#### **Focus Group**

- 3.5 The focus group was held on 3 November 2021. Attendees were invited from across the voluntary and community sector. There were representatives from a mix of larger and smaller organisations, across a wide range of specialist areas. The BSTG sought to understand their experiences, pressures and priorities.
- 3.6 There were areas where attendees thought the council and partners worked well together – key examples were:
- Areas of strong partnership working were identified - particularly the Brent hubs and digital inclusion activity
  - The social value framework is seen as a valuable tool
  - Some organisations felt strong support from the council, particularly in tough times.

- There was a sense of a shared vision – the thematic leads approach seen as strong, with future aims to connect the voices of the small front line organisations to the policy space.

3.7 Some areas of particular focus emerged for future priorities, including:

- How we galvanise how we support the most vulnerable, with this being the key challenge for the budget and the council.
- Food is an issue that needs a strategic partnership approach e.g. sustainability of food networks, costs of food.
- There should be increased investment in prevention and intervention, with pandemic impacts meaning an increased need for one to one support to get people back to where they were.
- That employment for people with a learning disability, with a real route into real and meaningful jobs is vital.
- Housing and housing repairs, private rented sector, and benefits are big issues in presentations to social prescribers.

### **Community and Wellbeing Evidence Session**

3.8 The community and wellbeing evidence session was held on 9 November 2021.

3.9 During the evidence session, the BSTG considered the overall progress against the MTFs budget proposals, heard oral evidence, and questioned Cabinet Members, Strategic Directors and other departmental officers. The BSTG considered the departmental budget pressures and the strategies for managing ongoing demand-led pressures. A number of papers were considered.

### **Children and Young People financial summary and DSG**

3.10 The BSTG heard evidence from head teachers (representing primary, secondary and special schools in Brent) in relation to the Direct Schools Grant, in particular the pressures within the High Needs Block of the DSG. Demand has continued to increase and despite additional funding from the Department of Education (DfE) it has not been possible to recover the deficit which began in 2019/20. A longer term financial management plan to recover the deficit has been established.

3.11 Head teachers were requested to outline what the deficit means on the ground, and outline how they are managing. The BSTG heard:

- The ongoing need for SEND has been a year on year issue, complexity of need is growing year on year too. Covid implications and related social care needs have impacted further.
- Schools have lots of well trained, specialist staff and there are strong mechanisms in place for schools to collaborate and partnership working with the local authority was strong.
- Schools are working effectively and supporting children within Brent mainstream provision, and are working proactively to reduce the number of children and young people needing to go on a plan.
- There were concerns that central government was not providing LAs with the funding necessary, and the impacts of moving to a national funding formula

3.12 Officers outlined to the BSTG the three pronged plan to reduce the pressure:

- Managing demand
- Increasing provision
- Financial management

However, even with delivery of this plan, there would still be a deficit. There is a need to lobby central government heavily to address this budget pressure fully.

- 3.13 The Cabinet Member introduced the Children and Young People's department's finance paper. Officers drew the BSTG's attention to the collaborative work with partners – particularly schools and health. Officers outlined how the care elements of health and care plans are funded, and detailed the increasing volume and complexity coming through the family front door – with the complexity most significant. The BSTG heard evidence on the range of pressures, including increasing costs for schools, domestic abuse, county lines activity, unaccompanied asylum seeking children and an increase in neglect in some areas. The BSTG also heard evidence of success earlier intervention, for example speech and language needs. Brent is the sixth lowest funded CYP service in London, but it is not the sixth lowest in terms of need. Officers praised staff and their passion and commitment.
- 3.14 The department has been allocated £1.7m to fund the recovery initiative projects over two financial years that focus on supporting communities and reducing health inequalities. Funded interventions were on track to deliver, and included expansion of the school-based mental health support teams offer.
- 3.15 The savings for CYP over the next 2 years total £0.9m. All savings proposals were subject to a full Equalities Impact Assessment as part of the MTFS process in 2020/21. There is a risk of slippage due to the impact of the Covid19 pandemic, however, this will be offset by the Covid19 funding for 2021/22.

#### Community and Wellbeing financial summary

- 3.16 The BSTG also considered the finance report of the Community and Wellbeing department. Officers introduced the paper and outlined the savings proposals in place and on track for delivery. Risks and issues are not dissimilar to those already heard at the evidence session e.g. Covid19 implications and changes in funding.
- 3.17 The BSTG heard that Adult Social Care finances have been significantly impacted in 2020/21 by the Covid19 outbreak and the pandemic is likely to have a long-term impact on this service. As part of the 2021/22 budget setting process, additional growth was built into the Medium Term Financial Strategy to take into account Covid19 recovery and continuation of work to address health inequalities and mental health complexities.
- 3.18 The Community Wellbeing department has a £133.6m net budget for the 2021/22 financial year which comprises of a £165.3m expenditure budget and a £66m income target. Based on Quarter 2 financial forecast and assumptions around Covid19 implications, the Community Wellbeing department is forecasting a break-even position for 2021/22. The department's finances have been significantly impacted by the Covid19 outbreak in 2020/21. The 2021/22 budget has been set accordingly and takes into account that some pressures are expected to remain in this financial year.
- 3.19 The increased demand for mental health services is leading to a potential overspend. This is attributed to continuing effects of the prolonged pandemic on mental health. The BSTG heard evidence of the mitigation plans and activity in place to address this.
- 3.20 The department has been allocated £0.5m to fund the council's recovery initiative projects that focus on reducing health inequalities. Projects include activity to tackle childhood obesity, tooth decay and mental health support for families in emergency accommodation. All are on track to deliver.
- 3.21 A total of £3.7m savings were planned from the Community Wellbeing department budgets. This is in addition to the £2m saving that relates to the ongoing New Accommodation for Independent Living (NAIL) programme and was re-profiled from the 2020/21 financial year.

- 3.22 There is an anticipated £0.3m slippage against one of the savings that relates to the creation of the in-house reablement service as the launch of the in-house service has been pushed back to April 2022. This slippage is forecast to be mitigated within the existing Community Wellbeing budget and offset by a reduction in costs elsewhere.
- 3.23 The BSTG also heard evidence that:
- The Integrated Care System (ICS) covers health funding only, and the North West London ICS wants to move money towards places like Brent where needs are higher. The ICP is a local place based partnership, with the strategic director as co-chair. The budgets of partners are sovereign, but we have service pathways that ensure joint working e.g. hospital discharge. The ICP provides the opportunity to do more for the same or reduce costs by working across the system.
  - The budgets available for supporting people with mental health issues, including the mental wellbeing public health budget and a broad range of services across partners. Mental health and wellbeing is a priority for the ICP, including the mental health and wellbeing of children and young people.

#### Health Inequalities

- 3.24 The BSTG also heard evidence on the work to tackle health inequalities. A specific area of focus was to understand the £700k from Department for Levelling Up, Housing and Communities (DLUHC) to tackle health inequalities and to engage local communities on the health inequalities agenda.
- 3.25 The BSTG heard evidence from officers on the allocations of the DLUHC funding, including community coordinators, supporting voluntary and community sector organisations to tackle health inequalities and the health educator workforce (provided by a VCS consortia). The BSTG heard how the public health budget will support the activity in 2022/23, allowing officers to fully evaluate success and make long term service and funding decisions as required. The BSTG also heard evidence of how the focus is on those experiencing the lowest health outcomes, and reducing the gap between highest and lowest outcomes (rather than a simple change in averages). The Brent Health Matters programme works closely with the Black Community Action Plan, with significant funding focused on reducing inequalities experience by black communities.

#### Housing Revenue Account

- 3.26 The BSTG also considered a report on the Housing Revenue Account. The Cabinet member introduced the item, and described the overall picture - outlining historic underinvestment which caused challenges. Officers outlined to the BTSG spending on voids and repairs and how this is being approached.
- 3.27 The BSTG heard evidence on the Granville New Homes and that there were no budget implications as income will increase, and the council can borrow against the increased income. Evidence was heard about the costs of carbon neutral retrofitting across the stock – this was not currently contained within the business plan and officers are working regionally and nationally to lobby for government support. Officers also outlined the pilot being undertaken to understand retrofitting costs in high rise blocks.
- 3.28 The BSTG heard evidence on the impact of Covid19 on rent and service charge collections, and approaches taken by officers, including proactive working with those most vulnerable, supporting access to the Resident Support Fund and putting payment plans in place. The same rigorous monitoring is in place for collection across tenants and leaseholders. The BSTG heard evidence that these rent and service charge support options will remain in

place. The budget proposal for rent and service charge increases in 2022/23 are not expected to have an impact as officers will continue to mitigate risk by putting in place the appropriate support. The HRA business plan has taken the assumptions into consideration.

- 3.29 The BSTG heard evidence that adaptations work on a bespoke case by case basis, ensuring the right support is in place for the families who need it. The service budget has an HRA ring-fenced element. Demand is greater than supply and officers are looking general fund support options. Officers are working with residents to understand their experience of adaptations and outcomes and connections into social care and lower cost social care packages – with the aim of supporting the most vulnerable to stay in their own homes.
- 3.30 The BSTG heard evidence that these rent and service charge support options will remain in place. The budget proposal for rent and service charge increases in 2022/23 are not expected to have an impact as officers will continue to mitigate risk by putting in place the appropriate support. The HRA business plan has taken the assumptions into consideration.

### **Resources and Public Realm Session**

- 3.31 The resources and public realm evidence session was held on 23 November 2021.
- 3.32 During the evidence session, the BSTG considered the overall progress against the MTFs budget proposals for the relevant services, heard oral evidence, and questioned Cabinet Members, Strategic Directors and other departmental officers. The BSTG considered departmental budget pressures and the strategies for managing ongoing demand-led pressures. A number of papers were considered.
- 3.33 The BSTG heard evidence from the officer experience at the Brent Hubs, focused on key issues affecting hub service users and some of the programmes and support services we have in place. Brent Hubs aim to support those in most need, and who are most vulnerable, with a physical face to face partnership approach. The purpose is to provide the holistic support needed. Key observations included:
- Welfare payments, unemployment, debt, and housing concerns are common and frequent. These issues often present in combination, and they can be complex and complicated.
  - Tackling poverty work with food bank partners has been undertaken to develop a cash first approach.
  - Fuel poverty is becoming a big issue – officers are looking to provide emergency fuel and food vouchers.
  - The resident support fund has had a massive impact for residents and it has become an essential tool to enable us to support people affected by the pandemic and the downturn.
  - The hub services have been vital for those unable to access services in other ways, due to reasons including digital exclusion, language barriers, mental health issues etc.
  - Financial skills programmes have been developed with partners. The aim is to support service users so they can get themselves out of any financial difficulties they may be experiencing, and to build knowledge, skills and resilience.
  - There is a wide partnership offer in place, with many organisations from across the borough having a physical presence in the hubs. The BSTG noted that the support offer was bespoke, and based on need. Officers aim to deal with cases in their entirety in one visit, and it can take time to address needs.



- 3.34 The Deputy Leader provided overarching evidence to the BSTG on the MTFS, and outlined how the council was in year two of the two year budget agreed in 2021. It was noted the savings proposals are the same ones scrutinised in the 2021 BSTG report. The Deputy Leader also provided an introduction to the income and recovery reports to be scrutinised by the BSTG. It was noted the £17m recovery fund is allocated and in delivery. It was also noted that there are plans in place to maximise the income that Covid19 has impacted upon, and that the council is gradually building income so therefore assumptions are based on positive news, for example council tax payment rates. The Deputy Leader outlined that the council still awaits the Local Government Financial settlement (expected in December), but that we have taken a robust approach to deliver a balanced budget. The Deputy Leader highlighted this will become very challenging beyond 2022/23.
- 3.35 Officers highlighted the prudent financial decisions the council had taken previously and how this has support the current financial position, for example the council does not purchase assets to generate incomes. The BTSG heard that Covid19 pressures have been contained within the General Fund, and that the savings programmes are on track to be delivered.
- 3.36 The BSTG also heard evidence on income collection. It was noted that Covid19 has had an impact and continues to have an impact, and that assumptions have responded to this. There has been an upturn in arrears collection, although this is not equitable across business rates and council tax payees. The BSTG heard evidence on the difference between in year collection rates and long term collection rates, with the MTFS focused on the longer term collections.
- 3.37 The BSTG noted the very sobering situation ahead in future budget setting processes. It was noted that long term cuts in budgets were pitched against increasing needs and demands, as outlined in the evidence heard across sessions. The BSTG sought assurance on the sufficiency of the £17m recovery programme. Officers provided evidence on increasing pressures ahead, including increased costs, the Levelling Up agenda and workforce costs. The Leader outlined the support packages in place to ensure those most vulnerable are protected. It is also a priority for the council to pay London Living Wage across staff and contracts. It was noted there will be significant challenges moving forward that means we need to revisit what we do and how we do it. The importance of not using reserves to balance budgets in a routine manner was also noted.

#### Customer and Digital Services

- 3.38 The BSTG considered the finance report of the Customer and Digital Services department. The BSTG heard that based on current trends and assumptions around Covid19 implications, the Customer and Digital Services department is forecasting a break-even position for 2021/22. The department's finances have been significantly impacted by the Covid-19 outbreak in 2020/21. The budget has been set accordingly and takes into account that some pressures are expected to remain.
- 3.39 The BSTG noted that the department was on track to deliver the agreed savings, with key risks and uncertainties including potential costs relating to further lockdowns. Key savings included those in licensing for IT forms. The BSTG noted the transformation work programme was in delivery, and it supports the delivery of council priorities including initiatives which contribute to the delivery of efficiencies, savings and service improvements.

- 3.40 The BSTG heard that the department has been allocated £1.7m to fund recovery initiative projects that focus on supporting communities and local businesses, including digital packages and a grant scheme to support local businesses.
- 3.41 The BSTG heard evidence about activity undertaken to ensure all services are accessible to residents, particularly those affected by digital exclusion. The BSTG heard how this need has been addressed within the revised digital strategy, with plans to provide kit and training to residents and proactive partnership working to identify those experiencing digital exclusion. The BSTG also heard evidence on cyber security and upcoming reports to the Audit and Standards Committee and Cabinet.
- 3.42 The BSTG also heard evidence from officers on the council's ethical debt policy. The approach taken is bespoke, with empathy and understanding of circumstances, with responses designed accordingly. The Leader outlined how officers take a supportive approach as soon as people become at risk of falling behind – so that support is in place to stop people falling into debt and before debt recovery action is required. Officers do work to ensure debts are paid.

### Regeneration and Environment

- 3.43 Cabinet Members and officers introduced the financial summary report for the Regeneration and Environment department. The department has a target of £0.9m savings to be achieved in 2021/22. Of these, all are on track to be fully delivered or will have alternative savings found. The department leads on, or works in partnership on, £13million of recovery fund initiatives across revenue and capital. Most of the capital funding supports three priority projects (including Wembley High Road recovery and Church End). Revenue funded recovery projects are also on track to deliver within the required timescales.
- 3.45 The BSTG heard evidence on key risks and uncertainties for the department, including:
- A small percentage change can have a large monetary impact on the department's income, for example, a 1% reduction in income would be equivalent to around £0.5m. There is a current moratorium on landlord action for rent arrears until 25 March 2022.
  - The longer-term impact on income anticipated from planning applications and building control applications is uncertain due to slow progress on current major projects and a potential reduction in the number of new major projects received.
  - The highways revenue budget is reliant on TfL LIP (Local Implementation Plan) funding which has been significantly reduced due to severe financial pressures. TfL has recently reached an agreement with the Government and confirmed the funding will be available up to 11 December 2021. Further discussions are ongoing between the Government and TfL for funding for the last quarter of the financial year, and funding beyond this date remains uncertain. The BSTG heard evidence on how the council will approach a negative outcome on the TfL funding.
- 3.46 The BSTG heard evidence about the effectiveness in collecting Community Infrastructure Levy (CIL) and Section 106 payments. There are clear rules about how the monies can be used, but the department looks to support businesses and communities. The department also works to ensure the council realises the value of assets and brings in income, balanced against how we support the community and voluntary sector and business.

- 3.47 The Cabinet Member outlined key activities including increasing affordable workspaces, meanwhile uses, town centre managers, and industrial site support. The BSTG heard evidence that the aim was not simply put money in, but to create a climate that make people and businesses want to invest in the borough too, creating a buoyant economy for the long term.

#### Chief Executive's Department

- 3.48 The financial summaries of the Assistant Chief Executive, Director of Finance and Director of Human Resources, Legal and Audit and Investigation were introduced to the BSTG by Cabinet Members and officers. It was noted that all savings and recovery initiatives are on track for delivery.
- 3.49 The BSTG heard evidence on how key policy initiatives, for example the Black Community Action Plan, had supported positive outcomes for businesses and communities. The Deputy Leader outlined initiatives such as the Black Business Network and recovery funded projects to support Black led businesses, including a Black Kite Mark scheme. Officers outlined how NCIL had supported Black lead organisations to develop digital business approaches and an entrepreneurial education approach. These activities will support community wealth building and will enable economic independence. The Leader outlined that a circular economy approach s taken, empowering local businesses to diversify, access wider and bigger markets, and increase businesses on procurement lists.

#### Final evidence session

- 3.50 The final session met on 16 December 2021. The BSTG heard evidence from officers on the provisional local government financial settlement for 2022/23 announcement, which was made the just before the session. Key points included:
- It was broadly in line with the October 2021 Autumn Budget and Spending Review
  - Potential increases in spending power through new government grants to support key services (including a new one off Services Grant for 2022/23), although it is unlikely to cover the pressures identified throughout the BSTG process.
  - Further detail is required still on other key grants, for example the Public Health Grant
  - There was no timeframe given to the Fair Funding Review
  - The settlement was for one year, and does not support long term financial planning and sustainability.
  - There were concerns about the impact of the Levelling Up agenda and funding distribution
- Consultation will continue into January 2022, with the final settlement announcement expected in late January / early February 2022.
- 3.51 At this session, the BSTG then considered in detail and agreed the recommendations that would be made to Cabinet and Full Council, based on all of the evidence heard to date.

## Conclusion

- 4.1 Given the extremely challenging circumstances that local authorities are facing with regard to budget pressures and planning, the BSTG believes that this report underlines the importance of overview and scrutiny of the council's budget proposals and budget performance throughout the annual cycle.
- 4.2 Brent Council was already operating in a challenging financial environment prior to the outbreak of Covid19 – with 10 years of significant reductions in government funding where the council had been obliged to make an unprecedented £185m of savings, despite an increase in demand for council services. Evidence was heard in BSTG that complexity of demand had increased as a result of the pandemic. This should also be considered against Brent's population rise of approximately 25% during 2000-2018 – an additional 65,900 residents. Since 2010, the council has delivered expenditure reductions through a combination of effective financial management, cost control and innovative approaches to investment and demand management.
- 4.3 Prior to the outbreak of Covid19, the agreed 2020/21 budget forecast was for a balanced budget between 2020/21 and 2022/23, which should have meant that no new savings proposals would have needed to be developed to achieve a balanced budget.
- 4.4 The impact of the Covid19 pandemic has had a very significant effect on the council's budget, as well as a massive social and economic impact on local communities, particularly those in the greatest need of local authority and other statutory and voluntary and community sector support. The MTFs, agreed in February 2021, ensured a strategic approach to deliver a balanced budget, with a strong emphasis on planning the budgets for future years to enable sensible phasing of savings and minimising the impact on services to residents.
- 4.5 The BSTG continues to believe that the budget agreed in February 2021 for 2022/23 is designed to limit, as far as possible, service reductions and the impact on front line services. The BSTG, having reviewed the budget proposals, agrees that the budget proposals have balanced responsibilities and risk, and maintained a strong financial position for the council, while also providing a framework within which to deliver the Borough Plan. The BSTG also notes the tough financial environment ahead, and the difficulty of future decision making. The BSTG supports the budget, subject to the outcomes of final consultation, and submits the recommendations outlined in section two of this report to Cabinet and Full Council.

## Participants

The BTSG would like to thank the following councillors and members of staff who contributed to the report, took part in the evidence sessions or advised it on policy:

- Cllr Muhammed Butt – The Leader
- Carolyn Downs – Chief Executive
- Cllr Margaret McLennan – Cabinet Member for Resources and Deputy Leader
- Cllr Harbi Farah - Cabinet Member for Adult Social Care
- Cllr Promise Knight – Cabinet Member for Community Safety and Engagement
- Cllr Neil Nerva - Cabinet Member for Public Health, Culture and Leisure
- Cllr Mili Patel - Cabinet Member for Children's Services
- Cllr Krupa Sheth - Cabinet Member for Environment
- Cllr Tom Stephens – Cabinet Member for Schools, Employment and Skills
- Cllr Eleanor Southwood - Cabinet Member for Housing and Welfare Reform
- Cllr Shama Tatler - Cabinet Member for Regeneration, Property and Planning
- Peter Gadsden – Strategic Director Customer and Digital Services
- Alan Lunt – Strategic Director Regeneration and Environment
- Phil Porter – Strategic Director Community Wellbeing
- Gail Tolley – Strategic Director Children and Young People
- Shazia Hussain – Assistant Chief Executive
- Minesh Patel - Director of Finance
- Debra Norman - Director of Legal HR Audit and Investigations
- Ravinder Jassar – Deputy Director of Finance
- Lorna Hughes – Head of Strategy and Partnerships

The BTSG would also like to thank the following valued partners and stakeholders, who gave up their time to ensure a well-rounded and robust consideration of the 2022/23 budget proposals:

- Nouh Abuka, Connect Stars
- Julian Lloyd, Age UK Hillingdon, Harrow and Brent
- Rajesh Makwana, SUFRA North West London
- Christopher Murray, Young Brent Foundation
- Ann O'Neill, Brent Mencap
- Dr Mario Phillip, Brent Multi Faith Forum
- Kristine Wellington, CVS Brent
- Mr D Coyle, Newman Catholic College
- Ms J Jardine, Manor School
- Mr R Moss, Elsley Primary School
- Mo Jama, Head of Brent Hubs
- Peter Cosgrove, Head of Revenue and Debts

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Detailed Capital Programme 2022/23 – 2026/27

Portfolio Holder	Portfolio	Capital Board	2021/22 (Revised Budget)	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	TOTAL 2022/23 to 2026/27
			£M	£M	£M	£M	£M	£M	£M
<div> <div>Resources:</div> <div>Cllr Margaret McLennan</div> </div>	Business Support	Corporate Landlord	0.200	-	-	-	-	-	-
	Civic Centre	Corporate Landlord	0.836	0.500	0.500	19.000	-	-	20.000
	Digital Strategy	Corporate Landlord	4.049	3.000	1.000	-	-	-	4.000
	Energy	Corporate Landlord	4.514	-	-	-	-	-	-
	ICT	Corporate Landlord	0.005	-	-	-	-	-	-
	Libraries	Corporate Landlord	0.039	-	-	-	-	-	-
	Oracle Cloud	Corporate Landlord	5.085	-	-	-	-	-	-
	CNWL	Corporate Landlord	-	-	49.933	-	-	-	49.933
	Equipment for Flexible Working	Corporate Landlord	0.725	-	-	-	-	-	-
	ICT Investment	Corporate Landlord	2.714	2.200	1.900	3.600	-	-	7.700
	Family Wellbeing Centre	Corporate Landlord	0.413	-	-	-	-	-	-
	Property Management	Corporate Landlord	0.406	0.212	-	-	-	-	0.212
<div>Regeneration, Property &amp; Planning: Cllr Shama Tatler</div>	South Kilburn Estate Regeneration	South Kilburn	15.288	22.476	10.445	9.892	2.780	11.522	57.115
	New Homes Bonus	Regeneration	0.007	-	-	-	-	-	-
	Olympic Way Pedestrian Improvements	Regeneration	5.968	-	-	-	-	-	-
	Housing Zones	Regeneration	1.014	29.216	50.000	53.000	-	-	132.216

Portfolio Holder	Portfolio	Capital Board	2021/22 (Revised Budget)	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	TOTAL 2022/23 to 2026/27
			£M	£M	£M	£M	£M	£M	£M
	Harlesden Regeneration	Regeneration	0.829	3.026	0.839	-	-	-	3.864
	Morland Gardens	Regeneration	2.782	15.000	15.000	10.740	-	-	40.740
	SCIL	Regeneration	1.157	1.157	1.157	-	-	-	2.315
St Raphael's: Cllr Shama Tatler	St. Raphael's Estate Regeneration	St Raphael's	2.570	2.205	-	-	-	-	2.205
Regeneration, Property & Planning: Cllr Shama Tatler	Landscaping	Public Realm	0.895	0.006	-	-	-	-	0.006
	Regen & South Kilburn - S106	Public Realm	0.226	-	-	-	-	-	-
	Highways & Infrastructure S106	Public Realm	4.487	0.224	-	-	-	-	0.224
	Wembley Transport Improvements	Public Realm	0.135	-	-	-	-	-	-
	Highways & Infrastructure	Public Realm	15.364	4.500	3.500	-	-	-	8.000
	Transport For London [TFL]	Public Realm	2.038	2.145	2.145	2.145	-	-	6.435
Public Health, Culture & Leisure: Cllr Neil Nerva	Sports & Culture	Public Realm	0.472	-	-	-	-	-	-
Environment: Cllr Krupa Sheth	Parks	Public Realm	1.088	2.064	0.056	-	-	-	2.120
	Environmental Health	Public Realm	0.134	3.000	3.000	3.000	6.000	-	15.000
	Parking & Street Lighting	Public Realm	0.419	-	-	-	-	-	-
Schools: Employment & Skills: Cllr Tom Stephens	Children & Youth Facilities	Schools	0.038	2.150	-	-	-	-	2.150
	Expansion of School Places	Schools	0.488	0.160	-	-	-	-	0.160
	Phase 3 Permanent Primary	Schools	2.795	-	-	-	-	-	-
	PSBP Phase 2 Secondary	Schools	0.685	-	-	-	-	-	-



Portfolio Holder	Portfolio	Capital Board	2021/22 (Revised Budget)	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	TOTAL 2022/23 to 2026/27
			£M	£M	£M	£M	£M	£M	£M
	SEND Expansion	Schools	0.750	5.500	24.100	14.000	-	-	43.600
	School Capital Improvement	Schools	5.999	2.714	-	-	-	-	2.714
<div>Page 101</div> <div>Housing &amp; Welfare Reform: Cllr Eleanor Southwood</div>	Aids & Adaptations	Housing GF	5.439	4.686	4.686	-	-	-	9.372
	Empty Property	Housing GF	0.765	-	-	-	-	-	-
	Mixed Development	Housing GF	7.162	17.045	11.220	51.974	1.350	-	81.589
	New Council Homes Programme (NCHP) - Phase 3 (GL)	Housing GF	19.436	43.746	1.437	2.998	2.998	-	51.180
	Feasibility	Housing GF	0.372	0.200	0.200	0.200	0.200	-	0.800
	Housing Infrastructure Fund	Housing GF	2.121	5.733	2.054	-	-	-	7.787
	PRS I4B (Phase 2)	Housing GF	24.395	19.750	18.597	-	-	-	38.347
	Feasibility	Housing HRA	0.000	0.140	0.200	-	-	-	0.340
	RTB Affordable Housing	Housing HRA	13.529	5.042	1.049	0.004	-	-	6.094
	Enfranchisement	Housing HRA	1.809	-	-	-	-	-	-
	New Council Homes Programme (NCHP) - Phase 1	Housing HRA	0.145	-	-	-	-	-	-
	New Council Homes Programme (NCHP) - Phase 2	Housing HRA	2.161	6.484	6.462	-	-	-	12.946
	New Council Homes Programme (NCHP) - Phase 3	Housing HRA	7.627	5.087	3.933	3.671	-	-	12.691
	New Council Homes Programme (NCHP) - Phase 4	Housing HRA	10.667	12.217	5.957	0.289	-	-	18.463

Portfolio Holder	Portfolio	Capital Board	2021/22 (Revised Budget)	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	TOTAL 2022/23 to 2026/27
			£M	£M	£M	£M	£M	£M	£M
	New Council Homes Programme (NCHP) - Phase 5	Housing HRA	1.984	0.156	-	-	-	-	0.156
	Mixed Development	Housing HRA	0.107	2.000	2.500	-	-	-	4.500
	Major Repairs & Maintenance	Housing HRA	13.035	15.000	14.900	15.100	-	-	45.000
	In Borough Acquisition Strategy	Housing HRA	7.456	0.941	-	-	-	-	0.941
Adult Social Care: Cllr Harbi Farah	NAIL	Housing GF	16.817	13.147	4.725	0.300	-	-	18.172
			219.639	252.828	241.494	189.913	13.328	11.522	709.086
Funding Sources									
	Grants & Other Contributions		63.340	45.658	46.556	30.399	-	-	122.613
	S106 & CIL		13.425	9.566	7.657	-	-	-	17.224
	Capital Receipts		14.525	44.372	52.142	10.038	2.780	11.522	120.853
	Reserves & Revenue Contribution		13.610	4.800	4.000	-	-	-	8.800
	Major Repairs Allowance		13.035	15.000	14.900	-	-	-	29.900
	Prudential Borrowing		101.704	133.432	116.239	149.476	10.548	-	409.695
			219.639	252.828	241.494	189.913	13.328	11.522	709.086

Pipeline Project ID	Project Name	Portfolio	Programme and purpose of scheme	Proposed Budget (M)	Borough Plan Objectives	Strategic Alignment	Statutory Obligations	Risk	Financial Return	Demand Management
Corporate Landlord										
PL007	Energy Schemes <b>NEW</b>	Corporate Landlord	<b>Energy Efficiency:</b> The Energy team are working with RE: FIT to develop future energy efficiency and renewable energy schemes, focused on LED installation and solar. Currently an estimate of energy schemes moving forward is in the region of £20m. The energy team are working with consultants on a heat decarbonisation plan for the council's own estate. The initial estimates to decarbonise £5m over and above the current grant funding, the key grant scheme should provide the majority of funding required, but there will be elements the council will fund.	25.0	<b>A Cleaner More Considerate Brent</b> - This investment will help make our buildings cleaner and greener, helping to address the climate emergency  <b>Strong Foundations</b> - Investing in the infrastructure will improve productivity across the Council with custom built spaces to suit the service area needs.	Borough Plan  Brent-climate - ecological-emergency-strategy-2021-2030	None	1. Grant has been obtained from Government, it has very tight delivery timelines 2. Competition - lots of other organisations will be competing in the market place for the contractors and resource to deliver these works	Increasing energy costs has meant that looking to mitigate demand will be in the Council's interests whilst also addressing the public demand for cleaner greener services.	None
PL021	Land & Property strategic acquisitions (general)	Corporate Landlord	<b>Strategic Acquisitions:</b> Papers will be taken forward to the Capital Programme Board when strategic land opportunities arise and are developed within regeneration areas. The key focus areas are Alpertons and Staples Corner.	44.5	<b>A Future Built for Everyone, An Economy Fit for All</b> - Investment in the growth areas of the Council will enable the vision in the local plan to be delivered	Borough Plan  Local Plan	None	1. Opportunities are market led and this difficult to predict 2. Generally investment opportunities in the targeted areas are popular as property assets are high performing or present good asset-management potential (re-development etc.)	Some opportunities will have income as part of the asset opportunity - this will be assessed on a case by case basis	Local Plan identifies these areas as in need of growth and regeneration to deliver benefits and help to accommodate significant numbers of new homes to meet housing targets
PL041	Libraries Development Plan <b>NEW</b>	Corporate Landlord	<b>Libraries Development Plan:</b> The Libraries Development Plan seeks to improve Harlesden (£213k), Kilburn (£375k) and Willesden (£70k) library building assets, modernising their design, extending their offer to residents and visitors and protecting their status as anchor sites in their communities and high streets. The Harlesden library project budget assumes the £285,000 Arts Council England fund bid is successful.	0.9	<b>Strong Foundations</b> - Investing in the infrastructure will improve productivity across the Council with custom built spaces to suit the service area needs.	Borough Plan	A library service is a statutory provision and these buildings form part of Brent current operational footprint of providing that service	Arts Council bid is un-successful	None	Growing population in the borough requires additional better quality facilities.
PL023	Property Management	Corporate Landlord	<b>Commercial Property Repairs:</b> Pipeline funds exist for one off major repairs on the commercial property stock. Currently there are no planned repairs, but a pre-planned-maintenance schedule is being put together.	1.4	<b>Strong Foundations</b> - Investing in the infrastructure will improve productivity across the Council with custom built spaces to suit the service area needs.	Borough Plan	None - statutory compliance is covered by operational expenditure	None	None	None
Corporate Landlord Total				71.8						
Housing Care Investment Board										
PL012	St Raphael's Estate	HCIB	<b>Mixed Development:</b> Brent's 2014-2019 Housing Strategy explains that St Raphael's is also expected to deliver new supply alongside improvement or replacement of existing stock and the public realm. There is the opportunity to fundamentally change the area, with proposed improvements to housing and local infrastructure which, depending on whether infill or redevelopment are progressed, could help to improve the economic, social and environmental conditions in the Borough.  The significant viability gap for redevelopment necessitated the delivery of infill. No ballot was required.  Grant to support delivery of Phase 1 infill through AHP 16-21 approved (£22.5m). Design on phase 1 started summer 21; planning submission May 22, SOS winter 22/23. Budget for design of phase 2 & 3 approved at cabinet oct 21. Design to start spring 22. Grant to support delivery approved as part of the AHP21-26 (unspecified) allocation.	30.0	<b>A Future Built for Everyone, An Economy Fit for All</b> - increase and improvement in housing supply and reduction in number of households in temporary accommodation.  <b>Strong Foundations</b> - there was an increase in resident involvement ahead of the decision between redevelopment or infill.	Borough Plan 2021-2022 Brent Climate & Ecological Emergency Strategy 2021-2030 Poverty Commission Housing Asset Management Strategy 2020-2025	St Raphs development will provide the following statutory provision: - Housing for families in Brent	1. Subject to planning permission 2. Cost of development - prices have increased following pandemic 3. Possibility of residents objecting proposals	Schemes - partially funded by GLA. This assumes a reasonable cost to build, however if development prices increase, viability will be challenged.	The provision of affordable housing is linked to the future need highlighted by housing waiting list.
PL036	Fire Safety Programme	HCIB	<b>Asset Management:</b> Capital Investment for Fire Safety on housing stock. 20/05/21 - Spend on Fire Safety will be contained within the £15m allocated to each of 21/22 and 22/23. This is expected to be contained within £600k pa each year. Thereafter the level of spend required will be driven by Building Safer Futures programme.	20.0	<b>A Future Built for Everyone, An Economy Fit for All</b> - increased inward investment into the borough achieved via the council and improvement in housing supply.	Borough Plan 2021-2022 Brent Climate & Ecological Emergency Strategy 2021-2030 Housing Asset Management Strategy 2020-2025	The Fire Safety Programme will enable the council to meet Fire Safety Standards And Regulations For Existing Social Housing	1. May not meet completion deadline due to possible delays that could crop up across delivery of the programme	N/A	Scheme is required to meet fire safety regulations. Additionally, the Grenfell Tower tragedy in June 2017 moved the housing sector into the spotlight with regard to fire safety.
PL037	Empty Property Grants	HCIB	<b>Aids &amp; Adaptations:</b> Return empty properties to use as homes to provide temporary accommodation for homeless families.	3.0	<b>A Future Built for Everyone, An Economy Fit for All</b> - increase and improvement in housing supply and reduction in number of homeless households in the borough. Also, increase in inward investment achieved via the council  <b>A Borough Where we can all feel Safe, Secure, Happy and Healthy</b> - reduction in anti-social behaviour, improve the health of Brent residents and better quality accommodation for families in housing need  <b>A Cleaner, More Considerate Brent</b> - reduction in illegally-dumped rubbish	Borough Plan 2021-2022 Housing Asset Management Strategy 2020-2025	Grant will provide the following statutory provision: - Housing homeless families in TA and bringing empty properties back into use	1. Landlords/developers withdraw from the grant process – impact low 2. Approved schemes overrun and do not complete in year	The scheme will provide benefits of cost savings in reduction in the use of Bed and Breakfast and short-term temporary accommodation. There is also additional benefits of New Home Bonus.	The projected supply of 73 homes is needed in order to meet the demand of homeless families that are currently living in costly bed and breakfast and/or hostel type accommodation.

PL0044	New Council Homes Programme <b>NEW</b>	HCIB	<b>New Council Homes Programme:</b> The Council submitted a bid for GLA grant funding to support delivery of a further 701 new social rented homes in April 2021 as part of the GLA's Affordable Homes Programme 2021-2026. The Councils bid was based upon each project breaking even by the expiry of 60 years from practical completion. The total grant allocated was £111 million. The total scheme costs to deliver 701 new homes has been estimated at £236m (net £125m)	236.0	<b>A Future Built for Everyone, An Economy Fit for All</b> - increase and improvement in housing supply; reduction in number of households in temporary accommodation or homeless in the borough. <b>Strong Foundations</b> - there is an increase in resident involvement ahead of all new developments	Borough Plan 2021-2022 Brent Climate & Ecological Emergency Strategy 2021-2030 Housing Asset Management Strategy 2020-2025 Homelessness and Rough Sleeping Strategy 2020-2025	NCHP will provide the following statutory provision: - Housing for families in need in Brent	1. Subject to planning permission 2. Cost of development - prices have increased following pandemic 3. Possibility of residents objecting proposals 4. Availability of sites	Schemes - partially funded by GLA. This assumes a reasonable cost to build, however if development prices increase, viability will be challenged.	The provision of affordable housing is linked to the future need highlighted by housing waiting list.
<b>Housing Care Investment Board Total Public Realm</b>				289.0						
PL011	Kilburn High Road Improvement Scheme	Public Realm	<b>Town Centre Improvement:</b> the London Boroughs of Brent, Camden and Westminster submitted the 'Kilburn High Road' Major Scheme bid in 2015. The scheme received £250,000 for development and traffic modelling; however no further funding was awarded. A tri-borough bid for £9.6m under the Liveable Neighbourhood programme including improvements to the wider area was unsuccessful.  Brent have been working with Camden on the development of an improvement scheme for Kilburn High Road, a boundary road. The scope of the previous scheme differs from that in this bid as proposals only extended to the High Road itself.  <b>Status 27/10/21:</b> Brent have committed £1M from the £20M footway investment programme. Camden are continuing to lead on the design and are seeking approval of traffic modelling for the scheme. They have not yet secured funding. The total cost of the scheme may be in the region of £3M and therefore we may need additional funding circa £0.5Mk	1.0	<b>A Borough where we can all feel safe, secure, happy and healthy</b> - provision of public realm improvements including, new pavements, trees and greening, safe pedestrian crossing points, cycling amenities, will encourage active and sustainable travel. Active travel helps to improve the health of Brent Residents and reduce health inequalities. <b>A future built for everyone, an economy fit for all</b> - new signal junctions within the scheme will be designed to keep traffic moving on our roads and pavements will be improved. <b>A cleaner more considerate Brent</b> - Improved walking and cycling facilities and accessibility to bus and rail services contribute to reduced car use reducing carbon emissions from transport and improving air quality.	Borough Plan 2021-2022, Brent Long Term Transport Strategy 2015-2035, Brent's Third Local Implementation Plan 2019-2041, Brent Climate & Ecological Emergency Strategy 2021-2030	The Greater London Authority Act 1999 ("the GLA Act") requires that in exercising any function, London local authorities must have regard to the Mayor's Transport Strategy which sets out the transport policy framework for London.	1. Traffic modelling subject to approval by Transport for London (TfL) 2. Traffic Signal installation by TfL's signals team 3. Implementation of the full scheme is dependant on the London Borough of Camden match funding.	The scheme will be joint funded with the London Borough of Camden. There is no specific financial return but road traffic injury accidents and poor public health result in significant costs to the UK economy. Creating a high quality public realm will attract visitors and support the local economy.	Improvements on Kilburn High road to address a poor road safety record, public realm and encourage sustainable travel have been a priority for a number of years. This is the closest main shopping area to the South Kilburn Regeneration area and provides access to underground, overground and bus services.
PL016	Kensal Rise priority bus Scheme	Public Realm	<b>Corridors:</b> Bus Priority funded improvements to the Chamberlayne Corridor to include Traffic and Parking management, wider pavements, greening, new bus shelters, cycling and walking improvements near Kensal Rise Station and on Kilburn Lane and Chamberlayne Road. Circa £1.2M has been secured to deliver improvements around Kensal Overground Station.  <b>Status 27/10/21</b> Work is progressing around Kensal Overground Station. TfL have experienced severe financial difficulties and the £0.3M contribution from the LIP programme has not been secured for 2021/22. TfL have committed to allocating funding but this is dependent on negotiations with the Department for Transport for funding beyond 11 December 2021. The project is to be delivered in phases in future years using TfL LIP and Bus Priority funding.	n/a	<b>A Borough where we can all feel safe, secure, happy and healthy</b> - provision of public realm improvements including, new pavements, trees and greening, new pedestrian crossing points including 2 signal crossings, cycling amenities, will encourage active and sustainable travel. Active travel helps to improve the health of Brent Residents and reduce health inequalities. <b>A future built for everyone, an economy fit for all</b> - new signal junctions within the scheme will be designed to keep traffic moving on our roads and pavements will be improved. <b>A cleaner more considerate Brent</b> - Improved walking and cycling facilities, accessibility to bus services and reduced bus journey times contribute to reduced car use reducing carbon emissions from transport and improving air quality.	Borough Plan 2021-2022, Brent Long Term Transport Strategy 2015-2035, Brent's Third Local Implementation Plan 2019-2041, Brent Climate & Ecological Emergency Strategy 2021-2030	The Greater London Authority Act 1999 ("the GLA Act") requires that in exercising any function, London local authorities must have regard to the Mayor's Transport Strategy which sets out the transport policy framework for London.	1. Traffic Signal installation by TfL's signals team 2. Implementation of future phases of the scheme is dependant on TfL funding through the LIP and Bus Priority programmes.	The scheme will be funded through future TfL LIP and Bus priority programmes. There is no specific financial return but road traffic injury accidents and poor public health result in significant costs to the UK economy. Creating a high quality public realm will attract visitors and support the local economy.	Improvements on the Kensal Corridor were developed in partnership with local residents groups and business association from 2016. The scheme will remove a double looping bus movement to improve bus journey times and bus accessibility. The public realm improvements will also improve road safety, encourage sustainable travel and visitor to the area, which will support the local economy.
PL0045	Barham Park <b>NEW</b>	Public Realm	<b>Improvements to Barham Park:</b> There is a need to improve the buildings and landscaped grounds at Barham Park. Funding required for a strategic review and the refurbishment of the Barham Park Estate, estimated at £3m	3.0	<b>Strong foundations</b> - improved building and grounds at this community hub will encourage visitors and participation, support community cohesion and increased resident satisfaction <b>A Borough where we can all feel safe, secure, happy and healthy</b> - provision of community space and attractive grounds encourage visitors, walking and supports the health of Brent Residents and reduce health inequalities.	Borough Plan 2021-2022, Brent Climate & Ecological Emergency Strategy 2021-2030	Local authorities in England have a statutory duty to provide a range of services to their communities.	1. Dependant on a strategic review of existing facilities and identifying improvements to the building and grounds.	The capital investment is necessary to maintain the building and grounds for continued use as important community space, retaining income to the Barham Park Trust for which the Council is the sole trustee.	Barham Park is an important community hub providing a range of services and recreational activities. There is a growing need for the renovation of the building and grounds to address deterioration, reduce energy costs, and the risk of a loss of tenants including the ACAVA charity, Barham Community Library, the Veterans Club, Trmu Samaj and the Children's Centre.

PL002	Wembley Hill Road/ Park Lane / Wembley Park Drive - Signal Junction Improvements	Public Realm	<p><b>Traffic Management Improvement:</b> Provision of pedestrian phases and enhanced pedestrian crossing facilities at a 5-arm signal junction with a poor safety record in the close vicinity of the Wembley Regeneration area. There is need to improve safety and accessibility due to increased traffic volumes and pedestrians visiting the area. Options for improving pedestrian safety at this junction and traffic modelling have been completed. The proposals have been subject to consultation and implementation is planned for early 2022.</p> <p><b>Status 27/10/21:</b> S106 developer funding and Transport for London (TfL) Local Implementation Plan (LIP) funding has been secured for the implementation of this project. However, TfL have experienced severe financial difficulties and the £0.15M contribution from the LIP programme has not been secured. TfL have committed to allocating funding but this is dependent on negotiations with the Department for Transport for funding beyond 11 December 2021 and we may need further Brent funding.</p>	0.4	<p><b>A Borough where we can all feel safe, secure, happy and healthy</b> - provision of safe pedestrian crossing points at this signal junction will encourage walking / sustainable travel. Active travel helps to improve the health of Brent Residents and reduce health inequalities.</p> <p><b>A future built for everyone, an economy fit for all</b> - the new signal junction will be designed to keep traffic moving on our roads and pavements at the junction will be improved.</p> <p><b>A cleaner more considerate Brent</b> - improved walking facilities contribute to reduced car use reducing carbon emissions from transport and improving air quality.</p>	Borough Plan 2021-2022, Brent Long Term Transport Strategy 2015-2035, Brent's Third Local Implementation Plan 2019-2041, Brent Climate & Ecological Emergency Strategy 2021-2030	The Greater London Authority Act 1999 ("the GLA Act") requires that in exercising any function, London local authorities must have regard to the Mayor's Transport Strategy which sets out the transport policy framework for London.	1. Traffic modelling subject to approval by Transport for London (TfL) 2. Traffic Signal installation by TfL's signals team	The scheme is partly funded by TfL but we are awaiting confirmation to programme implementation. There is no specific financial return but road traffic injury accidents result in significant costs to the UK economy.	The junction is on a main route to the Wembley Regeneration area, Brent Civic Centre, the London Designer Outlet, Wembley Stadium, Wembley Arena, and local train stations and bus routes.
PL020	Sports Programme	Public Realm	<p><b>Green spaces:</b> Improvement works to a range of grounds (including football, cricket and rugby) and their facilities, feasibility studies and longer-term improvement works. An evaluation of existing pitches has confirmed that the service will be seeking to provide a business case for the remainder of the funding in the next financial year.</p>	1.1	<p><b>A Borough where we can all feel safe, secure, happy and healthy</b> - provision of high quality sports facilities encourages physical activities and helps to improve the health of Brent's residents and reduce health inequalities.</p> <p><b>Strong foundations</b> - improved sports facilities will increase resident participation in activities, support community cohesion and increased resident satisfaction.</p>	Borough Plan 2021-2022, The Planning for Sport and Active Recreation Facilities Strategy 2008-2021	Local authorities in England have a statutory duty to provide a range of services to their communities.	1. Dependant on a feasibility study and business case identifying priorities and costs	The provision of improved sports facilities will result in an increase in activities and revenue generated from charges, which will be detailed in the business case.	Brent has a growing population and demands will increase in future years.
PL022	Ealing Road Shopping Area	Public Realm	<p><b>Town Centre Improvement:</b> Ealing Road shopping area suffers from a poor quality and a traffic dominated public realm. Highways and Infrastructure have developed road safety improvements in recent years and completed a public realm and safety improvement project to the area around Alperton Station and Alperton Community School, the gateway to the Alperton Regeneration area. There is a need to improve the public realm along Ealing road, making it safer, greener and more accessible for pedestrians and cyclists.</p> <p><b>Status: 27/10/21</b> Scheme not progressing in consideration of other priorities including Wembley High Road, Church End and Kilburn High Road schemes.</p>	2.5	<p><b>A Borough where we can all feel safe, secure, happy and healthy</b> - provision of public realm improvements including, new pavements, trees and greening, safe pedestrian crossing points, cycling amenities, will encourage active and sustainable travel. Active travel helps to improve the health of Brent Residents and reduce health inequalities.</p> <p><b>A future built for everyone, an economy fit for all</b> - new signal junctions within the scheme will be designed to keep traffic moving on our roads and pavements will be improved.</p> <p><b>A cleaner more considerate Brent</b> - improved walking facilities contribute to reduced car use reducing carbon emissions from transport and improving air quality.</p>	Borough Plan 2021-2022, Brent Long Term Transport Strategy 2015-2035, Brent's Third Local Implementation Plan 2019-2041, Brent Climate & Ecological Emergency Strategy 2021-2030, Brent's Third Local Implementation Plan 2019-2041,	The Greater London Authority Act 1999 ("the GLA Act") requires that in exercising any function, London local authorities must have regard to the Mayor's Transport Strategy which sets out the transport policy framework for London.	1. Traffic modelling subject to approval by Transport for London (TfL) 2. Traffic Signal installation by TfL's signals team 3. Implementation of the full scheme is dependant on securing future funding	The scheme will be high cost and while there may be the opportunity to use TfL funding and s106 developer funding, a significant capital investment will be required. There is no specific financial return but road traffic injury accidents and poor public health result in significant costs to the UK economy. Creating a high quality public realm will attract visitors and support the local economy.	Ealing Road shopping centre specialises in Asian clothing, jewellery and traditional food and is iconic in London and the UK. It is an important link from Wembley High Road to the Alperton Regeneration area. There has been an investment in recent years to improve safety but there is a need for wider public realm improvements in the future.
Public Realm Total				8.0						
Regeneration										
PL003	Alperton Housing Zone Infrastructure Requirements	Regeneration	<p><b>Housing Zone:</b> Infrastructure improvements to improve east - west connectivity, and to improve the quality of parks and open spaces to support housing zone growth.</p> <p>1. Pedestrian /Cycle Bridge over GU canal</p> <p>2. Improvement to Woodside End highway linking Suneigh Rd to Abbey Industrial estate/redevelopment (E-W connectivity), and Atlip Rd public realm</p> <p>3. Parks and open spaces.</p> <p>Aug 2021 feasibility options indicate preferred new pedestrian / cycle bridge location and solution cost c£5m ;</p>	5.5	<p><b>A Future Built for Everyone, An Economy Fit for All</b> - connectivity improvements across the Alperton growth area will enable residents to better access transport, shops and services, and job opportunities particularly in Park Royal.</p>	Draft Local Plan Draft long term transport strategy Borough Plan	The local authority is required to have a spatial plan for the area. Once adopted, the Local Plan is part of the statutory development plan and these works are required to implement the strategy for Alperton	Subject to planning permission and potentially some CPOs.	Works should be SCIL eligible as infrastructure in a growth area ; the developments in the area have contributed many millions of CIL to the Council.	Over the period of growth the population of Alperton is likely to increase by around 6,000 new homes
PL031	Neasden Connectivity and Place Making Improvements	Regeneration	<p><b>Strategic Transport:</b> The proposal is to improve the character and connections around the A406, between east and west Neasden, by improving the entrances to the subway to create a pleasant and more inviting environment for pedestrians and cyclists. The work will open out and extending the approaches to the subway; environmental treatment to the extended approaches; upgrade to the subway for lighting, surface, walls and ceiling.</p>	3.1	<p><b>A Future Built for Everyone, An Economy Fit for All</b> - to improve connectivity within Neasden currently cut in half by the NCR. Harsh environment. Encourage pedestrian andn cycling use.</p> <p><b>A Borough where we can feel safe, secure, happy and healthy</b></p>	Borough Plan Draft Long Term Transport Strategy Draft Local Plan	None	Price inflation/materials	None directly; would be SCIL eligible	Once Neasden Growth Area gets into delivery, population of Neasden will increase

PL042	Abbey community centre, Alperton	Regeneration	<b>Regeneration:</b> redevelop the Abbey community centre to provide affordable workspace, leased to an operator, plus some community space. Vacant and derelict Council community centre, local people and ward councillors want to 'something to be done'. Options examined, from refurb through to demolition without anything in its place.	0.8	<b>A Future Built for Everyone, An Economy Fit for All</b> - provision of affordable workspace and community centre	Borough Plan Affordable Workspace Strategy Inclusive Growth Strategy	None	Affordable Workspace operator not procured	None directly. SCIL eligible	Growing population in Alperton requires addition facilities. Bringing back a Council asset into use.
PL045	Brent Start Digital Skills Training <b>NEW</b>	Regeneration	Purchase of laptops etc for circa 60 digitally excluded students to undertake skills training at Morlands and community centres	0.3	<b>A Future Built for Everyone An Economy Fit For All</b> - enabling learners to gain digital skills increasing chances of employability <b>Strong Foundations</b>	Borough Plan Inclusive Growth Strategy	None	Laptops will remain the property of the Council and will be on loan. Some may not be returned.	None directly	Enhancing digital skills identified as a growth area in draft skills strategy
PL025	Bridge across the Chiltern Line into Monks Park	Regeneration	<b>St Raphael's:</b> Provide bridge link across the Chiltern Line to connect Wembley Park to Monks Park, facilitating better PTAL and connectivity to Monks Park and St. Raphael's.	10.0	<b>A Future Built for Everyone, An Economy Fit for All</b> - improved connectivity to reduce isolation of St Raphael's estate	Borough Plan	None	Ability to physically deliver without unacceptable land take and impact on the overall estate. Practical challenge of building over railway. Network Rail co-operation required. Land take on 'the other side' may require CPO.	None directly	None
PL043	Kilburn Town Centre Action Plan	Regeneration	<b>Economic Development:</b> To deliver actions from the Kilburn town centre action plan:  A) Improved lighting (19 columns) northern end of High St to Willesden Lane, feature lighting at Gaumont State building, Kilburn station rail bridge.  B) Public realm improvements	2.4	<b>A Future Built for Everyone, An Economy Fit for All</b> - part of town centre strategies to deliver improvements	Borough Plan Draft Local Plan	Spatial planning for an area is a statutory requirement. Once adopted the Local Plan becomes part of the statutory development plan. Statutory requirement to provide decent homes for Council tenants; this is part of the wider place-making agenda	SCIL eligible but otherwise no funding secured.	None directly	South Kilburn regeneration is increasing the population in the area
<b>Regeneration Total</b>				22.1						
<b>Schools</b>										
<b>South Kilburn Regeneration</b>										
PL026	South Kilburn Schools	South Kilburn Regeneration	<b>South Kilburn Regeneration:</b> Provision of sufficient school places for both primary and nursery children; new school building in Austen/Blake redevelopment, part of the masterplan. Notes: Linked to Open Space project above; schools now in agreement. Design works in progress for Austen/Blake and new school building.	5.6	<b>A Future Built for Everyone, an economy fit for all</b> <b>Every opportunity to succeed</b> - part of the masterplan for the area to improve the existing school provision	Borough Plan South Kilburn masterplan SPD South Kilburn Landlord Offer Draft Local plan	Statutory requirement to provide a spatial strategy for the area. Once adopted the Local Plan will become part of the statutory development plan	Procurement of a contractor. Agreeing design with schools	None directly. School element would be SCIL eligible.	Increasing population in the area; landlord offer was on basis of the masterplan
PL013	Open Spaces and public realm improvements (e.g. NWCC, Carlton Vale Boulevard)	South Kilburn Regeneration	<b>South Kilburn Regeneration:</b> Delivering high quality open spaces across the area, including on site of existing schools. In addition, improved connectivity through the masterplan area, and improved local infrastructure including Carlton Vale Boulevard. NWCC public realm contribution from SIL (£4.9m) agreed by Cabinet April 2021.	24.2	<b>A Future Built for Everyone, an economy fit for all</b> - part of the estate regeneration masterplan	Borough Plan South Kilburn masterplan SPD South Kilburn Landlord Offer Draft Local plan	Statutory requirement to provide a spatial strategy for the area. Once adopted the Local Plan will become part of the statutory development plan	Procurement of a contractor	None directly SCIL eligible.	Increasing population in the area; landlord offer was on basis of the masterplan.
<b>South Kilburn Regeneration Total</b>				29.8						
<b>Grand Total</b>				420.7						

## Capital Strategy Report 2022/23

### 1.0 Introduction

- 1.1 The capital strategy is a requirement for authorities following the publication of the revised Prudential Code for Capital Finance in Local Authorities in 2017. Our Capital Strategy has been produced in accordance with the guidance.
- 1.2 The Capital Strategy provides:
- A high-level overview of how capital expenditure, capital financing and treasury management activity supports the provision of local public services;
  - an overview of how associated risk is managed; and
  - the implications for future years budget and financial sustainability.

### 2.0 Capital Expenditure and Financing

- 2.1 Capital expenditure is where the Council spends money on assets, such as property, vehicles or other assets that will be used for more than one year. In local government this includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets. The Council has some limited discretion on what counts as capital expenditure, for example assets costing below £5,000 are generally not capitalised and are charged to revenue in year. Details of the Council's policy on capitalisation is set out in the annual Statement of Accounts.
- 2.2 In 2022/23, the Council is planning capital expenditure of £252.8m as summarised below:

**Table 1: Prudential Indicator: Estimates of Capital Expenditure in £ millions**

£M	2021/22 forecast	2022/23 budget	2023/24 budget	2024/25 budget	2025/26 budget	2026/27 budget
General Fund services	136.7	186.0	187.9	170.8	13.3	11.5
Council housing (HRA)	58.5	47.1	35.0	19.1	0.0	0.0
Capital investments	24.4	19.8	18.6	0.0	0.0	0.0
<b>TOTAL</b>	<b>219.6</b>	<b>252.8</b>	<b>241.5</b>	<b>189.9</b>	<b>13.3</b>	<b>11.5</b>

- 2.3 The Capital Programme comprises of projects approved by Cabinet from previous year budget setting, new projects approved in year and being brought forward including those promoted from the pipeline provision.
- 2.4 The main General Fund capital projects include South Kilburn Estate Regeneration £64m, i4B Street Properties Purchase £67.3m, NAIL (Supported Living) £35m and

## Appendix G

Morland Gardens Regeneration £44m. The Council also plans to incur capital expenditure on investments, which are discussed in more detail within the Investment Strategy for 2022/23.

- 2.5 The Housing Revenue Account (HRA) is a ring-fenced account which ensures that council housing does not subsidise, or is itself subsidised, by other local services. HRA capital expenditure is therefore recorded separately, and includes the building of new homes as well as expenditure on improving and maintaining council homes over the planning period.
- 2.6 Capital investments include loans and shares made for service purposes and property to be held primarily for financial return in line with the definition in the CIPFA Treasury Management Code.
- 2.7 **Governance:** Full details of the Council's capital programme, including the project appraisals undertaken can be found within the capital programme and capital pipeline proposals 2022/23 presented to Cabinet in February 2022.
- 2.8 All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council's own resources (revenue, reserves and capital receipts) or debt (borrowing, leasing and Private Finance Initiative). The planned financing of the above expenditure is as follows:

**Table 2: Capital financing in £ millions**

£M	2021/22 forecast	2022/23 budget	2023/24 budget	2024/25 budget	2025/26 budget	2026/27 budget
External resources	76.8	55.2	54.2	30.4	0.0	0.0
Own Resources	41.2	64.2	71.0	10.0	2.8	11.5
Debt	101.7	133.4	116.2	149.5	10.5	0.0
<b>TOTAL</b>	<b>219.6</b>	<b>252.8</b>	<b>241.5</b>	<b>189.9</b>	<b>13.3</b>	<b>11.5</b>

- 2.9 Excluding external grants and other resources most assets are funded from debt. As with any debt, it must be repaid over time, and for a local authority there is a statutory requirement to set aside "minimum revenue provision" (MRP) in each year's budget for debt repayment. Planned MRP to 2026/27 is as set out in the table below.

**Table 3: Replacement of debt finance in £ millions**

£M	2021/22 forecast	2022/23 budget	2023/24 budget	2024/25 budget	2025/26 budget	2026/27 budget
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## Appendix G

MRP	13.0	14.5	14.2	16.1	18.1	18.4
<b>TOTAL</b>	<b>13.0</b>	<b>14.5</b>	<b>14.2</b>	<b>16.1</b>	<b>18.1</b>	<b>18.4</b>

- 2.10 The Council's full minimum revenue policy statement is presented as an Appendix to the annual Council Tax and Budget Setting Report.
- 2.11 The Council's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP and capital receipts used to replace debt. The CFR is expected to increase to £1,122.9m during 2022/23 and to over £1.3bn by 2026/27. Based on the above figures for expenditure and financing, the Council's estimated CFR is as follows:

**Table 4: Prudential Indicator: Estimates of Capital Financing Requirement in £ millions**

£M	2021/22 forecast	2022/23 budget	2023/24 budget	2024/25 budget	2025/26 budget	2026/27 budget
<b>Opening CFR</b>	915.3	1,003.9	1,122.9	1,224.9	1,358.3	1,350.7
Capital Expenditure	219.6	252.8	241.5	189.9	13.3	11.5
External resources	(76.8)	(55.2)	(54.2)	(30.4)	0.0	0.0
Own Resources	(41.2)	(64.2)	(71.0)	(10.0)	(2.8)	(11.5)
MRP	(13.0)	(14.5)	(14.2)	(16.1)	(18.1)	(18.4)
<b>Closing CFR</b>	<b>1,003.9</b>	<b>1,122.9</b>	<b>1,224.9</b>	<b>1,358.3</b>	<b>1,350.7</b>	<b>1,332.3</b>

### 3.0 Capital Programme Governance and Prioritisation

- 3.1 The capital programme is updated annually for new schemes, revised profiling, slippage and changes in expenditure projections. The capital programme and capital pipeline proposals 2022/23 – report (included elsewhere on this agenda) sets out the indicative capital programme that will be presented to Council in February 2022 as part of the annual budget setting cycle.

#### Pipeline Schemes

- 3.2 During the year the individual capital sub-boards (led by Operational Directors) developed a comprehensive list of opportunities and proposals for future aspirational capital investment to meet the council's strategic objectives. These outline bids are then collated by the PMO (Programme Management Office). For 2022/23 this process has

culminated in the assimilation of c22 individual outline capital proposals with a total value of c420m and a spend profile spanning 2 to 5 years. At this stage these strategic pipeline schemes are only indicative and do not yet form part of the main programme as there is a requirement that individually they will still go through the normal approval routes (i.e. CMT/Cabinet/Council). Furthermore, officers will be required to produce detailed business cases, undertake feasibility and consult appropriately before getting to this stage.

### Capital Programme Board

- 3.3 This Board is the main forum for reviewing the financial viability of the new capital bids and monitoring of existing programme. The Board reviews all capital investment and new opportunities, oversees and maintains the list of pipeline schemes and ensures outcomes are aligned with Council's aspirations and reflective of the circumstances within Brent. The board also ensures that all projects have a viable business case and that value for money (VfM) will be delivered for the Council.

### Prioritisation criteria

- 3.4 The general criteria for scoring proposals are summarised below, higher scores were applied based on the following criterion:
- **Strategic Alignment** - How the scheme meets the outcomes of a key service objective as stated in a strategy document, business plan or action plan.
  - **Statutory Obligations** - How the delivery of a scheme is essential to ensuring the Council meets the statutory need and without the project, the Council would otherwise be at risk of failing to meet.
  - **Risk** - Whether the success of the project is dependent on mitigating high associated risks
  - **Financial Return** - Whether the scheme generates ongoing revenue savings, a capital receipt or attract external funding (partial or fully).
  - **Demand and Demographic Changes** - whether the scheme is required following a change in demographic, economic or social change that impact the borough and will reduce the demand for services in the borough..

### 4.0 Asset management

- 4.1 To ensure that capital assets continue to be of long-term use, the Council has a Housing Asset Management strategy in place and a Property Asset Management Strategy under review. The strategies provide a planning tool which ensures the assets are well managed and maintained in order to maximise the benefits for local residents.

### 5.0 Asset disposals

- 5.1 When a capital asset is no longer needed, it may be sold so that the proceeds, known as capital receipts, can be spent on new assets or to repay debt. The Council is currently also permitted to spend capital receipts on service transformation projects until 2022/23. Repayments of capital grants, loans and investments also generate capital receipts. The

Council plans to receive £2.3m of capital receipts, a significant proportion of which stems from asset disposals on the South Kilburn site as well as housing sold under the right to buy (RTB) scheme. The capital receipts in the coming financial year as follows:

**Table 5: Capital receipts in £ millions**

£M	2021/22 forecast	2022/23 budget	2023/24 budget	2024/25 budget	2025/26 budget	2026/27 budget
Asset Sales	2.3	5.4	26.2	16.4	8.4	18.9
Loans Repaid	5.6	7.4	6.9	6.9	6.9	6.9
<b>TOTAL</b>	<b>7.9</b>	<b>12.8</b>	<b>33.1</b>	<b>23.3</b>	<b>15.3</b>	<b>25.8</b>

## **6.0 Treasury Management**

- 6.1 Treasury management is concerned with keeping sufficient but not excessive cash available to meet the Council's spending needs, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the bank current account.
- 6.2 The Council is typically cash rich in the short-term as revenue income is received before it is spent, but cash poor in the long-term as capital expenditure is incurred before being financed. The revenue cash surpluses are offset against capital cash shortfalls to reduce overall borrowing.
- 6.2 On 31<sup>st</sup> December 2021, the Authority held £656.8 of borrowing (£564.8m long term and £92m short term) at an average rate of 3.3% and £105.3m of investments at an average rate of 0.04%.

## **7.0 Borrowing strategy**

- 7.1 The Council's main objectives when borrowing are to achieve a low but certain cost of finance while retaining flexibility should plans change in future. These objectives are often conflicting, and the Council therefore seeks to strike a balance between cheap short-term loans (currently available at around 0.1%) and long-term fixed rate loans where the future cost is known but higher (currently around 1.9 to 2.25%).
- 7.2 Projected levels of the Council's total outstanding debt (which comprises borrowing, PFI liabilities and leases are shown below, compared with the capital financing requirement (see above).

**Table 6: Prudential Indicator: Gross Debt and the Capital Financing Requirement in £ millions**

£M	2021/22 forecast	2022/23 budget	2023/24 budget	2024/25 budget	2025/26 budget	2026/27 budget
Debt (incl. PFI & leases)	709.3	698.2	688.3	678.1	669.1	660.4
Capital Financing Requirement	1,003.9	1,122.9	1,224.9	1,358.3	1,350.7	1,332.3

- 7.3 Statutory guidance prescribes that debt should remain below the capital financing requirement, except in the short-term. As can be seen from Table 6, the Council expects to comply with this regulation.

## 8.0 Affordable borrowing limit

- 8.1 The Council is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year. In line with statutory guidance, a lower “operational boundary” is also set as a warning level should debt approach the limit.

**Table 7: Prudential Indicators: Authorised limit and operational boundary for external debt in £ millions**

£M	2021/22 forecast	2022/23 budget	2023/24 budget	2024/25 budget	2025/26 budget	2026/27 budget
Authorised Limit	1,400.0	1,500.0	1,500.0	1,500.0	1,500.0	1,500.0
Operational Boundary	1,200.0	1,300.0	1,300.0	1,300.0	1,300.0	1,300.0

- 8.3 Further details on borrowing are contained within the Council’s treasury management strategy.

## 9.0 Investment strategy

- 9.1 Treasury investments balances arise from receiving cash before it is required to be paid out again. Investments made for service reasons or for pure financial gain are not generally considered to be part of treasury management.
- 9.2 The Council’s policy on treasury investments is to prioritise security and liquidity over yield and to focus on minimising risk rather than maximising returns. Cash that is likely to be spent in the near term is invested securely, for example with the government, other local authorities or selected high-quality banks, to minimise the risk of loss. Money that will be held for longer terms is invested more widely, including in bonds, shares and property, to balance the risk of loss against the risk of receiving returns below inflation. Both near-term and longer-term investments may be held in pooled funds, where an

external fund manager makes decisions on which particular investments to buy and the Council may request its money back at short notice.

**Table 8: Treasury management investments in £millions**

£M	2021/22 forecast	2022/23 budget	2023/24 budget	2024/25 budget	2025/26 budget	2025/26 budget
Short term investments	30.0	30.0	30.0	30.0	30.0	30.0
Long term investments	0.0	0.0	0.0	0.0	0.0	0.0

- 9.3 Further details on treasury investments are contained within the Council's treasury management strategy.
- 9.4 Risk management: The effective management and control of risk are prime objectives of the Council's treasury management activities. The treasury management strategy therefore sets out various indicators and limits to constrain the risk of unexpected losses.
- 9.5 Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Director of Finance, who must act in line with the treasury management strategy approved by Council. Reports on treasury management activity are presented to Cabinet and Full Council, whilst the Audit & Standards Advisory Committee is responsible for scrutinising treasury management decisions.

## **10.0 Investments for Service Purposes**

- 10.1 The Council makes investments to assist local public services, including making loans to council subsidiaries to promote economic growth. In light of the public service objective, the Council is willing to take more risk than with treasury investments, however it still plans for such investments to break-even after all costs.
- 10.2 Decisions on service investments are either made by Cabinet or under delegated authority, or set down in the approved investment strategy. Most loans and shares are capital expenditure and purchases will therefore also be approved as part of the capital programme. Further details on service investments are contained within the investment strategy.
- 10.3 The proposed budget includes sums for investment in the Council's subsidiary i4B for the acquisition of street properties as part of the Council's temporary accommodation reform plan. These schemes aim to alleviate affordable housing pressures.

## 11.0 Commercial Activities

- 11.1 The Council can invest in commercial property which generates financial return. Total commercial investments are currently valued at £20.7m consisting of 40 individual property assets generating £3.1m PA, or a yield of 15%.

**Table 9: Property asset types and income generated in £millions**

ASSET TYPES	No. of Assets	Value £M	Income PA £M
Operational	47	186.4	0.0
Commercial	40	20.7	3.1
Community Groups	63	28.3	0.0
Education	70	486.8	0.0
Regeneration	101	6.5	0.0
Non HRA Housing	533	280.5	0.0
<b>TOTAL</b>	<b>853</b>	<b>1,009.2</b>	<b>3.1</b>

- 11.2 With a higher financial return, the Council accepts higher risk on commercial investment than with treasury investments. The principal risk exposures include voids, diminution of capital values, etc. These risks are managed by the existing risk management framework. In order that commercial investments remain proportionate to the size of the authority they are under constant review and contingency plans are in place should expected yields not materialise.

## 12.0 Liabilities

- 12.1 In addition to debt of £709.3m detailed above, the Council is committed to making future payments to cover its pension fund deficit (valued at £248m – Report March 2021).
- 12.2 The Council will be making appropriate adjustments to its bad debt provision due to the impact of global pandemic on local businesses, residents and suppliers with more details to be provided in the 2021/22 statement of accounts.

## 13.0 Revenue Budget Implications

- 13.1 Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP payments are charged to revenue, offset by any investment income receivable. The net annual charge is known as financing costs; this is compared

to the net revenue stream i.e. the amount funded from Council Tax, business rates and general government grants.

**Table 10: Prudential Indicator: Proportion of financing costs to net revenue stream**

£M	2021/22 forecast	2022/23 budget	2023/24 budget	2024/25 budget	2025/26 budget	2025/26 budget
Financing costs	31.5	38.0	43.2	52.3	57.1	57.5
Proportion of net revenue stream %	10.9%	12.4%	13.4%	15.9%	17.4%	17.5%

- 13.2 Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend for up to 50 years into the future. The detailed information contained within the treasury management strategy and the Budget & Council Tax Report 2022/23, as well as the prudential indicators included above demonstrates how this is prudent, affordable and sustainable.

#### 14.0 Knowledge and Skills

- 14.1 The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. The Council also pays for junior staff to study towards relevant professional qualifications including CIPFA and AAT for example.
- 14.2 Where Council staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The Council currently employs Arlingclose Limited as treasury management advisers. This approach can be more cost effective than employing such staff directly, and ensures that the Council has access to knowledge and skills commensurate with its risk appetite.

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## Investment Strategy Report 2022/23

### Introduction

1. The Council invests its money for three broad purposes:
  - because it has surplus cash as a result of its day-to-day activities, for example when income is received in advance of expenditure (known as **treasury management investments**);
  - to support local public services by lending to or buying shares in other organisations (**service investments**); and
  - to earn investment income (known as **commercial investments** where this is the main purpose).
2. This investment strategy meets the requirements of statutory guidance issued by the government in January 2018.

### Treasury Management Investments

3. The Council typically receives its income in cash (e.g. from taxes and grants) before it pays for its expenditure in cash (e.g. through payroll and invoices). It also holds reserves for future expenditure and collects local taxes on behalf of other local authorities and central government. These activities, plus the timing of borrowing decisions, lead to a cash surplus which is invested in accordance with guidance from the Chartered Institute of Public Finance and Accountancy. The balance of treasury management investments is expected to fluctuate between £20m and £150m during the 2022/23 financial year.
4. The contribution that these investments make to the objectives of the Council is to support effective treasury management activities.
5. Full details of the Council's policies and its plan for 2022/23 for treasury management investments are covered in a separate document, the Treasury Management Strategy 2022/23.

### Service Investments: Loans

6. The Council lends money to its subsidiaries, statutory bodies, suppliers, local businesses, local charities and academies, housing associations, residents, its employees to support local public services and stimulate local economic growth.
7. An invest to save loan was given to the West London Waste Authority which is the statutory body responsible for waste disposal for a number of boroughs in West London towards the development of a new waste treatment facility.

8. The Council's loan to First Wave Housing Limited has been used to support the provision of temporary accommodation and improve the provision of permanent housing as a registered provider. The loan to the Council's other subsidiary, i4B Holdings Ltd, has been used to purchase 495 properties as part of the Council's temporary accommodation reform plan.
9. The School Loan Scheme has helped support significant improvements to school facilities ensuring the buildings are suitable for modern teaching and learning and accessible for pupils with disabilities.
10. The main risk when making service loans is that the borrower will be unable to repay the principal lent and/or the interest due. In order to limit this risk, and ensure that total exposure to service loans remains proportionate to the size of the Council, upper limits on the outstanding loans to each category of borrower have been set as follows:

**Table 1: Loans for service purposes in £ millions**

Category of borrower	2021/22	2022/23
	Forecast Balance owing	Approved Limit
Subsidiaries	143.7	300.0
Local businesses	0.2	21.5
Schools, Academies and Colleges	1.1	55.0
Waste Authority	15.5	20.0
<b>TOTAL</b>	<b>160.5</b>	<b>461.5</b>

11. Accounting standards require the Council to set aside loss allowance for loans, reflecting the likelihood of non-payment. The figures for loans in the Council's statement of accounts from 2019/20 onwards will be shown net of this loss allowance. However, the Council makes every reasonable effort to collect the full sum lent and has appropriate credit control arrangements in place to recover overdue repayments. The loss allowance to date has been immaterial.
12. The Council assesses the risk of loss before entering into and whilst holding service loans by undertaking various financial checks and utilising specialists (where required) to advise on technical aspects of the investment. Projects funded by service loans are monitored within the Council's existing capital programme and governance reporting regime.

**Commercial Investments: Property**

13. The Council has in the past invested in property locally to support regeneration as well as secure a financial return. Total commercial investments are currently valued at £20.7m consisting of 40 individual property assets generating £3.1m PA, or a yield of 15%. The forecast for 2022/23 expects similar returns to 2020/21.

***Table 2: Property held for investment purposes in £ millions***

Asset Types	Expected 22/23			
	No. of Assets	Gain or (losses)	Value in accounts in £m	Income PA in £m
Commercial	40	1.0	20.7	3.1

**Other categories of investment**

## Loan Commitments and Financial Guarantees

14. Although not strictly counted as investments, since no money has exchanged hands yet, loan commitments and financial guarantees carry similar risks to the Council and are included here for completeness.
15. FWH currently has £36m of loans outstanding with the Council at an interest rate of 3%. As part of the proposal to transfer 109 units in the Granville new homes blocks back to the Council it was agreed in principle that these outstanding loans would be refinanced with the goal of ensuring the ongoing financial viability of FWH without the need for the Council to write off any of the loans to FWH. The basis of the financing is to be agreed. The outline modelling presented as part of the transfer proposal to the Council included a refinancing of the outstanding debt at 2% and rescheduling the loan repayments over a 50 year period.
16. I4B currently has loans of £126m outstanding with the Council at varying rates of interest and maturity dates depending on the date of the initial loan draw down. A further £64m of finance consisting of 80% loan and 20% equity was available as at the 31st of March 2021 with a further £19.475m of this forecast to be utilised in the 2021/22 financial year.

**Capacity, skills and Culture**

17. The Council employs professionally qualified and experienced staff in senior positions with responsibility for making recommendations and decisions on

commercial activities. The Council pays for junior staff to study towards relevant professional qualifications including CIPFA and AAT for example.

18. Where Council staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The Council currently employs Arlingclose Limited as treasury management advisers. This approach can be more cost effective than employing such staff directly, and ensures that the Council has access to knowledge and skills commensurate with its risk appetite.
19. Our retained advisors provide a comprehensive training and awareness programme for elected Members, including training in relation to scrutiny of the Treasury Management function and the annual Statement of Accounts. The training programme covers, Local Government Finance, Corporate Governance, The Role of the Governance / Audit Committee and capital Programme Prioritisation.
20. The Council's treasury activity (including investments and borrowing) is reported to the Audit & Standards Advisory Committee and full Council twice a year via a mid-year report as well as the full year outturn report.

### **Investment Indicators**

21. The Council has set the following quantitative indicators to allow elected members and the public to assess the Council's total risk exposure as a result of its investment decisions.

### **Total risk exposure**

22. The first indicator shows the Council's total exposure to potential investment losses. This includes amounts the Council is contractually committed to lend but have yet to be drawn down and guarantees the Council has issued over third party loans.

**Table 3: Total investment exposure in £millions**

<b>Total investment exposure</b>	<b>20/21 Actual</b>	<b>21/22 Forecast</b>	<b>22/23 Forecast</b>
Treasury management investments	82.7	30.0	30.0
Service investments: Loans	160.5	227.2	245.6
Commercial investments: Property	0.0	0.0	0.0
<b>TOTAL INVESTMENTS</b>	<b>243.2</b>	<b>257.2</b>	<b>275.6</b>

<b>TOTAL EXPOSURE</b>	<b>243.2</b>	<b>257.2</b>	<b>275.6</b>
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### How investments are funded

23. Government guidance states that these indicators should include details of how investments are funded. Since the Council does not normally associate particular assets with particular liabilities, this guidance is difficult to comply with. However, the following investments could be described as being funded by borrowing. The remainder of the Council's investments are funded by usable reserves, grants and other income.

**Table 4: Investments funded by borrowing in £millions**

<b>Investments funded by borrowing</b>	<b>20/21 Actual</b>	<b>21/22 Forecast</b>	<b>22/23 Forecast</b>
Service investments: Loans	160.5	227.2	245.6
Commercial investments: Property	0.0	0.0	0.0
<b>TOTAL FUNDED BY BORROWING</b>	<b>160.5</b>	<b>227.2</b>	<b>245.6</b>

### Rate of return

24. This indicator shows the investment income received less the associated costs, including the cost of borrowing where appropriate, as a proportion of the sum initially invested. Note that due to the complex local government accounting framework, not all recorded gains and losses affect the revenue account in the year they are incurred.

**Table 5: Investment rate of return (net of all costs)**

<b>Investments net rate of return</b>	<b>20/21 Actual</b>	<b>21/22 Forecast</b>	<b>22/23 Forecast</b>
Treasury management investments	0.06%	0.02%	0.02%
Service investments: Loans	3.5%	3.1%	3.0%
Commercial investments: Property	6.4%	15.0%	15.0%

**Table 6: Other investment indicators**

Indicator	2020/21 Actual	2021/22 Forecast	2022/23 Forecast
Debt to net service expenditure ratio	2.27	2.22	2.09
Commercial income as a % of net service expenditure ratio	0.62%	1.01%	0.96%

## Appendix I - Treasury Management Strategy Statement 2022/23

### Introduction

- 1.0 Treasury management is the management of the Council's cash flows, borrowing and investments, and the associated risks. The Council has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Council's prudent financial management.
- 2.0 Treasury risk management at the Council is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2017 Edition* (the CIPFA Code) which requires the Council to approve a treasury management strategy before the start of each financial year. This report fulfils the Council's legal obligation under the *Local Government Act 2003* to have regard to the CIPFA Code.

### External Context

- 3.0 The ongoing impact on the UK from coronavirus, together with higher inflation, the likelihood of higher interest rates, and the country's trade position post-Brexit, will be major influences on the Council's treasury management strategy for 2022/23.
- 4.0 The Bank of England (BoE) held Bank Rate at 0.25% in December 2021 and maintained its Quantitative Easing programme at £895 billion. The Monetary Policy Committee (MPC) voted 8-1 in favour of raising rates, and unanimously to maintain the asset purchase programme.
- 5.0 Within the announcement the MPC noted that the pace of the global recovery was broadly in line with its November Monetary Policy Report. Prior to the emergence of the Omicron coronavirus variant, the Bank also considered the UK economy to be evolving in line with expectations, however the increased uncertainty and risk to activity the new variant presents, the Bank revised down its estimates for Q4 GDP growth to 0.6% from 1.0%. Inflation was projected to be higher than previously forecast, with CPI likely to remain above 5% throughout the winter and peak at 6% in April 2022. The labour market was generally performing better than previously forecast and the BoE now expects the unemployment rate to fall to 4% compared to 4.5% forecast previously, but notes that Omicron could weaken the demand for labour.
- 6.0 UK CPI for November 2021 registered 5.1% year on year, up from 4.2% in the previous month. Core inflation, which excludes the more volatile components, rose to 4.0% y/y from 3.4%. The most recent labour market data for the three months to October 2021 showed the unemployment rate fell to 4.2% while the employment rate rose to 75.5%.
- 7.0 In October 2021, the headline 3-month average annual growth rate for wages were 4.9% for total pay and 4.3% for regular pay. In real terms, after adjusting for inflation, total pay growth was up 1.7% while regular pay was up 1.0%. The change in pay

growth has been affected by a change in composition of employee jobs, where there has been a fall in the number and proportion of lower paid jobs.

- 8.0 Gross domestic product (GDP) grew by 1.3% in the third calendar quarter of 2021 according to the initial estimate, compared to a gain of 5.5% q/q in the previous quarter, with the annual rate slowing to 6.6% from 23.6%. The Q3 gain was modestly below the consensus forecast of a 1.5% q/q rise. During the quarter activity measures were boosted by sectors that reopened following pandemic restrictions, suggesting that wider spending was flat. Looking ahead, while monthly GDP readings suggest there had been some increase in momentum in the latter part of Q3, Q4 growth is expected to be soft.
- 9.0 GDP growth in the euro zone increased by 2.2% in calendar Q3 2021 following a gain of 2.1% in the second quarter and a decline of -0.3% in the first. Headline inflation has been strong, with CPI registering 4.9% year-on-year in November, the fifth successive month of inflation. Core CPI inflation was 2.6% y/y in November, the fourth month of successive increases from July's 0.7% y/y. At these levels, inflation is above the European Central Bank's target of 'below, but close to 2%', putting some pressure on its long-term stance of holding its main interest rate of 0%.

### **Credit outlook**

- 10.0 Since the start of 2021, relatively benign credit conditions have led to credit default swap (CDS) prices for the larger UK banks to remain low and have steadily edged down throughout the year to almost pre-pandemic levels. The improved economic outlook during 2021 helped bank profitability and reduced the level of impairments many had made as provisions for bad loans. However, the relatively recent removal of coronavirus-related business support measures by the government means the full impact on bank balance sheets may not be known for some time.
- 11.0 The improved economic picture during 2021 led the credit rating agencies to reflect this in their assessment of the outlook for the UK sovereign as well as several financial institutions, revising them from negative to stable.
- 12.0 Looking ahead, while there is still the chance of bank losses from bad loans as government and central bank support is removed, the institutions on the Council's counterparty list are well-capitalised and general credit conditions across the sector are expected to remain benign. Duration limits for counterparties on the Council's lending list are under regular review and will continue to reflect economic conditions and the credit outlook.

### **Interest rate forecast**

- 13.0 The Council's treasury management adviser Arlingclose is forecasting that Bank Rate will rise in calendar Q1 2022 to subdue inflationary pressures and the perceived desire by the BoE to move away from emergency levels of interest rates.
- 14.0 Investors continue to price in multiple rises in Bank Rate over the next forecast horizon, and Arlingclose believes that although interest rates will rise, the increases will not be to the extent predicted by financial markets. In the near-term, the risks around Arlingclose's central case are to the upside while over the medium-term the risks become more balanced.



- 15.0 Yields are expected to remain broadly at current levels over the medium-term, with the 5, 10 and 20 year gilt yields expected to average around 0.65%, 0.90%, and 1.15% respectively. The risks around for short and medium-term yields are initially to the upside but shifts lower later, while for long-term yields the risk is to the upside. However, as ever there will almost certainly be short-term volatility due to economic and political uncertainty and events.
- 16.0 A more detailed economic and interest rate forecast provided by Arlingclose is attached at Appendix 1.
- 17.0 For the purpose of setting the budget, it has been assumed that new treasury investments will be made at an average rate of 0.1%, and that new long-term loans will be borrowed at an average rate of 2.2%.

### **Local Context**

- 18.0 On 31<sup>st</sup> December 2021, the Council held £656.8m of borrowing (£564.8m long term and £92.0m short term) and £120.8m of investments. This is set out in further detail at **Appendix 2**. Forecast changes in these sums are shown in the balance sheet analysis in table 1 below.

Table 1: Balance sheet summary and forecast

£m	Actual	Forecast		
	31.3.21	31.3.22	31.3.23	31.3.24
<b>General Fund CFR</b>	671.8	742.6	835.3	917.5
<b>HRA CFR</b>	243.4	261.4	287.6	307.4
<b>Total CFR</b>	<b>915.3</b>	<b>1,003.9</b>	<b>1,122.9</b>	<b>1,224.9</b>
<b>Existing Borrowing</b>	659.1	632.1	624.7	617.8
<b>Borrowing required to meet CFR</b>	<b>256.1</b>	<b>371.8</b>	<b>498.2</b>	<b>607.1</b>
<b>Projected Usable Reserves</b>	443.4	396.8	396.8	396.8
<b>Projected Working Capital</b>	(84.6)	(37.9)	(37.9)	(37.9)
<b>Available Cash Reserves</b>	<b>358.8</b>	<b>358.9</b>	<b>358.9</b>	<b>358.9</b>
<b>Investments (or New borrowing)</b>	<b>102.7</b>	<b>(12.9)</b>	<b>(139.3)</b>	<b>(248.2)</b>

- 19.0 The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. The Council's strategy has been to maintain borrowing and investments below their underlying levels, sometimes

known as internal borrowing. This means the Council has minimised its interest costs by utilising internal resources over the short term instead of undertaking more expensive external borrowing. As our internal resources are being depleted, there is a need for the Council to undertake new external borrowing to fund the capital programme. The Council will need to borrow up to £248m over the forecast period.

- 20.0 CIPFA's *Prudential Code for Capital Finance in Local Authorities* recommends that the Council's total debt should be lower than its highest forecast CFR over the next three years. Table 1 shows that the Council expects to comply with this recommendation during 2022/23.

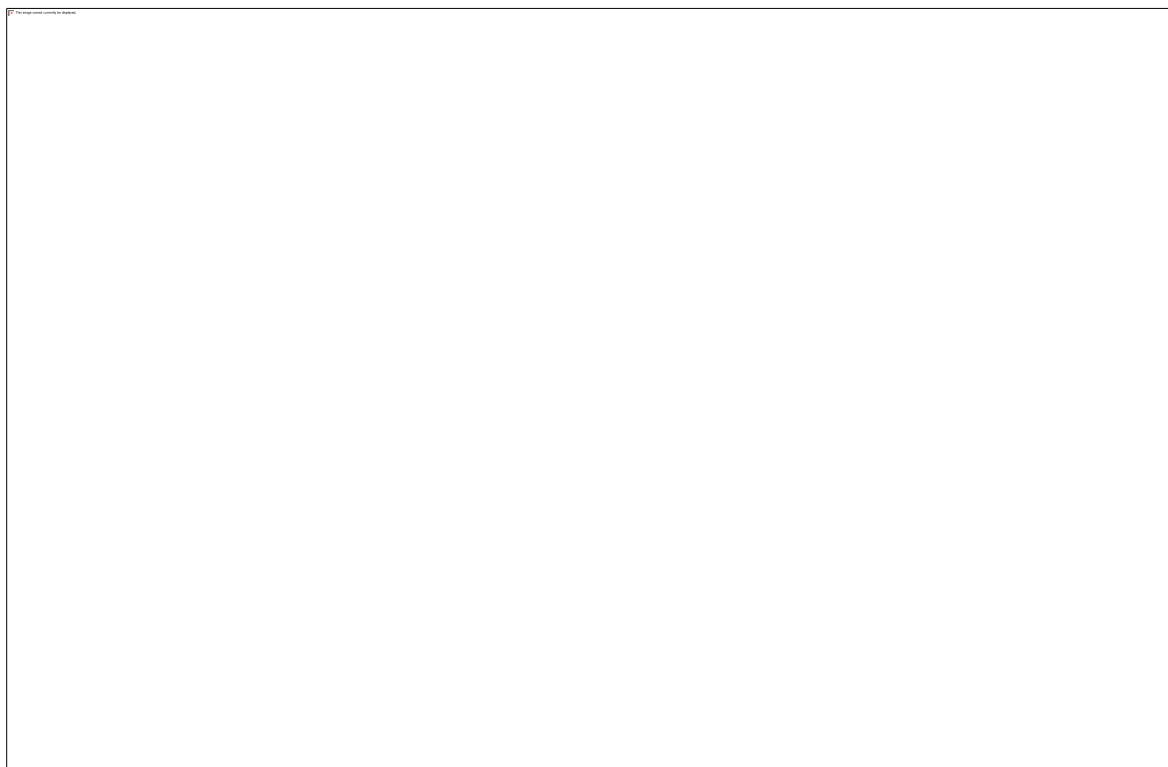
### **Liability Benchmark**

To compare the Council's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing. This assumes the same forecasts as table 1 above, but that cash and investment balances are kept to a minimum level of £20m at each year-end to maintain sufficient liquidity but minimise credit risk.

Table 2: Liability benchmark

	31.3.21	31.3.22	31.3.23	31.3.24
	£m	£m	£m	£m
<b>Total CFR</b>	915.3	1,003.9	1,122.9	1,224.9
<b>Less: Balance sheet resources</b>	(358.8)	(358.9)	(358.9)	(358.9)
<b>Net loans requirement</b>	556.4	645.0	764.0	866
<b>Plus: Liquidity allowance</b>	20.0	20.0	20.0	20.0
<b>Liability benchmark</b>	<b>576.4</b>	<b>665.0</b>	<b>784.0</b>	<b>886.0</b>

- 21.0 Following on from the medium-term forecasts in table 2 above, the long-term liability benchmark assumes minimum revenue provision on new capital expenditure based on a 10 - 60 year asset life and income, expenditure and reserves all increasing by inflation of 2.5% a year. This is shown in the chart below:



- 22.0 The Loan CFR (Blue lines) represents the need to fund capital expenditure through borrowing. The Liability benchmark (Red Lines) represents the level of borrowing requirement once reserves and working capital has been taken into account. Where the liability benchmark exceeds the Council's current borrowing levels (Grey area), this indicates the real need to borrow.

### **Borrowing Strategy**

- 23.0 The Council currently holds £656.8 million of loans, an increase of £87.7 million (Last year £659.1m) million on the previous year, due to the decrease in internal cash reserves and planned capital expenditure. The balance sheet forecast in Table 1 shows that the Council expects to borrow up to £764m by 2022/23 however, this is largely dependent on how the capital programme progresses. The Council may also borrow additional sums to pre-fund future years' requirements, providing this does not exceed the authorised limit for borrowing of £1.3 billion.
- 24.0 **Objectives:** The Council's main objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The flexibility to renegotiate loans should the Council's long-term plans change is a secondary objective.
- 25.0 **Strategy:** The Council's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently much lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow

short-term loans instead. By doing so, the Council is able to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk.

26.0 The benefits of short term borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise modestly.

27.0 In order to ensure long term stability of the debt portfolio, a proportion of the portfolio will be funded by long term borrowing. The cost of carry exercise which will evaluate the cost of borrowing now to borrowing in the future will determine whether the Council borrows additional sums at long-term fixed rates in 2022/23 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.

28.0 **Sources of borrowing:** The approved sources of long-term and short-term borrowing are:

- HM Treasury's PWLB lending facility (formerly the Public Works Loan Board)
- any institution approved for investments (see below)
- any other bank or building society authorised to operate in the UK
- any other UK public sector body
- UK public and private sector pension funds (except the local Brent Pension Fund)
- capital market bond investors
- UK Municipal Bonds Agency plc and other special purpose companies created to enable local authority bond issues

29.0 **Other sources of debt finance:** In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- Leasing
- Hire purchase
- Private Finance Initiative
- Sale and leaseback

30.0 The Council has previously raised the majority of its long term borrowing from the PWLB and will continue to do so in 22/23 due to the low interest rates available. The Council will also consider the arrangement of forward starting loans, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period.

31.0 PWLB loans are no longer available to local authorities planning to buy investment assets primarily for yield; the Council will no longer be undertaking these activities to retain access to PWLB loans.

- 32.0 In addition to above, the Council may borrow short-term loans to cover temporary cash flow pressures from other Local Authorities.
- 33.0 **Municipal Bonds Agency:** UK Municipal Bonds Agency plc was established in 2014 by the Local Government Association as an alternative to the PWLB. It issues bonds on the capital markets and lends the proceeds to local authorities. This is a more complicated source of finance than the PWLB for two reasons: borrowing authorities will be required to provide bond investors with a guarantee to refund their investment in the event that the agency is unable to for any reason; and there will be a lead time of several months between committing to borrow and knowing the interest rate payable. Any decision to borrow from the Agency will therefore be the subject of a separate report to members.
- 34.0 **LOBOs:** The Council holds £70.5m of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the Council has the option to either accept the new rate or to repay the loan at no additional cost. £45.5m of these LOBOs have options during 2022/23, and although the Council understands that lenders are unlikely to exercise their options in the current low interest rate environment, there remains an element of refinancing risk. The Council will take the option to repay LOBO loans at no cost if it has the opportunity to do so.
- 35.0 **Short-term and variable rate loans:** These loans leave the Council exposed to the risk of short-term interest rate rises and are therefore subject to the interest rate exposure limits in the treasury management indicators below. Financial derivatives may be used to manage this interest rate risk (see section 69 below).
- 36.0 **Debt rescheduling:** The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The Council may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk.

### **Treasury Investment Strategy**

- 37.0 The Council holds invested funds, representing income received in advance of expenditure plus balances and reserves held. In the past 12 months, the Council's treasury investment balance has ranged between £152.9m and £42.5m due to capital expenditure utilising the Council's internal cash reserves. These balances are expected to remain low for the remainder of the year with cash available to invest for relatively short periods.
- 38.0 **Objectives:** The CIPFA Code requires the Council to invest its treasury funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing

money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. Where balances are expected to be invested for more than one year, the Council will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.

- 39.0 **Negative interest rates:** The COVID-19 pandemic has increased the risk that the Bank of England will set its Bank Rate at or below zero, which is likely to feed through to negative interest rates on all low risk, short-term investment options. Since investments cannot pay negative income, negative rates will be applied by reducing the value of investments. In this event, security will be measured as receiving the contractually agreed amount at maturity, even though this may be less than the amount originally invested.
- 40.0 **Strategy:** Given the increasing risk and very low returns from short-term unsecured bank investments, the Council continue to monitor higher yielding asset classes during 2022/23. This represents a continuation of the strategy adopted in 2018/19. However, it is worth noting that this approach will be limited to the extent that the capital investment plans are delivered in line with current expectations. Should this prove to be the case, surplus funds will not be available to invest over longer durations as set out below.
- 41.0 Currently, the majority of the Council's surplus cash remains invested in short-term money market funds. The average rate of interest received on short-term investments during the year to December 21 was 0.04%. Comparison data for other local authorities from Arlingclose's benchmarking club (which uses the data of 136 Local Authorities) places Brent around average compared to our peers - Appendix 3. Due to the authorities borrowing requirement, there is unlikely to be scope to improve the short term investment returns achieved as liquidity of the surplus funds will play a key role.
- 42.0 The Council will maintain a minimum investment balance of £10m to ensure the Council complies with the requirements to be a professional client under MIFID II regulations.
- 43.0 **Responsible Investment and Environmental, Social and Governance (ESG) considerations:** The Council announced a climate emergency in July 2019 and the Council wishes to develop an investment strategy to accommodate climate change considerations. When undertaking a long-term treasury investment, the Council will ensure ESG matters are reviewed as part of the investment due diligence. Following COP 26, the new International Sustainability Board is likely to bring about changes in future disclosure requirements on investments.

- 44.0 **Business models:** Under the new IFRS 9 standard, the accounting for certain investments depends on the Council's "business model" for managing them. The Council aims to achieve value from its treasury investments by a business model of collecting the contractual cash flows and therefore, where other criteria are also met, these investments will continue to be accounted for at amortised cost.
- 45.0 **Credit Rating:** Treasury investments in the sectors marked with an asterisk will only be made with entities whose long-term credit rating is no lower than A-. The Council uses the lowest rating quoted by the main rating agencies, as recommended by CIPFA. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account. Within these criteria the Director of Finance will have discretion to accept or reject individual institutions as counterparties on the basis of any information which may become available.
- 46.0 Credit ratings are obtained and monitored by the Council's treasury advisers, who will notify changes in ratings as they occur. Any institution will be suspended or removed should any factors give rise to concern, and caution will be paramount in reaching any investment decision regardless of the counterparty or the circumstances. Should an entity's credit rating be downgraded so that it does not meet the Council's approved criteria then:
- No new investments will be made;
  - Full consideration will be made to the recall or sale of existing investments with the affected counterparty.
- 47.0 Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as "negative watch") so that it may fall below the approved rating criteria, then only investments that can be withdrawn on the next working day will be made with that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.
- 48.0 Having an appropriate lending list of counterparties, remains critically important to protecting Brent's investments. A list of extremely secure counterparties would be very small, and the limits with each would be correspondingly high. This would expose the Council to a risk of an unlikely but potentially large loss. This arises because the arrangements for dealing with banks in difficulty now require a loss to be imposed on various categories of liabilities of the banks to allow the bank to recapitalise itself and continue in business (sometimes referred to as bail in).
- 49.0 When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2020, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the

Council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. This will cause a reduction in the level of investment income earned, but will protect the principal sum invested.

- 50.0 **Government:** Loans to, and bonds and bills issued or guaranteed by, national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is generally a lower risk of insolvency, although they are not zero risk. Investments with the UK Government are deemed to be zero credit risk due to its ability to create additional currency and therefore may be made in unlimited amounts for up to 50 years.
- 51.0 **Banks and building societies (unsecured):** Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. There is no upper limit to the maximum credit loss that the Council could suffer in the event of a bail-in scenario. See section 54 below for arrangements relating to operational bank accounts. Investments in unsecured deposits will be limited to £20m.
- 52.0 **Registered providers (unsecured):** Loans to, and bonds issued or guaranteed by, registered providers of social housing or registered social landlords, formerly known as housing associations. These bodies are regulated by the Regulator of Social Housing (in England), the Scottish Housing Regulator, the Welsh Government and the Department for Communities (in Northern Ireland). As providers of public services, they retain the likelihood of receiving government support if needed. Investments with registered providers will be limited to £20m in 2022/23.
- 53.0 **Secured investments:** Investments secured on the borrower's assets, which limits the potential losses in the event of insolvency. The amount and quality of the security will be a key factor in the investment decision. Covered bonds and reverse repurchase agreements with banks and building societies are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used. The combined secured and unsecured investments with any one counterparty will not exceed the cash limit for secured investments. The Council and its advisors remain alert for signs of credit or market distress that might adversely affect the Council. Investments in secured deposits will be limited to £20m.
- 54.0 **Money market funds (MMFs):** Pooled funds that offer same-day or short notice liquidity and very low or no price volatility by investing in short-term money markets. They have the advantage over bank accounts of providing wide diversification of



investment risks, coupled with the services of a professional fund manager. Although no sector limit applies to money market funds, the Council will take care to diversify its liquid investments over a variety of providers to ensure access to cash at all times. Deposits will not exceed 0.5% of the net asset value of the MMF. In addition, each Fund will be limited to a maximum deposit of £20m.

- 55.0 The investment strategy will provide flexibility to invest cash for longer periods in order to access higher investment returns. The upper limit for lending beyond a year is £50m. In practice, lending for more than one year will be only to institutions of the highest credit quality and at rates which justify the liquidity risk involved. Marketable instruments may have longer maturities, though the maturity will be considered in conjunction with the likely liquidity of the market and credit quality of the institution. Other than UK Central Government the Council may invest its surplus funds subject to a maximum duration of 25 years.

**Alternative investment options will include:**

- 56.0 **Strategic pooled funds:** Bond, equity and property funds that offer enhanced returns over the longer term but are more volatile in the short term. These allow the Council to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives will be monitored regularly. Although considered as pooled funds, MMF's are discussed separately in paragraph 34. The Council currently has no investments in Pooled Funds (other than MMFs) at present, but may make prudent use of them in the future. Investments in pooled funds will be limited to £20m in 2022/23.
- 57.0 **Real estate investment trusts (REITs):** Shares in companies that invest mainly in real estate and pay the majority of their rental income to investors in a similar manner to pooled property funds. As with property funds, REITs offer enhanced returns over the longer term, but are more volatile especially as the share price reflects changing demand for the shares as well as changes in the value of the underlying properties. The risk with any investments in REITs is that shares cannot be withdrawn but can be sold on the stock market to another investor which leaves the Council open to market risk. Investments in REITs will be limited to £20m in 2022/23.
- 58.0 **Other investments:** This category covers treasury investments not listed above, for example unsecured corporate bonds and company loans. Non-bank companies cannot be bailed-in but can become insolvent placing the Council's investment at risk.
- 59.0 **Operational bank accounts:** The Council may incur operational exposures, for example though current accounts, collection accounts and merchant acquiring

services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. These are not classed as investments but are still subject to the risk of a bank bail-in. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the Council maintaining operational continuity. The Council banks with National Westminster Bank (NatWest) who meet the Council's minimum credit criteria. Should NatWest's creditworthiness deteriorate below the Council's minimum credit criteria, then as far as is consistent with operational efficiency, no money will be placed with NatWest and credit balances in the various Council accounts will be kept to a minimum level.

- 60.0 **Investment limits:** The Council's revenue reserves available to cover investment losses are forecast to be £397 million on 31st March 2022. In order that no more than 10% of available reserves will be put at risk in the case of a single default, the maximum that will be lent to any one organisation (other than the UK Government and Council subsidiaries) will be £20 million. A group of banks under the same ownership will be treated as a single organisation for limit purposes.

Table 2: Investment Limits

	<b>Credit Quality</b>	<b>Cash limit</b>	<b>Time Limit</b>
Any single organisation, except a Government entity	A- Or equivalent	£20m	n/a
UK Government	Any	Unlimited	50 years
Local Authorities & other government entities	Any	Unlimited	25 years
Banks (unsecured)*	A- Or equivalent	£20m	13 months
Building Societies (unsecured)*	A- Or equivalent	£20m	13 months
Registered providers and registered social landlords*	A- Or equivalent	£20m	5 years
Secured investments*	A- Or equivalent	£20m	5 years
Money market funds*	A- Or equivalent	Lower of 5% of total net assets of the fund or £20m	n/a
Strategic pooled funds*	A- Or equivalent	£20m	n/a
Real estate investment trusts*	A- Or equivalent	£20m	n/a
Other Investments*	A- Or equivalent	£50m	5 years

\* **Minimum credit rating:** Treasury investments in the sectors marked with an asterisk will only be made with entities whose lowest published long-term credit rating is no lower than A-. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.

For entities without published credit ratings, investments may be made either (a) where external advice indicates the entity to be of similar credit quality; or (b) to a maximum of £200,000 per counterparty as part of a diversified pool e.g. via a peer-to-peer platform.

- 61.0 **Liquidity management:** The Council uses internal purpose-built cash flow modelling tools to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis to minimise the risk of the Council being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to the Council's medium-term financial plan and cash flow forecast. The Council aims to spread its liquid cash over at least two providers (e.g. bank accounts and money market funds) to ensure that access to cash is maintained in the event of operational difficulties at any one provider.

## TREASURY MANAGEMENT INDICATORS

- 62.0 The Council measures and manages its exposures to treasury management risks using the following indicators.
- 63.0 **Security:** The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit rating of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

Table 3: Credit risk indicator

Credit risk indicator	Target
Portfolio average credit rating	A

- 64.0 **Liquidity:** The Council has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling three month period, without additional borrowing.

Table 4: Liquidity risk indicator

Liquidity risk indicator	Target
Total cash available within 3 months	£20m

- 65.0 **Interest rate exposures:** This indicator is set to control the Council's exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interest rates will be:

Table 5: Interest rate risk indicator

Interest rate risk indicator	Limit
Upper limit on one-year revenue impact of a 1% rise in interest rates	£5m
Upper limit on one-year revenue impact of a 1% fall in interest rates	£5m

*The impact of a change in interest rates is calculated on the assumption that maturing loans and investments will be replaced at current rates.*

- 66.0 **Maturity structure of borrowing:** This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of borrowing will be:

Table 6: Refinancing rate risk indicator

Refinancing rate risk indicator	Upper limit	Lower limit
Under 12 months	40%	0%
12 months and within 24 months	40%	0%
24 months and within 5 years	40%	0%
5 years and within 10 years	60%	0%
10 years and within 20 years	75%	0%
20 years and within 30 years	75%	0%
30 years and within 40 years	75%	0%
Over 40 years	75%	0%

*Time periods start on the first day of each financial year. LOBOs are classified as maturing on the next call date i.e. the earliest date that the lender can require repayment.*

- 67.0 **Principal sums invested for periods longer than a year:** The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end will be:

Table 7: Price risk indicator

Price risk indicator	2022/23	2023/24	2024/25
Limit on principal invested beyond year end	£50m	£50m	£50m

### **Related Matters**

- 68.0 The CIPFA Code requires the Council to include the following in its treasury management strategy.
- 69.0 **Financial Derivatives:** A Derivative is a contract between two or more parties to hedge against the risk associated with the performance of an underlying asset.

Local authorities have previously made use of financial derivatives embedded into its loans and investments both to reduce interest rate risk and to reduce costs or increase income at the expense of greater risk.

- 70.0 The general power of competence in Section 1 of the Localism Act 2011 removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).
- 71.0 The Council will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Council is exposed to.
- 72.0 Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.
- 73.0 In line with the CIPFA Code, the Council will seek external advice and consult with Members before entering into financial derivatives to ensure that it fully understands the implications. This will include analysis of the impact on interest rate, refinancing, counterparty, market, regulatory and legal risks, together with an assessment on the effectiveness of the derivative.
- 74.0 **Housing Revenue Account:** On 1st April 2012, the Council notionally split each of its existing long-term loans into General Fund and HRA pools. In the future, new long-term loans borrowed will be assigned in their entirety to one pool or the other. Interest payable and other costs/income arising from long-term loans (e.g. premiums and discounts on early redemption) will be charged/ credited to the respective revenue account. Differences between the value of the HRA loans pool and the HRA's underlying need to borrow (adjusted for HRA balance sheet resources available for investment) will result in a notional cash balance which may be positive or negative. This balance will be measured each month and interest transferred between the General Fund and HRA at the Council's average interest rate on investments, adjusted for credit risk.
- 75.0 **Markets in Financial Instruments Directive:** The MiFID II regulations took effect from January 2018 which saw the council reclassified as a retail client with the opportunity to opt up to professional client status. Retail clients have access increased protection however this would be balanced against potentially higher fees and access to a more limited range of products. The Council has opted up to professional client status with its providers of financial services, including advisors, banks, brokers and fund managers. Given the size and range of the Council's treasury management activities, the Director of Finance believes this to be the appropriate status for the Council's treasury management activities.

76.0 **Financial Implications:** The draft capital financing budget of £23.6m for 2022/23 has been calculated based on the reduction in balances available for investment and the increased external borrowing required.

77.0 **Other Options Considered:** The CIPFA Code does not prescribe any particular treasury management strategy for local authorities to adopt. The Council believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed below.

Table 8: Alternative Strategies

Alternative	Impact on income and expenditure	Impact on risk management
Invest in a narrower range of counterparties and/or for shorter times	Interest income will be lower	Lower chance of losses from credit related defaults, but any such losses may be greater
Invest in a wider range of counterparties and/or for longer times	Interest income will be higher	Increased risk of losses from credit related defaults, but any such losses may be smaller
Borrow additional sums at long-term fixed interest rates	Debt interest costs will rise; this is unlikely to be offset by higher investment income	Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs may be more certain
Borrow short-term or variable loans instead of long-term fixed rates	Debt interest costs will initially be lower	Increases in debt interest costs will be broadly offset by rising investment income in the medium term, but long-term costs may be less certain
Reduce level of borrowing	Saving on debt interest is likely to exceed lost investment income	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs may be less certain

## Appendix 1 – Arlingclose Economic & Interest Rate Forecast October 2021

### Underlying assumptions:

- The global economy continues to recover from the pandemic but has entered a more challenging phase. The resurgence of demand has led to the expected rise in inflationary pressure, but disrupted factors of supply are amplifying the effects, increasing the likelihood of lower growth rates ahead. This is particularly apparent in the UK due to the impact of Brexit
- While Q2 UK GDP expanded more quickly than initially thought, the 'pingdemic' and more latterly supply disruption will leave Q3 GDP broadly stagnant. The outlook also appears weaker. Household spending, the driver of the recovery to date, is under pressure from a combination of retail energy price rises, the end of government support programmes and soon, tax rises. Government spending, the other driver of recovery, will slow considerably as the economy is taken off life support
- Inflation rose to 3.2% in August. A combination of factors will drive this to over 4% in the near term. While the transitory factors affecting inflation, including the low base effect of 2020, are expected to unwind over time, the MPC has recently communicated fears that these transitory factors will feed longer-term inflation expectations that require tighter monetary policy to control. This has driven interest rate expectations substantially higher
- The supply imbalances are apparent in the labour market. While wage growth is currently elevated due to compositional and base factors, stories abound of higher wages for certain sectors, driving inflation expectations. It is uncertain whether a broad-based increase in wages is possible given the pressures on businesses.
- Government bond yields increased sharply following the September FOMC and MPC minutes, in which both central banks communicated a lower tolerance for higher inflation than previously thought. The MPC in particular has doubled-down on these signals in spite of softer economic data. Bond investors expect higher near-term interest rates but are also clearly uncertain about central bank policy.
- The MPC appears to be playing both sides, but has made clear its intentions to tighten policy, possibly driven by a desire to move away from emergency levels. While the economic outlook will be challenging, the signals from policymakers suggest Bank Rate will rise unless data indicates a more severe slowdown.

### Forecast:

- Arlingclose expects Bank Rate to rise in Q2 2022. We believe this is driven as much by the Bank's desire to move from emergency levels as by fears of inflationary pressure.
- Investors have priced in multiple rises in Bank Rate to 1% by 2024. While we believe Bank Rate will rise, it is by a lesser extent than expected by markets
- Gilt yields have risen sharply as investors factor in higher interest rate and inflation expectations. From here, we believe that gilt yields will be broadly steady, before falling as inflation decreases and market expectations fall into line with our forecast
- The risk around our forecasts for Bank Rate is to the upside over the next few months, shifting to the downside in the medium term. The risks around the gilt yield forecasts are initially broadly balanced, shifting to the downside later

	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24
Official Bank Rate													
Upside risk	0.15	0.15	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Arlingclose Central Case	0.10	0.10	0.25	0.25	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Downside risk	0.00	0.00	-0.15	-0.15	-0.15	-0.40	-0.40	-0.40	-0.40	-0.40	-0.40	-0.40	-0.40
3-month money market rate													
Upside risk	0.10	0.15	0.20	0.20	0.30	0.30	0.30	0.30	0.35	0.35	0.35	0.35	0.35
Arlingclose Central Case	0.10	0.15	0.35	0.40	0.45	0.60	0.65	0.65	0.60	0.60	0.60	0.60	0.60
Downside risk	0.00	-0.05	-0.25	-0.25	-0.30	-0.45	-0.50	-0.50	-0.45	-0.45	-0.45	-0.45	-0.45
5yr gilt yield													
Upside risk	0.25	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30
Arlingclose Central Case	0.65	0.65	0.65	0.65	0.65	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60
Downside risk	-0.25	-0.25	-0.35	-0.40	-0.40	-0.40	-0.40	-0.40	-0.40	-0.40	-0.40	-0.40	-0.40
10yr gilt yield													
Upside risk	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35
Arlingclose Central Case	1.05	1.05	1.05	1.05	1.05	1.05	1.00	0.95	0.95	0.95	0.90	0.90	0.90
Downside risk	-0.25	-0.35	-0.40	-0.40	-0.40	-0.40	-0.45	-0.45	-0.50	-0.50	-0.50	-0.50	-0.50
20yr gilt yield													
Upside risk	0.30	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40
Arlingclose Central Case	1.40	1.40	1.40	1.40	1.35	1.35	1.30	1.30	1.30	1.30	1.30	1.30	1.30
Downside risk	-0.35	-0.40	-0.45	-0.45	-0.45	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50
50yr gilt yield													
Upside risk	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40
Arlingclose Central Case	1.30	1.30	1.30	1.30	1.25	1.25	1.20	1.20	1.20	1.20	1.20	1.20	1.20
Downside risk	-0.35	-0.35	-0.35	-0.40	-0.40	-0.45	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50

PWLB Certainty Rate (Maturity Loans) = Gilt yield + 0.80%

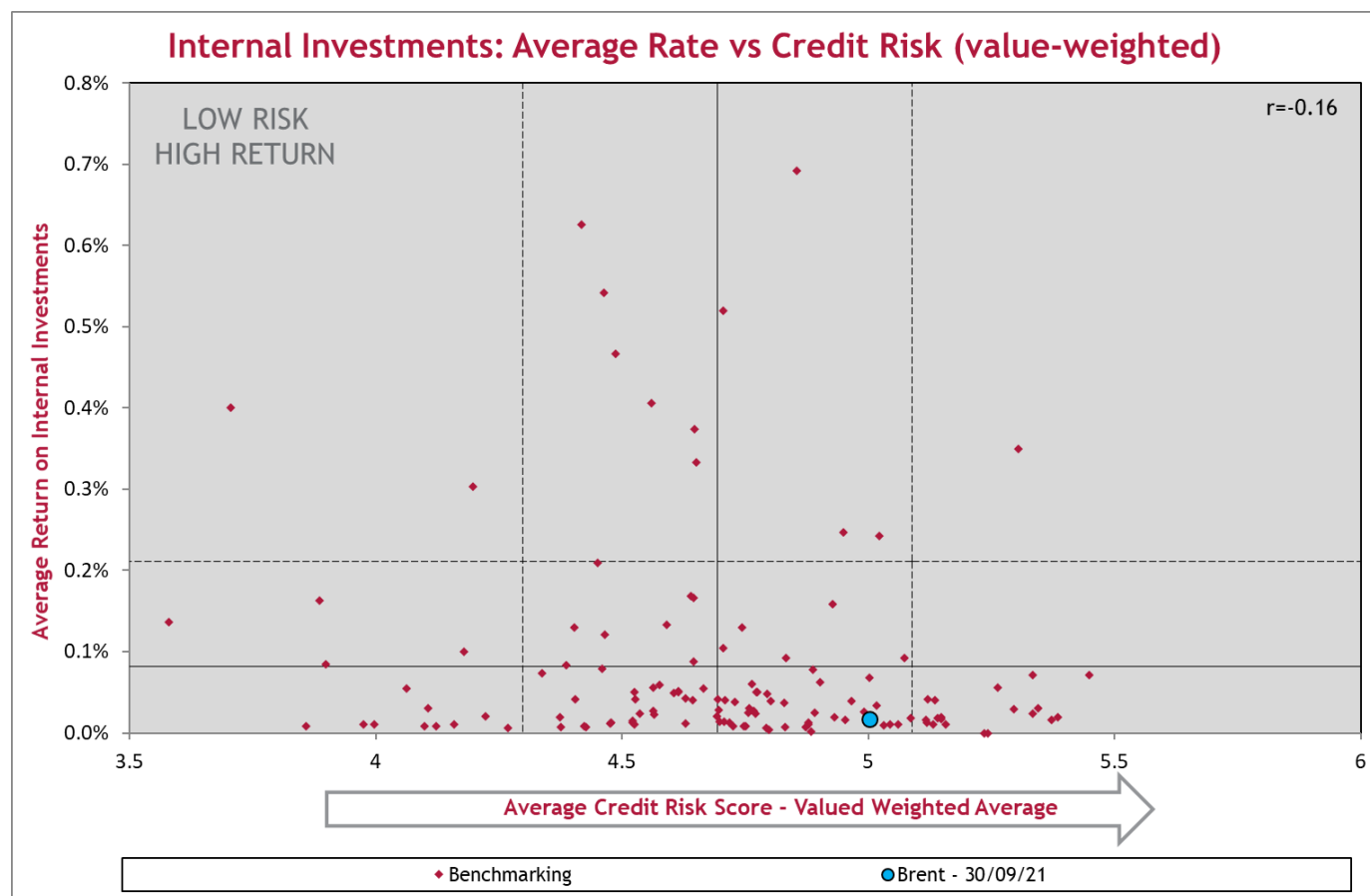
PWLB Local Infrastructure Rate (Maturity Loans) = Gilt yield + 0.60%



## Appendix 2 – Existing Investment & Debt Portfolio Position

	31/12/2021 Actual Portfolio £m	31/12/2021 Average Rate %
<b>External Borrowing:</b>		
PWLB – Maturity	278.9	5.0
PWLB – EIP	120.4	1.8
LOBO Loans	70.5	4.6
Fixed Rate Loans	95.0	2.4
ST Loans	92.0	0.1
<b>Total External Borrowing</b>	<b>656.8</b>	<b>3.3</b>
<b>Other Long-term liabilities:</b>		
Private Finance Initiatives	23.5	
Finance Leases	6.7	
<b>Total other long-term liabilities</b>	<b>30.2</b>	
<b>Total Gross External Debt</b>	<b>687.0</b>	
<b>Treasury Investments:</b>		
Market Deposits	0.0	0.00
Money Market Funds	80.3	0.04
HM Treasury	25.0	0.03
<b>Total Treasury Investments</b>	<b>105.3</b>	<b>0.04</b>
<b>Net Debt</b>	<b>581.7</b>	

### Appendix 3 – Internal Investments: Average Rate vs Credit Risk



A credit rating of 4 is equivalent to credit score of AA-. The Council has a target rating of A which is a rating of 6. The current portfolio has a credit rating of A+ (Credit score 5) which exceeds our target rating.

## Minimum Revenue Provision – 2022/23

- 1.1. The Council is required to pay off an element of the accumulated General Fund capital spend financed by borrowing each year through a revenue charge (the Minimum Revenue Provision), although it is also allowed to undertake additional voluntary payments where it is seen to be in its best interests to do so. There has been no statutory minimum since 2008. The broad aim of the MHCLG Guidance is to ensure that capital expenditure is financed over a period that is either reasonable commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant.
- 1.2. The Local Government Act 2003 requires the Authority to have regard to the Ministry of Housing, Communities and Local Government's Guidance on Minimum Revenue Provision (the MHCLG Guidance) most recently issued in 2018.
- 1.3. The Guidance requires full Council (or a delegated body) to approve an MRP policy statement in advance of financial each year and recommends a number of options for calculating a prudent amount of MRP.
- 1.4. In accordance with the current guidance for the calculation of MRP the following policy for non-HRA assets has been applied:
  - 1.4.1. For supported borrowing, the Council will use the asset life method (Option 3) and an 'annuity' approach for calculating repayments. Based on the useful economic lives of the council's assets a single annuity has been calculated, which results in the outstanding principal being repaid over the course of one hundred years.
  - 1.4.2. For prudential borrowing, the Council will adopt Option 3, 'the asset life method', and an 'annuity' approach for calculating repayments. This option allows provision for repayment of principal to be made over the estimated life of the asset. The use of the 'annuity' method is akin to a mortgage where the combined sum of principal and interest are equalised over the life of the asset.
  - 1.4.3. In line with the statutory guidance MRP will be charged for finance leases at a rate equal to the writing down of the lease liability.
  - 1.4.4. MRP will include a charge equal to any capital lifecycle additions within the lease.

- 1.4.5. Where borrowing is undertaken for the construction of new assets, MRP will only become chargeable once such assets are completed and operational.
- 1.4.6. The Council reserve the right to charge a £nil MRP where the conditions set out in paragraph 26 of the statutory guidance have been met.
- 1.5. The asset lives which will be applied to different classes of assets are as shown in table 1, however the Council reserves the right to determine useful life periods and prudent MRP in exceptional circumstances where the recommendations of the guidance would not be appropriate.

**Table 1**

<b>Asset Type</b>	<b>Years</b>
Vehicles and equipment	5 to 15 years
Capital repairs to roads and buildings	15 to 25 years
Purchase of buildings	30 to 40 years
New construction	40 to 60 years
Purchase of land	50 to 100 years

- 1.6. Based on the Council's latest estimate of its capital financing requirement (CFR) on 31<sup>st</sup> March 2022, the MRP budget for 2022/23 has been set at £14.5m.

## BRENT RESERVES STRATEGY

### What are reserves?

CIPFA states in the *Financial Management Code* states that “the aim of the authority’s financial reserves is to provide funding for investment in future activities and to act as a safety net in case of short-term financial challenges.”

### What is a reserves strategy?

The *Reserves Strategy* defines the level and purposes for which the Council holds reserves. It consists of three key elements:

1. **Strategy**: what the Council is seeking to achieve through holding reserves;
2. **Financial Planning**: linking the level of reserves with plans for their use over the period of *Medium Term Financial Strategy* (MTFS); and
3. **Operational Framework**: how the Council determines the level of reserves, manages those reserves and plans for their use in line with best practice and statutory requirements.

Together these elements set out the Council’s ambition for reserves, the nature of that ambition and how we will provide assurance.

## STRATEGY

### Why do we need a reserves strategy?

The Council plans its finances over the short term, medium and long term so that it has adequate resources to deliver services for the residents of the borough. As a large, complex organisation, there will always be variations between our actual spending/income and our plans due to variations in demand, demographic change, changes in costs and the funding decisions of third parties as well as the need to deliver projects and investments spanning more than one financial year.

To ensure we can manage these financial risks, whilst being able to maintain services, requires that the Authority holds funds in reserve to meet these costs as and when they arise and to deal with any unexpected emergency that may occur. A reserves strategy enables us to do this in a planned way.

### Do we have to have a reserves strategy?

The requirement for financial reserves is acknowledged in statute. Sections 32 and 43 of the *Local Government Act 1992* require precepting authorities and billing authorities in England and Wales to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement.

There are other safeguards in place that help to prevent the Council from over-committing itself financially. These include:

- a) The balanced budget requirement (*Local Government Act 1992 s32 and s43*);
- b) Chief Finance Officer's duty to report on the robustness of estimates and adequacy of reserves (*Local Government Act 2003 s25*) when the Council is considering the budget requirement;
- c) Legislative requirement to make arrangements for the proper administration of the Council's financial affairs and that the Chief Finance Officer has responsibility for the administration of those affairs (*Local Government Act 1972 s151*);
- d) The requirements of the *Prudential Code*;
- e) Auditors' consideration of whether the audited body has established adequate arrangements to ensure that its financial position is sustainable. Financial sustainability is covered as part of the *Value for Money Audit*; and
- f) CIPFA's *Financial Management Code* requirement that the effective management of reserves is reviewed as part of a formal Financial Resilience Assessment (FRA).

These requirements are reinforced by section 114 of the *Local Government Finance Act 1988*, which requires the Chief Finance Officer to report if there is likely to be unlawful expenditure or an unbalanced budget. This would include situations where reserves have become seriously depleted and it is forecast that the Council will not have the resources to meet its expenditure in a particular financial year.

Whilst it is primarily the responsibility of the Chief Finance Officer to maintain a sound financial position, the external auditors will, as part of their wider responsibilities, consider whether the audited body has established adequate arrangements to ensure that its financial position is soundly based. However, it is not the responsibility of the external auditors to prescribe the optimum or minimum level of reserves for the Council.

## FINANCIAL PLANNING

### How does it fit with our other strategies?

The *Reserves Strategy* is part of a suite of supporting strategies that supplement the *Borough Plan* and the *Medium Term Financial Strategy*. These detailed strategies provide an additional level of granularity that helps to create a bridge between the over-arching strategies and operational delivery plans

CIPFA's *Prudential Code* requires the Chief Finance Officer to have regard to affordability when making recommendations about the future capital programme. Such consideration includes the level of long-term revenue commitments. Indeed, in considering the affordability of its capital plans, the Council is required to consider all of the resources available to it and estimated for the future, together with the totality of its capital plans and revenue forecasts for the forthcoming year and the following two years.

There is a requirement for three-year revenue forecasts across the public sector and this is achieved through the *Medium Term Financial Strategy* and the annual budget. The 2021 Autumn Budget and Comprehensive Spending Review (CSR21) provided details of proposed

government support for a three-year timeframe, but with only a one-year detailed financial settlement. This creates uncertainty over future funding and provides limited information for planning over the medium term the use of balances and reserves.

### How are the level of reserves set?

CIPFA's Local Authority Accounting Panel does not accept that there is a case for introducing a generally acceptable minimum level of reserves. Instead, it is for the Council, on the advice of its Chief Finance Officer, to make its own judgement on such matters, taking into account all relevant local circumstances. What are relevant circumstances will vary between areas. A well-managed organisation with a prudent approach to budgeting should be able to operate with a minimal level of general reserves which are appropriate to the risks (both internal and external) to which it is exposed. In assessing the appropriate level of reserves, a well-managed organisation will ensure that the reserves are not only adequate, but also are necessary.

It is worth noting that not all reserves are usable. Some reserves arise out of the interaction of legislation and proper accounting practice. These are termed 'unusable reserves' as they cannot be used for any other purpose. They are not considered further as there is no need to set their level and no discretion over their creation, purpose or usage.

### Types of Reserve

When reviewing the medium term financial plans and preparing the annual budgets, the establishment and maintenance of reserves should be considered. These can be held for five main purposes:

- a) **Working Balance** - to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing – this forms part of general reserves.
- b) **Contingency Reserve** - to cushion the impact of unexpected events or emergencies – this forms part of general reserves.
- c) **Sinking Fund and Smoothing Reserves** – these allow a response to uncertainty in the economic climate and provide assurance on the safety of the Council's financial assets. These are closely linked with the *Treasury Management Strategy* and *Capital Strategy* - these form part of general reserves.
- d) **Statutory and Ring-fenced Reserves** – these are held for specific purposes, often set by statute. Examples include grant funding where the expenditure has yet to be incurred (Capital Grants Unapplied), the HRA Balance and the Schools Balances. Although these are legally part of the general reserves, the restrictions and limitations on their use mean that they should be accounted for separately and not viewed as generally usable.
- e) **Earmarked Reserves** – these represent a means of building up funds to meet known or predicted requirements, such as planned investment, capital projects and change programmes; earmarked reserves are accounted for separately and viewed as largely not generally usable. They remain legally part of the general reserves.

In addition the Council holds the following two usable reserves:

- a) **Major Repairs Reserve** – this reserve records the unspent amount of HRA balances for capital financing purposes in accordance with statutory requirements for the reserve. This is an HRA specific reserve.
- b) **Capital Receipts Reserve** – this reserve holds the proceeds from the sale of assets, and can only be used for those purposes specified in the capital finance and accounting regulations.

## OPERATIONAL FRAMEWORK

When establishing reserves, there needs to be compliance with the *Code of Practice on Local Authority Accounting* and in particular, the need to distinguish between reserves and provisions.

The split of reserves into five categories is helpful as each category has its own nature, purpose and planned usage that can be used to determine the required level of reserves.

### Working Balance

The cash flow forecast is key to understanding the level of reserve required to cushion the impact of uneven cash flows. The overall size the net expenditure budget should be used as the reference point for determining the percentage required to be retained as the working balance.

### Contingency Reserve

Determining a suitable level of reserve to cover the unexpected is an inexact science. At best this will be an estimate created using risk management techniques to determine the likelihood and impact of potentially disastrous events. Past experience demonstrates the ability of the Council to deliver savings, while dealing with resource reductions and demographic and other demand changes. How these issues have been tackled without overspending the budget will be an important consideration in deciding how much needs to be set aside in reserves as contingency. A reasonableness check also needs to be considered - retaining adequate funds to cover a calamitous event such as a second pandemic may be overly cautious and therefore not prudent as it ties up scarce resources unnecessarily. The contingency requirement should be referenced to a percentage of net expenditure.

The first two types of reserve, although different in nature, involve dealing with the unplanned and unexpected. The Council also hold reserves for planned purposes. It defines these usable reserves under the following headings:

- Ring-fenced and Statutory
  - HRA
  - Schools
  - COVID
- Capital
- Investment
- Sinking and Smoothing
- Service reserves
- Transformation



- General Fund Balance

When considering reserves held for specific purposes that could be freely utilised to fund unexpected expenditure, only the final three headings (service reserves, transformation and the general fund balance) can be used without limitation. The other reserves are either restricted to a specific use or already committed. Theoretically, the General Fund balance could be viewed as the working balance, whilst the other two types of reserve constitute amounts available for contingency purposes.

As stated already, the reference point for determining the target level for the working balance and contingency reserves should be a percentage of net expenditure. The end result will be a single target percentage of net expenditure that should be held. Although CIPFA oppose an arbitrary figure, 5% is widely used in local authorities as such a target. This is viewed as a starting point and tested for adequacy by considering past data and future forecasts. When considering past experience, use has been made of both benchmarking data for other London boroughs, provided by London Councils and CIPFA's Financial Resilience Index, and historic data for the Council. The comparative data shows that the level of reserves at Brent is good and provides strong foundations for long-term financial sustainability.

An analysis has been undertaken of the percentage of over- or under-spend that the year-end outturn represents of the Council's net budget. This shows that at no point in the last 20 years did any year-end overspend equate to as much as 2% of the net expenditure budget. Looking to the future, funding uncertainty, cost drivers, demand pressures and demographic changes have been considered. Further factors such as the effects of COVID-19 and the current high levels of inflation have also been taken into account. The conclusion of this work is that 5% is a reasonable minimum level of general reserves based on past experience and future expectations.

#### Uncertainty and Smoothing Reserves

At Brent, reserves for insurance, redundancy and welfare reform are examples of this type of reserve. Each is set on the basis of an individual calculation that takes in to account relevant factors and local circumstances. The *Reserves Strategy* recommends that this policy continues with a requirement to demonstrate need and adequacy are a part of the working paper for the calculation of any reserve under this heading.

#### Statutory and Ring-fenced Reserves

As these arise from circumstances largely prescribed by statute, there is no need to provide further policy on their level or use. The Council divides these reserves between s106/CIL, Ring-fenced and capital reserves. They are presented in the accounts as part of the earmarked reserves.

#### Earmarked Reserves

Under this heading fall service specific reserves including carry forwards and more general amounts set aside for transformation, service pressures and future funding risks. The need for and level of these reserves should be justified by a calculation demonstrating the requirement for the reserve, its intended purpose, how its level has been determined and plans for its profiled release. This should be aligned with corporate plans and strategies such

as the *Borough Plan*, the *MTFS* and the *Capital Strategy* as appropriate. All earmarked reserves should be reviewed annually as part of the closure of the accounts.

## MONITORING

The level of all reserves is kept under continuous review by the Director of Finance. This is achieved through revisions to the *Medium Term Financial Strategy* and the budget monitoring reports. Periodic updates will be provided to the Cabinet and the Audit and Standards Advisory Committee. The planned level of reserves will be reported to the Council annually via the *Budget Report*.

## USE OF RESERVES

The maintenance and use of reserves play a key role in long-term financial sustainability. Just as the creation and maintenance of reserves arises in a structured way through the Council's financial planning process, so the release of reserves needs to be subject to a similarly planned and controlled process. Such a process is provided by the *Scheme of Transfers and Virements*, which sets out specific requirements for the use of reserves. The main points are:

### 1. Reserves cannot be used to fund overspends without a plan

Section 3 of the *Scheme of Transfers and Virements* requires that "Reserves must not be used to fund ongoing overspends unless there is an agreed, realistic plan to eliminate the overspend before the reserve is exhausted (this applies to all reserves, both earmarked and non-earmarked). The Director of Finance must review planned uses of reserves to ensure that these are not being used to hide or obscure systemic overspends. The Director of Finance must report to Full Council report any areas with inadequate plans to address overspends."

### 2. Budget report must identify the reserves against which overspends can be charged

Section 3 of the *Scheme of Transfers and Virements* states that "In certain circumstances where such overspends on Funds arise, there is a choice as to which reserve the charge should be made. The annual Budget Report will identify which reserves overspends will and will not be charged against, for approval by Full Council. In the event of inadequate reserves to fund overspends, the Director of Finance may have to use additional reserves to fund overspends, any such action is to be reported to Full Council. "

### 3. Budget report must specify how reserves are to be used

Section 6 of the *Scheme of Transfers and Virements* directs that "Reserves have been established to aid the smooth running of the Council's finances, and it will be normal to charge costs to those reserves subject to financial regulations and local procedures and policies. Further, the council has capital monies, such as capital grants and capital receipts held in the council's useable reserves. The Schedule of Earmarked Reserves in the Budget Report must specify how the council's useable reserves are to be used, including if they can be used to fund overspends, and this needs to be approved by Full Council as part of the Budget

Report. Officers may make transfers from these reserves up to the amounts in the Budget Report for the specified purposes.”

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BRENT RESERVES	Actual 31/03/2021 £m	PURPOSE AND PLANNED USAGE	Forecast 31/03/2022 £m	Forecast 31/03/2023 £m
<b><u>BALANCES</u></b>				
General Fund Balance*	(15.1)	This both provides the Council's working balance and represents an amount held against unexpected overspends or failure to identify sufficient savings to balance the budget in year. On a net budget of £280m, even a 2% variance would rapidly erode this, and on the more realistic figure of £400m (gross expenditure excluding HB and DSG) then even a 1% overspend for two consecutive years would leave the Council dangerously exposed. For this reason the Council aims to retain at least 5% of its net expenditure as a contingency reserve.	(15.1)	(15.1)
Schools Balances	(17.8)	Balance carried forward of Dedicated Schools Grant delegated to individual schools. Forecast to decline in response to school funding pressures and not directly in the control of the council.	(17.8)	(17.8)
HRA Balance	(1.4)	This is the accumulated surplus of income over expenditure for the HRA. This can only be used for the HRA. The balance is used as a contingency against overspending and unexpected events that affect the HRA.	(1.4)	(1.4)
TOTAL BALANCES	<b>(34.3)</b>		<b>(34.3)</b>	<b>(34.3)</b>
<b><u>CAPITAL RESERVES</u></b>				
Capital Receipts Reserve	(7.0)	The proceeds from the disposal of land or other assets. Capital receipts can only be used to finance new capital expenditure, to provide loans or grants or to repay debt. They cannot be used to fund revenue expenditure.	(5.4)	(7.8)
Major Repairs Reserve	(0.6)	The unspent amount of the Major Repairs Allowance provided for capital renewal of HRA properties.	(0.6)	(0.6)
Capital Grants Unapplied	(60.9)	Capital grants received from central government agencies unapplied as not yet used to fund capital projects. Major elements include Basic Needs Grant for additional school places, School Condition Grants, DFG – Disabled Facilities Grant and others.	(29.7)	(8.9)
TOTAL CAPITAL	<b>(68.5)</b>		<b>(35.7)</b>	<b>(17.3)</b>
<b><u>EARMARKED RESERVES</u></b>				
<b><i>Capital and other statutorily ring-fenced reserves</i></b>				
		<p>This reserve is made up of the Community Infrastructure Levy (CIL) and S106 planning contributions made under legally binding agreements. The accumulated S106/CIL receipts that have not yet been spent are committed to finance planned capital expenditure, as set out in the <i>Capital Strategy</i>.</p> <p>Community Infrastructure Levy is made up of an amount paid over to the Mayor (MCIL) and the amount retained by the Borough (BCIL). BCIL is divided into Strategic CIL (SCIL) for use borough-wide and a local amount, termed Neighbourhood CIL (NIL). A Cabinet decision is required to allocate Strategic CIL to finance new capital expenditure before it can be added to the Brent capital programme. There is also an allowance for administration costs which can be deducted from CIL.</p> <p>The balance on each category at 31 March 2021 was:</p>		

BRENT RESERVES	Actual 31/03/2021 £m	PURPOSE AND PLANNED USAGE		Forecast 31/03/2022 £m	Forecast 31/03/2023 £m
S106/Community Infrastructure Levy (CIL)	(128.2)	SCIL	£m (93.6)	(137.1)	(137.1)
		NCIL	(12.9)		
		BCIL	(106.6)		
		MCIL	(0.5)		
		Admin	(0.0)		
		Total CIL	(107.1)		
The S106 reserve balance at 31 March 2021 was £21.1m. This is committed to finance capital expenditure. (There are some very specific exceptions which apply to some older s106 agreements, but these will invariably be very restrictive in any event). There will be some limits to the discretion as to what S106 contributions can subsequently be used to finance - the test essentially requires that it offsets the impact of development.					
Ring-fenced					
HMO Licensing	(2.3)	Income is received on a five yearly cycle and released annually to meet expenditure. The service does not have a mainstream budget for this activity, and the reserve is ring-fenced by law and operationally required to match the different cycles of income and expenditure.		(2.3)	(2.3)
HRA Earmarked	(1.7)	This reserve has been set aside to cover contingent liabilities for insurance claims.		(1.7)	(1.7)
Public Health	(4.7)	Reflects carry forward of ring fenced funds for Public Health, including Rough Sleeping - Drug & Alcohol Treatment Grant		(4.7)	(4.7)
Migration related	(0.4)	This compromises of a controlling migration reserve and the Syrian Refugees project reserve.		(0.4)	(0.4)
Edward Harvist Trust	(0.2)	Brent distributes grant monies from the Edward Harvist Trust		(0.2)	(0.2)
Total	(9.3)			(9.3)	(9.3)
Capital Finance Related					
South Kilburn	(5.4)	This reserve smooths annual payments on the programme, which is any given year may be more or less than the budget. It is allocated to South Kilburn and, assuming that the remaining 7 years of the programme run to budget, will be spent in full.		(5.4)	(5.4)
General Fund Capital funding	(60.6)	This reserve is used to finance existing or future expenditure on projects within the Capital Programme.		(66.3)	(67.9)
Total	(66.0)			(71.7)	(73.3)
TOTAL	(75.3)			(80.9)	(82.6)

BRENT RESERVES	Actual 31/03/2021 £m	PURPOSE AND PLANNED USAGE	Forecast 31/03/2022 £m	Forecast 31/03/2023 £m
<b>Committed Reserves</b>				
<i>Sinking fund and other smoothing reserves</i>				
PFI	(5.3)	In the financial models for the council's PFIs, income and expenditure do not match in any given year. This is normal under such arrangements, as the PFI contractor is bearing the up-front cost of the capital investment. This reserve is ring-fenced to provide funds to cover this mismatch.	(5.4)	(5.4)
UC staffing	(1.5)	This reserve is fully committed to paying for staff working on Housing Benefit claims. As more cases transfer to Universal Credit, managed by the DWP, less staff will be required to work on Housing Benefit claims.	(1.4)	(1.4)
Redundancy	(3.2)	The reserve is used to fund redundancy costs. Without it, many planned savings would take a year longer to start delivering their benefits (assuming that the average redundancy cost is about one year's salary).	(3.2)	(3.2)
Insurance	(5.6)	The insurance reserve sets aside funds to cover self-insured items and any excesses on externally insured cover. This differs from the Insurance provision which covers amounts set aside upon review by the Council's insurance actuary to make sure that we have enough to deal with the pipeline of known cases that are not yet settled.	(5.6)	(5.6)
Pensions	(7.3)	This reserve relates to the residual costs of Middlesex County Council pension scheme which pre-dates the Brent Council Scheme. The Council has now agreed an ongoing payment arrangement with the LPFA. The balance of this reserve is no longer needed and will be transferred to the Future Funding Risks reserve.	(7.3)	0.0
Business Equalisation Reserve and other Central Reserves	(51.2)	This reserve is used to manage volatility in the amounts retained within the council tax and business rates retention regimes, in particular the impact of backdated revaluation appeals, appeals relating to Material Change of Circumstances and collection rates. In addition c£35m is held to repay the collection fund deficit, over three years, generated from compensation grants from government received to offset the additional COVID-19 reliefs that were granted to businesses.	(21.3)	(8.9)
Temporary Accommodation	(8.4)	Temporary Accommodation Service Pressures - Smoothing reserve to manage fluctuations in homelessness costs.	(8.3)	(8.3)
Total	<b>(82.5)</b>		<b>(52.5)</b>	<b>(32.8)</b>
<b>TOTAL</b>	<b>(82.5)</b>		<b>(52.5)</b>	<b>(32.8)</b>

BRENT RESERVES	Actual 31/03/2021 £m	PURPOSE AND PLANNED USAGE	Forecast 31/03/2022 £m	Forecast 31/03/2023 £m
<i>Other earmarked reserves</i>				
<i>Service reserves*</i>				
		This reserve is comprised of:		
		This includes MHCLG Rogue Landlord Enforcement Grant	(0.3)	
Community Wellbeing	(6.9)	Brent NHS S256 Agreement - Joint Investment Funding under the s.256 Agreement with the CCG. Agreement with the Council for joint programmes across health and social care.	(6.3)	(6.1)
		This includes balance of grants for CNWL Mental Health Supplement and Reablement and LD DHSC Community Discharge Grant	(0.4)	
			<u>(6.9)</u>	
Children and Young People	(1.5)	£1m of this reserve is linked to a combination of previous and current government grants, including the Youth Justice fund COVID grant, troubled families program and MOPAC grants. It also includes £0.3m for additional two year old funding which is linked to a previous government grant so can't be reallocated for other policy purposes and also £0.2m SEN reform grant to meet pressures in staffing due to demand for Education Health Care Plans	(0.8)	(0.3)
		This reserve is comprised of:		
		Regeneration: to fund specific regeneration schemes including the delivery of meanwhile use projects, masterplanning for Church End and Staples Corner, and design for the Wembley Transport Corridor.	(2.3)	
		R&E Transformation: monies set aside to fund a contribution to investments in improving the condition of the roads and pavements and transformational project work to improve the department's ability to generate future income. Including a proposed movement of £130k from Environmental Services reserve.	(2.3)	
		Proceeds of Crime Act: historic income from Proceeds of Crime Act which is subject to a ringfence and is planned to be used to fund financial investigators and enforcement officers	(1.7)	



BRENT RESERVES	Actual 31/03/2021 £m	PURPOSE AND PLANNED USAGE	Forecast 31/03/2022 £m	Forecast 31/03/2023 £m
Regeneration and Environment	(8.6)	<p>Cemeteries Maintenance: to fund the long term maintenance of cemeteries. Some fees &amp; charges income in the years that burial plots are sold are set aside to fund a proportion of the maintenance in the future – (i) any large maintenance expenditure that cannot be funded by in-year income and (ii) ongoing maintenance costs once cemeteries are full and no longer receiving income (1.2)</p> <p>Environmental Services: this contains some external funding to which there will be ring-fences on policy purposes (eg for Community Protection Team, shared reserve with Harrow for Trading Standards Service), and more or less formal earmarking by the services in question. Otherwise, the reserves allow the services in question to operate with a degree of flexibility in responding to issues. (1.0)</p>	(7.8)	(7.0)
		(8.6)		
Chief Executive	(3.2)	<p>This reserve is comprised of:</p> <p><i>Customer and Digital Service:</i></p> <ul style="list-style-type: none"> <li>- Community Hubs (play key role in responding to Poverty Commission's recommendations) (0.7)</li> <li>- Council Tax Improvement project (covers system replacement) (0.3)</li> </ul> <p><i>Assistant Chief Executive:</i></p> <ul style="list-style-type: none"> <li>- Protection Boards (0.2)</li> <li>- Strategy (0.5)</li> <li>- Local Elections (0.4)</li> </ul> <p><i>Legal, HR, Audit and Investigations:</i></p> <ul style="list-style-type: none"> <li>- Outstanding legal case (0.1)</li> <li>- HR systems and processes (improvement projects) (0.2)</li> <li>- Resources Improvement Project (0.2)</li> <li>- Tenancy Fraud Initiatives (project currently underway) (0.2)</li> </ul> <p><i>Finance (Facilities Management)*</i></p> <ul style="list-style-type: none"> <li>- Property and Projects - Special Projects (0.2)</li> </ul> <p>* Administered by R&amp;E</p>	(3.3)	(3.3)
		(3.2)		
Total	(20.2)		(18.0)	(16.7)

BRENT RESERVES	Actual 31/03/2021 £m	PURPOSE AND PLANNED USAGE	Forecast 31/03/2022 £m	Forecast 31/03/2023 £m
<i>Transformation/service pressures reserve*</i>				
Transformation/Service pressures	(11.4)	This is a general reserve to cover any future service pressures, such as demand pressures and demographic changes, which are in excess of any provision already made in the annual budget and future funding risks relating to the one-year front-loaded local government finance settlement, changes to the business rates revaluation methodology and the Government's 'levelling up' agenda, which is widely expected to move resources away from London.	(11.4)	(18.6)
Total	<u>(11.4)</u>		<u>(11.4)</u>	<u>(18.6)</u>
COVID-19 reserves	(22.7)	This reserve covers the potential financial impact of COVID-19 if this cannot be managed by the growth built into the budget.	(14.1)	(4.1)
TOTAL	<u>(54.3)</u>		<u>(43.4)</u>	<u>(39.5)</u>
TOTAL EARMARKED	<u>(340.5)</u>		<u>(313.9)</u>	<u>(292.0)</u>
GRAND TOTAL	<u>(443.3)</u>		<u>(384.0)</u>	<u>(343.6)</u>

TABLE - CIPFA FM CODE ACTION PLAN

CIPFA FM CODE	STANDARD	BENEFITS	WORK TYPE	TARGET COMPLETION	QUICK WIN
<b>1. CFO AND Leadership Team*</b>		Ensures robust financial management - essential for the Council to achieve its objectives and to deliver high quality services to its local community.			
Value for Money	The leadership team is able to demonstrate that the services provided by the authority provide value for money.	Provides assurance that the Council spends less (Economy), spends well (Efficiency), spends wisely (Effectiveness) and spend fairly (Equity).	Review existing framework, identify changes required by FM Code, put in place improvements	Compliance: March 2022 Improvements: Autumn 2022	Yes
Role of CFO	The authority complies with the CIPFA Statement on the Role of the Chief Finance Officer in Local Government.	CFO is the Councils most senior financial professional. Statement's five principles ensure role is reliably and consistently undertaken.	Compliance with statutory or professional obligations	March 2022	Yes
<b>2. Governance</b>		Good governance is essential for the Council to achieve its objectives, to manage its finances and to maintain the trust of those that it serves.			
Behaviour	The leadership team demonstrates in its actions and behaviours responsibility for governance and internal control.	Apply Nolan principles set out by the Committee on Standards in Public Life - basis of the ethical standards expected of public office holders.	Compliance with statutory or professional obligations	March 2022	Yes
Good Governance in Local Government	The authority applies the CIPFA/SOLACE Delivering Good Governance in Local Government: Framework (2016).	The framework defines the principles that provide a structure to ensure that the Council has in place robust and effective governance arrangements.	Review existing framework, identify changes required by FM Code, put in place improvements	Autumn 2022	
Financial Sustainability	The financial management style of the authority supports financial sustainability.	Financial sustainability is about the Council being able to continue to fund its activities not just in the present, but also in an uncertain future.	Review existing framework, identify changes required by FM Code, put in place improvements	Summer 2022	
<b>3. Medium to long-term financial management</b>		Effective governance and financial management is focused on ensuring that the Council is able to operate sustainably in the long term.			
Financial Resilience Assessment	The authority has carried out a credible and transparent financial resilience assessment.	The FM Code requires the Council to undertake an assessment of its long-term financial resilience, which is key to its financial sustainability.	Create new processes and procedures	Compliance: March 2022 Improvements: Summer 2022	Yes
Long term Financial Sustainability	The authority understands its prospects for financial sustainability in the longer term and has reported this clearly to members.	The Council is required to not only understand its prospects for financial sustainability, but also to communicate those prospects to members.	Create new processes and procedures	Autumn 2022	
Prudential Code	The authority complies with the CIPFA Prudential Code for Capital Finance in Local Authorities.	CIPFA's Prudential Code provides a framework for the self-regulation of the authority's capital financing arrangements.	Review existing framework, identify changes required by FM Code, put in place improvements	Autumn 2022	
Medium-Term Financial Plan	The authority has a rolling multi-year medium-term financial plan consistent with sustainable service plans.	The MTFS is a translation of the Council's financial strategy into the near future - it links the financial strategy to the service delivery plans.	Review existing framework, identify changes required by FM Code, put in place improvements	Summer 2022	

CIPFA FM CODE	STANDARD	BENEFITS	WORK TYPE	TARGET COMPLETION	QUICK WIN
<b>4. Budget</b>		The annual budget provides the financial basis or the allocation of resources, the delivery of services and the management of the Council.			
Statutory Obligations	The authority complies with its statutory obligations in respect of the budget setting process.	The Council must comply with the statutory obligations in respect of budget-setting and must be able to demonstrate compliance.	Compliance with statutory or professional obligations	Compliance: March 2022 Improvements: Autumn 2022	Yes
Robustness of Estimates and Adequacy of Reserves	The budget report includes a statement by the CFO on robustness of estimates and adequacy of financial reserves.	s25 of the LGA 2003 requires the CFO to report on the robustness of the estimates and the adequacy of reserves, when the budget is set.	Review existing framework, identify changes required by FM Code, put in place improvements	Compliance: March 2022 Improvements: Autumn 2022	Yes
<b>5. Stakeholder engagement and business cases</b>		Enable citizens to understand that with limited resources, decisions have to be made about the balance between service provision and tax levels.			
Engagement	The authority has engaged with key stakeholders on its long-term financial strategy, medium-term financial plan and annual budget.	Stakeholder consultation helps the Council to set priorities and encourages community involvement in the design and ongoing delivery of services.	Create new processes and procedures	Autumn 2022	
Options Appraisal	The authority uses an appropriate documented option appraisal methodology to demonstrate the value for money of its decisions.	Option appraisal is about making informed choices and better decisions. A robust approach to option appraisals is crucial to securing VFM.	Create new processes and procedures	Spring 2022	
<b>6. Monitoring financial performance</b>		Unexpected pressures impact on the management of resources in line with plans. The council needs to identify pressures and to take remedial action.			
Risks	The leadership team takes action using reports enabling it to identify and correct emerging risks to its budget strategy and financial sustainability.	Early identification of deviation from plans via regular reporting of risks enables the council to get back on course.	Compliance with statutory or professional obligations	Compliance: March 2022 Improvements: Autumn 2022	Yes
Balance sheet	The leadership team monitors the elements of its balance sheet that pose a significant risk to its financial sustainability.	As the balance sheet is linked to other aspects of the Council's finances, it is important that it is effectively managed and monitored.	Review existing framework, identify changes required by FM Code, put in place improvements	Summer 2022	
<b>7. External financial reporting</b>		Publication of financial information is a way for the Council to demonstrate accountability to service users, taxpayers, citizens and other organisations.			
Code of Practice on Local Authority Accounting	The CFO has personal and statutory responsibility for ensuring that the statement of accounts complies with the Code of Practice.	ACOP is prescribed as proper accounting practices that are required to give a 'true and fair' view of the Council's financial position,	Compliance with statutory or professional obligations	Compliance: March 2022 Improvements: Summer 2022	Yes
Outturn	The presentation of the outturn figures and variations from budget allows the leadership team to make strategic financial decisions.	Effective financial reporting is key to ensuring that the Council understand how effectively its resources have been utilised during the year.	Compliance with statutory or professional obligations	Compliance: March 2022 Improvements: Spring 2022	Yes

\* CIPFA use the term "Leadership Team" to capture the combined direction provided to a local authority by its Cabinet and Corporate Management Team .

# **Brent Council Fees and Charges Policy**

## **1 Introduction**

- 1.1 By using its powers to charge for goods and services and imposing fines, fixed penalties and other such financial sanctions, Brent Council is able to generate additional income to support investment in services and/or reduce the overall level of expenditure to be met by local tax payers.
- 1.2 The aim of this Fees and Charges Policy is to ensure that the Council makes use of all the powers available to it in order to recover the full cost of providing services. In using these powers however, the Council will wish to take care to ensure that the consequences of charging on individuals, the wider aims of the Council itself and / or organisations do not adversely impact on those who are vulnerable or in difficulties.

## **2 Background**

- 2.1 The overriding aim of the charging policy is to maximise income generation and collection to enhance the social and economic well being of the community the council serves, whilst ensuring a fair price for all services reflecting the ability of the community to pay and the relative demand for the service. Maximisation of income, following a decision to charge, is also dependent on a charge being raised and that amount being collected, both in a timely way.

### *Legal Position*

- 2.2 The majority of the Council's statutory services, Building Control being a key exception, are funded directly from the Council's other main sources of revenue, i.e. government grants and local taxation.
- 2.3 Income received by Brent from fees and charges is generated by both statutory and discretionary services. Where fees and charges apply to statutory services these are often set nationally, for example, some planning and licensing fees.
- 2.4 The remaining income generating services where the Council levies fees and charges are of a discretionary nature. Discretionary services are those that an authority has the power to provide but is not obliged to. They include services provided directly to the public in general such as leisure services as well as charges for the costs incurred by the council (such as legal costs) when entering into planning or highways agreements with specific persons.
- 2.5 The legal powers that the Council has to raise fees and charges are set out in the final section of this policy.

## **3 Managers' Guidance**

### *Overview*

- 3.1 The Managers' Guidance has been written to provide information to managers in Brent Council responsible for applying fees and charges to goods and services delivered. The aim is to encourage a consistent and cost effective approach to the setting of

charges for services provided by:

- a. Specifying the process and frequency for reviewing existing charges for all areas of the council's work for which charges could in principle be set
- b. Providing guidance on the factors that need to be taken into consideration when charges are being reviewed
- c. Requiring more active use of market intelligence when setting charges
- d. Establishing parameters for calculating different levels of charges
- e. Recommending the criteria for applying concessions or discounted charges consistently across the council

*Calculation of Fees and Charges*

3.2 Fees and charges raised must be based on the full cost of the service. Charges cannot be set at a level to recover more than cost if that is all the Council has the legal power to do, but the definition of cost includes direct costs of service provision together with overhead and central costs. The cost recovery limit applies to the overwhelming majority of services which the Council can set a charge for. If, however, the Council has the legal power to do so careful consideration should be given to charging more than the full cost of the service. For example, charging could be used as a tool to manage excess demand for limited spaces on leisure centre classes. In overview there are 3 ways in which fees and charges may be set:

- a. Fees and charges prescribed by legislation, usually in a regulatory context, and varied from time to time which the person liable has an obligation to pay;
- b. Fees and charges reviewed and set by members (e.g. Individual Cabinet Members, Cabinet or Full Council) from time to time (usually annually); and
- c. Fees and charges reviewed and set by officers from time to time acting under delegated powers.

- 3.3 As part of the annual budget cycle each department will carry out a recalculation of existing fees and charges together with opportunities to raise additional income from new areas of charging, and present proposals for revised charges.

*Approvals*

- 3.4 In broad terms setting fees for regulatory services (i.e. licensing, planning, etc) are non-executive functions. These therefore need to be submitted to Full Council for approval. Full Council can, however, delegate this function to a committee, officer etc.
- 3.5 Fees and charges for discretionary services are usually executive functions and therefore need to be approved by Cabinet or Cabinet Members. Cabinet and Cabinet Members can, however delegate this function.

*Concessionary Charging*

- 3.6 The purpose of offering concessions must be to support council priorities. Generally the reasons for operating concessionary charges will fall into one of two categories: to influence the level of demand for a service or to reflect the circumstances of service users. Concessions must also be reviewed at least on an annual basis, to confirm both the level of subsidy and also their ongoing relevance.
- 3.7 The Finance Department will maintain a list of concessions in operation and keep under review requests for concessions to be offered. For customer / clients who cannot pay, action must be taken to ensure that there are sufficient safeguards in place to allow access to service, and that appropriate steps are taken to recognise the realistic payment capacity of vulnerable individuals.
- 3.8 Concessionary charges should not normally apply at times when it would result in a loss of income from customers paying the full charge, unless prior approval has been given by a senior Council officer.
- 3.9 No concessions will be provided to non-Brent residents.

*Education related services*

- 3.10 With regards to education related services, services and packages will be based around the academic year and not on the municipal financial year.

*VAT*

- 3.11 Managers must ensure that the correct treatment of VAT is applied to the fees and charges they are responsible for. The correct treatment should be agreed with Finance in advance of application.

*Other statutory requirements*

- 3.12 Managers must also ensure that when setting fees and charges or reporting to members they are aware of any special statutory requirements that need to be complied with. For example, before changes to some fees and charges can be implemented, there may be a statutory requirement to consult and/or publish a notice in a local newspaper.

## **4 Payment Methods**

- 4.1 All collection methods and payment terms must be effective, efficient and appropriate for the service. The preferred methods of payment are those direct to the bank such as direct debits and standing orders.
- 4.2 Wherever practical do to so payment for services provided should be sought in advance to minimise debt recovery issues.
- 4.3 The full cost recovery analysis will need to factor in the cost of processing payments and that some payment methods are preferred.

## **5. Equality impact Assessments**

- 5.1 Under Section 149 of the Equality Act 2010, the Council has a duty when exercising its functions to have 'due regard' to the need to eliminate discrimination and other conduct prohibited under the Act and advance equality of opportunity and foster good relations between those who share a "protected characteristic" and those who do not. This is the public sector equality duty. The protected characteristics are: age, disability, 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.
- 5.2 Before the Council exercises its fees and charging powers, the impact on individuals or groups of individuals who share a protected characteristic must be carefully considered and properly factored into the decision making process using the Council's EA screening template.

## **6 Review of Policy**

- 6.1 This Policy is to be reviewed a minimum of every two years to ensure consistency with wider council and departmental objectives and priorities.



## Fees and Charges - Legal Powers

Under the Localism Act 2011 there is a general power of competence which explicitly gives councils the power to do anything that an individual can do which is not prohibited by other legislation. This activity can include **charging** (i.e. to recover the costs of providing a discretionary service which the person has agreed to) or can be undertaken for a commercial purpose (i.e. to generate efficiencies, surpluses and profits) through a special purpose trading company. This is what is more commonly known as **trading**. Charging and trading activities can be aimed at benefiting the Council, the borough or its local communities.

These powers are in addition to similar powers set out in the Local Government Act 2003. The 2003 Act empowers councils to charge for any discretionary services (i.e. services councils have the *power* to provide but do not have a *duty* to provide by law) on a cost recovery basis. For example, the Council could decide to *provide* a new discretionary service, that is an addition to or enhancement of a statutory service, and then charge for it.

The 2011 Act power and the 2003 Act power cannot be used where charging is prohibited or where another specific charging regime applies. Statutory guidance published in 2003 outlines how costs and charges should be established and that guidance remains in force (see: '*General Power for Best Value Authorities to Charge for Discretionary Services*', ODPM, 2003). The Council must have regard to the guidance when charging for discretionary services under the 2003 Act.

In particular, the guidance contains useful advice on setting charges. It explains that for each discretionary service for which a charge is made, councils need to secure that, taking one year with another, the income from charges for that service does not exceed the costs of provision. The requirement to take one year with another recognises the practical difficulties council will face in estimating the charges. It establishes the idea of balancing the books over a period of time (not less than 1 year and no more than 3 years). Any over or under recovery that results in a surplus or deficit of income in relation to costs in one period should be addressed by the council when setting its charges for future periods so that over time income equates to costs.

The 2003 Act also enables councils to trade in activities related to their functions on a commercial basis with a view to profit through a company.

Under the Local Authorities (Goods and Services) Act 1970 councils also have powers to enter into agreements with each other and a long list of designated bodies. These activities are not limited to cost recovery and a profit can be generated from these activities.

In terms of leisure and recreational facilities, section 19 of the Local Government (Miscellaneous Provisions) Act 1976 permits councils to charge for these beyond cost recovery limitations.

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**Appendix M (ii) Fees and Charges for 2022/23**

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	21/22 CHARGE £ (Excl. VAT)	22/23 PROPOSED CHARGE £ (Excl. VAT)
COMMUNITY & WELLBEING	<b>Private Housing Services</b>			
COMMUNITY & WELLBEING	Private Housing Services	Houses in Multiple Occupation Mandatory licences	£840.00	£840.00
COMMUNITY & WELLBEING	Private Housing Services	Houses in Multiple Occupation Additional licences	£840.00	£840.00
COMMUNITY & WELLBEING	Private Housing Services	Other Houses Selective licences	£540.00	£540.00
COMMUNITY & WELLBEING	Private Housing Services	Admin charge for Work in Default	£100.00	30% of cost of works or minimum of £150
COMMUNITY & WELLBEING	Private Housing Services	Notices	£330.00	£330.00
COMMUNITY & WELLBEING	Private Housing Services	Specifications for Empty Property Grant	£550.00	£550.00
COMMUNITY & WELLBEING	Private Housing Services	DFG and SWG Agency Service	16.5% of cost of works or minimum of £66	16.5% of cost of works or minimum of £66
COMMUNITY & WELLBEING	<b>Libraries</b>			
COMMUNITY & WELLBEING	Libraries	Reservations - If an item is not on the catalogue and has to be ordered	£3.00	£3.00
COMMUNITY & WELLBEING	Libraries	Audio Visual loans	£2.00	£2.00
COMMUNITY & WELLBEING	Libraries	Overdue charges on items returned late	£0.00	£0.00
COMMUNITY & WELLBEING	Libraries	Printing and photocopying charges	£0.30	£0.20
COMMUNITY & WELLBEING	Libraries	Reserved book from the British Library	£17.20	£18.00
COMMUNITY & WELLBEING	The Library at Willesden Green	Education Room - per hour commercial hire charges	£30.00	£31.50
COMMUNITY & WELLBEING	The Library at Willesden Green	Performance Space- per hour commercial hire charges	£50.00	£52.00
COMMUNITY & WELLBEING	The Library at Willesden Green	Reading Room- per hour commercial hire charges	£30.00	£31.20
COMMUNITY & WELLBEING	The Library at Willesden Green	Education Room - per hour concessionary hire charges	£18.00	£19.00
COMMUNITY & WELLBEING	The Library at Willesden Green	Performance Space- per hour concessionary hire charges	£25.00	£26.00
COMMUNITY & WELLBEING	The Library at Willesden Green	Reading Room- per hour concessionary hire charges	£18.00	£19.00
COMMUNITY & WELLBEING	<b>Culture, Sports and Recreation</b>			
COMMUNITY & WELLBEING	Sports	B.Active card (Resident standard card)	£41.00	£41.00
COMMUNITY & WELLBEING	Sports	B.Active card (Non resident standard card)	£72.00	£72.00
COMMUNITY & WELLBEING	Sports	B.Active card (60+ or disabled resident Concession)	£6.75	£6.75

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	21/22 CHARGE £ (Excl. VAT)	22/23 PROPOSED CHARGE £ (Excl. VAT)
COMMUNITY & WELLBEING	Sports	B.Active card (Resident Concession - 6 months)	£3.50	£3.50
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Sports Hall Hire - Peak	£60.00	£60.00
COMMUNITY & WELLBEING	Bridge Park Sports Centre	Sports Hall Hire - Juniors Peak	£45.00	£45.00
COMMUNITY & WELLBEING	Bridge Park Sports Centre	Sports Hall Hire - Off Peak	£36.00	£36.00
COMMUNITY & WELLBEING	Bridge Park Sports Centre	Sports Hall Hire - Juniors Off Peak	£27.00	£27.00
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Dance Studio Peak	£40.00	£40.00
COMMUNITY & WELLBEING	Bridge Park Sports Centre	Dance Studio - Off Peak	£24.00	£24.00
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Badminton Court Peak	£11.00	£11.00
COMMUNITY & WELLBEING	Bridge Park Sports Centre	Badminton Court - Off Peak	£7.00	£7.00
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Table Tennis Peak	£6.30	£6.30
COMMUNITY & WELLBEING	Bridge Park Sports Centre	Table Tennis - Off Peak	£4.00	£4.00
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Gym Membership	£26.00	£25.00
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Gym Membership - Joint	£43.00	£45.00
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Gym Membership - Annual	£256.00	£250.00
COMMUNITY & WELLBEING	Bridge Park Sports Centre	Gym Membership - concessions	£21.00	£20.00
COMMUNITY & WELLBEING	Bridge Park Sports Centre	Gym Membership - off peak use	£19.00	£18.00
COMMUNITY & WELLBEING	Bridge Park Sports Centre	Gym Membership - corporate	£24.00	£24.00
COMMUNITY & WELLBEING	Bridge Park Sports Centre	Gym Membership - Junior	£16.00	£16.00
COMMUNITY & WELLBEING	Bridge Park Sports Centre	Gym Induction - Adults	£19.50	£12.50
COMMUNITY & WELLBEING	Bridge Park Sports Centre	Gym Induction - Youth 14-16	£6.00	£6.00
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Gym casual use - Adults Peak	£6.70	£6.00
COMMUNITY & WELLBEING	Bridge Park Sports Centre	Gym casual use - Adults Off Peak	£4.00	£4.00
COMMUNITY & WELLBEING	Bridge Park Sports Centre	Gym casual use - Youth 14-16	£3.10	£3.25
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Sauna and Steam - Peak	£7.00	£7.00
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Sauna and Steam - Off Peak	£5.30	£5.30

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	21/22 CHARGE £ (Excl. VAT)	22/23 PROPOSED CHARGE £ (Excl. VAT)
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Parties	£110.00	£110.00
COMMUNITY & WELLBEING	Bridge Park Sports Centre	Junior Crs/session	£3.80	£3.50
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Boardroom - Full Day	£69.00	£65.00
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Community Suite - Full Day	£139.90	£135.00
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Tropics Suite - Full Day	£209.00	£195.00
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Syndicate Room - Full Day	£175.00	£150.00
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Conference Room - Full Day	£250.00	£225.00
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Function Hall - Full Day	£300.00	£300.00
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Boardroom - Per Hour	From 12.00	£12.00
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Community Suite - Per Hour	From 24.00	£24.00
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Tropics Suite - Per Hour	From 35.00	£35.00
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Syndicate Room - Per Hour	£40.00	£35.00
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Conference Room - Per Hour	£65.00	£60.00
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Function Hall - Per Hour	From 45.00	£45.00
COMMUNITY & WELLBEING	Bridge Park Room Hire	Kitchen	£420.00	£350.00
COMMUNITY & WELLBEING	Bridge Park Room Hire	Servery	£265.00	£250.00
CHILDREN & YOUNG PEOPLE	Early Help			
CHILDREN & YOUNG PEOPLE	Early Help	Childcare Nursery places (Willows Nursery) 0 to 2 Years 8am to 4pm	£240.00	£240.00
CHILDREN & YOUNG PEOPLE	Early Help	Childcare Nursery places (Willows Nursery) 0 to 2 Years 9am to 3pm	£180.00	£180.00
CHILDREN & YOUNG PEOPLE	Early Help	Childcare Nursery places (Willows Nursery) 0 to 2 Years 8am to 6pm	£300.00	£300.00
CHILDREN & YOUNG PEOPLE	Early Help	Childcare Nursery places (Willows Nursery) 2 to 3 Years 8am to 4pm	£235.00	£235.00
CHILDREN & YOUNG PEOPLE	Early Help	Childcare Nursery places (Willows Nursery) 2 to 3 Years 9am to 3pm	£180.00	£180.00
CHILDREN & YOUNG PEOPLE	Early Help	Childcare Nursery places (Willows Nursery) 2 to 3 Years 8am to 6pm	£275.00	£275.00
CHILDREN & YOUNG PEOPLE	Early Help	Childcare Nursery places (Willows Nursery) 3 to 4 Years 8am to 4pm	£215.00	£215.00
CHILDREN & YOUNG PEOPLE	Early Help	Childcare Nursery places (Willows Nursery) 3 to 4 Years 9am to 3pm	£165.00	£165.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	21/22 CHARGE £ (Excl. VAT)	22/23 PROPOSED CHARGE £ (Excl. VAT)
CHILDREN & YOUNG PEOPLE	Early Help	Childcare Nursery places (Willows Nursery) 3 to 4 Years 8am to 6pm	£250.00	£250.00
CHILDREN & YOUNG PEOPLE	<b>Gordon Brown OEC</b>			
CHILDREN & YOUNG PEOPLE	Gordon Brown OEC	Residential stays for Brent Schools	£170.00	£177.00
CHILDREN & YOUNG PEOPLE	Gordon Brown OEC	Residential stays for non Brent Schools	£185.00	£193.00
CHILDREN & YOUNG PEOPLE	Gordon Brown OEC	Non-residential day visit for non Brent Schools	£9.00	£9.40
CHILDREN & YOUNG PEOPLE	Gordon Brown OEC	Non-residential day visit for Brent Schools	£7.00	£7.30
CHILDREN & YOUNG PEOPLE	Gordon Brown OEC	Holiday Activities (per child, per day)	£22.50	£23.50
CHILDREN & YOUNG PEOPLE	Gordon Brown OEC	Childrens Laser Party (per child)	£20.00	£21.00
CHILDREN & YOUNG PEOPLE	<b>Setting and School Effectiveness Service</b>			
CHILDREN & YOUNG PEOPLE	Setting and School Effectiveness Service	Compliance and Governor Training Annual package	£1,948.00	£2,030.00
CHILDREN & YOUNG PEOPLE	Setting and School Effectiveness Service	Compliance and Governor Training Pay as you go rate (blended course rate)	£123.70	£129.00
CHILDREN & YOUNG PEOPLE	Setting and School Effectiveness Service	FFT annual subscription (Primary)	£181.50	£189.00
CHILDREN & YOUNG PEOPLE	Setting and School Effectiveness Service	FFT annual subscription (Secondary)	£907.50	£946.00
CHILDREN & YOUNG PEOPLE	Setting and School Effectiveness Service	Moderation of Teacher Assessment	£580.00	£604.00
CHILDREN & YOUNG PEOPLE	Setting and School Effectiveness Service	Newly Qualified Teachers - Acting as Appropriate Body for NQT Induction Standard (3 term) rate	£340.00	£354.00
CHILDREN & YOUNG PEOPLE	Setting and School Effectiveness Service	Brent Music Service Instrumental/vocal tuition	£675.00	£703.00
CHILDREN & YOUNG PEOPLE	Setting and School Effectiveness Service	Brent Music Service Large group tuition	£750.00	£782.00
CHILDREN & YOUNG PEOPLE	Setting and School Effectiveness Service	Brent Music Service Music'sCool' where class teacher remains with BMS teacher	£1,617.00	£1,685.00
CHILDREN & YOUNG PEOPLE	Setting and School Effectiveness Service	Brent Music Service Music'sCool' where BMS teacher provides PPA cover	£2,013.00	£2,098.00
CHILDREN & YOUNG PEOPLE	Setting and School Effectiveness Service	Brent Music Service Wider Opportunities	£1,089.00	£1,135.00
CHILDREN & YOUNG PEOPLE	<b>Localities</b>			
CHILDREN & YOUNG PEOPLE	Short Break Centre	Respite Care - Other LA (Weekday) 3pm - 9am	£600.00	£625.00
CHILDREN & YOUNG PEOPLE	Short Break Centre	Respite Care - Other LA (Weekend - Friday, Saturday, School Holidays 24 hours, Sunday 3pm - 8am)	£720.00	£750.00
CHILDREN & YOUNG PEOPLE	Short Break Centre	Respite Care - Other LA (Weekday, 2:1 Care)	£860.00	£896.00
REGENERATION & ENVIRONMENT	<b>Environmental Services - Commercial team</b>			

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	21/22 CHARGE £ (Excl. VAT)	22/23 PROPOSED CHARGE £ (Excl. VAT)
REGENERATION & ENVIRONMENT	Environmental Services - Commercial team	Return of stray dog (maximum)	£35.00	£35.00
REGENERATION & ENVIRONMENT	Environmental Services - Commercial team	Dog Fouling Fixed Penalty	£100.00	£100.00
REGENERATION & ENVIRONMENT	Environmental Services - Commercial team	2nd Post Mortems - Defence cases	£850.00	£850.00
REGENERATION & ENVIRONMENT	<b>Environmental Health</b>			
REGENERATION & ENVIRONMENT	Environmental Health	Contaminated Land Basic Enquiry	£62.00	£63.00
REGENERATION & ENVIRONMENT	Environmental Health	Contaminated Land Residential Property Search	£124.00	£125.00
REGENERATION & ENVIRONMENT	Environmental Health	Contaminated Land Commercial Property Search	£247.00	£248.00
REGENERATION & ENVIRONMENT	Environmental Health	Works in Default Interest Rate Bank of England Base Rate plus 8%	Bank of England rate plus 8%	Bank of England rate plus 8%
REGENERATION & ENVIRONMENT	Environmental Health	Works in Default Officer Rate (per hour subject to grade)	£42 p/h	£43 p/h
REGENERATION & ENVIRONMENT	Environmental Health	Works in Default Admin Charge (Single property or shared dwellings)	£151.00	£151.00
REGENERATION & ENVIRONMENT	Environmental Health	Part B Permits for Mobile Plant and Solvent Emission Activities. Various fees as per DEFRA's charging Scheme	Various fees as per DEFRA's charging Scheme	Various fees as per DEFRA's charging Scheme
REGENERATION & ENVIRONMENT	<b>Pest Control</b>			
REGENERATION & ENVIRONMENT	Pest Control	Pest - Bedbugs (2 visits)	£250.00	£275.00
REGENERATION & ENVIRONMENT	Pest Control	Pest - Bedbugs 5-8 bedrooms (2 visits)	£280.00	£295.00
REGENERATION & ENVIRONMENT	Pest Control	Combined Rats and cockroaches	£257.00	£280.00
REGENERATION & ENVIRONMENT	Pest Control	Pest - Beetles, garden ants (1 visit)	£99.00	£99.00
REGENERATION & ENVIRONMENT	Pest Control	Pest - Cockroaches (1 visit)	£150.00	£180.00
REGENERATION & ENVIRONMENT	Pest Control	Pest - Fleas (2 visits)	£150.00	£250.00
REGENERATION & ENVIRONMENT	Pest Control	Pest - Mice (3 visits)	£140.00	£150.00
REGENERATION & ENVIRONMENT	Pest Control	Combined mice and cockroaches	£257.00	£280.00
REGENERATION & ENVIRONMENT	Pest Control	Pest - Rats (3 visits)	£140.00	£150.00
REGENERATION & ENVIRONMENT	Pest Control	Pest - Wasps (1 visit)	£60.00	£75.00
REGENERATION & ENVIRONMENT	Pest Control	Pest treatment, Pharaoh Ants	£220.00	£255.00
REGENERATION & ENVIRONMENT	Pest Control	Pest treatment, Squirrels	£140.00	£150.00
REGENERATION & ENVIRONMENT	Pest Control	Pest treatment - appointment missed/treatment not carried out	£35.00	£45.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	21/22 CHARGE £ (Excl. VAT)	22/23 PROPOSED CHARGE £ (Excl. VAT)
REGENERATION & ENVIRONMENT	Building Control			
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table A - Charges for the erection of one or more new dwelling units (<250m2) Full Plan charge ranging from 1 - 15 units	£2,792.86	£2,327.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table A - Charges for the erection of > 15 units or units > 250m2) Full Plan & Inspection charge	Individually assessed	Individually assessed
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - (Standard Charges for extensions, loft conversions etc.) Charges for plan, inspection, & combined charge Garage/Carport/store < 40m2	£813.49	£678.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table C (Standard Charges for Domestic Alteration work) Combined Charge Underpinning < 10m length	£346.06	£292.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table D (Charges for Other Works) Estimated costs of Works < £200k Full Plan Charge	£586.55	£489.00
REGENERATION & ENVIRONMENT	Building Control	Demolition Notices	£350.00	£300.00
REGENERATION & ENVIRONMENT	Building Control	Dangerous Structures	£350.00	£300.00
REGENERATION & ENVIRONMENT	Building Control	Copy of Decision Notice	£50.00	£40.00
REGENERATION & ENVIRONMENT	Building Control	Copy of Section 25 PHA certificate/notice	£30.00	£40.00
REGENERATION & ENVIRONMENT	Building Control	Existing Premises Name Change -Single house or premises per property	£150.00	£150.00
REGENERATION & ENVIRONMENT	Building Control	Existing Premises Name Change –Multiple property involving more than one premises / address.	£150.00 PLUS £20.00 for each additional unit within premises (e.g. flat or commercial unit)	£150.00 PLUS £30.00 for each additional unit within premises (e.g. flat or commercial unit)
REGENERATION & ENVIRONMENT	Building Control	Existing Premises - Street Name Change	£500 + £100 per property	£600 + £100 per property
REGENERATION & ENVIRONMENT	Building Control	Existing Premises - Regularisation of previously unauthorised use of address / Retrospective application.	As per schedule PLUS 40%	As per schedule PLUS 50%
REGENERATION & ENVIRONMENT	Building Control	Existing Premises - Providing Copy of SNN Decision Notice + Agreed Plans (where available) charge per application.	£50.00	£100.00
REGENERATION & ENVIRONMENT	Building Control	Street Naming & Numbering (New property 1-2 plots)	£150.00	£200.00
REGENERATION & ENVIRONMENT	Building Control	Street Naming & Numbering (New property 3-5 plots)	£170.00	£300.00
REGENERATION & ENVIRONMENT	Building Control	Street Naming & Numbering (New property 6-10 plots)	£250.00	£400.00
REGENERATION & ENVIRONMENT	Building Control	Street Naming & Numbering (New property 11-20 plots)	£360.00	£600.00
REGENERATION & ENVIRONMENT	Building Control	Street Naming & Numbering (New property 21-50 plots)	£680.00	£900.00
REGENERATION & ENVIRONMENT	Building Control	Street Naming & Numbering (New property 51-100 plots)	£1,000.00	£1,400.00
REGENERATION & ENVIRONMENT	Building Control	Street Naming & Numbering (New property 100+ plots size)	£1,000 + £10 per plot for example, 120 units = £1,000 + (20 x £10) = £1,200	£1,400 + £8 per plot for example, 120 units = £1,400 + (20 x £8) = £1,560
REGENERATION & ENVIRONMENT	Building Control	Street Naming & Numbering (New property additional charge where this includes naming a street)	£200.00	£400.00



DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	21/22 CHARGE £ (Excl. VAT)	22/23 PROPOSED CHARGE £ (Excl. VAT)
REGENERATION & ENVIRONMENT	Public Safety			
REGENERATION & ENVIRONMENT	Public Safety	Stadium Safety Certification (General/New Style)	£105.00 p/h	£105.00 p/h
REGENERATION & ENVIRONMENT	Public Safety	Stadium Safety Certification (Special)	£105.00 p/h	£105.00 p/h
REGENERATION & ENVIRONMENT	Public Safety	Revision of Safety Certificate	£105.00 p/h	£105.00 p/h
REGENERATION & ENVIRONMENT	Highways and Transportation			
REGENERATION & ENVIRONMENT	Highways and Infrastructure	Failed Core Samples, Cost Neutral sample inspection	£150.00	£150.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	Section 50 Licence Application, varies on depth	Variable	£495.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	NRSWA CAT 1+2 Roads - DfT Maximum £105	£105.00	£105.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	NRSWA CAT 1+2 Roads - DfT Maximum £240	£223.00	£223.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	NRSWA CAT 1+2 Roads - DfT Maximum £130	£130.00	£130.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	NRSWA CAT 1+2 Roads - DfT Maximum £65	£65.00	£65.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	NRSWA CAT 1+2 Roads - DfT Maximum £60	£60.00	£60.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	NRSWA CAT 3+4 Roads - DfT Maximum £75	£75.00	£75.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	NRSWA CAT 3+4 Roads - DfT Maximum £150	£150.00	£150.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	NRSWA CAT 3+4 Roads - DfT Maximum £45	£45.00	£45.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	NRSWA CAT 3+4 Roads - DfT Maximum £40	£40.00	£40.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	NRSWA Section 72 Inspection of defective reinstatement	£47.50	£48.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	NRSWA Section 72 Defective reinstatement reported	£68.00	£68.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	NRSWA Section 74 charges	varies £100 - £2,500 per day	varies £100 - £2,500 per day
REGENERATION & ENVIRONMENT	Highways and Infrastructure	NRSWA Major offence (discount for early pay)	£500.00	£500.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	NRSWA Minor offence (discounted for early pay)	£120.00	£120.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	Nonrefundable admin charge Domestic Vehicle Crossing	£105.00	£105.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	Nonrefundable admin charge Industrial Vehicle Crossover	£105.00	£105.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	Crossings - White Line Access Bar <6m fixed £	£75.00	£75.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	Crossings -White Line Access Bar 6-10m	£125.00	£125.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	21/22 CHARGE £ (Excl. VAT)	22/23 PROPOSED CHARGE £ (Excl. VAT)
REGENERATION & ENVIRONMENT	Highways and Infrastructure	Crossings - White Line Access Bar >10m	POA	POA
REGENERATION & ENVIRONMENT	Highways and Infrastructure	Crossings - Mark Up on Constructing a crossing	40% Mark up	40% Mark up
REGENERATION & ENVIRONMENT	Highways and Infrastructure	TM, cost of officer resource at events	£4,037.33	£4,037.33
REGENERATION & ENVIRONMENT	Highways and Infrastructure	Temporary Traffic Management Order	£2,304.00	£2,419.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	Emergency Traffic Manag. Order s14(2)	£1,177.60	£1,238.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	Traffic Road Order	£4,608.00	£4,838.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	Permanent Orders	£3,584.00	£3,584.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	Stopping Up Orders	£4,096.00	£4,096.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	Provision of advice on drainage to developers prior to planning application	TBA - Hourly Charge	TBA - Hourly Charge
REGENERATION & ENVIRONMENT	<b>Public Realm (Recreation)</b>			
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Hire of pavilion per hour	£55.00	£55.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Hire of pavilion per hour after 8pm in Winter, after 10pm in summer per hour	£71.00	£71.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Partial cost recovery of events in parks - Category 2	£1,070.00	£1,100.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Partial cost recovery of events in parks - Category 3	£2,140.00	£2,200.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Reinstatement (Refundable deposit)- category 3	£2,856.00	£2,975.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Partial cost recovery of events in parks (ticketed events) up to 300 hundred attendees	£224.00	£230.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Partial cost recovery of events in parks (ticketed events) up to 600 hundred attendees	£428.00	£445.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Reinstatement (Refundable deposit)- category 1 (+£200)	£224.00	£230.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Ad-hoc street parties and special events on non-traffic sensitive streets	£204.00	£204.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Regular special events	£1,173.00	£1,200.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Special events hosted by commercial groups	£1,352.00	£1,400.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Circus or funfair similar in size or scope to a BSAG Category 2 event (daily fee)	£1,020.00	£1,060.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Refundable damage deposit for a circus or funfair event similar in size or scope to a BSAG Category 2 event (whole event)	£1,020.00	£1,060.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Circus or funfair similar in size or scope to a BSAG Category 3 event or a circus and funfair combined (daily fee)	£2,040.00	£2,100.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Refundable damage deposit for a circus or funfair similar in size or scope to a BSAG Category 3 event or a circus and funfair combined (whole event)	£2,040.00	£2,100.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	21/22 CHARGE £ (Excl. VAT)	22/23 PROPOSED CHARGE £ (Excl. VAT)
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	£500 -Reinstatement (Refundable deposit)- category 2 (+500)	£510.00	£520.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Small Events	£69.00	£70.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Partial cost recovery of events in parks (ticketed events) up to 1000 hundred attendees	£969.00	£1,000.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Soccer Adult Single	£85.00	£88.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Soccer Adult Short Season [13 week pre booked]	£989.00	£1,030.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Soccer Adult Long Season [17 weeks pre-booked]	£1,295.00	£1,345.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Soccer Junior 11-a-side Single	£51.00	£53.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Soccer Junior 9-a-side Single	£44.50	£46.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Soccer Junior 7-a-side Single	£30.60	£32.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Soccer Junior 5-a-side Single	£21.40	£21.50
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Soccer Junior 11-a-side Short Season [13 week pre booked]	£596.00	£620.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Soccer Junior 11-a-side Long Season [17 weeks pre-booked]	£780.00	£810.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Soccer Junior 9-a-side Short Season [13 week pre booked]	£525.00	£545.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Soccer Junior 9-a-side Long Season [17 weeks pre-booked]	£686.40	£710.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Soccer Junior 7-a-side Short Season [13 week pre booked]	£358.00	£370.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Soccer Junior 7-a-side Long Season [17 weeks pre- booked]	£468.00	£485.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Soccer Junior 5-a-side Short Season [13 week pre booked]	£250.00	£260.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Soccer Junior 5-a-side Long Season [17 weeks pre-booked]	£328.00	£340.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Rugby Adult Single	£91.80	£95.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Rugby junior Single	£54.00	£55.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Gaelic Adult single (with changing)	£111.00	£115.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Gaelic Adult single (without changing)	£79.50	£83.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Gaelic junior single (with changing)	£66.30	£68.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Gaelic junior single (without changing)	£47.90	£50.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Hurling Adult single	£111.00	£115.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	21/22 CHARGE £ (Excl. VAT)	22/23 PROPOSED CHARGE £ (Excl. VAT)
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Hurling Junior single	£66.30	£68.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Cricket single	£122.40	£125.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Cricket Adult [11 week season]	£1,211.00	£1,260.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Cricket Junior (11 week season)	£596.70	£622.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Cricket junior single	£71.40	£73.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Artificial cricket wicket (Adults) per match	£83.60	£87.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Artificial cricket wicket (juniors) per match	£51.00	£53.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Bowls - per green	£2,391.90	£2,392.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Bowls - per rink per season	£483.40	£500.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Tennis Court - adult, per hour	£8.00	£8.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Tennis Court - junior, per hour	£2.50	£3.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Tennis Court - where no more than 50% of players are Adults	£4.00	£4.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Adult training soccer/rugby/Gaelic/Hurling not on a pitch (per 2 hours including changing rooms, excluding floodlights)	£66.30	£68.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Junior training soccer/rugby/Gaelic/hurling not on a pitch (per 2 hours including changing rooms, excluding floodlights)	£39.78	£41.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Floodlights per hour	£39.70	£41.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Unmarked ground school/sports use (Morning or afternoon - 3 hours including changing rooms)	£66.30	£68.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Hire of changing rooms only (during normal staffing hours)	£56.10	£58.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Late cancellation fees	£28.50	£30.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Boot camp/ personal fitness sessions (per hour)	£56.10	£58.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Model Aircraft Licence Fee	£42.80	£44.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Volleyball	£30.60	£32.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Memorial bench in a park	£1,020.00	£1,062.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Indemnity - per container per week	£0.00	£200.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Deposit for indemnity per container	£0.00	£500.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Access through park land - hand tools only upto 3 hours	£0.00	£50.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	21/22 CHARGE £ (Excl. VAT)	22/23 PROPOSED CHARGE £ (Excl. VAT)
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Deposit - Access through park land - hand tools only	£0.00	£150.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Indemnity through land - vehicle access only (car /van) per week	£0.00	£100.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Deposit - Indemnity through land - vehicle access only (car /van)	£150.00	£150.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Indemnity - Utility company works	£0.00	£1,000.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Deposit Indemnity - Utility company works	£0.00	£5,000.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Indemnity Scaffold Licence Fee (0-10m)	£0.00	£250.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Indemnity Scaffold Licence Fee (10-15m)	£0.00	£300.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Indemnity Scaffold Licence Fee (15m+)	£0.00	£500.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Indemnity Hoarding Licence Fee(0-10m)	£0.00	£200.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Indemnity Hoarding Licence Fee (10-15m)	£0.00	£300.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Indemnity Hoarding Licence Fee (15m+)	£0.00	£500.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Indemnity Skip Licence Fee (per skip per week)	£0.00	£100.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Skips (fines) Per skip per week	£0.00	£255.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Deposit for skip (per skip)	£200.00	£200.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Deposits for scaffolding	£300.00	£300.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Deposit for hoarding	£300.00	£300.00
REGENERATION & ENVIRONMENT	<b>Public Realm (Waste)</b>			
REGENERATION & ENVIRONMENT	Public Realm (Waste)	Garden Waste Collection	£60.00	£60.00
REGENERATION & ENVIRONMENT	Public Realm (Waste)	Bulky Waste Collection	£35.00	£35.00
REGENERATION & ENVIRONMENT	<b>Parish</b>			
REGENERATION & ENVIRONMENT	Parish Liaison	Arrangements for Burials & Cremations (Public Health Act 1984 Section 46)	New	£780.00
REGENERATION & ENVIRONMENT	Parish Liaison	Property Search Burials & Cremations (Public Health Act 1984 Section 46)	New	£300.00
REGENERATION & ENVIRONMENT	<b>Cemeteries</b>			
REGENERATION & ENVIRONMENT	Cemeteries	Grave tendering 1 x per year, all cemeteries except Carpenders Park	New	£120.00
REGENERATION & ENVIRONMENT	Cemeteries	Grave tendering 2 x per year, all cemeteries except Carpenders Park	New	£180.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	21/22 CHARGE £ (Excl. VAT)	22/23 PROPOSED CHARGE £ (Excl. VAT)
REGENERATION & ENVIRONMENT	Cemeteries	Grave tendering 1 x per year, Carpenders Park	New	£80.00
REGENERATION & ENVIRONMENT	Cemeteries	Grave tendering 2 x per year, Carpenders Park	New	£140.00
REGENERATION & ENVIRONMENT	<b>Applicable to only Brent residents</b>			
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Burial rights Carpenders Park Lawn Cemetery	£2,700.00	£2,810.00
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Burial rights Willesden New, Alperton, Paddington Old Cemetery - Reclaim	£3,500.00	£3,580.00
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Burial rights Willesden New, Alperton, Paddington Old Cemetery - New Plot	£5,200.00	£5,310.00
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Interment	£880.00	£890.00
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Burial rights - Path side graves Carpenders Park Lawn Cemetery	£4,200.00	£4,280.00
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Burial rights - Path side graves Willesden New, Alperton, Paddington Old Cemetery	£5,800.00	£5,890.00
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Interment - Path side graves	£880.00	£890.00
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Burial rights - Woodland grave for 1 interment (includes 1 tree)	£3,880.00	£3,880.00
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Woodland grave for (1 interment) Interment	£880.00	£920.00
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Burial rights - Woodland grave for ashes	£3,025.00	£3,090.00
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Woodland grave for ashes Interment	£276.00	£320.00
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Grave Reopen	£1,190.00	£2,410.00
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Vault (reopen)	£880.00	£920.00
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Common Grave	£1,235.00	£2,410.00
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Cremated Remains In New Half Grave Space Burial Rights & Internment	£1,715.00	£2,310.00
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Cremated Remains In existing Grave Space Interment	£271.00	£320.00
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Cremated remains in existing vault	£395.00	£410.00
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Niche in Columbaria for First Five Years	£1,000.00	£1,000.00
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Each Additional Five Years for Niche in Columbaria	£500.00	£500.00
REGENERATION & ENVIRONMENT	<b>Applicable to Non Brent residents</b>			
REGENERATION & ENVIRONMENT	Cemeteries - Non-Residents	Burial rights Carpenders Park Lawn Cemetery	£5,508.00	£5,820.00
REGENERATION & ENVIRONMENT	Cemeteries - Non-Residents	Burial rights Willesden New, Alperton, Paddington Old Cemetery - Reclaim	£5,916.00	£6,120.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	21/22 CHARGE £ (Excl. VAT)	22/23 PROPOSED CHARGE £ (Excl. VAT)
REGENERATION & ENVIRONMENT	Cemeteries - Non-Residents	Burial rights Willesden New, Alperton, Paddington Old Cemetery - New Plot	£6,550.00	£6,810.00
REGENERATION & ENVIRONMENT	Cemeteries - Non-Residents	Interment	£1,265.00	£1,425.00
REGENERATION & ENVIRONMENT	Cemeteries - Non-Residents	Burial rights - Path side graves Path side graves Carpenders Park Lawn Cemetery	£6,050.00	£6,150.00
REGENERATION & ENVIRONMENT	Cemeteries - Non-Residents	Burial rights - Path side graves Path side graves Willesden New, Alperton, Paddington Old Cemetery	£6,800.00	£6,910.00
REGENERATION & ENVIRONMENT	Cemeteries - Non-Residents	Interment - Path side graves (earth)	£1,265.00	£1,320.00
REGENERATION & ENVIRONMENT	Cemeteries - Non-Residents	Burial rights - Woodland grave for 1 interment (includes 1 tree)	£4,990.00	£5,200.00
REGENERATION & ENVIRONMENT	Cemeteries - Non-Residents	Burial rights - Woodland grave for ashes	£4,990.00	£3,200.00
REGENERATION & ENVIRONMENT	Cemeteries - Non-Residents	Interment - Woodland grave for ashes	£407.00	£407.00
REGENERATION & ENVIRONMENT	Cemeteries - Non-Residents	Grave Reopen	£1,880.00	£2,300.00
REGENERATION & ENVIRONMENT	Cemeteries - Non Residents	Interment	£1,840.00	£2,200.00
REGENERATION & ENVIRONMENT	Cemeteries - Non Residents	Burial rights - Cremated Remains In new half grave space	£2,450.00	£2,849.00
REGENERATION & ENVIRONMENT	Cemeteries - Non Residents	Interment - Cremated Remains In new half & existing grave space	£525.00	£625.00
REGENERATION & ENVIRONMENT	Cemeteries - Non Residents	Cremated remains in existing vault	£160.00	£240.00
REGENERATION & ENVIRONMENT	Cemeteries - Non Residents	Niche in Columbaria for First Five Years	£1,500.00	£1,500.00
REGENERATION & ENVIRONMENT	Cemeteries - Non Residents	Each Additional Five Years for Niche in Columbaria	£750.00	£750.00
REGENERATION & ENVIRONMENT	Cemeteries - Additional Charges	Earth Grave for 3 where applicable	£675.00	£890.00
REGENERATION & ENVIRONMENT	Cemeteries - Additional Charges	Shroud timbers & slats	£170.00	£220.00
REGENERATION & ENVIRONMENT	Cemeteries - Additional Charges	Grave surround	£150.00	£230.00
REGENERATION & ENVIRONMENT	Cemeteries - Additional Charges	Transfer burial rights	£110.00	£149.00
REGENERATION & ENVIRONMENT	Cemeteries - Additional Charges	Burial Register search fee	£60.00	£60.00
REGENERATION & ENVIRONMENT	Cemeteries - Additional Charges	Chapel hire up to 2 hours	£190.00	£198.00
REGENERATION & ENVIRONMENT	Cemeteries - Additional Charges	Saturday burials at Alperton, Paddington and Willesden	£840.00	£920.00
REGENERATION & ENVIRONMENT	Cemeteries - Additional Charges	Cancellation of an interment or late arrival of funeral cortege of more than 20 mins	£380.00	£420.00
REGENERATION & ENVIRONMENT	Cemeteries - Additional Charges	Memorial [full with Landing]	£425.00	£480.00
REGENERATION & ENVIRONMENT	Cemeteries - Additional Charges	Non Residents - Vaults Package Paddington Old Cemetery	£17,000.00	£17,050.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	21/22 CHARGE £ (Excl. VAT)	22/23 PROPOSED CHARGE £ (Excl. VAT)
REGENERATION & ENVIRONMENT	Cemeteries - Additional Charges	Vaults Package Paddington Old Cemetery	£15,000.00	£15,000.00
REGENERATION & ENVIRONMENT	Cemeteries - Additional Charges	Additional Internment of Ashes	£90.00	£110.00
REGENERATION & ENVIRONMENT	Cemeteries - Memorial Permits	Headstone / plaque	£330.00	£480.00
REGENERATION & ENVIRONMENT	Cemeteries - Memorial Permits	Inscriptions / works	£142.00	£320.00
REGENERATION & ENVIRONMENT	Cemeteries - Memorial Permits	Memorial removal for interment	£215.00	£420.00
REGENERATION & ENVIRONMENT	Cemeteries - Memorial Permits	Memorial replacement after interment	£215.00	£420.00
REGENERATION & ENVIRONMENT	Cemeteries - Memorial Permits	Memorial raise and level (full memorials)	£92.00	£120.00
REGENERATION & ENVIRONMENT	Cemeteries - Memorial Permits	Memorial raise and level (plaques)	£92.00	£94.00
REGENERATION & ENVIRONMENT	Cemeteries - Memorial Permits	Tree Plaque at Carpenders Park (Inc. VAT) (Single)	£398.00	£480.00
REGENERATION & ENVIRONMENT	Cemeteries - Memorial Permits	Tree Plaque at Carpenders Park (Inc. VAT) (Double)	£420.00	£520.00
REGENERATION & ENVIRONMENT	Cemeteries - Memorial Permits	Bench with plaque on to existing landing (Inc. VAT)	£1,530.00	£2,300.00
REGENERATION & ENVIRONMENT	Cemeteries - Memorial Permits	Bench Plaques only at Carpenders Park (Inc. VAT - 5 years)	£182.00	£320.00
REGENERATION & ENVIRONMENT	Cemeteries - Memorial Permits	Concrete based bench with plaque (inc. VAT not at Carpenders Park)	£2,238.00	£3,890.00
REGENERATION & ENVIRONMENT	<b>Allotments</b>			
REGENERATION & ENVIRONMENT	Allotments	Allotment type site 126m2 (5 pole)	£93.80	£97.00
REGENERATION & ENVIRONMENT	Allotments	Allotment cost per pole	£18.75	£20.00
REGENERATION & ENVIRONMENT	<b>Planning</b>			
REGENERATION & ENVIRONMENT	Planning	Pre-app 1 - Householder (extensions and alterations to a dwelling) (written response)	£120.00	£103.50
REGENERATION & ENVIRONMENT	Planning	Pre-app 2 - Small Minor development (1 home / up to 99 sqm) (written response)	£360.00	£310.50
REGENERATION & ENVIRONMENT	Planning	Pre-app 3 - Medium Minor development (2 to 4 homes/ 100 – 499 sqm) - written and meeting	£1,200.00	£1,200.00
REGENERATION & ENVIRONMENT	Planning	Pre-app 4 - Large Minor development (5 to 9 homes / 500 – 999 sq.m.) - written and meeting	£2,400.00	£2,120.00
REGENERATION & ENVIRONMENT	Planning	Pre-app 5 - Major development (10 to 24 homes / 1,000 - 1,999 sqm) - written and meeting	£5,280.00	£5,180.00
REGENERATION & ENVIRONMENT	Planning	Pre-app 6 - Large major development (25 to 49 homes / 2,000 - 3,999 sqm) - written and meeting	£6,500.00	£6,170.00
REGENERATION & ENVIRONMENT	Planning	Pre-app 7 - Medium major development (50 to 149 homes / 3,000 - 4999 sqm) - written and meeting	£9,000.00	£8,460.00
REGENERATION & ENVIRONMENT	Planning	Pre-app 8 - Strategic development (150 units + / 5,000 sqm) - written and meeting	£12,000.00	£10,500.00



DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	21/22 CHARGE £ (Excl. VAT)	22/23 PROPOSED CHARGE £ (Excl. VAT)
REGENERATION & ENVIRONMENT	Planning	Pre-app 9 - Reserved matters (pursuant to an outline consent) - written and meeting	£2,200.00	Half full price
REGENERATION & ENVIRONMENT	Planning	Meeting (Pre-app 1 to 2)	£120.00	£103.50
REGENERATION & ENVIRONMENT	Planning	Revised submission from same applicant within 6 months of written feedback (Pre-app 2 to 8)	Half full price	Half full price
REGENERATION & ENVIRONMENT	Planning	Multiple options for pre-application request (pre-app 2 to 8)	Half full price	Half full price
REGENERATION & ENVIRONMENT	Planning	Issue related meeting - Major development (10+ homes, 1,000+ sqm)	£2,200.00	£2,070.00
REGENERATION & ENVIRONMENT	Planning	Presentation to Planning Committee	£2,000.00	£2,070.00
REGENERATION & ENVIRONMENT	Planning	Planning/development briefs/ frameworks/ masterplans	£9,000.00	£9,000.00
REGENERATION & ENVIRONMENT	Planning	Copies of planning decision notices	£25.00	£25.88
REGENERATION & ENVIRONMENT	Planning	Copies of archived documents	£25.00	£25.88
REGENERATION & ENVIRONMENT	Planning	Confirmation of compliance with clauses in a S106	£500.00	£500.00
REGENERATION & ENVIRONMENT	Planning	S106 Legal Fee (per hour)	£230 per hour with minimum amount of £1,750	£230 per hour with minimum amount of £1,750
REGENERATION & ENVIRONMENT	Planning	S106 Planning Negotiation Fee - Simple (1-3 obligations)	£905.00	£905.00
REGENERATION & ENVIRONMENT	Planning	S106 Planning Negotiation Fee - Moderate (4-7 obligations)	£1,540.00	£1,540.00
REGENERATION & ENVIRONMENT	Planning	S106 Planning Negotiation Fee - Complex (8+ obligations / review mechanisms)	£2,115.00	£2,115.00
REGENERATION & ENVIRONMENT	Planning	S106 Planning Negotiation Fee - Simple Deed of Variation	£450.00	£450.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - General - Initial for Simple Agreement	£480.00	£480.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - General - Initial for Moderate Agreement	£540.00	£540.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - General - Initial for Complex Agreement	£605.00	£605.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - General - Standard Simple Obligation	£120.00	£120.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - General - Standard Moderate Obligation	£360.00	£360.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - General - Standard Complex Obligation	£630.00	£630.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - Specific - Affordable Housing	£630.00	£630.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - Specific - Viability Review	£1,100.00	£1,100.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - Specific - Sustainability	£785.00	£785.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - Specific - Energy	£785.00	£785.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	21/22 CHARGE £ (Excl. VAT)	22/23 PROPOSED CHARGE £ (Excl. VAT)
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - Specific - Sustainability and Energy	£1,570.00	£1,570.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - Specific - Highway Works (No Verification)	£360.00	£360.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - Specific - Travel Plan	£1,570.00	£1,570.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - Specific - Car Club (Off Site)	£785.00	£785.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - Specific - Permit Fee (No Approval)	£120.00	£120.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - Specific - Permit Free (Approval)	£360.00	£360.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - Specific - Training and Employment	£785.00	£785.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - Specific - Community Access Plan	£630.00	£630.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - Specific - Notices	£60.00	£60.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - Specific - Financial Contributions	£180.00	£180.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - Specific - Considerate Constructors Scheme	£120.00	£120.00
REGENERATION & ENVIRONMENT	<b>Brent Start</b>			
REGENERATION & ENVIRONMENT	Brent Start	Learning and skills - Accredited courses	£3.60	£3.75
REGENERATION & ENVIRONMENT	Brent Start	Learning and Skills - Personal and community development learning	£5.00	£5.20
REGENERATION & ENVIRONMENT	Brent Start	Learning and Skills - Personal and community development learning - concessions (A)	£2.50	£2.60
REGENERATION & ENVIRONMENT	Brent Start	Learning and Skills - Personal and community development learning - concessions (B)	£1.25	£1.30
REGENERATION & ENVIRONMENT	Brent Start	Learning and Skills - targeted community development courses	£3.60	£3.75
REGENERATION & ENVIRONMENT	Brent Start	Learning and Skills - targeted community development courses - concessions (A)	£1.80	£1.90
REGENERATION & ENVIRONMENT	Brent Start	Full cost recovery courses	£18.00	£18.65
REGENERATION & ENVIRONMENT	Brent Start	Room hire	£30.00	£31.00
REGENERATION & ENVIRONMENT	<b>Food and Health &amp; Safety</b>			
REGENERATION & ENVIRONMENT	Food and Health & Safety	Cadaver certificate (3 working days' notice)	£69.00	£70.00
REGENERATION & ENVIRONMENT	Food and Health & Safety	Cadaver certificate (urgent next day service)	£135.00	£136.00
REGENERATION & ENVIRONMENT	Food and Health & Safety	Food Export Health Certificates (3 working days)	£70.00	£71.00
REGENERATION & ENVIRONMENT	Food and Health & Safety	Food Export Health Certificates (urgent next day service)	£135.00	£136.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	21/22 CHARGE £ (Excl. VAT)	22/23 PROPOSED CHARGE £ (Excl. VAT)
REGENERATION & ENVIRONMENT	Food and Health & Safety	Food destruction certificate	£260.00	£261.00
REGENERATION & ENVIRONMENT	Food and Health & Safety	Freezer breakdown certificate	£260.00	£261.00
REGENERATION & ENVIRONMENT	Food and Health & Safety	Pool water analysis single pool	£243.00	£243.00
REGENERATION & ENVIRONMENT	Food and Health & Safety	Pool water analysis double pool	£413.00	£413.00
REGENERATION & ENVIRONMENT	Food and Health & Safety	Schools Legionella Water Sampling	£1,587.00	£1,587.00
REGENERATION & ENVIRONMENT	Food and Health & Safety	Schools Drinking Water Sampling	£531.00	£531.00
REGENERATION & ENVIRONMENT	Food and Health & Safety	Food Hygiene Rating Scheme (FHRS) rating re-assessment	£301.00	£302.00
REGENERATION & ENVIRONMENT	Food and Health & Safety	Food Business Start-up Scheme	£301.00	£301.00
REGENERATION & ENVIRONMENT	Food and Health & Safety	Food Hygiene Coaching Service	£495.00	£495.00
REGENERATION & ENVIRONMENT	Food and Health & Safety	Special treatments exhibition including any treatment from categories B, C or D	£1,375 plus £96 per applicant administering	£1,375 plus £96 per applicant administering
REGENERATION & ENVIRONMENT	Food and Health & Safety	Special treatments - lasers (Cat A)	£867.00	£867.00
REGENERATION & ENVIRONMENT	Food and Health & Safety	Special treatments - massage, acupuncture, tattooing etc (cat B)	£705.00	£705.00
REGENERATION & ENVIRONMENT	Food and Health & Safety	Special treatments - beauty treatments, etc (Cat C)	£421.00	£421.00
REGENERATION & ENVIRONMENT	Food and Health & Safety	Special treatments - manicure, nose and ear piercing, etc (Cat D)	£232.00	£232.00
REGENERATION & ENVIRONMENT	Food and Health & Safety	Special treatments - licence variation including addition or change of therapist	£122.00	£122.00
REGENERATION & ENVIRONMENT	Food Safety	Primary Authority - bulk purchase (per hour)	£63.00	£66.00
REGENERATION & ENVIRONMENT	Food Safety	Primary Authority - pay as you go (per hour)	£78.00	£82.00
REGENERATION & ENVIRONMENT	Licensing			
REGENERATION & ENVIRONMENT	Licensing	Animal Boarding Licence (up to 20 animals)	£330.00	£330.00
REGENERATION & ENVIRONMENT	Licensing	Breeding of Dogs Licence (with one bitch)	£330.00	£330.00
REGENERATION & ENVIRONMENT	Licensing	Animal Boarding Licence (over 20 animals)	£367.00	£367.00
REGENERATION & ENVIRONMENT	Licensing	Breeding of Dogs Licence (with more than one bitch)	£367.00	£367.00
REGENERATION & ENVIRONMENT	Licensing	Performing Animals Registration	£367.00	£367.00
REGENERATION & ENVIRONMENT	Licensing	Pet Animals (Pet Shop Licence)	£367.00	£367.00
REGENERATION & ENVIRONMENT	Licensing	Dangerous Wild Animals	£393.00	£393.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	21/22 CHARGE £ (Excl. VAT)	22/23 PROPOSED CHARGE £ (Excl. VAT)
REGENERATION & ENVIRONMENT	Licensing	Leaflet distribution (application)	£200.00 + £79.00 per person per day	£200.00 + £79.00 per person per day
REGENERATION & ENVIRONMENT	Licensing	Occasional sales except educational establishments (application)	£199.00 + £10.00 per stall	£199.00 + £10.00 per stall
REGENERATION & ENVIRONMENT	Licensing	Sex establishments	£363.00	£400.00
REGENERATION & ENVIRONMENT	Licensing	Street trading (new application)	£82.00	£82.00
REGENERATION & ENVIRONMENT	Licensing	Street trading (daily fee)	£3.00	£4.00
REGENERATION & ENVIRONMENT	Licensing	Street trading (variation)	£55.00	£55.00
REGENERATION & ENVIRONMENT	Licensing	Temporary Street Trading (per day per stall)	£178.00	£179.00
REGENERATION & ENVIRONMENT	Licensing	Scrap Metal Site Licence	£604.00	£604.00
REGENERATION & ENVIRONMENT	Licensing	Scrap Metal Collectors Licence	£352.00	£352.00
REGENERATION & ENVIRONMENT	Licensing	Explosives Registration	£109.00	Various Fees from £54.00 - £500.00
REGENERATION & ENVIRONMENT	Licensing	Explosives Licence	Various Fees from £54.00 - £500.00	Various Fees from £54.00 - £500.00
REGENERATION & ENVIRONMENT	Licensing	Film Classification (per 15 minutes)	£15.00	£60 minimum charge, £15 per 15 minutes thereafter
REGENERATION & ENVIRONMENT	Licensing	Premises Licence - Licensing Act 2003 (see separate list of fees for specific charges)	Various Fees from £10.50 to £64,000	Various Fees from £10.50 to £64,000
REGENERATION & ENVIRONMENT	Licensing	Premises Licence - Gambling Act 2005 (see separate list of fees for specific charges)	Various Fees from £15.00 - £15,000	Various Fees from £15.00 - £15,000
REGENERATION & ENVIRONMENT	Licensing	Marriage Licence (see separate list of fees for specific charges)	Various Fees from £600.00 to £1,500	Various Fees from £600.00 to £1,500
REGENERATION & ENVIRONMENT	Licensing	Licensing Surgeries (to help businesses with applications)	£165.00	£165.00
REGENERATION & ENVIRONMENT	Licensing	Issue of 3 Month Tempory Covid Street Trading Licence	£355.00	£100.00
REGENERATION & ENVIRONMENT	<b>Land Charges</b>			
REGENERATION & ENVIRONMENT	Land charges	Full Official Search (LLC1 and CON29 2016)	£266.67	£289.80
REGENERATION & ENVIRONMENT	Land charges	Full Official Search and each additional Parcel	£50.83	£56.93
REGENERATION & ENVIRONMENT	Land charges	LLC1	£80.00	£82.80
REGENERATION & ENVIRONMENT	Land charges	LLC1 Additional Parcel	£25.00	£25.88
REGENERATION & ENVIRONMENT	Land charges	CON 29 - 2016	£200.00	£207.00
REGENERATION & ENVIRONMENT	Land charges	Con 29 - 2016 each additional Parcel	£30.00	£31.05
REGENERATION & ENVIRONMENT	Land charges	CON 290 requested each question submitted with LLC1 and CON 29 - 2016 forms	£30.00	£31.05

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	21/22 CHARGE £ (Excl. VAT)	22/23 PROPOSED CHARGE £ (Excl. VAT)
REGENERATION & ENVIRONMENT	Land charges	CON 29 O each question requested separately	£40.00	£41.40
REGENERATION & ENVIRONMENT	Land charges	Copy Search of replies	£40.00	£41.40
REGENERATION & ENVIRONMENT	Land charges	CON29 O requested separately for each additional parcel	£30.00	£31.05
REGENERATION & ENVIRONMENT	Land charges - EIR	CON29 2016 Individual first question	£25.00	£25.88
REGENERATION & ENVIRONMENT	Land charges - EIR	CON29 2016 Individual each additional question	£3.00	£3.11
REGENERATION & ENVIRONMENT	Land charges - EIR	CON29 2016 Individual All questions listed on our website under Environmental Informational Regulations details 'Local Land Charges	£100.00	£103.50
REGENERATION & ENVIRONMENT	Land charges - EIR	CON29 2016 Individual each additional parcel	£6.00	£6.21
REGENERATION & ENVIRONMENT	Land charges - EIR	Copy of replies CON29 2016 individual replies	£15.00	£15.53
REGENERATION & ENVIRONMENT	<b>Public Realm (Highways)</b>			
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Temporary Crossing – Commercial:	£555.00	£578.00
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Crane Oversail	£555.00	£578.00
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Crane (mobile platform):	£335.00	£349.00
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Scaffold Licence Fee (0-10m)	£235.00	£244.00
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Scaffold Licence Fee (10-15m)	£300.00	£312.00
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Scaffold Licence Fee (15m+)	£620.00	£624.00
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Hoarding Licence Fee(0-10m)	£235.00	£239.00
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Hoarding Licence Fee (10-15m)	£300.00	£312.00
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Hoarding Licence Fee (15m+)	£620.00	£646.00
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Skip Licence Fee	£56.00	£58.00
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Skips (fines)	£255.00	£255.00
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Building Material licences (Residential)	£165.00	£171.00
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Builders Material Licences (Commercial)	£330.00	£343.00
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Skip Company - Annual Registration fee:	£300.00	£312.00
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Container/Portacabin licences:	£335.00	£349.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	21/22 CHARGE £ (Excl. VAT)	22/23 PROPOSED CHARGE £ (Excl. VAT)
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Admin fee for refunds processing	£60.00	£63.00
REGENERATION & ENVIRONMENT	Trading Standards			
REGENERATION & ENVIRONMENT	Trading Standards	Registration of Premises for Auction	£356.00	£357.00
REGENERATION & ENVIRONMENT	Trading Standards	Primary Authority - bulk purchase (per hour)	£63.00	£66.00
REGENERATION & ENVIRONMENT	Trading Standards	Primary Authority - pay as you go (per hour)	£78.00	£82.00
REGENERATION & ENVIRONMENT	Trading Standards	Verification of Weights & Measures Equipment (per hour)	£66.00	£66.00
REGENERATION & ENVIRONMENT	Trading Standards	Calibration of Weights for Business 9per Hour	£66.00	£66.00
REGENERATION & ENVIRONMENT	Trading Standards	Testing of Working Standards and Testing Equipment for other Las (per hour)	£66.00	£66.00
REGENERATION & ENVIRONMENT	Trading Standards	Extra Staff Member assisting with above W&M fees (per hour)	£42.00	£42.00
REGENERATION & ENVIRONMENT	Trading Standards	Use of Safety Lab (per hour)	£73.00	£73.00
REGENERATION & ENVIRONMENT	Trading Standards	Licence to store explosives	Various Fees from £54.00 - £500.00	Various Fees from £54.00 - £500.00
REGENERATION & ENVIRONMENT	Trading Standards	Financial Investigator (per hour, plus contract fee)	£42.00	£42.00
REGENERATION & ENVIRONMENT	Trading Standards	Redress Schemes for Lettings Agency Work and Property Management Work (Requirement to Belong to a Scheme etc) (England) Order 2014, Full Charge Penalty Notice	Upto £5,000	Upto £5,000
REGENERATION & ENVIRONMENT	Trading Standards	Redress Schemes for Lettings Agency Work and Property Management Work (Requirement to Belong to a Scheme etc) (England) Order 2014, Reduced Charge Penalty Notice	£2,500.00	£2,500.00
REGENERATION & ENVIRONMENT	Trading Standards	Penalty Charge Notice under Part 3, Chapter 3 Consumer Rights Act 2015 (Maximum Penalty)	Upto £5,000	Up to £5,000
REGENERATION & ENVIRONMENT	Trading Standards	Full financial penalty issued under the Tenant's Fees Act 2019 (Maximum Penalty)	Upto £30,000	Upto £30,000
REGENERATION & ENVIRONMENT	Trading Standards	Full financial penalty issued under the Client Money Protection Schemes for Property Agents (Requirement to Belong to a Scheme etc.) Regulations 2019	Penalty between £1 - £30,000.00	Up to £30,000
REGENERATION & ENVIRONMENT	Trading Standards	Enforcement Officer hourly rate	£61.00	£62.00
REGENERATION & ENVIRONMENT	Trading Standards	Senior/Supervisory Staff hourly rate	£81 - £91	£82 - £92
REGENERATION & ENVIRONMENT	Trading Standards	*Issue of various Covid Fixed Penalty Notices	£1,000 - £10,000	£1,000 - £10,000
CUSTOMER AND DIGITAL SERVICES	Registration and Nationality			
CUSTOMER AND DIGITAL SERVICES	Registration and Nationality	Approved Premises Weddings Internal Saturday Before 4pm	£395.00	£434.50
CUSTOMER AND DIGITAL SERVICES	Registration and Nationality	Approved Premises Weddings Internal Saturday After 4pm	£577.00	£634.70
CUSTOMER AND DIGITAL SERVICES	Registration and Nationality	Approved Premises Weddings Internal Sunday Before 1pm	£485.00	£533.50

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	21/22 CHARGE £ (Excl. VAT)	22/23 PROPOSED CHARGE £ (Excl. VAT)
CUSTOMER AND DIGITAL SERVICES	Registration and Nationality	Approved Premises Weddings Internal Sunday After 1pm	£637.00	£700.70
CUSTOMER AND DIGITAL SERVICES	Registration and Nationality	Approved Premises Weddings external Monday - Friday Before 4pm	£485.00	£485.00
CUSTOMER AND DIGITAL SERVICES	Registration and Nationality	Approved Premises Weddings external Monday - Friday After 4pm	£551.00	£551.00
CUSTOMER AND DIGITAL SERVICES	Registration and Nationality	Approved Premises Weddings external Saturday Before 4pm	£551.00	£551.00
CUSTOMER AND DIGITAL SERVICES	Registration and Nationality	Approved Premises Weddings external Saturday After 4pm	£667.00	£667.00
CUSTOMER AND DIGITAL SERVICES	Registration and Nationality	Approved Premises Weddings external Sunday Before 1pm	£606.00	£606.00
CUSTOMER AND DIGITAL SERVICES	Registration and Nationality	Approved Premises Weddings external Sunday After 1pm	£788.00	£788.00
CUSTOMER AND DIGITAL SERVICES	Registration and Nationality	Bank Holidays Before 4:30pm	£1,000.00	£1,000.00
CUSTOMER AND DIGITAL SERVICES	Registration and Nationality	Bank Holidays After 4:30pm	£1,000.00	£1,000.00
CUSTOMER AND DIGITAL SERVICES	Registration and Nationality	Private Ceremonies (M- F)	£130.00	£130.00
CUSTOMER AND DIGITAL SERVICES	Registration and Nationality	Citizenship Private Ceremony-weekend	£170.00	£170.00
CUSTOMER AND DIGITAL SERVICES	Registration and Nationality	Issue of Letter	£30.00	£30.00
CUSTOMER AND DIGITAL SERVICES	Registration and Nationality	Secure Deposit	£100.00	£150.00
CUSTOMER AND DIGITAL SERVICES	Registration and Nationality	Change of date	£50.00	£55.00
CUSTOMER AND DIGITAL SERVICES	Registration and Nationality	Notice priority fee per notice	£15.00	£20.00
CUSTOMER AND DIGITAL SERVICES	Registration and Nationality	Approved Premises external Garden Monday - Friday Before 4pm	£309.00	£363.50
CUSTOMER AND DIGITAL SERVICES	Registration and Nationality	Approved Premises external Garden Monday - Friday After 4pm	£543.00	£616.50
CUSTOMER AND DIGITAL SERVICES	Registration and Nationality	Approved Premises external Garden Saturday Before 4pm	£408.00	£484.50
CUSTOMER AND DIGITAL SERVICES	Registration and Nationality	Approved Premises external Garden Saturday After 4pm	£598.00	£684.70
CUSTOMER AND DIGITAL SERVICES	Registration and Nationality	Approved Premises external Garden Sunday Before 1pm	£490.00	£583.50
CUSTOMER AND DIGITAL SERVICES	Registration and Nationality	Approved Premises external Garden Sunday After 1pm	£653.00	£750.70
CUSTOMER AND DIGITAL SERVICES	Registration and Nationality	Approved Premises Ceremonies Internal Monday - Friday Before 4pm	£242.00	£285.00
CUSTOMER AND DIGITAL SERVICES	Registration and Nationality	Approved Premises Ceremonies Internal Monday - Friday After 4pm	—	£515.00
CHIEF EXECUTIVE	Legal Services			
CHIEF EXECUTIVE	Legal Services	Third Party Charges for Legal Work - Housing Management - Residential Conveyancing. Loft cellers garden	£1,361.00	£1,398.43

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	21/22 CHARGE £ (Excl. VAT)	22/23 PROPOSED CHARGE £ (Excl. VAT)
CHIEF EXECUTIVE	Legal Services	Third Party Charges for Legal Work - Housing Management - Residential Conveyancing. Deed of rectification	£575.00	£590.81
CHIEF EXECUTIVE	Legal Services	Third Party Charges for Legal Work - Housing Management - Residential Conveyancing. Single Lease extension for enfranchisement of a single house	£1,259 if assessment by Tribunal then additional £70 per hour if Senior Legal Assistant or £100 per hour if Lawyer	£1,293 if assessment by Tribunal then additional £75 per hour if Senior Legal Assistant or £105 per hour if Lawyer
CHIEF EXECUTIVE	Legal Services	Third Party Charges for Legal Work - Housing Management - Residential Conveyancing. Collective Enfranchisement	£1,259 if assessment by Tribunal then additional £70 per hour if Senior Legal Assistant or £100 per hour if Lawyer	£1,293 if assessment by Tribunal then additional £75 per hour if Senior Legal Assistant or £105 per hour if Lawyer
CHIEF EXECUTIVE	Legal Services	Third Party Charges for Legal Work - Housing Management - Residential Conveyancing. License for Alteration	£786.00	£807.62
CHIEF EXECUTIVE	Legal Services	Third Party Charges for Legal Work - S106 Agreements.	£232 per hour based on minimum of £1,570	£238 per hour based on minimum of £1,613
CHIEF EXECUTIVE	Legal Services	Third Party Charges for Legal Work - Section 38 and Section 278 Agreements.	£2,552 plus a charge rate of £231 per hour	£2,622 plus a charge rate of £237 per hour
CHIEF EXECUTIVE	Legal Services	Third Party Charges for Legal Work - Commercial Property Transactions, Lease	£628 for leases between £0-£5,000 per year / £838 for leases with rent between £5,001 and £10,000 per year / £943 for leases with rent between £10,000 upwards	£645 for leases between £0-£5,000 per year / £861 for leases with rent between £5,001 and £10,000 per year / £968 for leases with rent between £10,000 upwards
CHIEF EXECUTIVE	Legal Services	Third Party Charges for Legal Work - Commercial Property Transactions. Licence to Assign	£681.00	£699.73
CHIEF EXECUTIVE	Legal Services	Third Party Charges for Legal Work - Commercial Property Transactions. Licence for alteration	£681.00	£699.73
CHIEF EXECUTIVE	Legal Services	Third Party Charges for Legal Work - Commercial Property Transactions. Licence to underlet	£681.00	£699.73
CHIEF EXECUTIVE	Legal Services	Third Party Charges for Legal Work - Commercial Property Transactions. Collaboration Agreement	£1,572.00	£1,615.23
CHIEF EXECUTIVE	Legal Services	Third Party Charges for Legal Work - Commercial Property Transactions. Development Agreement subject to Lease	£3,144.00	£3,230.46
CHIEF EXECUTIVE	Legal Services	Third Party Charges for Legal Work - Commercial Property Transactions. S123 LGA Notice	£314.00	£322.64
ASSISTANT CHIEF EXECUTIVE	Communications			
ASSISTANT CHIEF EXECUTIVE	Communications	Film Licence	£95.00	£95.00
ASSISTANT CHIEF EXECUTIVE	Communications	Location Fees (high) per day	£5,000.00	£5,000.00
ASSISTANT CHIEF EXECUTIVE	Communications	Location Fees per day (Medium)	£2,500.00	£2,500.00
ASSISTANT CHIEF EXECUTIVE	Communications	Location Fees per day (low)	£750.00	£750.00
ASSISTANT CHIEF EXECUTIVE	Communications	Parking Fees (per parking bay suspension)	£50.00	£50.00
ASSISTANT CHIEF EXECUTIVE	Communications	Full Page Advertising in Your Brent Magazine	£1,770.00	£1,770.00
ASSISTANT CHIEF EXECUTIVE	Communications	Half Page Advertising in Your Brent Magazine	£973.00	£973.00



DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	21/22 CHARGE £ (Excl. VAT)	22/23 PROPOSED CHARGE £ (Excl. VAT)
ASSISTANT CHIEF EXECUTIVE	Communications	Quarter Page Advertising in Your Brent Magazine	£643.00	£643.00
ASSISTANT CHIEF EXECUTIVE	Communications	Eighth Page Advertising in Your Brent Magazine	£275.00	£275.00
ASSISTANT CHIEF EXECUTIVE	Communications	Late Notice Admin Fee	£150.00	£150.00
ASSISTANT CHIEF EXECUTIVE	Communications	Additional/Film Officer time fee/site visits	£75 per hour	£75 per hour
ASSISTANT CHIEF EXECUTIVE	Communications	Film Officer out of hours fee weekdays (between 9pm-7am) and all weekend	£150 per hour	£150 per hour
ASSISTANT CHIEF EXECUTIVE	Communications	No Notice of Objection (subject to online payment system going ahead)	£50.00	£50.00
ASSISTANT CHIEF EXECUTIVE	Communications	Parks A Filming (large crew): Roundwood Gladstone Barham Park Fryent Country Welsh Harp	£2,500.00	£2,500.00
ASSISTANT CHIEF EXECUTIVE	Communications	Parks A Filming (medium crew): Roundwood Gladstone Barham Park Fryent Country Welsh Harp	£2,000.00	£2,000.00
ASSISTANT CHIEF EXECUTIVE	Communications	Parks A Filming (small crew): Roundwood Gladstone Barham Park Fryent Country Welsh Harp	£1,500.00	£1,500.00
ASSISTANT CHIEF EXECUTIVE	Communications	Parks B Filming (large crew) All other park and recreation grounds	£1,500.00	£1,500.00
ASSISTANT CHIEF EXECUTIVE	Communications	Parks B Filming (medium crew) All other park and recreation grounds	£1,000.00	£1,000.00
ASSISTANT CHIEF EXECUTIVE	Communications	Parks B Filming (small crew) All other park and recreation grounds	£500.00	£500.00
ASSISTANT CHIEF EXECUTIVE	Communications	Parks Unit base	£800.00	£800.00
ASSISTANT CHIEF EXECUTIVE	Communications	Brent Civic Centre	£5,000.00	£5,000.00
ASSISTANT CHIEF EXECUTIVE	Communications	Cemeteries / Libraries / Sports Centres (large crew)	£2,500.00	£2,500.00
ASSISTANT CHIEF EXECUTIVE	Communications	Cemeteries / Libraries / Sports Centres (medium crew)	£2,000.00	£2,000.00
ASSISTANT CHIEF EXECUTIVE	Communications	Cemeteries / Libraries / Sports Centres (small crew)	£1,500.00	£1,500.00
ASSISTANT CHIEF EXECUTIVE	Communications	Willesden Sports Centre (large crew)	£3,500.00	£3,500.00
ASSISTANT CHIEF EXECUTIVE	Communications	Willesden Sports Centre (medium crew)	£3,000.00	£3,000.00
ASSISTANT CHIEF EXECUTIVE	Communications	Willesden Sports Centre (small crew)	£2,500.00	£2,500.00
ASSISTANT CHIEF EXECUTIVE	Communications	Roundwood Youth Centre (large crew)	£2,500.00	£2,500.00
ASSISTANT CHIEF EXECUTIVE	Communications	Roundwood Youth Centre (medium crew)	£2,000.00	£2,000.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	21/22 CHARGE £ (Excl. VAT)	22/23 PROPOSED CHARGE £ (Excl. VAT)
ASSISTANT CHIEF EXECUTIVE	Communications	Roundwood Youth Centre (small crew)	£1,500.00	£1,500.00
ASSISTANT CHIEF EXECUTIVE	Communications	Housing Estates (large crew)	£2,500.00	£2,500.00
ASSISTANT CHIEF EXECUTIVE	Communications	Housing Estates (medium crew)	£2,000.00	£2,000.00
ASSISTANT CHIEF EXECUTIVE	Communications	Housing Estates (small crew)	£1,500.00	£1,500.00
ASSISTANT CHIEF EXECUTIVE	Communications	Temporary structures	£250.00	£250.00
ASSISTANT CHIEF EXECUTIVE	Communications	Cherry pickers / Cranes / Mobile platforms	£300 + £100 per sqm deposit	£300 + £100 per sqm deposit
ASSISTANT CHIEF EXECUTIVE	Communications	Scaffolding	From £211 + 100 per sqm deposit for two weeks	From £211 + 100 per sqm deposit for two weeks
ASSISTANT CHIEF EXECUTIVE	Communications	Stop / Go Traffic management	£250 per location	£250 per location
ASSISTANT CHIEF EXECUTIVE	Communications	Full road closure	£2,500.00	£2,500.00
ASSISTANT CHIEF EXECUTIVE	Communications	Highways officer site visit	£250 per hour	£250 per hour
ASSISTANT CHIEF EXECUTIVE	Communications	Drone admin fee	£150 per application	£150 per application
ASSISTANT CHIEF EXECUTIVE	Conference and Events			
ASSISTANT CHIEF EXECUTIVE	Conference and Events	The Grand Hall 10 hours hire package (Monday to Sunday)	£5,900.00	£5,900.00
ASSISTANT CHIEF EXECUTIVE	Conference and Events	The Grand Hall 12 hours hire package (Saturday and Sunday only)	£8,100.00	£8,100.00
ASSISTANT CHIEF EXECUTIVE	Conference and Events	The Grand Hall 18 hours hire package (Saturday and Sunday only)	£9,800.00	£9,800.00
ASSISTANT CHIEF EXECUTIVE	Conference and Events	The Grand Hall additional set up or de-rig hire (per hour)	£300.00	£300.00
ASSISTANT CHIEF EXECUTIVE	Conference and Events	The Grand Hall bank holiday surcharge fee	£1,030.00	£1,030.00
ASSISTANT CHIEF EXECUTIVE	Conference and Events	The Grand Hall (per hour, min 6 hours required)	£600.00	£600.00
ASSISTANT CHIEF EXECUTIVE	Conference and Events	Conference Hall (per hour, min 5 hours required)	£200.00	£260.00
ASSISTANT CHIEF EXECUTIVE	Conference and Events	The Bridge (available only with the Grand Hall)	£650.00	£500.00
ASSISTANT CHIEF EXECUTIVE	Conference and Events	One Board Room (per hour)	£40.00	£41.00
ASSISTANT CHIEF EXECUTIVE	Conference and Events	Two Board Rooms together (per hour)	£70.00	£82.00
ASSISTANT CHIEF EXECUTIVE	Conference and Events	Three Board Rooms together (per hour)	£100.00	£123.00
ASSISTANT CHIEF EXECUTIVE	Conference and Events	Four Board Rooms together (per hour)	£130.00	£164.00
ASSISTANT CHIEF EXECUTIVE	Conference and Events	Foyer stall hire (8 hours)	£100.00	£155.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	21/22 CHARGE £ (Excl. VAT)	22/23 PROPOSED CHARGE £ (Excl. VAT)
ASSISTANT CHIEF EXECUTIVE	Conference and Events	Day Delegate Rate (with sandwich lunch and 3 servings of tea and coffee) per person, min numbers apply	£45.00	£65.00
ASSISTANT CHIEF EXECUTIVE	Conference and Events	Day Delegate Rate (with finger buffet lunch and 3 servings of tea and coffee) per person, min numbers apply	£55.00	£65.00
ASSISTANT CHIEF EXECUTIVE	Conference and Events	Charitable discount. A discount of 20% - 50% on Conference Hall and Board Rooms hire are available for charitable purpose events that are closely aligned to the Council's Borough Plan and will benefit the borough and its local residents.	10% - 40%	25% - 50%
ASSISTANT CHIEF EXECUTIVE	Conference and Events	Discretionary discount to attract bookings at quiet times	10% - 25%	10% - 20%

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## Budget Consultation- Summary of findings and key themes

The Draft Budget 2022/23 online consultation opened on 3 December 2021 and is due to close on 30 January 2022.

The online consultation asked Brent residents to read the Draft Budget 2022/23, including appendices, and answer the following questions:

1. Do you have any comments about our draft budget strategy?
2. Having read the draft budget proposals, how much do you now feel you understand the Council's overall financial position and the need to both increase council tax and deliver savings in 2022/23 in order to deliver a balanced budget?
3. To what extent do you agree or disagree with the budget proposals?
4. Please provide any other comments you may have on the proposals for the Budget 2022/23.
5. If you have any other ideas for ways we could save money, please let us know.
6. Do you have any comments on the proposal to increase service charges in Council owned and managed blocks?
7. Could Brent Housing Management do any more to provide help and support if you are concerned about paying your rent and bills?

In addition to the questions above standard equalities monitoring questions were asked, to better understand the demographic of the residents who responded.

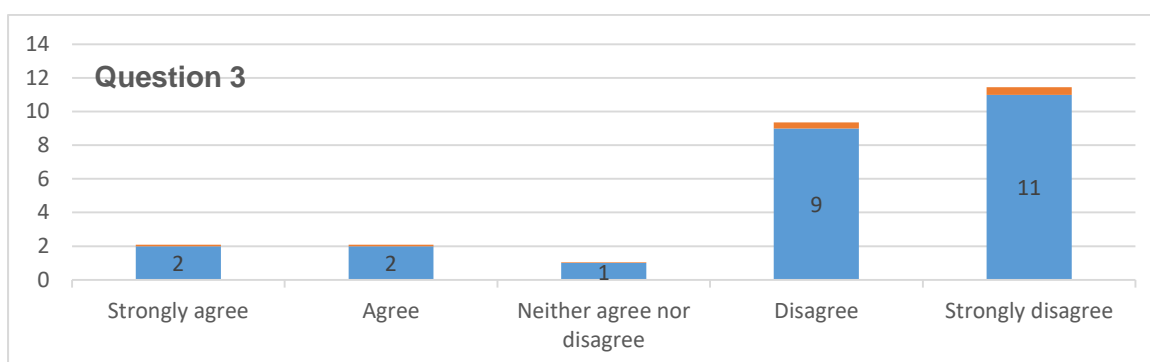
The key themes collected from the comments to **Question 1** '*Do you have any comments about our draft budget strategy?*' include:

- The proposal to increase Council Tax, with many stating that the increase is being made at a time when the general cost of living is also increasing.
- The Council should make further cuts to its spending.

For **Question 2** 48% respondents answered that they had 'nothing at all' or 'not very much' understanding of the Council's overall financial position and the need to both increase council tax and deliver savings between 2020/21 and 2022/23 in order to deliver a balanced budget. 52% responded that they have 'a fair amount' or 'a great deal' of understanding on the Council's overall financial position.



For **Question 3** 80% of respondents answered that they 'disagree' or 'strongly disagree' with the budget proposals. Whilst 16% answered that they 'agree' or 'strongly agree' with the proposals. The final 4% answered that they 'neither agree nor disagree'.



The most popular theme to **Question 4** 'Please provide any other comments you may have on the proposals for the Budget 2022/23:' was the Increase in Council Tax during times of increases to other household bills.

For **Question 5** 'If you have any other ideas for ways we could save money, please let us know', a summary of the points made is below:

- Make further cuts, some suggested to staff salaries, Council magazine and LTNs.
- Some suggested introducing more CPZ and increase charges.

For **Question 6** 'Do you have any comments on the proposal to increase Council tenant rents? A mixed response was received from respondents whilst some are in agreement of the proposal others felt that the increase is being made at an inappropriate time and could result in higher household debt.

For **Question 7** 'Do you have any comments on the proposal to increase service charges in Council owned and managed blocks?' Like question 6 a mixed response was received from respondents whilst some are in agreement of the proposal others felt that the increase is being made at an inappropriate time and could result in higher household debt.

For **Question 8** 'Could Brent Housing Management do any more to provide help and support if you are concerned about paying your rent and bills?' Some suggested a

support scheme to be available to vulnerable groups that helps people not to fall into debt.

Overall, the most commented theme was the proposed increase in Council Tax. It is acknowledged that increasing Council Tax will be difficult for some households to manage in the current circumstances and sections 4.10 – 4.13 of the draft budget report set out the rationale the Council considers as part of its decision making. In summary, the increase will provide much needed funding to limit the impact of COVID-19 pressures expected in 2022/23, in particular for the Adult Social Care department, as well as preventing the wholesale cuts key services that many other Councils are having to consider. In addition, the Council continues to invest in the Council Tax Support scheme, which provides over £30m of support for around 28,000 households who are financially vulnerable. In addition, the Council's Resident Support Fund has made available additional funds for residents who are having difficulty due to unforeseen financial circumstances as a result of COVID-19.

Comments and feedback on the budget consultation demonstrates a wide range of views, many common viewpoints and emphasises the fact that Brent residents are concerned over what the expenditure reductions mean not only for them but also for the wider community.

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**ADVICE FROM THE DIRECTOR OF LEGAL, HR AUDIT AND INVESTIGATIONS****1. INTRODUCTION**

This appendix sets out in some detail Members' individual responsibilities to set a legal budget and how Members should approach the task. It also reminds Members about the rules concerning pecuniary and other interests.

**2. WHEN THE BUDGET MUST BE SET**

Under Section 31A of the Local Government Finance Act 1992, budget calculations have to be made before 11<sup>th</sup> March, but they are not invalid merely because they are made on or after 11<sup>th</sup> March. However, delay in setting the Council Tax will have very serious financial consequences. It will render the Council vulnerable to legal proceedings requiring it to set the tax. In any event, it is important that the tax is set well in advance of 1<sup>st</sup> April as no sum is payable for Council Tax until 14 days after the date of posting bills. Serious financial losses will accrue very soon from a late setting of Council Tax as income is delayed and interest is foregone.

An important feature of Council Tax is that the statutory budget calculation must be followed exactly. If not the Council Tax resolution will be invalid and void.

**3. SETTING OF THE COUNCIL TAX**

Section 30 of the Local Government Finance Act (the Act) provides that no amount of council tax may be set before the earlier of the following—

- (a) 1st March in the financial year preceding that for which the amount is set;
- (b) the date of the issue to the authority of the last precept capable of being issued to it (otherwise than by way of substitute) by a major precepting authority for the financial year for which the amount is set.

This year the GLA meeting at which the precept will be set will take place in the morning of the 24 February 2022, which is the same day as the council's budget setting meeting at which the council tax would normally be set. In the event that the precept is not issued by the GLA by the time Council comes to make its decision on 24 February, the Council will only be able to calculate the Brent element of the council tax at that meeting.

Section 67 of the Act permits the setting of the council tax to be delegated to a special council tax setting committee established under that section. It is proposed that a meeting of the committee established under this section be called shortly after the 24 February so that the council tax can be set at that meeting in the event that it cannot be set by Council on 24 February.

#### **4. NOTICE**

There is a requirement to publish notice of the amount set for Council Tax in at least one local paper within 21 days of the Council's decision under section 38(2) of the Local Government and Finance Act 1992. There is also a duty to consult with representatives of Non-Domestic Ratepayers about the proposed revenue and capital expenditure before the budget requirement is calculated under section 65 of the Local Government and Finance Act 1992.

#### **5. MEMBERS' FIDUCIARY DUTIES**

The obligation to make a lawful budget each year is shared equally by each individual Member. In discharging that obligation, Members owe a fiduciary duty to the Council Taxpayer.

The budget must not include expenditure on items which would fall outside the Council's powers. Expenditure on lawful items must be prudent, and any forecasts or assumptions such as rates of interest or inflation must themselves be rational. Powers to spend money must be exercised bona fide for the purpose for which they were conferred and any ulterior motives risk a finding of illegality. In determining the Council's overall budget requirement, Members are bound to have regard to the level of Council Tax necessary to sustain it. Essentially the interests of the Council Taxpayer must be balanced against those of the various service recipients.

Within this overall framework, there is of course considerable scope for discretion within the 2022/23 financial year, especially on the part of the Cabinet. Setting a budget is not the same as deciding what expenditure will in fact be incurred. To budget for expenditure is to estimate likely expenditure and/or make financial provision for such expenditure. However, Members will bear in mind that in making the budget commitments are being entered which will have an impact on future years. Some such commitments are susceptible to change in future years, such as staff numbers which are capable of upward or downward adjustment at any time. Other commitments however impose upon the Council future obligations which are binding and cannot be adjusted, such as loan charges to pay for capital schemes. For some specific proposals within the overall Budgetary framework, Cabinet decisions have already been made. For some other proposals, subject to relevant consultation where necessary, decisions by the Cabinet will need to be made, especially where the making of such a decision would result or would be likely to result in the permanent closure of a facility used by the public or a permanent and significant reduction in the level of services or facilities provided to the public other than where such closure or reduction in service is considered necessary by the relevant strategic director for reasons of health and safety.

In making those subsequent decisions the Cabinet will be required to consider all relevant matters including the results of any consultation and the Council's equality duties. This will include that should the Cabinet (or other decision

maker) consider it appropriate, for example when being asked to make service changes to achieve a budget reduction and having taken into account all relevant facts (including but not limited to the results of any consultation and after due consideration of the Council's equalities duties) they have the option of not making the budget reductions detailed within the overall budget. They will still be required to balance the budget overall using the appropriate constitutional procedures, for example, finding the savings from elsewhere or using reserves and otherwise complying with the Council's rules on budget setting and management.

Only relevant and lawful factors may be taken into account and irrelevant factors must be ignored. A Member who votes in accordance with the decision of his or her political group but who does so after taking into account the relevant factors and professional advice will be acting within the law. Party loyalty and party policy are capable of being relevant considerations for the individual Member provided the member does not dogmatically toe the party line without considering the relevant factors and professional advice and without properly exercising any real discretion.

Under the Brent Member Code of Conduct members are required when reaching decisions to have regard to relevant advice from the Director of Finance and the Monitoring Officer (the Director of Legal, HR, Audit and Investigations). If the Council should fail to set a budget at all or fail to set a lawful budget, contrary to the advice of these two officers there may be a breach of the Code by individual members if it can be demonstrated that they have not had proper regard to the advice given.

## **6. ARREARS OF COUNCIL TAX AND VOTING**

In accordance with section 106 of the Local Government Finance Act 1992 ("the 1992 Act"), where a payment of Council Tax that a member is liable to make has been outstanding for two months or more at the time of a meeting, the Member must disclose the fact of their arrears (though they are not required to declare the amount) and cannot vote on any of the following matters if they are the subject of consideration at a meeting:

- (a) Any decision relating to the administration or enforcement of Council Tax.
- (b) Any budget calculation required by the Local Government Finance Act 1992 underlying the setting of the Council Tax.
- (c) Any recommendation, resolution or other decision which might affect the making of the Annual Budget calculation.

Members should note the following points:

- (i) These rules are extremely wide in scope. Virtually any Council decision which has financial implications is one which might affect the making of the budget underlying the Council Tax for next year and thus is caught. The former DoE (now MHCLG) shared this interpretation as it made clear in its letter to the AMA dated 28<sup>th</sup> May 1992.

- (ii) The rules do not apply just to full Council meetings but extend to committees and sub-committees of the Council and to the Cabinet.
- (iii) Members who make a declaration are not entitled to vote on the matter in question but are not prevented by the section from taking part in the discussion.
- (iv) Members will have a defence under section 106 of the 1992 Act if they did not know that the section applied to them (i.e., that they were in arrears to the relevant extent) at the time of the meeting. Thus unwitting Members who for example can prove that they did not know and had no reason to suppose at the time of the meeting that their bank has failed to honour a standing order will be protected should any prosecution arise.
- (v) It is not enough to state that a benefit application has been submitted which has not yet been determined, as Members remain liable to pay pending determination.
- (vi) Breach of the rules is a criminal offence under section 106 of the 1992 Act which attracts a maximum fine at level 3 on the standard scale, currently £1,000.

Members' attention is also be drawn to the effect of the Local Authorities (Standing Orders)(England)(Amendment) Regulations 2014 which came into effect on 25 February 2014 which is that where any vote is taken at a Council meeting on setting the budget for the authority, the Minutes of the meeting will record the names of all Councillors present at the vote and how each Councillor voted (for or against) or the fact that they abstained from voting.

## **7. DISCLOSABLE PECUNIARY INTERESTS**

Members are reminded to consider whether they have a disclosable pecuniary interest or a personal interest in the setting of the council's budget. If a member has a relevant interest they must disclose the interest at the meeting, subject to the provisions in the Code in respect of sensitive interests. If the interest is:

- a disclosable pecuniary interest; or
- a personal interest which a member of the public knowing the facts would reasonably regard it as so significant that it is likely to prejudice their judgement of the public interest (and it affects their financial position or the financial position of a connected person (as defined in the Code) or relates to a regulatory matter affecting or likely to affect them or a connected person.

The member may not participate in the discussions or vote on the matter, although if the interest is prejudicial but not a disclosable pecuniary interest, the member may remain for the purposes of making representations or asking questions.

Members should seek early advice to avoid any confusion on the night of the meeting if they consider they have a relevant interest.

## **Dispensations**

The Council's Monitoring Officer may, on written request from a Member, grant a dispensation to relieve the applicant from the restrictions on participation and voting. Dispensation may be granted if:-

- Without the dispensation the number of persons prohibited from participating would be so great a proportion to impede the effectiveness of the meeting;
- The representation of different political groups would be affected and likely to alter the likely outcome of any voting at the meeting;
- Granting the dispensation is in the interests of persons living in the Borough;
- Every Member of the Council's Cabinet would be precluded from participating in the meeting;
- It is appropriate to grant a dispensation.

Dispensation may be granted for up to 4 years. A dispensation will mean that the Member to whom it is granted can speak and vote on a matter in which they have a relevant interest. Where the Monitoring Officer is undecided on the best response, and time is not of the essence, the decision could be passed to Audit & Standards Committee for decision. There is no Audit & Standards Committee meeting currently fixed before the budget setting meeting.

## **8. RESPONSIBILITIES OF THE DIRECTOR OF FINANCE AND AUDITORS' POWERS**

### **Director of Finance and Monitoring Officer**

Section 114 of the Local Government Finance Act 1988 places the Director of Finance under an obligation to prepare a report (to full Council) if it appears to him that the expenditure the Authority proposes to incur in a financial year is likely to exceed its resources available to meet that expenditure. A failure to take note and act on such a report could lead to a complaint to the Standards Board. Similarly, the Council's Monitoring Officer is required to report to Full Council if it appears to her that a decision has been or is about to be taken which is or would be unlawful or would be likely to lead to maladministration.

Under section 25 of the Local Government Act 2003 the Director of Finance is required to report to the authority on the robustness of the estimates made for the purposes of the calculations required to be made by the Council and the adequacy of the proposed financial reserves. These are the estimates which the Cabinet is required to determine and submit to Full Council and are contained within this report. However, if the Council were minded to agree a budget based on different estimates e.g. if Council did not agree with the estimates provided by the Cabinet then those estimates which the Council would adopt would effectively become 'the estimates' for the purpose of Section 25 and as such should be subject to a report by the Director of Finance.

### **External Auditors' Powers**

Section 91 of the Local Government Act 2000 and section 19A of the Audit Commission Act 1998 provide that an External Auditor may issue an "Advisory Notice" if he has reason to believe that an Authority is about to take a course of action which, if pursued to its conclusion, would be unlawful and likely to cause a loss or deficiency. This power is to be used where the matter is significant either in amount or in principle or both.

While the advisory notice has effect it is not lawful for the authority to implement or take the course of action in question unless it has considered the issues raised in the notice and given the auditor notice that it intends to proceed with that course of action in a specified period and that period has expired.

In addition, it is also open to the Auditor to apply for judicial review on any decision of an Authority or failure to act which it is reasonable to believe would have an effect on the accounts of an Authority.

## **9. SPECIFIC BUDGET ADVICE**

### **Balances and Other Budget Calculations**

A local authority must budget so as to give a reasonable degree of certainty as to the maintenance of its services. In particular, local authorities are required by section 31A(2)(b) and (c) of the Local Government Finance Act 1992 to calculate as part of their overall budget what amounts are appropriate for contingencies and reserves. The Council faces various contingent liabilities set out in the main budget report. Furthermore, the Council must ensure sufficient flexibility to avoid going into deficit at any point during the financial year. Members will need to pay careful attention to the advice of officers here. As set out previously, under section 25 of the Local Government Act 2003 the Director of Finance is required to report to the authority on the adequacy of the proposed financial reserves.

In addition to advising on the robustness of the estimates as set out above, the Director of Finance is also required to report on the robustness of the proposed financial reserves. The same advice applies to these as to the other calculations required to be made by the Council.

Having considered the officer's report the Council is then required to *"have regard to the report"* but it is not required to adopt the recommendations in it. However, Members must demonstrate they have acted reasonably if they do not adopt the recommendations.

### **Localism Act 2011**

Sections 72 to 79 and Schedules 5 to 7 of the Localism Act 2011 amended the legislation regarding the calculation of council tax. Schedule 5 of the Localism Act provides for a council tax referendum to be held if an authority increases its relevant basic amount of council tax in excess of principles determined by the

Secretary of State. Authorities will not be able to exceed the Secretary of State's principles without having held such a referendum. The principles applicable for 2022/23 are discussed at paragraphs 5.7 to 5.8 of the main report.

### **Alternative Proposals**

If alternative proposals to those contained in this report are moved at the budget setting meeting, the Director of Finance will need to consider if the estimates or proposed financial reserves contained in this report are affected and whether a further report (which may be oral) is required under section 25 of the Local Government Act 2003. If the Director of Finance is unable to report on the estimates or the reserves because of the lateness of the alternative proposals then he will not be able to comply with this statutory requirement. The Act does not say what happens if this duty is not fulfilled and nor does it say whether the Council can set the budget without that advice. It follows from this then that there is no express statutory prohibition. However, the authority is at risk of a Judicial Review by an interested person, e.g. a resident, if the Council has failed to have regard to a report of the Director of Finance on the estimates and reserves used for its budget calculations.

### **Capital Programme**

The requirements of the "*Prudential Code*" established in the Local Government Act 2003 are set out in the report.

### **Expenditure Charged to the Housing Revenue Account**

Members will be aware that the Housing Revenue Account (HRA) is by law to be maintained separately from the General Fund and there are strict rules which determine to which account any expenditure must be charged. There are only very limited areas of discretion here. Members should bear in mind that if they wished to review any current determination which affects the apportionment of charges between the General Fund and HRA, they would need to do so on the basis of an officers' report and specific legal advice. The Housing Revenue Account must be maintained in balance throughout the year and the Council is under a duty to prevent a debit balance in the Housing Revenue Account pursuant to Section 76 Local Government and Housing Act 1989.

### **Equalities Legislation**

Section 149 of the Equality Act 2010 sets out the public sector equality duty which requires the Council, when exercising its functions to have 'due regard' to the need to eliminate discrimination (both direct and indirect discrimination), harassment and victimization and other conduct prohibited under the Equality 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.

A 'protected characteristic' is defined in the Equality Act as:

- age;
- disability;
- gender reassignment;
- pregnancy and maternity;
- race; (including ethnic or national origins, colour or nationality)
- religion or belief;
- sex;
- sexual orientation.

Marriage and civil partnership are also a protected characteristic for the purposes of the duty to eliminate discrimination.

Having due regard to the need to 'advance equality of opportunity' between those who share a protected characteristic and those who do not, includes having due regard to the need to remove or minimize disadvantages suffered by them. Due regard must also be had to the need to take steps to meet the needs of such persons where those needs are different from persons who do not have that characteristic, and encourage those who have a protected characteristic to participate in public life.

Complying with the duty may involve treating some people better than others, as far as that is allowed by the discrimination law.

Due regard to the need to eliminate discrimination, advance equality, and foster good relations must form an integral part of the decision making process. The Council must consider the effect that implementing a particular policy will have in relation to equality before making a decision.

There is no prescribed manner in which the equality duty must be exercised. However, the council must have an adequate evidence base for its decision making. This can be achieved by gathering details and statistics on who use the facilities. A careful consideration of this assessment is one of the key ways in which the Council can show "due regard" to the relevant matters. Where it is apparent from the analysis of the information that the proposals would have an adverse effect on equality then adjustments should be made to avoid that effect (mitigation).

The duty is not to achieve the objectives or take the steps set out in s.149. Rather, the duty on public authorities is to bring these important objectives relating to discrimination into consideration when carrying out its functions. "Due regard" means the regard that is appropriate in all the particular circumstances in which the authority is carrying out its functions.

There must be a proper regard for the goals set out in s.149. At the same time, the council must also pay regard to any countervailing factors, which it is proper and reasonable for them to consider. Budgetary pressures, economics and practical factors will often be important. The weight of these countervailing factors in the decision making process is a matter for the Council.



The equality and diversity implications of budget proposals are considered at all stages of the budget process, from the development of the initial budget strategy, through consideration of individual growth and savings proposals, to the production of service development plans. The processes in place are therefore aimed at ensuring that the budget proposals in this report do not discriminate against communities or individuals because of age, ethnicity, gender, disability, religion, or sexual orientation, and support the council in meeting its other duties to promote equal opportunities and good race relations.

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# Brent

## **Appendix P BRENT COUNCIL PAY POLICY STATEMENT**

**Financial Year 2022/23**

**April 2022**

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# **BRENT COUNCIL PAY POLICY STATEMENT**

**Financial Year 2021/22**

## **Purpose**

The council's pay policy outlines Brent's policy on pay and benefits for all employees (excluding schools) and has been developed to meet the relevant statutory provisions of the Localism Act 2011.

The pay policy will be reviewed on an annual basis and will be approved by Full Council in advance of each new financial year.

The pay policy statement can be amended during the course of any financial year, but only by a resolution of the Full Council. The revised version of the statement will be published as soon as reasonably practicable.

## **Strategic Context**

The current and future pay and benefit arrangements are embodied in the council's Workforce Strategy which reflects the Borough Plan priorities. The council's Borough Plan provides the strategic framework for the council's workforce and people priorities.

The overarching objective for the Workforce Strategy is to have the right people, with the right skills, attitudes and experience, in the right place at the right time to enable the organisation to deliver on its strategic priorities and corporate objectives.

Key strategic aims of the Workforce Strategy are:

- Achieving organisational effectiveness and strong performance management.
- Recruiting, retaining and rewarding a diverse, highly skilled and motivated workforce.
- Valuing diversity and reducing inequalities.
- Developing high performing managers and talented staff.
- Building the professionalism and skills of the workforce to support projects aligned to the council's strategic priorities and the delivery of high quality services.

The council is committed to being a good employer and maintaining its excellent track record in employing a diverse workforce which reflects the local community. In order to recruit and retain a high quality workforce, the council will pay its staff at appropriate salary levels to attract and retain staff, throughout the council, particularly those in hard to recruit roles.

## **Employee Benefits**

The council's pay arrangements and terms and conditions play a key role in enabling the council to fully realise its objectives and ensuring the workforce is 'fit for purpose'. The council is committed to fair and equitable pay and benefits arrangements to maintain a flexible, talented and performance focused workforce. The council published its Gender Pay Gap Report on 15 March 2021. This revealed that the overall mean gender pay gap based on data taken from the HR databases on 31 March 2020 was 5.7% and the median gender pay gap was 6.8%.

All the council's pay arrangements are contained within a single policy document.

## **Pay Rates and Scales**

Pay scales are reviewed annually in line with the relevant national agreements and any changes are usually effective from 1 April or 1 September each year depending on the pay scales applicable to different groups of staff.

The following pay scales have been adopted by the council:

- Greater London Provincial Council (GLPC) London Pay Scales (main pay scales)
- Senior Manager Pay Scales (senior managers including Chief Officers)
- Soulbury Pay Scales (Education Psychologists, Advisors and Inspectors)
- Soulbury Pay Scales (Youth and Community Service, Young People and Community Service Managers)
- Teaching Pay Scales (for centrally employed local authority teachers)

## **Remuneration of Senior Management (Chief Officers)**

The council defines its senior management as the top 3 tiers in the management structure. This includes all statutory and non-statutory Chief Officers and Deputy Chief Officer roles. It comprises the Chief Executive, Strategic Directors and Operational Directors.

Currently the pay, expenses and key benefits for the Council Management Team are published on the council's website. The Council Management Team comprises the Chief Executive and the Strategic Directors, together with the Director of Finance and the Director of Legal, HR & Audit and Investigations.

The rates of pay of the Chief Executive and Strategic Directors and other Senior Managers are in accordance with the council's senior manager pay scales.

The council may, from time to time, engage senior managers under contracts for services. The council generally will aim to pay such individuals at a rate consistent with the pay of directly employed staff performing a comparable role, although there may be exceptional circumstances which support a higher pay rate for a short term period to ensure continuity of service and meet any statutory obligations.

## **Remuneration of Lowest Paid Employees**

The council defines its lowest paid employees as those staff paid on the lowest established grade and scale point which in Brent is Scale 1 spinal column point 1 of the Greater London Provincial Council (GLPC) Pay Scales which is currently £20,658 per annum or the pay of its lowest paid employee where they are on a higher salary which is currently £22,185.

## **London Living Wage**

The council has implemented the London Living Wage. All staff are paid at or above the London Living Wage. Level 2 and 3 Apprentices are paid at the highest National Living Wage rate and Level 4 and above Apprentices are paid at or above the London Living Wage. The Council is an accredited London Living Wage Employer and asks its contractors supplying services to the Council to pay their staff the London Living Wage. As contractors are employers in their own right, the council cannot force contractors to pay the London Living Wage but has built into its procurement procedures a requirement to do so in relation to council contracts where possible. The Council also encourages schools to pay the London Living Wage.

## **Pay Multiple**

The 'pay multiple' is the ratio between the highest paid salary and the lowest/median average salary of the council's workforce. The council's highest paid employee is the Chief Executive. The current median salary is £36,708.

The lowest pay multiple is 1:9.4; the median pay multiple is 1:5.7.

This is within what is regarded as good practice for the median salary multiple as described by Will Hutton in his 2011 Fair Pay Review in the Public Sector which identified multiples at or around 8.00. The council has not set a target for a maximum multiple. The lowest pay multiple has decreased from 1:10:6 in 2016/2017.

## **Job Grading**

Single Status was introduced in 2009 for staff on the main pay scales. Single Status introduced common job evaluation schemes and pay scales for the council's former manual workers, administrative, professional, technical and clerical employees with the exception of education psychologists, nursery nurses, youth and community workers, chief officers and the chief executive.

Some of the staff who transferred to the council from Brent Housing Partnership in 2017 have yet to move over to Single Status.

Senior managers including chief officers have locally determined rates of pay which are linked to national negotiations for the determination of pay awards. A revised pay and grading structure for senior managers was introduced on 1 April 2013. The aim of the review was to reduce costs whilst ensuring the council's pay arrangements remained competitive.

Also in 2013, the council rationalised the terms and conditions for senior managers. Those senior management posts which fall within the Joint National Committee (JNC) Chief Officer definition are employed on JNC terms and conditions and all other senior managers are employed on National Joint Committee (NJC) for Local Government Services terms and conditions with some local variations. The senior management posts which fall within the JNC definition are predominately the strategic directors and other directors with statutory responsibilities e.g. Section 151 officer. This means that the majority of senior managers have terms and conditions which are largely consistent with those for other staff. A number of changes were also made to the JNC for Chief Officer terms and conditions to align them more with the terms and conditions for all other staff.

## **Local Conventions for the GLPC Job Evaluation Scheme**

Virtually all local authorities and organisations that use the GLPC Scheme have local conventions in place. A convention is the term given to the local interpretation of the wording of a job evaluation scheme, which are usually written down. Without local conventions, evaluators may interpret the scheme's factor level definitions differently.



This exposes the authority to the potential risk of inconsistency and can lead to inaccurate gradings.

The council in March 2013 introduced local conventions to ensure that the scheme is applied consistently and fairly to all employees. These have been reviewed and amended in accordance with refreshed guidance notes on the job evaluation scheme issued by the GLPC in 2016.

## **Pay on Appointment**

All employees are normally appointed on the lowest pay spinal column point for their job evaluated grade. Employees may be appointed at a higher point, where they are currently earning more than the lowest pay spine for the role and/or where it is considered that they already possess the skills and experience needed to justify a higher salary within the grade. Appointment at a higher point on the salary scale has to be authorised by the service Operational Director and the Head of HR or operational director responsible for HR.

The council delegates authority to the Senior Staff Appointments Sub-Committee to make appointments to the council of all officers at Operational Director level and above, with the exception of the Chief Executive, in which case a recommendation to appoint is made to Full Council for its final decision to confirm the appointment or not. The starting salary for new appointments to these posts is agreed by the body making the appointment. The starting salary for any other post where the overall remuneration package on new appointment (excluding pension contributions in accordance with the Local Government Pension Scheme regulations) is to exceed £100,000 will normally be agreed by full council or a committee of the council unless the Chief Executive agrees otherwise.

## **Annual Pay Progression**

Brent's pay policy is primarily based on evaluated pay grades, each having a salary range comprising a number of incremental points. Other pay grades are nationally prescribed and also have incremental progression arrangements. Most employees incrementally progress through the pay grade for their job. Progression will normally be one increment (pay spine column point) on the 1st of April each year until the top of the grade is reached for those on the main pay scales. Separate arrangements

apply during the first year of service where the start date is between 1 October and 31 March and on the anniversary of joining for those on senior manager pay scales.

Pay progression takes place on an annual basis and can be withheld if there is a disciplinary sanction or where performance is currently being addressed.

### **Performance Related Pay and Bonuses**

Council employees including the Chief Executive and directors do not receive performance related payments or bonuses.

### **National / Regional Pay Agreements**

The council operates the national (JNC/NJC) and regional (GLPC) collective bargaining arrangements for pay and conditions of service for all employees, including senior managers. Pay is increased in line with national and regional pay agreements.

Details of the national pay award for 2021/22 are not yet known. All proposals received from the trade unions will be considered in the context of the public sector pay freeze announced by the Chancellor in the 2020 Spending Review.

### **Market Supplements**

The council re-introduced a market supplement policy in 2018 and the General Purposes Committee has agreed recruitment and retention allowances for some social work staff. Individual service areas do not have discretion to apply market supplements or other recruitment and retention payments and there is a governance structure in place to agree any new supplements based on a sound business case.

### **Fees for Election Duties**

Election fees paid to employees (including chief officers) who assist in elections are in line with the rates agreed by the Government whenever general, regional or European elections occur. Where local elections occur fees will be determined using the cross-London agreed rates.

### **Pensions**

All non-teaching employees are able to join the Local Government Pension Scheme (LGPS). Teachers are able to join the Teachers' Pension Scheme. Benefits for both schemes are paid in accordance with government regulations. National Health Service employees who transferred to the council under TUPE have access to the NHS Pension Scheme under special provisions agreed as part of the transfer into

local government. Employees joining Public Health after the transfer are employed on Council terms and conditions and do have access to the LGPS.

## **Payments on Termination of Employment**

In the event that the council terminates the employment of an employee on the grounds of redundancy the terms of the council's redundancy and early retirement arrangements will apply. Termination payments are also subject to any caps or repayment requirements introduced by government legislation. It is anticipated that regulations on capping payments and repayment of severance will be introduced although the timescale is unclear. Where practicable, and unless the Chief Executive agrees otherwise, termination payments which exceed £100k will normally be agreed by full council or a committee of the council.

## **Re-employment of Employees**

Section 7 of the Local Government and Housing Act 1989 requires that every appointment to paid office or employment in a local authority shall be made on merit.

The re-engagement of employees including chief officers who are made redundant is subject to the council's re-engagement arrangements (contained within the council's Managing Change Policy). The policy sets out the minimum period a former employee must wait before being eligible to work for the council again, as well as outlining other restrictions.

Employees who are made redundant may not be re-engaged within twelve months of their termination of employment for reasons of redundancy. After twelve months the employee may be re-engaged via the normal recruitment procedures either to carry out similar work or a different job. Re-engagement is subject to the approval of the relevant Operational Director and Director of Legal, HR and Audit & Investigations.

## **Tax avoidance**

All permanent Brent staff including senior managers are paid through payroll which means that all taxes are deducted at source. A review of temporary staff is regularly conducted and it is Brent's policy to cover vacancies through the use of approved agency workers or by appointing staff on fixed term contracts. Temporary workers providing services through their own companies will be carrying out projects and generally not covering permanent roles other than in exceptional circumstances e.g. where interim cover is essential whilst a permanent appointment is recruited. Where these situations do occur they will be limited in duration, usually to less than 6 months.

The council's approach to dealing with Her Majesty's Revenue and Customs' (HMRC) changes to regulations for provision of personal services from April 2017 and further

changes to off-payroll working introduced in April 2021, is to use the HMRC online assessment tool to determine the employment status of individuals for income tax purposes. Most agency workers, consultants and interims are required to pay tax on a PAYE basis, like council employees.

## **Publication and access to information**

Brent's annual Pay Policy Statement will be published on the website where it can be easily accessed. Information about chief officers' remuneration is published on the council's website [www.brent.gov.uk](http://www.brent.gov.uk) in the section Senior Managers' pay.

## **COUNCIL TAX SETTING COMMITTEE**

### **Membership**


The committee comprises of the five councillors (four labour and one conservative).

### **Terms of Reference**

This committee is established under section 67 of the Local Government Finance Act 1992:

1. To note the annual budget 2022/23 for Brent agreed by Full Council.
2. To note the formal resolution by Full Council for Brent Council Tax in 2022/23.
3. To note the Greater London Authority precept level for 2022/23.
4. As a consequence, to set an amount of council tax for the financial year 2022/23 in accordance with Section 30 Local Government Finance Act 1992.
5. To agree the formal resolution for Council Tax in 2022/23.

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	<b>Cabinet</b> 7 February 2022
	<b>Report from</b> <b>Strategic Director, Community Wellbeing</b>
<b>Six Month Update on Supply of New Affordable Homes</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Key Decision
<b>Open or Part/Fully Exempt:</b> (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
<b>No. of Appendices:</b>	Two Appendix 1: Church End Market Design Drawing Phase 1 Appendix 2: Church End Market Design Drawing Phase 2
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b> (Name, Title, Contact Details)	Hakeem Osinaike Operational Director of Housing Tel: 020 8937 2023 <a href="mailto:hakeem.osinaike@brent.gov.uk">hakeem.osinaike@brent.gov.uk</a>

## 1.0 Purpose of the Report

- 1.1 This report provides an update on progress towards delivering against the Council's housing target of 5,000 new affordable homes over the five-year period (2019 – 2024), at least 1,000 of which will be through the Council's own New Council Homes Programme (NCHP).
- 1.2 In December 2019, it was agreed that Cabinet would receive six monthly reports updating progress since the previous meeting and outlining key decisions required enabling the programme to continue until the next meeting six months hence. This report provides information on the progress since the last Cabinet Report in July 2021.
- 1.3 This report provides a summary of the numbers of affordable homes that have been delivered and are expected be delivered, as well as updating on the progress made over the last 6 months, the numbers of additional homes/developments being assessed, with

an indication of key issues, practical considerations and steps being taken moving forward.

- 1.4 In July 2021, the Cabinet paper provided an overview of the bid made by the Council for additional grant funding as part of the London Mayor's Affordable Housing Programme (AHP) 2021-26. This paper provides details of the successful outcome enabling the Council to continue tackling London's housing crisis and meeting the housing needs of Brent residents.

## **2.0 Recommendation(s)**

That Cabinet:

- 2.1 Note the contents of this report and progress to date on delivering both the New Council Homes Programme (NCHP) and other programmes and projects to deliver 5,000 new affordable homes in the borough by 2024.
- 2.2 Note the demand forecasts and that the current programme will continue to reduce the demand for permanent Council homes.
- 2.3 Note the need for approval of a capital investment of £135.1m to progress the delivery of the New Council Homes Programme as referred to in Financial Implications at 11.3 and 11.6.
- 2.4 Delegated authority to the Strategic Director, Community Wellbeing, in consultation with the Lead Member for Housing and Welfare Reform, to award a construction contract in respect of the Watling Garden site for the reasons set out in in paragraph 7.8-7.10 of this report.

## **3.0 Background**

- 3.1 In 2016, the London Mayor produced the Building Council Homes for Londoners prospectus and made capital grant funding available under the Affordable Homes Programme (AHP) 2016-2021. In 2018, Local Authorities were invited to bid to the Greater London Authority (GLA) for an allocation of Capital Grant from the AHP and, at the same time, the borrowing cap on the Housing Revenue Account (HRA) was lifted. This enabled the Council to consider a much larger building programme than previously.
- 3.2 Following the first bid round, £66.5m was secured to deliver c850 new homes. This grew over the subsequent 3 years through negotiation to £103m and enabled the acquisition of additional sites such as Gloucester and Durham from Telford Homes and Notting Hill Genesis with further grant allocation of £30.55m.
- 3.3 As a consequence of an ambitious approach to the programme, the Council has become one of the biggest Council House builders in London and as such a key partner to the GLA. It is anticipated that by 31st March 2022, 660 new affordable rented homes will have been completed since 2019 and 398 affordable rented homes handed over in 2021-22 alone.
- 3.4 To provide some perspective, in the period 2020/21 the largest Housing Association developer built 2694 new homes of which 144 were social rent and 606 were Affordable rent (up to 80% of the market). The Council would be placed 37th on that list with the current year's performance placing it in the top 50 builders in the UK, even allowing for



the performance of other London Local Authorities. It is important to note is that all of the Council's new homes are London Affordable rent or lower.

#### **4.0 GLA Affordable Homes Programme**

- 4.1 As part of the 5000 affordable homes target, the Council has developed an ambitious programme of pipeline developments in order to achieve its strategic target of delivering 1000 new council homes at genuinely affordable rent. The pipeline consists of four elements:
- Sites with building underway (on-site)
  - Sites with planning permission awaiting start on site
  - Sites deemed feasible submitted for Planning Permission
  - Sites currently being assessed for feasibility and financial viability.
- 4.2 The current position in terms of delivery of the NCHP can be summarised as follows:
- 593 new homes have been built and let
  - 278 homes are currently on site and being built
  - 332 homes have been given planning consent and are now going through procurement to identify a building contractor
  - 198 homes have been submitted for Planning permission.
- 4.3 The 2021-26 AHP Allocation of £111m will support the delivery of sites, which are currently in the feasibility stages, and demonstrates the importance of proactively planning ahead and having an active pipeline.

#### **5.0 New GLA Grant Award**

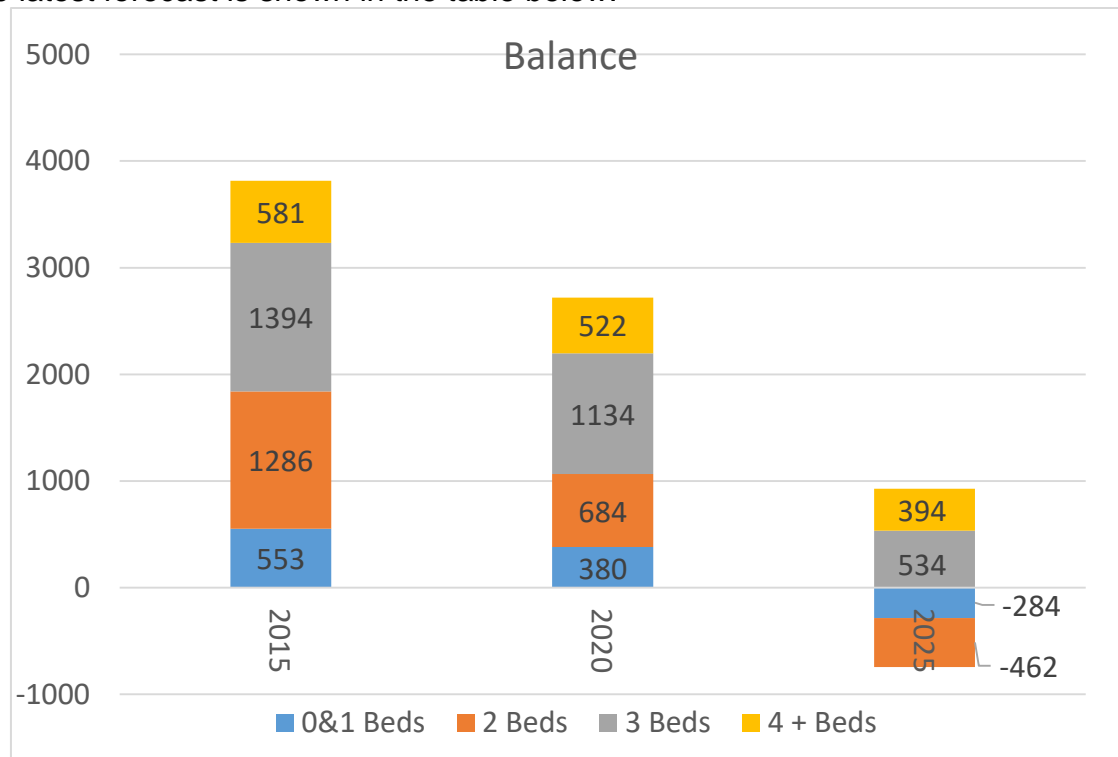
- 5.1 In August 2021, the Council was awarded a further allocation of £111m from the GLA AHP 2021-26 following the bidding process with the objective of delivering a further 701 homes in addition to the existing programme by 2028.
- 5.2 In order to deliver 701 target, the five key activity areas currently under consideration are:
- The St Raphael's Estate
  - A continuation of the Brent wide Infill programme
  - Airspace development using an offsite Modern Methods of Construction(MMC) solution
  - New Build for Rent in South Kilburn
  - A New Build opportunity in Wembley Central.
- 5.3 As the £111m allocation is indicative, the Council has the ability to focus the grant allocation on other opportunities, should it not be possible to progress the delivery of the already identified schemes.
- 5.4 The Council's Housing Supply and Partnerships (HSP) team is responsible not only for facilitating the supply of new affordable housing, but also to ensure that this supply meets the need as defined by current and predicted future housing demand. Work has continued to refine the demand data that is available and this was used to inform the AHP 21-26 bid, with an increased emphasis on larger homes, noting that for a site to be economically viable there generally needs to be more smaller units built than larger ones constructed.
- 5.5 The Council has continued to focus its efforts on the delivery of affordable rented housing and not to prioritise homes for sale whether via shared ownership or outright sale.

Therefore the Council's entire bid consisted of rented housing despite the London wide programme seeking a balance of Social Rent, London Living Rent and Shared Ownership products.

## 6.0 Demand Analysis

6.1 As the Council has increased affordable housing supply, we have also developed a better understanding (and forecast) of housing needs. The detailed assumptions about increased supply are not only used to refine the NCHP focus, but also how other supply routes can contribute. The model uses a method called Exponential Smoothing to more accurately forecast future demand. The Cabinet paper in July 2021 outlined how this methodology works using historic data to forecast future requirements. It requires the collation of data on handovers both in the past and expected in the future to run alongside historic data on the number of applicants and presentations likely based on past performance. This is an ongoing process based on the assumption that, as building new homes becomes routine for the Council the outcomes are factored into the model to ensure a more accurate forecast.

6.2 The latest forecast is shown in the table below:



6.3 The above table shows what the actual demand for social housing was, broken down by size of property required, as at 2015 and 2020. This illustrates the overall reduction from 3,814 households, to 2,720, with the greatest reduction in demand for 2 bedroom properties. The table then shows the forecast demand in 2025, illustrating that there will be an excess in supply of 1 and 2 bedroom properties, and outstanding demand from 928 families, who require 3 and 4+ bedroom properties. Please note that this forecast includes all the schemes either in construction, have been designed and submitted for Planning permission or already obtained Planning permission by both the Council and Registered Providers.

6.4 It should be noted that the above forecast is based on the assumption that demand for social housing will remain consistent with historical trends and that an additional 5,000

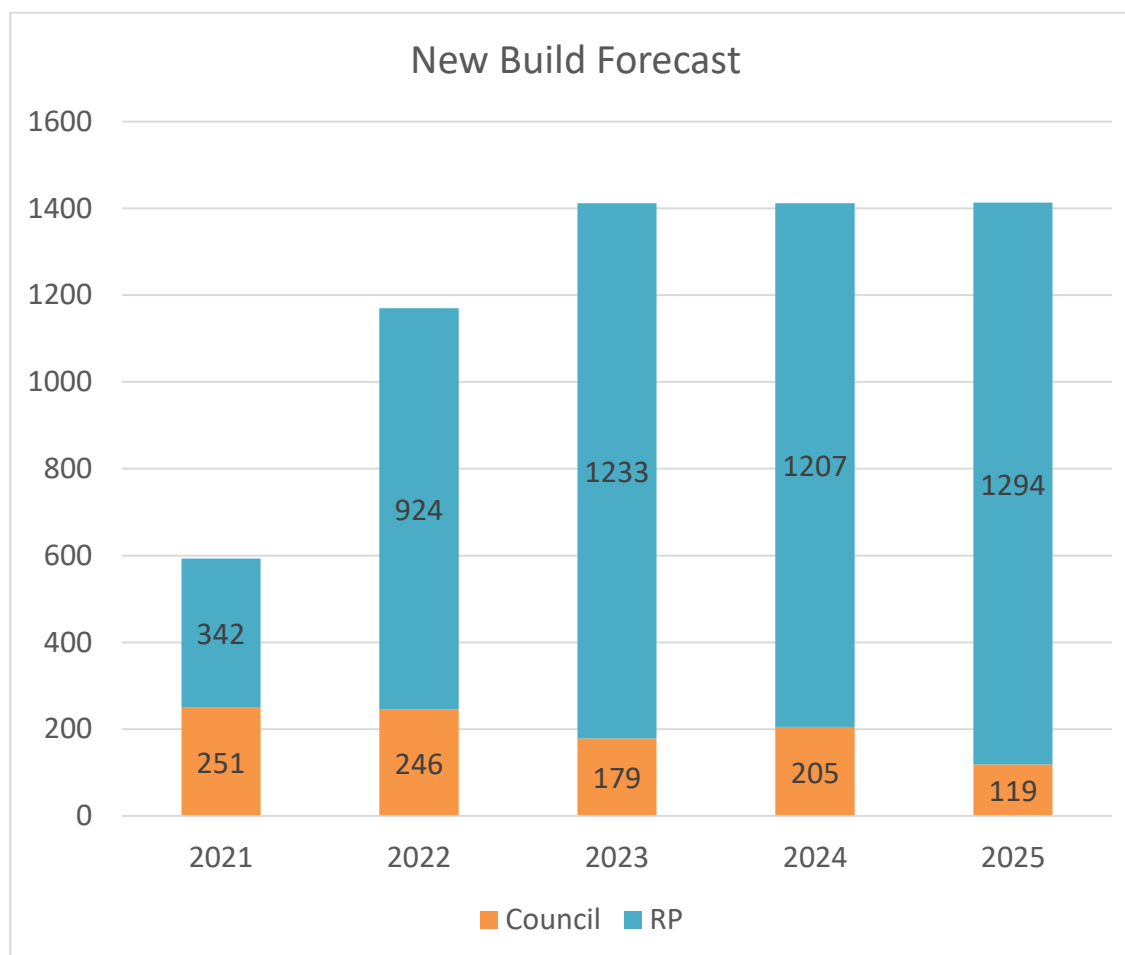
new build properties will be delivered between 2021 to 2025. 1,000 of these properties developed by the Council, and a further 700 developed by RP partners.

- 6.5 The forecast of new build supply has been split into bedroom size, based on historic delivery, where the majority of properties being developed have been 1 and 2 bedroom. If the same ratios of bedroom sizes are developed, the model predicts an oversupply of these smaller properties, and excess demand for larger properties. To mitigate, the 701 homes to be built by 2028 (see section 5 above), are predominantly family size homes.
- 6.6 This current forecast shows that if all of the new properties are developed following the historic ratio of property sizes, so 30% will be 3 or 4 bedroom in size, by 2025 there will be an "over supply" of 1 and 2 bedroom properties, and over 900 families still waiting for larger accommodation. However, the demand data used in the model is taken from the households in the reasonable preference groups on the Housing Register (Bands A to C) and therefore does not include those households in Band D.
- 6.7 The current 701 homes being built have taken account of the requirement for 3 and 4 bedroom homes thereby reducing the number of 1 bedroom apartments being built. Therefore, this will reduce the number of 1-bedroom apartments as shown as surplus.
- 6.8 There are currently over 22,000 households in Band D, who are registered for social housing, but do not meet the criteria of the current Allocations Scheme to be awarded priority banding. This is because although they may have some degree of housing need, the households in Bands A to C have a greater need. As the supply of social housing is not sufficient to meet the total demand, the council prioritises those in greatest need.
- 6.9 The households currently in band D are broken down by the size of property they require in the table below.

*Table showing – Households in Band D by size of property required.*

One Bed	Two Bed	Three Bed	Four + Bed	Total in Band D
11,997	6,630	2,920	509	22,056

- 6.10 As illustrated above, over 18,000 households in Band D require a one or two bedroom property. These households will include families who are overcrowded, but because they are only lacking one bedroom, do not meet the criteria in the Allocation Scheme to be awarded priority banding.
- 6.11 Therefore, if all demand from households in Bands A to C, who require one or two bedroom social housing were met, any additional supply would be used to partly meet the demand from households in Band D.
- 6.12 The model also has been adjusted to forecast that the new build target of 5,000 new homes will be delivered by 2024. As 593 new build properties were delivered in 2021, and a further 1,170 properties are forecast to be delivered in 2022, it will be necessary for 1,412 new build properties to be developed for each of the subsequent three years to achieve the overall new supply target. The breakdown of supply between Council and RP new build required to achieve the target is illustrated in the table below:



## 7.0 New Council Homes Programme (NHCP) - Significant Scheme Updates

- 7.1 **Grand Union (Northfields Site), Alperton.** A total of 92 properties are expected to be handed over at the Grand Union site in 2 phases of 46 units each. After the properties were advertised, a successful viewing cycle for the first 46 homes took place in December 2021 into January 2022. A number of clients have viewed, accepted and have been verified for sign up. Viewings are currently taking place for the remaining 46 properties in phase 2 and sign-ups will take place once the properties have been handed over by the developer.
- 7.2 **Church End (99 homes £5m+).** The Council is the freehold owner of the entire Church End Car Park site and has two separate planning permissions to deliver the following:
- Planning permission (ref: 13/1098) was granted for 34 affordable homes, ground floor non-residential use space, a new market square and the stopping up of Eric Road.
  - Planning permission (ref: 13/2213) was granted to develop this part of the Church End Car Park site for 65 affordable homes, 7 car park spaces and 298sqm of retail use space.
- 7.3 The Council is currently evaluating contractor tenders to bring forward the on-site delivery of the above planning permissions. As closing the current Church End market is fundamental to achieving a start on site by March 2022, the Council has adopted the following two-phase plan to relocate the market to ensure that traders are not moved away from their core customer base and that local residents do not lose the benefits of this service provision:
- Phase 1 (March 2022 – July 2022): The Church End market will be moved to one half of the current car park site in order commence enabling works on the vacant half of the site before the end of March 2022. The market will continue operate on a twice a week

basis (Wednesday and Saturday) whilst enabling works being are undertaken until July 2022. Please refer to Appendix 1 to view Phase 1 of the market relocation plan.

- Phase 2 (August 2022 – August 2025): After the Church Road public realm improvements and bus diversion works are complete, the Church End market will move to Church Road and will remain there until the Church End redevelopment works are complete and the new market square can be used. Please refer to Appendix 2 to view Phase 2 of the market relocation plan.

- 7.4 Officers have provisionally allowed a three-year programme period to complete detailed design and construction of the Church End development. Once contractor appointment is confirmed, then the Council will be in a more informed position on the key dates and these will be communicated to the relevant stakeholders in the near future.
- 7.5 **Windmill Court** - The existing estate comprises of 138 - 1,2 & 3 bedroom flats between the existing tower and the maisonettes as well as a community centre, kids play area and two-storey car-park. Within the maisonettes, there are nine leaseholders and nine tenants, all of whom are being consulted regarding the proposals. Brent are negotiating with the leaseholders to purchase their properties while the tenants will be decanted off-site and have a right to return to the new homes. Four tenants are proving difficult to contact or refusing to engage with us therefore we will need to proceed with the CPO process ASAP whilst still trying to get a negotiated agreement.
- 7.6 Officers are aiming for vacant possession by March 2022 with a view to start on site by September 2022. Planning application has now been submitted, which include proposals for the two-storey car park and 16 of the 18 Maisonettes will be demolished. Following this, two new 7-storey blocks will be built offset on either side of the tower, which in total will equate to 60 new affordable housing homes giving a net uplift of 44 units. The two remaining maisonettes will be reconfigured into new studio flats at the base of the tower. The community centre will be extended and remodelled in its existing location as well as this there will be changes made such as a new children's play area & half basketball court, the introduction of outdoor adult exercise equipment, upgrades to landscaping (new trees planted), pedestrian routes, site security by way of gated entrances and perimeter fencing and ground level parking.
- 7.7 In terms of resident engagement, this has been done by way of online resident panel sessions (8 in total), onsite drop-in sessions, regular newsletters, letters, flyers, surveys and phone calls. There will also be an updated webpage on the Brent website with all the communications to date for residents to view. Now that the planning permission has been submitted more resident engagement will under taken over the next few months.
- 7.8 **Watling Gardens**. The existing estate includes 2 x 12 storey towers that will be retained plus 12 bedsit bungalows and a deck access block of 30 x 1 bedroom flats that will be demolished. Decanting and leasehold buybacks have been underway for the last 12 months and are now finalising the last few tenants, who are currently being moved out. We therefore anticipate vacant possession by February 2022. All tenants who have been decanted have a Right to Return to the new homes and a local lettings policy is in place to enable those living in the retained blocks who are in housing need, to have an opportunity to move to the new homes.
- 7.9 A planning application has been submitted for 125 new affordable rented homes including a 45 flat extra care scheme with a range of communal activity areas and 24 hour staffing plus eighty 1, 2 and 3 bed and general needs homes. In addition to the new homes, the planning application provides for significant upgrading of the estate landscaping and public realm with a new Multi-Use Games Area and playground. The scheme is due to

be considered at Planning Committee on the 23rd February and is currently being prepared for tender to provide for a start on site in June/ July 2022.

- 7.10 The building works are ready to go out to tender pending planning approval with 3 contractors. We have already had initial contractor discussions in December 2021.
- 7.11 **Kilburn Square**, The current site comprises nine buildings, seven that accommodate residential use.
- 7.12 In the autumn of 2020, the Council started engaging with the residents about a proposed infill development of Council homes. As a result of resident feedback the designs are still evolving; with a focus on reducing height, density and loss of open space whilst still providing a significant number of genuinely affordable council homes. As a result, of the consultation, five options were put forward, the Council is currently considering all five options, following which officers will communicate the outcome to residents. The Council intends to meet the timetable set by the GLA grant funding with a start on site by September 2023.
- 7.13 **Alperton Bus Garage site**, Cabinet has approved the acquisition of 155 homes to be let at affordable rents. This former bus garage development will deliver 461 homes altogether, 155 of which the Council will acquire. The Council will enter into a 50 year leasing arrangement, which will see the homes transfer to the Council for a peppercorn at the end of the Lease. The new homes are expected to be handed over during the year 2024/25.
- 7.14 **St Raphael's Estate**, The GLA's change of approach to the funding of replacement units using grant has placed a large number of regeneration schemes in jeopardy across London and has meant a fundamental rethink into the approach to the overall funding of these schemes. As a result of this change in grant funding coupled with adjustments to the project cash flow model in order to reflect programme and market changes, the redevelopment of St Raphael's resulted in a project viability gap of -£110.2m. This was considered unviable.
- 7.15 The Council's commitment to the residents of St Raphael's was for a community led approach to the master planning of their estate, culminating in a resident ballot through which residents would be able to demonstrate their support for redevelopment, with infill development being the default option. This route to ballot has always been predicated on having a redevelopment masterplan that was financially viable and therefore able to be delivered.
- 7.16 In line with this commitment, and because the delivery of the redevelopment masterplan was no longer considered financially viable, the infill masterplan is now being progressed, with a community led approach being followed as before. The infill masterplan consists of clusters of new homes in the north and south of the estate, facing the river along the western edge of the existing homes, and some in underused pockets of land within the estate. It currently has the potential to deliver 370 new homes; 334 flats and 36 houses. The detail is likely to change as the design is developed. Homes are forecast to be 100% affordable, owned and managed by the Council.
- 7.17 The design of the phase 1 site in the south of St Raphael's started in July 2021, with start on site currently forecast for winter 2022/23 and completion winter 2025/26. The design team will, as before, take a co design approach to the design of the buildings and public realm improvements.

7.18 In addition to the development of new affordable homes, there is the potential to deliver significant place making improvements, which arguably, whilst not as transformational as full redevelopment, have the ability to improve the lived experience for St Raphael's residents. We have called this 'infill plus'. Early priorities for delivery in 2021/22 ahead of the delivery of the Phase 1 site, are focused on the issues identified through recent consultation with residents. They centre on improvements to the care and maintenance of the estate and target green spaces, waste management and parking as well as providing a temporary building for use by the community and project team. We have already improved the public realm and dealt with primary issues of residents' concerns such as; abandoned vehicles, grounds maintenance, basket ball court and the Wates compound. More significant improvements to the public realm, estate connections and community facilities will be delivered alongside the delivery of the new homes over the coming five years, in collaboration with the community. Consideration of wider Council objectives for health, culture, education, climate emergency etc. will also be brought to bear in these discussions.

7.19 **South Kilburn Regeneration**, Unity place has now completed and progressing well towards full occupation. This scheme will have delivered 235 Council homes as well as an event space, car parking and open spaces. The Neville and Winterley's scheme is currently in the final stage of the procurement process for a delivery partner. The affordable housing delivered on this site, as well as future developments, is to remain in the ownership of the Council.

7.20 South Kilburn has a number of sites that have been submitted to Planning for a decision in the coming months, this will then lead onto new tender processes expected to go live this year. Officers continue to explore opportunities in South Kilburn to deliver an increased number of Council homes while still ensuring a sensible balance between different housing tenures and place making priorities, as required in the Master Plan. The option of having one delivery partner for the remainder of the masterplan is also being reviewed. Officers are currently working towards promoting opportunities to decant a number of the blocks more quickly. This has arisen due to the desire to avoid long-term maintenance works, which will create unnecessary expense, both for the Council and Leaseholders. This can be achieved by a variety of means including identifying more decant opportunities for residents and accelerating the building programme.

## **8.0 Engagement**

8.1 The approach used at St Raphael's Estate is being used as a template to rolling out engagement across the programme. It has to be recognised that developing new homes adjacent to existing homes will not be universally popular. However, encouraging residents to contribute will ensure that as many views, particularly on how the external environment can be enhanced following completion of the development process, are captured. The dedicated resource for engagement activities is being increased to better facilitate this.

8.2 The Six Stages of Engagement, which is an additional process to the Statutory planning process, were outlined in the paper presented to Cabinet in January 2021.

8.3 Statutory Planning policy and consultation requirements will continue in respect of each site (in parallel with the Engagement plan) and will provide additional opportunities for members and residents to comment on aspects of design and location.

## **9.0 Other Sources of Supply**

## 9.1 **Stock Maximisation**

9.1.1 Considering the wide gap between housing demand and supply, it is clear that new builds will not plug the gap. As such, better use of existing stock has been identified as a priority to support the benefit derived from delivering new homes.

9.1.2 In August 2021, Cabinet agreed to a number of incentives targeted at existing residents with a view to using the Council's stock more efficiently and reduce under occupation and overcrowding. Having considered the size and number of properties under-occupied, the cost of building replacement homes, the cost of maintaining families in temporary accommodation and where identified families might wish to move and the tenure of the accommodation they could move to, a series of incentives were agreed. The emphasis of this project is the release of 3 and 4+ bedroomed sized properties. Having said that, the freeing up of all Council owned accommodation is considered desirable if it can be facilitated.

9.1.3 The incentives agreed;

Table 1:

<b>No of Beds currently</b>	<b>No of Beds required</b>	<b>Incentive payment per room</b>	<b>Large Property Premium</b>	<b>Wheelchair Use Premium</b>	<b>Welfare Premium</b>
6 Beds	5 Beds	5,000	1,000	500	200
	4 Beds	10,000	2,000	1,000	200
	3 Beds	15,000	3,000	1,500	200
	2 Beds	20,000	4,000	2,000	200
	1 Bed	25,000	5,000	2,500	200
5 Beds	4 Beds	5,000	1,000	500	200
	3 Beds	10,000	2,000	1,000	200
	2 Beds	15,000	3,000	1,500	200
	1 Bed	20,000	4,000	2,000	200
4 Beds	3 Beds	5,000	1,000	500	200
	2 Beds	10,000	2,000	1,000	200
	1 Bed	15,000	3,000	1,500	200
3 Beds	2 Beds	5,000	500	500	200
	1 Bed	10,000	1,000	1,000	200
2 Beds	1 Bed	5,000	n/a	500	200

9.1.4 Tenants who are identified as needing to transfer to Sheltered or Supported Accommodation, will be paid an additional "Welfare Premium" of £200. This is to differentiate moves made for welfare purposes on adult social care grounds, rather than moves that are wholly due to downsizing.

9.1.5 Prior to the proposal and introduction of the incentive scheme, analysis was carried out showing that as many as 1034 Council properties 3 bed and larger could be under occupied. The majority of these (827) are in the 3 Bed category but at least 5 x 6 bedroomed houses fell into this category.



- 9.1.6 In order to publicise both the incentives and other support available to current tenants, a new Stock Maximisation team has been set up in Housing Supply and Partnerships consisting of 3 X Stock Maximisation Officers, led by the External Partnerships Manager. Cases are split broadly across 3 categories;
- Properties that have been identified as potentially being under occupied.
  - Individuals who might benefit by moving into more suitable accommodation such as that specifically designed for disabled or older people
  - People who wish to take advantage of financial incentives offered by the Council
- 9.1.7 It is acknowledged that each case is individual and that whilst they might have issues in common, such as under occupying, personal circumstances are different in every case. The team adopt a flexible approach aimed at ensuring that each person who takes advantage of the scheme receives a service that is tailored to his or her specific needs. In the case of older people, this can involve assistance with removals including support for house packing and clearance. The expectation is that the team are empowered to minimise disruption and remove the barriers to moving house that an individual might perceive as holding them back. This new approach commenced in September 2021 following approval of the incentives.

9.1.8 This new approach commenced in September 2021 following approval of the incentives.

## 9.2 *i4B (Holdings Ltd)*

- 9.2.1 i4B Holdings Ltd (i4B) was established in 2016 to reduce homelessness by providing affordable, good quality homes and invest to deliver regeneration and financial benefits for its sole shareholder, Brent Council. It is a wholly owned subsidiary of the Council.
- 9.2.2 i4B's initial activity provided PRS homes to support the Council's Temporary Accommodation Reform Plan. As of June 2021, i4B has purchased 328 private sector homes and switched the tenure to an affordable PRS product. All properties have been refurbished to a high standard and let to families nominated by the Council.
- 9.2.3 i4B continues to investigate new opportunities to deliver Affordable Housing and providing a service offering wider than the Council's primary focus of Affordable Rent products.

## 9.3 *Registered Providers (RPs)*

- 9.3.1 Registered Providers continue to play a significant role in the delivery of new affordable homes in the Borough. Table 5 shows the new homes that are anticipated to be delivered over the next two financial years from RPs funded by the GLA.

Table 5:

Developer	Financial Year 22/23	Financial Year 23/24
Arneway	0	6
Clarion	226	0
Home Group	0	121
L&Q	176	0
MP Living	0	13
Network	156	158
Octavia	125	0
OPDC	52	0
PA Housing	40	0

Quintain	0	66
Sapphire Housing	0	19
<b>Total</b>	<b>775</b>	<b>383</b>

## 10.0 Social Value

- 10.1 The Council is committed to consider how services being procured might improve the economic, social and environmental well-being of its area; how, in conducting the procurement process, the Council might act with a view to securing that improvement; and whether the Council should undertake consultation. This duty does not strictly apply to the proposed contract, as it is not a services contract. Nevertheless, Officers have had regard to considerations contained in the Social Value Act in relation to the procurement.
- 10.2 The procurement of contractors will follow Brent Council's Social Value Policy. 10% of the overall evaluation will be used for social value commitments. It is envisaged that the successful contractors will be able to offer local employment, apprenticeships and work experience to residents in Brent as part of their bid. It would be expected that the successful contractors would also offer other community benefits to the residents in Brent.
- 10.3 Historically deriving social value from contracts has been uncoordinated and based largely on local priorities identified during the contract period. However, efforts are now being made to drive a more strategic view particularly linking potential contracts to the London Borough of Culture Legacy (LBoC). Opportunities to include various art projects and long-term art facilities will be considered at design stage. The temporary artist studios at Kilburn Square are an excellent example of the NCHP supporting the work of Metroland and signpost how more permanent facilities could be included at larger new build sites. In addition to LBoC the Council will continue to identify opportunities to support local schools and community groups when working in an area.
- 10.4 Examples of the Social Value driven by the Council's development activity;
- IT equipment donated to 2 local schools to support primary school children / families access learning during lockdown
  - Green panels to be installed to play area school perimeter fencing to both schools.
  - Jason Roberts foundation, event held in June 2021 and more ongoing projects planned.
  - 14 Brent based, ex-offenders registered and all participated in wanting to learn for construction
  - Arranging a community clean up (litter and fly tipping)
  - Working with Metroland on additional landscape and borough of culture for Albert terrace
  - Working with local schools year 5 & 6 on time capsule project. Arrange celebration event for July completion.
  - Local Brent artist for art on hoarding
  - Currently in discussions on combining local community garden/ art project
  - Arranged Disability awareness event with local hospital
  - Installed new pump in pond for hospital

## 11.0 Financial Implications

- 11.1 Financial appraisals are carried out regularly on individual schemes to ensure affordability, with proposals developed and considered in line with Financial Regulations

and existing governance arrangements for the programme. The Council policy is to target a payback period of 60 years for new builds.

- 11.2 The tenders will be evaluated to ensure that cost is financially viable prior to awarding the contract. In the event, where Council is unable to agree cost or tendering price is higher than what is required to make individual scheme financially viable, then it will be presented to Capital Programme Board for review.
- 11.3 This paper requests an investment of £135.1m, including £43.4m of Greater London Authority funding, to enable the delivery of 359 new council homes. Officers have undertaken financial appraisals on the affordability and viability of the 23 schemes that will deliver the 359 homes.
- 11.4 The schemes are arranged into three categories: mixed development (additional budget to allow schemes already approved by Cabinet to progress), Greater London Authority (GLA) 2018-21 (schemes within the GLA programme that allows for £100k grant for properties rented at London Affordable Rent and GLA 21-26 (schemes within the GLA programme that allows for a higher grant level, £155k per unit for these schemes but at Target Rent).
- 11.5 The construction costs, level of GLA grant and unit mix are indicative and the assessments will need to be updated as more information is obtained about existing and future schemes that could support programme wide viability. . In agreeing this, the Council will need to consider the options of mixed development with market sale/rent products that support affordable housing and social benefit and programme viability.
- 11.6 The schemes will all be funded by a mixture of prudential borrowing and GLA grant. The total level of GLA grant expected is £43.4m.
- 11.7 A substantive level of borrowing is expected in order to achieve a target of building 1000 new homes. The associated financing costs will create revenue budget pressures in the short-term, at least until properties are ready to be let out to tenants and rental income can be generated. Borrowing levels will remain open to risk associated with interest rate fluctuations. Budget pressures will need to be managed through re-profiling of service plans and investment strategies on existing stock.

## **12.0 Legal Implications**

- 12.1 Development of sites detailed in this report, particularly in Section 8, requires the Council to enter into a range of construction contracts and development agreements, many of which are classed as High Value Contracts under the Council's Contract Standing Orders and Financial Regulations. As High Value Contracts under the Council's Standing Orders, approval of pre-tender considerations, inviting tenders, evaluating tenders and thereafter awarding of development / construction contracts for sites with a value over £10,000,000 require Cabinet approval pursuant to Standing Order 88 and 89. In order to ensure an efficient delivery programme and as previously agreed, Cabinet is provided with full details of each proposed contract on a six monthly basis and requested to delegated authority to the Strategic Director of Community Wellbeing, in consultation with the Lead Member for Housing and Welfare Reform, to award such contracts.
- 12.2 Development or construction contracts with an estimated value of less than £10,000,000 do not require a Cabinet approval under Standing Orders and procurement and award of such contracts is delegated to the Lead Member for Housing and Welfare Reform in consultation with the Leader for contracts worth between £5,000,000 and £10,000,000

an to the Strategic Director/Operational Director for contracts worth less than £5,000,000. In these cases, Members will receive information via the six monthly update.

- 12.3 Significant grant funding has been secured from the GLA. The Council has entered into grant agreements with the GLA governing the award of such funding to include the requirement to deliver specified numbers of new homes. Failure to observe grant conditions or achieve specified delivery numbers may lead to a requirement to repay grant funding and therefore efficient and timely delivery approaches are essential to mitigate the risk.

### **13.0 Equality Implications**

- 13.1 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,

- 13.2 Pursuant to s149 Equality Act 2010. This is known as the Public Sector Equality Duty.

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

- 13.4 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.

- 13.5 Equality Impact Assessments (EIAs) have been / will be completed as part of the planning application process to demonstrate that the Council has considered the quality impacts of its decisions in relation to design and development. EIAs / screening assessments will be available prior to the exercise of any delegated decision to award and will be taken into account in making any decision to award in relation to the key projects brought forward.

### **14.0 Human Resources / Property Implications**

- 14.1 The Council's Development Team manages the contracts that are established and is supported by technical consultants as required. The Council has also ensured that it has access to additional capacity to deliver the programme by entering into the collaboration agreement with Network Homes.

- 14.2 The Council's Housing Supply and Partnerships Team will continue to facilitate and bring forward development sites in conjunction with a wide range of stakeholders, including acting as 'responsible client' for ensuring the NCHP is delivered in line with cost, quality and time expectations.

- 14.3 Support from a variety of Council teams in delivering the NCHP remains critical, covering specialisms such as planning, legal, communications, finance etc. A Design and Delivery Board provides the co-ordination required internally, whilst remaining accountable to the Housing and Care Investment Board that provides oversight and strategic direction.

14.4 To maximise the number of affordable homes being delivered and ensure rents can be set at London Affordable Rent levels, the Council is generally utilising Council owned land, which is under developed or unused. This means a number of sites are located within the grounds of existing Council developments.

14.5 Existing properties which are being used by local community groups and residents will continue to need proactive engagement, prior to and during transition into new facilities on site. Landowners adjacent to the development sites (i.e. NHS at Honeypot Lane) are also proactively engaged.

Related Documents:

New Council Homes Cabinet Update: Dec 2019, July 2020, January 2021 and July 2021

Key Officer Decision -Authority to Enter into a Grant Agreement February 2022

**Report sign off:**

**Phil Porter**

Strategic Director for Community Wellbeing

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 <b>Brent</b>	<b>Cabinet</b> 7 February 2022
	<b>Report from the Strategic Director of Community Well Being</b>
<b>Withdrawal from the London Housing Consortium (LHC) Joint Committee</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Key
<b>Open or Part/Fully Exempt:</b> <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
<b>No. of Appendices:</b>	None
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b>	Arnold Meagher, Head of Litigation and Dispute Resolution Tel: 020 8937 2166 Email: arnold.meagher@brent.gov.uk

## 1.0 Purpose of the Report

- 1.1 Brent Council (the Council) has been a member of the LHC (London Housing Consortium) since 1966 and has been a member of the LHC Joint Committee since 2013. In January 2013, the Council's then Executive Committee resolved to join and participate in the LHC Joint Committee which had been set up by seven other London local authorities as a joint committee pursuant to section 101(5) of the Local Government Act 1972. The purpose of this report is to seek Cabinet approval for Brent Council to withdraw from the LHC Joint Committee and in the case of its disbandment, to note that members of the LHC agree to consider at a future meeting options for the Council's continued participation in a new LHC corporate entity which is likely to involve other members of the LHC. The LHC has asked for notification of the Council's decision to withdraw from the LHC Joint Committee by 25 February 2022.

## 2.0 Recommendation(s)

That Cabinet resolves:

- 2.1 To agree that Brent Council, as one of the ten Constituent Authorities of the London Housing Consortium Joint Committee ("LHC Joint Committee"),

withdraw from the LHC Joint Committee and notify the London Housing Consortium of this decision by 25 February 2022;

- 2.2 To note that the current plan is for the LHC Joint Committee to be disbanded in December 2022 at the earliest and for a new London Housing Corporation corporate entity to take its place.
- 2.3 To note that participation in a new London Housing Consortium corporate entity will be considered and discussed in meetings of the LHC Joint Committee before its disbandment and any decisions regarding Brent Council participating in such a new London Housing Consortium corporate entity will be submitted to Brent Council's Cabinet for consideration and approval.

### **3.0 Detail**

- 3.1 The Council has been a Constituent Authority of LHC (the London Housing Consortium) since June 1966 and has nominated Elected Members to serve on the LHC Joint Committee since 2013. The rationale for joining the LHC Joint Committee was to work collaboratively with other London Councils to improve the procurement of housing and construction products and services. The London Housing Consortium was set up for that purpose in 1966. Up until recently, LHC was one of the few providers of these services. In addition, the Council benefitted annually from a share of LHC's surpluses.
- 3.2 The objectives have evolved and changed over time so that the LHC has successfully supported large numbers of local authorities, arms length management organisations and registered housing providers and has the following aims:
  - (i) To provide specialist technical and procurement services related to building programmes undertaken by LHC constituent authorities and other public sector bodies.
  - (ii) To establish, develop and manage framework agreements for the procurement of building components and services for the use and benefit of all constituent authorities and other public sector bodies.
- 3.3 Much has changed in recent years. The Council no longer relies on LHC for procurement solutions, preferring instead to use its own procurement capability, main contractor services and alternative procurement consortia which sometimes but rarely includes LHC. As an organisation, LHC itself has expanded its operations widely throughout Great Britain servicing around 300 public sector organisations. LHC surpluses are now shared widely across the country resulting in a reduced annual return for the Council. As a Constituent Member of LHC the Council receives an annual community benefit fund from LHC surpluses (conditional on attendances by elected members at LHC meetings) of £10,000. It is envisaged that in a new LHC corporate entity such funds would continue to be available for former LHC Constituent Authorities.

- 3.4 The expansion of LHC's services has also added risk to the LHC Joint Committee, particularly relating to staffing and employer liability, arising from:
- The widespread geographic nature of LHC operations
  - The widespread geographic location of LHC staff and offices
  - The rapid growth of the LHC workforce
- 3.5 Members of the LHC Joint Committee recognised that the dynamic nature of LHC as a commercial enterprise is also at odds with the democratic and regulatory processes that are required by local authorities. It is felt that LHC would benefit from having more autonomy around:
- Governance and organisational design
  - Job design and reward
  - Future provision of pension
  - Financial modelling and risk management.
- 3.6 Consequently, the members of the LHC Joint Committee asked for a review of LHC governance arrangements which concluded that the LHC Joint Committee be disbanded, and a new corporate entity established by LHC. The governance review leading to this proposal has identified new governance arrangements which are more appropriate to the current and future operations of LHC.
- 3.7 In establishing a new corporate entity LHC will be seeking participation from client organisations and other interested parties from across Great Britain, from local authorities, housing associations and other relevant sectors. The LHC anticipates a high degree of interest in organisations wishing to participate in order to:
- Influence the future direction of LHC including the identification of new products and services which could be beneficial to client organisations.
  - Increase learning of technical know-how for use by clients carrying out their own procurement programmes, including such themes as:
    - Net zero buildings and decarbonisation of heat
    - Modern methods of construction
    - Building safety
  - Increase learning of procurement practices to deliver greater social value.
  - Access to LHC grant funding for community investment schemes
- 3.8 Brent Council has benefitted recently from receipt of grant funding for community investment schemes totalling £20,000. The design of the new LHC corporate entity will look to continue to offer grant funding to those Authorities continuing to participate in LHC. LHC would also encourage current Constituent Authorities to consider participation in the new corporate entity.
- 3.9 The Elected Members of the LHC Joint Committee agreed on Friday 3<sup>rd</sup> December 2021 to disband the LHC Joint Committee in favour of creating a new form of corporate entity for LHC following consideration of a LHC Governance Review board paper. Legally, this requires the approval from the respective Cabinets of each LHC Constituent Authority, and the LHC has

requested this approval to confirm withdrawal from the LHC Joint Committee is notified by 25<sup>th</sup> February 2022 at the latest. Hillingdon Council is currently the lead authority of the LHC and it has indicated that its Cabinet will confirm that Hillingdon Council will leave the LHJC Joint Committee.

- 3.10 It is envisaged that the proposed decision to withdraw from the LHC Joint Committee will have no effect on the residents, service users or communities of the Council.

#### **4.0 Financial Implications**

- 4.1 There will be no financial burden accruing to the Council from the disbandment of the Joint Committee. All costs shall be borne by LHC and LB Hillingdon as agreed between the two parties.
- 4.2 As a member of the Joint Committee the Council currently qualifies for a grant from LHC of up to £10,000 per annum (£15,000 for the lead authority, which is currently Hillingdon Council) based on attendance at LHC Board meetings. This will no longer be available if the Council withdraws from the LHC Joint Committee.
- 4.3 It is anticipated in the new LHC corporate entity that such grants will be offered to client organisations participating in the governance of the new organisation.

#### **5.0 Legal Implications**

- 5.1 It is anticipated that there should be a 'clean break' disbandment of the Joint Committee with all LHC's assets and liabilities transferred from the Joint Committee to the new LHC corporate entity.
- 5.2 As the lead authority, LB Hillingdon will work with LHC to ensure effective TUPE transfer of staff and novation of contracts from LB Hillingdon to the new LHC corporate entity.
- 5.3 LHC Joint Committee had been set up by seven other London local authorities as a joint committee pursuant to section 101(5) of the Local Government Act 1972. Once the LHC Joint Committee has been disbanded, the Council's Cabinet will need to decide at a future meeting whether to join and delegate its functions to the new LHC corporate entity.
- 5.4 The remaining legal implications are set out in the main body of this report.

#### **6.0 Equality Implications**

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

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

- 7.1 It has not been necessary to consult with ward members or stakeholders. The Council has not used any of the London Housing Consortium's procurement frameworks for a considerable period of time. The Elected Members of the LHC

Joint Committee agreed on Friday 3<sup>rd</sup> December 2021 to disband the LHC Joint Committee in favour of creating a new form of corporate entity for LHC.

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

8.1 None

### **Related Document:**

Brent Executive Committee report dated 14 January 2013 and entitled “London Housing Consortium – Establishment and Membership of Joint Committee”


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

***Phil Porter***

Strategic Director of Community  
Well Being

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	<b>Cabinet</b> 7 February 2022
	<b>Report from the Strategic Director of Regeneration and Environment</b>
<b>Brent Long Term Transport Strategy Review – Draft for Consultation</b>	

<b>Wards Affected:</b>	All Wards
<b>Key or Non-Key Decision:</b>	Key
<b>Open or Part/Fully Exempt:</b> <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
<b>No. of Appendices:</b>	Two Appendix A: Brent Long Term Transport Strategy Review – Draft for Consultation – February 2022 Appendix B: Equalities Assessment
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b> <small>(Name, Title, Contact Details)</small>	Tim Martin Transportation Planning Manager, Spatial Planning Tel:020 8937 6134 Email: tim.martin@brent.gov.uk

## 1.0 Purpose of the Report

- 1.1 This report provides an update on the work to review the Brent Long Term Transport Strategy 2015-2035 (LTTS) and asks Cabinet to approve the draft strategy for public consultation and wider stakeholder engagement. Following consultation and appropriate amendments, the revised strategy will be brought back to Cabinet for approval to adopt.

## 2.0 Recommendation(s)

- 2.1 For Cabinet to agree:
- (i) the approach contained within the Draft Brent Long Term Transport Strategy (Appendix A) for delivering improvements to the transport system in the borough to 2041;
  - (ii) that the draft strategy undergo a period of public consultation and wider stakeholder engagement during Spring 2022. The consultation will be for a minimum six week period;

- (iii) that following comments received during public consultation a revised, final Brent Long Term Transport Strategy will be brought back to Cabinet for approval to adopt in Summer 2022.

### **3.0 Report Detail**

#### **Background**

- 3.1 The Brent Long Term Transport Strategy 2015-2035 (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.
- 3.2 Since the publication of the LTTS in 2015 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 achievements over the last five years 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 300 on-street electric vehicle charge points since 2018. Recent data reveals that around 34% of on-street households in Brent are within 5 minutes walk of a public charger.
- 3.3 Despite these achievements, it is clear more still needs to be done – particularly in respect of reducing the environmental and health impacts of traffic in the borough; and making the transport system in Brent safer and more inclusive. To reflect this and in light of changes to circumstances – most notably the ongoing impacts of the Covid-19 pandemic; as well as the emergence of new national Government, Mayoral and Council policies and priorities, the decision was taken to review the LTTS.

#### **LTTS Structure/Content**

- 3.4 Details of the structure and content of the draft LTTS are summarised below, with further details provided in the subsequent paragraphs:
- Section 1 introduces the LTTS and establishes the wider policy context for the plan;

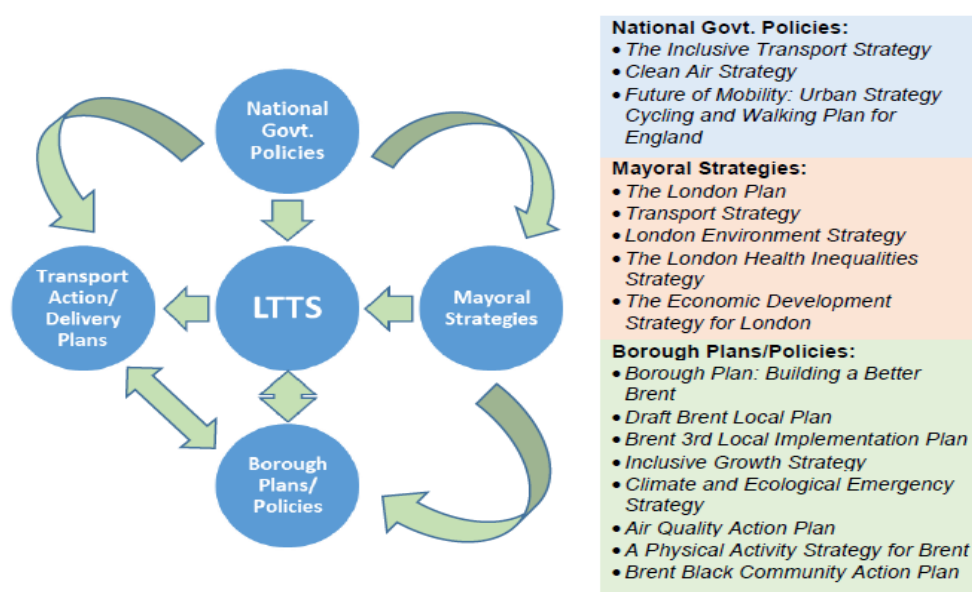
- Section 2 provides an overview of the borough and highlights the main transport problems facing the borough and sets out the overarching strategy aims and objectives;
- Section 3 details the range of measures and interventions to address the various issues and improve transport in Brent;
- Section 4 outlines the monitoring arrangements for the strategy, including details of the various performance indicators and targets.

3.5 An internal officer-level steering group, comprising staff from Spatial Planning, Regeneration, Highways & infrastructure, Public Health, Strategy & Partnerships and Communications & Engagement was established for the purposes of reviewing the LTTS to ensure that the latest developments and policy position across the Council were taken into account. Wide ranging feedback received as part of recent and ongoing consultations, including the Brent Covid-19 Transport Recovery Plan and the Brent Active Travel Programme consultations, have also helped inform the identification and planning of our transport priorities and programmes.

## Section 1: Introduction and Wider Context

3.6 Section 1 serves as an introduction to the LTTS and highlights that the plan does not sit in isolation, but is closely aligned with a wide range of National, Mayoral and borough plans and strategies. These include the London Plan; the Mayor of London's Transport Strategy (MTS); the Borough Plan; the Brent Climate and Ecological Emergency Strategy; the Brent Inclusive Growth Strategy; and the emerging Brent Local Plan. Figure 1.1, below, provides a summary of the key plans and policies shaping the LTTS and the relationships between these.

Figure 1.1: Plans and strategies shaping the LTTS



## Section 2: Transport Issues and Objectives

3.7 Section 2 of the draft strategy provides background information about and an overview of transport in Brent, including details of infrastructure and services in the borough; along with information on recent travel trends; and a summary of the key problems

currently experienced, as well as potential future challenges and opportunities. It also sets out the overarching strategy aims and objectives.

- 3.8 Despite some good progress having been made in recent years, there are still considerable challenges to address, including long-standing issues around congestion, poor air quality and road safety; as well as pressing issues such as poor public health, social inequalities and climate change. The Covid-19 pandemic has led to additional challenges, but also provides the opportunity for the Council to explore new ideas. Table 2.1, below, provides a summary of the main challenges and highlights some of the opportunities to address them.

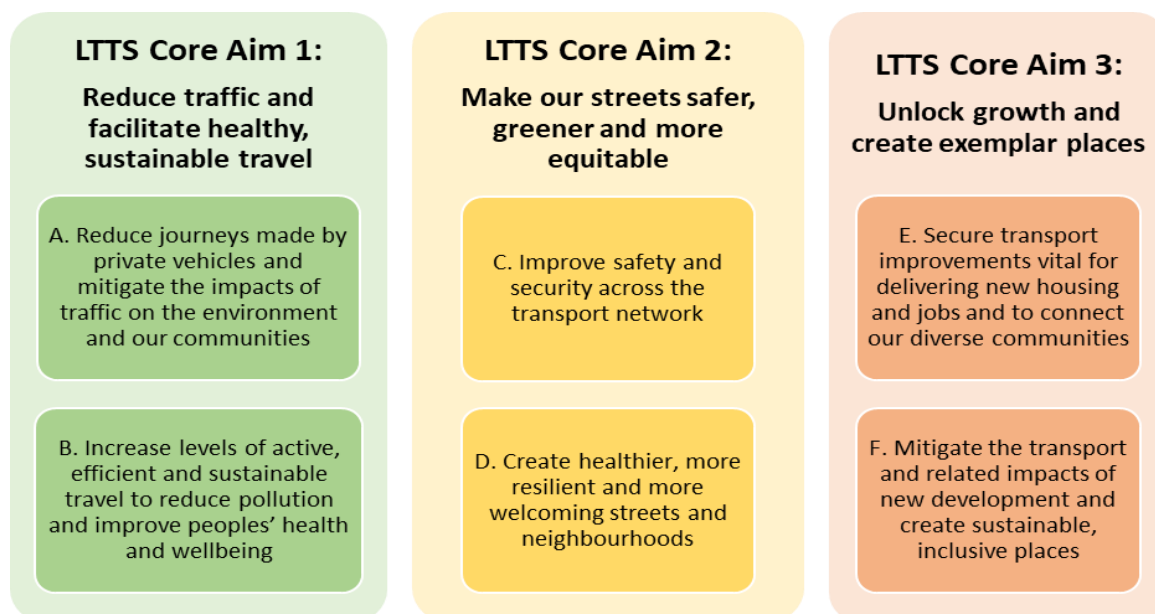
*Table 2.1: Borough transport challenges and opportunities*

Key Challenges	Principal Issues	Key Opportunities
<b>Congestion</b> – ongoing and increasing pressure on borough road network and impact on movement of people/goods	<ul style="list-style-type: none"> <li>• High and rising traffic levels - exacerbated by high levels of car dependency, increasing freight activity and parking pressures.</li> <li>• Forecast population growth/ development will further increase this pressure.</li> </ul>	<ul style="list-style-type: none"> <li>• Significant potential to reduce trips by car and increase bus, cycling and walking trips.</li> <li>• However, need to overcome range of barriers (e.g. low cycle ownership, severance, cultural challenges).</li> <li>• Increasing availability of tools/mechanisms to improve efficiency of deliveries and servicing.</li> </ul>
<b>Air Quality</b> – impact on local environment and health of population due to vehicle emissions	<ul style="list-style-type: none"> <li>• Borough suffers from poor air quality – large parts designated as an Air Quality Management Area (AQMA) and Air Quality Focus Areas (AQFAs).</li> <li>• Motor vehicles responsible for 49% of NOx emissions, 33% of PM2.5 emissions and 30% of PM10 emissions in Brent.</li> </ul>	<ul style="list-style-type: none"> <li>• The introduction of tighter emission standards and the expansion of the London Ultra Low Emission Zone (ULEZ) and upgrading of the TfL bus fleet provide significant opportunities to improve air quality in parts of the borough.</li> </ul>
<b>Climate Change</b> – Global warming resulting from high levels of carbon emissions from transport	<ul style="list-style-type: none"> <li>• Transport emissions have not changed significantly over time, with a decrease of only around 55 kilo tonnes CO2 achieved since 2005.</li> </ul>	<ul style="list-style-type: none"> <li>• The Council declared a Climate Emergency in 2019 and has set ambitious targets to achieve net zero carbon emissions from transport in Brent by 2030.</li> <li>• Increase in regulatory and fiscal incentives to support the transition to low/zero emission vehicles.</li> </ul>
<b>Public Health</b> – low levels of activity and high levels of obesity amongst parts of the population	<ul style="list-style-type: none"> <li>• Obesity is a considerable concern for public health - 55% of Brent's adult population are overweight, 34% of whom are classified as obese with a chronic lack of physical activity. 28% of Brent children in reception are overweight, 14% of whom are classified as obese.</li> <li>• By 2050 levels of obesity are projected to reach 50% of the adult population in Brent.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementing safe, convenient, efficient and attractive infrastructure conducive to cycling and walking will help facilitate greater levels of active travel and help address issues around poor physical health and improve peoples' mental wellbeing.</li> <li>• A key opportunity that could benefit the borough's residents is TfL's plan for a London-wide strategic cycle network which, when completed, will place 70% of Londoners within 400 metres of new, high quality, safe cycle routes.</li> </ul>

Key Challenges	Principal Issues	Key Opportunities
<b>Road Safety</b> – high number of casualties on the transport network	<ul style="list-style-type: none"> <li>Reducing casualties on the borough's road network remains a major task, with high number of pedestrian, cyclist and PTW casualties a cause for concern.</li> </ul>	<ul style="list-style-type: none"> <li>Adopting a 'Vision Zero' approach, with a focus on achieving safe speeds; safe streets; safe vehicles; and safe behaviours provides the best opportunity to significantly reduce casualties on the borough road network.</li> </ul>
<b>Connectivity</b> - lack of public transport links to and within parts of the borough and the fragmented nature of the borough's cycling and walking links	<ul style="list-style-type: none"> <li>Public transport network focussed around radial routes to and from Central London with limited east-west and orbital connectivity.</li> <li>Severance caused by major infrastructure (e.g. roads, railways, waterways) acting as a barrier to people wanting to cycle or walk more.</li> </ul>	<ul style="list-style-type: none"> <li>New public transport links proposed (e.g. West London Orbital, new/enhanced bus services) to improve cross borough/sub-regional transport links.</li> <li>TfL providing significant investment in improving conditions for cycling/walking, including roll-out of cycle super highways and healthy streets corridors across London.</li> </ul>
<b>Accessibility</b> - lack of cheap, reliable, easy to use alternatives to car use for journeys not possible by foot/cycle	<ul style="list-style-type: none"> <li>Cost/availability of public transport services and facilities in some parts of the borough an issue – particularly for those on low incomes, the elderly and disabled.</li> <li>Problems compounded by lack of step-free access and staff presence at stations; lack of wheelchair space on buses; lack of/unclear travel information; and poorly lit/badly maintained infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>New developments, especially in key growth areas and around transport hubs will provide opportunities to address issues of station overcrowding/secure step-free access.</li> <li>Improvements to the design of passenger vehicles, transport infrastructure and the wider public realm; along with improved journey planning tools will enable spontaneous/independent travel for many disabled and older people.</li> </ul>

3.9 The draft LTTS contains six objectives – grouped under three core aims (see Figure 3.1, below). These have been formulated based on the various challenges and opportunities identified above and to take account of key national, Mayoral and borough policies and priorities. The objectives have a lifespan to 2041, to reflect the timeframe of the Mayor of London's Transport Strategy (MTS). Information on how the individual objectives relate to key Mayoral priorities and outcomes and Brent's Borough Plan vision and priorities is outlined in Annex A to the draft strategy.

*Figure 3.1: Proposed LTTS Aims and Objectives*



3.10 Given the range and scale of transport and related challenges facing Brent, the strategy aims and objectives are considered to be of equal importance. However, from a geographic perspective there are certain areas of the borough where some elements of the strategy require particular emphasis. For example, measures aimed at reducing traffic, tackling congestion and improving air quality will be implemented throughout the borough. However, there will be a particular emphasis in our town, district and local centres and outside schools. Special attention will also be paid to Brent's Air Quality Management Area, with particular focus on those localities identified as Air Quality Focus Areas, due to high levels of exposure to poor air quality in these zones. Table 2.2 on page 17 of the draft strategy provides further details of the main geographical priorities.

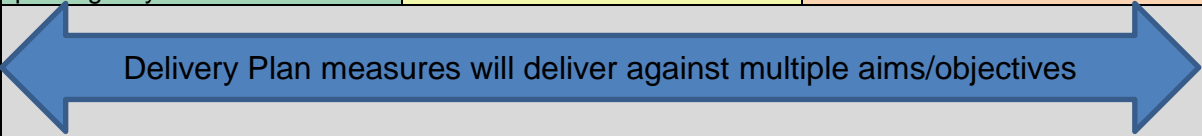
### Section 3: High-Level Delivery Plan

3.11 The High-Level Delivery Plan in section 3 sets out the types of measures and interventions that the Council and its partners will focus on delivering over the short, medium and longer-term to address the various transport and related challenges and to meet the strategy objectives. It also provides details of how these might be funded; and highlights the key role our communities will play in shaping projects, including the need to actively engage with residents and those groups who may be affected by them, at all stages of their development.

3.12 Annex B to the draft strategy provides details of the range of measures and interventions that are proposed in the High-Level Delivery Plan, together with an indication of delivery timeframes and likely costs. Information on our proposed approach to delivery and how schemes align with the LTTS aims and objectives is also set out. The projects and schemes listed are not exhaustive, but represent a snapshot of the types of options that are available to the Council. Table 3.1, below, provides a summary of key delivery plan measures and interventions.



*Table 3.1: Proposed LTTS Delivery Plan Measures and Interventions*

<b>Reduce traffic and facilitate healthy, sustainable travel</b>	<b>Make our streets safer, greener and more equitable</b>	<b>Unlock growth and create exemplar places</b>
Implementing new/improved cycling and walking infrastructure	Implementing targeted road safety improvements/casualty reduction measures	Securing new bus and rail links/services to the borough's growth areas
Developing/monitoring sustainable travel plans for schools, businesses and new developments	Implementing further 20 mph zones	Securing additional capacity on key rail services/bus routes
Expanding Borough-wide 'Safer and Healthier Travel in Brent' programme	Expanding our road safety education/training programmes	Securing capacity enhancements at several key stations
Facilitating uptake of low/zero-emission vehicles	Trialling new/innovative road safety measures	Securing step-free station access improvements
Introducing selective vehicle management/control measures	Introducing CCTV cameras, improved street lighting and other security measures	Exploring the potential for demand-responsive bus services
Maximising potential of technology/ intelligent transport systems	Developing a high-quality street environment/public realm	Maintaining/enhancing the Borough's bespoke travel services
Developing a Delivery and Servicing Action Plan	Installing new/upgrading existing crossing facilities	Continuing the bus stop accessibility improvements programme
Securing further bus priority improvements	Expanding the provision of 'green' infrastructure	Implementing new/improved dedicated cycling and walking links to key destinations
Providing real time passenger information	Implementing timely carriageway and footway repairs/resurfacing	Ensuring that all new developments provide for active, efficient and sustainable travel as an integral part of the development proposal
Expanding existing shared mobility solutions (e.g. car clubs, e-bikes)		Requiring all significant new developments to be underpinned by a robust Transport Assessment
Exploring the potential for introducing a workplace parking levy		
		

- 3.13 Further details of the specific schemes and measures to be implemented, the locations for these, and the timescales for and costs of delivery will be set out in a series of linked Action/Delivery Plans which will be developed over the next few years. These include an Active Travel Implementation Plan; an Electric Vehicle Charge Point Delivery Plan; and an Air Quality Action Plan.
- 3.14 Funding for implementing the Delivery Plan is expected to come from a range of sources, including from Central Government, the Mayor and Transport for London, the Council and developers. The Covid-19 pandemic and subsequent impact on government finances is likely to result in funding pressures in the short-medium term, with the need to prioritise spending and explore new sources of funding. A summary

of the principal funding sources available to the Council is set out in Table 3.1 on page 34 of the draft strategy.

- 3.15 The Council commits to working closely with Brent's diverse communities at various stages of scheme development and implementation, to ensure that proposals bring about tangible benefits to those areas in which they are introduced and fully address residents' concerns and meet their aspirations. Whilst the approach to engagement will vary depending on the type of scheme proposed, as agreed by Cabinet on 17 January 2022, a future approach to developing and delivering Healthy Neighbourhood and School Streets schemes is to be agreed before any new schemes are proposed.

#### **Section 4: Performance Management and Monitoring**

- 3.16 Section 4 sets out the proposed performance management and monitoring arrangements - an important element of the LTTS and one which will contribute to understanding progress in delivering the strategy objectives. It details the key performance indicators and targets which the Council and its partners will work towards over the lifetime of the plan, including:

- Increasing walking, cycling and public transport mode share to 80%;
- Increasing the percentage of people doing at least 20 minutes of active travel a day to 70%;
- Achieving a 10% reduction in car ownership and the volume of traffic on our roads;
- Achieving net zero CO<sub>2</sub> emissions; and reducing NO<sub>x</sub> and particulate emissions significantly;
- Eliminating all deaths and serious injuries from road collisions; and reducing the total number of pedestrian, cyclist and PTW casualties by 80%;
- Increasing the proportion of residents who have access to frequent public transport services and a safe and pleasant cycle network.

- 3.17 The LTTS will be closely monitored to ensure delivery remains on track, with progress towards the various targets and indicators reported each year. A wider review of the LTTS, including plan objectives and targets/indicators will be carried out every five years.

#### **4.0 Financial implications**

- 4.1 A key source of funding for implementing many of the measures in the Delivery Plan is TfL's Healthy Streets funding allocation, which comprises a range of formula, discretionary and strategic funding programmes. However, the Covid-19 pandemic has resulted in TfL facing acute funding pressures, which are likely to continue in the short-medium term. As a result, the Council will need to prioritise spending and explore new sources of funding. A summary of the principal funding sources is set out in Appendix A.
- 4.2 Costs associated with the development, publication and ongoing monitoring of the LTTS, as well as for planned consultation/engagement, will be met through existing staff budgets.



## **5.0 Legal Implications**

5.1 Consultation should be carried out in accordance with the, so called, “Gunning Principles”, namely:

- Consultation must be undertaken when proposals are still at a formative stage;
- Sufficient reasons for any proposal must be provided in order to allow proper and intelligent consideration and response;
- Adequate time must be given for consideration and response;
- The decision maker must give conscientious consideration to the response.

## **6.0 Equalities Implications**

6.1 The public sector equality duty set out in Section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have due regard to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act, 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.

6.2. An equalities assessment of the draft strategy has been undertaken and is included in Appendix B to this report.

## **7.0 Other Implications**

7.1 There are no other direct implications arising from this report.

## **8.0 Proposed Consultation with Ward Members and Stakeholders**

8.1 The consultation will include engagement with Members, various stakeholder groups and the wider public. A Consultation and Engagement Plan is currently being finalised setting out our approach to consultation. This will include proposals for:

- A Member and stakeholder workshop at a future meeting of the Active Travel Forum, including a presentation and opportunity to comment on the draft LTTS.
- An online questionnaire via Citizen Lab.
- Contacting stakeholder organisations, including statutory stakeholders, partner organisations, community and interest groups with information on how they can comment on the draft LTTS and an offer to meet. A particular focus will be placed on actively engaging with those groups and individuals who are either silent or under-represented in consultation exercises.
- Publicising the consultation via social media, the Brent Council website and other media outlets, as appropriate.

- 8.2 Feedback received during the consultation process will be analysed and, where appropriate, incorporated into the final LTTS to be published in Summer 2022.

**Report sign off:**

***Alan Lunt***

Strategic Director of Regeneration and Environment

# Brent Long Term Transport Strategy Review

DRAFT FOR  
CONSULTATION



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Brent Council and our partners continue to work hard to improve transport and travel in Brent. We have implemented a range of schemes and initiatives in recent years, particularly aimed at promoting walking and cycling, improving air quality and reducing road casualties. However, despite this good progress, we are acutely aware there are still considerable challenges to address.

This revised draft Long Term Transport Strategy (LTTS) outlines the Council's priorities for building on our achievements to date, whilst delivering further improvements to the transport system in Brent. This includes tackling long-standing issues around congestion and poor air quality, which continue to blight some of our communities; and to address wider issues around poor public health, social inequalities and climate change. We also need to secure those transport improvements that are vital for delivering new housing and jobs in the borough, such as the West London Orbital rail link, whilst being mindful of the need to create sustainable, inclusive places.

Central to achieving this, and a cornerstone of this strategy, is a requirement to reduce the number of journeys made by private vehicles, particularly for shorter journeys, whilst bringing about a step-change in the use of more active, efficient and greener modes of transport. This will

not be easy to achieve and will likely require some tough choices to be made. Certainly, if we are to see a repeat of the historically low levels of road traffic and significant increase in levels of walking and cycling experienced at the start of the COVID-19 pandemic, at the very least we will need to make our streets and neighbourhoods much safer, healthier and more welcoming for pedestrians and cyclists.

With this in mind, we have developed a strategy which includes a comprehensive package of interventions which we believe will help deliver our objectives whilst ensuring we achieve the overarching Borough Plan vision of 'Building a Better Brent'. The strategy has taken into consideration wide ranging feedback as part of recent and ongoing consultations, including the Brent Covid-19 Transport Recovery Plan and the Brent Active Travel Programme consultations. Subject to the availability of funding, we aim to deliver vital new cycling and walking infrastructure and improvements to the street environment and public realm, targeted road safety improvements and casualty reduction measures, and greater provision for low/zero-emission vehicles. We are committed to ensuring that the proposals within the LTTS are delivered as they will make a real and lasting difference to those who live, work and do business in the borough.



Cllr S Tatler

Lead Member for Regeneration,  
Property & Planning



Cllr K Sheth

Lead Member  
for Environment



## Introduction and Wider Context

The Brent Long Term Transport Strategy 2015-2035 (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.

Since the publication of the strategy in 2015 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.

Despite this, it is clear more still needs to be done – particularly in respect of reducing the environmental and health impacts of traffic in the borough; and making the transport system in Brent safer and more inclusive. To reflect this and in light of changes to circumstances and new policies and priorities, the LTTS is being reviewed.

## Transport Issues and Objectives

Section 2 of the draft LTTS provides an overview of the borough and highlights the various transport and wider challenges we face and the principal opportunities to overcome them. It also sets out our overarching aims and objectives.

Despite good progress having been made in recent years, there are still considerable challenges to address, including long-standing issues around congestion, poor air quality and road safety; as well as pressing issues such as poor public health, social inequalities and climate change. The current Covid-19 pandemic has also led to additional challenges, but also provides the opportunity for the Council to explore new ideas.

The draft LTTS objectives – which have been formulated based on the various challenges and opportunities identified and to take account of key national, Mayoral and borough policies and priorities – are:

- A. Reduce journeys made by private vehicles and mitigate the impacts of traffic on the environment and our communities
- B. Increase levels of active, efficient and sustainable travel to reduce pollution and improve peoples' health and wellbeing
- C. Improve safety and security across the transport network
- D. Create healthier, more resilient and more welcoming streets and neighbourhoods
- E. Secure transport improvements vital for delivering new housing and jobs and to connect our diverse communities
- F. Mitigate the transport and related impacts of new development and create sustainable, inclusive places

## High-Level Delivery Plan

Section 3 sets out the overarching Delivery Plan – the combination of short, medium and longer-term measures focused on addressing the various issues and achieving the LTTS objectives. It also provides details of how these might be funded; and highlights the key role our communities will play in shaping projects and schemes. Amongst the range of measures and interventions include scope for:

- New/improved cycling and walking infrastructure – including dedicated cycling and walking links to key destinations in the borough;
- Selective vehicle management measures – including the potential for more Healthy Neighbourhoods and School Streets;
- Greater provision for low/zero-emission vehicles;
- Targeted road safety improvements and casualty reduction measures;
- Improvements to the street environment and public realm – to include additional tree planting and other 'green' infrastructure;
- New bus and rail links/services to the borough's growth areas and additional capacity on existing rail services and bus routes;
- Capacity and access enhancements at key stations and transport interchanges.

## Performance Management and Monitoring

Section 4 sets out the proposed performance management and monitoring arrangements – an important element of the LTTS and one which will contribute to understanding progress in delivering the strategy objectives. It details the key performance indicators and targets which the Council and its partners will work towards over the lifetime of the plan, including:

- Increasing walking, cycling and public transport mode share to 80%;
- Increasing the percentage of people doing at least 20 minutes of active travel a day to 70%;
- Achieving a 10% reduction in car ownership and the volume of traffic on our roads;
- Achieving net zero CO2 emissions; and reducing NOx and particulate emissions significantly;
- Eliminating all deaths and serious injuries from road collisions; and reducing the total number of pedestrian, cyclist and PTW casualties by 80%;
- Increasing the proportion of residents who have access to frequent public transport services and a safe and pleasant cycle network.

# 1. Introduction and Wider Context

## What is the Long Term Transport Strategy and why are we reviewing it?

- 1.1 The Brent Long Term Transport Strategy 2015-2035 (LTTS) provides the strategic direction for investment in transport in the borough, 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 outlined in the strategy 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.
- 1.2 Since the publication of the strategy in 2015 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.

- 1.3 Despite these achievements, it is clear that more needs to be done – particularly in respect of reducing the damaging environmental and health impacts of traffic in the borough – levels of which remain very high; and making the transport system in Brent safer and more inclusive. To reflect this and to take account of a raft of new national, London-wide and borough plans and policies around issues such as active and sustainable travel, air quality, climate change, and equalities; plus the impacts of and opportunities arising from the current Covid-19 pandemic; a review of the LTTS is being undertaken.

## Progress to date

- 1.4 Over the last five years the Council and its partners have been successful in delivering an extensive programme of transport and public realm improvements and meeting a range of environmental and safety targets. Notable achievements 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.

# Current policy context

1.5 The LTTS does not sit in isolation and is closely aligned with a wide range of other plans and strategies. The Mayor of London's Transport Strategy (MTS) provides the broad framework and narrative for the LTTS. Similarly, the strategy aligns with the Borough Plan and emerging Brent Local Plan. A summary of the main national, London and borough plans and policies developed since the LTTS was first published and the relationships between these is illustrated in Figure 1.1, below:



## Plan structure

1.6 Figure 1.2 illustrates the structure of the draft LTTS and arrangements of the different sections within it. Section 2 provides an overview of Brent and the main transport problems facing the borough and sets out the overarching strategy aims and objectives. Details of the range of measures and interventions to address the various issues and improve transport in Brent are set out in Section 3. Section 4 outlines the monitoring arrangements for the strategy, including details of the various performance indicators and targets.

Figure 1.2: Structure of the draft LTTS

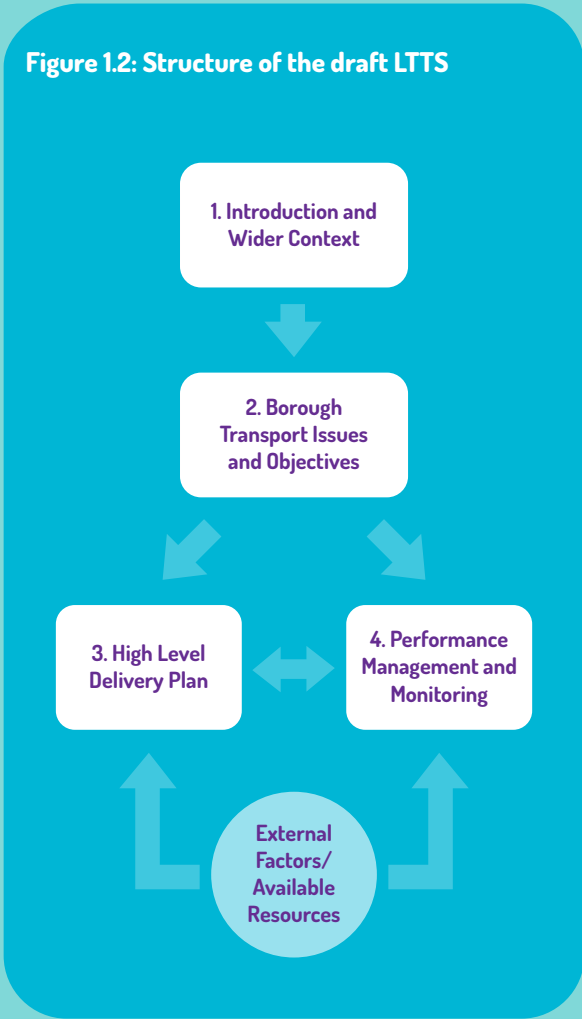


Figure 1.1: Plans and strategies shaping the LTTS



# 2. Transport Issues and Objectives

2.1 This section provides background information about Brent, including details of its geography, economy and social demographics; an overview of transport in Brent, including details of infrastructure and services in the borough, along with information on recent travel trends; and a summary of the key problems currently experienced, as well as potential future challenges and opportunities. It also sets out the overarching strategy aims and objectives – in turn providing the context for the High-Level Delivery Plan in the following section.

## About Brent

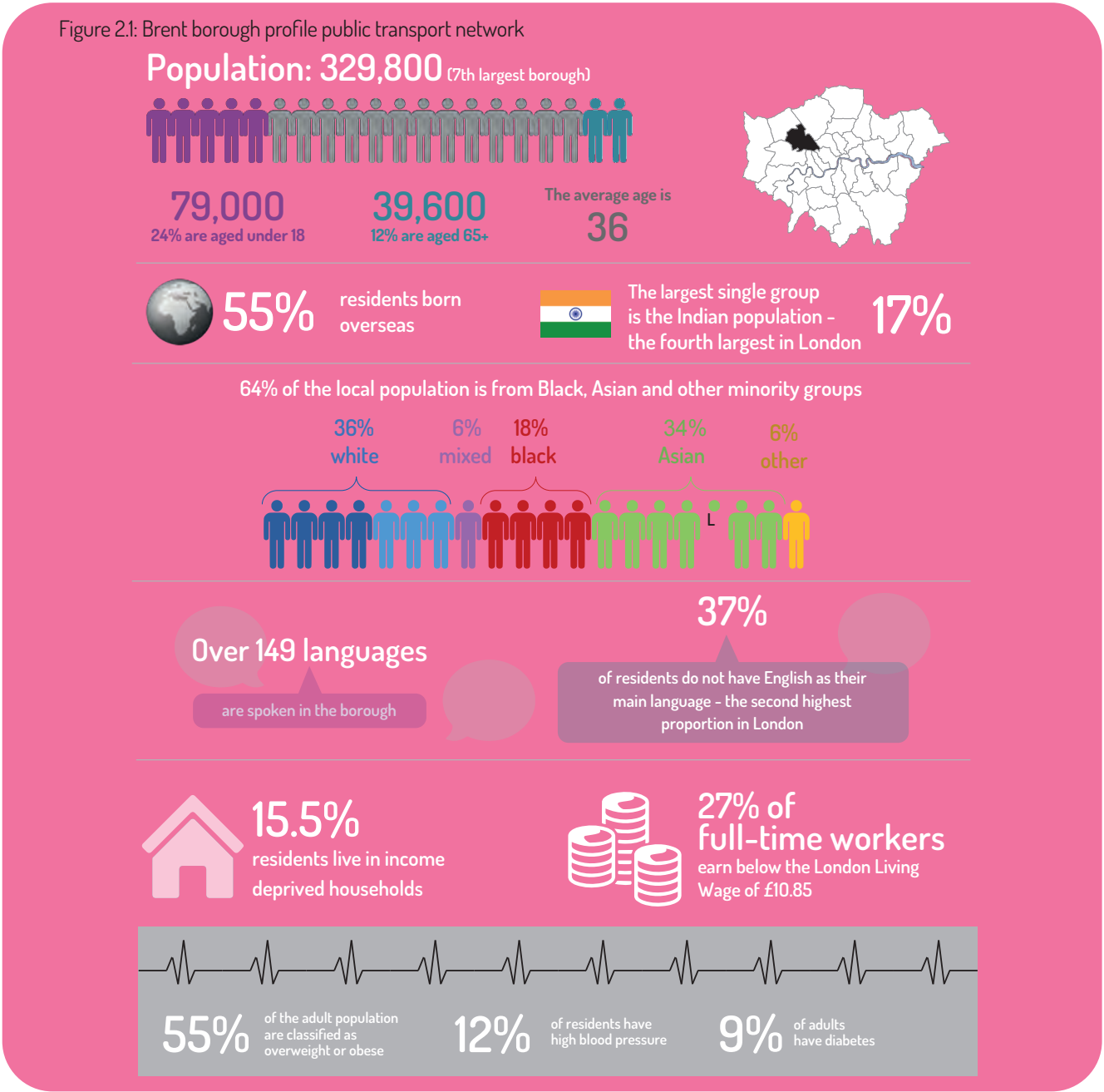
2.2 Brent is situated in North West London. Covering an area of 4,325 hectares the borough is principally residential in character but also has significant areas of employment land and green space. It is also the capital's seventh most

populous borough, with a population of 329,800. Brent is the second most ethnically diverse borough in London – 64% of the local population is from Black, Asian and other minority groups and over 149 different languages are spoken.

2.3 Brent's key advantages are its good road and rail links to central London; and its proximity to major employment centres such as Park Royal, Brent Cross and Heathrow Airport. In addition, the borough is predominantly flat which is advantageous for walking and cycling trips.

2.4 Figure 2.1 summarises the key demographic and socio-economic characteristics of the borough, providing information on population, employment, public health and housing. This information provides the key to understanding the rationale behind the LTTS objectives and delivery plan.

Figure 2.1: Brent borough profile public transport network





Transport and travel in Brent

- 2.5 Figures 2.2 and 2.3 provide an overview of the nature and extent of the transport system in Brent, including the highways, public transport and cycling/walking networks serving the borough.
- 2.6 Recent trends and developments relating to transport and travel in Brent include:
  - Road traffic volumes have increased in recent years with the number of vehicle miles travelled on the borough

- road network rising from 582 million in 2015 to 682 million in 2019, before falling back to 585 million in 2020;
- 31% (circa 189,000) of all daily trips in Brent were made by private vehicle (car/motorcycle/taxi) in the period 2017/18 – 2019/20 – below the Outer London average of 43%;
- The number of daily trips made by public transport (rail/underground/bus) increased from 206,000 in 2015/16 – 2017/18 to 222,000 in 2017/18 – 2019/20 – a 7% increase;

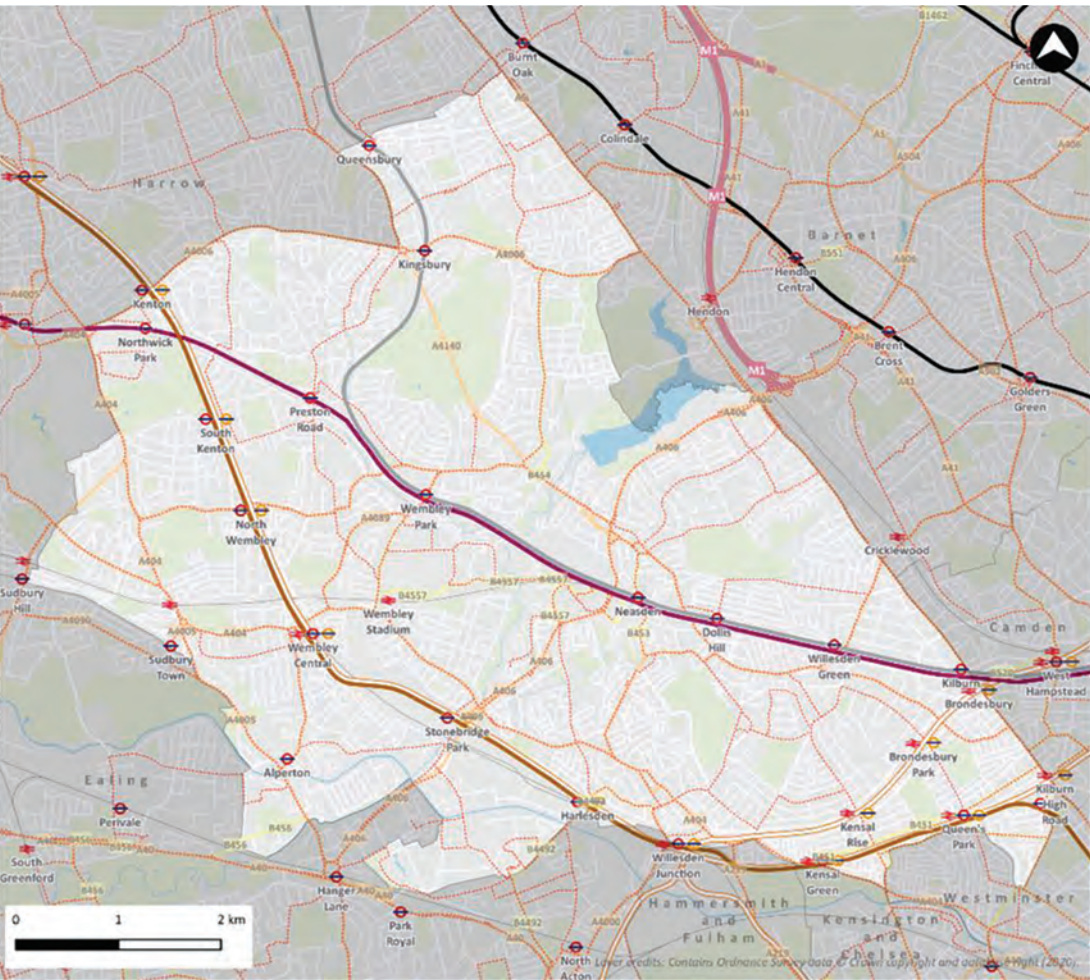
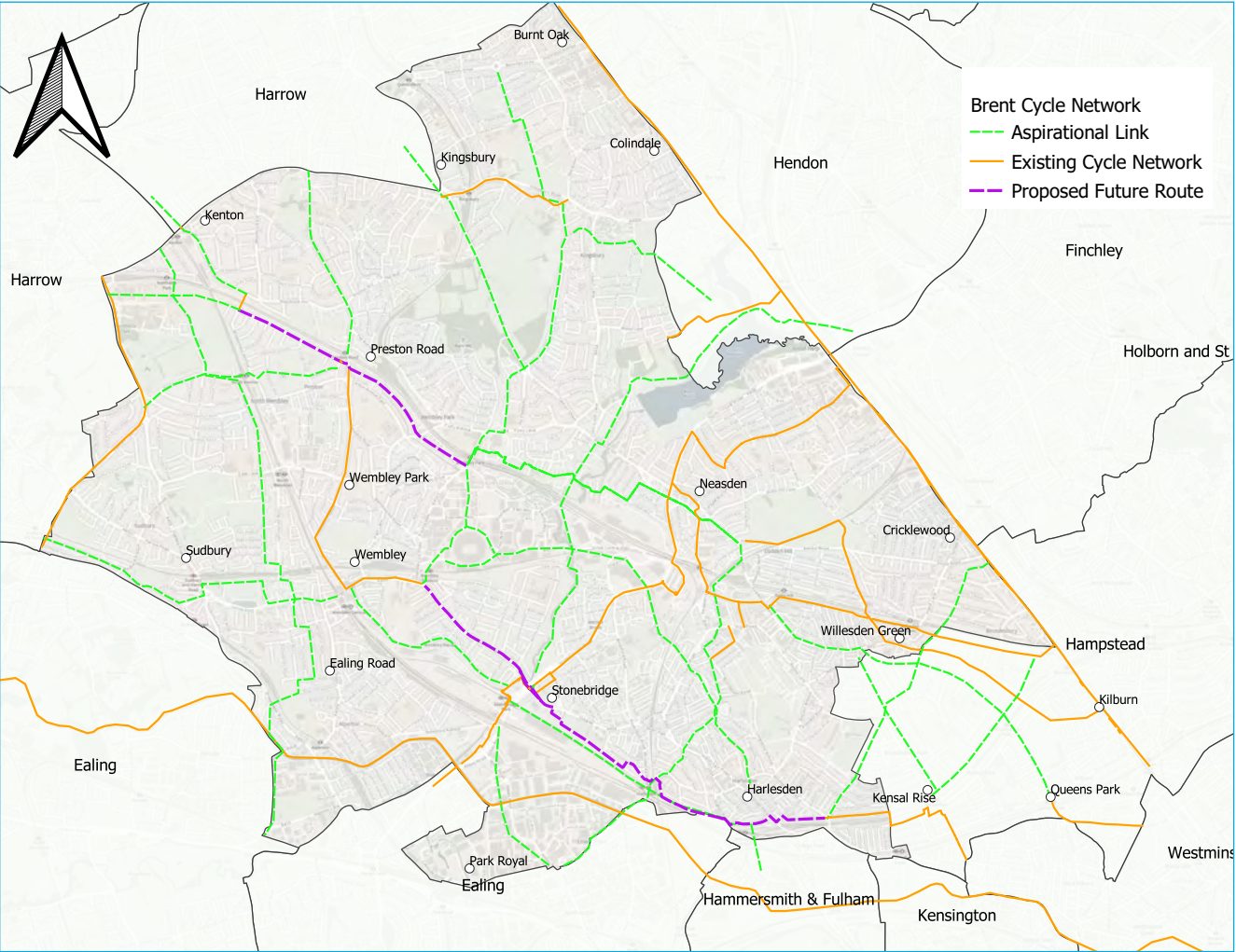


Figure 2.2: Brent public transport network

Figure 2.3: Brent cycle network



The transport system in Brent

Streets and Highways Infrastructure:

510 km (317 miles)

of roads, including 6 km of red routes managed by TfL; 49 bridges, culverts and other major structures. The Council also has responsibility for the upkeep of around 21,000 street lights across the borough;

175 sets of traffic signals, operated and maintained by TfL;

A network of around 150 on-street electric vehicle charging points at various locations across the borough.

Public Transport Networks and Services:

An extensive, largely north-south radial rail network, made up of a mixture of National Rail and London Underground and Overground routes serving a range of destinations within and outside of London;

26 stations managed and operated by TfL and/or Network Rail;

59 bus routes providing links to a range of local destinations and to neighbouring boroughs;

584 bus stops - 97% of which are classed as being fully accessible for disabled passengers.

Active Travel Networks:

A range of on and off-road cycle routes and supporting infrastructure, including

Quiteway 3

which links Kilburn to Gladstone Park;

An extensive network of

cycle parking facilities and repair stations

at key locations and destinations across the borough;

A 16 km Rights of Way network, predominantly located in the more suburban north of the borough;

A network of self-lead walking routes

which link many of the Borough's green spaces, country parks and historic landmarks.

River Transport:

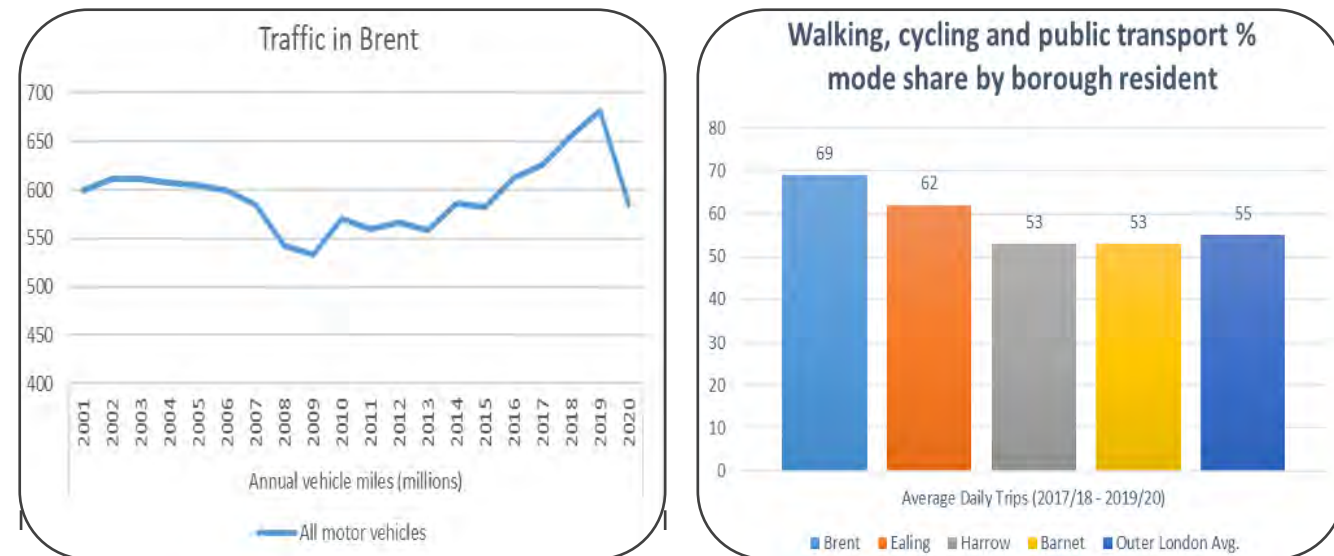
The Grand Union Canal

remains largely underutilised as a transport network in the borough, but has the potential to carry more passenger and freight traffic.



- In the period 2017/18 – 2019/20, 36% (circa 219,000) of daily trips were made by rail, underground or bus – well above the Outer London average of 26%;
- Despite the increase in traffic volumes, bus journey time reliability across the borough has been largely unaffected, with average bus speeds in 2019/20 holding at 9.1 mph – unchanged since 2015/16;
- The percentage of residents doing at least two x10 minutes of active travel a day increased from 27% in 2015/16 – 2017/18 to 31% in 2017/18 – 2019/20
- 33% (201,000) of all trips originating in the borough in 2017/18 – 2019/20 were made on foot or by cycle – on a par with the Outer London average.

Figure 2.4: Transport and travel trends in Brent



## Impact of Covid-19 Pandemic

The COVID-19 pandemic has dramatically changed how the transport system across Brent and London as a whole is being used. 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. A summary of some of the main impacts and possible future issues and opportunities are highlighted below:

### Cycling/Walking:

- Significant increase in levels of cycling/walking following initial lockdown due to low levels of traffic and limited public transport options. Cycling demand in particular substantially above 2019 levels.
- Dramatic increase in cycling/walking for leisure purposes. 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:

- Dramatic reduction in public transport demand during initial lockdown – with Underground and bus patronage down 97% and 86% respectively.

- 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 and whilst demand has increased, it remains low in comparison to pre-pandemic levels (Underground 40%; buses 60%).

- 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:

- Road traffic at historically low levels during initial lockdown (down 65% on the TLRN Strategic Road Network).
- Traffic levels have increased as lockdown conditions have eased and people return to work, flattening at around 90% of normal by end of 2020.
- 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.

Source: Travel in London Report 13; TfL, 2020



## Current issues and future challenges

- 2.7 Brent currently experiences a range of transport and related problems, many of which are interlinked. These include long-standing issues around traffic congestion, poor air quality and road safety. Transport also has a significant impact on and provides opportunities to address a wide range of other issues, including poor

public health, social inequalities, climate change and the shaping of the built environment. The current Covid-19 pandemic has also led to additional challenges (see above), whilst planned growth in the borough could potentially lead to increased pressure on the transport system and a worsening of current problems if not carefully managed. Table 2.1 provides a summary of the main challenges and highlights some of the opportunities to address them.





### Transport and Public Health

Poor health and high levels of inactivity are two of the major challenges facing a large number of Brent’s residents. The borough is ranked as the fourth most deprived local authority in London and in 2016 it was named as the fattest London borough. Currently, around 55% of Brent’s adult population (aged 18+) are classified as overweight or obese, whilst almost one in three children are classed as obese by the time they leave primary school – way above the London and England average.

Part of the problem is due to lack of physical activity. Data from Health England’s Active Lives Survey in 2019 reveals that Brent is the 4th most inactive borough in London, with around 3 out of every 10 people in the borough currently doing less than 30 minutes of activity a week.

Providing safe and secure infrastructure to encourage cycling and walking, especially for shorter journeys, represents one of the best ways of addressing challenges around poor health

and inactivity. However, the fragmented nature of many of the borough’s cycling and walking links often prevents better utilisation of these assets, with a lack of connectivity and route severance cited as problems by users. Other issues often acting as a deterrent to more active travel include high traffic volumes; parking on footways and in cycle lanes; fear of crime/collisions; and poorly maintained and cluttered footways.

A key opportunity that could benefit the borough’s residents is TfL’s plan for a London-wide strategic cycle network which, when completed, will place 70% of Londoners within 400 metres of new, high quality, safe cycle routes. Among the schemes currently being developed is Cycling Future Route (CFR) 23 which will link Wembley, Stonebridge Park and Willesden Junction. Another opportunity includes the potential for securing the extension of the Mayor of London’s and/or other Cycle Hire Schemes to the borough.

Source: Brent Joint Strategic Needs Assessment (JSNA) 2019/20

Table 2.1: Borough transport challenges and opportunities

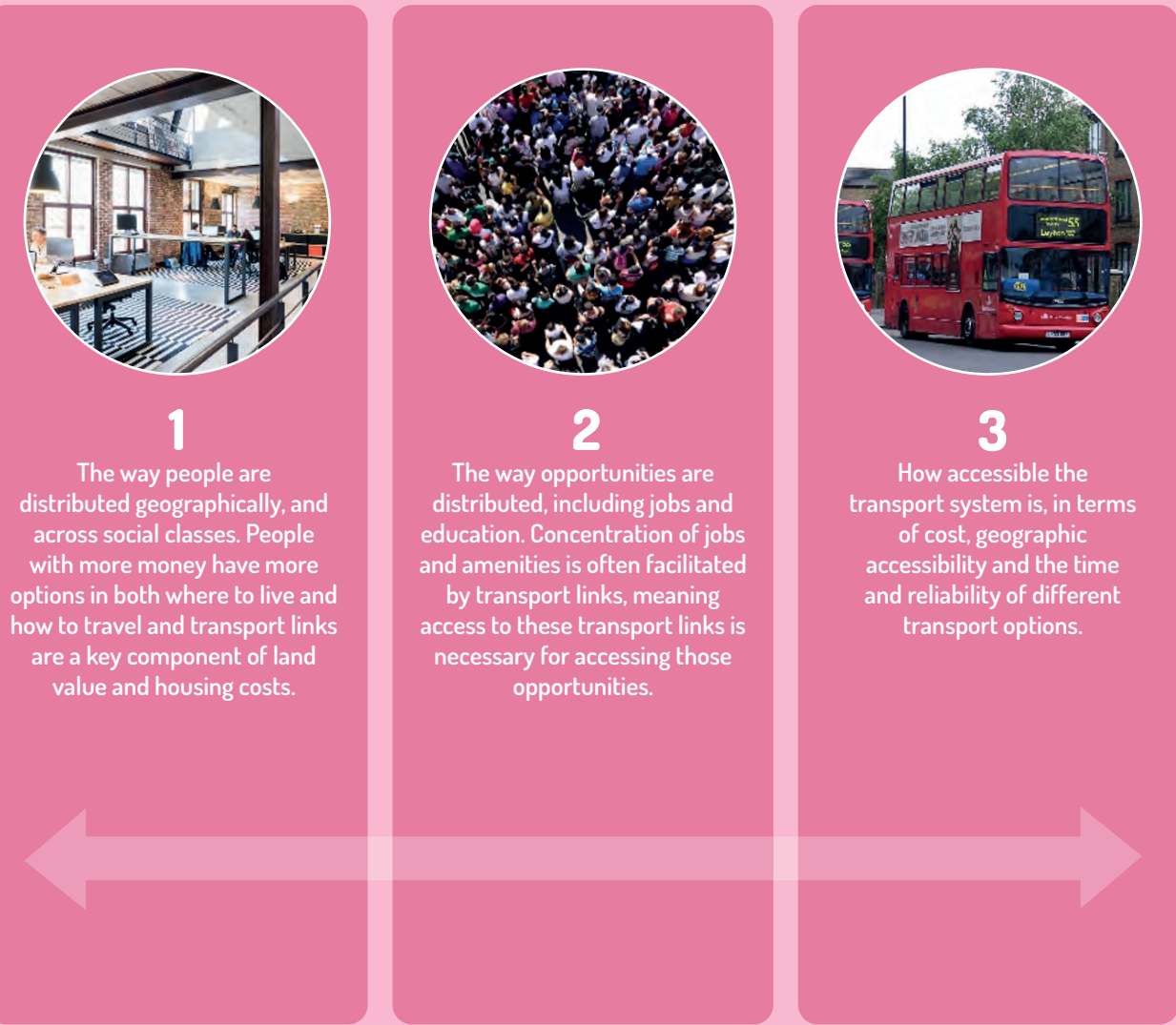
Key Challenges	Principal Issues	Key Opportunities
<b>Congestion</b> – ongoing and increasing pressure on borough road network and impact on movement of people/goods	<ul style="list-style-type: none"><li>High and rising traffic levels – exacerbated by high levels of car dependency, increasing freight activity and parking pressures.</li><li>Forecast population growth/ development will further increase this pressure.</li></ul>	<ul style="list-style-type: none"><li>Significant potential to reduce trips by car and increase bus, cycling and walking trips.</li><li>However, need to overcome range of barriers (e.g. low cycle ownership, severance, cultural challenges).</li><li>Increasing availability of tools/mechanisms to improve efficiency of deliveries and servicing.</li></ul>
<b>Air Quality</b> – impact on local environment and health of population due to vehicle emissions	<ul style="list-style-type: none"><li>Borough suffers from problems of poor air quality – large parts designated as an Air Quality Management Area (AQMA) and Air Quality Focus Areas (AQFAs).</li><li>Motor vehicles responsible for 49% of NOx emissions, 33% of PM2.5 emissions and 30% of PM10 emissions in Brent.</li></ul>	<ul style="list-style-type: none"><li>The introduction of tighter emission standards and the expansion of the London Ultra Low Emission Zone (ULEZ) and upgrading of the TfL bus fleet provide significant opportunities to improve air quality in parts of the borough.</li></ul>
<b>Climate Change</b> – Global warming resulting from high levels of carbon emissions from transport	<ul style="list-style-type: none"><li>Transport emissions have not changed significantly over time, with a decrease of only around 55 kilo tonnes CO2 achieved since 2005.</li></ul>	<ul style="list-style-type: none"><li>The Council declared a Climate Emergency in 2019 and has set ambitious targets to achieve net zero carbon emissions from transport in Brent by 2030.</li><li>Increase in regulatory and fiscal incentives to support the transition to low/zero emission vehicles.</li></ul>
<b>Public Health</b> – low levels of activity and high levels of obesity amongst parts of the population	<ul style="list-style-type: none"><li>Obesity is a considerable concern for public health – 55% of Brent’s adult population are overweight, 34% of whom are classified as obese with a chronic lack of physical activity. 28% of Brent children in reception are overweight, 14% of whom are classified as obese.</li><li>By 2050 levels of obesity are projected to reach 50% of the adult population in Brent.</li></ul>	<ul style="list-style-type: none"><li>Implementing safe, convenient, efficient and attractive infrastructure conducive to cycling and walking will help facilitate greater levels of active travel and help address issues around poor physical health and improve peoples’ mental wellbeing.</li><li>A key opportunity that could benefit the borough’s residents is TfL’s plan for a London-wide strategic cycle network which, when completed, will place 70% of Londoners within 400 metres of new, high quality, safe cycle routes.</li></ul>
<b>Road Safety</b> – high number of casualties on the transport network	<ul style="list-style-type: none"><li>Reducing casualties on the borough’s road network remains a major task, with high number of pedestrian, cyclist and PTW casualties a cause for concern.</li></ul>	<ul style="list-style-type: none"><li>Adopting a ‘Vision Zero’ approach, with a focus on achieving safe speeds; safe streets; safe vehicles; and safe behaviours provides the best opportunity to significantly reduce casualties on the borough road network.</li></ul>
<b>Connectivity</b> – lack of public transport links to and within parts of the borough and the fragmented nature of the borough’s cycling and walking links	<ul style="list-style-type: none"><li>Public transport network focussed around radial routes to and from Central London with limited east-west and orbital connectivity.</li><li>Severance caused by major infrastructure (e.g. roads, railways, waterways) acting as a barrier to people wanting to cycle or walk more.</li></ul>	<ul style="list-style-type: none"><li>New public transport links proposed (e.g. West London Orbital, new/enhanced bus services) to improve cross borough/sub-regional transport links.</li><li>TfL providing significant investment in improving conditions for cycling/walking, including roll-out of cycle super highways and healthy streets corridors across London</li></ul>
<b>Accessibility</b> – lack of cheap, reliable, easy to use alternatives to car use for journeys not possible by foot/cycle	<ul style="list-style-type: none"><li>Cost/availability of public transport services and facilities in some parts of the borough an issue – particularly for those on low incomes, the elderly and disabled.</li><li>Problems compounded by lack of step-free access and staff presence at stations; lack of wheelchair space on buses; lack of/unclear travel information; and poorly lit/badly maintained infrastructure.</li></ul>	<ul style="list-style-type: none"><li>New developments, especially in key growth areas and around transport hubs will provide opportunities to address issues of station overcrowding/secure step-free access.</li><li>Improvements to the design of passenger vehicles, transport infrastructure and the wider public realm; along with improved journey planning tools will enable spontaneous/independent travel for many disabled and older people.</li></ul>

# Transport and Inequality

Addressing socio-economic inequality and fostering greater inclusion are important issues for the Council and is a strategic theme in the Borough Plan. Transport and transport policy can both perpetuate these issues and play a key role in helping to tackle them.

## Transport and the links to socio-economic inequality:

The links between transport and inequality are complex, but there are three main, connected factors that influence the relationship between them:



## The role of transport and transport policy in addressing inequality:

Transport is an important facilitator of social inclusion and wellbeing, which can affect economic and social outcomes, and therefore inequality. Where transport is available and affordable, it can provide access to different opportunities and help promote equality. In particular:

- **Transport can be integral to improving equality, by increasing access to jobs, education and services.** Policies that make transport more affordable (such as concessionary fares/subsidies) can be an effective way to help people living in poverty to access and maintain work. Help with transport costs also has a key role to play in schemes to promote employment. However, careful consideration is needed to ensure these help those most in need.
- **Transport policy cannot work in isolation and can have most benefit in reducing inequality as part of wider initiatives,** often at a local or place-based level, including on skills, education, employment policy, land use planning and housing.

Source: Transport and inequality: An evidence review for the Department for Transport; NatCen Social Research, 2019

# Proposed aims and objectives

- 2.8 The principal aims and objectives of the draft LTTS are outlined below. They have been informed by the issues and opportunities identified above and formulated having regard to the following key principles:
- Continuity with existing objectives, whilst acknowledging the shift in emphasis needed as borough, Mayoral and national government priorities change;
  - Consistency with the MTS and the vision for Brent as set out in the Borough Plan, as well as other key plans and strategies (e.g. the London Plan and Local Plan);
  - The imperative to integrate transport policy with other policies – including land use planning, the environment and public health.
- 2.9 The LTTS originally contained five objectives, with a focus on reducing traffic; increasing travel by sustainable modes; improving safety; reducing pollution; and supporting growth. We are proposing to retain these objectives in the revised LTTS, but in some cases are taking the opportunity to change the emphasis. Figure 2.5 sets out the six proposed LTTS objectives – grouped under three core aims.

Figure 2.5: Proposed LTTS Aims and Objectives





- 2.10 The main focus of objectives A and B is on reducing the number of journeys made by private vehicles, particularly for shorter journeys, whilst bringing about a step-change in the use of more active, efficient and greener modes of transport. This will help Brent to become a cleaner, more sustainable borough, as well as helping to improve peoples' health and quality of life. Amongst the main priorities include the need to:
- Reduce overall traffic levels in the borough;

• Significantly increase levels of walking and cycling;

• Increase the take-up of electric and other low/zero emission vehicles;

• Reduce transport related CO2 emissions and improve air quality.
- 2.11 Safety and security across the borough transport network remains a key concern for many, particularly vulnerable groups such as pedestrians, cyclists, women and the elderly. Improving access to and within our town centres and neighbourhoods and enhancing the wider public realm are also key priorities for the Council. The successful delivery of objectives C and D will go some way to creating a safer, greener and more equitable borough. Of particular importance is the need to:
- Reduce the number of pedestrian, cyclist and powered two-wheeler (PTW) casualties;

• Reduce incidences of speeding traffic and improve safety outside schools;

• Create streets and places that are safe, secure, accessible and inclusive to all;

• Enhance and 'green' the wider public realm.
- 2.12 Objectives E and F are geared principally to supporting growth and regeneration in Brent, and ensuring that new development happens in the most sustainable way. In particular, improving the provision and quality of public transport services and walking/cycling

- infrastructure is key to delivering new housing and jobs, improving connectivity to and within the borough and enabling 'Good Growth'. Achieving these objectives will help deliver our wider ambitions around housing, the economy and the environment. Specific priorities include the need to:
- Secure improvements to public transport services and infrastructure, including enhancements to the frequency and reliability of bus and rail services and capacity/access improvements to stations and key interchange facilities;

• Make the case for new bus and rail links/services to the borough's growth areas and those locations currently poorly served by public transport;

• Improve pedestrian/cycle connectivity to our town centres, transport hubs, schools, parks and other key destinations;

• Ensure that where new development is planned, it reduces the need to travel overall, but allows for the majority of journeys to be undertaken by active, efficient and sustainable modes of transport.
- 2.13 Information on how the individual objectives relate to the MTS priorities and outcomes and the Borough Plan vision and priorities is outlined in Annex A. The objectives have a lifespan to 2041, to reflect the timeframe of the MTS, but will be kept under review – taking into account future challenges and any emerging plans and policies.

Geographical priorities

- 2.14 Given the range and scale of transport and related challenges facing Brent, the strategy aims and objectives are considered to be of equal importance. However, from a geographic perspective there are certain areas of the borough where some elements of the strategy require particular emphasis. Table 2.2 provides further details.

Table 2.2: Geographic priorities

Aims/Objectives	Area of Emphasis
1. Reduce traffic and facilitate healthy, sustainable travel (Objectives A and B)	<div>• Measures aimed at reducing traffic, tackling congestion and improving air quality will be implemented throughout the borough. However, there will be a particular emphasis in our town, district and local centres and outside schools. Special attention will be paid to Brent's Air Quality Management Area, with particular focus on those localities identified as Air Quality Focus Areas, due to high levels of exposure to poor air quality in these zones (see Figure 2.6).</div> <div>• With high levels of deprivation (see Figure 2.7) and problems with obesity prevalent, measures to promote healthy, active travel will be implemented across Brent. Particular emphasis will be placed on engaging the borough's schools and colleges and working with 'hard to reach' groups, such as certain BAME communities.</div>
2. Make our streets safer, greener and more equitable (Objectives C and D)	<div>• There are no geographical priorities for road casualty reduction. Locations will be dictated by intelligent analysis of collision data. However, a number of key junctions and corridors have been identified as having high collision rates, including the junctions of Cricklewood Broadway/ Cricklewood Lane and Harrow Road/North Circular Road (see Figure 2.8); as well as parts of Kilburn High Road and Craven Park Road.</div> <div>• The need for specific personal safety/security enhancements will take into account areas where such issues are important. Priority areas include stations, bus stops, parks and town centres.</div> <div>• Measures aimed at addressing issues of severance and creating healthy, more resilient and more welcoming streets and neighbourhoods will be implemented throughout the borough. However, there will be a particular emphasis in improving access to and within our town, district and local centres; and addressing the severance caused by barriers such as major roads (in particular the A406), railway lines and waterways.</div>
3. Unlock growth and create exemplar places (Objectives E and F)	<div>The main focus will be on improving east-west and orbital links within the borough, in particular, enhancing public transport, cycling and walking links to and between our major town centres and growth areas from outside and within the borough.</div> <div>• Improving access by public transport, cycling and walking to local health, education, employment and shopping and leisure facilities will be a key focus, in particular:<div><div>➔ Health – access to Northwick Park and Central Middlesex hospitals;</div><div>➔ Education – access to borough schools and colleges;</div><div>➔ Employment – access to major employment areas including Park Royal, Wembley and Alperton;</div><div>➔ Shopping/leisure – access to town, district and local centres and borough parks/other recreational areas.</div></div></div> <div>• The requirement for new development to provide for active, efficient and sustainable travel will apply across the borough, but is particularly relevant in the borough's key growth areas (see Figure 2..9).</div>





Figure 2.6: Brent's Air Quality Management Area (AQMA) for NO2 and PM10 and Air Quality Focus Areas

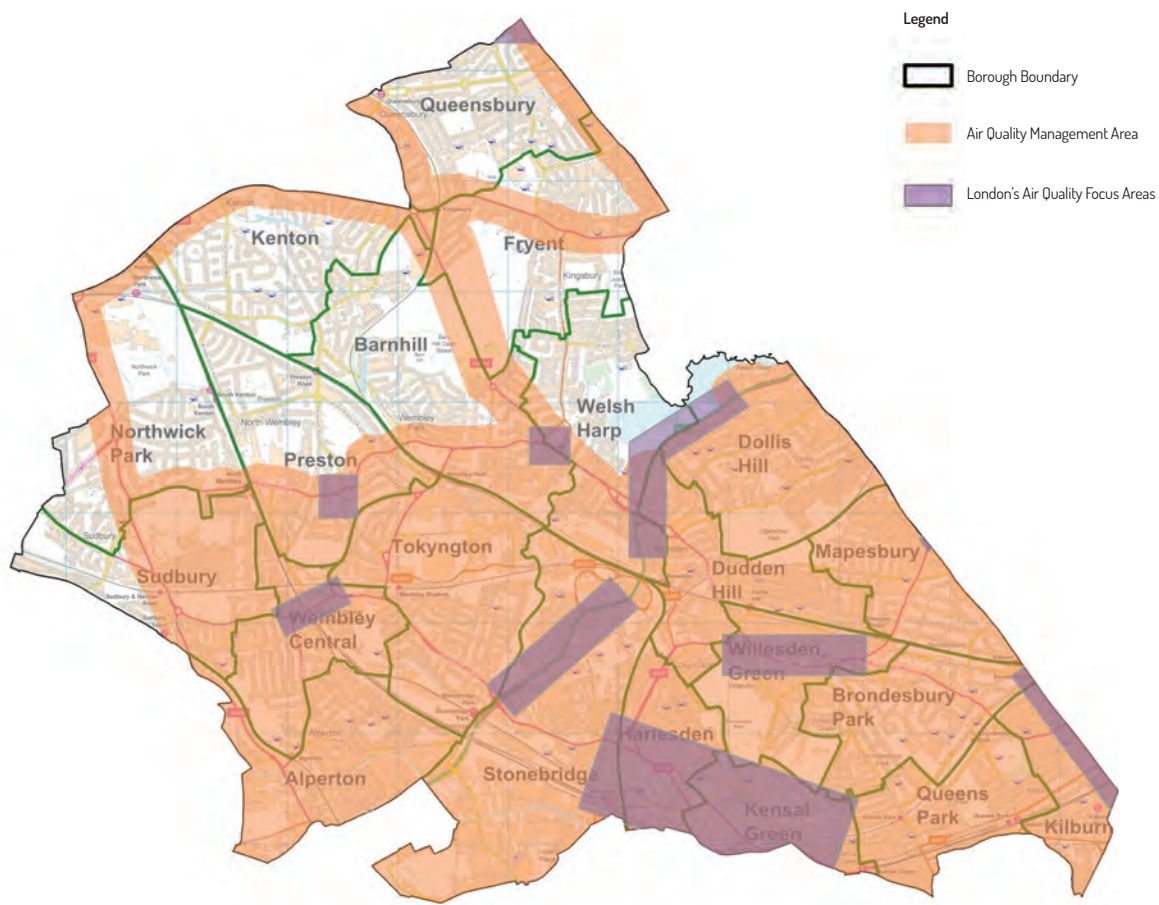


Figure 2.7: Brent Index of Multiple Deprivation (IMD)

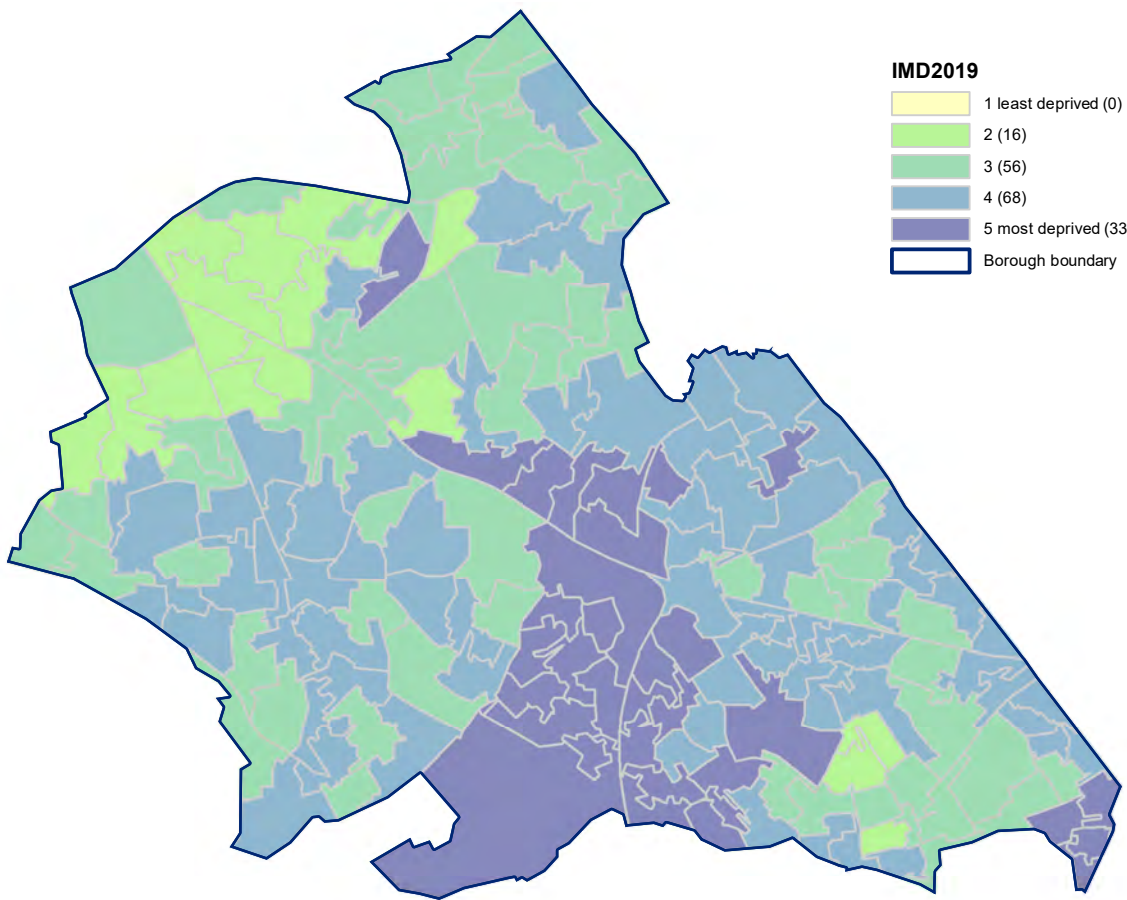


Figure 2.8: Priority Locations for Road Safety Interventions – Top 20 Nodes (All Roads)

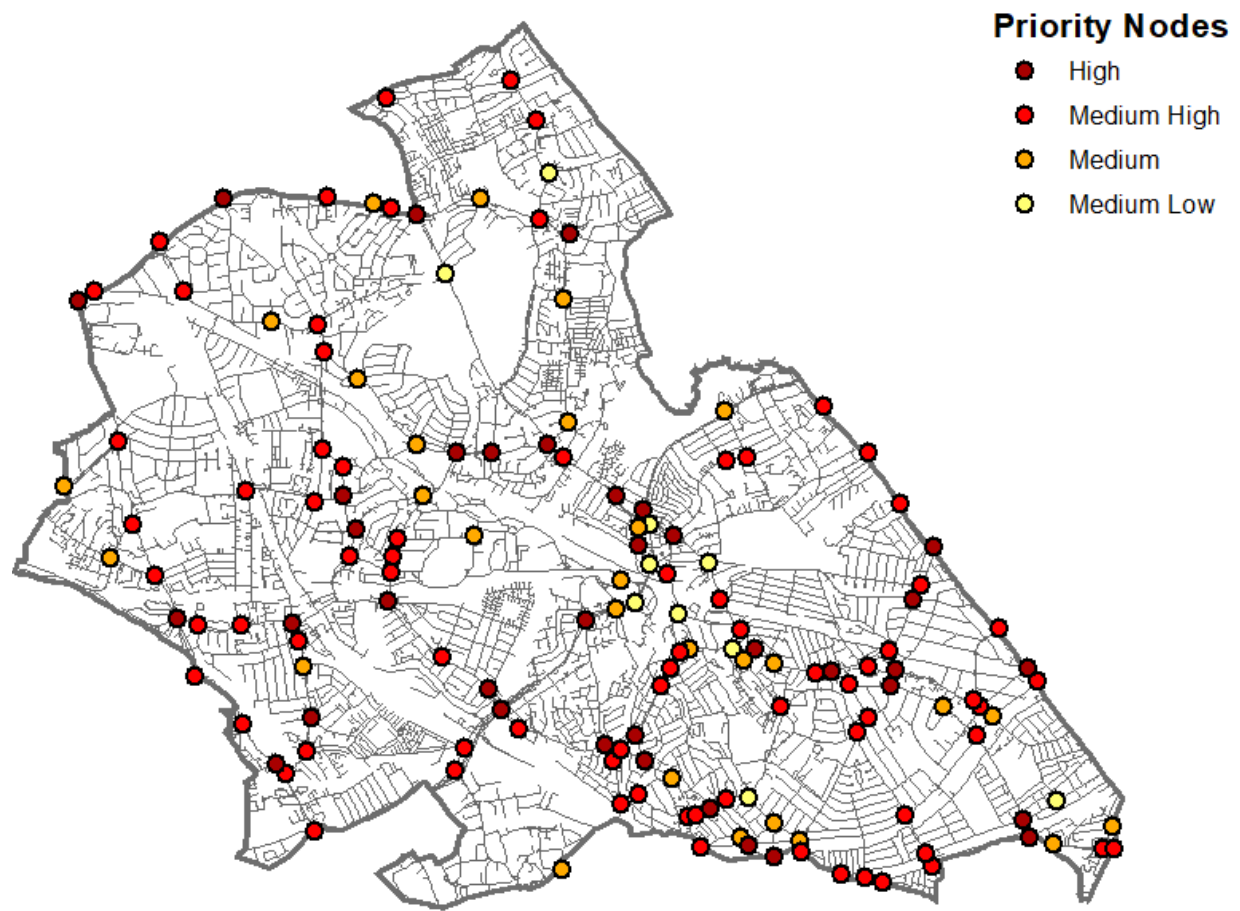
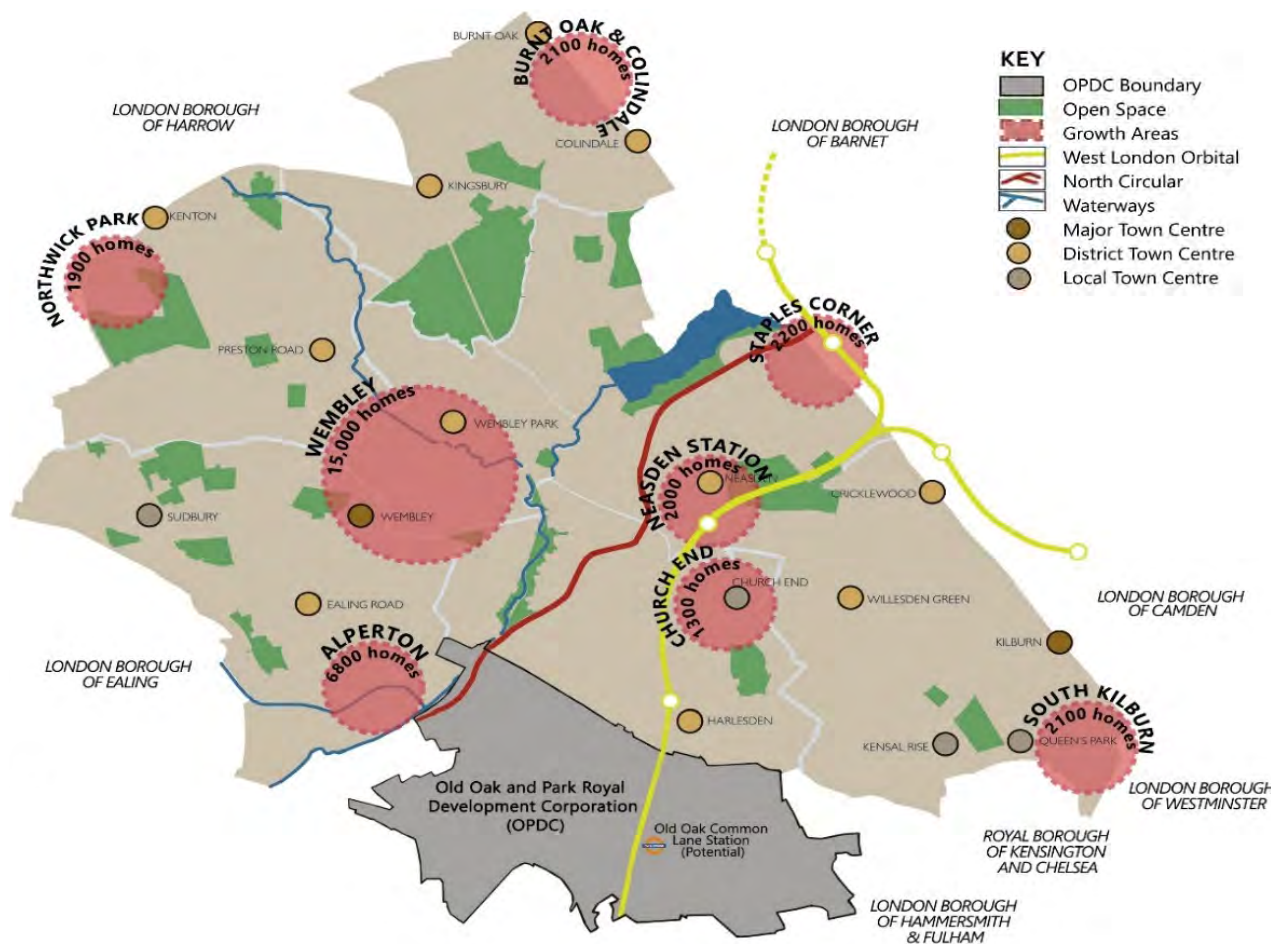


Figure 2.9: Growth Areas





3. High-Level Delivery Plan

3.1 The High-Level Delivery Plan sets out the types of measures and interventions that the Council and its partners will focus on delivering over the short, medium and longer-term to address the various transport and related challenges and to meet our objectives. It also provides details of the likely cost of these measures and how these could be funded; and outlines how we intend to closely involve our communities in the development and delivery of projects and schemes.

Proposed measures and interventions

3.2 Details of the various measures and interventions that are proposed to form the High-Level Delivery Plan are set out below and in Annex B, together with an indication of delivery timeframes and likely costs. Information on our proposed approach to delivery and how schemes align with the LTTS aims and objectives is also set out. Further information is also provided in the Brent Infrastructure Delivery Plan (IDP), which sets out the Council's understanding of what infrastructure will be required to meet the levels of growth outlined in the Local Plan.

3.3 The projects and schemes listed are not exhaustive – they represent a snapshot of the types of options that are available to the Council and its partners – subject to the availability of funding. Whilst some of these are tried and tested measures, we will also explore opportunities to adopt new, innovative approaches, as well as looking to learn from the best practice of others.

3.4 Alongside the LTTS and IDP, the Council is also developing a series of linked Action/Delivery Plans which will provide more details of the specific schemes and measures to be implemented, the locations for these, and the timescales for and costs of delivery. Plans proposed or under development include:

- The Brent Active Travel Implementation Plan;
- Towards Vision Zero – A Road Safety Action Plan for Brent;
- Electric Vehicle Charge Point Delivery Plan;
- Managing Deliveries and Servicing in Brent – An Action Plan;
- Shared Mobility Action Plan;
- Air Quality Action Plan 2023-2027.

LTTS Core Aim  
1  
Reduce traffic and facilitate healthy, sustainable travel

- A. Reduce journeys made by private vehicles and mitigate the impacts of traffic on the environment and our communities
- B. Increase levels of active, efficient and sustainable travel to reduce pollution and improve peoples health and wellbeing

Key Delivery Plan Measures: Traffic Management/Reduction Measures; Public Transport Initiatives; Cycling/Walking Schemes; 'Behaviour Change' Initiatives.

Delivery Plan Approach:

- Work with key partners and the wider community to reduce travel by private vehicles, especially for shorter journeys and promote cycling and walking and the greater use of public transport;
- Accelerate delivery of 'green' and 'active' travel measures/initiatives – in line with Council ambitions around air quality, climate change mitigation and public health.



3.5 Amongst the principal Delivery Plan measures and interventions that will help reduce traffic and facilitate healthy, sustainable travel in Brent include:

- **Implementing new/improved cycling and walking infrastructure.** Cycling and walking are low cost, healthy and environmentally friendly means of travel and form an important component of our Delivery Plan. A key focus of our work here will be the implementation of 'Healthy Routes' – a programme of safe, continuous cycling routes (and supporting infrastructure) and attractive, safe and accessible walking routes to town centres, stations and key transport nodes, schools, parks and other key trip generators in the borough. Further information, including details of proposed cycling and walking routes and supporting measures will be set out in the Brent Active Travel Implementation Plan.
- **Developing and monitoring sustainable travel plans for schools, businesses and new developments** as a focus for reducing travel by private vehicles and increasing mode share of journeys by public transport, cycling and walking. A key priority is the need to manage and mitigate against the impacts of school and work travel in the borough.
- **Expanding our highly successful borough-wide 'Safer and Healthier Travel in Brent' programme** as a means of facilitating more active travel practices (see below). A key focus will be on encouraging more adults and

school-aged children to walk and cycle to help address public health concerns around obesity and lack of physical activity.

- **Facilitating the uptake of low/zero-emission vehicles** to improve air quality in the borough and mitigate the impacts of climate change. As well as working with TfL/bus operators to secure more hybrid and electric vehicles on borough bus routes, the Council will strive to introduce cleaner/greener vehicles as part of its fleet management plans. A key priority is the development of an Electric Vehicle Charge Point Delivery Plan setting out our approach to bring about a step-change in the provision of all types of electric vehicle charging facilities and supporting infrastructure throughout the borough.
- **Introducing selective vehicle management and parking control measures.** Measures such as vehicle restrictions and parking controls can help alleviate environmental concerns by removing traffic away from sensitive areas, such as residential streets and outside schools. We will consider introducing further traffic management measures, such as School Streets, Healthy Neighbourhoods and Controlled Parking Zones (CPZs), where it can be demonstrated that they will bring clear benefits and where there is strong support from the local community. We will also explore the potential for designating Low Emission Streets/Zones in those areas with particularly poor air quality. A review of the Brent Parking Strategy is also planned.



# Improving air quality in Brent – progressing the recommendations of the Air Quality Scrutiny Inquiry

Air pollution is a key issue in Brent, with four of the ten most polluted areas of London located in the borough. To address this, the Council established a Scrutiny Task Group in July 2019 to consider the issue and to recommend steps to bring every neighbourhood in Brent within healthy, World Health Organisation limits for air quality.

The inquiry’s report, ‘Brent Breathes’, was published in November 2019 and makes ten wide-ranging recommendations, including for the Council to:

1. Set targets to meet more stringent World Health Organisation limits on air quality, and address inequality in air quality between parts of Brent.
2. Introduce a clear strategy to tackle air pollution caused by non-resident car usage.
3. Make ‘healthy streets’ a central political and corporate priority in Brent.
4. Expand measures to tackle air pollution in schools.
5. Spearhead a public awareness campaign on air quality.

Since the publication of the report, a range of measures to improve air quality in Brent have been put in place, with further initiatives planned, including:

- Commencing work to review the Brent Air Quality Action Plan (due for publication in 2023). Work is also underway on the development of a revised Parking Management Strategy; a Green Infrastructure Vision for Brent; and Council plans on Staff Travel and Sustainable Procurement.
- Implementing an ambitious programme of Active Travel initiatives, including the implementation of over 30 School Streets and five Healthy Neighbourhoods, with a further five planned for delivery by early 2022.
- Supporting Car Free Day 2020 and Clean Air Day 2020 with online communications campaigns to share the impact of car usage across the borough.
- Publication of anti-idling guidance for Brent staff, Members, and suppliers and contractors to encourage those travelling around the borough to switch off their engine wherever possible.
- Progressing business engagement activities, including the Defra funded ‘Clean Air Villages’ project in Willesden Green; and a cargo-bike trial scheme in Harlesden.
- Implementing additional air quality monitoring to assess the impact of schemes implemented through the TfL Streetspace programme.



# Managing the transport impact of Wembley event days

Wembley National Stadium is the UK’s largest stadium, and second largest in Europe, with 90,000 seats. It hosts a variety of events, including being the home venue of the England national football team. It also hosts concerts, NFL, rugby and boxing events throughout the year.

Event days often result in significant pressure being placed on the local transport system, particularly the road network around the stadium and public transport services serving the area. Whilst a range of event management systems have been put in place, including comprehensive traffic management measures, additional parking restrictions and increased capacity on public transport, the impact on the area and our residents can be considerable.

The Council and its partners, including the FA and TfL, are



keen to further minimise the transport and environmental impacts of event days, such as increased congestion, delays to journey times, and a worsening of air quality and the corresponding impact this has on those who live and work in Wembley. To this end, the stadium and other key venues in the area have been designated public transport venues, with visitors encouraged to travel to events by rail or bus. In addition, and following the completion of improvements to the local road network, we are committed to enhancing bus links in the area and will seek to ensure full bus route coverage is maintained throughout event days.

We are also keen to encourage greater levels of walking and cycling and are working to improve pedestrian and cycle links to the stadium, improve wayfinding across the Wembley estate and increase the provision of on-site cycle parking facilities. We are also working closely with Quintain to improve local air quality by greening the public realm and installing electric vehicle charging points in nearby car parks.



- **Developing a Delivery and Servicing Action Plan**, setting out proposals to manage and mitigate the impacts of delivery and servicing activities in Brent. Working closely with businesses, freight operators, developers and other key stakeholders we will explore the benefits/practicalities of retiming deliveries; introducing freight consolidation initiatives; and moving goods by rail and water.
- **Securing further bus priority improvements** on the borough road network, particularly along key corridors and at junctions, in order to improve bus journey times and to encourage more journeys to be made by this mode. A range of improvements are currently being implemented along Willesden High Road and Kensal Rise, whilst future priorities include routes 28, 36 and 98 – some of the borough’s most unreliable bus routes.
- **Providing real time passenger information** via new dynamic information systems at key destinations and trip generators as a means of making it easier to travel by public transport. We will work closely with TfL and transport operators to ensure all stations and bus stops are fitted with up-to-date maps, timetables and other travel information to provide passengers with clear information on destinations and service frequency.
- **Expanding existing shared mobility solutions** which currently operate in the borough, such as car sharing (via car clubs) and bike sharing (via docked and

dockless cycle hire schemes). Such measures are designed to complement traditional public transport services by providing mobility solutions for the first and last mile, reaching underserved areas. They also offer the potential to reduce congestion and cut pollution and can potentially bring about a reduction in car ownership. Further details of our approach will be set out in a Shared Mobility Action Plan (to be developed). As part of this, we will consider trialling and implementing other innovative shared mobility schemes, such as e-scooters, where these will result in clear health and environmental benefits and do not cause safety problems.

- **Maximising the potential of technology and intelligent transport systems**, such as Variable Message Signing (VMS) in town centres and at car parks, and Split Cycle Offset Optimisation Technique (SCOOT) at traffic signals, as a means of helping to more effectively manage traffic on our busy road network and help tackle congestion.
- **Exploring the potential for introducing a workplace parking levy (WPL)** in Brent as a means of encouraging commuters to switch away from using private vehicles to get to work or school. The revenue generated from a WPL would be used to fund sustainable transport improvements that would benefit local employees and residents.





## In the Spotlight: Safer and Healthier Travel in Brent

To assist the Council in achieving its Borough Plan priority of building a borough where people can feel safe, secure, happy and healthy; it is proposed to continue our work with borough schools, businesses and residents to promote safe, active and sustainable travel practices.

Our Safer and Healthier Travel in Brent programme will include:

- Travel awareness work such as events and promotional activities, magazine articles and adverts to further promote and raise awareness for healthy, sustainable transport across Brent;
- Road danger reduction related activities across the borough, such as awareness raising campaigns and other promotional activities related to making a Brent's roads safer for all users;
- An annual programme of cycle training activities for people of all ages and abilities, delivered on behalf of the Council by Cycle Training UK.

The Council will also continue its close partnership working with a range of organisations to develop and deliver cycling and walking projects which have proved popular amongst residents and schools and have helped to encourage the take-up of more active lifestyles. These include initiatives such as 'Bike-It' – a targeted cycling development project, offering bespoke cycle training and promoting the health/lifestyle benefits of cycling in partnership with Brent NHS and Sustrans.

## In the Spotlight: Brent School Streets

In 2020, the council began the roll-out of emergency School Streets at 30 schools across the borough to bring about a

reduction in cars around school gates and to help families social distance during the on-going Covid-19 pandemic.

Delivered in partnership with TfL and the borough's schools, the Schools Streets programme aims to make the roads safer for pupils and to cut local air pollution. In discouraging car use, the Council also hopes to encourage more people to walk and cycle as part of their daily routine.

Schools in Church End, Cricklewood, Harlesden, Neasden and Stonebridge are among the schools where School Streets have been introduced. Locations were selected on the basis of a number of criteria, including road safety issues; exposure to poor air quality; and where support was needed to enable social distancing. Schemes were introduced as temporary measures using an experimental traffic order and are currently being reviewed, with a view to either making schemes permanent or removing them. Subject to funding, the aim is to install cameras at all permanent school streets to allow for better monitoring and enforcement.



## LTTS Core Aim

# 2

Make our streets and neighbourhoods safer, greener and more equitable

C. Improve safety and security across the transport network

D. Create healthier, more resilient and more welcoming streets and neighbourhoods

Key Delivery Plan Measures: Highways/Public Realm Enhancements; Traffic Management/Reduction Measures; Cycling/Walking Schemes; 'Behaviour Change' Initiatives.

### Delivery Plan Approach:

- Adopt a 'Vision Zero' approach, with a focus on achieving safe speeds; safe streets; safe vehicles; and safe behaviours, to eliminate all road casualties;
- Ensure improvements to our towns and neighbourhoods benefit all, particularly excluded groups such as the elderly and disabled people, by adopting a 'Healthy Streets' approach.







The types of Delivery Plan measures and interventions that will help make our streets and neighbourhoods safer, greener and more equitable include:

- **Implementing targeted road safety improvements and casualty reduction measures**, focused on those parts of the local road network experiencing a high number of collisions – including along busy corridors, at junctions and other key locations. Based on current evidence, priority locations for the roll-out of local safety schemes include the junctions of Cricklewood Broadway/Cricklewood Lane and Harrow Road/North Circular Road; as well as parts of Kilburn High Road and Craven Park Road.
- **Implementing further 20 mph zones** to help reduce traffic speeds on the borough's road network. A key focus will be on residential streets and areas outside schools. We will also explore the potential for introducing a borough-wide 20 mph zone if it can be demonstrated that it is cost effective and will result in significant reductions in vehicle speeds and the number and severity of collisions.
- **Expanding our road safety education and training programmes** to ensure we meet our targets to reduce the number and severity of casualties on our roads. In line with the 'Vision Zero' approach, a key focus of our Safer and Healthier Travel in Brent programme will be on achieving 'safe behaviours'. For example, targeted enforcement, publicity and marketing campaigns will be carried out around speeding – a particular problem in some areas of the borough.
- **Trialling new and innovative road safety measures** to help meet the safety concerns of residents and vulnerable road users. Trial locations will be favoured where there is a good case on safety grounds, such as outside schools, combined with strong support from the local community. Further details on these and all other road safety and casualty reduction measures are set out in our Road Safety Action Plan (see Annex D).
- **Introducing CCTV cameras, improved street lighting and other security measures** as part of our ongoing work to improve conditions in our town centres, at stations, bus stops, car parks and parks. In addition, we will continue to make sure new developments achieve the 'Secured by Design' standard and that car parks achieve the 'Park Mark' award, and that improved security information is provided for pedestrians, cyclist and other vulnerable transport users.
- **Developing a high-quality, accessible street environment and public realm** through a programme of corridor and neighbourhood enhancements, delivering improvements against the ten 'Healthy Streets' indicators. A key focus of our Healthy, Inclusive Streets and Places programme (see below) will be the delivery of further improvements to our main town and district centre, forecourt areas around stations, and other key trip generators such as schools and visitor attractions. A 'co-design' approach, involving the local community and other key stakeholders, will be central to the development and delivery of all schemes.

## The value of a high quality public realm

The public realm is a vital part of everyday urban life. It is estimated that each year well over half the UK population – some 33 million people – make more than 2.5 billion visits to urban green spaces alone. Unfortunately, despite their importance, public spaces are often taken for granted or neglected.

There is a well-established body of evidence showing the benefits that a high quality, well planned, designed and maintained public realm can bring about, including a range of environmental, social and economic benefits such as:

- **Increasing economic value:** A high-quality public environment can have a significant impact on the economic life of urban centres. For example, a pleasant and well-maintained environment increases the number of people visiting retail areas.
- **Improving physical and mental health:** Access to good-quality, well-maintained public spaces can help to improve people's physical and mental health by encouraging them to walk more, to play sport, or simply to enjoy a green and natural environment.
- **Benefits for children and young people:** Increasing urbanisation has left children with far fewer opportunities to play freely outdoors and experience the natural environment. Good-quality public spaces can help to fill this gap, providing children with opportunities for fun, exercise and learning.

- **Reducing crime and fear of crime:** Crime and fear of crime can deter people from using even good-quality public spaces. Physical changes to, and the better management of, public space can help to allay these fears.
- **Improving social cohesion:** Public spaces are open to all, regardless of ethnic origin, age or gender. When properly designed and cared for, they can bring communities together, and help foster social ties. They also help shape the cultural identity of an area, are part of its character and provide a sense of place for local communities.
- **Increasing active travel:** Well-designed streets and public spaces encourage walking and cycling, and have the power to make our environment a safer one by reducing vehicle speeds and use. Measures such as 'Home Zones' and 'Low Traffic Neighbourhoods' have begun to demonstrate the benefits of redesigning streets for shared use by pedestrians, and cyclists, not just cars.
- **Value from biodiversity and nature:** Green spaces bring many important environmental benefits to urban areas, including the cooling of air and the absorption of atmospheric pollutants. Vegetation also provides an opportunity for people to be close to 'nature', with the associated positive impact that this can bring in terms of mental health.

Source: The Value of Public Space; CABE Space, 2014

- **Installing new and upgrading existing crossing facilities**, including along busy roads and at junctions, to improve conditions for pedestrians and cyclists. New crossing facilities will be prioritised where safety and accessibility problems are particularly prevalent. We will also investigate the potential for replacing subways and footbridges with surface level crossings to meet the access needs of more vulnerable groups, such as the elderly and disabled. Such schemes will also help reduce severance and address concerns around crime and security.
- **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 (see below). 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.

- **Implementing timely carriageway and footway repairs and resurfacing** as a means of creating a safer and more comfortable environment for all road users. These will continue to be assessed and prioritised on a needs basis and implemented via the Council's Highway Improvement Programme. Packages of other highway maintenance schemes, including improvements to the Principal Road network in the borough, will be undertaken, subject to the availability of funding. We will also review and, where appropriate, update the Council's Highways Asset Management Plan to ensure a more coordinated approach to the implementation of all transport schemes, maintenance programmes and utilities works to minimise the impact on the highway network and optimise the integrity, quality and value of our transport assets.



### In the Spotlight: Healthy, Inclusive Streets and Places

The Healthy, Inclusive Streets and Places programme seeks to build on our existing LIP funded corridors and neighbourhoods improvements programme, with the aim of improving people's health and wellbeing and facilitating social inclusion. The focus will be on delivering comprehensive, 'high impact' schemes, implemented over wider areas to address multiple issues and bring about a greater range of benefits to more people.

Guided by TfL's 'Healthy Streets' principles and developed and implemented in partnership with a variety of stakeholders; and combining community-led street design and infrastructure improvements and backed up with behaviour change programmes, schemes may typically seek to reduce the speed/dominance of traffic; improve conditions for cyclists, pedestrians and other vulnerable road users; and enhance the quality, resilience and general accessibility of the wider public realm.

As experts in their area, local communities hold the keys to change and interventions will vary from area to area, depending on the types of issues faced and level of support from residents and other stakeholders. Measures might include traffic-calming/reduction measures; new cycling and walking facilities; and place-making features. To complement the infrastructure works, a range of active travel initiatives will be rolled out, including, for example, the setting up of cycle training and walking group programmes for adults and children.



### In the Spotlight: 'Greening the Borough' – Brent Tree Planting Programme

Trees are a significant element of the borough's green infrastructure. They provide a host of environmental, health and well-being benefits, as well as offering a home and habitat for birds and insects which contribute to the functioning of a health local eco-system. For example, a recent study commissioned by the Council estimated that all the street trees in Brent store over 9,600 tonnes of carbon and help remove over 4 tonnes of air-borne pollutants each year.

Despite a good record of tree planting in recent years, Brent is below the London average of tree canopy cover. The Council is committed to increasing canopy cover over the course of the next decade, to move closer to the London average. Community efforts on tree planting will be encouraged and supported in our green spaces where possible, dependent on grant funding being available from various sources.

LTTS Core Aim

3

Unlock growth and create exemplar places

E. Secure transport improvements vital for delivering new housing and jobs and to connect our diverse communities

F. Mitigate the transport and related impacts of new development and create sustainable, inclusive places

Key Delivery Plan Measures: Public Transport Initiatives; Cycling/Walking Schemes; Highways/Public Realm Enhancements; Traffic Management/Reduction Measures; 'Behaviour Change' Initiatives.

Delivery Plan Approach:

- Engage with our partners and communities to identify areas of poor transport connectivity/accessibility and work with them to develop effective solutions;
- Mandate 'Good Growth' – with provision for active, efficient and sustainable travel a requirement for all new development.





3.7 Delivery Plan measures and interventions central to helping unlock growth and create exemplar places include:

- **Securing new bus and rail links/services to the borough's growth areas** and those locations currently poorly served by public transport to support planned and future housing and jobs growth and to facilitate modal switch. The Council's main priority is the delivery of the West London Orbital (WLO) rail link which will

## The role of transport in delivering 'good growth'

There is a growing need and urgency for new homes in Brent. However, the Council is mindful of the need to deliver quality housing of the right kind in the right places. This means not just good design, but also development that is easily accessible by modes other than car. New development should also support healthy local economies as well as lifestyles, in turn creating and enhancing communities and addressing wider environmental challenges. By adopting an integrated approach to transport and land use planning a number of benefits can be derived, including:

- **Housing delivery:** by unlocking sites for development and ensuring that existing transport networks can sufficiently cope with additional demand. Better transport supports greater social equity by ensuring that people can access jobs, services, and leisure opportunities without the need for cars.
- **Public health:** by enabling compact, higher density, and mixed-use patterns of development.



significantly improve public transport connectivity and support regeneration/growth in some of the borough's most deprived areas (see below). Another key strategic public transport link that the Council will continue to lobby for includes a Crossrail spur from the planned Old Oak Common station to link to the West Coast Mainline and serving Wembley Central station.

This encourages more people to incorporate physical activity into their daily journeys, improving productivity and dramatically reducing ill health.

- **Sustainable economic growth:** by improving connectivity between housing and labour markets and realising economies of agglomeration. This creates high-quality urban environments that are accessible by walking, cycling, and public transport and that attract knowledge-intensive industries who want easy access to ideas, information, and skilled employees. Compact, dense settlements also reduce overall infrastructure costs.
- **Emission reductions:** by shaping settlement patterns to reduce the need to travel by car and maximising accessibility to low-carbon modes of transport.
- **Innovation and an improved quality of life for residents:** by maximising the benefits offered by rapid changes to transport technology, where electrification, automation, smart ticketing, and mobility services transform how people travel.



- **Securing additional capacity on key rail services and bus routes** to ease overcrowding, particularly at peak times, and to support new development. In the longer term, there will be a need for longer, more frequent trains on several key routes, including Chiltern Line services serving Wembley and Sudbury; and Overground services through Willesden Junction. In addition, extended as well more frequent bus services will be required, particularly to serve the borough's growth areas. The Council will continue to work closely with TfL, Network Rail and train and bus operators to facilitate these improvements.

- **Securing capacity enhancements at several key stations** to reduce overcrowding, improve passenger experience and support future passenger demand. Priority stations include Willesden Junction, Northwick Park and Neasden.
- **Securing step-free station access improvements**, as a means of making as many of the borough's stations and interchanges as possible, accessible to all. With a focus on both entrance-to-platform and platform-to-train access enhancements, priority stations for improvement include Harlesden, Neasden, Alperton, Northwick Park and Kilburn Park.

- **Exploring the potential for demand-responsive bus services** to connect to those parts of the borough which are currently poorly served by public transport, but where new or extended conventional bus services might not be viable. This includes areas in and around Stonebridge, Church End and Roundwood and some of the more suburban areas in the north of the borough.
- **Maintaining and, where possible, enhancing the Borough's bespoke travel services**, such as our Disabled Access and School Transport services, as a means of meeting the diverse travel needs of those individuals less able to access conventional public transport.
- **Continuing the bus stop accessibility improvements programme**, to provide passengers with safe, accessible boarding facilities at bus stops, as required under the Equality Act.
- **Implementing new/improved dedicated cycling and walking links to key destinations**, including all major town and district centres, to improve inter-borough connectivity and promote sustainable mode shift. Schemes forming part of TfL's 'Cycling Future Routes' programme, including CFR 23 between Wembley and Willesden Junction, will be critical in this regard (see below). 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. Further details of all proposed cycling and walking routes and infrastructure requirements will be set out in the Brent Active Travel Implementation Plan.

- **Working with developers to ensure that all new developments provide for active, efficient and sustainable travel as an integral part of the development proposal.** In particular, the provision of high quality, safe, accessible and well-connected public transport, cycling and walking infrastructure will be critical in helping to create healthier, more resilient and more welcoming places and to achieve modal shift away from private vehicles. If transport improvements cannot be provided as part of development proposals, the Council will seek S106/CIL contributions towards the costs of these.
- **Requiring all significant new developments to be underpinned by a robust Transport Assessment** to ensure that the positive impacts of growth and regeneration in Brent are not undermined by adverse impacts on the transport network and the environment. Major development proposals will also be required to produce sustainable Travel Plans, Construction and Logistic Plans and Delivery and Servicing Plans setting out how the transport and related impacts of these developments will be managed and mitigated and to facilitate an increase in active, efficient and sustainable travel.





### In the Spotlight: West London Orbital

Forming an extension to the London Overground network, the West London Orbital (WLO) will be a new rail link connecting Hendon and West Hampstead with Hounslow and Kew Bridge, with stations at Brent Cross, Neasden, Harlesden, Old Oak Common, Acton and Brentford. The route will bring back into passenger use a freight-only line between Cricklewood and Acton before joining up with the North London and SouthWest main lines.

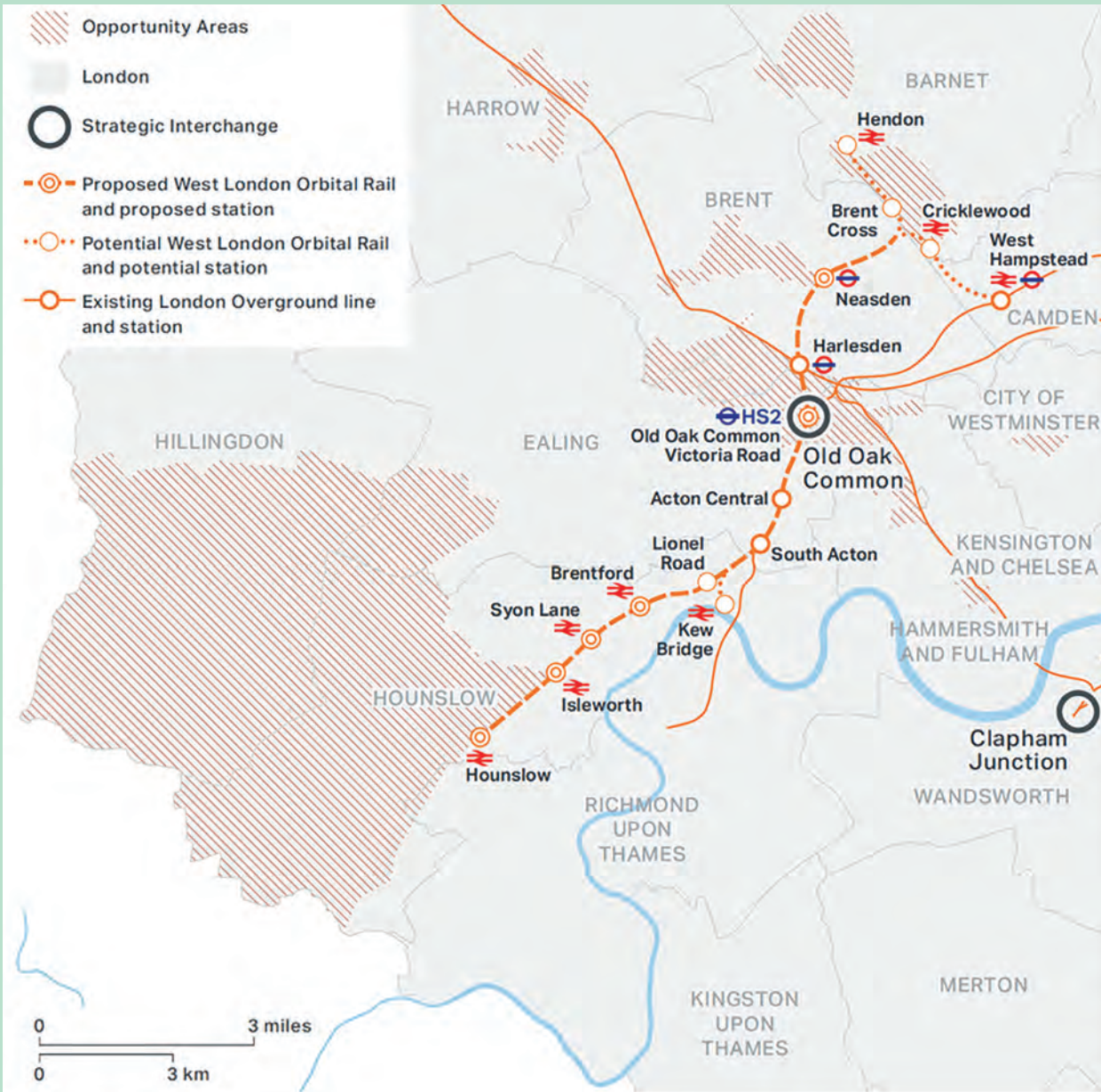
A shared strategic infrastructure priority for West London boroughs, the WLO would boost orbital connectivity in North and West London, unlocking potential for new jobs and

homes, and connecting to existing rail infrastructure including the Jubilee and Piccadilly lines, Crossrail and HS2. The route could potentially provide for up to eight trains per hour on the central section between Neasden and South Acton.

Work to develop the project, including detailed examination of technical issues like signalling, junctions and other infrastructure requirements and discussions around timetabling and funding options, is ongoing between Transport for London, Network Rail, West London Alliance and other key stakeholders. Assuming this detailed work is successful, the first trains could be running by 2026.

The map below shows the proposed route:

The WLO proposal (as described in Mayor's transport strategy)



### In the Spotlight: Cycling Future Route 23 – Wembley to Willesden Junction

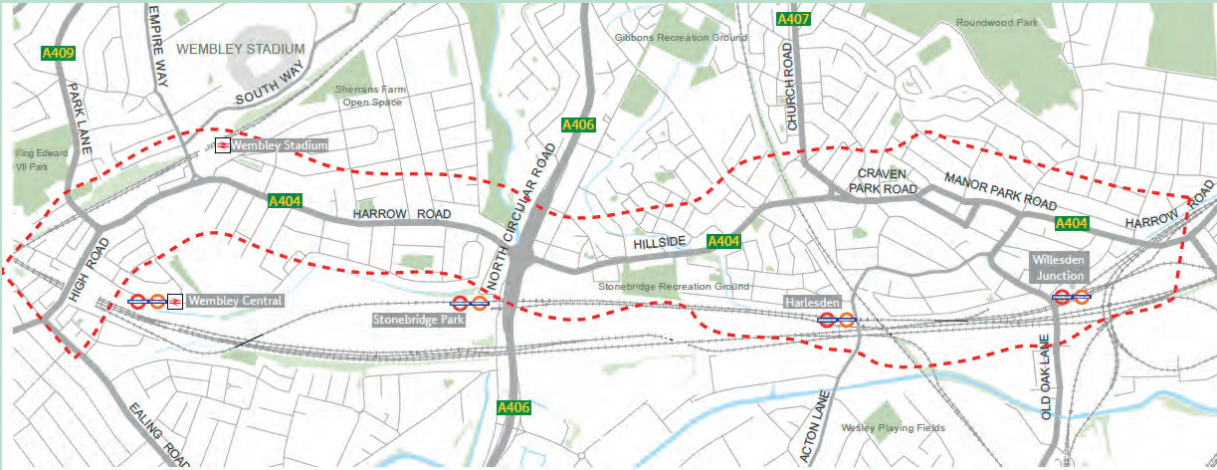
Forming north-west London's first major cycle route, the 5km Cycling Future Route (CFR) 23 is planned to link Wembley, Stonebridge Park and Willesden Junction – with the aim of providing dedicated, safe, continuous cycling infrastructure to enable more people to cycle.

The route is one of six across nine London boroughs which have been identified as having some of the highest

potential for cycling but currently lack safe infrastructure. Once completed, it will form an important part of a pan-London network of high-quality cycle routes.

Working closely with the Council and our local communities, Transport for London is progressing with design work for the scheme. Subject to consultation, approval and confirmation of funding, work on implementation could start as early as 2024.

The map below highlights the indicative route corridor.





Funding sources

3.8 Funding for implementing the Delivery Plan is expected to come from a range of sources, including from Central Government, the Mayor and Transport for London, the Council and developers. The Covid-19 pandemic and

subsequent impact on government finances is likely to result in funding pressures in the short-medium term, with the need to prioritise spending and explore new sources of funding. A summary of the principal funding sources is set out in Table 3.1:

Table 3.1: Delivery Plan – Principal Funding Sources

Funding Provider	Funding Programmes
Greater London Authority (GLA)	The Council will consider submitting future bids for funding through programmes including: <ul style="list-style-type: none"><li>• The Mayor’s Air Quality Fund (MAQF) – to introduce measures to address poor air quality in parts of the borough;</li><li>• The Future Neighbourhoods 2030 Programme – with a view to supporting some of Brent’s most deprived, climate vulnerable neighbourhoods to transition to a low carbon future.</li></ul>
Transport for London (TfL)	The main source of funding for implementing many of the smaller and medium sized measures in the Delivery Plan is TfL’s Healthy Streets funding allocation, which comprises a range of formula, discretionary and strategic funding programmes, including: <ul style="list-style-type: none"><li>• LIP Corridors, Neighbourhoods and Supporting Measures/Local Transport Fund – c.£2.3 million awarded in 2020/21, but reduced allocation anticipated in future years owing to TfL funding pressures.</li><li>• Borough Assets – Funding support for the upkeep of the principal road network and bridge structures has been reduced across London while TfL identifies a new, long-term funding stream for this work.</li><li>• Liveable Neighbourhoods funding – The programme is currently paused due to TfL funding pressures, but the Council plans to submit funding bids in future years if it is restarted.</li><li>• Strategic projects – The Council is working with TfL to develop a number of strategic cycling and bus priority schemes to be implemented in Brent over the course of the Delivery Plan. The level of funding required for many of these schemes is still to be confirmed.</li></ul>
Department for Transport (DfT)	A range of funding streams is available to local authorities including for delivering active travel schemes and EV charging infrastructure: <ul style="list-style-type: none"><li>• Active Travel Fund – Grant funding for the introduction of cycling and walking facilities during Covid-19. C.£0.6 million awarded in 2020/21, but unclear whether funding stream will continue post-pandemic.</li><li>• On-Street Residential Charge Point Scheme (ORCS) – Provides grant funding towards EVCP installation costs. C.£0.45 million awarded in 2020/21, with £20 million available to bid for in 2021/22.</li><li>• DfT/Energy Saving Trust eCargo bike grant fund – to support the acquisition of eCargo bikes, to support green last mile deliveries.</li></ul>
Other Government Departments	Key funding streams available from the Ministry of Housing, Communities and Local Government (MHCLG) include: <ul style="list-style-type: none"><li>• Housing Infrastructure Fund (HIF) to deliver transport infrastructure as a means of unlocking new homes in the borough (e.g. Northwick Park).</li><li>• Levelling Up fund – a £4.8 billion fund to support town centre and high street regeneration, local transport projects, and cultural and heritage assets across the UK.</li><li>• Defra Air Quality Grants – awarded across England to fund local projects for cleaner air.</li></ul>
Brent Council	• C.£3.5 million secured in 2021/22 towards footway reconstruction, carriageway resurfacing and other repair and improvement works as part of the Council’s Borough-wide Highways Maintenance Programme. Funding for future years to be confirmed.
Developers	S106 contributions and Community Infrastructure Levy (CIL) receipts are key sources of funding for infrastructure, including a range of transport infrastructure improvements, needed to support new development in the borough. Further details are provided in the annual Infrastructure Funding Statement (IFS) for Brent, which highlights that in 2019/20: <ul style="list-style-type: none"><li>• C.£27m of CIL receipts were received;</li><li>• C.£3.3m of Strategic CIL (SCIL) was spent on major highways and public realm improvements in Wembley;</li><li>• Over £3.5m of retained S106 funding was allocated towards the delivery of a range of transport, highways and public realm improvements across the borough.</li></ul>
Other Funding Sources	The council will explore other sources of funding for implementing future transport initiatives, including: <ul style="list-style-type: none"><li>• Workplace Parking Levy (WPL) – a charge on employers for the number of parking spaces provided for employees. All money raised from a WPL is required to be ring-fenced for investment in local transport improvements.</li></ul>

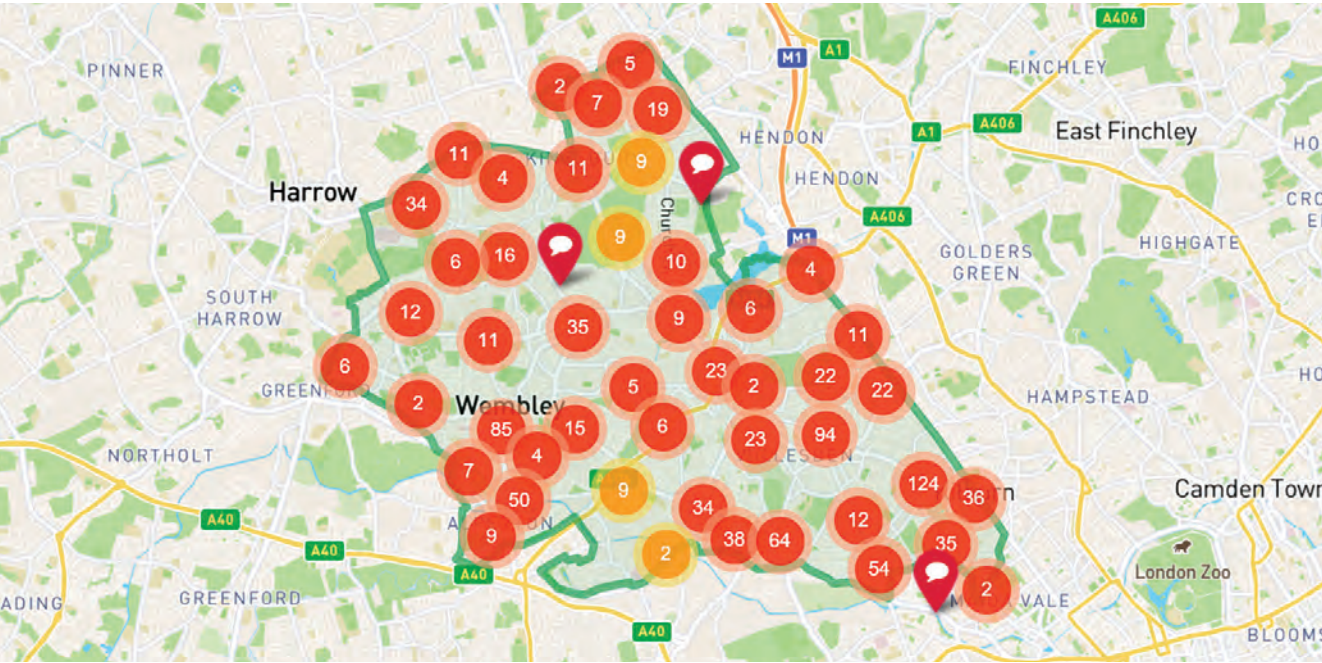
Involving Brent’s communities

- 3.9 The Council is committed to working closely with the many diverse communities within Brent to deliver transport and environmental improvements that benefit everyone.
- 3.10 To ensure that schemes and initiatives bring about tangible benefits to those areas in which they are introduced, the Council recognises the need to adopt a ‘collaborative’ approach to the various stages of design,

implementation and monitoring. Only by working closely with residents and businesses – the experts in their areas, can we hope to address their concerns and meet their aspirations.

3.11 With a wide range of projects and interventions proposed, it is likely that a variety of different methods of engagement will be required. For larger, more complex schemes, it is proposed that tailored engagement strategies will be produced.

Brent Commonplace Community Forum 2020 – Resident Views and Ideas on Active Travel



Numbers represent the number of comments regarding particular aspects of active travel in Brent as received by resident





## 4. Performance Management and Monitoring

4.1 This section sets out the performance management and monitoring arrangements for the LTTS, including the key performance indicators and targets; and a summary of the systems in place for monitoring and reporting progress of the strategy. This is an important element of the plan and will contribute to understanding progress in delivering the LTTS objectives.

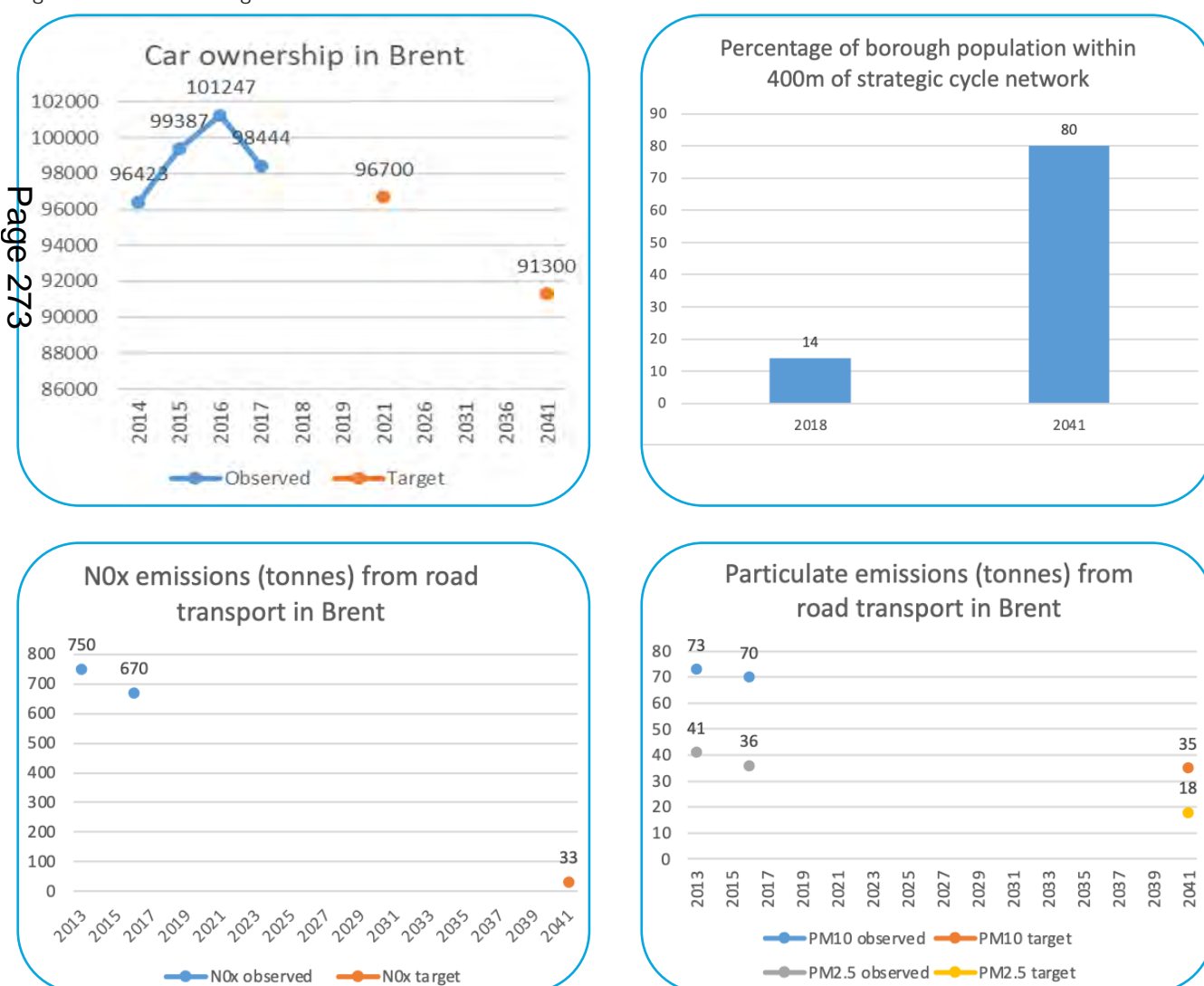
### Proposed performance indicators and targets

4.2 Details of the various LTTS performance indicators and targets are provided in Table 4.1, below. It includes details of the target value and date by which each target is to be reached, along with a summary of the actions needed and risks to achieving the targets. The indicators/targets

align closely to those set out in the MTS and a range of Council plans and strategies, including the Brent 3rd Local Implementation Plan (LIP3) and the Brent Climate and Ecological Emergency Strategy and include targets to:

- Reduce traffic and car ownership levels by 10%;
- Increase the proportion of residents participating in active travel to 70%;
- Reduce CO2 emissions to net zero and significantly reduce other emissions;
- Eliminate all deaths and serious injuries from road collisions;
- Increase the proportion of residents who have access to frequent public transport services to 50% and to a safe and pleasant cycle network to 80%.

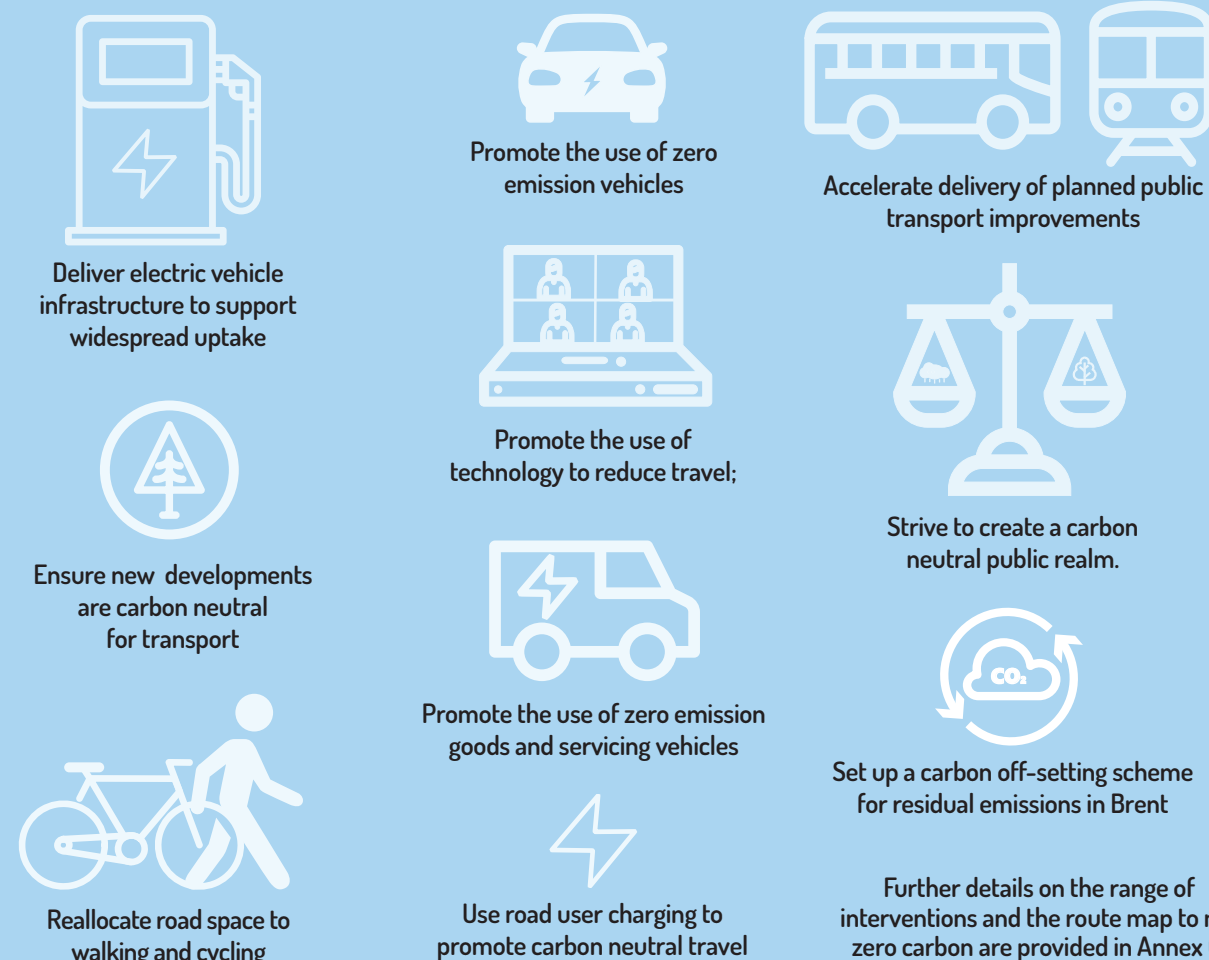
Figure 4.1: Select LTTS Targets



## Achieving net zero transport CO2 emissions in Brent by 2031

Following the declaration of a climate and ecological emergency in 2019, the Council has developed a strategy setting out its proposed priorities and a pathway to achieving carbon neutrality by 2030. A key objective of the strategy is to bring about as close as possible to zero the number of petrol and diesel road journeys made in the borough; and to increase significantly journeys made by sustainable modes of travel, such as cycling, walking or public transport.

In 2020, the Council commissioned consultants to produce a report and roadmap identifying the measures and actions required to achieve net zero carbon emissions from road transport in Brent by 2030. The report highlights that reaching net zero carbon from transport over the next decade will require enormous changes in the way that people travel in Brent, in vehicle technology, in the fuel sources that power transport and uptake in the technology that will make travel more efficient or not needed at all. Amongst the report's recommendations include a need for the Council and its partners to:



Source: Brent Climate Change and Transport Study: Route map to net zero carbon by 2030; Steer, 2020



Eliminating all deaths and serious injuries from road collisions in Brent by 2041

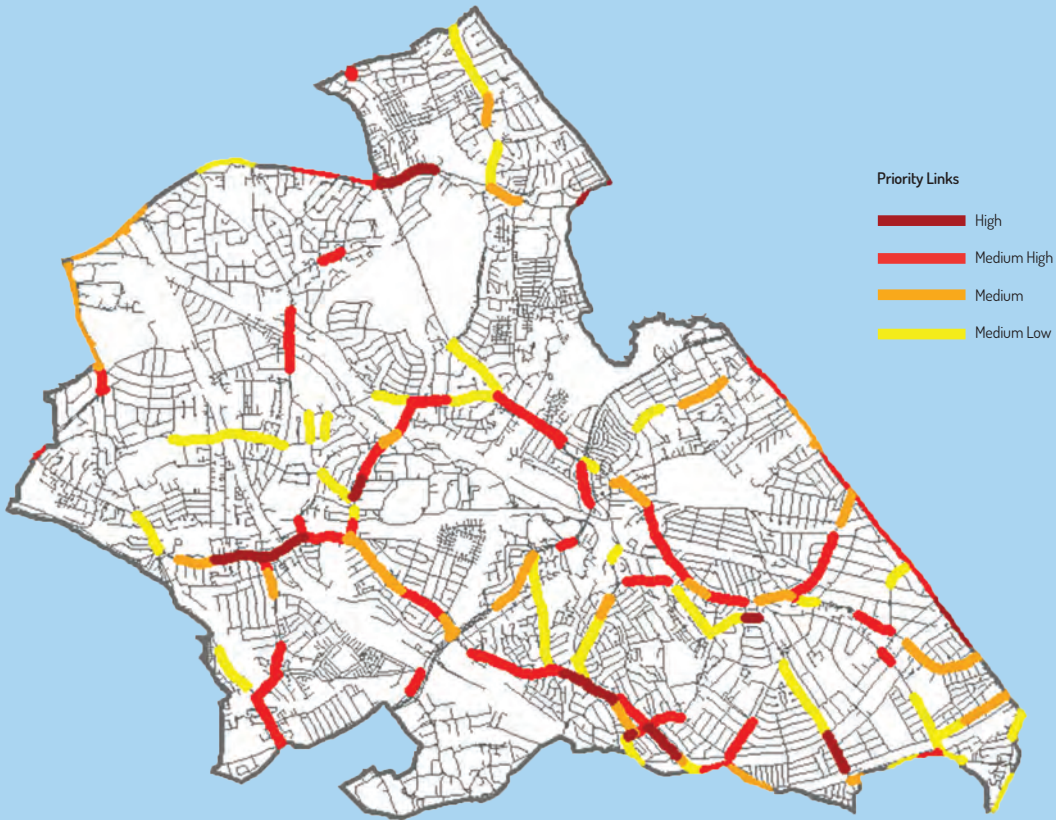
Reducing casualties is at the heart of the Council's approach to road safety, and the number of people killed or seriously injured on Brent's roads continues on a downward trend. However, it is clear that more still needs to be done.

In 2021, the Council commissioned consultants to undertake a comprehensive review and analysis of road traffic casualties in the borough, with a view to identifying a short-term programme of schemes/interventions for implementation; and to establish a longer-term approach to achieving zero Killed and Seriously Injured (KSI) casualties on the Brent road network by 2041.

The study highlighted that vulnerable road users, such as pedestrians, cyclists and powered two-wheelers, are the most likely user group to be killed or seriously injured, with a high proportion of serious and fatal collisions occurring at night and at road crossings/junctions. The study concludes that a focus on road safety interventions that aims to reduce these identified 'high risk' collision types will likely result in the greatest progress towards achieving Vision Zero in Brent, but suggests the need for a particular emphasis on tackling road speed; education and behaviour change; and protecting vulnerable road users.

The map below highlights those priority locations for road safety interventions in Brent. A summary of key actions is provided in Annex D.

Top 20 Priority Links for Intervention as identified in Road Safety Analysis



Monitoring and Review

- 4.3

Monitoring of the delivery of the LTTS will be undertaken by the Transportation Planning Team, with regular meetings to be held with those responsible for the delivery of the various projects and initiatives outlined in the High Level Delivery Plan, with progress towards the various targets and indicators reported each year.
- 4.4

A mechanism for monitoring and evaluating the impact of specific schemes and initiatives in delivering the various LTTS objectives and priorities will be established. This will include details of the range of monitoring data that will be required to be collected before, during and after scheme implementation.
- 4.5

The process of reviewing the LTTS emerges, in part, from the above monitoring system, with the High Level Delivery Plan able to be amended and schemes/measures added or removed or brought forward/put back depending on factors such as their effectiveness; changes in Mayoral or borough priorities; the availability of funding; or the capacity of the Council and its partners to deliver. A wider review of the LTTS, including plan objectives and targets/indicators will be carried out every five years.

Table 4.1: Proposed LTTS Performance Indicators and Targets

Performance Indicator/Target	Metric	Borough Baseline	Target (2041, unless stated)	Delivery Plan measures to achieve target	Risks and requirements to achieving targets
LTTS Core Aim 1: Reduce traffic and facilitate healthy, sustainable travel (A) Reduce journeys made by private vehicles and mitigate the impacts of traffic on the environment and our communities (B) Increase levels of active, efficient and sustainable travel to reduce pollution and improve peoples' health and wellbeing					
Reduce overall traffic levels by 10%	Vehicle kilometres in Brent in given year. Base year 2017	884 million	795 million	<ul style="list-style-type: none"><li>• Traffic Management/Reduction Measures</li><li>• 'Behaviour Change' Initiatives</li><li>• Public Transport Initiatives</li><li>• Cycling/Walking Schemes</li></ul>	<ul style="list-style-type: none"><li>• Requirement for successful partnerships with a range of stakeholders, including schools, residents, businesses and developers.</li><li>• Need to understand the factors that influence travel choices.</li></ul>
Reduce car ownership by 10%	Total cars owned and car ownership per household, borough residents. Base year 2017	98,444	88,600		<ul style="list-style-type: none"><li>• Significant levels of new development are planned in the borough which, if not managed carefully, could increase congestion and air pollution and impact on the Council's ability to reduce traffic and to increase sustainable mode share.</li></ul>
Increase walking, cycling and public transport mode share	By borough resident – based on average daily trips (2015/16 – 2017/18 average)	67%	80%	<ul style="list-style-type: none"><li>• Public Transport Initiatives</li><li>• Cycling/Walking Schemes</li><li>• 'Behaviour Change' Initiatives</li><li>• Traffic Management/Reduction Measures</li></ul>	
Achieve net zero CO2 emissions by 2031	CO2 emissions (tonnes) from road transport within Brent. Base year 2016	211,900	0 (2031)	<ul style="list-style-type: none"><li>• Public Transport Initiatives</li><li>• Cycling/Walking Schemes</li><li>• 'Behaviour Change' Initiatives</li><li>• Traffic Management/Reduction Measures</li><li>• Highways/Public Realm Enhancements</li></ul>	
Reduce NOx emissions by 95%	NOx emissions (tonnes) from road transport within Brent. Base year 2016	670	33	<ul style="list-style-type: none"><li>• Cycling/Walking Schemes</li><li>• 'Behaviour Change' Initiatives</li><li>• Traffic Management/Reduction Measures</li></ul>	
Reduce particulate emissions by 50%	PM10 and PM2.5 emissions (tonnes) from road transport within Brent. Base year 2016	PM10: 70 PM2.5: 36	PM10: 35 PM2.5: 18	<ul style="list-style-type: none"><li>• Highways/Public Realm Enhancements</li></ul>	
Increase the proportion of residents participating in active travel	Proportion of borough residents doing at least 20 minutes of active travel a day (2015/16 – 2017/18 average)	257%	70%	<ul style="list-style-type: none"><li>• Cycling/Walking Schemes</li><li>• 'Behaviour Change' Initiatives</li><li>• Traffic Management/Reduction Measures</li><li>• Highways/Public Realm Enhancements</li></ul>	



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Performance Indicator/ Target	Metric	Borough Baseline	Target (2041, unless stated)	Delivery Plan measures to achieve target	Risks and requirements to achieving targets
LTTS Core Aim 2: Make our streets and neighbourhoods safer, greener and more equitable (C) Improve safety and security across the transport network (D) Create healthier, more resilient and more welcoming streets and neighbourhoods					
Eliminate all deaths and serious injuries from road collisions	Deaths and serious injuries (KSIs) from road collisions in Brent (2017 – 2019 average)	132	0	<ul style="list-style-type: none"><li>Highways/Public Realm Enhancements</li><li>Traffic Management/ Reduction Measures</li></ul>	<ul style="list-style-type: none"><li>Accuracy of the data recorded. Ability of TfL to reduce casualties on the TLRN.</li></ul>
Reduce the total number of pedestrian, cyclist and PTW casualties by 80%	All vulnerable road user casualties from road collisions in Brent (2017 – 2019 average)	563	112	<ul style="list-style-type: none"><li>Cycling/Walking Schemes</li><li>'Behaviour Change' Initiatives</li></ul>	<ul style="list-style-type: none"><li>Level of funding available to the Council.</li><li>Buy-in from residents, businesses and other key stakeholders.</li></ul>
98% of non-emergency repairs to be made within 28 days	% of Category 2 defects repaired on time (Non-emergency repairs: response time to make highways/ footways safe within 7-28 days). 2019/20 outturn	98% (annual target)	98% (annual target)	<ul style="list-style-type: none"><li>Highways/Public Realm Enhancements</li></ul>	
LTTS Core Aim 2: Make our streets and neighbourhoods safer, greener and more equitable (C) Improve safety and security across the transport network (D) Create healthier, more resilient and more welcoming streets and neighbourhoods					
Increase the proportion of residents who have access to frequent public transport services	Proportion of borough residents living within an area of PTAL 4 or above. Base year 2019	37%	50%	<ul style="list-style-type: none"><li>Public Transport Initiatives</li></ul>	<ul style="list-style-type: none"><li>Availability of funding, including Government, Council and developer funding.</li><li>Buy-in from developers and other key stakeholders.</li></ul>
Increase the proportion of residents who have access to a safe and pleasant cycle network	Proportion of borough residents living within 400m of the London-wide strategic cycle network. Base year 2018	14%	80%	<ul style="list-style-type: none"><li>Cycling/Walking Schemes</li></ul>	<ul style="list-style-type: none"><li>Availability of funding, including Government, Council and developer funding.</li><li>Buy-in from developers and other key stakeholders.</li></ul>
Reduce the difference between average. public transport network journey time and average. step-free public transport network journey time by 50%	Average journey time difference in minutes. Base year 2018	8	4	<ul style="list-style-type: none"><li>Public Transport Initiatives</li><li>Highways/Public Realm Enhancements</li></ul>	



Annex A: Proposed LTTS Aims/Objectives – link to Mayoral and Borough Priorities/Outcomes

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Proposed LTTS Aims/ Objectives*	MTS Priorities/Outcomes										Borough Plan Vision/Priorities				
	Changing the transport mix	Healthy streets and healthy people				A good public transport experience			New homes and jobs		Building a better Brent				
		Active	Safe	Efficient	Green	Connected	Accessible	Quality	Good Growth	Unlocking	Every opportunity to succeed	A future built for everyone, an economy fit for all	A cleaner, more considerate Brent	A borough where we can all feel safe, secure, happy and healthy	Strong foundations
LTTS Core Aim 1: Reduce traffic and facilitate healthy, sustainable travel															
A. Reduce journeys made by private vehicles and mitigate the impacts of traffic on the environment and our communities	✓✓	✓	✓✓	✓	✓✓		✓	✓✓	✓✓		✓	✓✓	✓✓	✓✓	✓
B. Increase levels of active, efficient and sustainable travel to reduce pollution and improve peoples' health and wellbeing	✓✓	✓✓	✓✓	✓✓	✓✓	✓	✓✓	✓	✓✓		✓	✓✓	✓✓	✓✓	✓
LTTS Core Aim 2: Make our streets safer, greener and more equitable															
C. Improve safety and security across the transport network	✓	✓✓	✓✓	✓			✓✓	✓✓	✓		✓	✓	✓	✓✓	✓
D. Create healthier, more resilient and more welcoming streets and neighbourhoods	✓✓	✓✓	✓✓	✓✓	✓✓	✓	✓✓	✓	✓✓		✓	✓✓	✓✓	✓✓	✓
LTTS Core Aim 3: Unlock growth and create exemplar places															
E. Secure transport improvements vital for delivering new housing and jobs and to connect our diverse communities	✓✓	✓	✓	✓	✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓
F. Mitigate the transport and related impacts of new development and create sustainable, inclusive places	✓✓	✓✓	✓	✓✓	✓✓	✓	✓✓	✓	✓✓	✓	✓	✓✓	✓✓	✓✓	✓

KEY:  
✓✓ High contribution to priorities/outcomes ✓ Lower contribution to priorities/outcomes  
\* All LTTS objectives have a lifespan to 2041 to reflect the timeframe of the MTS



Annex B: Proposed LTTS Delivery Plan Measures and Interventions – link to LTTS Aims/Objectives

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LTTS Delivery Plan Measures/ Interventions	Timeframe	Costs	LTTS Aims/Objectives					
			1. Reduce traffic and facilitate healthy, sustainable travel		2. Make our streets safer, greener and more equitable		3. Unlock growth and create exemplar places	
			Objective A	Objective B	Objective C	Objective D	Objective E	Objective F
Implementing new/improved cycling and walking infrastructure	S/M	£/££	✓	✓✓	✓	✓✓	✓✓	✓
Developing/monitoring sustainable travel plans for schools, businesses and new developments	S	£	✓✓	✓✓	✓	✓		✓✓
Expanding Borough-wide 'Safer and Healthier Travel in Brent' programme	S	£	✓	✓✓	✓✓	✓✓		
Facilitating uptake of low/zero-emission vehicles	S/M	£/££	✓✓	✓✓		✓✓		✓✓
Introducing selective vehicle management/ control measures	S/M	£/££	✓✓	✓✓	✓✓	✓✓	✓	✓✓
Maximising potential of technology/ intelligent transport systems (e.g. VMS, SCOOT)	M/L	£/££	✓✓	✓	✓✓	✓		
Developing a Delivery and Servicing Action Plan	S	£	✓✓	✓✓	✓	✓		✓✓
Securing further bus priority improvements	S/M	£/££	✓	✓✓	✓	✓✓	✓	✓✓
Providing real time passenger information	S	£	✓	✓✓	✓✓			✓
Expanding existing shared mobility solutions (e.g. car clubs, e-bikes)	S/M	£/££	✓✓	✓✓	✓✓			✓
Exploring the potential for introducing a workplace parking levy (WPL)	M	£	✓✓	✓✓	✓	✓✓	✓	✓✓
Implementing targeted road safety improvements/casualty reduction measures	S/M	£/££	✓	✓✓	✓✓	✓✓		✓
Implementing further 20 mph zones	S	£/££	✓	✓✓	✓✓	✓✓		✓
Expanding our road safety education/ training programmes	S	£	✓	✓✓	✓✓	✓		
Trialling new/innovative road safety measures	S/M	£/££	✓	✓✓	✓✓	✓✓		✓
<b>KEY:</b> ✓✓ High contribution to aims/objectives ✓ Lower contribution to aims/objectives  S: Short Term (0–4 Years) M: Medium Term (5–9 Years) L: Long Term (10+ Years)  £: Low Cost (<£1m) ££: Moderate Cost (>£1m – <£5m) £££: High Cost (>£5m)	<b>Objectives:</b> A. Reduce journeys made by private vehicles and mitigate the impacts of traffic on the environment and our communities B. Increase levels of active, efficient and sustainable travel to reduce pollution and improve peoples' health and wellbeing C. Improve safety and security across the transport network D. Create healthier, more resilient and more welcoming streets and neighbourhoods E. Secure transport improvements vital for delivering new housing and jobs and to connect our diverse communities F. Mitigate the transport and related impacts of new development and create sustainable, inclusive places							

LTTS Delivery Plan Measures/ Interventions	Timeframe	Costs	LTTS Aims/Objectives					
			1. Reduce traffic and facilitate healthy, sustainable travel		2. Make our streets safer, greener and more equitable		3. Unlock growth and create exemplar places	
			Objective A	Objective B	Objective C	Objective D	Objective E	Objective F
Introducing CCTV cameras, improved street lighting and other security measures	M	£/££	✓	✓✓	✓✓	✓✓		✓
Developing a high-quality street environment/ public realm	M	£	✓	✓✓	✓✓	✓✓	✓	✓✓
Installing new/upgrading existing crossing facilities	S/M	£	✓	✓✓	✓✓	✓✓	✓✓	✓
Expanding the provision of 'green' infrastructure	S/M	£/££	✓	✓✓	✓	✓✓		✓✓
Implementing timely carriageway and footway repairs/resurfacing	S/M/L	£/££	✓	✓✓	✓✓	✓✓		✓
Securing new bus and rail links/services to the borough's growth areas	M/L	££/£££	✓✓	✓✓	✓		✓✓	✓✓
Securing additional capacity on key rail services/ bus routes	M/L	££/£££	✓	✓✓	✓✓	✓	✓✓	✓✓
Securing capacity enhancements at several key stations	M/L	££/£££	✓	✓✓	✓	✓✓	✓	✓✓
Securing step-free station access improvements	M/L	££/£££	✓	✓✓	✓	✓✓	✓✓	✓✓
Exploring the potential for demand-responsive bus services	M	££	✓✓	✓✓	✓	✓	✓✓	✓✓
Maintaining/enhancing the Borough's bespoke travel services	S/M	££	✓✓	✓✓	✓		✓✓	✓✓
Continuing the bus stop accessibility improvements programme	S/M	£	✓✓	✓✓	✓	✓✓	✓✓	✓
Implementing new/improved dedicated cycling and walking links to key destinations	S/M	£/££	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓
Ensuring that all new developments provide for active, efficient and sustainable travel as an integral part of the development proposal	S/M/L	£/££/££	✓✓	✓✓	✓	✓✓	✓✓	✓✓
Requiring all significant new developments to be underpinned by a robust Transport Assessment	S/M/L	£	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓
<b>KEY:</b> ✓✓ High contribution to aims/objectives ✓ Lower contribution to aims/objectives  S: Short Term (0–4 Years) M: Medium Term (5–9 Years) L: Long Term (10+ Years)  £: Low Cost (<£1m) ££: Moderate Cost (>£1m – <£5m) £££: High Cost (>£5m)	<b>Objectives:</b> A. Reduce journeys made by private vehicles and mitigate the impacts of traffic on the environment and our communities B. Increase levels of active, efficient and sustainable travel to reduce pollution and improve peoples' health and wellbeing C. Improve safety and security across the transport network D. Create healthier, more resilient and more welcoming streets and neighbourhoods E. Secure transport improvements vital for delivering new housing and jobs and to connect our diverse communities F. Mitigate the transport and related impacts of new development and create sustainable, inclusive places							

Policy areas										
Electric / hydrogen vehicles			Integrated planning	Digital technology	Demand management	Sustainable transport		Sequestration / renewable energy		
Interventions										
Deliver EV infrastructure	Promote the use of ZE vehicles	ZE delivery and servicing vehicles	Carbon neutral development	Technology to reduce travel	Road user charging	Reallocate road space	Public transport improvement	Carbon off-setting scheme	Carbon neutral public realm	
Actions										
Short term (2020-2023)	Revise EV building codes Keep ahead of EV charging demand Use renewable energy for EV charging on council sites Procure use of renewable energy in council supply chain Work with gov. to regulate price of charging	<ul style="list-style-type: none"><li>Behaviour change campaign to promote ZE vehicle uptake</li><li>Introduce measures to incentivise EV uptake</li><li>Expand EV use in car clubs</li><li>Ensure TfL delivers ZE taxis and PHVs by 2023</li></ul>	<ul style="list-style-type: none"><li>Ensure developers complete and act on DSPs</li><li>Promote the use of cargo bikes</li><li>Strengthen ULEZ standards for vans and HGVs</li><li>Introduce zero emission streets</li><li>Establish effective coordination of zero emission streets delivery</li></ul>	<ul style="list-style-type: none"><li>Developers to complete and act on DSPs</li><li>Promote car sharing options at new developments</li><li>Ensure new developments are well-served by public transport</li><li>Ensure new developments are served by the London-wide cycle network</li></ul>	<ul style="list-style-type: none"><li>Support home working for council employees</li><li>Promote the use of local work hubs</li><li>Support delivery of 5G</li><li>Support delivery of full fibre broadband</li><li>Trial new technology solutions in Brent</li></ul>	<ul style="list-style-type: none"><li>Deliver existing plans for ULEZ</li><li>Introduce zero emission streets</li></ul>	<ul style="list-style-type: none"><li>Temporary measures for Covid-19</li><li>Accelerate cycle network delivery</li><li>Accelerate walking scheme delivery</li><li>Promote micro-mobility options</li><li>Convert car parking spaces</li><li>Increase delivery of supporting measures</li><li>Deliver more cycle parking</li></ul>	<ul style="list-style-type: none"><li>Deliver planned bus priority measures</li><li>Promote delivery of West London Orbital</li><li>Ensure public transport is accessible to all residents</li><li>Improve step-free access in Brent</li><li>Expand enforcement of bus lane contraventions</li></ul>	<ul style="list-style-type: none"><li>Investigate options for setting up a carbon offsetting scheme in Brent</li></ul>	<ul style="list-style-type: none"><li>Increase the use of LED and smart street lighting</li><li>Convert on-street car parking spaces to pocket parks</li><li>Ask TfL to increase TLRN greening</li></ul>
	Ask TfL to bring forward use of renewables for charging infrastructure Work with gov. to promote “greening of the grid” Continue short term measures	<ul style="list-style-type: none"><li>Introduce ZE council fleet</li><li>ZE council contractors</li><li>Ensure TfL delivers ZE buses</li><li>Introduce Mobility Hubs</li><li>Continue short term measures</li></ul>	<ul style="list-style-type: none"><li>Trial new ways of managing road and kerbside space</li><li>Review LLCS with London Councils</li><li>Ask TfL to strengthen DSP guidance</li><li>Continue short term measures</li></ul>	<ul style="list-style-type: none"><li>Continue short term measures</li></ul>	<ul style="list-style-type: none"><li>Promote peer-to-peer vehicle sharing services</li><li>Trial new ways of managing road and kerbside space</li><li>Continue short term measures</li></ul>	<ul style="list-style-type: none"><li>Introduce workplace parking levy</li><li>Introduce new parking standards</li><li>Expand ULEZ boundary to whole borough</li><li>Continue short term measures</li></ul>	<ul style="list-style-type: none"><li>Expand cycle network beyond planned schemes</li><li>Seek funding for low traffic neighbourhoods</li><li>Continue short term measures</li></ul>	<ul style="list-style-type: none"><li>Continue short term measures</li></ul>	<ul style="list-style-type: none"><li>Publish a carbon offsetting strategy for Brent</li></ul>	<ul style="list-style-type: none"><li>Increase greening and SUDS in new developments / the public realm</li><li>Create green corridors</li><li>Request TfL / GLA funding</li><li>Continue short term measures</li></ul>
	Continue short and medium term measures	<ul style="list-style-type: none"><li>Ask TfL to bring forward use of renewable energy for public transport by 2030</li><li>Continue short and medium term measures</li></ul>	<ul style="list-style-type: none"><li>Promote delivery and use of micro-consolidation centres</li><li>Continue short and medium term measures</li></ul>	<ul style="list-style-type: none"><li>Continue short and medium term measures</li></ul>	<ul style="list-style-type: none"><li>Continue short and medium term measures</li></ul>	<ul style="list-style-type: none"><li>Work with TfL to introduce higher standards / charges for ULEZ</li><li>Continue short and medium term measures</li></ul>	<ul style="list-style-type: none"><li>Low traffic neighbourhoods across Brent</li><li>Continue short and medium term measures</li></ul>	<ul style="list-style-type: none"><li>Continue short and medium term measures</li></ul>	<ul style="list-style-type: none"><li>Invest in a carbon offsetting scheme for transport emissions in Brent</li></ul>	<ul style="list-style-type: none"><li>Renewable energy only to power street lighting</li><li>Continue short and medium term measures</li></ul>



Annex D: Road Safety Action Plan – summary table of actions

Measure	Timeframe	Cost	Complexity	Effectiveness
Identify areas which should be targeted based on the number and severity of collisions	Medium	£££	High – requires stakeholders and public engagement, roll out strategy, enforcement	Very High
Identify high priority nodes and links across the Borough to be monitored; commission surveys	Medium	£	Low – identification of sites can be based on prioritisation hot spots	High
Review 20mph signage provision at speeding hotspots	Medium	£	Low	Moderate
Enhance road markings at speeding hotspots	Medium	£	Low	Moderate
Install Vehicle Activated Signs at speeding hotspots	Medium	££	Low – technically feasible, consider ongoing operational cost	Moderate
Install road humps, buildouts and raised treatments for informal crossing at speeding hotspots	Medium	££	Low – Consider impact on noise and pollution, deflections to be designed in line with London Buses Traffic Calming guidance	High

Measure	Timeframe	Cost	Complexity	Effectiveness
Introduce school travel plans	Medium	££	Moderate – requires engagement with schools	Moderate
Cycle Training Programme	Short/ Medium	££	Moderate – requires engagement with schools	Moderate
Pedestrian Skills Training	Short/ Medium	££	Moderate – requires engagement with schools	Moderate
Motorcyclists Skills Training	Short/ Medium	££	Moderate	Moderate

Measure	Timeframe	Cost	Complexity	Effectiveness
Undertake safety assessments of pedestrian crossing facilities as part of all new highway improvement schemes	Medium	£	Low – to be combined with other improvement projects	Moderate
Identify and safety audit all existing and new cycle routes within the Borough (Cycle Quality Criteria Assessment and CLoS – LTN 1/20)	Medium	£	Low – can be combined with other improvement projects	High
Develop a ‘motorcycle readiness’ audit to be used on safety hotspots and all new major highway improvement schemes (following TfL’s Urban Motorcycle Design Handbook)	Medium	££	Low – can be combined with other improvement projects	Moderate/High
Monitor effectiveness of Emergency School Streets on road safety	Short	£	Low	Moderate
Identify streets/areas where school streets measures would be beneficial in improving safety for children and work with schools to identify opportunities and liaise with stakeholders	Medium	£	Medium – involves stakeholder engagement, consultations, experimental implementation	High
Undertaken an analysis of traffic patterns on the Borough Road Network (e.g. using telematic data) to assess the potential presence of popular through routes affecting residential areas	Short	£	Low	Moderate
Based on the findings of the analysis, undertake feasibility studies on the introduction of LTN-type measures	Medium	££	High – involves stakeholder engagement, consultations, experimental implementation. Can be highly controversial	High





## EQUALITY ANALYSIS (EA)

<b>POLICY/PROPOSAL:</b>	<b>Brent Long Term Transport Strategy Review</b>
<b>DEPARTMENT:</b>	<b>Planning and Development Service</b>
<b>TEAM:</b>	<b>Transportation Planning</b>
<b>LEAD OFFICER:</b>	<b>Tim Martin</b>
<b>DATE:</b>	<b>16.12.2021</b>

*NB: Please ensure you have read the accompanying EA guidance and instructions in full.*

### SECTION A – INITIAL SCREENING

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

The Brent Long Term Transport Strategy 2015-2035 (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.

Since the publication of the Plan in 2015 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.

Despite this, it is clear more still needs to be done – particularly in respect of reducing the environmental and health impacts of traffic in the borough; and making the transport system in Brent safer and more inclusive. To reflect this and in light of changes to circumstances and new policies and priorities, the LTTS is being reviewed.

#### Transport Issues and Objectives

Section 2 of the draft LTTS provides an overview of the borough and highlights the various transport and wider challenges we face and the principal opportunities to overcome them. It also sets out our overarching aims and objectives.

Despite good progress has been made in recent years, there are still considerable challenges to address, including long-standing issues around congestion, poor air quality and road safety; as well as pressing issues such as poor public health, social inequalities and climate change. The current Covid-19 pandemic has also led to additional challenges, but also provides the opportunity for the Council to explore new ideas.

The draft LTTS objectives - which have been formulated based on the various challenges and opportunities identified and to take account of key national, Mayoral and borough policies and priorities - are:

- A. Reduce journeys made by private vehicles and mitigate the impacts of traffic on the environment and our communities
- B. Increase levels of active, efficient and sustainable travel to reduce pollution and improve peoples' health and wellbeing
- C. Improve safety and security across the transport network
- D. Create healthier, more resilient and more welcoming streets and neighbourhoods
- E. Secure transport improvements vital for delivering new housing and jobs and to connect Brent's diverse communities
- F. Mitigate the transport and related impacts of new development and create sustainable, inclusive places

### High-Level Delivery Plan

Section 3 sets out the overarching Delivery Plan - the combination of short, medium and longer-term measures focused on addressing the various issues and achieving the LTTS objectives. It also provides details of how these might be funded; and highlights the key role Brent's communities will play in shaping projects and schemes. Amongst the range of measures and interventions there is scope for:

- New/improved cycling and walking infrastructure – including dedicated cycling and walking links to key destinations in the borough;
- Selective vehicle management measures – including the potential for more Healthy Neighbourhoods and School Streets;
- Greater provision for low/zero-emission vehicles;
- Targeted road safety improvements and casualty reduction measures;
- Improvements to the street environment and public realm – to include additional tree planting and other 'green' infrastructure;
- New bus and rail links/services to the borough's growth areas and additional capacity on existing rail services and bus routes;
- Capacity and access enhancements at key stations and transport interchanges.

### Performance Management and Monitoring

Section 4 sets out the proposed performance management and monitoring arrangements - an important element of the LTTS and one which will contribute to understanding progress in delivering the strategy objectives. It details the key performance indicators and targets which the Council and its partners will work towards over the lifetime of the plan, including:

- Increasing walking, cycling and public transport mode share to 80%;
- Increasing the percentage of people doing at least 20 minutes of active travel a day to 70%;
- Achieving a 10% reduction in car ownership and the volume of traffic on our roads;
- Achieving net zero CO<sub>2</sub> emissions; and reducing NO<sub>x</sub> and particulate emissions significantly;
- Eliminating all deaths and serious injuries from road collisions; and reducing the total number of pedestrian, cyclist and PTW casualties by 80%;
- Increasing the proportion of residents who have access to frequent public transport services and a safe and pleasant cycle network.



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

The LTTS and the various proposed measures within it will affect all Brent residents, businesses and those people who work, study, visit or just pass through the borough. However, the impacts will vary from one group of people to another, just as current transport conditions and the way people travel affect different groups in different ways. The extent of the impact on different groups will also be influenced by the overarching LTTS objectives.

### **LTTS Objectives**

The main focus of LTTS objectives A and B is on reducing the number of journeys made by private vehicles, particularly for shorter journeys, whilst bringing about a step-change in the use of more active, efficient and greener modes of transport. This will help Brent to become a cleaner, more sustainable borough, as well as helping to improve peoples' health and quality of life. Amongst the main priorities include the need to:

- Reduce overall traffic levels in the borough;
- Significantly increase levels of walking and cycling;
- Increase the take-up of electric and other low/zero emission vehicles;
- Reduce transport related CO2 emissions and improve air quality.

Safety and security across the borough transport network remains a key concern for many, particularly vulnerable groups such as pedestrians, cyclists, women and the elderly. Improving access to and within our town centres and neighbourhoods and enhancing the wider public realm are also key priorities for the Council. The successful delivery of LTTS objectives C and D will go some way to creating a safer, greener and more equitable borough. Of particular importance is the need to:

- Reduce the number of pedestrian, cyclist and powered two-wheeler (PTW) casualties;
- Reduce incidences of speeding traffic and improve safety outside schools;
- Create streets and places that are safe, secure, accessible and inclusive to all;
- Enhance and 'green' the wider public realm.

LTTS objectives E and F are geared principally to supporting growth and regeneration in Brent, and ensuring that new development happens in the most sustainable way. In particular, improving the provision and quality of public transport services and walking/cycling infrastructure is key to delivering new housing and jobs, improving connectivity to and within the borough and enabling 'Good Growth'. Achieving these objectives will help deliver our wider ambitions around housing, the economy and the environment. Specific priorities include the need to:

- Secure improvements to public transport services and infrastructure, including enhancements to the frequency and reliability of bus and rail services and capacity/access improvements to stations and key interchange facilities;
- Make the case for new bus and rail links/services to the borough's growth areas and those locations currently poorly served by public transport;
- Improve pedestrian/cycle connectivity to our town centres, transport hubs, schools, parks and other key destinations;

- Ensure that where new development is planned, it reduces the need to travel overall, but allows for the majority of journeys to be undertaken by active, efficient and sustainable modes of transport.

### **LTTS Measures/Interventions**

At a broad level, it is anticipated that different types of measures and interventions will impact on different groups in different ways. These are summarised below. Further details of some of the more specific impacts on particular groups are set out in Section B(2).

- Measures aimed at reducing traffic, tackling congestion and improving air quality will benefit all groups, but will particularly benefit the very young and the very old and certain BAME groups who are particularly susceptible to the negative effects of, or are more likely to face exposure to, poor air quality.
- With high levels of deprivation and problems with obesity prevalent across the borough, measures to promote healthy, active travel will benefit all groups, but will particularly benefit the very young and certain BAME communities.
- Measures aimed at making our streets safer, greener and more equitable will benefit all groups, but particularly the very young and the elderly, those with disabilities, women and certain BAME communities. In particular, road casualty reduction measures will particularly benefit the young and certain BAME communities who are involved in a disproportionate number of road collisions; whilst measures aimed at enhancing personal safety/security will particularly benefit the elderly and women.
- Measures aimed at addressing issues of severance and creating healthy, more resilient and more welcoming streets and neighbourhoods will be of particular benefit to the very young, the elderly and disabled groups.
- Measures aimed at unlocking growth and creating exemplar places are predicated on enhancing public transport, cycling and walking links to and between our major town centres and growth areas from outside and within the borough. A particular focus is on improving access by these modes to local health, education, employment and shopping and leisure facilities. Such measures will benefit all groups, but particularly the very young, the elderly and disabled groups.

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

The Equality Act 2010 covers the exercise of public functions, employment and work, goods and services, premises, associations, transport and education, all of which are either directly or indirectly impacted upon by the way we all are able to travel to and from any destination or place. Travel and transport is an essential and unavoidable element of everyone's daily life regardless of whether they travel independently, as a passenger or for example as someone awaiting provision of a service in their home or a delivery.

The Council is required by the Public Sector Equality Duty to have due regard to the need to address inequalities and a number of aspects are particularly relevant to the LTTS. These include a requirement to:

- eliminate discrimination;
- advance equality of opportunity between people who share a protected characteristic and those who do not;



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

At its broadest level, transport is an important facilitator of social inclusion and wellbeing, which can affect economic and social outcomes, and therefore inequality. Where transport is available and affordable, it can provide access to different opportunities and help promote equality. In particular:

- Transport can be integral to improving equality, by increasing access to jobs, education and services. Policies that make transport more affordable (such as concessionary fares/subsidies) can be an effective way to help people living in poverty to access and maintain work. Help with transport costs also has a key role to play in schemes to promote employment. However, careful consideration is needed to ensure these help those most in need.
- Transport policy cannot work in isolation and can have most benefit in reducing inequality as part of wider initiatives, often at a local or place-based level, including on skills, education, employment policy, land use planning and housing.

The LTTS aims to address and improve and advance conditions and opportunities for people living and working in or visiting Brent by removing or minimising disadvantages, taking steps to meet the needs and encouraging participation in public life, particularly among those where this participation is at present disproportionately low. For example, a person with a disability such as visual impairment may particularly benefit from improved pedestrian crossing facilities at junctions or the removal of street clutter from pavements. Similarly, children, the elderly and women will likely benefit from measures that result in a safer, more secure transport system, especially when travelling alone or at night.

That said, it is clear that not all of the proposed measures contained within the LTTS will benefit all groups equally, particularly where they are targeted at addressing a specific issue or a problem that affects a particular group. For example, measures designed to reduce traffic and facilitate healthy, sustainable travel, such as the introduction of cycle lanes or removal of on-street parking, may form an obstacle to certain groups, such as the elderly or disabled, particularly if they do not have the opportunity or ability to travel by means other than car. Such issues would need to be carefully considered when designing, consulting and building such schemes, with appropriate mitigation taken where specific concerns cannot be fully addressed.

For the most part, the various aims, objectives and measures proposed in the LTTS seek to address a wide range of often interconnecting issues, whilst looking to enhance the transport experience for those living and working in, or visiting, Brent. On balance it is anticipated that the benefits these improvements will bring, including those to protected characteristics, will significantly outweigh the disbenefits. Central to achieving this will be the need to continue engaging closely with local communities, our partners and a wide range of stakeholders.

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

Characteristic	Impact Positive	Impact Neutral/None	Impact Negative

Age	X		X
Sex	X		X
Race	X		X
Disability *	X		X
Sexual orientation		X	
Gender reassignment		X	
Religion or belief		X	
Pregnancy or maternity	X		
Marriage		X	

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

### **Screening Checklist**

	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?	X	
Does the policy or proposal relate to an area with known inequalities?	X	
Would the policy or proposal change or remove services used by vulnerable groups of people?	X	
Has the potential for negative or positive equality impacts been identified with this policy or proposal?	X	

**If you have answered YES to ANY of the above, then proceed to section B.**

**If you have answered NO to ALL of the above, then proceed straight to section D.**

## SECTION B – IMPACTS ANALYSIS

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

Brent currently experiences a range of transport and related problems, many of which are interlinked. These include long-standing issues around congestion and poor air quality, which continue to blight some of our communities. Transport also has a significant impact on and provides opportunities to address a wide range of other issues, including poor public health, social inequalities, climate change and the shaping of the built environment. The current Covid-19 pandemic has also led to additional challenges, whilst planned growth in the borough could potentially lead to increased pressure on the transport system and a worsening of current problems if not carefully managed. Further details of some of the main challenges, and the opportunities to address them, are set out below. The various

challenges have, in part, helped inform the overarching LTTS aims, objectives and proposed measures to be implemented.

### **Air Quality**

- Road transport is the main source of nitrogen dioxide (NO<sub>x</sub>) and a significant contributor to particulate matter (PMs) in Brent, two of the most dangerous pollutants which contribute to the premature death of nearly 10,000 people a year in London. Motor vehicles are currently responsible for 49% of NO<sub>x</sub> emissions and 30% of PM<sub>10</sub> emissions in the borough.
- The Council has a legal duty to reduce pollution and is committed to meeting World Health Organisation (WHO) targets on air quality by 2030. Large parts of the borough are currently designated as an Air Quality Management Area (AQMA) and Air Quality Focus Areas (AQFAs).
- Air quality has a particularly detrimental impact on children, affecting lung development which makes them more susceptible to infection and disease as they grow. They are also more vulnerable to polluted air than adults. Older people who may be more susceptible due to existing illnesses, and pregnant women, are also more vulnerable. People are also twice as likely to be affected by pollution in areas of higher deprivation as these areas have poorer air quality.
- Facilitating the uptake of low/zero emission vehicles through increased provision of electric vehicle charging facilities and the expansion of the London Ultra Low Emission Zone (ULEZ) provide significant opportunities to improve air quality in parts of the borough and will benefit the health of everyone who lives and works in or visits Brent.

### **Public Health**

- Poor health and high levels of inactivity are two of the major challenges facing a large number of Brent's residents. The borough is ranked as the fourth most deprived local authority in London and in 2016 it was named as the fattest London borough. Currently, around 55% of Brent's adult population (aged 18+) are classified as overweight or obese, whilst almost one in three children are classed as obese by the time they leave primary school – way above the London and England average. Brent is also the 4th most inactive borough in London, with around 3 out of every 10 people in the borough currently doing less than 30 minutes of activity a week.
- Providing safe and secure infrastructure to encourage cycling and walking, especially for shorter journeys, represents one of the best ways of addressing challenges around poor health and inactivity. However, the fragmented nature of many of the borough's cycling and walking links often prevents better utilisation of these assets, with a lack of connectivity and route severance cited as problems by users. Other issues often acting as a deterrent to more active travel include high traffic volumes; parking on footways and in cycle lanes; fear of crime/collisions; and poorly maintained and cluttered footways.
- A key opportunity that could benefit the borough's residents is TfL's plan for a London-wide strategic cycle network which, when completed, will place 70% of Londoners within 400 metres of new, high quality, safe cycle routes. Among the schemes currently being developed is Cycling Future Route (CFR) 23 which will link Wembley, Stonebridge Park and Willesden Junction. Another opportunity includes the potential for securing the extension of the Mayor of London's and/or other Cycle Hire Schemes to the borough, however, such schemes can be expensive and possibly unaffordable to those on very low incomes.

### **Road Safety**

- Reducing casualties is at the heart of the Council's approach to road safety, and the number of people killed or seriously injured on Brent's roads continues on a downward trend. However, it is clear that more still needs to be done.
- The Brent Road Safety Action Plan published in 2021 highlights that vulnerable road users, such as pedestrians, cyclists and powered two-wheelers, are the most likely user group to be killed or seriously injured, with a high proportion of serious and fatal collisions occurring at night and at road crossings/junctions. The study concludes that a focus on road safety interventions that aims to reduce these identified 'high risk' collision types will likely result in the greatest progress towards achieving Vision Zero in Brent, but suggests the need for a particular emphasis on tackling road speed; education and behaviour change; and protecting vulnerable road users – a key focus of the revised LTTS.

### **Climate Change**

- In 2019 the Council declared a climate and ecological emergency, stating the need to try and achieve carbon neutrality by 2030. A key priority is to bring about as close as possible to zero the number of petrol and diesel road journeys made in the borough; and to increase significantly journeys made by sustainable modes of travel, such as cycling, walking or public transport.
- It is clear that achieving net zero carbon emissions from road transport in Brent will have significant environmental and health benefits for everyone living, working or visiting the borough. However, it will also require enormous changes in the way that people travel in Brent, in vehicle technology, in the fuel sources that power transport and uptake in the technology that will make travel more efficient or not needed at all.
- Amongst the range of measures proposed in the LTTS include promoting and facilitating greater use of zero emission vehicles; accelerating delivery of planned public transport improvements; promoting the use of technology to reduce travel; reallocating road space to cycling and walking; and ensuring new developments are carbon neutral for transport. Whilst these are all considered essential measures if we are to achieve our overarching targets, some of these are likely to have significant cost implications and possibly unaffordable to those on very low incomes.

### **Congestion**

- Road traffic volumes in Brent have increased in recent years with the number of vehicle miles travelled on the borough road network rising from 582 million in 2015 to 682 million in 2019 – an 18% increase. Parts of the road network in Brent have frequent congestion problems (e.g. A406, A5), whilst journey time reliability for buses on a number of key corridors within the borough remains poor, especially during peak hours. These problems are exacerbated by high levels of car dependency in parts of the borough; a large increase in the amount of lorry and van traffic on the borough road network; and illegal/inconsiderate on-street parking and loading and lack of adequate enforcement in parts of the borough.
- Despite this, there is significant potential to reduce trips by car and increase cycling/walking trips. For example, half of all car journeys in Brent are less than 5km and could be easily walked/cycled. However, there is a need to overcome range of barriers including low levels of cycle ownership; physical severance by major road/rail arteries (e.g. A406); and cultural challenges due to large ethnic community in the borough. Addressing such barriers would particularly benefit people of all ages, disabled groups, and certain BAME groups.

### **Transport Connectivity**

- There is a lack of public transport links to and within parts of the borough and the borough's cycling and walking links are often very fragmented. The public transport network is almost exclusively focussed around radial routes to and from Central London with limited east-west and orbital connectivity; whilst severance caused by major infrastructure, such as the A406, waterways and several railway lines are often cited as a barrier to people wanting to cycle or walk more.
- Proposals for new public transport links (e.g. West London Orbital, new/enhanced bus services) to improve cross borough/sub-regional transport links, demand responsive transport services to complement the existing bus network; and the delivery of a London-wide strategic cycle network (e.g. Future Cycle Route 23) would greatly benefit borough residents, particularly those more isolated groups, such as the elderly and disabled.

### **Accessibility**

- Similar to the above, parts of Brent experience problems of poor accessibility, in particular, the lack of cheap, reliable or easy to use alternatives to car use for journeys not possible by foot/cycle: For example, the cost/availability of public transport services and facilities in some parts of the borough can be an issue – particularly for those on low incomes, the elderly and disabled.
- These problems are sometime compounded by a lack of step-free access and staff presence at stations; lack of wheelchair space on buses; lack of/unclear travel information; and poorly lit/badly maintained infrastructure. In addition, there are issues surrounding the quality and frequency of some local bus and rail services. In particular, pre-Covid, many peak-time public transport services were at capacity or experienced overcrowding.
- However, there are significant opportunities to address such issues. New developments, especially in key growth areas and around transport hubs will provide funding opportunities to address issues of station overcrowding/secure step-free access; whilst better bus design and roll-out of improved journey planning tools/travel mentoring could enable spontaneous and independent travel for many disabled and older people. In addition, capacity and service reliability improvements on the rail network, including longer, more frequent trains (e.g. through the implementation of a 'Digital Railway') could provide significant benefits to many different groups.

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

### **AGE**

<b>Details of impacts identified</b>	<p>With around 55% of the adult population in Brent classified as overweight or obese, and with almost one in three children in the borough classed as obese by the time they leave primary school, measures to promote healthy, active travel will positively benefit young and old.</p> <p>Measures to reduce traffic and promote the use of zero emission vehicles will bring significant improvements to air quality, which will be particularly beneficial to children and those with underlying health issues, including older people. In particular, children driven to primary</p>
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	<p>school are exposed to higher levels of harmful particulates and NOx pollution inside vehicles, so measure to promote walking and cycling to school will be beneficial to this group.</p> <p>Measures to improve safety and security on the transport network, including at night and on public transport, are expected to be beneficial for younger people. Similarly, a reduction in crime and anti-social behaviour is also expected to be particularly beneficial to older people who may be otherwise deterred by this.</p> <p>A key element of the Strategy is to reduce the use of private cars and re-purpose the kerbside to provide for other uses, such as cycle parking. As older people are more likely to be car owners there may be a slight negative impact on this group. However, this is expected to be outweighed by broad health and accessibility benefits delivered by the strategy, including improved access to public transport services (e.g. through the provision of step-free access at stations) and enhancements to the wider public realm (e.g. the provision of public seating).</p>
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## **DISABILITY**

<b>Details of impacts identified</b>	<p>Improving physical accessibility and removing barriers to people with disabilities is a key theme of the LTTS. There is a significant journey time 'penalty' at present for those relying on rail and underground services who need step free access. This is considered likely to be a deterrent to travel with the resulting impact of a narrowing of opportunity for economic and social activity with potential consequences for physical and mental well-being. Key priorities within the strategy include securing step free access at stations across the borough and delivering public realm improvements to provide safe, welcoming and legible street environments for people with disabilities. Similarly, increased priority for pedestrians, including extended crossing time, will also benefit people who may need more time to cross the road comfortably.</p> <p>The LTTS also includes targeted services and campaigns to increase participation in sustainable travel by people with disabilities, including bus ridership and inclusive cycling initiatives. This is a particular priority as disabled people may suffer from higher mortality rates than the general population, potentially reflecting exclusion from active travel / lifestyles. The updated strategy reinforces the need to prioritise car parking for people with disabilities and provide adequate kerbside space for this purpose. The renewed focus on engagement identified in the LTTS are also expected to lead to a better representation of people with disabilities in the decision making process.</p>
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## RACE

<b>Details of impacts identified</b>	<p>Brent is the second most ethnically diverse borough in London - 64% of the local population is from Black, Asian and other minority groups and over 149 different languages are spoken. However, BAME groups are typically over-represented in indices of deprivation and more likely to be exposed to transport related harmful impacts, such as traffic collisions and poor air quality and health inequalities related to inactive lifestyles.</p> <p>Measures in the LTTS aimed at improving road safety, reducing traffic congestion and promoting active travel will provide significant benefits to all groups, although more targeted educational and training initiatives to promote active travel among certain under-represented groups, including BAME groups, and to ensure that such groups are better represented in the decision making process more generally, may be required.</p>
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## SEX

<b>Details of impacts identified</b>	<p>Women and girls are often less likely to walk and cycle than their male counterparts, with concerns over confidence, road safety, lack of adequate facilities and personal security often cited as key reasons for this. The provision of accessible, well connected and safe/secure walking and cycling routes, along with road safety education/cycle training will benefit all groups, but particularly women.</p> <p>Safety and security on public transport and at stations is also a concern for women who often feel vulnerable to attack. In this regard, improved public realm and lighting along access routes to public transport are likely to have a positive impact on safety and perceived safety and will figure prominently in transport improvement schemes.</p> <p>Improving physical access to the public transport network (e.g. through the provision of step free access at stations) will benefit all groups, but particularly parents / carers.</p>
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## SEXUAL ORIENTATION

<b>Details of impacts identified</b>	<p>Similar to women and people who are going or have gone through gender reassignment, members of the LGBT community often find personal safety and security to be a concern – particularly on public transport. By working closely with TfL, transport operators, the police and local communities, we aim to reduce crime and anti-social behaviour on the transport network, benefiting all groups, but particularly those who may be more vulnerable to this risk.</p>
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## **PREGANCY AND MATERNITY**

<b>Details of impacts identified</b>	Improving physical access to public transport (e.g. through providing step-free access to stations) and the public realm more generally is expected to have a positive impact for this group as it will improve accessibility and create more welcoming places. Improvements to air quality are also expected to have a positive impact, particularly in relation to the health of unborn children for whom exposure to poor air quality has been identified as a particular issue. The implementation of more 'people friendly' street environments through programmes such as Healthy Neighbourhoods are expected to have a positive impact for this group.
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## **RELIGION OR BELIEF**

<b>Details of impacts identified</b>	Measures to improve personal safety/security and to tackle crime and anti-social behaviour on the transport network will likely benefit different faith groups in much the same way as other target groups.
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## **GENDER REASSIGNMENT**

<b>Details of impacts identified</b>	Similar to women and those from different religious groups or the LGBT community, people who are going or have gone through gender reassignment, often find personal safety and security to be a concern – particularly on public transport. By working closely with TfL, transport operators, the police and local communities, we aim to reduce crime and anti-social behaviour on the transport network, benefiting all groups, but particularly those who may be more vulnerable to this risk.
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## **MARRIAGE & CIVIL PARTNERSHIP**

<b>Details of impacts identified</b>	There is no evidence to suggest that people from this protected characteristic will be disproportionately affected (either positively or negatively).
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3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No.

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

Subject to Cabinet approval, the LTTS is scheduled to undergo consultation during Spring 2022. A communication and engagement plan has been developed to include a combination of interactive, online engagement via Citizen Lab, as well as more traditional face to face exhibitions at key visitor attractors such as markets, places of worship, community/sport centers and such places where harder to reach groups can be actively engaged. Further engagement will be undertaken via the Brent Active Travel and Public Transport Forum which includes representatives of disabled, youth, older persons and other groups in the borough.

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

The proposals contained within the LTTS have to be seen in the wider context of policies and strategies. Each objective can only be acted upon and implemented through a series of individual schemes. Designs will take into account needs for all users, this includes formal safety audits and assessment against the checklist for measures provided by the Royal National Institute for the Blind (RNIB).

All schemes set in the public highway will be consulted on. Should there be any aspects of individual schemes that have potential to disproportionately or negatively impact on individuals or group of protected characteristic then these can be addressed through the public consultation stage of the scheme.

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

It is anticipated that through ongoing engagement with a range of groups/stakeholders and adherence to relevant guidance/standards, at all stages of project/scheme development, will ensure any negative impacts are removed, or mitigated.

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

Monitoring of the delivery of the LTTS will be undertaken by the Transportation Planning Team, with regular meetings to be held with those responsible for the delivery of the various projects and initiatives outlined in the High Level Delivery Plan, with progress towards the various targets and indicators reported each year.

A mechanism for monitoring and evaluating the impact of specific schemes and initiatives in delivering the various LTTS objectives and priorities will be established. This will include details of the range of monitoring data that will be required to be collected before, during and after scheme implementation.

## **SECTION C - CONCLUSIONS**

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

The Brent 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. However, the LTTS does not sit in isolation, but is closely aligned with a wide range of National, Mayoral and borough plans and strategies. These include the London Plan; the Mayor of London's Transport Strategy (MTS); the Borough Plan; the Brent Climate and Ecological Emergency Strategy; the Brent Inclusive Growth Strategy; and the emerging Brent Local Plan. Accordingly, many of the objectives and measures contained within the LTTS are designed to meet multiple priorities and objectives, some of which will have varying degrees of impact – both positive and negative - on our diverse communities.

Following assessment, it is considered that, on balance, the significant benefits that the objectives and measures within the LTTS will bring, including those to protected characteristics, will significantly outweigh the disbenefits to these groups. However, where negative impacts have been identified, it is anticipated that these can be addressed, or mitigated, as projects and schemes are further developed. A requirement to engage closely with local communities, our partners and a wide range of stakeholders at all stages of project development will ensure this.

On this basis, it is recommended that the LTTS continues, but is kept under regular review.

## SECTION D – RESULT

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

<b>A</b>	<b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b>	
<b>B</b>	<b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>	<b>X</b>
<b>C</b>	<b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>	
<b>D</b>	<b>STOP OR ABANDON THE POLICY/PROPOSAL</b>	

## SECTION E - ACTION PLAN

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


Action	Expected outcome	Officer	Completion Date
Improve involvement and consultation with different equality groups	<p>The draft LTTS will undergo public consultation during Spring 2022. Feedback from a wide range of stakeholders/community groups will be sought, including those with protected characteristics, with the results fed into the development of the final version of the strategy to be produced in Summer 2022.</p> <p>More regular dialogue/ engagement (including through groups such as the Active Travel and Public Transport Forum) will help ensure key issues/ concerns are taken on board when developing/ implementing transport schemes.</p>	Transport Planning/ Highways & Infrastructure	Ongoing
Monitor, evaluate and review Equality Analysis annually	Ongoing monitoring and regular review in partnership with stakeholders/user groups will help ensure relevant issues are being addressed and determine the effectiveness of policies/ measures.	Transport Planning	December 2022

## SECTION F – SIGN OFF

Please ensure this section is signed and dated.

<b>OFFICER:</b>	Annekatriin Dennemann
<b>REVIEWING OFFICER:</b>	Tim Martin
<b>HEAD OF SERVICE / Operational Director:</b>	Gerry Ansell/ Alice Lester

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 <b>Brent</b>	<b>Cabinet</b> 7 February 2022
	<b>Report from the Strategic Director of Regeneration and Environment</b>
<b>Final Redefining Local Services Delivery Model and Authority to Tender Contract for Highways Maintenance Services</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Key
<b>Open or Part/Fully Exempt:</b> <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Part Exempt – Appendix 1 is exempt as it contains the following category of exempt information as specified in Paragraph 3, Schedule 12A of the Local Government Act 1972, namely: "Information relating to the financial or business affairs of any particular person (including the authority holding that information)"
<b>No. of Appendices:</b>	One Appendix 1(exempt):            Risk Register
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b> <small>(Name, Title, Contact Details)</small>	<p>Oliver Myers, Head of Environmental Strategy &amp; Commissioning  Tel:0208 937 5323  Email: <a href="mailto:oliver.myers@brent.gov.uk">oliver.myers@brent.gov.uk</a></p> <p>Jonathan Westell, Highways Contracts &amp; Delivery Manager  Tel: 020 8937 3660  Email: <a href="mailto:jonathan.westell@brent.gov.uk">jonathan.westell@brent.gov.uk</a></p> <p>Tony Kennedy, Head of Highways Infrastructure,  Tel:020 8937 5151  Email: <a href="mailto:tony.kennedy@brent.gov.uk">tony.kennedy@brent.gov.uk</a></p>

## 1.0 Introduction

- 1.1 In 2018, Brent adopted a deliberate strategy to synchronise the end dates for its outsourced environmental services so that they coincide for reconsideration at the same time. The Redefining Local Services (RLS) programme was subsequently

initiated in May 2019 to develop and implement a commissioning strategy in time for new service arrangements to take effect from 1 April 2023

- 1.2 In August 2021, Cabinet agreed the Final RLS Delivery Model, which was a “specialist contracts delivery model with low to moderate levels of insourcing” including the high level procurement strategy for those services which will be outsourced. Decision on the final level of insourcing was deferred until early 2022, to both allow time for the evaluation of the in house highways reactive maintenance trial and to inform the scope of the Invitation to Tender for the next Highways Services contract.
- 1.3 This report now proposes the final level of insourcing within the RLS Delivery Model with respect to the last outstanding matter - the level of insourcing of the highways reactive maintenance function - and presents the detailed procurement strategy and timetable for the Highways Maintenance Services contracts (‘Highways Maintenance Contracts’). Following recent review, outsourcing the full highways reactive maintenance service is recommended. The report requests approval to invite tenders in respect of the Highways Maintenance Contracts, as required by Contract Standing Orders 88 and 89.

## **2.0 Recommendations**

- 2.1 That Cabinet approves the “Specialist Contracts with Low Level Insourcing” model as the final delivery model for RLS, with the full highways reactive maintenance service continuing to be outsourced.
- 2.2 That Cabinet approves Inviting tenders for Highways Maintenance Contracts consisting of one tender for Works, separated into two Lots, and one tender for Consultancy Services as detailed at paragraphs 4.3 – 4.8.
- 2.3 That Cabinet approves Inviting tenders for the Highways Maintenance Contracts on the basis of the pre-tender considerations set out in paragraph 4.17 of this report.
- 2.4 That Cabinet approves Officers evaluating the tenders for the Highways Maintenance Contracts on the basis of the evaluation criteria set out in paragraph 4.17 of this report.

## **3.0 RLS Final Delivery Model**

### **RLS Aims and Objectives**

- 3.1 The aim set by members for the RLS programme is to design and implement a better, more integrated and flexible local services delivery model that improves the look and feel of Brent’s public realm. The following RLS programme objectives were defined by Brent’s members following the launch of the programme in May 2019:
  - Meet residents’ and businesses’ requirements for the services: fully engage with the community to understand their needs and aspirations
  - A clean, green environment: place clean streets, clean air, carbon reduction, quality green spaces, trees & biodiversity at the heart of the programme



- Be bold and innovative: explore all possible delivery options and seek out best practice and innovation from other providers, from the UK and abroad
- Provide the best value possible with available council resources, in the context of post-Covid financial pressures
- Ensure services are flexible and adaptable to change: build in control, flexibility and resilience to manage future change

### **RLS Programme Scope**

3.2 The RLS programme's scope covers the following functions led by the Environmental Services Directorate (these are outsourced unless indicated otherwise):

- Waste and recycling collections
- Recyclates reprocessing
- Street cleansing
- Winter maintenance
- Grounds maintenance for parks, council housing and highways verges
- Arboricultural services
- Highways services (all works outsourced, policy and projects insourced)
- Street lighting services
- Parking services
- Highways and environmental crime enforcement (insourced)
- Regulatory services (environmental health, food safety, trading standards, licensing) - (insourced)
- Commercial services (cemeteries, pest control) (insourced)
- Community protection (CCTV maintenance outsourced, anti-social behaviour insourced)
- Special Needs Transport (shared service)

3.3 A key element of the RLS programme is the recommissioning of functions that are currently delivered through contracts. The key contracts are included in Table 1 below.

*Table 1: Contracts in scope of RLS*

<b>Contract</b>	<b>Supplier</b>	<b>Annual Value (2020/21)</b>	<b>End extension /</b>
Special Needs Transport (shared service)	LB Harrow	£11m	2022
CCTV Maintenance	Tyco	£0.2m	2022 + 1
Highways Services	FM Conway	£8m	2023
Parking Services	Serco	£6m	2023
Arboricultural Services	Gristwood & Toms	£0.77m	2023 + 2
Street Lighting Services	FM Conway	£1.1m	2023 + 2
Public Realm	Veolia	£18 m	2023 + 7

## RLS Service Improvement Priorities

- 3.4 A comprehensive review of existing environmental services provision was undertaken as part of the RLS programme in order to identify areas for service improvement. The Final RLS Delivery Model will aim to achieve the following overarching objectives, informed by the outcomes of the RLS reviews:
- A neighbourhood approach to managing local issues to meet the needs of local areas
  - A borough-wide approach to managing our assets and infrastructure to ensure investment is spent well
  - A specialist contracts approach for outsourced services
  - Improved contract management and monitoring for contracted services
  - An intelligence-led approach to the deployment of resources
  - Integrated deployment of environmental enforcement services across public realm
  - Greater responsiveness to addressing issues and problems in the public realm
  - Better digital customer interface with real-time information and issue reporting
  - Additional council capacity for continuous service improvement and innovation
  - Focusing specialist officers where they can add the greatest value, with more triaging between generalist and specialist roles
  - Deliver improved Social Value outcomes via our Social and Ethical Procurement Policy, including: striving for carbon neutrality by 2030 and enhancing nature and biodiversity; the number of local jobs created (where appropriate for the contract), including focus on disadvantaged groups; and the number of SMEs and third sector organisations that benefit from the procurement exercises.

## RLS Final Delivery Model

- 3.5 On the 16<sup>th</sup> August 2021, Cabinet agreed the final RLS delivery model, “specialist contracts with low to moderate levels of insourcing”, with decision on the final level of insourcing deferred until early 2022, by when decision on the scope of the next Highways Services contract would be required. The ‘moderate level insourcing’ option was the same as the low level options, but with the addition of the full highways reactive maintenance service rather than just the one gang undertaking 20% of reactive works.

*Table 2: Final RLS Delivery Model agreed by Cabinet on 16 August 2021*

<b>Specialist contracts with either low to moderate level insourcing</b>
<b><i>Specialist contracts</i></b>
• Integrated street cleansing, waste collections and winter gritting
• Recyclates reprocessing
• Grounds maintenance
• Parking services

• Tree maintenance
• Street lighting
• Highways Services
<b><i>Insourcing (TUPE noted where applicable)</i></b>
• Education, Communication and Outreach function from waste contract (TUPE)
• Informal Parking Appeals (TUPE)
• Tree surveying, data, work orders (TUPE)
• Highways gang for 20% reactive repairs <b>OR</b> full reactive highways maintenance (TUPE)
• Park wardens function (TUPE)
<b><i>Stronger client (new posts)</i></b>
• 1 additional highways inspector
<b>Total additional cost recurring revenue: £0.2m - £0.8m</b>
Mobilisation costs can be contained within existing R&E budgets
<b>£0.02m - £0.65m</b> Capital required for tree database and highways reactive maintenance

### Highways Reactive Maintenance Arrangements

- 3.6 The return of the council-owned depot and yard at Unit 2 Marsh Road, Alperton, (the “Depot”) into Council hands in January 2020 provided an opportunity to undertake a range of Covid-19 related and other operational functions. In summer 2020, a review was completed exploring ways to offset the ongoing costs of the Council’s use of the Depot arising from the loss of commercial rent and other site costs. As a result of the review, the Depot was to be used as a base to deliver a range of property related functions, wider general maintenance repairs and ad hoc works, a trial in house highways reactive maintenance team, and in time, sign fabrication and installation and Special Needs Transport bus parking.
- 3.7 The trial highways maintenance function was intended to focus on remedying highways defects generated by customer reports, which make up 20% of all highways reactive repairs. These defects tend to be the most contentious and cause the most correspondence and complaints. The repairs would include minor potholes and footway defects such as raised and cracked slabs causing slip/trip hazards, and dislodged kerbs, posts and bollards. Defects identified through scheduled inspections would remain allocated to the highways services contractor.
- 3.8 The intention was to introduce a two person highways reactive maintenance gang during 2021 to work under our current contractor, FM Conway’s operational guidance when they came on board while the site team continued to set up the Depot.
- 3.9 With much of the preparatory work for the site and operations completed, the first round of recruitment for field operatives commenced in August. However, after three further rounds, the team found that they were unable to secure any interviews due to a lack of available applicants. The pandemic, Brexit, a

nationwide shortage of staff and the limited scope/value in increasing pay rates above market rates are all considered to be contributing factors to this.

- 3.10 In addition, a review of the finances indicated a net financial pressure of £335k to run the Depot operational model as originally intended. As reported to Cabinet in August 2021, the addition of the full highways reactive maintenance service to the Depot operating model would create an additional £600k net cost per annum, creating a combined net cost pressure of £935k per annum. This pressure would need to be met from making savings elsewhere in the Regeneration & Environment Department which would be difficult to identify without requiring service reductions elsewhere. Furthermore, this pressure would be additional to other significant existing pressures faced by the Department.
- 3.11 Given the financial outlook, it is now proposed that the highways reactive maintenance trial is not taken forward and that the service continues in future to be outsourced as part of Highways Services contracts. The Depot service will be scaled back to a 'caretaking' arrangement until future options for the use of the Depot are better understood. The Depot has been offered to bidders in the delivery of the Integrated Street Cleansing, Waste Collections and Winter Maintenance Services contract and their requirements for the Depot to fulfil that contract on either a shared or exclusive basis will be understood following competitive dialogue with bidders in Spring 2022.

#### **4.0 Highways Services Procurement Strategy**

- 4.1 On 30<sup>th</sup> November 2021, officers undertook a soft market engagement event, and sought the views of a range of service providers including local firms. The subjects in question were:
- The packaging and duration of the highway contracts
  - Whether we should use a restricted or an open tender process, and are there any alternatives that the council should consider.
  - what opportunities would be created for the local supplier base within the contractors supply chain
  - To help achieve net carbon zero by 2030, how the environmental impact of this contract can be minimised over the duration of the contract
- 4.2 This soft market engagement has informed the proposed procurement strategy for new Highways Maintenance Contracts which is set out in detail in this section. The features of the highway contracts and their procurement take account of the council's budget, the current markets and try to mitigate identified risks.
- 4.3 It is proposed that highways maintenance works are procured as one tender with two separate Lots and the highways consultancy services is tendered separately. The financial split between the contracts is shown in section 4.17.
- 4.4 In broad terms, the scope of the two works lots will cover: reactive highways maintenance; cyclical and reactive gully cleansing; planned highways maintenance and highways schemes. It is intended that two different contractors will be appointed to the two works lots for planned maintenance and scheme work, with the borough split geographically (e.g. north/south or east/west), with one

contractor taking an area each. Reference will be made to historic records of planned and scheme workloads, and forecast planned maintenance programmes, to inform the borough split so that the workloads are expected to be balanced between the two areas.

- 4.5 The aim is to have flexibility and better service delivery built into the forthcoming contractual arrangements post-2023 to provide “back up” contractor facility, from one area to another and vice-versa, to cater for peaks in workload in each of the geographical areas. Greater flexibility will ensure better service outcomes and a more responsive operation on the ground.
- 4.6 The previous LoHAC contract duration was eight years. The new contract duration has flexibility to be a maximum of ten years, which gives better scope to maintain affordability and to offset any possible price increase due to current market conditions through longer term arrangements. In effect, we would expect the duration of the contract to enable the contractors to price competitively, with the possibility of being able to secure work over the longer 10 yr period.
- 4.7 For reactive maintenance and gully cleansing, it is intended that one of the lots includes these functions borough-wide, with back up from the other contractor. This will provide economies of scale whilst allowing for a reserve contractor to provide back up during peaks in workload.
- 4.8 The highways consultancy contract will cover the Inspection of Highway Structures, Site Investigations and Surveys and Design Services.
- 4.9 The structural problems inherent in the London Highways Alliance ( LoHAC) 1 contract have been addressed and the benefits of the approach used in the recent £20m footway contracts have been applied. Officers have designed the procurement strategy to build on the recent improvements in the timeliness and quality of reactive repairs compared to the early years of the LoHAC 1 contract.
- 4.10 Originally, Brent’s LoHAC arrangement was set up so that highway safety inspections were outsourced and the cost of repairing all high priority defects came out of a lump sum, and the Council then paid for repair of defects identified as medium priority. This created an inherent contractual tension over whether a defect should be categorised as high or medium priority. The issue was successfully resolved in 2018 by a Deed of Variation to the contract, whereby the inspection function came back in house, the lump sum was abolished and the cost of all repairs is now on a “pay as you go” basis. This means the Council has control over the priority given to defects and the decision as to what gets fixed and when. This new arrangement will be carried forward to the new contracts post April 2023.
- 4.11 Furthermore, elevated levels of better-targeted planned maintenance reduce the need to spend money on reactive maintenance. Using better data analysis through Artificial Intelligence (AI) condition surveys, we are carefully targeting a wider range of planned maintenance treatments. The structural condition of local roads (“Unclassified” roads) has improved from 24% needing major maintenance in 2016/17 to only 9% in 20/21. Indeed, the total number of carriageway defects identified by all safety inspections has fallen by 60% between 2018/19 and 20/21 (3095 to 1256). The overall footway condition has substantially improved from

47% in 2018/19 to 33% in 2020/21, which reflects the substantial impact made by the £20m footway improvement programme

- 4.12 However, notwithstanding this, a risk currently not mitigated is once the cost of high priority defects is set aside, on average the remaining funding only pays for the repair of the top 20% of identified medium priority defects. This may continue to reflect on the perception of this function and is best mitigated by ensuring elevated levels of better-targeted planned maintenance and investment in proactive improvement programmes to reduce the need to spend money on reactive maintenance on a day to day basis.
- 4.13 At times the original LoHAC contractor did not complete reactive maintenance repairs on time and significant repair backlogs built up (150 not being uncommon), which then took some months to work through and bring back down to acceptable levels. For that reason it is proposed to have flexibility built into the forthcoming contractual arrangements post-2023 to provide a “back up” contractor facility for cater for peaks in workload (commensurate with the expected £50k p.a. figure) and possible performance issues in the other contract ( in which case the through-put may be higher).
- 4.14 Since the Highways Services contract was novated to FM Conway in April 2021, of the repairs completed in 21/22 (up to end of September 2021) the percentage of failures on quality so far is 2.5% a noticeable improvement on 7% in the previous year. The current effective auditing and monitoring regime, reviewed and retargeted as necessary, will be carried forward to the next contracts.
- 4.15 Moreover, we will benefit from a stronger highways client function with the additional Highways Inspector that is being funded as part of the Final RLS Delivery Model, which will provide additional officer capacity to undertake inspections and monitor the condition of highway.
- 4.16 We have already introduced lower-carbon alternatives for footway construction and carriageway asphalt, as well as using cold-applied road-markings for our road-resurfacing programme this year. The period over which the contracts will be in operation is the crucial one leading up to 2030 and the target deadline for the Council to achieve net-zero carbon emissions. Things are set to change out of all recognition over the next 7- 10 years, so it is important that the appointed contractors are able to play a full part in helping the council achieve that aim.

#### 4.17 Pre-Tender Considerations for the Highways Maintenance Contracts

Ref.	Requirement	Response
(i)	The nature of the services.	<p>1. Highways Maintenance Works contract: Planned Highways Maintenance and Highways Schemes; Reactive Highways Maintenance including emergency call-out; and, Cyclical and Reactive Gully cleansing.</p> <p>Scope of Highways Maintenance Works contract Lot 1:</p> <ul style="list-style-type: none"> <li>(i) Planned schemes and maintenance work in area 1 of the borough</li> <li>(ii) Reactive repairs in the whole of the borough</li> <li>(iii) Occasional planned schemes and maintenance work in the area 2 of the borough – with no guarantee that any such work will be given</li> </ul> <p>Scope of Highways Maintenance Works contract Lot 2:</p> <ul style="list-style-type: none"> <li>(i) Planned schemes and maintenance work in area 2 of the borough</li> <li>(ii) Occasional reactive repairs work across the whole of the borough – with no guarantee that any such work will be given</li> <li>(iii) Occasional planned schemes and maintenance work in area 1 of the borough – with no guarantee that any such work will be given</li> </ul> <p>2. Highways Consultancy Services contract: the Inspection of Highway Structures, Site Investigations and Surveys and Design Services.</p>
(ii)	The estimated value.	<p>For the Highways Maintenance Works contract, at around £7.8m p.a., circa £78m in nominal terms including indexation and exclusive of VAT over 7 years with a possible extension of up to 3 years. (£93.6m inclusive of VAT).</p> <ul style="list-style-type: none"> <li>• Main Reactive Highways Maintenance etc £750k p.a.</li> <li>• Back up Reactive Highways Maintenance £50k p.a</li> <li>• Planned Highways Maintenance etc £3.5m p.a. per area ( i.e. £7m p.a. in total )</li> </ul> <p>For the Highways Services Consultancy contract, at around £0.5m p.a., circa £5m in nominal terms including indexation and exclusive of VAT over 7 years with a possible extension of up to 3 years. (£6m inclusive of VAT).</p> <ul style="list-style-type: none"> <li>• Highway Consultancy Services £500k p.a.</li> </ul>



Ref.	Requirement	Response	
(iii)	The contract term.	The contract term will be seven years, plus a maximum of three one-year extensions. This will apply to both the two works contracts and the consultancy contract.	
(iv)	The tender procedure to be adopted.	Open tender procedure	
v)	The procurement timetable.	<b>Indicative dates are:</b>	
		Invitations To Tender (ITT) (for both the works contracts and consultancy services)	May 2022
		Tender submission closes	August 2022
		Moderate the evaluation of tender submissions	September 2022
		Authority to award sent to Strategic Director for approval	November 2022
		Confirmation of Selected bidder (letters)	November 2022
		Submit signed authority to award to Governance for forward planner completion	December 2022
		Minimum 10 calendar day standstill period and notification issues to all tenderers and additional debriefing of unsuccessful tenderers	December 2022
		Decision to proceed with award (Key / Delegated Decision)	December 2022
		Key Decision call in period of 5 days	December 2022
		Contract Award letter issued to successful tenderer	December 2022
		Contract Mobilisation	January to March 2023 [3 months]
		Contract start date	01/04/2023
(vi)	The evaluation criteria and process.	<p>An open tender will be undertaken.</p> <p>At tender evaluation stage, the panel will evaluate the tenders against the following Tier 1 criteria:</p> <p>Highways Maintenance Works contract (Lots 1 &amp; 2)</p> <ul style="list-style-type: none"> <li>• Price 55%</li> <li>• Technical/Quality 35%</li> <li>• Social Value 10%</li> </ul>	

Ref.	Requirement	Response
		<p>Highways Consultancy Services contract</p> <ul style="list-style-type: none"> <li>• Price 50%</li> <li>• Technical/Quality 40%</li> <li>• Social Value 10%</li> </ul>
(vii)	Any business risks associated with entering the contract(s) .	Business risks and mitigations are outlined in the table in Appendix 1 of this report.
(viii)	The Council's Best Value duties.	This procurement process and on-going contractual requirement will ensure that the Council's Best Value obligations are met.
(ix)	Consideration of Public Services (Social Value) Act 2012	<p>The Council is under duty pursuant to the Public Services (Social Value) Act 2012 ("the Social Value Act") to consider how services being procured might improve the economic, social and environmental well-being of its area; how, in conducting the procurement process, the Council might act with a view to securing that improvement; and whether the Council should undertake consultation. Officers have had regard to considerations contained in the Social Value Act in relation to the procurement and 10% of the evaluation criteria will be assigned to evaluating the bidders' social value proposals.</p>
(x)	Any staffing implications, including TUPE and pensions.	See section 9 below.
(xi)	The relevant financial, legal and other considerations.	See sections 7 and 8 below.
(xii)	Sustainability	This procurement will be undertaken in line with the Council's Sustainable Procurement Policy.
(xiii)	Key Performance Indicators / Outcomes	<p>The desired outcomes for all the contracts are as follows:</p> <p>Provide best value and an affordable solution for Highways Maintenance service provision that lies within the parameters of the Council's available resources</p> <p>Support the borough's approach to highways asset management by not only carrying out good quality work in a timely manner, but also actively playing a part in the development and improvement in effectiveness of the borough's range of highways treatments.</p> <p>Ensure a user focused approach, improving the quality, clarity and timeliness of information shared with</p>

Ref.	Requirement	Response
		<p>stakeholders on how the service is being deployed, and quickly resolving service failures</p> <p>The Contractor reduces the greenhouse gas (GHG) emissions from the operations of the Services to support the Council's commitment to achieve carbon neutrality by 2030 and contribute to the Mayor of London's Emissions Performance Standard (EPS)</p> <p>Deliver better Social Value outcomes via the Council's Social and Ethical Procurement Policy</p> <p>The Highways Maintenance Contracts will include a robust KPI framework; both "hard" KPIs which measure what is done and "soft" KPIs which measure how it is done ("the user focused approach") .</p>
(xiv)	London Living Wage	<p>The existing contractor pays staff working on the Highways Maintenance Contract the London Living Wage. The new Highways Maintenance Contracts will require the payment of the London Living Wage to London based staff working on the contracts.</p>
(xv)	Contract Management	<p>The contracts will be monitored by the Highways &amp; Infrastructure Service of Environmental Services. The team will audit the contractors' work and help identify and deliver further opportunities for service improvements and efficiencies.</p> <p>The works contracts will be managed through: monthly meetings for a) Reactive maintenance b) Planned Maintenance / Scheme Work c) Gully Cleansing , all informing a monthly Contract Management Group monitoring performance and payment.</p> <p>The consultancy contract will be managed through a monthly meeting monitoring performance and payment</p>

## 5.0 Alternative Options Considered

- 5.1 A Single Service Provider for highways services has been considered but is not favoured. This is the current arrangement which has benefits in terms of economies of scale, minimising co-ordination issues and minimising contract administration. However it has been found that where there are peaks in workload or work backlogs, there are insufficient alternative resources available to deploy.
- 5.2 Insourcing the reactive maintenance function is not favoured due to the significant additional financial cost which would have to be funded by savings identified elsewhere in the Regeneration & Environment Department.

## **6.0 Financial Implications**

- 6.1 Funding for the works to be carried out under these contracts comes from various sources; reactive maintenance and gully cleansing is funded from existing highways revenue funding; there is an annual £3.5 m base highways capital maintenance budget for planned maintenance; scheme work is also eligible for capital funding.
- 6.2 Continuing to outsource all highways services will avoid the need to identify savings in order to offset an additional annual cost of £600k required to in source the full highways reactive maintenance service.
- 6.3 The procurement process will seek to ensure contract costs remain affordable given the current market conditions. We would expect the duration of the contract to enable the contractors to price competitively, with the possibility of being able to secure work over the longer 10 yr period.

## **7.0 Legal Implications**

- 7.1 Section 41 of the Highways Act 1980 places a duty on the council as highways authority to maintain the public highway. Both planned and reactive maintenance programmes must make sufficient provision for the Council to comply with this duty. Breach of this duty can render the council liable to pay compensation if anyone is injured as a result of failure to maintain the highway. There is also a general power under section 62 of the Highways Act 1980 to improve highways.
- 7.2 The estimated value of the proposed contracts for highways maintenance are above the threshold for Works under the Public Procurement Regulations 2015 (the "PCR 2015") and the procurement is therefore governed by the PCR 2015. The estimated value of the proposed contract for highways consultancy services is above the threshold for Services under the Public Procurement Regulations 2015 (the "PCR 2015") and accordingly the is also procurement is therefore governed by the PCR 2015
- 7.3 The procurements are subject to the Council's own Standing Orders and Financial Regulations in respect of High Value Contracts. For High Value Works Contracts valued at in excess of £10m and High Value Consultancy Services contracts valued in excess of £5m, Cabinet must approve the pre-tender considerations set out in paragraph 4.17 above (Standing Order 89) and the inviting of tenders (Standing Order 88).
- 7.4 Once the tender process is undertaken, Officers will report back to Cabinet in accordance with Contract Standing Orders, explaining the process undertaken in tendering the contracts and recommending award.
- 7.5 As this procurement is subject to the full application of the PCR 2015, the Council must observe the requirements of the mandatory minimum 10 calendar standstill period imposed by the PCR 2015 before the contract can be awarded. The requirements include notifying all tenderers in writing of the Council's decision to award and providing additional debrief information to unsuccessful tenderers on receipt of a written request. The standstill period provides unsuccessful tenderers with an opportunity to challenge the Council's award decision if such challenge is

justifiable. However if no challenge or successful challenge is brought during the period and subject to there being no call-in of the decision to award, at the end of the standstill period the Council can issue a letter of acceptance to the successful tenderer and the contract may commence.

## **8.0 Equality Implications**

- 8.1 In 2020 an Equality Analysis was undertaken in relation to the RLS programme as a whole and no adverse equality or diversity implications were identified. This was updated in July 2021 to include consideration of the Final RLS Delivery Model and again no adverse equality or diversity implications were identified.
- 8.2 A screening assessment has been carried out and no full Equalities Impact Assessment is needed.

## **9.0 Any Other Implications (HR, Property, Environmental Sustainability - where necessary)**

- 9.1 As insourcing is not now being pursued, Marsh Road Depot will not be involved in delivering this service.
- 9.2 The pre-tender considerations at paragraph 4.17 above outline how sustainability will be addressed in the Highways Services retender.
- 9.3 This service is currently provided by an external contractor and there are no implications for Council staff arising from retendering the contract.
- 9.4 Legal Services are exploring the extent to which the Transfer of Undertakings (Protection of Employment) Regulations 2006 as amended will apply to any of the services involved.

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

- 10.1 Targeted consultation on the RLS Delivery Model Options to comply with Section 3 LGA 1999 took place from 17 May to 28 June 2021 and the results of this exercise and how these influenced the Final RLS Delivery Model are set out in section 4 of the August 2021 Cabinet Report, with further detail in Appendix 1 of that report.
- 10.2 The RLS Members' Reference Group has met several times to consider the RLS programme, the RLS Review, the Delivery Model Options and statutory consultation results and the Final RLS Delivery Model.

### **Report sign off:**

**Alan Lunt**


Strategic Director of Regeneration & Environment

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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 <b>Brent</b>	<p style="text-align: center;"><b>Cabinet</b> 7 February 2022</p>
<p style="text-align: center;"><b>Report from the Strategic Director of Regeneration and Environment</b></p> <p style="text-align: center;"><b>Authority to Tender Contracts for Parking and Traffic Civil Enforcement Services</b></p>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Key
<b>Open or Part/Fully Exempt:</b> <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Part Exempt – Appendix 1 is exempt as it contains the following category of exempt information as specified in Paragraph 3, Schedule 12A of the Local Government Act 1972, namely: “Information relating to the financial or business affairs of any particular person (including the authority holding that information)”
<b>No. of Appendices:</b>	One Appendix 1(exempt):    Contract Risks and Mitigations
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b> <small>(Name, Title, Contact Details)</small>	Chris Whyte Operational Director Environmental Services Tel:0208 937 5342 Email: <a href="mailto:chris.whyte@brent.gov.uk">chris.whyte@brent.gov.uk</a>  Steve Prince Senior Parking Manager Tel:0208 937 4953 Email: <a href="mailto:steve.prince@brent.gov.uk">steve.prince@brent.gov.uk</a>

## 1.0 Introduction and Overview

- 1.1 In August 2021, Cabinet agreed the Final RLS Delivery Model, which is a “specialist contracts delivery model with low to moderate levels of insourcing”, including the high level procurement strategy for those services which will be outsourced.
- 1.2 This report now presents the procurement strategy and timetable for i) the Parking and Traffic Civil Enforcement (PCE) Services Contract and ii) the Cashless Parking Contract (the “Parking Services Contracts”). The current parking services contract is due to expire on 31 March 2023. This report requests approval to invite tenders in respect of the Parking Services contracts from 1<sup>st</sup> April 2023, as required by Contract Standing Orders 88 and 89.

## 2.0 Recommendations

### 2.1 That Cabinet approves:

- (i) Invitation of tenders for the Parking Services contracts on the basis of the pre - tender considerations set out in paragraphs 4.17 and 4.18 of the report; and
- (ii) Officer evaluation of the tenders for the Parking Services contracts on the basis of the evaluation criteria set out in 4.17 (vi) and 4.18 (vi) of this report.

## 3.0 Background

### RLS Aims and Objectives

#### 3.1 The aim set by members for the RLS programme is to design and implement a better, more integrated and flexible local services delivery model that improves the look and feel of Brent's public realm. The following RLS programme objectives were defined by Brent's members following the launch of the programme in May 2019:

- Meet residents' and businesses' requirements for the services: fully engage with the community to understand their needs and aspirations
- A clean, green environment: place clean streets, clean air, carbon reduction, quality green spaces, trees & biodiversity at the heart of the programme
- Be bold and innovative: explore all possible delivery options and seek out best practice and innovation from other providers, from the UK and abroad
- Provide the best value possible with available council resources, in the context of post-Covid financial pressures
- Ensure services are flexible and adaptable to change: build in control, flexibility and resilience to manage future change

### RLS Programme Scope

#### 3.2 A key element of the RLS programme is the recommissioning of functions that are currently delivered through contracts. The key contracts are:

Contract	Supplier	Annual Value (2020/21)	End / extension
Special Needs Transport (shared service)	LB Harrow	£11m	2022
CCTV Maintenance	Tyco	£0.2m	2022 + 1
Highways Services	FM Conway	£8m	2023
Parking Services	Serco	£6m	2023
Arboricultural Services	Gristwood & Toms	£0.77m	2023 + 2
Street Lighting Services	FM Conway	£1.1m	2023 + 2

Public Realm	Veolia	£18 m	2023 + 7
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### **RLS Service Improvement Priorities**

- 3.3 A comprehensive review of existing environmental services provision was undertaken as part of the RLS programme in order to identify areas for service improvement. The Final RLS Delivery Model will aim to achieve the following overarching objectives, informed by the outcomes of the RLS reviews:
- A neighbourhood approach to managing local issues to meet the needs of local areas
  - A borough-wide approach to managing our assets and infrastructure to ensure investment is spent well
  - A specialist contracts approach for outsourced services
  - Improved contract management and monitoring for contracted services
  - An intelligence-led approach to the deployment of resources
  - Integrated deployment of environmental enforcement services across public realm
  - Greater responsiveness to addressing issues and problems in the public realm
  - Better digital customer interface with real-time information and issue reporting
  - Additional council capacity for continuous service improvement and innovation
  - Focusing specialist officers where they can add the greatest value, with more triaging between generalist and specialist roles
  - Deliver improved Social Value outcomes via our Social and Ethical Procurement Policy, including: striving for carbon neutrality by 2030 and enhancing nature and biodiversity; the number of local jobs created (where appropriate for the contract), including focus on disadvantaged groups; and the number of SMEs and third sector organisations that benefit from the procurement exercises.

### **Final RLS Delivery Model**

- 3.4 Following statutory best value consultation, the Final RLS Delivery Model, agreed by Cabinet on 16 August 2021, is a “specialist contracts delivery model with low to moderate levels of insourcing”. This delivery model comprises outsourcing using discrete, specialist contracts, and the insourcing and enhancement of a small number of client functions that would provide the Council with greater strategic and financial control and improved contract management and stakeholder engagement.
- 3.5 The agreed future configuration of outsourced services, insourcing and enhancement of related client functions is set out in Table 2 below. The outstanding matter of the level of insourcing of the highways reactive maintenance function is the subject of a separate report on the 7th February 2022 Cabinet agenda.

Table 2: Final RLS Delivery Model – Service Configuration

<b>Specialist contracts with either low to moderate level insourcing</b>
<b><i>Specialist contracts</i></b>
• Integrated street cleansing, waste collections and winter gritting
• Recyclates reprocessing
• Grounds maintenance
• Parking services
• Tree maintenance
• Street lighting
• Highways Services
<b><i>Insourcing (TUPE noted where applicable)</i></b>
• Education, Communication and Outreach function from waste contract (TUPE)
• Informal Parking Appeals (TUPE)
• Tree surveying, data, work orders (TUPE)
• Highways gang for 20% reactive repairs <b>OR</b> full reactive highways maintenance (TUPE)
• Park wardens function (TUPE)
<b><i>Stronger client (new posts)</i></b>
• 1 additional highways inspector
<b>Total additional cost recurring revenue: £0.2m - £0.8m</b>
Mobilisation costs can be contained within existing R&E budgets
<b>£0.02m - £0.65m</b> Capital required for tree database and highways reactive maintenance

- 3.6 The agreed Final RLS Delivery Model includes the insourcing of the Pre-Notice to Owner (NTO) Correspondence work-stream (informal parking and bus lane PCN representations). The incumbent contractor currently provides this service to the Council with two staff based at its depot in Park Royal. These two staff members will be incorporated into the larger Parking Notice Processing section without any need to change either structure or management capacity and the increase in costs (£32k) will be covered from within the Parking Service's current budget.
- 3.7 While there is nothing in legislation that prevents the outsourcing of this work-stream, doing so results in a situation where the contractor is in effect "marking its own homework" as it is issuing the PCNs and then answering the challenges to those same PCNs. Moving this service back in-house could provide:-
- Greater transparency on the activities of the contractor
  - More control on how policy is applied to the cancellation of PCNs
  - Improved quality of Pre-NTO correspondence
  - Greater consistency between Pre and Post NTO communications with customers
  - Greater flexibility across the wider PCN correspondence team to deal with surges in workload

- 3.8 TUPE arrangements are currently underway and staff will be transferred with effect 1 April 2022 allowing a year for these arrangements to be embedded before the intended new contract commences.

#### **4.0 Parking and Traffic Civil Enforcement Services**

- 4.1 It is intended that parking and traffic civil enforcement (“PCE”) services will be procured as standalone service contracts giving specialist parking providers the opportunity to bid directly for separate services for the PCE services.
- 4.2 The Cashless Parking (virtual pay and display) services (“Cashless Parking”) and IT – PCN and Permits System Licences services (“IT System”) will be independent and outside the scope of the PCE services and will be entered into as two separate contracts with their own associated governance steps being followed. Although the Cashless Parking and IT System contracts are linked to the PCE services, Cabinet is asked to note that the tender and pre-tender considerations requiring approval in this report are limited to the PCE and Cashless Parking Services contracts.
- 4.3 Cabinet is also asked to note that a waiver has been sought from the Director of Finance to waive the requirement to obtain three quotes in respect of the contract for the IT System. The benefits of this approach include: -
- Mitigate the risks of immediate disruption to the service, prohibitive changeover costs and risks to the mobilisation of the main contract by any new contractor.
  - Avoid the incurrence of estimated £250k mobilisation costs arising from system change over.
  - Avoid the loss of revenues arising from PCN cancellations due to data errors and penalty charges timing out that arise from the system changes.
  - Allow the Council legal right to nominate the IT provider to the selected main contract provider.
- 4.4 This approach reflects the trend in London for outsourced PCE services, and feedback received from potential bidders whereby outsourced PCE services are better served by specialist companies.

#### **Soft Market Engagement**

- 4.5 The Council held a soft market engagement / Bidders Open Day to discuss the upcoming tender and potential approach to tendering for a new PCE contract with potential bidders. The soft market engagement opportunity was advertised via the Brent e-tendering portal and ‘Find a Tender Service’. Ten organisations expressed an interest and responded to our questionnaire. All ten companies attended the open day.
- 4.6 The Open Day consisted of two sessions where initially the Council briefed on its current service status, the changing environment and openness for innovation. There were opportunities for clarification from the attendees collectively. The second session involved organisations meeting with officers individually to pitch

their ideas and services confidentially. It was made clear in this process that any proposed procurement approach was provisional and subject to Cabinet decision in February 2022.

4.7 The main aims of the market engagement were to seek views from potential bidders on the Council's outline procurement strategy and to understand what would make any procurement exercise attractive to the market. The discussions were highly informative and can be summarised as follows:

- There was consensus on the length of the contract linked to the expected life of the associated vehicle fleet; a main term of ten years and a mutually agreeable break from year 5 with cumulative extensions up to five years granted on an annual basis.
- The proposed use of the Restricted Procedure was understood by all, with opportunities for clarification included in the procurement procedures for this contract.
- Regarding the tender structure, there was a balance of views. The more established companies in the market suggested a sole provider delivering all services was preferred, but they could also work with nominated sub-contractors or other lot winners.
- Cashless and IT providers made cases for multiple LOTs, on the basis that they did not feel a main contractor added any value to their offering. There was some sympathy with this view from the major providers with regard to cashless parking provision.
- Feedback on IT raised significant concerns about changing from the current system, considering the service recently changed systems following a fairly disruptive change over process during 2018/19.
- Most of the providers understood the Council's need to protect the volume and quality of parking enforcement activity, taking account of budget planning considerations, as well as maintaining residents' confidence, and therefore it was considered vital that quality would be weighted highly at tender evaluation stage.
- There was reticence about pricing bids and there appeared to be a preference for contract budgets highlighted upfront, showing what services could be delivered for that with profit declared as part of open book accounting policies.
- The range of Price / Quality ratios suggested ranged from 30/70 to 40/60 respectively.
- Innovation was heavily linked to technology rather than methodology.
- IT providers did not think that their added value solutions would be 'primed' by main providers, and as a result LBB would secure potential benefits. For example, there are systems which integrate PCN and Permit administration into a single solution.

- This again pointed to a preference for the LOT approach, as this gives contractors an opening opportunity and then the ability to offer added value later on with offerings across the wider service.
- A contract term of 10 years was welcomed with points around return on capital investment, particularly on first renewal, highlighted.
- Organisations appeared knowledgeable and supportive of the green agenda, with matters regarding electric vehicles and charging points and low traffic neighbourhoods discussed in detail.
- Issues raised included:
  - the tender date clashing with other local authorities and allowance for sufficient time to construct tender responses;
  - the contract base and vehicle pound location; and
  - Flexibility / variability – length of contract means things are likely to change. How will LBB build this into specification?
- All companies supported our Social Value and Ethical Procurement Policy objectives, understanding that Social Value should be a core part of doing business with Brent.
- All companies understood and supported the Parking Services' contract requirement that the London Living Wage must be the minimum salary payment to staff working on the contract.

### **Parking and traffic enforcement scope of services**

4.8 Parking and Traffic Civil Enforcement (PCE) services are currently delivered by the incumbent Serco with contractual costs of approximately £6.0m per annum. This sum includes sub-contractor costs for RingGo – cashless parking; TSL Taranto – PCN IT system; Dash – Permit IT system; and, ELV – vehicle removal equating to £5.8m p.a. as well as variable payments of £0.2m (£200k) for transactions with DVLA, post, etc.; pass through charges that are associated with PCN volumes. The services altogether generate approximately £21m p.a. in revenues.

4.9 The core service packages now being considered for outsourcing are:-

	<b>Services</b>	<b>Tender Route</b>
<i>PCE Services</i>	<ul style="list-style-type: none"> <li>• <i>Premises – Base for contractor operation</i></li> <li>• <i>Premises - Vehicle pound</i></li> <li>• <i>Vehicles supply and maintenance – CCTV cars / Removal Lorries / CEO transport / Mopeds</i></li> <li>• <i>On-Street enforcement (Civil Enforcement Officer deployment)</i></li> <li>• <i>Vehicle Removals and relocations</i></li> <li>• <i>Reporting Signs and lines maintenance</i></li> </ul>	<i>Restricted</i>



	<ul style="list-style-type: none"> <li>• <i>Blue Badge enforcement</i></li> <li>• <i>Persistent Evader management</i></li> <li>• <i>Event Day management (Wembley PPS)</i></li> <li>• <i>Safe School Streets enforcement</i></li> <li>• <i>Low Traffic Neighbourhoods enforcement</i></li> <li>• <i>Bay suspensions enforcement</i></li> <li>• <i>CCTV - Moving Traffic enforcement &amp; ANPR</i></li> <li>• <i>Car Parks enforcement</i></li> <li>• <i>Car Parks management (inc. opening/closing)</i></li> <li>• <i>Pay and display cash collection and banking</i></li> <li>• <i>Pay and display – maintenance 1<sup>st</sup> line</i></li> <li>• <i>Pay and display – machine provision (quotes with option to/not to procure)</i></li> <li>• <i>Permits Administration (staff)</i></li> <li>• <i>Call handling for general enquiries</i></li> <li>• <i>Suspensions and dispensations administration</i></li> <li>• <i>IT support – administration of PCNs, Handheld devices and Permits</i></li> </ul>	
<i>Cashless Parking</i>	<i>Cashless Parking (virtual pay and display)</i>	<i>Restricted</i>
<i>IT System</i>	<i>Integrated PCN / Permit System with user Licences</i>	<i>Waiver sought until 2025/26</i>

4.10 In order to deliver stability and achieve competitive prices, the Parking Service is seeking to award:

- i. A contract for PCE for up to 10 years on a 5 +1+1+1+1+1 basis, based on good performance with a break clause at year 5 and for each year subsequently to the maximum term (i.e. breaks at years 6 to 9). The decision to extend will be based on services being delivered to a minimum satisfactory standard outlined in up to 20 key performance indicators, covering the range of services outlined in the table in above.
- ii. A contract for Cashless Parking for up to 10 years on a 5 + 5 basis, again based on good performance but with a break clause at year 5 only. This is because the risk to the Service is lower with less variables arising from the economic environment and human resources. Whilst the Service is linked to PCE from an enforcement aspect, as a parking place booking function it is operated independently.

## **Parking and Traffic Civil Enforcement contract improvements**

- 4.11 The Service is seeking ways in which it can control expenditure for the contract services due to the length of contract, and has considered the tender strategies available including competitive procedure with negotiation (CPN), competitive dialogue (CD) and restricted tender routes. Officers have reviewed the distinction between negotiation and clarification approaches, and concluded there was a risk of re-pricing using any of the negotiation routes as the best bids may not be put forward initially. There would also be risks of extending the tender timeframe due to ongoing negotiations. Seeking bids and clarifying submissions using the restricted route is deemed the right approach, balancing pricing risk and tender schedule.
- 4.12 External factors have recently created higher than expected inflationary pressures. In seeking to manage our contract costs, the Service is adopting an approach whereby it informs bidders of the budget available (baselined at 2020/21) and requires that tenders bids are submitted using this budget as a gauge. In the spirit of transparency, bidders will be required to indicate the fixed, variable and pass-through costs together with profit element. The price bid can be higher or lower than the indicative budget figure. As is standard with other contracts, the bidders will have to commit to the prices in their bid. The Service is currently developing modelling to assist with working out how the Price and Quality evaluation would be carried out and appropriate weighting levels.

## **Cashless Parking contract improvements**

- 4.13 The Council's Climate Emergency Strategy (2021 – 2030) requires contractors to indicate where they can contribute to less emissions and sustainability. Cashless parking service providers are well equipped to identify high emission vehicles and managing vehicle journeys. The current agreement includes charges for driver reminders. In order to dissuade unnecessary journeys the Service will seek to ensure that:
- (i) there will be no subsidies for driver reminder text messaging;
  - (ii) there is no promotion of free or cheap parking places in the borough; and,
  - (iii) cashless parking will reduce the requirement for physical pay and display machines that require greater support and therefore maintenance and cash collection visits.

## **Overall Service improvements**

- 4.14 The following opportunities exist for improved service delivery:-
- 4.14.1 Reduced number of pay and display machines, with users showing a gradually increasing preference for app-based cashless payments. In time, this may result in reduced cash collection, banking and machine maintenance costs. However a core group of mainly older motorists, around 1 in 6 of customers, currently prefer to pay by cash;
  - 4.14.2 Increased and modernised CCTV infrastructure facilitates greater compliance with traffic and bus lane restrictions;

- 4.14.3 Permit system integrated with core IT infrastructure reducing dependence on administrative support and manual interventions;
  - 4.14.4 Updated IT system allowing for improved enforcement, debt recovery and persistent evader tracking;
  - 4.14.5 Integration of mapping systems for improved lines and signs maintenance, and controlled parking zone updates; and
  - 4.14.6 Improved on-line\*, mobile app and digital communication with the aim of reducing net call-handling.
- 4.15 Opportunities for working with other Council services include:
- 4.15.1 links with the Brent customer account project\*;
  - 4.15.2 use of cleansing / waste services at Council car parks;
  - 4.15.3 use the highways maintenance contractor for lines and signs maintenance;
  - 4.15.4 increasing joint and integrated enforcement and public safety initiatives through the Council's wider Enforcement Practitioners' Group; and
  - 4.15.5 supporting front line staff and civil enforcement officers (CEOs) who may be subject to confrontation and abuse through CCTV and combined communication systems.

### **Vision for the Parking and Traffic Civil Enforcement contracts**

- 4.16 The vision for the contracts is to:
- Manage parking and traffic flows for the benefit of residents, businesses and visitors;
  - Improve motorists' compliance with parking, traffic and bus lane restrictions;
  - Contribute to improved road safety;
  - Improve the way Brent 'looks and feels' to residents, businesses and visitors, including promoting compliant parking, pedestrian safety;
  - Promote a greater connection with other services for the benefit of Brent residents, businesses and visitors, with more opportunities for them to access to seamless contact and payment points on the Council's web portal and deliver clean parking places;
  - Promote the use of easy to use cashless systems; and
  - Make a positive impact on social, environmental and economic sustainability by promoting the regular turnover of parking spaces for shoppers and visitors,

whilst keeping public transport flowing through clear bus lanes and rights of way.

### **Pre-Tender Considerations for the Parking and Traffic Civil Enforcement (PCE) Services contract**

- 4.17 In accordance with Contract Standing Orders 88 and 89, pre-tender considerations for the procurement of the PCE contract have been set out below. Cabinet is asked to approve these:-

<b>Ref.</b>	<b>Requirement</b>	<b>Considerations</b>	
(i)	The nature of the services.	Parking and civil enforcement, covering all borough public highways, controlled parking zones, adopted highway, car parks, pedestrian zones and footways.	
(ii)	The estimated value.	<p>The contract budget is £5.8m p.a. x 10 years = £58m using 2020/21 base figures, therefore excluding indexation.</p> <p>Contract estimate circa £5.8m p.a. for up to 10 years</p>	
(iii)	The contract term	The contract term proposed is for a period up to 10 years on a 5 +1+1+1+1+1 based on good performance with a break clause at year 5 and for each year subsequently to the maximum term (also including breaks at years 6 to 9).	
(iv)	The tender procedure to be adopted.	<p>Parking services outlined would be procured using a two stage restricted procedure should there be advantage in including optional items and clarification points.</p> <ul style="list-style-type: none"> <li>• Procurement from Feb 2022 – July 2022 (6 months)</li> <li>• Tender award report – Sept 2022</li> <li>• Mobilisation from Sept 2022 – Mar 2023 (7 months)</li> </ul>	
v)	The procurement timetable.	<b>Indicative dates are:</b>	
		Adverts placed	Early April 22
		Deadline for tender submissions	Early May 22
		Evaluation and moderation	Mid-June 22
		Report recommending Contract award circulated internally for comment	July – August 22
		Cabinet approval	September 22
		Minimum 10 calendar day standstill period – notification issued to all tenderers and additional debriefing of unsuccessful tenderers	September 22

Ref.	Requirement	Considerations	
		Cabinet call in period of 5 days ends (to be run simultaneously with standstill).	September 22
		Standstill period ends	Mid-September 22
		Contract Mobilisation	September 22 – March 23
		Contract start date	1 April 23
(vi)	The evaluation criteria and process.	<p>1. At selection stage shortlists are to be drawn up in accordance with the Council's Contract Procurement and Management Guidelines by the use of a selection questionnaire to identify organisations meeting the Council's financial standing requirements, technical capacity and technical expertise.</p> <p>2. At tender evaluation stage, the panel will evaluate the tenders against the following criteria:</p> <ul style="list-style-type: none"> <li>• 30% Price</li> <li>• 60% Quality</li> <li>• 10% 10% Social Value and Ethical Procurement Policy factor</li> </ul> <p>A higher consideration is given to quality due to the financial outcomes being sought and that the risk around price is somewhat mitigated as it is based on current budget (2020/21).</p>	
(vii)	Any business risks associated with entering the contract.	Business risks and mitigations are outlined in the table in Appendix 1 of this report.	
(viii)	The Council's Best Value duties.	This procurement process and on-going contractual requirement will ensure that the Council's Best Value obligations are met.	
(ix)	Consideration of Public Services (Social Value) Act 2012	The Council is under duty pursuant to the Public Services (Social Value) Act 2012 ("the Social Value Act") to consider how services being procured might improve the economic, social and environmental well-being of its area; how, in conducting the procurement process, the Council might act with a view to securing that improvement; and whether the Council should undertake consultation. Officers have had regard to considerations contained in the Social Value Act in relation to the procurement and 10% of the evaluation criteria will be assigned to evaluating the bidders' social value proposals.	
(x)	Any staffing implications,	See section 10 below.	

Ref.	Requirement	Considerations
	including TUPE and pensions.	
(xi)	The relevant financial, legal and other considerations.	See sections 6, 7 and 8 below.
(xii)	Sustainability	This procurement will be undertaken in line with the Council's Sustainable Procurement Policy.
(xiii)	Key Performance Indicators / Outcomes	<ul style="list-style-type: none"> <li>• The Council's parking policies must comply with the law (particularly the Traffic Management Act 2004); and must have regard to the Secretary of State's Statutory Guidance to Local Authorities on the Civil Enforcement of Parking Contraventions.</li> <li>• This Guidance states that enforcement authorities should design their parking policies with particular regard to: <ul style="list-style-type: none"> <li>○ managing the traffic network to ensure expeditious movement of traffic, (including pedestrians and cyclists);</li> <li>○ improving road safety;</li> <li>○ improving the local environment;</li> <li>○ improving the quality and accessibility of public transport;</li> <li>○ meeting the needs of people with disabilities, some of whom will be unable to use public transport and depend entirely on the use of a car; and</li> <li>○ managing and reconciling the competing demands for kerb space.</li> </ul> </li> <li>• The Council's 2015-2035 Long Term Transport Strategy (LTTS) sets out five objectives, all of which are relevant to Parking service delivery:- <ul style="list-style-type: none"> <li>○ Increase the uptake of sustainable transport modes;</li> <li>○ Reduce conventional vehicular trips on the network, particularly at peak time;</li> <li>○ Support growth areas and town centres to enable acceptable development;</li> <li>○ Reduce KSI* incidents and slight accidents on Brent's roads;</li> <li>○ Reduce the exposure of Brent residents to PM and NO2 generated by the transport network.</li> </ul> </li> <li>• The LTTS also sets five priority areas that will provide a focus for further work: Road safety; Air Quality; Health; Congestion; and Growth and regeneration.</li> <li>• Both the Mayor of London's Transport Strategy (2018) and the London Plan (March 2016) contain London-wide policies on parking, to which the Council must have regard.</li> <li>• The London Plan sets out a framework of standards for the provision of off-street parking in new developments, including standards for cycle parking, car clubs, disabled parking, and the provision of parking for electric vehicles.</li> </ul>

Ref.	Requirement	Considerations
		<p>The agreed RLS strategic outcomes will be delivered as part of Parking Services contract strategy in particular the contract will directly impact:</p> <ul style="list-style-type: none"> <li>• Strategic Outcome 2: Improve the way Brent “looks and feels” to its residents and visitors, by adopting a neighbourhood approach to meet the needs of local areas including opportunities for the involvement of local stakeholders through CEO deployment, enforcement results and complaints response.</li> <li>• Strategic Outcome 5: The Contractor reduces the greenhouse gas (GHG) emissions from the operations of the Services to support the Council's commitment to achieve carbon neutrality by 2030 and contribute to the Mayor of London's Emissions Performance Standard (EPS) through supporting low traffic neighbourhoods, enforcing bus lanes and procuring low emission fleet.</li> <li>• Strategic Outcome 6: Deliver better Social Value outcomes via the Council's Social and Ethical Procurement Policy by continuing to employ staff locally and committing to the London living wage.</li> </ul> <p>NB (<i>to follow</i> / confidential) Officers are currently developing KPIs to be measured as part of the initial year's performance regime.</p>
(xiv)	London Living Wage	<p>The existing contractor pays staff working on the current Parking Services Contract the London Living Wage.</p> <p>The new Parking Services contract will require the payment of the London Living Wage to staff working on the contract</p>
(xv)	Contract Management	<p>The contract will be monitored by a single team within the Environmental Services Directorate. The team will audit the contractor's work and help identify and deliver further opportunities for service efficiencies.</p> <p>The contract will be managed through: a monthly Contract Operational Group discussing day to day issues; a monthly Contract Management Group monitoring performance and payment and a bi-annual Contract Partnership Board ensuring that the goals of the contract are being met and determining the future direction of the contract.</p> <p>A partnership/team approach will be fostered in relation to joint delivery of services on the ground between council and contractor staff.</p>



## Pre-Tender Considerations for the Parking Services Cashless Parking contract

4.18 In accordance with Contract Standing Orders 88 and 89, pre-tender considerations for the procurement of the Cashless Parking contract have been set out below. Cabinet is asked to approve these:-

Ref.	Requirement	Considerations	
(i)	The nature of the services.	Electronic payment system for Council operated parking places within the Borough including on-street, car parks and some permit places.	
(ii)	The estimated value.	<p>The contract budget is £100k p.a. excluding indexation.</p> <p>Contract est. circa £100k* p.a. for up to 10 years = £1m</p>	
(iii)	The contract term	The contract term will be a maximum of 10 years. This includes an initial 5 year term with mutually agreeable break clause invoked at year 4. Subject to performance review, a further annual renewal of 5 years will be granted.	
(iv)	The tender procedure to be adopted.	<p>Parking services outlined would be procured using a two stage restricted procedure should there be advantage in including optional items and clarification points.</p> <ul style="list-style-type: none"> <li>• Procurement from Feb 2022 – July 2022 (6 months)</li> <li>• Tender award report – Sept 2022</li> <li>• Mobilisation from Sept 2022 – Mar 2023 (7 months)</li> </ul>	
v)	The procurement timetable.	<b>Indicative dates are:</b>	Running parallel with PCE contract schedule in 4.14
		Adverts placed	Early April 22
		Deadline to Submit Final Tenders (ISFT)	Early May 22
		Evaluation and moderation	Mid-June 22
		Report recommending Contract award circulated internally for comment	July – August 22
		Cabinet approval	September 22
		Minimum 10 calendar day standstill period – notification issued to all tenderers and additional debriefing of unsuccessful tenderers	September 22
		Cabinet call in period of 5 days ends (to be run simultaneously with standstill).	September 22
		Standstill period ends	Mid-September 22

Ref.	Requirement	Considerations	
		Contract Mobilisation	September 22 – March 23
		Contract start date	1 April 23
(vi)	The evaluation criteria and process.	<p>1. At selection stage shortlists are to be drawn up in accordance with the Council's Contract Procurement and Management Guidelines by the use of a selection questionnaire to identify organisations meeting the Council's financial standing requirements, technical capacity and technical expertise.</p> <p>2. At tender evaluation stage, the panel will evaluate the tenders against the following criteria:</p> <ul style="list-style-type: none"> <li>• 40% Price</li> <li>• 50% Quality</li> <li>• 10% Social Value and Ethical Procurement Policy factor</li> </ul>	
(vii)	Any business risks associated with entering the contract.	Business risks and mitigations are outlined in the table in Appendix 1 of this report.	
(viii)	The Council's Best Value duties.	This procurement process and on-going contractual requirement will ensure that the Council's Best Value obligations are met.	
(ix)	Consideration of Public Services (Social Value) Act 2012	The Council is under duty pursuant to the Public Services (Social Value) Act 2012 ("the Social Value Act") to consider how services being procured might improve the economic, social and environmental well-being of its area; how, in conducting the procurement process, the Council might act with a view to securing that improvement; and whether the Council should undertake consultation. Officers have had regard to considerations contained in the Social Value Act in relation to the procurement and 10% of the evaluation criteria will be assigned to evaluating the bidders' social value proposals.	
(x)	Any staffing implications, including TUPE and pensions.	See section 10 below.	
(xi)	The relevant financial, legal and other considerations.	See sections 6, 7 and 8 below.	
(xii)	Sustainability	This procurement will be undertaken in line with the Council's Sustainable Procurement Policy.	
(xiii)	Key Performance Indicators / Outcomes	<ul style="list-style-type: none"> <li>• The Council's parking policies must comply with the law (particularly the Traffic Management Act 2004); and must have regard to the Secretary of State's Statutory</li> </ul>	

Ref.	Requirement	Considerations
		<p>Guidance to Local Authorities on the Civil Enforcement of Parking Contraventions.</p> <ul style="list-style-type: none"> <li>• This Guidance, in relation to the Cashless Parking contract, involves policies of: <ul style="list-style-type: none"> <li>○ meeting the needs of people with disabilities, some of whom will be unable to use public transport and depend entirely on the use of a car; and</li> <li>○ managing and reconciling the competing demands for kerb space.</li> </ul> </li> <li>• The Council's 2015-2035 Long Term Transport Strategy (LTTs) sets five priority areas that will provide a focus for further work: Road safety; Air Quality; Health; Congestion; and Growth and regeneration.</li> <li>• Both the Mayor of London's Transport Strategy (2018) and the London Plan (March 2016) contain London-wide policies on parking, to which the Council must have regard.</li> <li>• The London Plan sets out a framework of standards for the provision of off-street parking in new developments, including standards for cycle parking, car clubs, disabled parking, and the provision of parking for electric vehicles.</li> </ul> <p>The agreed RLS strategic outcomes will be delivered as part of Parking Services contract strategy in particular the contract will directly impact:</p> <ul style="list-style-type: none"> <li>• Strategic Outcome 5: The Contractor reduces the greenhouse gas (GHG) emissions from the operations of the Services to support the Council's commitment to achieve carbon neutrality by 2030 and contribute to the Mayor of London's Emissions Performance Standard (EPS) through supporting low traffic neighbourhoods, enforcing bus lanes and procuring low emission fleet.</li> <li>• Strategic Outcome 6: Deliver better Social Value outcomes via the Council's Social and Ethical Procurement Policy by continuing to employ staff locally and committing to the London living wage.</li> </ul> <p>NB (<i>to follow</i> / confidential) Officers are currently developing KPIs to be measured as part of the initial year's performance regime.</p>
(xiv)	London Living Wage	<p>The existing cashless parking sub-contractor pays staff working on the current Parking Services Contract the London Living Wage.</p> <p>The new Cashless Parking contract will require the payment of the London Living Wage to staff working on the contract.</p>
(xv)	Contract Management	<p>The contract will be monitored by a single team within the Environmental Services Directorate. The team will audit the contractor's work and help identify and deliver further opportunities for service efficiencies.</p>

Ref.	Requirement	Considerations
		<p>The contract will be managed through: a monthly Contract Operational Group discussing day to day issues; a monthly Contract Management Group monitoring performance and payment and a bi-annual Contract Partnership Board ensuring that the goals of the contract are being met and determining the future direction of the contract.</p> <p>A partnership/team approach will be fostered in relation to joint delivery of services on the ground between council and contractor staff.</p>

## 5.0 Alternative Options

5.1 The alternative delivery model options applicable to the Parking Services Contract that were identified and assessed as part of the RLS review, and included in the Best Value consultation that took place in June 2021, are listed below. Further detail on these options can be found in the appendices contained within the August 2021 Cabinet report on the Final RLS Delivery Model. It should be noted that there was little support for any of these options in the Best Value Consultation responses.

- Local Authority Company
- Internal Provision (i.e. insourcing)
- Multiple contracts model within service areas

## 6.0 Financial Implications

6.1 Confirmation of spend to date and estimated contract costs:-

FY	Core Contract	Bank Charges	Event Day Signs	DVLA Checks	Revised Total
2019-20	£5,800,000	£89,500	£36,200	£21,500	<b>£5,947,000</b>
2020-21	£5,900,000	£73,900	£0	£6,000	<b>£5,979,900</b>

6.2 It is estimated that the value of the PCE services contract is £58m over 10 years. The estimated value of the Cashless Parking contract is £1m over 10 years.

6.3 The anticipated cost of the new contract will be funded by the existing R&E Directorate budget. The largest financial impact of the contract is in revenue collected (rather than the financial cost of the contract). The income estimate for this contract is £21m per annum.

6.4 The additional cost arising from the insourcing of the Pre-Notice to Owner (NTO) Correspondence work-stream is anticipated to be an additional £32k. This will be funded by efficiencies within the existing Parking Services budget.

- 6.5 The revenue funding to support parking operations and contract costs is raised through the parking fees and charges that are levied. To that extent, the service and the contract are self-financing.

## **7.0 Legal Implications**

- 7.1 The PCE and Cashless Parking contracts both fall within the definition of a 'public services contract' under the Public Contracts Regulations 2015 ('PCR 2015') and is above the procurement threshold for services (currently £189,330). As such, the procurement is subject to the full application of the procurement rules under PCR 2015. The contract is also categorised as a high value contract under the Council's contract standing orders and accordingly is subject to the Council's rules for high value contracts.
- 7.2 It is proposed to use the Restricted Procedure for the procurement of both the PCE and Cashless Parking contracts. The Restricted Procedure is a specific legislative procurement route set out in the PCR 2015 which allows contracting authorities to follow a two stage process. The first stage is a selection process, where the bidders' capability, capacity and experience to perform the contract is assessed. The second stage is when the Invitation to Tender is issued and the bids are assessed to determine the most economically advantageous tender, the basis of the contract award. Only the shortlisted bidders are then invited to submit a tender. There are no restrictions on when this can be used.
- 7.3 For High Value Contracts valued over £5 million for services, the Cabinet must approve the pre-tender considerations set out in paragraphs 4.14 and 4.15 of this report (Standing Order 89) and the inviting of tenders (Standing Order 88).
- 7.4 Once the tendering process is undertaken, Officers will report back to the Cabinet in accordance with Contract Standing Orders, explaining the process undertaken in tendering the contract and recommending award.
- 7.5 As the procurement is subject to the full application of the PCR 2015, the Council must observe the requirements of the mandatory minimum 10 calendar day standstill period imposed by the PCR 2015 before the contract can be awarded. The requirements include notifying all tenderers in writing of the Council's decision to award and providing additional debrief information to unsuccessful tenderers on receipt of a written request. The standstill period provides unsuccessful tenderers with an opportunity to challenge the Council's award decision if such challenge is justifiable. However if no challenge or successful challenge is brought during the period, at the end of the standstill period the Council can issue a letter of acceptance to the successful tenderer and the contract may commence.

## **8.0 Equality Implications**

- 8.1 In 2020 an Equality Analysis was undertaken in relation to the RLS programme as a whole and no adverse equality or diversity implications were identified. This was updated in July 2021 to include consideration of the Final RLS Delivery Model and again no adverse equality or diversity implications were identified.
- 8.2 The Recommendations in this report have been subject to screening and Officers consider there are no adverse equality implications given the minimal changes

expected to service delivery. If, during the procurement process, any potential changes to the specification arise, we will develop an equality impact assessment ("EIA") for the PCE contract and the Cashless Parking contract; this would be completed in time to inform the contract award report scheduled for Cabinet in September 2022. The EIA will identify if there are any adverse impacts for people with protected characteristics and, if there are, to decide what actions (if any) should be carried out to mitigate any identified adverse impacts on equalities arising from the proposals. The same applies for any other specialist contracts to be issued for tender under the RLS programme.

## **9.0 Any Other Implications (HR, Property, Environmental Sustainability - where necessary)**

- 9.1 The Final RLS Delivery Model includes insourcing the Pre-Notice to Owner (NTO) Correspondence (informal parking appeals) team. This will involve the TUPE transfer to the Council of contractor staff currently assigned to that function (2 members of staff). The TUPE transfer will need to be managed in partnership with Human Resources and in line with current HR Policies and Procedures and legislative requirements. Throughout these processes, consultation will be required with relevant individuals, partners, stakeholders and Trade Unions as appropriate.
- 9.2 Soft market testing suggests contractors prefer to identify and operate their own property site/s and will only approach the Council for use of its facilities if there is limited market supply. We do not believe this to be the case. Further information about what Council facilities may be offered should this scenario arise and, once we know, there may be further Legal Implications regarding appropriate leases / licences that need to be entered into as part of the PCE contract. Due to the nature of the Service it is imperative that enforcement operations and the Pound are located as close to the Borough as possible and ideally within the Borough boundary.

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

- 10.1 Targeted consultation on the RLS Delivery Model Options to comply with Section 3 LGA 1999 took place from 17 May to 28 June 2021 and the results of this exercise and how these have influenced the Final RLS Delivery Model are set out in section 4 of the August 2021 Cabinet Report, with further detail in Appendix 1 of that report.
- 10.2 The RLS Members' Reference Group has met several times to consider the RLS programme, the RLS Review, the Delivery Model Options and statutory consultation results and the Final RLS Delivery Model.
- 10.3 Decisions on service changes which are likely to result in a significant change in the services provided to residents require consultation with them on common law grounds. Whether or not consultation is required will depend on the scale and significance of the proposed changes. There are no significant changes to services proposed. Service delivery is guided by the Traffic Management Act and related legislation, along with the Secretary of State's Statutory Guidance and the London Councils Code of Practice. Therefore no resident consultation is required.

**Related Document:**

Cabinet – 16 August 2021 – RLS: Final Delivery Model & Integrated Street Cleansing and Waste Contract Procurement Strategy

**Report sign off:****Alan Lunt**

Strategic Director Environmental Services




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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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	<b>Cabinet</b> 7 February 2022
	<b>Report from the Strategic Director of Customer and Digital Services</b>
<b>National Non Domestic Rates 2022/23 Retail, Hospitality and Leisure and Transitional Relief Schemes</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Key
<b>Open or Part/Fully Exempt:</b> <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
<b>No. of Appendices:</b>	Four Appendix 1 NNDR Discretionary Scheme; 2022/23 Retail, Hospitality and Leisure Relief Scheme  Appendix 2 2022/23 Transitional Relief and Supporting Small Business Relief Scheme  Appendix 3 Local Authority Guidance: <a href="https://www.gov.uk/government/publications/2022-23-retail-hospitality-and-leisure-relief-scheme-local-authority-guidance">2022/23 Retail, Hospitality and Leisure Relief Scheme: local authority guidance - GOV.UK (www.gov.uk)</a>  Appendix 4 Local Authority Guidance: <a href="https://www.gov.uk/government/publications/extension-of-transitional-relief-and-supporting-small-business-relief-for-small-and-medium-properties-local-authority-guidance">Extension of Transitional Relief and Supporting Small Business Relief for small and medium properties - GOV.UK (www.gov.uk)</a>
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b>	Peter Cosgrove, Head of Revenue and Debt Tel: 020 8937 2307 Email: <a href="mailto:peter.cosgrove@brent.gov.uk">peter.cosgrove@brent.gov.uk</a>

## 1.0 Purpose of the Report

- 1.1 The powers to grant local discounts in respect of non-domestic rates are contained within section 47 of the Local Government Finance 1988 as amended by section 69 of the Localism Act 2011. To award discounts under this provision any discount scheme requires Cabinet approval.

- 1.2 This report sets out a discretionary scheme for 2022/23 Retail, Hospitality and Leisure Relief Scheme and the 2022/23 Extension of Transitional Relief and Supporting Small Business Relief for small and medium properties.
- 1.3 The Government announced the rate relief for 2022/23 in its budget of 27 October 2021 and published the guidance (appendix 3) on 21 December 2021 for the 2022/23 Retail, Hospitality and Leisure Relief Scheme. In order to award the reliefs set out by Government, the Council needs to approve a discount scheme as described in paragraph 1.1 above. This new scheme will be funded by Government. Relief under this scheme will be utilised after other pre-existing relief schemes have been applied. In view of the numbers of ratepayers who will be entitled to relief, this report also seeks approval to delegate authority the Director of Finance and Strategic Director of Customer and Digital Services to implement the scheme so that officers and the designated service provider can award these discretionary reliefs where the set criteria are met.
- 1.4 On 20 December 2021, Government announced the transitional relief scheme that was due to end on 31 March 2022 for the 2022/23 financial year. Given the short timescale, that Government is not changing the legislation and as this is a temporary measure, Government guidance requests that billing authorities use their discretionary relief powers, under section 47 of the Local Government Finance Act 1988, to grant relief. This report therefore also seeks approval to delegate authority the Director of Finance and Strategic Director of Customer and Digital Services to implement the scheme so that officers and the designated service provider can award these discretionary reliefs where the set criteria are met.

## **2.0 Recommendation(s)**

- 2.1 That Cabinet approves the National Non Domestic Rates (NNDR) Discretionary Scheme: 2022/23 Retail, Hospitality and Leisure Relief Scheme as set out in Appendix 1 of this report and pursuant to the Council's powers under section 47 of the Local Government Finance Act 1988 as amended.
- 2.2 That Cabinet approves the 2022/23 Extension of Transitional Relief and Supporting Small Business Relief Scheme as set out in Appendix 2 of this report and pursuant to the Council's powers under section 47 of the Local Government Finance Act 1988 as amended.
- 2.3 That Cabinet delegates authority to the Director of Finance and Strategic Director of Customer and Digital Services to implement the schemes as detailed in Appendix 1 and Appendix 2 of this report.

## **3.0 Detail**

### **2022/23 Retail, Hospitality and Leisure Relief Scheme:**

- 3.1 The Government announced the rate relief for 2022/23 in its budget of 27 October 2021 and published the guidance on 21 December 2021 for the

2022/23 Retail, Hospitality and Leisure Relief Scheme. The Government has indicated that this will only be a temporary measure for the next financial year.

- 3.2 The relief will provide eligible, occupied, retail, hospitality and leisure properties with a 50% relief, up to a cash cap limit of £110,000 per business. This means many national chains will be excluded which is a change from previous schemes.
- 3.3 The Government anticipates that local authorities will include details of the relief to be provided to eligible ratepayers for 2022/23 in their bills for the beginning of the 2022/23 billing cycle.
- 3.4 The detailed guidance from the Government regarding this scheme is set out at appendix 3.

### **2022/23 Extension of Transitional Relief and Supporting Small Business Relief Scheme**

- 3.5 The Government announced the extension of the transitional rate relief scheme on 20 December 2021. It was the case that the existing scheme was to end on 31 March 2022. The extension is another response to the ongoing impact of the pandemic on business. This is a temporary measure for which Government is not changing legislation. In its guidance, Government requests that billing authorities use their discretionary relief powers, under section 47 of the Local Government Finance Act 1988, to grant relief.
- 3.6 The properties that will benefit are those with a rateable value up to and including £100,000 who would have received transitional relief and/or Supporting Small Business (SBB) in 2022/23. In line with the existing thresholds in the transitional relief scheme, the £100,000 rateable value threshold should be based on the rateable value shown for 1 April 2017 or the substituted day in the cases of splits and mergers. This policy does not apply to those in downward transition to lower bills – they will fall to their full bill on 1 April 2022.

## **4.0 Financial Implications**

- 4.1 The financial implications are set out throughout this report, however in summary all grants and reliefs provided to eligible businesses will be reimbursed by Government.

## **5.0 Legal Implications**

- 5.1 Local authorities have powers to grant local discounts in respect of non-domestic rates pursuant to section 47 of the Local Government Finance 1988 as amended by section 69 of the Localism Act 2011.
- 5.2 A billing local authority in England, when making a decision under section 47(3) of the Local Government Finance Act 1988 (as amended) above, must have regard to any relevant guidance issued by the Secretary of State. The decision

maker is referred to the Guidance documents that have been provided by the Secretary of State which are referred and appended to this report.

- 5.3 In relation to the Retail Hospitality and Leisure Relief Scheme 2022/23 and the Extension of Transitional Relief and Supporting Small Business Relief for small and medium properties 2022/23, the Government has stated in its guidance that it will fully reimburse billing authorities and major precepting authorities for their loss of income under the rates retention scheme as a result of awarding the reliefs that fall within the definitions in the Government's guidance, using a grant under section 31 of the Local Government Act 2003.
- 5.4 The Retail Hospitality and Leisure Relief Scheme 2022/23 is likely to amount to subsidy. Any relief provided by local authorities under this scheme will need to comply with the UK's domestic and international subsidy control obligations. To the extent that a local authority is seeking to provide relief that falls within the Small Amounts of Financial Assistance Allowance, Article 364 of the UK-EU Trade Co-Operation Agreement allows an economic actor (e.g. a holding company and its subsidiaries) to receive up to £325,000 special drawing rights (£343,000 as at 9 December 2021) in a three-year period (consisting of the 2022/23 year and the two previous financial years). Expanded Retail Discount granted in either 2020/21 or 2021/22 does not count towards the £343,000 allowance but BEIS business grants (throughout the 3 years) and any other subsidies claimed under the Small Amounts of Financial Assistance limit should be counted. In those cases where it is clear to the local authority that the ratepayer is likely to breach the cash cap or the Small Amounts of Financial Assistance limit then the authority should automatically withhold the relief. Otherwise, local authorities may include the relief in bills and ask the ratepayers, on a self-assessment basis, to inform the authority if they are in breach of the cash caps or Small Amounts of Financial Assistance limit. Part 4 of the Government's guidance relating to the Retail Hospitality and Leisure Relief Scheme 2022/23 contains a sample ratepayer declaration, which local authorities may wish to use to discharge this responsibility. The above-mentioned subsidy control arrangements will apply to the 2022/23 Extension of Transitional Relief and Supporting Small Business Relief Scheme and the Government's guidance for that scheme states that where it is clear to the local authority that the ratepayer is likely to breach the Small Amounts of Financial Assistance Allowance then the authority should automatically withhold the relief.

## **6.0 Equality Implications**

- 6.1 The public sector equality duty requires public bodies to pay due regard to the need to:-
- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010;
  - advance equality of opportunity between people who share a protected characteristic and those who do not;
  - foster good relations between people who share a protected characteristic and those who do not



- 6.2 The Equality Act 2010 and the Public Sector Equality Duty (outlined above) cover the following nine protected characteristics: age, disability, marriage and civil partnership, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation.
- 6.3 There are not thought to be any direct equalities implications arising from the report at this stage. Indeed the schemes will provide help to small businesses with needed financial support. Those who are likely to be entitled to these grants will have their grants awarded dependent on a new or in the case of ARG updated application. Those businesses awarded grants will be asked to advise us if they fail to meet the State Aid criteria through the application process.

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

- 7.1 The Scheme referred to in this report comes as part of the Government's urgent response to the Covid-19 pandemic. As such, there has been no consultation as guidance has been issued by the Government on how this scheme should be operated, and the Government expects local authorities to implement it using its section 47 powers.

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

- 8.1 8.1 None

### **Report sign off:**

**Peter Gadsdon**

Strategic Director of Customer and Digital Services.

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## **APPENDIX 1**

### **NNDR Discretionary Scheme 2022/23 Retail, Hospitality and Leisure Relief Scheme and Business Grants 2021/22: businesses affected by Omicron Covid variant**

- i. The Government announced the rate relief for 2022/23 in its budget of 27 October 2021 and published the guidance on 21 December 2021 for the 2022/23 Retail, Hospitality and Leisure Relief Scheme. This scheme is aligned to the Government guidance, including the eligibility criteria.
- ii. The relief will provide eligible, occupied, retail, hospitality and leisure properties with a 50% relief, up to a cash cap limit of £110,000 per business.

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## **APPENDIX 2**

### **NNDR Discretionary Scheme**

#### **2022/23 Extension of Transitional Relief and Supporting Small Business Relief Scheme**

- i. The Government announced the extension of the transitional rate relief scheme on 20 December together with the publication of guidance. This scheme is aligned to the Government guidance, including the eligibility criteria, as provided as appendix 4.
- ii. The properties that will benefit are those with a rateable value up to and including £100,000 who would have received transitional relief and/or Supporting Small Business (SBB) in 2022/23. In line with the existing thresholds in the transitional relief scheme, the £100,000 rateable value threshold should be based on the rateable value shown for 1 April 2017 or the substituted day in the cases of splits and mergers.

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