



Cabinet

Monday 17 October 2022 at 10.00 am

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

Please note this will be held as a physical meeting which all Cabinet members will be required to attend in person.

The meeting will be open for the press and public to attend or alternatively can be followed via the live webcast. The link to follow proceedings via the live webcast is available [HERE](#)

Membership:

Lead Member Councillors:

Portfolio

M Butt (Chair)	Leader of the Council
M Patel	Deputy Leader and Cabinet Member for Finance, Resources & Reform
Donnelly-Jackson	Cabinet Member for Community Engagement, Equalities & Culture
Farah	Cabinet Member for Safer Communities & Public Protection
Grahl	Cabinet Member for Children, Young People & Schools
Knight	Cabinet Member for Housing, Homelessness & Renters Security
Nerva	Cabinet Member for Public Health & Adult Social Care
Krupa Sheth	Cabinet Member for Environment, Infrastructure and Climate Action
Southwood	Cabinet Member for Jobs, Economy & Citizen Experience
Tatler	Cabinet Member for Regeneration & Planning

For further information contact: James Kinsella, Governance Manager, Tel: 020 8937 2063; Email: 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**

Notes for Members - Declarations of Interest:

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

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

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

***Disclosable Pecuniary Interests:**

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

****Personal Interests:**

The business relates to or affects:

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

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

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

or

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

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

Agenda

Introductions, if appropriate.

Item	Page
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1	Apologies for Absence	
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2	Declarations of Interest	
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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.

3	Minutes of the Previous Meeting	1 - 8
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To approve the minutes of the previous meeting held on Monday 12 September 2022 as a correct record.

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

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

6	Reference of item considered by Scrutiny Committees (if any)	
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To consider any reports referred by the Community & Wellbeing and Resources & Public Realm Scrutiny Committees.

Chief Executive's reports

7	Draft Borough Plan 2023-2027	9 - 28
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This report presents the draft Borough Plan 2023-27 and outlines upcoming plans to engage with residents, partners, stakeholders and staff on the provisional priorities.

(Agenda republished to include this report on 12 October 2022)

Ward Affected:
All Wards

Lead Member: Leader of the Council (Councillor Muhammed Butt)

Contact Officer: Lorna Hughes, Director of Engagement, Strategy and Communications

Finance & Resources Reports

8 Q2 Financial Report 2022-23 29 - 62

This report sets out the current forecast of income and expenditure versus the revenue budget for 2022/23 and other key financial data.

Ward Affected:
All Wards

Lead Member: Deputy Leader and Cabinet Member for Finance, Resources and Reform (Councillor Mili Patel)
Contact Officer: Minesh Patel, Corporate Director of Finance & Resources
Tel: 020 8937 4043
minesh.patel@brent.gov.uk

Communities & Regeneration Reports

9 Request of SCIL Allocation to Support the Delivery of Separate Projects 63 - 98

This report details a number of funding proposals relating to the allocation of Strategic Community Infrastructure Levy (Strategic CIL) funding.

Ward Affected:
Harlesden &
Kensal Green;
Kilburn;
Tokington

Lead Member: Cabinet Member for Regeneration & Planning (Councillor Shama Tatler)
Contact Officer: Martin Holley, Infrastructure Planning Team Leader
Tel: 020 8937 4811 Martin.Holley@brent.gov.uk

10 Brent Long Term Transport Strategy Review - Final Version 99 - 150

This report provides an update on the work to review the Brent Long Term Transport Strategy 2015-2035 (LTTS), including details of the feedback received from the recent public consultation and stakeholder engagement exercises on the draft strategy document and seeks approval for adoption of the strategy, subject to a number of minor amendments.

Ward Affected:
All Wards

Lead Member: Cabinet Member for Environment, Infrastructure & Climate Action (Councillor Krupa Sheth)
Contact Officer: Tim Martin, Transportation Planning Manager
020 8937 6134
Tim.Martin@brent.gov.uk

Resident Services reports

11 Highways Capital Maintenance Programme 2022-23

151 - 174

This report seeks approval of the Highways Maintenance Scheme Programme for 2022-23.

Ward Affected: All Wards
Lead Member: Cabinet Member for Environment, Infrastructure & Climate Action (Councillor Krupa Sheth)
Contact Officer: Jonathan Westell, Highways Contracts and Delivery Manager
Tel: 020 8937 3360
jonathan.westell@brent.gov.uk

12 Acquisition of 10X Buy Back Properties

175 - 178

This report seeks permission to purchase ten properties in the open market, for general needs housing and to inform members of a further GLA grant award from the London Mayor's fund to support the administrative costs associated with the acquisitions.

Ward Affected: All Wards
Lead Member: Cabinet Member for Housing, Homelessness & Renters Security (Councillor Promise Knight)
Contact Officer: Emily-Rae Baines, Head of Affordable Housing and Partnerships
Tel: 020 8937 1131
Emily-Rae.Maxwell@brent.gov.uk

13 Proposals for Future Brent Carbon Offset Fund Allocations and Together Towards Zero Small Grants Scheme Criteria 179 - 196

This report outlines proposals for the allocation of two council climate funding schemes and also provides an update on the 'Together Towards Zero' small grants scheme, along with a refreshed proposal for the management of the second phase of the scheme.

Ward Affected: All Wards
Lead Member: Cabinet Member for Environment, Infrastructure & Climate Action (Councillor Krupa Sheth)
Contact Officer: Tom Welsh, Climate Emergency Strategy Manager
Tel: 020 8937 6607
tom.welsh@brent.gov.uk

14 Customer Access Strategy 2022-2026: Contact Brent

197 - 208

This report outlines and seeks approval to the Customer Access Strategy 2022-2026.

Ward Affected:
All Wards

Lead Member: Cabinet Member for Jobs,
Economy & Citizen Experience (Councillor
Eleanor Southwood)

Contact Officer: Thomas Cattermole, Director
of Customer Access

Tel: 020 8937 5446

thomas.cattermole@brent.gov.uk

15 Exclusion of Press and Public

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

16 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 their representative before the meeting in accordance with Standing Order 60.

Date of the next meeting: Monday 14 November 2022



Please remember to set your mobile phone to silent during the meeting.

- The meeting room is accessible by lift and seats will be provided for members of the public. Alternatively it will be possible to follow proceedings via the live webcast [HERE](#)



LONDON BOROUGH OF BRENT

MINUTES OF THE CABINET

Held in the Conference Hall, Brent Civic Centre on Monday 12 September 2022 at 10.00 am

PRESENT: Councillor M Butt (Chair), Councillor M Patel (Vice-Chair) and Councillors Donnelly-Jackson, Farah, Grahl, Knight, Nerva, Krupa Sheth, Southwood and Tatler/

1. Remembrance HRH Her Majesty the Queen

Prior to starting the main meeting Councillor Muhammed Butt (Leader of the Council) took a moment to commemorate and pay tribute to Her Majesty the Queen following her sad passing the week prior to the meeting.

In recognising Her Majesty the Queens valued service to not only the country but also the commonwealth, Councillor Butt also felt it important to highlight her long commitment to public service. In expressing the Council's sincerest condolences and sympathy to both the new Sovereign and Royal Family for their loss, he then invited all present to join him in observing a moments silence in memory of the late Queen.

All present then stood to observe a moments silence in remembrance of HRH Her Majesty the Queen

2. Apologies for Absence

None received.

3. Declarations of Interest

There were no declarations of interest made at the meeting.

4. Minutes of the Previous Meeting

RESOLVED that the minutes of the previous meeting held on Monday 18 July 2022 be approved as an accurate record of the meeting.

5. Matters Arising (if any)

None.

6. Petitions (if any)

5.1 Anti-Social Behaviour King Edward VII Park

Councillor Muhammed Butt (Leader of the Council) welcomed Mr Manish Tivedy to the meeting, who he advised had been invited to speak on behalf of local residents

living in the area surrounding King Edward VII Park, in order to highlight concerns relating to the impact of anti-social behaviour and noise being created by large scale gatherings being held in the park over weekends late into the evening. Members were advised that the request to speak and actions being sought in response were supported by a petition which contained 71 signatories.

In addressing Cabinet, Manish Trivedy highlighted the following key issues:

- Concerns at the noise, litter, nuisance and anti-social behaviour impacting on local residents surrounding the park as a result of the large scale gatherings reported. 19 separate incidents had been reported to the police including threatening behaviour and violence.
- Residents had met with officers within the Parks Service to explain the issues and nuisance they were experiencing and were grateful for the initial response provided.

In terms of a way forward residents were seeking both an operational and strategic solution in order to address the concerns highlighted. Whilst supportive of the Council's approach in seeking (as a strategic way forward) to educate those causing the problems about the impact locally, acknowledgement was also being sought from Cabinet regarding the extent of the problems and need for action to be taken, including use and enforcement of Public Space Protection Orders. In summing up Mr Trivedy, whilst recognising the limited resources available, advised he was keen to ensure work continued in partnership with the Council in an effort to resolve the situation and address the impact on local residents.

In responding, Councillor Krupa Sheth, as Cabinet member for Environment, Infrastructure and Climate Action, acknowledged that the nuisance being experienced by residents was unacceptable and confirmed she had been in contact with ward councillors about the concerns highlighted within the petition. In terms of a way forward she was aware that the concerns had been raised with the Community Safety and Safer Neighbourhood Teams, as well as officers within the Parks Service. As a result an operational plan was now being developed to tackle the issues highlighted, with the Council committed to continuing working with local residents to ensure the park remained a safe and pleasant environment for everyone and the nuisance being experienced was addressed.

Councillor Farah, as Cabinet Member for Safer Communities and Public Protection, also acknowledged the concerns identified and highlighted a need to ensure that the ongoing engagement with local residents continued in order to resolve the issues.

5.2 Islamia Primary School Site

Councillor Muhammed Butt then moved on to welcome Jamad Guled, who he advised had been invited to speak on behalf parents from Islamia Primary School (IPS) regarding arrangements for the provision of an alternative site for the School. Members were advised that the request to speak and action being sought in response was supported by a petition which contained 509 signatories.

In presenting the petition, Jamad Guled highlighted the following key issues:

- The anxiety and concerns expressed by parents at Islamia Primary School regarding arrangements to secure ongoing provision of the school on an alternative site following the eviction order for the current site issued by the Yusuf Islam Foundation.
- The concerns highlighted by parents relating to the proposed alternative location currently identified on the former Strathcona School site, in terms of affordability, accessibility, existing high density of population in the area, environmental and safety issues particularly in terms of travel arrangements. It was felt these issues would particularly impact on parents already struggling with the cost of living crisis and those of pupils with mobility issues and other additional needs.
- The need to ensure a full Equality Impact Assessment was carried out in relation to the proposed site in order to ensure that vulnerable families were protected and supported as a result of the additional travel requirements and to monitor the impact (in terms of safety and attainment) as a result of any parents making the decision to home school their children as an alternative to the new site. As a result, the Council was called upon to ensure they were acting in the best interest of pupils at Islamia Primary School.
- As an alternative option, parents were keen to support and explore the potential allocation of the new school site being developed as part of the South Kilburn regeneration programme for IPS. This was in view of its proximity to the current site and existing capacity available within other neighbouring schools to accommodate pupils from Carlton Vale Infant and Kilburn Park Junior schools (once their existing site was lost) for which the new school site in South Kilburn had currently been allocated, recognising that Islamia Primary School was oversubscribed.

As a result of the concerns expressed the petitioners advised they were calling on the Council to withdraw the current option identified in relation to the Strathcona site in order to identify a more local, safer and fair solution for provision of the school.

In responding, Councillor Butt, as Leader of the Council, advised the petitioners that whilst noting the concerns expressed and willing to work with the school and parents in seeking to secure future provision on an alternative site, there was a need to recognise the limited range of options available. In terms of the South Kilburn site, he advised this was not a viable option in terms of both timing and its future allocated use as part of the existing South Kilburn regeneration masterplan.

Councillor Grahl, as Cabinet member for Children, Young People and Schools, also acknowledged the anxiety and frustration of parents and thanked those involved for raising their concerns and presenting the petition to Cabinet. She also highlighted the difficulties in identifying a suitable alternative site at the current time along with fluctuations in demand of school places and, as a result, hoped the petitioners would recognise the effort that had been put into developing the current proposals in relation to the Strathcona site. She assured those present that should the plan to locate Islamia Primary School at Strathcona progress, the Council would seek to facilitate a smooth transition in terms of the arrangements supporting any move to the site, recognising concerns about transport and those pupils with additional needs.

Nigel Chapman (Corporate Director Children and Young People) concluded the response advising the petitioners that, subject to approval of the accompanying

report on the agenda, a statutory consultation process would need to be undertaken and managed by the School Governing Body. In seeking to assure parents, he advised this would provide an opportunity for them to formally contribute and provide their views on the proposals in advance of any final decision being made.

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

There were no references from either the Community & Wellbeing or Resources & Public Realm Scrutiny Committees submitted for consideration at the meeting.

8. The Future of Islamia Primary School

Following on from consideration of the petition relating to Islamia Primary School, Councillor Muhammed Butt (Leader of the Council) advised that he had accepted a request to speak on the report from Sofia Moussaoui, representing the Governing Body at Islamia Primary School. In commenting on the proposals within the report, Sofia Moussaoui advised that the main aim of the Governing Body moving forward was to secure the future of Islamia Primary School. As such she advised the Governing Body remained committed to ensure that the necessary funding and a suitable, viable alternative site was secured for future provision of the school. This recognised the advice from the Council that the South Kilburn site identified as the preferred alternative by the parents who had signed the petition was not a viable option given the timing of its availability and allocated use.

In advance of the report being considered, Councillor Muhammed Butt again assured the petitioners about the formal consultation that would need to be undertaken by the Governing Body, should the recommendations in the report be agreed, along with the work being undertaken with the School and Governing Board in order to maintain and secure the schools future provision on the basis of the proposals identified.

Councillor Gwen Grahl (Cabinet member for Children, Young People and Schools) then introduced the report which set out proposals for the relocation of Islamia Primary School. In considering the report Cabinet noted the outline of options reviewed along with the capital project requirements and business case supporting the option to develop the former Strathcona school site as a two form entry site for the School. The report also set out the statutory consultation requirements that would be required in order to deliver the project. In thanking the petitioners and representatives of the school Governing Body for their comments, Councillor Grahl advised that she acknowledged the concerns and frustrations raised but, at the same time, felt it important to recognise the limited options available in relation to the availability of alternative sites to secure future provision of the school. In terms of reference to the new school site within South Kilburn, confirmation was provided that this had already been allocated for use as a replacement for Carlton Vale Infant and Kilburn Park Junior School as part of the wider South Kilburn regeneration masterplan with the new school also not available until September 2026. Members noted it would also not therefore be available as a viable option on the basis of the timing, given Islamia Primary School were required to vacate their current site by the end of July 2024.

Taking this into account, members were advised of the significant effort which had gone into development of the Strathcona site as a viable alternative for the school along with the assurance of the Council's continued commitment to work with the school and parents in order to ensure a smooth transition, should the proposal be approved, including on how best to facilitate travel and access particularly for more vulnerable pupils.

In recognising that the preference identified by the petitioners for allocation of the new school site in South Kilburn was not a viable option, members supported the efforts being made to safeguard the long term future of the school working with the Governing Body and Trust in terms of the provision of a suitable permanent site that could be developed to accommodate the school and on which it would be possible for parents to contribute and outline their views as part of the statutory consultation process.

Having considered the report, including the exempt information within Appendix A, and the comments raised by the petitioners and Governing Body representatives at the meeting Cabinet **RESOLVED**:

- (1) To note the historical context and background set out in the report.
- (2) To note that the Yusuf Islam Foundation has issued eviction notices to its Voluntary Aided Islamia Primary School and that the future options for the school were for the school to either relocate or close.
- (3) To note the proposal to relocate Islamia Primary School to the Strathcona site as a 2FE school and agree to allocate up to £8.0m capital towards the total project costs of £10.0m, noting that the preferred option was estimated to cost £9.11m.
- (4) To approve the delegation of authority to agree pre-tender considerations, procure and award the necessary works contracts valued in excess of £5m to the Corporate Director Finances and Resources, in consultation with the Cabinet Member for Children, Young People and Schools and Cabinet Member for Finance, Resources and Reform.
- (5) To note that if the school relocated to the Strathcona school site, the site could be transferred into the name of the Yusuf Islam Foundation who would be required to hold the site for the benefit of the Islamia Primary School. Further details in terms of ownership would be set out in a Trust Deed. This would ensure that the primary school would be protected from eviction in future.
- (6) To note that a statutory consultation process to allow the relocation of Islamia Primary School as a 2FE Primary School to the Strathcona site would need to be undertaken and that the Governing Board would be responsible for making this proposal through statutory consultation.
- (7) To acknowledge that, should the Strathcona site be used for Islamia Primary School, then an alternative site would be required to deliver Post-16 SEND provision.

9. **Workforce Strategy**

Councillor Mili Patel (Deputy Leader and Cabinet Member for Finance, Resources & Reform) introduced a report outlining the Council's proposed Workforce Strategy for 2023 – 2025.

In considering the strategy, Cabinet noted the four priority areas identified in relation to workforce planning; workforce insight and experience; workforce growth & development and workforce ways of working and way in which these had been focussed to reflect the developing Borough Plan and to support the Black Community Action Plan and Equalities Strategy. In recognising the commitment and flexibility of the Council's workforce throughout the pandemic members were advised that the strategy also sought to ensure the workforce was shaped and enabled to meet the Council's objectives and aligned to reflect the diverse range of communities served across the borough, with initiatives to be informed through engagement with relevant staff groups.

In supporting the key outcomes driving the strategy, Members endorsed the efforts being made to formalise the approach to workforce planning, enhance staff retention and reduce the reliance on agency staff and external providers, noting that specific actions would be outlined in a delivery plan that would sit alongside the strategy. These outcomes also reflected the recommendations made following an internal audit review of the Council's workforce and succession planning arrangements with regular monitoring updates to be provided for senior managers as well as the Deputy Leader & Cabinet Member for Finance, Resources and Reform.

Having considered and welcomed the strategy, Cabinet **RESOLVED**:

- (1) To agree the Workforce Strategy 2022-25.
- (2) To agree the proposed governance arrangements in respect of oversight of the implementation of the strategy, as set out in paragraph 3.7 of the report.

10. **Public Spaces Protection Order Nuisance Vehicles**

Councillor Farah, Cabinet member for Safer Communities and Public Protection, introduced a report setting out the rationale and seeking approval for the adoption of a borough wide Public Space Protection Order (PSPO) in relation to nuisance vehicles and the use of private e-scooters. The report detailed the outcome of the public consultation process supporting creation of the PSPO.

In considering the report Cabinet noted the proposed scope of the PSPO which included not only nuisance vehicles and private e-scooters but also vehicles driving over pedestrian footways and verges.

In expressing their support for the rationale and adoption of the PSPO, Cabinet were keen to highlight the increase in complaints received in relation to nuisance vehicles and use of private e-scooters and assistance the powers available through the PSPO would provide in relation to addressing a range of environmental quality and anti-social behaviour issues. In addition members noted the outcome of the public engagement and consultation process along with subsequent comments

received, which Councillor Muhammed Butt (Leader of the Council) advised would also be fed through for consideration as part of the consultation process.

Having welcomed the proposals within the report, Cabinet **RESOLVED**:

- (1) To note the rationale for the proposed implementation of a Public Spaces Protection Order (PSPO) for Nuisance Vehicles and private e-scooters, as set out in the report.
- (2) To note the outcome of the recent consultation process, indicating significant support for its creation.
- (3) To confirm the scope of the PSPO, as detailed within Appendix 1 of the report, and give authority to the Director for Environment and Leisure to set the date on which the PSPO would become effective and in force.

11. **Church End Growth Area Masterplan Supplementary Planning Document (SPD)**

Councillor Tatler (Cabinet Member for Regeneration & Planning) introduced a report presenting the draft Church End Growth Area Masterplan Supplementary Planning Document (CEGA Masterplan SPD) for publication and statutory consultation.

In considering the report Cabinet noted the importance of the Masterplan SPD in setting out the vision and objectives designed to promote mixed use regeneration of the Church End Growth Area alongside an urban design framework and planning policy framework, following adoption of the Local Plan 2022. The SPD had been developed to provide a long term, ambitious and comprehensive plan to secure new housing and infrastructure, economic revitalisation of the local centre as well as public realm improvements designed to maximise opportunities and wellbeing for local residents, businesses and communities.

Members were advised of the wide ranging nature of engagement undertaken in order to develop the draft CEGA Masterplan SPD which had involved a range of partners and stakeholders including residents, businesses, community organisations, landowners, developers and Transport for London (TfL) with officers thanked for their efforts in support of the development process.

In expressing support for the draft CEGA Masterplan SPD, members welcomed the positive impact identified in relation to the foundation provided for regeneration, investment and growth across the area alongside the provision of new housing and also in highlighting the continued importance of the increased connectivity and wider benefits provided through the proposed West London Orbital (WLO).

In recognising the extensive nature of the engagement undertaken to inform development of the draft Masterplan SPD Cabinet **RESOLVED** to approve the draft Church End Growth Area Masterplan Supplementary Planning Document (CEGA Masterplan SPD) for publication and statutory consultation.

12. **Membership of the i4B Holding Ltd and First Wave Housing Ltd Boards**

Councillor Mili Patel (Deputy Leader and Cabinet Member for Finance, Resources & Reform) introduced a report detailing a number of proposed changes in appointments to the Board of the Council's two wholly owned housing companies, i4B Holdings Ltd and First Wave Housing Ltd.

In noting that the proposed changes had been designed to reflect changes in the Council's senior management structure and current term of office for the existing external Board members Cabinet **RESOLVED**:

- (1) To agree that Martin Smith and Akintoye Durowoju's terms as Chair and Director for i4B and FWH be extended for a further three years.
- (2) To agree the appointment of Phil Porter as a Director of i4B and FWH for a period of three years.
- (3) To note that Gail Tolley had stood down as a Director of i4B and FWH as of 1 September 2022.

13. Exclusion of Press and Public


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

14. Any other urgent business

None.

The meeting ended at 10.50 am

COUNCILLOR MUHAMMED BUTT
Chair

 Brent	Cabinet 17 October 2022
	Report of the Chief Executive
Draft Borough Plan 2023-2027	

Wards Affected:	All
Key or Non-Key Decision:	Key Decision
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	One
	Appendix A: Draft Brent Borough Plan 2023-2027
Background Papers:	Brent Borough Plan 2019 - 23
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Lorna Hughes Director Engagement, Strategy & Communications 020 8937 5068 Lorna.hughes@brent.gov.uk Tom Pickup Policy, Partnerships and Scrutiny Manager 020 8937 4101 Tom.pickup@brent.gov.uk

1. Purpose of the Report

- 1.1. To present the draft Borough Plan 2023-27 and confirm upcoming plans to engage with residents, partners, stakeholders and staff on our provisional priorities. The draft plan has been developed with departmental leads and sets out the vision and strategic priorities developed with CMT and Cabinet earlier this year.

2. Recommendations

- 2.1. To endorse the draft Borough Plan 2023-27 (Appendix A).

- 2.2. To note plans for widespread public consultation and engagement, as outlined in section 4.
- 2.3. To note plans to develop and publish a supporting evidence base alongside the final Borough Plan.
- 2.4. To note that the Leader will make any final amendments to the Borough Plan before its submission to Full Council following consideration by Scrutiny and outputs from upcoming engagement.

3. Draft Borough Plan 2023-27

- 3.1. The Borough Plan 2019-23 outlines the council's current strategic ambitions. It was updated and refocussed in 2020 to respond to the challenges, needs and events of global events - including the pandemic and the amplification of racial inequality. As we approach 2023 (the end of our previous strategy) and with a new Administration in place, the council is in the process of updating its ambitions and priorities to best support the borough.
- 3.2. The draft Borough Plan 2023-27 (Appendix A) captures our achievements over the last four years and provides the context, narrative and strategic priorities for our new ambitions. The Borough Plan states our provisional commitments and desired outcomes for the next four years.
- 3.3. In April 2022, officers established a set of provisional ideas and identified areas for further exploration in order to shape and inform new strategic priorities. To help this process, we commissioned SMSR research to undertake ten focus groups with specific stakeholders (see in Appendix A) in May. This research intended to help us to understand the needs and priorities of groups and individuals with particular characteristics and life circumstances. The groups were asked to analyse and feedback on the following areas which, overall, were considered by the groups as relatable and important to drive the ambition of a better borough:
 - **Accessibility** – Enabling people with disabilities to participate in all walks of life; access to information; people knowing their rights and entitlements.
 - **Removing barriers – equity in all areas** - Tackling inequalities, including health inequalities. This is about making life better for the most disadvantaged.
 - **Active and connected residents** – Support local community life; neighbourhoods; caring for our communities (through mutual aids and volunteering); working with and listening to our residents and provision of places for people to meet.
 - **A decent standard of living underpinned by secure homes, jobs, and incomes** – Affordable, quality and suitable homes; reducing homelessness; real jobs and real wages; employment support; inclusive growth.

- **A green and sustainable Brent** – Improved accessible green spaces and places to exercise; responding to the climate and ecological emergency; keeping our streets clean. In relation to safety – reducing crime and anti-social behaviour.
- **Digital enablers** – Upskilling residents; providing support and technology; using technology to support innovation (e.g. customer access; health interventions).
- **Leading anchor institutions across the borough** - digital opportunities; social value and ethical procurement; leading local government workforce.
- **Community safety** – A borough where residents feel safe; this includes safeguarding and addressing issues such as modern slavery.

3.4. Following the new Administration being formed in May 2022, data that captures the needs and priorities for Brent (which will be presented in the final evidence base, see section 5) and the findings from the initial engagement were then used as a foundation to establish key areas for improvement, focus and ambitions for the council's service areas.

3.5. However, this is only a draft. To ensure our priorities are right, resonate with communities and partners and are ambitious we will initiate a series of engagement to capture people's voice, priorities and perspectives.

4. **Borough Plan public consultation, engagement and communication**

4.1. Once the draft Borough Plan has been agreed by Cabinet we will undertake a series of engagement with partners, stakeholders and residents to socialise, share and receive feedback on our ambitions.

4.2. Officers have developed the following engagement plan which we are seeking to run in November and January, ahead of finalising the Borough Plan in February. The engagement will be delivered over a period of roughly ten weeks where we will target a range of specific groups, utilising our partnerships, stakeholders and Members. The engagement will also align with plans to consult on the draft budget, this is to help contextualise the draft ambitions within the resources available and to ensure the final ambitions are reflective of our resources. Our Medium Term Financial Strategy will also need to ensure it provides a framework to enable and support the delivery of our ambitions, priorities and any subsequent or existing programmes, considering the significant financial pressures the Council is currently facing.

4.3. The specific details are in the process of being finalised but the provisional joint Borough Plan and Budget engagement plan will seek to:

- Share and amplify the new, proposed strategic ambitions
- Provide information on the council's budget situation and current pressures
- Receive feedback on our ambitions and the council's budget pressures

- Understand and align our ambitions with stakeholder, partner and resident priorities
- 4.4. We are seeking to engage and involve as many people as possible. To help drive this, communications and engagement will be categorised across four key groups: specific communities, stakeholders and partners, general public and internal staff. As outlined below, the provisional plan consists of a wide range of activity, including:
- Drop-in sessions and community events
 - A range of meetings and focus groups in each Brent Connect area
 - Information sessions at libraries and hubs
 - Online information sessions
 - Online survey/ feedback form
 - Multimedia campaign
 - CitizenLab
 - Focus groups with underrepresented groups
 - Meetings with partnership and stakeholder groups and forums
- 4.5. As part of our learning and continuous improvement we will be monitoring levels of participation across all events and sessions and from specific geographical areas, including the response and participation from specific groups and communities (e.g. Somalian community, Asian community etc.).

Group Category	Engagement activity	Objectives	Approximate timeframe
Specific communities	<ul style="list-style-type: none"> • Drop in sessions at community meetings • Focus Groups • Information Sharing • Website • Social Media • Surveys 	<p>Encourage resident and community participation</p> <p>Understand the needs and priorities of residents, specific groups and local communities</p> <p>Ensure residents views are listened to and voices are captured</p> <p>Share and clearly outline the council's current financial situation and challenges ahead</p>	November to January
Stakeholders and Partners	<ul style="list-style-type: none"> • Information Sharing • Surveys and possible workshop exercises 	<p>Capture stakeholder and partner priorities and feedback</p> <p>Share and clearly outline the council's current fiscal situation and challenges ahead</p> <p>Utilising stakeholder and partner skillset, knowledge and network to</p>	November to January

		help shape and share the Borough Plan priorities	
General public	<ul style="list-style-type: none"> Public meetings across Brent Connects areas Website Social Media Surveys 	<p>Capture residents priorities and feedback</p> <p>Share and clearly outline the council's current financial situation and challenges ahead</p>	November to January
Internal staff	<ul style="list-style-type: none"> Councillors Council staff Internal and digital Platforms Forums, drop in sessions and workshops 	<p>Encourage staff participation</p> <p>Understand the priorities of staff</p> <p>Ensure residents views are listened to and voices are captured</p> <p>Share and clearly outline the council's current financial situation and challenges ahead</p>	November to December

5. Evidence Base

- 5.1. To support and complement the Borough Plan we will develop a supporting evidence base that will capture the key information, data and trends (from publically accessible sources) that clearly describes Brent – its make up, needs, uniqueness and challenges. The datasets in the evidence base will include the 2021 Resident Attitudes Survey, and will underpin our priorities by providing further context on our ambitions so residents can understand the challenges we face.
- 5.2. The intention is to publish the evidence base alongside the Borough Plan, only as an online tool, so it can be used by the Council, including for subsequent strategies and initiatives (e.g. upcoming Equalities Strategy); partners and residents to understand and use when building a picture of the borough.
- 5.3. The evidence base will continue to be developed by capturing and combining publicly accessible information (e.g. upcoming Census 2021 data; government data; NOMIS etc.), including data and insights provided by services and key partners.
- 5.4. At a high level, the evidence base will set out the following:

- A Picture of Brent: Demography, needs and challenges
- What residents have told us: concerns, needs and priorities
- What Brent Council has delivered and achieved
- Possible data projections around we expect to look like in the future

5.5. The evidence base will be categorised by the following provisional themes, which also align with the new strategic priorities:

- Demography – who lives in Brent
- Poverty and income
- Housing and homelessness
- Jobs and skills
- Digital access
- Environment
- Crime and safety
- Resident insights
- Brent businesses
- Children and Young People
- Health and Wellbeing

6. Next steps

6.1. Once agreed, the following next steps will be undertaken:

- The draft Borough Plan will considered jointly by the Resource and Public Realm and Community Wellbeing Scrutiny Committeea at the upcoming Resource and Public Realm Scrutiny Committee meeting on 8 November 2022.
- Once agreed by Cabinet, officers will develop and initiate public consultation and broader engagement, as outlined in section 4. The consultation will be underpinned by a strong communications plan that will be developed and launched for a period of approximately ten weeks, aligned with the duration of the final engagement plan.
- Consultation findings will be considered, and any relevant amendments made to the plan ahead of the Council's final agreement and adoption in February 2023.

7. Legal implications

7.1. Under Part 3 Table 3 of the Constitution, it is the responsibility of the Cabinet to agree Policy Framework documents, including the Borough Plan, for submission to Full Council. Under Part 3 paragraph 7.7 of the Constitution the Leader may notify the Monitoring Officer if he intends to make changes to the allocation of functions or delegation in the Constitution. The Leader may therefore decide to make changes to the draft Borough Plan before its submission to Full Council for approval.

8. Financial implications

- 8.1. The draft Borough Plan highlights the existing financial context, such as the cost of living and post-pandemic recovery.
- 8.2. The Budget report will go to the same Full Council as the Borough Plan. The budget report will set out the overall financial position facing the Council next year highlighting significant risks, issues, and uncertainties. It will also sets out the draft budget proposals that will be consulted on for 2023/24 to deliver a balanced budget.
- 8.3. At the time of reporting, the working assumption is that £18 million worth of savings will need to be found to balance the budget for 2023/24.

9. Equality implications

- 9.1. 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, pursuant to s149 Equality Act 2010. This is known as the Public Sector Equality Duty.
- 9.2. 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.
- 9.3. 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
- 9.4. There will be equality implications, positive and negative, for many of the activities undertaken under the Borough Plan in the next four years.
- 9.5. All departments implementing changes, through policies or initiatives will complete an Equality Impact Analysis. These will be reviewed by the Equality Officer before submission. In addition, a full EIA will be completed for the Borough Plan in its entirety.
- 9.6. Responses from the public consultation on the plan will form a key of the evidence to support these.

Report sign off:

Lorna Hughes

Director Engagement, Strategy &
Communications

Moving Brent Forward Together for **2023-2027**





It gives me great pleasure to introduce Brent's Borough Plan for the next four years.

This document is informed by your priorities, expressed through your vote at the ballot box earlier this year and through your participation in the Residents Attitude Survey that over 1000 people completed at the end of 2021. Throughout this plan, my eyes remain on the same principle as always – to leave no resident behind. This will be more important than ever, as we stare down the cost of living emergency together.

The plan on the following pages sets out the direction of travel Brent Council will take over the coming years. It is a snapshot of what we want to achieve and the path we will take to get there together.

What is still unclear is our destination. As you will recognise, four years is a long time in the world of today, where every day brings a new unknown and a different crisis to respond to. With every change comes opportunity and Brent is a borough of unlimited opportunities.

Over the last ten years, Brent Council has needed to strip out close to £200m from its budgets. We have needed to be agile, cut back our workforce and reduce spend. We have innovated, using new technology and modern ways of working. We have streamlined senior management and worked ever more closely with community groups and residents.

Our ambitions for Brent can regrettably diminish in line with inflation. The same rising cost of living that has affected us all individually has also cut our already shrinking pot of funding even further. Increased inflation does not only drive up the price of everyday essentials, it stretches the cost of goods, services, supplies and running buildings too.

This has obvious

effects on what it is we can deliver for you.

With all that said, we will look to continue our record as the Council of the Year, the award we received back in 2020 – recognising that despite the challenges, Brent Council will always take tough decisions in seeking to ensure that no one is left behind. We will continue to prioritise the most vulnerable in our community and make sure that essential services like waste collection, libraries, education, public health and care are protected.

In Brent, like every London borough – we face a constant balancing act between the many challenges that await us. We face unprecedented demand in housing services; many more residents requiring round the clock care in later life; an increase in interventions by children's social services; and the ever present need to keep our borough safe, secure and clean.

We have so much to be hopeful for though. We are a place of renewal; filled with people that come from far and wide, people that wish for a brighter future. Our children attend more Ofsted 'Good' and 'Outstanding' schools than ever. We will seek to deliver more genuinely affordable homes than any other London Borough and we will re-affirm our commitment to do whatever we can to respond to the Climate Emergency before us.

Brent Council exists to serve you, our residents.

I hope that our new Borough Plan shows that we are committed to supporting everyone that lives and works in Brent. Together we will build a better Brent, with a brighter future.

Cllr Muhammed Butt
Leader of Brent Council



Building a Better Brent – our journey

In Brent we think it is important to always talk to you, our residents, about what our plans should be now and in the future. In 2019 we spoke and engaged with residents (you) across Brent to decide on the five priorities to build a Better Brent. Since this, we also updated the plan during Covid. We wanted to make sure we supported you, the people of Brent, in the best way we could, by responding to the pandemic's impact on our communities.

Here are the previous priorities and what we have achieved so far:

Every opportunity to succeed

We focused on equipping our young people for the future. We wanted to improve attainment and exam results for our young people who are in or have left care, our young men of Black Caribbean heritage and to help young people to have more employment opportunities. We invested £44 million to upgrade our schools, adding 427 places for our young people with special education needs and disabilities. We have helped 1,000 residents into employment, including over 200 apprenticeships and 90 kick-start places.

A future built for everyone, an economy fit for all

We focused on making Brent a great and affordable place to live and work. We are committed to investing in our towns and high streets and bringing jobs into Brent. We wanted to provide safe, affordable housing for our residents. Over the last four years, our council homes programme has built 871 homes. We have introduced licencing laws to protect our renters' safety and wellbeing. We repaired over 128km of roads and pavements.

A cleaner, more considerate Brent

We focused on how we could play our part in tackling climate change and improve air quality. By 2030 we aim for Brent to be a carbon-neutral borough. £500,000 has been provided to make residents' homes more energy efficient and for community groups to run education programmes. In Brent, we have installed over 21,000 energy efficient streetlights. We have fitted 515 electric vehicle charging points. We have planted 4,533 trees, 22 wild-flower meadows, and bee corridors to protect residents from harmful emissions.

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

We focused on crime, safeguarding, physical activity, and culture. We aimed to reduce anti-social behaviour and violent crime, with reported incidents falling over the last 4 years. We strived to increase resident physical activity as we were the fourth lowest borough. We have installed 20 open space gyms and offered free instructor-led sessions. We sought Brent to be a borough where culture is celebrated and vibrant. We were awarded the Borough of Culture in 2020, which our culture services delivered successfully.

Strong foundations

We focused on making Brent a digital place, where our services meet the needs of residents and are value for money. We created a new way of working with our voluntary and community sector. Our digital strategy has set up a fund to provide residents with a free laptop internet, and training. We have given over £16 million in funding to our communities. We created a social value and ethical procurement policy, which means our suppliers have agreed to invest in Brent.

Our plan for the next 4 years

The new Borough Plan builds on our work and progress over the last four years but recognises that we have more to do. The Borough Plan will be a guide for the things we will prioritise and focus attention on as a council, as we try to make Brent the best place it can be. We will support our residents and businesses through the cost of living crisis and help everyone to recover following the pandemic. We recognise that we need a Borough Plan that builds on the lessons we have learned and prepares us for the challenges facing our residents, communities, partners and businesses. We must also be honest and acknowledge that the cost of living crisis will impact our resources and capacity to provide everything we have in the past. We expect to see an increase in our costs to deliver services. We have listened to, and will continue to listen to residents and partners to decide the best way for us to respond to any upcoming challenges together.

We would like to build on the strong community spirit in Brent, which saw the council and residents working together so effectively during the pandemic. We want the council and the community to continue to work together, building on these strong foundations and making sure your voices are heard and influence the services we deliver. To capture your voices, in recent months we have consulted:

- Our young people,
- Our residents who are carers,
- Our residents with disabilities,
- Our older people,
- Our homeless community,
- Our business community,
- Our key partners e.g. NHS,
- Our community and voluntary sector,
- Our residents who are in low social-economic situation,
- Our staff.

To help present a picture for Brent and demonstrate how our ambitions are informed by data, we have put together the information we have gathered in one document ["<<hyperlink>>"](#), published alongside the Borough Plan. We have called this document an evidence base as it tells us the make-up of our borough, our needs, our diversity, our uniqueness, and also includes opportunities for Brent.

By building on what you told us and using the evidence, we commit to delivering a Borough Plan 2023-27 that prioritises:

1. Prosperity, Pride and Belonging in Brent
2. A Cleaner, Greener Future
3. Respect and Renewal in Brent
4. The Best Start in Life
5. A Healthier Brent

Strategic Priority 1: Prosperity, Pride and Belonging in Brent

The cost of living crisis is affecting everyone in Brent, with residents and communities with the most complex needs being hit the hardest. In our residents attitude survey, one in five people stated their finances will get worse over the next year. We expect greater demand for our support as energy costs and use of foodbanks continues to increase.

We want to tackle inequality and ease the pressure of the rising cost of living. This means continuing to work with partners and building on our existing joint plans to reduce poverty and ensure everyone has access to direct support when they need it – whether it be financial, digital, welfare centred advice or for employment. This is also about making sure our residents and communities with more complex needs receive the best possible support. To enable this, we will continue our progress to be a Digital Place and Digital Council that make it easier for residents to access support and for us all to interact.

We want to be clear that Brent is open for business. This means building stronger partnerships to ensure our high streets and local organisations are able to thrive. To achieve this, we will support our business community in providing and developing appropriate training. This will help residents gain the high quality skills they need to access and secure local well-paid jobs.

DESIRED OUTCOME 1: Easing the Cost of Living Crisis

We will:

- Work together with partners across Brent to work collaboratively to reduce poverty. This includes spreading awareness, improving access to services and support and providing tools and resource to help residents improve their lives.
- Provide a range of programmes which residents can access and understand their options for direct support. This includes maintaining support already available through the Resident Support Fund, Digital Inclusion, Fuel Poverty Toolkit, Fuel Vouchers, Digital devices.
- Deliver welfare support services from Brent Hubs to ensure residents access advice and guidance, help them to understand their rights and entitlements, promote Credit Unions and provide support that encourage small businesses to thrive.
- Provide tailored resources to those residents with the most complex needs to ensure our services are as accessible as possible and remove any unnecessary barriers.
- Work with partners, to create more opportunities for residents to develop skills and secure higher-paid jobs in growth markets, for example tech and green skills.

DESIRED OUTCOME 2: Brent for Business

We will:

- Improve the way we work with businesses to better support our high streets by increasing footfall and creating a Community Shops that encourage local shopping and increase the reuse, hire, and to reduce the cost of household goods.
- Lead by example and work with partners to employ more local people and create more opportunities to develop skills and training that help people to secure well-paid jobs.
- Work with neighbouring boroughs to attract more large businesses to the North West London and support them with local recruitment, skills and training.
- Better understand our business community so that we can raise awareness of appropriate training and employment opportunities for local people.
- Supporting community wealth building by encouraging retention of investment in the Brent economy and connecting local businesses to help them access supply chain opportunities.

What Success Will Look Like

- Greater accessibility for our welfare support and advice programmes, including Brent Hubs, Family Wellbeing Centres, Resident Support Fund, Digital Inclusion, Fuel Poverty Toolkit, Fuel Vouchers.
- More council homes and more temporary accommodation provided by the council.
- Providing digitally excluded households with devices, internet access and digital skills.
- Greater availability and uptake of skills development and training initiatives.
- More people securing work through training and development provided through Brent Works and Brent Starts.
- The council continues its commitment to, and encourages more businesses and partners to pay the London Living Wage.
- More people are employed in well-paid jobs and an increase in average hourly wage.
- Creating a Community Shop that supports local communities and their needs.



Strategic Priority 2: A Cleaner, Greener Future

You have told us that safety should be the most important priority for the council. We commit to working hard to prevent crime and anti-social behaviour. Prevention is essential so we want to tackle the causes of crime. We will help people leave criminal lifestyles and we will pursue justice for victims. We will also work with our communities to build trust, prevent criminality and improve our response to crime.

In addition to making our borough safer, we want to make it cleaner. However, if we want to deliver quality public services such as street cleansing, bin collections and park maintenance, we need you to tell us what you want and need from these services. We need to ensure there are ways for you to do that, which give you the opportunity to influence decisions on council services and activity.

The effects of climate change are here, and we all have a role to play. We are determined to work with our residents, partners and communities to reduce our carbon footprint as far as possible. We will also work with partners to reduce our emissions and usage of harmful material.

We want you, as a community, to have opportunities to take part in the council's decision-making process. Brent Connects is a central part of our approach to this, as it allows residents to come together, discuss what matters most to them, and work with us to develop and test new ideas. We will continue to work with faith leaders, Brent hubs, and other voluntary and community sector partners to engage with under-represented groups. Another way we enable the community to influence council decisions is through You Decide. You Decide is a funding initiative, also known as participatory budgeting, which allows local residents to vote on which local projects should receive grant money.

DESIRED OUTCOME 1: A Cleaner and Safer Borough

We will:

- Offer provision of high quality responsive universal services to all residents, ensuring we reduce negative impacts on the environment while delivering high standards and meeting our Customer Promise— for example, clean streets, waste collection, skills, parks and libraries.
- Work with the Safer Brent Partnership and our partners to improve community safety, and reduce violence and vulnerability with a focus on reducing violence against women and girls.

DESIRED OUTCOME 2: Empowering our Communities

We will:

- Introduce and deliver our new Community Engagement Framework. The framework is our plan to engage with people at a neighbourhood level to better capture and understand residents' voices, encourage greater involvement in council activities, and use different methods to do this.
- Support the Voluntary and Community Sector with clear communication and forums to provide insight, data and case studies of the lived experiences of residents.
- Deliver grant funding schemes that enable local people to lead on community activities and infrastructure

What Success Will Look Like

- Maintain our recycling targets as a proportion of overall waste.
- Reduced incidents of anti-social behaviour and fear of crime.
- Increase in resident engagement and influence in decision making.
- Delivery of successful and impactful grant funded programmes, including those delivered in collaboration with the voluntary sector and community sector.



Strategic Priority 3: Respect and Renewal in Brent

We want Brent to continue to grow, prosper and be a place where people want to live and work. To support this aspiration, we will do two things:

- Ensure sustainability is central to the growth of our borough and local economy
- Invest to make our streets cleaner and healthier.

We will create more accessible and genuinely affordable housing. We want to be the leaders in London for inclusive housing development that works better for everyone. This means buying houses; building new social, accessible and affordable homes and improving our existing estates. We will also continue working with partners to increase the supply of private rented accommodation.

We want a growing borough which puts sustainability and social value at the heart of all its development. This means making it easy for local businesses to choose to invest locally. We want to see as much of Brent's money as possible, re-invested in Brent. We are also developing our Local Plan to attract businesses from growing sectors into Brent. This will bring new well-paid jobs to the borough. Our Local Plan aims to revitalise and strengthen our town centres and high streets, making Brent more prosperous.

Cleaner and safer environments are key to communities becoming healthier. To do this we will invest in, and work with local communities and partners to recycle more, and to keep streets cleaner. We also want to support residents' health and wellbeing by making walking and cycling safer and more accessible in Brent.

DESIRED OUTCOME 1: Safe, Secure and Decent Housing

We will:

- Continue with our pledge to deliver 1,000 new council homes and continue to be leaders in London in building inclusive and genuinely more affordable homes.

DESIRED OUTCOME 2: A Sustainable Borough and a Greener Economy

We will:

- Seek ways of improving the use of the civic centre, including waste reduction and income generation, to lead by example, and encourage partners and the community to adopt more sustainable ways of living and working.
- Use our planning powers and land ownership opportunities to deliver more joined up projects and services with localities and neighbourhoods. Learn from good examples such as the Church End Council led development that will bring an additional £3m Social Value into the area
- Work with partners, through the West London Alliance, to create more opportunities for residents to develop skills and secure higher-paid jobs in growth markets, for examples tech and green skills.

- Ensure our social value policy encourages all the organisations we buy services from to provide benefit to our local communities, through jobs, skills, apprenticeships and training places.

DESIRED OUTCOME 3: Keeping Brent on the Move

We will:

- Invest in our roads and pavement improvement to help keep our streets clean, improve recycling, and reduce the use of waste landfill and incinerators.
- Deliver the Healthy Streets programme to encourage more walking and cycling in safe, inclusive, designed environments.
- Continue to strengthen our work force and its ability to deliver fair and equitable services through development and leadership programmes, ensuring the workforce is representative of the borough at all levels where we can.

DESIRED OUTCOME 4: A Representative Workforce

We will:

- Continue to strengthen our work force and its ability to deliver fair and equitable services through development and leadership programmes, ensuring the workforce is representative of the borough at all levels where we can.

What Success Will Look Like

- More genuinely affordable and accessible homes available to families and residents.
- New ways for council to generate income.
- More local investment and social value commitments from our suppliers in Brent.
- Increase in residents walking and cycling.
- Achieving our roadways and pavements maintenance targets.
- More local residents in council jobs, including those in graduate or entry level roles.
- Improve the representativeness of senior management, compared to the Brent population, within the organisation



Strategic Priority 4: The Best Start in Life

We want our young people to get the best start in life. We want them to receive the support they need when they need it. We also want our young people to receive a quality education, which develops their skills and allows them to achieve their potential and realise their aspirations. To do this, we will work through our Family Wellbeing Centres, with partners, communities, businesses and residents, and in particular our young residents. We also want to ensure our children and young people are safe and will aim to achieve this by improving our approach to safeguarding, including for those who are transitioning to adulthood.

We will raise attainment and aspirations. Working with schools and partners we will make sure access to education is fairer and more equal. This includes ensuring there is tailored support for our Black African, Caribbean and Somali communities to harness their talent and potential. We will also build on our existing investment to upgrade provision and SEND school places.

We want all our young people from all backgrounds to be seen and heard in our services. We will create more opportunities and spaces to empower our young people to have their say – for example, the Youth Advisory Group used their lived experience to influence the delivery of the Black Community Action Plan. We must hear all our young people's voices, from newly arrived refugees to long-established communities; from our young people with disabilities and those who belong to the LGBT+. We will constantly review how we engage with our young people to ensure we hear views from different groups of young people from across the borough.

DESIRED OUTCOME 1: Raised Aspirations, Achievement and Attainment

We will:

- Raise aspirations and address any underachievement from age 0-25 by promoting inclusion and inclusive schools.
- Focus on the Black African, Caribbean and Somali communities, through the Black Community Action Plan initiatives to continue to develop future community leaders.
- Improve our approach and support around safeguarding, both in relation to contextual and transitional safeguarding
- Promote the value of early intervention and prevention by working with families and through the activities of our Family Wellbeing Centres.
- Ensure the Children's Trust and Integrated Care System provide value for money and build better partnerships to improve our Children's Services.

DESIRED OUTCOME 2: Young People are Seen and Heard

We will:

- Enhance our existing young peoples' forums, including Brent Youth Parliament, School Councils, Children in Care Council and Youth Advisory Groups by encouraging greater involvement of diverse groups and newly arrived residents.
- Encourage young people to become active in their communities and ensure their voices are central in our key sustainability projects.
- Directly engage with our young people across all service areas using approaches and methods outlined in the Community Engagement Framework.

What Success Will Look Like

- More people leave education better equipped for future life.
- More people have the skills and attributes for work, enabling them to make a positive contribution to their communities.
- More people to enter employment including apprenticeships and graduate schemes.
- Improved opportunities and achievements for people from Black African, Caribbean and Somali communities.
- Increased use and take up of Family Wellbeing Centre support and offers.
- More opportunities for young people to participate in decisions, including more engagement with young people and people from a range of different communities.



Strategic Priority 5 – A Healthier Brent

The pandemic highlighted the health inequalities that exist in our communities. In Brent, we saw that there were more Covid cases and deaths in some groups, specifically: older people; men; Black and Asian people; and those living in more deprived areas. We know that there are a range of underlying factors such as housing, employment, and income that contribute to these inequalities. To tackle this, we want to establish ways to improve health outcomes for those who need it most.

We will learn from the pandemic. We will make sure our health services meet local need and reduce health inequalities. This means engaging with our communities and health partners to understand the challenges and differences that exist. We will use this information to develop community-centred approaches and solutions. We also want to improve communication with our communities so our residents know to access support and improve their health.

We want Brent to be a healthier and stronger borough. We can do this by removing barriers residents face to becoming physically active. This includes making our green spaces, walking, and cycling routes more SEND friendly, inclusive, and well-maintained.

DESIRED OUTCOME 1: Tackling Health Inequalities

We will:

- Work with the North West London Integrated Care Partnership Board to address health inequalities and strengthen our relationship with health partners to deliver priorities in the Health and Wellbeing Strategy.
- Work with the North West London Integrated Care Partnership to ensure children's health needs are prioritised. For example, addressing health inequalities for young people and ensuring children gain access to mental health and wellbeing support when they need it.
- Maintain preparedness to cope with public health emergencies. Make sure lessons from the pandemic are used to focus public health attention and resources to the communities most affected by and still recovering from Covid.
- Work with NHS and partners to deliver more cross-sector working within services that impact on health, such as housing, mental health and community safety.
- Use the Health and Wellbeing Strategy action plan to make sure Parks and Green spaces offer more opportunities for accessible physical activities and exercise. This includes making inclusive design improvements and management of pocket parks and community gardens.

DESIRED OUTCOME 2: Localised Services for Local Needs

We will:

- Respond to the Health and Social Care Act 2022 with the creation of more locality-based decision-making and delivery of services that meet the needs of Brent's diverse localities.

- Continue our community based work through Brent Health Matters and work with NHS partners to increase more community led approaches.
- Focus our commissioning approach on prevention and wellbeing and ensure residents are involved in deciding local solutions.
- Engage with communities to ensure they can access information and services to support them in managing their health better. This includes investing more and working within our Voluntary Community Sector organisations.
- Build on the successful methods of communication and engagement used during the pandemic, such as webinars with key speakers and social commentators for ongoing discussion with residents.

What Success Will Look Like

- More residents have access to outdoor activities.
- More accessible facilities in public spaces.
- Reducing health inequalities, particularly for groups disproportionately impacted by Covid and through co-designed approaches with communities.
- More people supported to sign up to GP practices.
- More people are seen by the Brent Health Matters team.
- Improved outreach to communities and residents.
- A reduction in referrals to more acute/emergency services.



Black Community Action Plan

In July 2020, Brent talked to its Black community about the inequalities they face. Together we developed our [Black Community Action Plan](#) to address these inequalities.

Brent Connects

[Brent Connects](#) is a space for local communities to come together, discuss the things that matter most to you and work with the council and its partners to develop and test new ideas that will improve the lives of Brent residents. There are five Brent Connects areas.

Brent Health Matters (BHM)

[Brent Health Matters](#) is a programme to reduce health inequalities. BHM works with the local communities to find out what services they want and need. It then delivers those services in a way which is easy for local residents to access.

Brent Hubs

[Brent Hubs](#) provide advice and support for residents in different locations across the borough.

Brent Customer Promise

[The Brent Customer Promise](#) is our commitment and promise sets out the standards of service you can expect from us whichever service you use.

Community gardens

A community garden is owned and run by the local community. It is often used to grow food.

Contextual safeguarding

An approach to safeguarding that recognises that young people may be at risk of significant harm not only within their home environment, but also outside it.

Digital Council

Digital Council is a term used in our [Digital Strategy](#). It means that we are improving the way we use technology and data. By collecting data in an ethical and secure way we are using it to make our services and information more accessible, personalised and responsive.

Digital Place

Digital Place is a term used in our Digital Strategy. It means we are building a borough-wide digital infrastructure providing fast connection to the internet. It also means we are providing training to improve residents digital skills.

Integrated Care Partnership (ICP)

The Integrated Care Partnership is a partnership of local health and care providers in Brent. Its aim is to improve local health and remove health inequalities.

Local Plan

The [Local Plan](#) is a collection of planning documents which sets out our strategy for future development in Brent

Resident Support Fund

Brent's [Resident Support Fund](#) is a support fund available to residents who are in financial difficulty.

SEND

SEND is an acronym which stands for Special Educational Needs and Disability.

Transitional safeguarding

A safeguarding approach and response that addresses specific developmental, social and contextual needs from a person going from adolescence to adulthood.

West London Alliance


The [West London Alliance](#) is a partnership between seven London boroughs. They are: Brent, Barnet, Ealing, Hammersmith and Fulham, Harrow, Hillingdon, and Hounslow.

You Decide

[You Decide](#) is a Brent programme in which local people choose how local funds are spent. Projects are submitted and local residents are invited to a decision day to vote on which projects they think would benefit their community, and they would like to go ahead. Funding is then given to these projects.





 Brent	Cabinet 17 October 2022
	Report of the Corporate Director Finance and Resources
Quarter 2 Financial Report 2022/23	

Wards Affected:	All
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	Two: Appendix A: Savings Delivery Tracker Appendix B: Budget Reconciliation
Background Papers:	N/A
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Minesh Patel, Director of Finance Tel: 020 8937 4043 Email: Minesh.Patel@Brent.gov.uk Ben Ainsworth, Head of Finance Tel: 020 8937 1731 Email: Benjamin.Ainsworth@Brent.gov.uk

1. Summary

- 1.1. This report sets out the current forecast of income and expenditure versus the revenue budget for 2022/23 and other key financial data. Total pressures for the year are forecast to amount to £3.9m.
- 1.2. The £3.9m forecast overspend is contained within the Children and Young People Directorate, £2.2m of which is within the DSG and the remaining £1.7m is in the General Fund.
- 1.3. The 2022/23 budget was set to accommodate for the immediate short-term pressures arising as a result of the COVID-19 pandemic, for example income losses and increased demand in social care. The effects of COVID-19 also pose long-term financial risks to the Council, with the level of income generated potentially at risk, which could materialise through lower Council Tax and Business Rates collections. The 2022/23 budget is shown in the table below and represents the budgets in the new corporate structure. Appendix B shows

how the budget has moved from the old directorates to the new directorates. The 2022/23 budget includes a £2.7m savings target, which was agreed in February 2022, and Appendix A sets out the progress in delivery and any mitigating actions where relevant.

	Budget	Forecast	Overspend / (Underspend)
	£m	£m	£m
Adult Social Care and Health	128.2	128.2	0.0
Children and Young People	62.1	63.8	1.7
Communities and Regeneration	9.0	9.0	0.0
Governance	15.3	15.3	0.0
Finance and Resources	17.3	17.3	0.0
Resident Services	74.1	74.1	0.0
Subtotal Service Area Budgets	306.0	307.7	1.7
Central Items	(306.0)	(306.0)	0.0
Grand Total General Fund Budgets	0.0	1.7	1.7
DSG Funded Activity	0.0	2.2	2.2
Housing Revenue Account (HRA)	0.0	0.0	0.0
Position before COVID-19 funding	0.0	3.9	3.9

DSG gross income and expenditure			
	Budget	Forecast	(Under)/ Overspend
	£m	£m	£m
DSG			
Income	(208.1)	(208.1)	0.0
Expenditure	208.1	210.3	2.2
Total	0.0	2.2	2.2

HRA gross income and expenditure			
	Budget	Forecast	Under/ (Over)spend
	£m	£m	£m
HRA			
Income	(52.7)	(52.7)	0.0
Expenditure	52.7	52.7	0.0
Total	0.0	0.0	0.0

- 1.4 At the time of writing, there are significant risks and uncertainty associated with inflation and pressures the Council may face as a result of the cost of living crisis. Inflation, as measured by the Consumer Prices Index, reached 9.9% in August and is forecast to reach just below 11%* at the end of Q4. Given that many contracts increase in price based on inflation as measured at a specific month, (e.g. every September) this creates a significant risk for this financial year that costs could grow faster than forecast if inflation is higher than currently forecast. Should this occur, the Council will need to find in-year efficiencies in order to keep the budget in balance. As a last resort, the Council may need to utilise reserves to fund any further in year pressures.

** this is based on the Bank of England forecast produced in August*

- 1.5 There are also significant risks in the Council's Capital programme, with a forecast slippage of £15.9m and an overspend of £2.8m. This slippage is largely attributable to South Kilburn, Public Realm and Schools, with the overspend attributable to both the General Fund and HRA Housing programmes. The table below shows the forecast position for each Capital Directorate:

Directorate	Original Budget	Revised Budget	Current Forecast	FY Variance	
	£m	£m	£m	£m (Underspend) /Overspend	£m (Slippage) /Brought Forward
Corporate Landlord	5.3	16.1	16.7	0.6	0.0
Housing GF	103.5	80.4	83.2	3.3	(0.5)
Housing HRA	47.1	57.7	59.6	1.9	0.0
PRS I4B	0.8	19.9	19.9	0.0	0.0
St Raphael's	2.2	1.9	1.9	0.0	0.0
Public Realm	11.9	17.9	14.9	0.0	(3.0)
Regeneration	48.4	9.3	9.4	0.0	0.1
Schools	10.5	11.5	8.2	(3.0)	(0.3)
South Kilburn	22.5	26.4	14.2	0.0	(12.2)
Total	252.1	241.1	228.0	2.8	(15.9)

- 1.6 On Friday 23 September 2022 Kwasi Kwarteng, Chancellor of the Exchequer, announced a mini budget that reversed the cautious fiscal approach of the previous administration with significant tax cuts (est. £45bn 2023 unfunded reduced by £2-3bn with the reversal of the 45% tax rate 3 October 2022) and financial support for homes and businesses for their energy bills (est. £150bn cost over 2 years, again unfunded). With economic growth slowing, inflation remaining elevated and a global recession a very strong possibility the government will very likely need to increase Government Borrowing to finance these tax cuts and extra spending.

At the date of dispatch of this report, a medium term fiscal plan is expected at the end of October alongside growth and borrowing forecasts from the Office for Budget Responsibility. Any impact on the Council's budget will be set out for Cabinet in November as part of the draft 2023/24 budget.

2. Recommendation

- 2.1. That Cabinet note the overall financial position and the actions being taken to manage the issues arising.

3. Revenue Detail

3.1. Adult Social Care and Health

Adult Social Care and Health	Budget (£m)	Forecast (£m)	Overspend / (Underspend) (£m)
Adult Social Care	105.3	105.3	0.0
Public Health	22.9	22.9	0.0
Integrated Health Partnerships	0.0	0.0	0.0
Total	128.2	128.2	0.0

Summary

- 3.1.1 Adult Social Care and Health is forecasting a breakeven position in Quarter 2.
- 3.1.2 Adult Social Care and Health was also forecasting a breakeven position in Quarter 1. Whilst the Quarter 2 position is still forecast to breakeven, there are some material variances explained in more detail below.
- 3.1.3 There is a forecast overspend against Complex Care which is largely due to a projected overspend on the elderly nursing placements budget of £0.7m. Whilst packages have remained stable during the financial year, the main cause of the variance is projected client contributions income towards their packages being less than budgeted for. A review of the income budgets is being undertaken to realign them against client numbers.

- 3.1.4 Learning Disabilities (LD) are forecast to underspend by £1.5m at Quarter 2, largely due to an underspend on Day Care of £0.7m and an underspend in residential care placements of £0.7m. Day Care services are still being impacted by COVID-19 and it is yet to be seen if they will return to pre-COVID numbers (224 service users in January 2020 compared to 201 in July 2022). It should be noted that the average weekly cost per service user has reduced from £298 in April 2019 to £270 in July 2022, suggesting fewer hours being delivered per service user. Residential placements within LD have remained stable at 107 placements all financial year, compared to 115 in May 2021.
- 3.1.5 Occupational Therapy has a projected overspend of £0.4m. We have seen an increase in the Millbrook equipment costs, rising from an average of £0.2m a month in 2021/22 to £0.2m a month in 2022/23 to date. 62% of costs are recharged to Health, so bear most of the increases, but a review is required to determine the cause of the increase.
- 3.1.6 Reablement is forecasting an overspend of £0.5m due to Discharge to Assess funding coming to an end at the end of 2021/22. Funding was made available to support the D2A process for part of this financial year but will not cover the full financial year. Considering this, the discharge process between the Council and the Integrated Care Board is now being reviewed to ensure the financial impact is managed.

Risks and uncertainties

- 3.1.7 Within Adult Social Care, longer term effects of the pandemic, demographic and inflationary pressures, as well as uncertain implications of the fair cost of care and social care reforms, all pose financial risks to the budget.
- 3.1.8 As additional Clinical Commissioning Group (CCG) funding and COVID-19 grants come to an end, some of the pressures on social care and community services that have been contained with these funds will pose a financial risk to the budget if mitigating actions are not taken. As this support ceases, this will have an impact on both the local authority and our providers who benefitted from these funds in order to reduce the impact of COVID-19 and the workforce challenges being faced in the sector. In 2021/22, the Council received an additional £6.5m in COVID-19 grants to support the care providers and the CCG has covered £2.7m worth of costs as a result of the CCG commissioning all Residential and Nursing placements that are typically more expensive than the usual cost to the Council. The CCG funding has been extended locally for one quarter in 2022/23 and thereafter the Council will be left to absorb the inherited higher costs, as it is difficult to renegotiate the agreed placements. To manage this risk, the service are looking at creating a task and finish group with health colleagues to manage discharges in a different way in order to manage the costs, whilst also ensuring safe discharges.

- 3.1.9 Another key area of uncertainty is the fair cost of care and social care reforms. Work is ongoing to better understand the impact of the fair cost of care, the care cap and the number of self-funders coming forward which will create additional burdens. Whilst government funding is being made available to Brent in 2022/23 and future years, at present it is unknown whether this funding is enough to afford the market sustainability and implementation costs.

Savings and Slippages

- 3.1.10A £0.1m saving is planned to be delivered from the ASC budget in 2022/23. This is expected from the continued increase in the number of people going through reablement, creating better quality reablement and clearer pathways, and minimised costs. There are currently no slippages anticipated against the delivery of this saving.

3.2 Children and Young People (CYP) (General Fund)

Children and Young People	Budget (£m)	Forecast (£m)	Overspend / (Underspend) (£m)
Central Management	0.9	0.9	0.0
Early Help	4.9	4.8	(0.1)
Inclusion	2.9	2.9	0.0
Localities	21.0	21.8	0.8
Looked After Children and Permanency	7.3	7.8	0.5
Forward Planning, Performance & Partnerships	23.4	23.9	0.5
Safeguarding and Quality Assurance	2.0	2.0	0.0
Setting and School Effectiveness	(0.3)	(0.3)	0.0
Total	62.1	63.8	1.7

Summary

- 3.2.1 The Children and Young People department is currently forecasting a pressure of £1.7m in Quarter 2 compared to a reported forecast breakeven position in Quarter 1. Pressures have arisen against the Localities, Looked after Children & Permanency (LAC&P) and the Placements budget within the Forward Planning Performance and Partnerships (FPPP) service.
- 3.2.2 The pressure identified against the Localities service is mainly due to increased staffing costs of £0.4m as a high number of agency staff have occupied vacant positions, and are covering some long-term staff absences e.g. sickness and maternity cover to manage caseloads. It remains a challenge to recruit permanent social work staff. Against the Children with Disabilities (CWD)

budgets, there is also a forecast reduction in income from Health of approximately £0.4m. A new Integrated Care System (ICS) Continuing Health Team is reviewing individual children's eligibility for funding, which for some is resulting in decisions that they no longer meet thresholds. In the short term, the Localities Service is projecting to cover some additional costs whilst the LA's ongoing support for these families is reviewed on a case by case basis. Directors of Children Services (DCSs) from LAs across the ICS footprint have collectively escalated their concerns to the ICS about the impact on local authorities of the Continuing Health Care Team's new operating model. Consideration will be given to appropriate legal redress if a satisfactory outcome cannot be achieved through other means. Through the Joint Funding Panel the CYP department is also challenging decisions and their timing on a case by case basis.

- 3.2.3 There is a £0.4m pressure against the LAC&P service is due to the use of agency staff covering vacant positions across the Looked after Children teams. In addition, within the Contact team, there is a pressure of £0.1m due to the forecast increased use of sessional workers to manage increased demand of a younger cohort of children entering the care system in the last 12 months. The service is reviewing the use of sessional workers on a monthly basis and is in the process of additional recruitment to fill vacant roles with permanent rather than sessional staff.
- 3.2.4 The pressure against the FPPP service is as a result of a forecast £0.5m overspend against the Placements budgets mainly due to pressure against the residential placements where costs for children new to care are higher than anticipated. This reflects the national system challenge in residential care where demand is outstripping supply. For example, a recent placement cost £13,000 per week for a child new to care and accounts for £0.4m of the forecast and another child with significant needs has been placed in a residential care placement at a short-term cost of almost £20,000 per week. In addition, the average weekly residential placement cost has increased from £4,500 per week to £4,600 per week.
- 3.2.5 Placement budgets are demand led. The number of looked after children and care leavers that are being accommodated has increased over the past 18 months, including an increase in teenage Unaccompanied Asylum Seeking Children (UASC) who as care leavers need to be accommodated until the home office has decided on their case. There has also been an increase in children with complex mental health needs who require residential settings.
- 3.2.6 There are a number of management actions in place to control spend. The CYP department is reviewing the contributions that health is making to individual residential placements and taking cases to Joint Funding Panel to ensure that relevant agencies are contributing to costs. Other measures include additional sign off processes at Children's Placement Panel; more challenge and support

around stepdown arrangements from residential placements to foster placements and/or semi-independent placements for young people aged 16+, embedding a new approach to life skills development to actively support the transition of care leavers to their own tenancies. There have been successful measures to move 21+ semi-independent placements onto independent living; however, this is counteracted by 18+ placements moving into semi-independent placements. Other measures to control spend include:

- holding posts vacant where possible across the department and detailed reviews of agency use to reduce the numbers across the department where it is safe to do so
- ensuring that all agency staff take a minimum of 20 days holiday during the financial year
- ensuring full adherence to the London-wide pledge that has been in place since June 2022 will manage the agency market more effectively and contain inflationary pressures on hourly rates for social workers.
- A freeze on any non-statutory spending with approval for all spend over £1k being escalated to director level.

Risks and uncertainties

3.2.7 There are a number of risks and uncertainties discussed below which might have a significant impact on this position going forward, pending ongoing management actions to manage within the available budget. Overarching issues include inflationary pressures resulting in providers increasing costs significantly and the impact of the cost of living crisis on care leavers and vulnerable families, increasing demand and risk of not finding a satisfactory resolution to the issue of fair health funding. Continuing and long-term pressure implications will require additional intervention and solutions to be identified to achieve the outturn illustrated.

3.2.8 Within the Localities, Looked After Children, and Permanency (LAC&P) services, there are challenges regarding the recruitment and retention of skilled and experienced social work staff with the services relying on agency staff whose costs are more expensive than permanent staff. Across the Localities team, agency staff occupy 44% of the establishment. Caseloads have remained consistently high since last year although the restructure has supported the department in maintaining safe caseloads per social worker. Across the teams, as at July 2022, there were 2963 open cases, which is 6% higher than July 2021. If demand continues to grow, this could create added pressure in these areas. Management will continue to monitor the caseload levels and the use of agency staff while continuing the drive to recruit permanent staff.

3.2.9 The volatility surrounding the Placements budget for looked after children (LAC) managed within the Forward Planning, Performance and Partnerships service is a key challenge. An individual high cost residential or secure placement can cost over £0.5m per annum. Ofsted are strengthening their reviews of children's

Residential Homes and as a result, it is anticipated that the number of homes may reduce causing higher demand and the costs of residential placements to increase. There are no indications of the financial impact currently, but it is assumed that costs of residential placements could see increases. The average cost of a placement is currently £4,600 a week. For semi-independent provision, there is the risk of additional cost pressures being passed on to local authorities, due to the DfE introducing mandatory national standards from April 2023, which will be overseen by an Ofsted-led registration and inspection regime. The average weekly cost for semi-independent accommodation is c£817 per week for a looked after child and £707 per week for Care Leavers, and there is a risk that the cost of both would increase.

3.2.10 A number of financial reviews are due to be undertaken this year. The rates paid to foster carers and Special Guardianship Orders (SGO) are to be reviewed in line with inflationary pressures and the cost of living crisis. The SGO review assesses the rates paid following means tested assessments. There is a risk that there will be an increase in rates and that some will be backdated.

3.2.11 The Children with Disabilities budget within the Localities service funds the care costs for children with Education, Care and Health Plans (EHCPs). There remains a risk that further increases in EHCPs would put additional pressure on the care packages budgets in this area and impact on staffing costs. As at Quarter 2, the number of EHCPs has increased by 6%.

3.2.12 The forecast position is also dependent on estimated income from the Home Office for UASC and Care leavers of c£2.8m and Health contributions from Health of £1m. The Home Office has recently increased the threshold of UASC who qualify for the higher funding rate of £143 per night per UASC from 0.07% to 0.1% of the Brent children and young people population with immediate effect. This is highly likely to result in reduced income as the Council will need to increase the number of UASCs by 24 to 79 to maintain the income at £143 per night and if numbers remain lower, funding may be reduced to £114 per night. The estimated impact is a £0.4m reduction in income. There is a risk that against the Health contributions, reductions in the number of children eligible for Continuing Health Care funding, could increase the pressure against the CWD and Placement budgets. In summary, any major fluctuations in these income streams would have an impact on the final outturn position.

Savings and Slippages

3.2.13 The department has a £0.3m savings target against the Gordon Brown Centre to support looked after children and care leavers to develop their life skills for independent living. There is a risk that elements of this target will slip, as the project to deliver the savings through the recovery initiatives funding is still ongoing. The slippage is being managed within the placement budget for care leavers.

Summary of Key Assumptions

Key Assumption	Downside if worse	Upside if Better	Mitigations
LAC and Care Leaver placements forecast assumes numbers of 791 and unit costs reflect current trends.	An increase in the number of high cost residential or secure placements would place pressure on the budget e.g., an increase by 4 placements in year, could cause an in-year pressure of c£0.6m (and £1.2m per annum)	Increased step-down arrangements result in falling number of residential placements. A single stepdown from a residential placement to a semi-independent placement could reduce expenditure by c£0.1m in-year.	Ongoing review of packages for best outcomes and focus on stepdown arrangements to support children to transition from residential to foster and/or semi-independent placements. Supporting the transition of care leavers to their own tenancies, to improve outcomes and independence. Innovative support and partnering with Health for CYP Mental Health and Wellbeing, among other preventative measures.
Health contributions for CYP placements and Children with Disabilities (CWD) packages will be lower than the 2021/22 levels.	Spending will not be mitigated by these contributions in proportion to the overall demand.	It will assist in mitigating overall net spend.	Maximising joint funding approaches with health to ensure contributions to placement costs where applicable. Targeted activity across ICS to ensure consistency in Continuing Health Care funding.
Pressures arising because of the Covid-19 pandemic will be managed within the	It may create overspends which the department may not be able to mitigate.	More likely to stay within budget as growth provided more likely to cover expected increases.	Ongoing monitoring and reporting to ensure management action is taken as early as possible to enable mitigation.

growth funds allocated in 2022/23 as part of Business-as-Usual costs (BAU).			
Mix of social work staff and caseloads in the Localities and LAC & Permanency service to remain within budgeted level.	If increases follow the trend of 2021/22 and exceed budgeted levels by 15% during the year, there could be up to £1m additional spend on agency social work staff to manage the pressure	There would be a reduction in the use of agency staff and the reduced caseloads could be attractive to social workers seeking permanent roles.	Continued management action to monitor caseloads across the service and review and manage social work resources.

3.3 Communities and Regeneration

Communities and Regeneration	Budget (£m)	Forecast (£m)	Overspend / (Underspend) (£m)
Communities and Strategy	4.0	4.0	0.0
Regeneration	5.0	5.0	0.0
Total	9.0	9.0	0.0

Summary

3.3.1 Communities and Strategy is currently forecasting a break-even position for 2022/23.

3.3.2 The Homes for Ukraine scheme has resulted in 264 hosts having signed up to host 499 guests. 184 guests have already arrived in Brent, and these include 55 children. The government is providing funding of £10,500 per person to cover all the checks required, initial cash payments to refugees, support in areas such as finding work, accessing benefits and learning English, rematching refugees with new hosts should the relationship break down and helping them move on to other suitable accommodation when the hosting comes to an end. The Council is also responsible for administering Thank-you payments to hosts each month for up to a year while they host their Ukrainian guests. Implementing this scheme has placed a significant administrative and

financial burden on the Council that requires a cross council approach, specifically from Adult Social Care, Children's Social Care, Housing and Legal services.

3.3.3 The Council have accepted and support five Afghan refugee families. There is also one family who has moved to Brent, under the Find Your Own Home part of the Afghan resettlement schemes, which Brent has accepted and will also support. The government is providing time limited funding, based on the number of Afghan refugees in the borough. The successful settlement of Afghan refugees permanently in the borough will require the Council to provide ongoing services to many of the refugees including support to move into permanent secure housing and education. Although there aren't any bridging hotels in Brent, there are some in neighbouring boroughs. If suitable accommodation is not found for refugees there is a real risk that some will become homeless causing additional pressures, Brent has already accepted the homeless duty for five families. We are able to apply for the same funding under the ARAP or ACRS scheme for these families, but this diminishes year on year. The homelessness costs will fall on the Council along with cost of providing long term support needed by many refugee families.

3.3.4 The Regeneration department is currently forecasting a break-even position for 2022/23.

Risks and uncertainties

3.3.5 The main financial risks of the Homes for Ukraine scheme are that the government has so far only committed to funding the programme for one year and there remains potential for significant costs helping refugees find alternative accommodation and housing them in temporary accommodation if the host relationship breaks down and/or when the scheme comes to an end.

Savings and Slippages

3.3.6 A £0.1m efficiency saving is planned to be delivered from the department budgets in 2022/23. This saving is on track and there is currently no slippage anticipated.

3.4 Governance

Governance	Budget (£m)	Forecast (£m)	Overspend / (Underspend) (£m)
Legal Services	6.1	6.1	0.0
HR Services	3.9	3.9	0.0
Executive & Membership	4.0	4.0	0.0
Procurement	1.3	1.3	0.0
Total	15.3	15.3	0.0

Summary

3.4.1 The Governance Services are forecasting a break-even position for 2022/23.

Risks and uncertainties

3.4.2 There are no materials risk for this department at present.

Savings and Slippages

3.4.3 A £0.1m efficiency saving is planned to be delivered from the department's budget in 2022/23. This saving is on track and there is currently no slippage anticipated.

3.5 Finance and Resources

Finance and Resources	Budget (£m)	Forecast (£m)	Overspend / (Underspend) (£m)
Finance	9.6	9.6	0.0
Audit & Investigations	1.1	1.1	0.0
Shared Technology Services	0.1	0.1	0.0
Property & Assets	6.5	6.5	0.0
Total	17.3	17.3	0.0

Summary

3.5.1 Property and Assets are forecasting a breakeven position.

3.5.2 Finance, Audit & Investigations and Shared Technology Services are forecasting a breakeven position.

Risks and Uncertainties

3.5.3 There are no materials risk for this department at present.

Savings & Slippages

3.5.4 A £0.1m efficiency saving is planned to be delivered from the department's budget in 2022/23. This saving is on track and there is currently no slippage anticipated.

3.6 Resident Services

Resident Services	Budget (£m)	Forecast (£m)	Overspend /(Underspend) (£m)
Resident Services Directorate	0.4	0.4	0.0
Customer Access	15.2	15.2	0.0
Housing	3.7	3.7	0.0
Environment and Leisure	44.1	44.1	0.0
Transformation	10.7	10.7	0.0
Total	74.1	74.1	0.0

Summary

- 3.6.1 Based on current trends and assumptions around the inflation and the rising cost of living implications, the Resident Services department is forecasting a break-even position for 2022/23. The Government's proposed Business Energy Relief Scheme, announced as part of the mini budget, also applies to public sector bodies, including the Council. As officers are awaiting further details of the scheme, any impact on the Council's energy budget has not be reflected in the current forecast.
- 3.6.2 The department's finances have been significantly impacted by the global pandemic and are anticipated to continue to be affected by the cost of living crisis. The 2022/23 budget has been set accordingly, based on assumptions around future demographic and inflationary trends. However, there are some risks and uncertainties that could impact the final financial outturn position for the year. Cabinet approved the allocation of £6m from the Council's reserves to the Resident Support Fund to support residents experiencing financial difficulty, and this is forecast to be fully spent.
- 3.6.3 The department is taking a number of actions to support Brent residents and businesses and mitigate the impact of the cost of living crisis. Payments under the government's Energy Rebate scheme have completed with 90,000 eligible households in Band A to D properties receiving payments totaling £13.5m. Payments to applicants in higher bands under the council's discretionary scheme will continue to receive help through until November.
- 3.6.4 The Government is continuing to fund the Household Support Fund for a further year. The Council has been granted £2.8m which will be used to fund vouchers for school holidays for children in receipt of benefits or free school meals until at least the October half-term.
- 3.6.5 The Council is currently making payments to eligible businesses from the much-delayed COVID-19 Additional Relief Fund (CARF). This Fund is intended to support those businesses affected by the pandemic but that have been

ineligible for existing support linked to business rates. As of 31 August 2022, £7.0m has been granted to 1,274 businesses.

- 3.6.6 While these measures are much needed by Brent households and businesses, the Council has taken additional steps to provide more support to residents and businesses. The Council's Resident Support Fund has been in place since August 2020. Since then the RSF has supported 4,045 households with a total of £8.5m. The support provided is for help with the cost of living. This can include, but is not limited to, household bills, arrears in rent, mortgage, council tax, food, fuel, digital equipment and emergency funds. In addition to this, the Council is investing £30m in the Council Tax Reduction Scheme, supporting around 28 thousand households in the borough. Further information on the cost of living crisis including the ways the Council will work with residents and partner organisations in response was presented to the Resources & Public Realm scrutiny Committee on 6 September 2022.

Risks and uncertainties

Housing

- 3.6.7 As the cost of living crisis deepens, with energy costs and day-to-day expenditure increasing steeply, there has been a rise in homelessness applications, resulting in an increased use of temporary accommodation (TA).
- 3.6.8 In addition, the affordable Private Rented Sector (PRS) has contracted, which means there is a lack of supply to move households on from TA, which will put further pressures on the budget. Although, the recent opening of Anansi and Knowles house has alleviated this pressure to some extent, both schemes are now full and silted up due to the lack of move on accommodation available.
- 3.6.9 The current economic climate could also have an impact on the rent collection rates and result in increases in rent arrears. Collection rates are being closely monitored and there are ongoing investigations to better understand the drivers for the movements.

Environment and Leisure

- 3.6.10 There is ongoing uncertainty around the TfL LIP funding, as further updates are awaited from TfL on the full year funding. The impact of this on the capitalisation of staff continues to be reviewed but this could create a £0.8m budget gap.
- 3.6.11 Within Brent Transport services, increased prices on Taxi routes are putting additional pressures on the budget, which could cost an additional £0.4m. Brent continues to monitor the mitigations in place to reduce the impact of these costs.

3.6.12 There is uncertainty around the amount of parking income to be received, as the service continues to recover to pre-pandemic levels. A shortfall in income is currently projected to be £0.4m against budget.

3.6.13 Within Leisure, reductions in income are experienced due to slower than anticipated recovery of facilities resulting in a £0.3m shortfall. The income levels are being closely monitored and income maximisation strategies are being put in place.

3.6.14 Looking further ahead, as energy costs double for leisure centres, the risk of provider failure is increasing, forcing the Council to make difficult choices. An option is to support operators by subsidising their operating costs. Closing sites due to rising utility costs would also have a significant impact on both communities and income levels. The Council is working closely with the leisure providers to ensure continuity of the affordable service.

3.6.15 The identified pressures are partially mitigated by a £0.3m underspend due to an early delivery of savings.

Savings and Slippages

3.6.16 A £0.9m saving is planned to be delivered from the department budgets in 2022/23. The main savings are expected from a continued reduction in demand for Temporary Accommodation through increasing the supply and from achieving operational efficiency within the Brent Transport Services. There are currently no slippages anticipated against the delivery of these.

Summary of Key Assumptions

Key Assumption	Downside if worse	Upside Better if	Mitigations
The additional numbers of homeless people can be managed within the existing budgets.	Each person costs on average £340 per week to accommodate, so a delay for 13 weeks (1 quarter) of 20 people will cost an additional £0.1m.	Faster progress on homeless pathways will reduce expenditure by £340 per person per week.	The service is focusing on moving homeless clients along the various pathways. Use of Homelessness Prevention reserves could help to offset the pressures if required.

Rent collection rates for the Housing Needs service will not fall below the anticipated level.	A 5% worsening in the collection rate will cost £0.4m.	A 5% improvement in the collection rate will recover £0.4m.	Collection rates are being closely monitored and investigations into the drivers for the movements in the collection rates are ongoing.
Parking income will continue to recover to pre-pandemic levels	Increased pressure on the budget if income falls below the current forecast level.	If activity recovers faster than expected, then this would increase the income collected	Income will continue to be monitored. CCTV enforcement has been increased with additional cameras for 22/23, and a review of the existing cameras.
SEN Transport taxi spend is within budget and expected client numbers.	Every additional child requiring transport via taxis costs the Council an average of £11,300 per annum.	Reduction in the growth requirement for future years.	The service is monitored as part of the shared service with Harrow. Client numbers can therefore be planned for. A strategic review of this service is planned to take place to look for efficiencies.

3.7 Central items - Collection Fund

3.7.1 The budgeted net collectible amount for Council Tax (after exemptions, discounts and Council Tax support) is £183.8m. The actual net collectible amount as at 31st August 2022 is £186.7m. This increase is attributable to the development of new flats in the borough, with more properties being completed as the borough recovers from the pandemic. However, it is expected that this figure may decrease during the year if relief granted to residents, via Council Tax Support, increases due to the cost-of-living crisis. This is being closely monitored to assess the overall impact over the timeframe of the medium-term financial plan. As at the end of August 2022, the amount collected was 46.2%, an increase of 2.0% when compared to the in-year target. The amount collected in the same period last year was 43.7%, however, pre-pandemic collection rates in the same period were around 1.6% higher (47.8%).

3.7.2 The budgeted gross Business Rates payable is £153.4m. The actual gross figure at 31st August 2022 is £152.7m with a net collectible amount (after exemptions, reliefs and discounts) totalling £126.2m. The decrease of £0.5m on the gross position, since reported in July 2022, is due to an increase in reliefs granted which will be funded by additional grants from central government and have no effect on the budget. Further reductions may occur due to reductions in properties and successful appeals against rateable values. As at the end of August 2022, the amount collected was 44.0%. The amount collected in the same period last year was 34.7%. Prior to the pandemic the levels collected during the same period were around 2.9% higher (46.9%). Similar to Council Tax, if the under-collection of Business Rates continues throughout the year it will have an adverse effect on the Council's cashflow and possible implications for the medium-term financial plan.

3.7.3 Movements between the budget and actual collectable amounts affect the overall level of balances held in the Collection Fund at year-end after deducting charges, with deficits requiring repayment by all of the precepting authorities in future years. The income due to the General Fund from the Collection Fund is forecast on budget with no variation expected in the current year.

3.8 Dedicated Schools Grant (DSG)

Funding Blocks	Overall DSG Funding 2022/23	Forecast Expenditure	Overspend / (Underspend)
	£m	£m	£m
Schools Block	114.8	114.8	0.0
High Needs Block	68.0	70.2	2.2
Early Years Block	23.2	23.2	0.0
Central Block	2.1	2.1	0.0
Total DSG	208.1	210.3	2.2

Summary

3.8.1 The DSG forecast is reflecting a deficit of £2.2m, against grant funds of £208.1m for 2022/23, due to pressures from the High Needs (HN) Block. The overall DSG allocation has increased by £1.4m from the position reported in Quarter1 of £206.7m due to an in-year adjustment by the Department for Education (DfE) in July 2022, to include a £0.2m increase against the HN Block based on an adjustment for Brent children in other local authorities. The EY Block allocation also increased by £1.2m following the completion of the January 2022 census.

3.8.2 As reported in Quarter 1, apart from the HN Block which reflected a pressure, the forecast assumes that the other funding blocks will achieve a balanced budget by the end of the financial year. This position is likely to change over

the next two quarters, as more information becomes known. For example, the forecast for the EY Block is likely to change following payments to providers for the autumn term, as this would determine if there has been an increase in the number of hours for early years' provision from September 2022. The actual cost of payments to Providers for the first two quarters would inform a better projection for Quarter3 & Quarter4.

3.8.3 Although the HN Block allocation increased by £8m in 2022/23, the number of children with Education, Health and Care plans (EHCPs) has continued to rise, therefore adding continued pressure against the HN Block from growing demand. The HN budget, excluding the proportion allocated to academies, is £68.0m. This allocation includes a £1.2m transfer from the Schools Block and the HN Block funding will be reduced further by c£0.3m due to a recoupment for school place funding for Brent pupils in other local authority areas, following an import/export review by the DfE in July 2022.

3.8.4 At the end of 2021/22, the DSG budget was in deficit of £15.1m. The forecast deficit on the HN block will increase the DSG deficit to £17.3m by the end of this financial year.

Forecast

3.8.5 The £2.2m deficit against the HN Block is an increase from the reported deficit of £0.5m in Quarter. 1. This is due to an increase in the forecast of costs at in-borough mainstream schools, academies and special schools and independent day special schools, as well as out-borough special schools. The forecast also includes an increase in expenditure relating to £0.3m to be recouped from the HN Block and allocated to other local authorities for out of borough placements, following an adjustment by the DfE in July 2022.

3.8.6 The pressures in this Block are due to continual increases in EHCP numbers. The growth in EHCPs is a London and national trend whereby the number of children assessed as meeting the threshold for support continues to increase. However, the HN funding has not increased in line with the growth in overall pupil numbers creating financial pressures. At the end of July 2022, there were 3122 EHCPs, which represents a growth of 10% compared to July 2021 and a 6% increase compared to the 2021/22 outturn.

3.8.7 The forecast position is due to the following pressures:

- i. £3m forecast pressures against academies and special schools and £0.2m forecast pressures against in-borough mainstream schools top up funding due to increased number of pupils with special educational needs placed within the borough. This includes £0.57m for the allocation of the Teacher's Pay and Pensions grant (TPPG) 2021/22 to be passed onto the Special Schools and PRU's. This is offset by a forecast decrease in spend of £0.4m against the cost of children placed in independent residential

special schools and £0.3m additional income to be recouped from other local authorities that have children placed in Brent schools.

- ii. £0.3m pressure against the independent day special schools budget due to the increased number of pupils placed in these settings.
- iii. £0.8m pressure against the out-of-borough mainstream and academies budget due to increased number of pupils placed in these settings and a HN Block recoupment of funding to be allocated to other local authorities for out of borough placements; following an adjustment by the DfE in July 2022.
- iv. £0.5m pressure against the cost of children placed in alternative settings and awaiting placements.
- v. These pressures are further offset by £1.9m underspends identified as part of the DSG Management Plan to review costs and realign costs funded from the DSG which can be funded from the General Fund to alleviate the pressure on the DSG. These are; £1m contribution towards the costs for children placed in independent Residential Care Children's Homes and other education related costs for Looked After Children to be funded from the Placements budgets via the General Fund; and £0.9m contribution towards the overall transport costs for SEND children.

3.8.8 Longer-term actions to recover the deficit are included in the DSG Management Plan reported to Schools Forum. A task group chaired by the Corporate Director of CYP coordinates and monitors actions in the Plan, which include reducing costs through developing Alternative Provision education in the borough, improved financial management and increasing the amount of special provision within the borough, particularly for secondary phase pupils and 16-25 year old SEND students.

3.8.9 The Council is also part of one of the DfE's programmes to provide dedicated support to help local authorities set a sustainable high needs system called Delivering Better Value (DBV) in SEND programme. The DfE has made provision of £85m over 3 years from 2022/23 and will support 52 local authorities in deficit to reform the high needs systems with the aim of improving delivery of SEND services for children and young people while ensuring services are sustainable. The programme will provide SEND advisers and financial advisers to support the authority in producing a quality assured DSG Management Plan. The funding will not mitigate the deficit, but efficiencies identified during the programme along with the longer-term recovery actions and anticipated funding increases will go towards reducing the deficit.

Risk and Uncertainties

3.8.10 There remains a risk that the number of children and young people with Education Health and Care Plans (EHCPs) will continue to grow but the HN Block funding will not increase in line with continued growth. Over the years,

this has created financial pressures with the majority of authorities holding deficit balances. In addition, the impact of the cost of living crisis could see providers requesting high inflationary price increases.

- 3.8.11 The regulation that is in place to carry forward a deficit balance against the DSG is due to end in 2022/23 and this is a risk for the council if the expectation is that local authority's balances should cover the deficit. The final decision is yet to be made and further guidance is awaited from negotiations between the Department for Levelling Up, Housing and Communities (DLUHC) and the DfE.

3.9 HRA

HRA	Budget (£m)	Forecast (£m)	Overspend / (Underspend) (£m)
HRA	0.0*	0.0	0.0

* The HRA budget is comprised of £57.2m expenditure and £57.2m income

Forecast

- 3.9.1 The budgets for the Housing Management function are contained within the ring-fenced Housing Revenue Account (HRA), which has a balanced budget set for 2022/23.
- 3.9.2 The HRA is forecasting a break-even position for 2022/23. This is the net result of overspends on voids and a backlog of repairs being offset by underspends due to staffing vacancies and a reduction of the capital programme. There are also a number of other risks and uncertainties in this fund that could pose financial pressures.

Risks and uncertainties

- 3.9.3 High levels of uncertainty around the inflation and rising interest rates pose a financial risk to the HRA. This has an impact on the cost of materials and repairs, as well as the cost of new build contracts. Rising energy costs are to be passed on to tenants and leaseholders resulting in an increased risk of non-collection. In addition, rising cost of living is likely to impact rent collection rates and consequently result in increased rent arrears. Other pressures involve the capital programme as there is no new government funding having been made available to meet environmental priorities and requirements such as carbon reduction works to homes.
- 3.9.4 The increased costs experienced by the HRA would have to be met by rent inflation and modifying service delivery. The rents policy is currently under consultation and it is unclear at this stage what restrictions the Council will face.
- 3.9.5 These risks are being continuously monitored and reflected in the HRA Business Plan and the Council's Medium Term Financial Strategy (MTFS).

4. Capital Programme

The table below sets out the Capital Programme current forecast to the revised budget position as at Quarter 2 for 2022/23.

Directorate	Original Budget	Revised Budget	Current Forecast	FY Variance	
				£m (Underspend)/ Overspend/	£m (Slippage)/ Brought Forward
Corporate Landlord	5.3	16.1	16.7	0.6	0.0
Housing GF	103.5	80.4	83.2	3.3	(0.5)
Housing HRA	47.1	57.7	59.6	1.9	0.0
PRS I4B	0.8	19.9	19.9	0.0	0.0
St Raphael's	2.2	1.9	1.9	0.0	0.0
Public Realm	11.9	17.9	14.9	0.0	(3.0)
Regeneration	48.4	9.3	9.4	0.0	0.1
Schools	10.5	11.5	8.2	(3.0)	(0.3)
South Kilburn	22.5	26.4	14.2	0.0	(12.2)
Total	252.1	241.1	228.0	2.8	(15.9)

- 4.1 Rising inflation, a continued shortage of labour and materials and events such as the COVID-19 pandemic and the war in Ukraine have had an adverse effect on costs and therefore the financial viability of schemes. The Government reported an increase of 23% in the costs of materials such as steel, timber and concrete last year alone.
- 4.2 For those projects in contract and being delivered, the Council is already receiving requests from contractors to re-negotiate pricing due to the cost of raw materials of which the Council are exploring all options to sustain viability including value engineering and tenure mix to allow schemes to continue. This is also impacting viability for schemes that are not yet in contract but within the Capital Programme and those in the forward plan pipeline. Even with the mitigating measures, it is likely there will be schemes that are cancelled, paused or reduced in scope to ensure funding can be prioritised appropriately.
- 4.3 The Council is in the process of reassessing the viability of our Housing Capital Programme in light of recent inflation figures. The exercise will model the potential impact of expected cost increases for schemes not yet in contract or received a recent tender price. In anticipation of the adverse affect on the scheme's viability, the Council will assess the scope of the scheme whilst also reviewing the impact of cross subsidy.
- 4.4 The impacts of inflation are not reflected to the full extent in the budget variances reported as above due to:

- The variances analysed in this report are for the financial year 2022/23 only;
- Some impacted projects have had additional budgets secured by Cabinet for example Watling Gardens which now includes 23 shared ownership homes which protected the Council's ability to deliver 45 Extra Care homes and 56 homes at London affordable rent;
- Many projects have the initial phases of the budget approved which is forecast above, however the further build phases of the scheme are yet to have been approved.

4.5 Corporate Landlord

Corporate Landlord is projecting an overspend of £0.7m. The Civic Centre Project is forecast to overspend due to their updated asset management plan and programme of works required during the year. Work is ongoing to ensure savings can be identified to fund the additional works required. The Digital Strategy programme, which includes projects such as Dynamics architecture remediation, the Acolaid Upgrade program and the Digital Inclusion program has reprioritised its work plan and is projecting a slight underspend of £0.1m. The Council's Equipment for Flexible Working scheme has seen a reduction in demand and are now forecast to underspend in this financial year. However, the Civic Centre has submitted an additional budget request of £1.5m, of which the funding details are currently being finalised. If agreed, this will result in an underspend for the service area.

4.6 Housing General Fund

The General Fund Housing Programme is projecting a variance of £2.8m (overspend of £3.3m and slippage of £0.5m). An overspend of £2.5m is forecast on the Learie Constantine Centre as a result of amendments to the cost plan and contract arising from changes in building safety regulations. A £0.4m overspend is forecast for Empty Property Works Programme based on the project team's assessment of the need. There is an £0.2m overspend forecast on Church End development due to the need to redesign RIBA Stage 3 to comply with the new Building Safety Act. There is a £0.2m overspend forecast on Peel Road to account for the contractor's claims which they have assigned to variations instructed by the Council. There is a slippage of £0.1m on Clock Cottage and £0.4m on Nail Acquisition & Refurbishment resulting from the ongoing assessment of scheme progress and spend timing estimates.

4.7 Housing HRA

The HRA Housing Programme is projecting an overspend of £1.9m. Based on ongoing work to finalise accounts with the contractor, £0.2m is forecast for Gloucester Close which has no remaining budget available. On the Domestic Electrics project, an overspend of £0.7m is forecast to cover for a backlog in Electrical Installation Condition Report (EICR) works. There is a £0.4m

overspend forecast on Aneurin Bevan Ct and £0.3m on Seymour Ct and Lidding Rd combined on account of the ongoing inflationary pressures. There is a forecast overspend of £0.4m on six other schemes due to the impact of inflation and final account negotiations.

4.8 PRS I4B

The purchasing programme is on track to spend to budget of £19.9m to acquire 48 private residential units.

Risk and Uncertainties

At the time the i4B business plan was approved in January 2022, the financing rate for new acquisitions was modelled at 3.1%. During this time, rates have increased from lows of 2% to over 4%. The impact of rising interest rates is that the purchase price I4B can afford to pay for properties drops, enabling it to access less properties on the market. In order to maintain its ability to purchase, the price of properties on the market would have to drop. Whilst there are early indications that property prices may start to fall, there has not yet been sufficient decreases to offset the rise in financing costs.

4.9 St Raphael's

The two St Raphael's schemes, Estate Regeneration and Phase 1 of the Infill Development, are forecast to spend to budget for the professional fees and works to support the planning applications associated with the scheme of £1.4m and £0.5m respectively.

Risk and Uncertainties

For the Infill housing development, the project team are working on the planning application for Phase 1 as per the Masterplan. The viability of the development is under regular review and work is ongoing to understand the implications of the current market environment for delivery on the site.

4.10 Public Realm

The parks programme is projecting a slippage of £0.4m, primarily due to the pitch improvements project caused by a delay in the second part of the pitch drainage work. There is a £0.6m slippage on landscaping due to all project expenditure being reviewed to now align with Forestry Commission bid, for which we have offered match funding. There is a slippage on the highways area, due to a budget of £0.8m being set aside for a joint levelling up bid with Camden Council. There is a £0.4m underspend on Highways S106 as some of the budgets will be decommissioned and repurposed within the highways area. COVID recovery projects in the highways area are projecting a slippage of £0.6m.

Risk and Uncertainties

The Council is yet to receive confirmation of the funding expected from TFL for the current financial year to fund projects, which makes planning extremely difficult. TFL has reached a funding agreement up to March 2024 with Government. The settlement has indicated this will allow significant capital investment to take place during the period so the Council expects to have more certainty on Local Implementation Plan (LIP) allocations for 2022/23.

4.11 Regeneration

Regeneration is projecting a brought forward of £0.1m, to meet the revised spend estimate in 2022/23.

Risk and Uncertainties

As described in the overarching risk comment at the beginning of this section, financial viability of schemes within the regeneration programme are also adversely impacted by the current inflationary pressure in the construction and related services sector. More specifically, financial viability is a big risk for the affordable housing delivery within Wembley Housing Zones (WHZ). WHZ has now switched to the GLA programme BCHFL (Building Council Homes for Londoners) and compliance with fire safety standards BS9991 has added to the already high viability pressure.

4.12 Schools

The £2.8m underspend relates to the SEND Programme, due to savings achieved at the procurement stage. Also, there is a £0.3m programme contingency included in the budget and is currently reporting not to be required in this financial year. There is also a £0.2m underspend relating to the phase 3 primary expansion, primarily Uxendon Manor.

Risk and Uncertainties

The primary programme going forward will be the SEND programme, many of the projects are yet to go for procurement, so could be vulnerable to inflation issues or other cost rises, it is important this is monitored to ensure swift delivery and minimum disruption to schools

4.13 South Kilburn

The forecasts for the full programme have been reviewed and revised based on acquisition and design schedules. There is a £4.1m underspend due to acquisitions being forecast in future years primarily on Austen House and Blake Court. A 4m SCIL contribution from the NWCC projects will not be used within the financial year. There is a £3.1m underspend on Carlton and Granville, the project has moved into the construction phase after procurement and the forecast now reflects a more realistic schedule. There is a £1m of the DEN budget which will be used in future years due to the concept design being

reworked to meet London Plan low carbon district heat network changed requirements

Risk and Uncertainties

The increased demand for 3, 4 and 5-bedroom properties for families means the Council has to ensure that it is designing schemes to meet demand as part of the mixed use development while also making sure the schemes are viable for developers.

The scheme could be vulnerable to changes in the market caused by rising interest rates or a slowdown in the housing market, as the schemes become less viable for developers.

5. Financial Implications

- 5.1 This report is about the Council's financial position in 2022/23, but there are no direct financial implications in agreeing the report.

6. Legal Implications

- 6.1 There are no direct legal implications in agreeing the report.

7. Equality Implications

- 7.1 There are no direct equality implications in agreeing the report.

8. Consultation with Ward Members and Stakeholders

- 8.1 Not applicable.

9. Human Resources

- 9.1 Not applicable.

Report sign off:

Minesh Patel

Corporate Director of Finance

Appendix A: MTFS Savings Delivery Tracker 2022/23

Department	Index	Reference	2022/23 original saving (£000)	Savings on track to be delivered (£000)	Description	RAG Status	Comments / Mitigating Actions
Adult Social Care	2021-23 CWB 001	Reablement	120	120	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	The saving is on track to be delivered and 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.
Sub Total			120	120			
Communities and Regeneration	2021-23 CE 003	Efficiency savings	67	67	Efficiency savings within Engagement & Strategy and Communications	Green	Savings are on track to be delivered
Communities & Regeneration	2021-23 R&E 009	Apprenticeship levy commercial offer	30	30	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.
Sub Total			97	97			

Department	Index	Reference	2022/23 original saving (£000)	Savings on track to be delivered (£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.	Amber	<p>A new life skills programme has been developed aimed at better preparing care leavers for adulthood through practical and well as theoretical training, using the Gordon Brown Centre (GBC) for training weekends.</p> <p>Findings from pilot weekends indicate positive outcomes with young people feeling more confident about moving into their own tenancies. Cost avoidance will be generated now that the programme is picking up pace, with the period care leavers are accommodated in semi-independent provision shortening as they move more quickly into their own tenancies. Initial design work on the building to maximise delivery of this activity and work with children at risk of being taken into care, is nearing completion and a business case will be prepared for Capital Programme Board.</p> <p>Adaptations for buildings to ensure full accessibility and allow expanded use of the GBC alongside core business were planned for completion by December 2023. but these are behind schedule with completion anticipated by May 2024. Once in place, extended use of the GBC will generate additional income.</p>
Sub Total			300	300			
Finance and Resources	2021-23 CE 002	Efficiency savings	133	133	Efficiency savings within Finance and Audit & Investigations	Green	Savings are on track to be delivered

Department	Index	Reference	2022/23 original saving (£000)	Savings on track to be delivered (£000)	Description	RAG Status	Comments / Mitigating Actions
Finance & Resources	CE A1	Efficiency savings	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
Sub Total			183	183			
Governance	2021-23 CE 001	Efficiency savings	100	100	Efficiency savings within Legal, Human Resources (HR), Executive & Member Services	Green	Savings are on track to be delivered
Sub Total			100	100			
Resident Services	2021-23 CWB 006	Properties to relieve Temporary Accommodation	560	560	Additional properties obtained which reduce demand for Temporary Accommodation.	Green	Savings are on track to be delivered
Resident Services	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
Resident Services	2021-23 R&E 006	Brent Transport Services move	150	150	Relocating buses back to Brent from Harrow to reduce operating times and costs	Green	A Consultant has completed an initial review of this service with recommendations. It is anticipated that following these recommendations the saving will be achieved.
Resident Services	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	Green	A Consultant has completed an initial review of this service with recommendations. It is anticipated that following these recommendations the saving will be achieved.

Department	Index	Reference	2022/23 original saving (£000)	Savings on track to be delivered (£000)	Description	RAG Status	Comments / Mitigating Actions
					promote and facilitate better take-up of independent travel by pupils.		
Resident Services	2021-23 CDS 004	ICT Client and Application support efficiency savings	160	160	ICT Client & Applications staffing efficiencies	Green	Savings are on track to be delivered
Resident Services	2021-23 CDS 006	Customer Access efficiency savings	50	50	Merger of Housing and Brent Customer Service (BCS) contact centre	Green	Savings are on track to be delivered
Resident Services	2021-23 CDS 007	Customer Access efficiency savings	30	30	Reduction in Postal Costs	Green	Savings are on track to be delivered
Resident Services	2021-23 CDS 009	Customer Access efficiency savings	50	50	Increased automation in Customer Services	Green	Savings are on track to be delivered
Resident Services	2021-23 CDS 010	Customer Access efficiency savings	75	75	Replace IEG (IEG is external company) (on line benefits form)	Green	Savings are on track to be delivered
Resident Services	2021-23 CDS 011	Customer Access efficiency savings	95	95	Staffing efficiencies in Customer Services	Green	Savings are on track to be delivered
Resident Services	2021-23 CDS 012	Transformation efficiency savings	100	100	Staffing efficiencies	Green	Savings are on track to be delivered
Sub Total			1,420	1,420			


Department	Index	Reference	2022/23 original saving (£000)	Savings on track to be delivered (£000)	Description	RAG Status	Comments / Mitigating Actions
Corporate	CORP A1	Reduction in procurement spend	500	500	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
Sub Total			500	500			
Grand Total			2,720	2,720			

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Appendix B – Budget Reconciliation

	Directorates following the restructure										
Directorates prior to the restructure	Adult Social Care and Health	Communities and Regeneration	DSG - Children and Young People	DSG - Children And Young People (Schools)	Finance and Resources	GF - Children and Young People	GF - Resident Services	Governance - Level B	HRA - Resident Services	Central Items - Level B	Grand Total
Assistant Chief Executive - Level B		3.9					4.1	4.0		0.1	12.1
Central Items - Level B										(307.9)	(307.9)
Customer and Digital Services					0.2		23.1	1.3			24.6
DSG - Children and Young People			78.0								78.0
DSG - Children And Young People (Schools)				(78.0)							(78.0)
Finance - Level B					9.6						9.6
GF - Children and Young People				0.0		62.1					62.1
GF - Community Wellbeing	128.2	0.1					8.6				136.9
HRA - Community Wellbeing									0.0		0.0
LHRA and I					1.1			9.6			10.7
Regeneration and Environment		5.0			6.4		38.3	0.4		1.8	51.9
Grand Total	128.2	9.0	78.0	(78.0)	17.3	62.1	74.1	15.3	0.0	(306.0)	0.0

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 Brent	Cabinet 17 October 2022
	Report from the Director of Regeneration, Growth and Employment
Request for SCIL Allocation for Eight Projects	

Wards Affected:	Harlesden, Preston, Kensal Green, Kilburn, Willesden and Tokyngton
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	<p>Nine</p> <p>Appendix 1: Wembley Hostile Vehicle Measures Locations</p> <p>Appendix 2: Images from Harlesden Library Highlighting Key Changes</p> <p>Appendix 3: Carlton Vale Boulevard Scheme Design Plan</p> <p>Appendix 4: Stonebridge, Hillside Artist Impression</p> <p>Appendix 5: Preston Community Library, Artist Impression</p> <p>Appendix 6: Learie Constantine Centre Artist Impression</p> <p>Appendix 7: Brent Indian Community Centre Artist Impression</p> <p>Appendix 8: Morland Gardens Artist Impression</p> <p>Appendix 9: Church End Artist Impression</p>
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	<p>Martin Holley</p> <p>Infrastructure Planning Team Leader</p> <p>020 8937 4811</p> <p>martin.holley@brent.gov.uk</p>

1.0 Purpose of the Report

- 1.1 To seek Cabinet approval for payment of Strategic Community Infrastructure Levy (Strategic CIL) funding towards eight separate projects as detailed in the main body of this report.

2.0 Recommendations

2.1 That Cabinet approves Strategic CIL funds to be allocated as follows:

- £0.9 million for use towards Wembley Transport Improvements;
- £413,000 for use towards Wembley Hostile Vehicle Measures;
- £559,100 for use towards Harlesden Library; and
- £1,951,162 for use towards the creation of Carlton Vale Boulevard.
- £102,427.26 for use towards the creation of a new community café and external amenity space as part of the Stonebridge redevelopment
- £1,015,684.77 for use towards the creation of a new community facility as part of the Preston Community Library redevelopment
- £2,643,445.04 for use towards the creation of a new community centre as part of Learie Constantine Centre redevelopment
- £2,479,770.31 for use towards the creation of a new community centre as part of the Brent Indian Community Centre redevelopment

2.2 That Cabinet delegates authority to the Corporate Director of Finance & Resources in consultation with the Lead Member for Finance, Resources & Reform to agree any additional SCIL allocations to the Morland Gardens project and any SCIL allocation to the Church End redevelopment project.

3.0 Detail

Strategic Community Infrastructure Levy (Strategic CIL)

- 3.1 Strategic CIL is a charge that can be levied on most new developments that has been granted planning permission. The purpose of Strategic CIL is to help the Council to deliver the infrastructure needed to support development in within the Borough. The application of Strategic CIL can be used to demonstrate to communities the benefits that new development can bring, through the provision of key infrastructure projects, place-making and local improvements.
- 3.2 The Local Plan outlines an ambitious strategy to accommodate development required to support a growing population. The development will provide a substantial amount of new homes, jobs and infrastructure.
- 3.3 Strategic CIL can be used to support development by funding the provision, improvement, replacement, operation or maintenance of infrastructure.
- 3.4 All of the requests are eligible for SCIL funding in line with the SCIL Regulations.

Wembley Transport Improvements

- 3.5 [Cabinet](#) approved SCIL funding of £6m for the North End Road Connector (NERC) and Wembley 2 Way Working projects in July 2018. The estimated cost of both schemes is £6m, included a 20% contingency but with no allowance for land acquisition.
- 3.6 As identified in the Wembley Area Action Plan there is the need for new road connections and junction improvements to support the ongoing development of the Wembley Growth area. Both these schemes were identified as beneficial for existing and new residents because these projects support growth of local businesses in the area by providing improved access and permeability to the area. The two projects provide improved permeability to the Wembley Growth Area.
- 3.7 The Wembley Two Way Working Project has been delivered to budget.
- 3.8 The NERC project provides a new access to North End Road from Bridge Road. This benefits residents and businesses by providing an alternative route across Wembley Park to access the North Circular Road, improving the traffic flow in the area. This route will provide an available vehicular route at all times - particularly useful for residents of North End Road who are impacted by the road closures on event days. This project complies with the CIL Regulations because it will help to support the growth in the area and improve traffic flow and connectivity through the area.
- 3.9 The scheme was substantially completed in June 2021, aside from the provision of a signalised junction (planned for autumn 2022, subject to TfL confirmation).
- 3.10 A report to the Capital Programme Board (CPB) in 2020, provided an update on the estimated costs at the time and also risks and mitigations. It identified and provided cost estimates for additional works, some of which were unknown at the time. The estimated costs were in the region of £4.1m with a number of unknown costs, the worst case scenario being £4.5m. The SCIL capital contribution ask is for the funding gap which would arise from the worst case scenario.
- 3.11 Since this 2020 report, due to unforeseen circumstances, there have been further cost escalations mainly arising from;
- Delays to commencement due to the need to reach a legal agreement on the acquisition of land from Micaela community school;
 - Provision of an alternative bus stop on Bridge Road;
 - The discovery of an old subway tunnel during construction, requiring significant additional work for the removal of part of the structure and the construction of the foundation for a retaining wall;
 - The need to accelerate works for completion ahead of the Euros;
 - The provision of a new zebra crossing to improve safety.

- 3.12 Meetings have been held with Steers (NEC Project manager) and Volker Laser to discuss the final account, which has yet to be agreed.
- 3.13 The project is requesting an additional capital contribution from the Strategic CIL funds of £0.9 million.

Supporting Development & Growth

- 3.14 As a result of the growth proposed in the Wembley Growth Area, the Wembley Area Action Plan (2015) identified highway improvements to improve accessibility and the local environment. These infrastructure projects will help support this growth and development. The aim is to create a better place to live and work in, enabling residents to live harmoniously with the attractions located in Wembley and visitors to access them easily. The NERC and Wembley 2 Way Working were two of these projects. These projects improve access for residents and businesses, providing an alternative route across Wembley Park to access the North Circular Road. Delivery of these projects provide the opportunity for new bus routes, supporting sustainable transport.
- 3.15 The projects were reviewed by the Infrastructure Officer Working Group (IOWG) on 9 August 2022. It was considered that the projects meet the regulations for spending SCIL in accordance with Section 216(2) of the Planning Act 2008 (As amended). The IOWG also advised that they considered that the projects would be a good use of SCIL as they would support development and growth within the borough as outlined in the Brent Local Plan and the Wembley Growth Area AAP where these projects have been specifically identified to support the level of growth and development.

Wembley Hostile Vehicle Measures (HVM)

- 3.16 In 2017 the Metropolitan Police Counter Terrorism Security Advisor approached Brent Council, Quintain and the Football Association, recommending improvement of the security of the event-day area road network, thereby protecting the thousands of fans that attend Wembley on stadium event days from vehicular based terror attacks.
- 3.17 The only form of protection was from police cars being placed across the roads on either end of the crossing points to re-enforce the closures; this was only for sporting events, not concerts. Therefore, overall there was minimal means of protection to a terrorist attack from a vehicle on people visiting.
- 3.18 As of January 2022, all measures have been installed with the exception of Location 21, which is being held up by development works, and the newly identified sites works at Locations 35B and 11B, which are in design. Work will commence in September following the end of the events season. The locations are shown in Appendix 1, with the three outstanding measures marked in red.
- 3.19 Due to the extra contractual costs due to the delays at three locations and the additional cost of work at Locations 35B and 11B, the budget has been exceeded by an estimated £643,000; the S106 budget is £2.957m and the latest cost estimate is £3.6m (including £100,000 contingency).

- 3.20 The funding gap is therefore £0.643 million, required to ensure the project can be fully funded and completed.
- 3.21 The following funding has been identified to cover some of the shortfall:
- £130k from BTS/transformation reserve; and
 - £100k from Highways projects underspend.
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- 3.22 This, combined with a capital contribution of £413,000 from SCIL funds would enable the project to go forward.

Supporting Development & Growth

- 3.23 The HVM measures will support the proposed growth and development identified in the Wembley Growth Area. In addition they will provide a safe and secure environment, and enhance the attraction of the Stadium as a safe and secure environment to visit, in line with the Local Plan aspirations. The safe and secure environment will help to encourage and maintain growth and development within the Wembley area
- 3.24 The request was reviewed by the Infrastructure Officer Working Group (IOWG). It was considered that the project meets the regulations for spending SCIL in accordance with Section 216(2) of the Planning Act 2008 (as amended). The IOWG considered that the project would be a good use of SCIL as it would support development and growth within the borough as outlined in the Brent Local Plan.

Harlesden Library

- 3.25 Harlesden Library has experienced declining use as the building's appearance and layout has become tired, with antisocial behaviour also increasing. Many local residents visit other libraries further away and some parents have fed back that they are uncomfortable with their children staying in the area after school.
- 3.26 In June 2021, Arts Council England launched its Libraries Improvement Fund and £285,000 has been secured for the Harlesden Library project, subject to match funding.
- 3.27 There are four main elements to the Harlesden Library project, namely:
- Improvements to the library
 - The refurbishment of the mezzanine to create a dedicated digital information and advice space that will be the home of the Harlesden Hub two days a week and function as a study and workspace area the rest of the time
 - Conversion of a room into a flexible community space
 - Providing teaching and learning space (initially for use by Brent Start)
- 3.28 The project will future proof the facilities for an estimated further ten years and

enable more flexible use, building in capacity for the service to adapt to changing community needs. These will be primarily community assets, developed to address social and cultural infrastructure challenges, build capacity in the local community and creative sector and develop new partnerships to enhance the service offer to residents.

- 3.29 In October 2021, the total cost of the project was £605,600 with a funding application to the ACE Libraries Improvement Fund for £285k already successful. A capital contribution ask of £320,600 from SCIL funds was required to make up this shortfall.
- 3.30 However, between the October 2021 project cost position and contractor tender returns in July 2022, inflation has increased significantly, with the construction industry additionally particularly affected by material and labour shortages, pushing up costs. The project scope has also increased to include a new heating system and enhancements to the Brent Start classroom area, thereby ensuring longer-term benefits to library users and residents using Brent Start services.
- 3.31 Therefore, a capital contribution ask £559,100 from SCIL funds (plus the £285k ACE Libraries Improvement Fund that has already been secured) would enable the project to go forward.

Supporting Development & Growth

- 3.32 The project will enable the Council to support the library needs of a growing population in a number of ways by improving access for individuals, families and school visits, providing local community space facilitating an expansion of the library offer, enable partnerships with local creative organisations and artists, which complements the growth of the creative sector nearby in Park Royal. Finally, the community space will also be available for hire and use outside of the library opening hours, which can bring more activity into the area and support the night-time economy.
- 3.33 The Harlesden Library SCIL request was reviewed by the Infrastructure Officer Working Group (IOWG). It was considered that the project meets the regulations for spending SCIL in accordance with Section 216(2) of the Planning Act 2008 (As amended). The IOWG also considered that the project would be a good use of SCIL as it would support development and growth within the borough as outlined in the Brent Local Plan.

Carlton Vale Boulevard (CVB)

- 3.34 Carlton Vale Boulevard is part of the South Kilburn Masterplan 2016 and Supplementary Planning Document 2017 to transform Carlton Vale into a sustainable, tree-lined avenue with significantly improved public realm, as shown in Appendix 3.
- 3.35 The proposed changes to Carlton Vale are required to reduce the dominance of cars and increase soft landscaping, aiding biodiversity and greater use for

walking and cycling, encouraging greater footfall, and complementing the new frontage associated with forthcoming developments on the street.

3.36 Some of the key benefits through the CVB project include:

- Planting of over 100 new trees to help mitigate air pollution and improve the public realm. This is critically important for adjacent schools, particularly with the high air pollution alert recently issued by the GLA across Brent in March 2022.
- New and improved pedestrian crossings helping reduce the north-south severance and improve road safety.
- Improved cycle lanes.
- E-vehicle charging points.
- Increased lighting that will enhance visibility and perception of safety, encouraging visits to local attractions such as South Kilburn Open Space, the Granville Centre, and the new square at Peel.
- Pavement widening where possible.
- New benches approx. every 50m to enhance the public realm.
- Sustainable Drainage Systems including rain gardens to reduce surface water runoff into sewers reducing flooding risks. There have been three damaging floods along Carlton Vale since the summer of 2020.
- Planting in the rain gardens to increase biodiversity, improve air quality and improve the public realm.

3.37 The total cost of the project is £6,669,900 following £1,166,000 of savings made to the original scheme, which has been reduced in scale and value engineered down. Funding of £305,273 from S106 obligations towards tree planting and £4,413,465 of Housing Infrastructure Funds (HIF) (agreed verbally, confirmation in writing still awaited) have been secured. HIF is to facilitate improvements and unlock housing growth.

3.38 If the scheme is solely reliant on the HIF funding a place-making scheme would not be deliverable and it is likely that the HIF offer would be withdrawn.

3.39 The total cost of the project includes contingency costs that have been included within the RIBA Stage 4 Cost Plan by the appointed cost consultant. The contingency costs, including inflation and risks, are considered standard considering the nature of the project.

3.40 The funding gap at £1,951,162 is being sought from SCIL. This would be split between £1,722,162 to enable the project to go forward and £229,000 to the lifetime maintenance. It is expected that over a 25 year period, 40% of the maintenance spend would occur in the first 12.5 years and 60% of the maintenance spend in the remainder.

Supporting Development & Growth

3.41 The population of South Kilburn is set to double through the wider regeneration proposals. The CVB project provides a transformational piece of infrastructure connecting current and proposed developments with improved active travel through the improved cycle lanes and wider and more attractive pavements.

The project will help to increase footfall, providing support to current and future local businesses, public spaces and community facilities.

- 3.42 This is a key piece of infrastructure to help support development and growth within South Kilburn.
- 3.43 The CVB SCIL request was reviewed at the Infrastructure Officer Working Group (IOWG). It was considered that the project meets the regulations for spending SCIL in accordance with Section 216(2) of the Planning Act 2008 (As amended). The IOWG also considered that the project would be a good use of SCIL as they would support development and growth within the borough as outlined in the Brent Local Plan.

Stonebridge: Hillside & Milton Avenue

- 3.44 The Stonebridge redevelopment is split across two sites located at Hillside and Milton Avenue. The redevelopment will deliver 73 affordable homes across the two sites and a new commercial facility on the Hillside site.
- 3.45 The Milton Avenue site comprises 22 residential units (22 x 4 bed houses) to address the Council's need for affordable family sized accommodation.
- 3.46 The Hillside site comprises 51 residential units (16 x 1 bed, 25 x 2 bed and 10 x 3 bed flats) and 246sqm of commercial floor space (Use class E). The commercial space is located on a prominent corner position with landscaping improvements and new paving areas directly outside. Such a use in this location will complement the adjacent open space and would bring activity to the immediate area.
- 3.47 A new overall capital contribution ask of £102,427.26 from SCIL funds towards the commercial space would enable the project to go forward.

Supporting Development & Growth

- 3.48 Due to high levels of population growth owing to new development there will be a need for new community and cultural facilities to ensure the provision of social infrastructure to meet the needs of our diverse community. The neighbourhoods experiencing the highest levels of deprivation are largely located in the south around the Harlesden, Neasden, Stonebridge and South Kilburn areas. This commercial space is a key piece of social infrastructure that will help both existing communities and new communities together in the Stonebridge area and will help complement future mixed developments such as the Bridge Park Masterplan.
- 3.49 The request was reviewed by the IOWG on 29 September 2022. It was considered that the project meets the regulations for spending SCIL in accordance with Section 216(2) of the Planning Act 2008 (as amended). The IOWG considered that the project would be a good use of SCIL as it would support development and growth within the borough as outlined in the Brent Local Plan.

Preston Community Library

- 3.50 The Preston Community Library redevelopment will deliver 12 affordable homes (6 x 1 bed, 2 x 2 bed and 4 x 3 bed) and a new community space on the ground floor. The new community space was designed in collaboration with Preston Community Library and provides more usable space with greater flexibility to cater for a wide range of community events and activities.
- 3.51 Heads of Terms are agreed with Preston Community Library for a new peppercorn rent lease to run the community use space on the ground floor upon completion. Preston Community Library is aiming to run the community use space as a local hub that seeks to provide a range of services in partnership with the voluntary sector including: a new community library, English to Speakers of Other Languages (ESOL) classes, film club, art classes, memory lounge for people suffering with dementia. There will also be opportunities for other voluntary sector organisations to use the new facility.
- 3.52 A new overall capital contribution ask of £1,015,684.77 from SCIL funds would enable the project to go forward.
Supporting Development & Growth
- 3.53 This community hub will help to support growth and development that is outlined in the Brent Local Plan particularly in the North West part of the borough. It is in proximity to Northwick Park Growth Area. This SCIL funding investment will help deliver a modern, replacement community hub that will strengthen the existing sense of community by celebrating Brent's diversity, heritage and culture, and creating places where Brent's communities can meet.
- 3.54 The request was reviewed by the IOWG on 29 September 2022. It was considered that the project meets the regulations for spending SCIL in accordance with Section 216(2) of the Planning Act 2008 (as amended). The IOWG considered that the project would be a good use of SCIL as it would support development and growth within the borough as outlined in the Brent Local Plan.

Learie Constantine Centre

- 3.55 The Learie Constantine Centre redevelopment will deliver 26 affordable homes (12 x 1 bed, 7 x 2 bed and 7 x 3 bed) and a new community centre on the ground floor. The new community centre was designed in collaboration with the Learie Constantine West Indian Association and provides approximately 489sqm of new community use space, increased from the current provision of 292sqm.
- 3.56 Heads of Terms are agreed with the Learie Constantine West Indian Association for a new peppercorn rent lease to run the community centre on the ground floor upon completion. The West Indian Association is aiming to run the new community centre that will include a new hall, stage, meeting rooms, commercial kitchen for a range of community events and activities including opportunities for private hire and voluntary sector organisations to use the new facilities.

- 3.57 A new overall capital contribution ask of £2,643,445.04 from SCIL funds would enable the project to go forward.

Supporting Development & Growth

- 3.58 Due to high levels of population growth owing to new development in both Neasden Stations and Church End Growth Areas there will be a need for new community and cultural facilities to ensure the provision of social infrastructure to meet the needs of our diverse community. The Brent Local Plan emphasises the need to ensure that community facilities are not lost where they meet or could meet a potential need and ideally enhanced to address these needs. This SCIL funding investment will help deliver a modern, replacement community centre that will strengthen the existing sense of community by celebrating Brent's diversity, heritage and culture, and creating places where Brent's communities can meet.
- 3.59 The request was reviewed by the IOWG on 29 September 2022. It was considered that the project meets the regulations for spending SCIL in accordance with Section 216(2) of the Planning Act 2008 (as amended). The IOWG considered that the project would be a good use of SCIL as it would support development and growth within the borough as outlined in the Brent Local Plan, in particular the growth proposed across Neasden Stations and Church End Growth Areas.

Brent Indian Community Centre

- 3.60 The Brent Indian Community Centre redevelopment will deliver 29 affordable homes (14 x 1 bed, 5 x 2 bed and 10 x 3 bed) and a new community centre on the ground floor. The new community centre was designed in collaboration with the Brent Indian Community Centre and will be a high quality replacement for the existing community centre.
- 3.61 Heads of Terms are agreed with the Brent Indian Community Centre Association for a new peppercorn rent lease to run the community centre on the ground floor upon completion. The Brent Indian Community Centre is aiming to run the new community centre that will include a new hall, stage, meeting rooms, commercial kitchen and IT suite for a range of community events and activities, including opportunities for private hire and voluntary sector organisations to use the new facilities.
- 3.62 A new overall capital contribution ask of £2,479,770.31 from SCIL funds would enable the project to go forward.

Supporting Development & Growth

- 3.63 Due to high levels of population growth owing to new development in both Neasden Stations and Church End Growth Areas there is a need for community facilities that will support development. This SCIL funding investment will help deliver a modern, replacement community centre that will strengthen the

existing sense of community by celebrating Brent's diversity, heritage and culture, and creating places where Brent's communities can meet.

- 3.64 The request was reviewed by the IOWG on 29 September 2022. It was considered that the project meets the regulations for spending SCIL in accordance with Section 216(2) of the Planning Act 2008 (as amended). The IOWG considered that the project would be a good use of SCIL as it would support development and growth within the borough as outlined in the Brent Local Plan, in particular the growth proposed across Neasden Stations and Church End Growth Areas.

Morland Gardens

- 3.65 In January 2020, Cabinet agreed an investment package of £43m to deliver the Morland Gardens development. The Morland Gardens development secured planning permission in October 2020 to deliver a state of the art adult education centre, 65 new affordable homes, 675 sqm of affordable workspace for start-up businesses from the local community, and a public facing café. A SCIL allocation of £15.2 million towards the education facility was agreed by Cabinet on 14 January 2020.
- 3.66 In August 2022, the Council appointed Hill Partnerships Ltd as the main contractor to deliver this scheme. Hill Partnerships Ltd is currently progressing delivery of RIBA Stage 4 – Technical Design in order to finalise the contractor's proposals and final build cost.
- 3.67 Officers are therefore recommending delegated authority for the Corporate Director of Finance & Resources to agree any additional SCIL allocation to deliver the non-residential elements of the Morland Gardens scheme.

Support Growth & Development

- 3.68 As outlined above, the neighbourhoods experiencing the highest levels of deprivation are largely located in the south around the Harlesden, Neasden, Stonebridge and South Kilburn areas. A new state of the art centre is required to create an aspirational learning environment for the community, partners, learners and staff. Morland Gardens will be an asset to be utilised with and by the local communities of Stonebridge, which have some of the lowest average income, skills, and highest economic inactivity in Brent.
- 3.69 This SCIL funding investment will help deliver a range of modern, replacement community facilities that will strengthen the existing sense of community by celebrating Brent's diversity, heritage and culture, and creating places where Brent's communities can meet and will help complement future mixed developments in the Stonebridge area such as the Bridge Park Masterplan.

Church End

- 3.70 The Church End development comprises 99 affordable homes, a new market square to replace the existing market and commercial use space. In February

2022, the Council appointed Wates as the main contractor to deliver this scheme.

- 3.71 Wates is currently progressing delivery of RIBA Stage 4 – Technical Design in order to finalise the contractor’s proposals and final build cost.
- 3.72 Officers are therefore recommending delegated authority for the Corporate Director of Finance & Resources to agree the appropriate SCIL allocation to deliver the non-residential elements of the Church End scheme such as the new market square for local traders, improvements to the town centre and new community/cultural infrastructure to help small and medium enterprises.

Support Growth & Development

- 3.73 As outlined previously, the neighbourhoods experiencing the highest levels of deprivation are largely located in the south around the Harlesden, Neasden, Stonebridge and South Kilburn areas. A new market square and commercial use space will be assets used by the local communities of Church End, which have some of the lowest average income, skills, and highest economic inactivity in Brent. Furthermore, this development will be a catalyst for improving the Church End town centre area, deliver vital social infrastructure to make Church End Growth Area, as designated in the Brent Local Plan, a more attractive neighbourhood in which to live, work, and visit.

4.0 Alternative Options Considered

Wembley Transport Improvements

Option A – Do Nothing (No in principal agreement to SCIL allocation)

- 4.1 The NERC project is nearly finished aside from plans for signalisation. Leaving the existing T junction in operation would slightly reduce costs, but it would also reduce safety for road users. It may also result in the route being deemed not suitable for bus services, as they would have difficulties with right turn manoeuvres.

Wembley Hostile Vehicle Measures (HVM)

Option A – Do Nothing (No in principal agreement to SCIL allocation)

- 4.2 By not providing funding, the work at Location 21, and the additional works at Locations 35B and 11B will not be completed. This would negate the whole aim of the project to improve the security of the road network leading into the event day area by leaving a gap in the HVM ring of preventative measures.

Harlesden Library

Option A – Do Nothing (No in principal agreement to SCIL allocation)

- 4.3 If investment is not made, the current building and facilities will continue to decline and impact on the ability of the library service to meet the needs of the growing Harlesden population.
- 4.4 Delaying investment would likely increase maintenance costs and the Council would lose the grant funding for this project. This would also risk further disruption to the service and the community by undertaking the works in a reactive way following breakdown, rather than through advanced planning.
- 4.5 If SCIL is not provided, then the Council will not receive the £285,000 (47% of the project costs) Arts Council grant.

Carlton Vale Boulevard

Option A – Do Nothing (No in principal agreement to SCIL allocation)

- 4.6 The existing poor quality road environment would remain, with just reactive maintenance.
- 4.7 The transformational impact would not be secured. Keeping Carlton Vale in its current condition will provide an ongoing, poor quality, high pollution, harsh urban environment which does not compliment the high quality new developments taking place around it. Ongoing flood risk in the area would remain high. This may limit the attractiveness and potential £psf value of the market sale properties along Carlton Vale that will be delivered as part of later phases within the South Kilburn programme.
- 4.8 Without capital funding, the Council would lose its £4,413,465 of funding from the HIF as the Council must commence the spending of this money by March 2023 and without capital funding, the scheme will not be able to progress.

Option B – Scale back the proposals to the HIF amount

- 4.9 This is not considered feasible. It would become a road improvement scheme rather than a transformational place-making one and would not meet the criteria for HIF (to unlock housing), and therefore the HIF allocation of over £4m would be likely to be withdrawn.

Stonebridge: Hillside & Milton Avenue

Option A – Do Nothing (No in principal agreement to SCIL allocation)

- 4.10 If the SCIL investment is not made, then this will place additional pressures on the Council's capital borrowing requirements to deliver the non-residential elements of this scheme and potentially prevent other schemes from coming forward in the Stonebridge area that may be reliant on capital borrowing. It is not possible to scale back proposals as the scheme is current on site and will completed for handover in 2023.

Preston Community Library

Option A – Do Nothing (No in principal agreement to SCIL allocation)

- 4.11 If the SCIL investment is not made, then this will place additional pressures on the Council's capital borrowing requirements to deliver the non-residential elements of this scheme and potentially prevent other schemes from coming forward that may be reliant on capital borrowing.
- 4.12 Given that the Council has agreed Heads of Terms with Preston Community Library to manage the community use space, there is risk of reputation damage to the Council for not following through on delivery. It is not possible to scale back proposals as the scheme is current on site and will be completed for handover in 2023.

Learie Constantine Centre

Option A – Do Nothing (No in principal agreement to SCIL allocation)

- 4.13 If the SCIL investment is not made, then this will place additional pressures on the Council's capital borrowing requirements to deliver the non-residential elements of this scheme and potentially prevent other schemes from coming forward that may be reliant on capital borrowing.
- 4.14 Given that the Council has agreed Heads of Terms with the Learie Constantine Centre West Indian Association to manage the community use space, there is risk of reputation damage to the Council for not following through on delivery. It is not possible to scale back proposals as the scheme is current on site and will be completed for handover in 2024.

Brent Indian Community Centre

Option A – Do Nothing (No in principal agreement to SCIL allocation)

- 4.15 If the SCIL investment is not made, then this will place additional pressures on the Council's capital borrowing requirements to deliver the non-residential elements of this scheme and potentially prevent other schemes from coming forward that may be reliant on capital borrowing.
- 4.16 Given that the Council has agreed Heads of Terms with the Brent Indian Community Centre to manage the community use space, there is risk of reputation damage to the Council for not following through on delivery. It is not possible to scale back proposals as the scheme is current on site and will be completed for handover in 2024.

Morland Gardens

Option A – Do Nothing (No in principal agreement to SCIL allocation)

- 4.17 If the SCIL investment is not made, then this will place additional pressures on the Council's capital borrowing requirements to deliver the non-residential elements of this scheme and potentially prevent other schemes from coming forward that may be reliant on capital borrowing.

Option B - Scale back the proposals and redesign scheme

- 4.18 Given that the Council has appointed a contractor on the planning permitted scheme described in 3.60, a fundamental re-design will now require planning permissions and potentially prevent some of the non-residential uses like the adult education centre, affordable workspace and or café from coming forward. Significant delays to the overall project programme, may also jeopardise the Council from securing the full £6.5m GLA grant for this scheme.

Church End

Option A – Do Nothing (No in principal agreement to SCIL allocation)

- 4.19 If the SCIL investment is not made, then this will place additional pressures on the Council's capital borrowing requirements to deliver the non-residential elements of this scheme and potentially prevent other schemes from coming forward that may be reliant on capital borrowing.

Option B - Scale back the proposals and redesign scheme

- 4.20 Given that the Council has appointed a contractor on the planning permitted scheme described in 3.62, a fundamental re-design will now require planning permissions and potentially prevent some of the non-residential uses like the new market square and/or commercial use space from coming forward. Significant delays to the overall project programme, may also jeopardise the Council from securing the full £9.9m GLA grant for this scheme.

5.0 Financial Implications

- 5.1 As of 31st March 2022, there is approximately £70m of unallocated SCIL receipts. The contribution of SCIL for the projects outlined in this report would be **£10,064,589.40**.

6.0 Legal Implications

- 6.1 CIL is a charge which can be levied by local authorities on new development in their area. It helps them deliver the infrastructure needed to support development. It can be used to fund a broad range of facilities including transport facilities, play areas, open spaces, parks and green spaces, cultural and sports facilities, healthcare, schools, district heating schemes and other community facilities. This flexibility gives local areas the opportunity to choose what infrastructure they need to deliver their relevant plan, supported by the Infrastructure Delivery Plan. Brent's Infrastructure Delivery Plan includes transport facilities, active travel measures and library redevelopment and expansion.
- 6.2 The levy can be used to increase the capacity of existing infrastructure or to repair failing existing infrastructure, if necessary to support development.

Wembley Transport Improvements

- 6.3 The Traffic Management Act 2004, places a legal duty on the Local Authority to manage the network in the most effective way possible.

Wembley Hostile Vehicle Measures (HVM)

- 6.4 There are no legal implications as a result of this report.

Harlesden Library

- 6.5 The Council has a statutory duty 'to provide a comprehensive and efficient library service for all persons' for all those who live, work or study in the area. This proposal will support the Council's delivery of this duty by improving and investing in library facilities, enhancing the library offer for residents and improving access for residents with additional needs.

- 6.6 Engagement with the local community and key stakeholders has been undertaken in developing the project and will continue at key stages through the project delivery. The project has also been developed following research with the community commissioned by the library service in 2019 and also responds to needs identified in the Harlesden Neighbourhood Plan, the Council's Digital Strategy and the Health and Wellbeing Strategy.

Carlton Vale Boulevard

- 6.7 There are no legal implications as a result of this report.

Stonebridge: Hillside & Milton Avenue

- 6.8 There are no legal implications as a result of this report.

Preston Community Library

- 6.9 There are no legal implications as a result of this report.

Learie Constantine Centre

- 6.10 There are no legal implications as a result of this report.

Brent Indian Community Centre

- 6.11 There are no legal implications as a result of this report.

7.0 Equality Implications

- 7.1 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, pursuant to s149 Equality Act 2010. This is known as the Public Sector Equality Duty.

- 7.2 Under the Public Sector Equality Duty, having due regard involves the need to enquire into whether and how a proposed decision disproportionately affects people with a protected characteristic and the need to consider taking steps to meet the needs of persons who share a protected characteristic that are different from the needs of persons who do not share it. This includes removing or minimising disadvantages suffered by persons who share a protected characteristic that are connected to that characteristic.
- 7.3 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.

Wembley Transport Improvements and Wembley Hostile Vehicle Measures (HVM)

- 7.4 The new access road has been designed to required highway standards and will be fully accessible.
- 7.5 The project has been subject to screening and there are considered to be no equalities implications that require full assessment.

Harlesden Library

- 7.6 The project has positive equality implications by helping to make the Harlesden Library accessible for a wider age range of users and particularly enhancing the offer for children, young people and students.
- 7.7 The project also supports the Black Community Action Plan goals through the opportunities to bring particular improvements and resources for that community who make up a majority of the local population in Harlesden.

Carlton Vale Boulevard

- 7.8 The scheme has been designed to ensure compliance with the Equality Act, Healthy Streets for London, Pedestrian Comfort Guidance for London and London Cycling Design Standards. Throughout the design process, a number of disability groups were engaged with.

New Council Homes Programme

- 7.9 All development sites in the New Council Homes Programme have had an initial screening analysis to establish the equality impacts. As part of the planning application process, the Council has considered the equality impacts of its decisions in relation to the scheme designs to ensure that 10% of the affordable housing provision is wheelchair accessible/easily adaptable dwellings.

- 7.10 The mixed developments at Stonebridge, Preston Community Library, Learie Constantine Centre, Brent Indian Community Centre and Church End will have positive impacts in terms of providing permanent affordable housing where allocations will be based on the Housing Allocations Policy to meet housing need. These mixed development schemes will also bring forward a range of modern community facilities and commercial spaces that will either replace and/or provide additional facilities that will be accessible for all residents to benefit from across the borough.

Morland Gardens

- 7.11 A full Equality Impact Assessment has been completed for Morland Gardens and was considered by Cabinet as part of the scheme approval in January 2020. The scheme has a number of benefits, the affordable housing will be allocated based on the Housing Allocations Policy and there will be improved accessibility to the adult education centre on one level (the current building includes areas that are not accessible to people with physical disabilities) along with the provision of a new prayer room.

8.0 Any Other Implications (HR, Property, Environmental Sustainability - where necessary)

- 8.1 No implications at this stage.

9.0 Proposed Consultation with Ward Members and Stakeholders

- 9.1 The relevant Lead Members have been kept updated on the projects, and will continue to be informed of progress. Stakeholders, including relevant communities, have been involved in various consultation events and have helped inform the design of the schemes.

Report sign off:

Alice Lester

Director of Regeneration, Growth and Employment

London Borough of Brent

Job Title:

Drg Title:

HVM VULNERABILITIES

Date: August 2018

Drawn by:

Drg no:


Scale: NTS

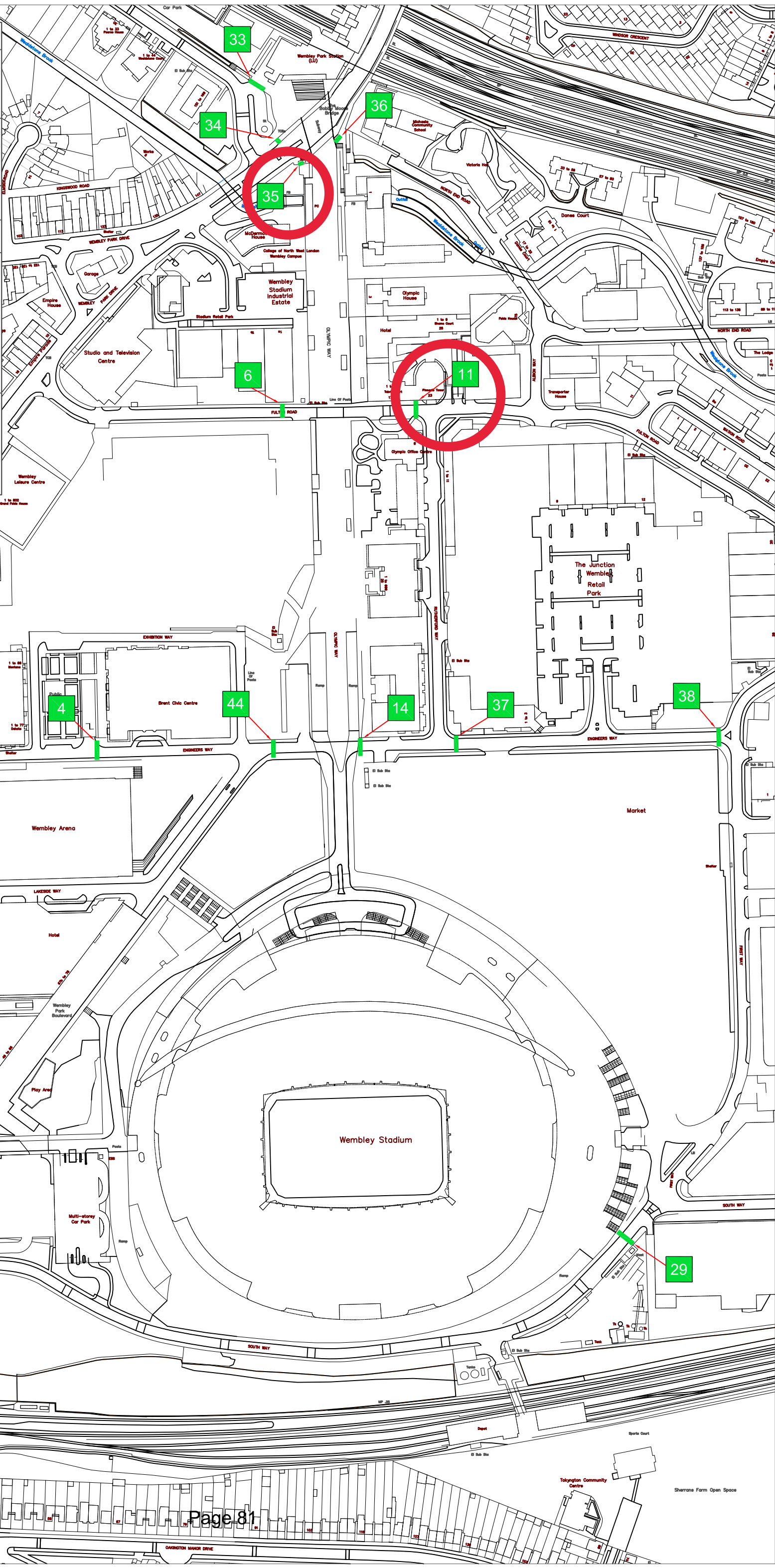
Key:

9

HVM Location - LBB

HVM Spatial Location

Brent



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Appendix 2 - Images from Harlesden Library Highlighting Key Changes



Improvements to access and design of frontage

Relocate Hub from entrance and redesign of library to improve stock display

Repurpose dead space



Create dedicated hub and digital space on GF mezzanine

Improve lighting and design in children's library

Increase capacity for children's events and class visits



Redevelop disused classroom for community and cultural use

Extend library events offer for training and health promotion



Improve lighting and learning environment in remaining classrooms

Increase flexibility for alternate community use





Retain and refocus on heritage features of the building



Accessible design principles including better lighting, design, signage and flooring contrasts

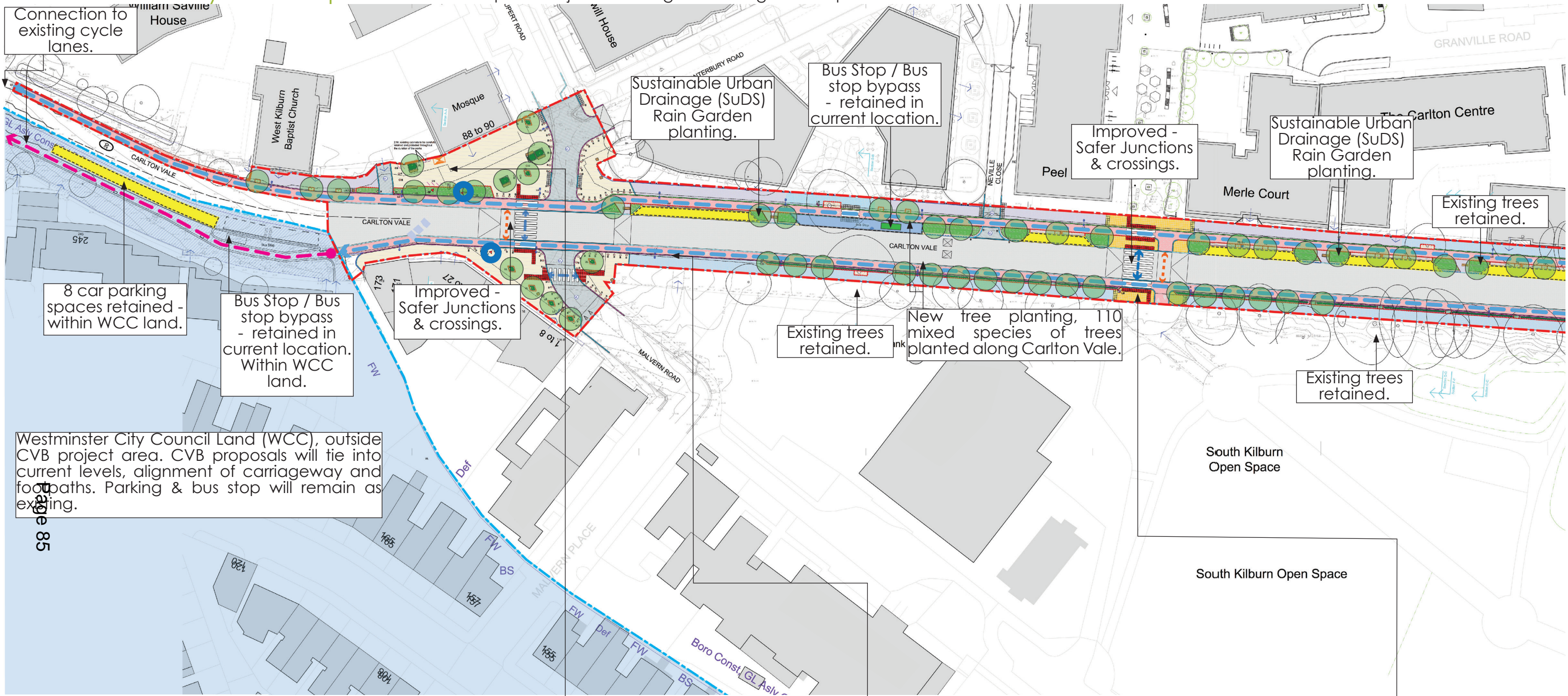


Increase space for cultural partnerships and exhibition programmes

Community engagement programme delivered alongside building project



Carlton Vale Layout Plan | West. Illustrative plan: Subject to change and design development.



Key

	Controlled Cycle crossing.		Car Parking Spaces.
	Controlled Zebra crossing.		Blue Badge Parking. Disabled parking retained.
	Uncontrolled Pedestrian crossing.		Loading / Drop off bays.
	Raised Table - Enhanced Carriageway surface.		CVB Site Boundary
	Carlton Vale Cycle path. One-way with flow cycle path		Bus Stops & Shelters. As Existing. Green Roofs.
	Cycle path. One-way. Connect to existing layout		Westminster City Council Land



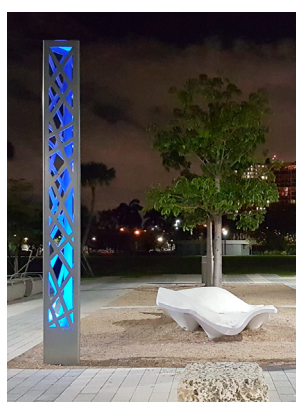
HIGH QUALITY PORPHYRY PAVING



SEGREGATED RAISED CYCLE LANES - LOW LEVEL PLANTING



ROBUST STREET FURNITURE

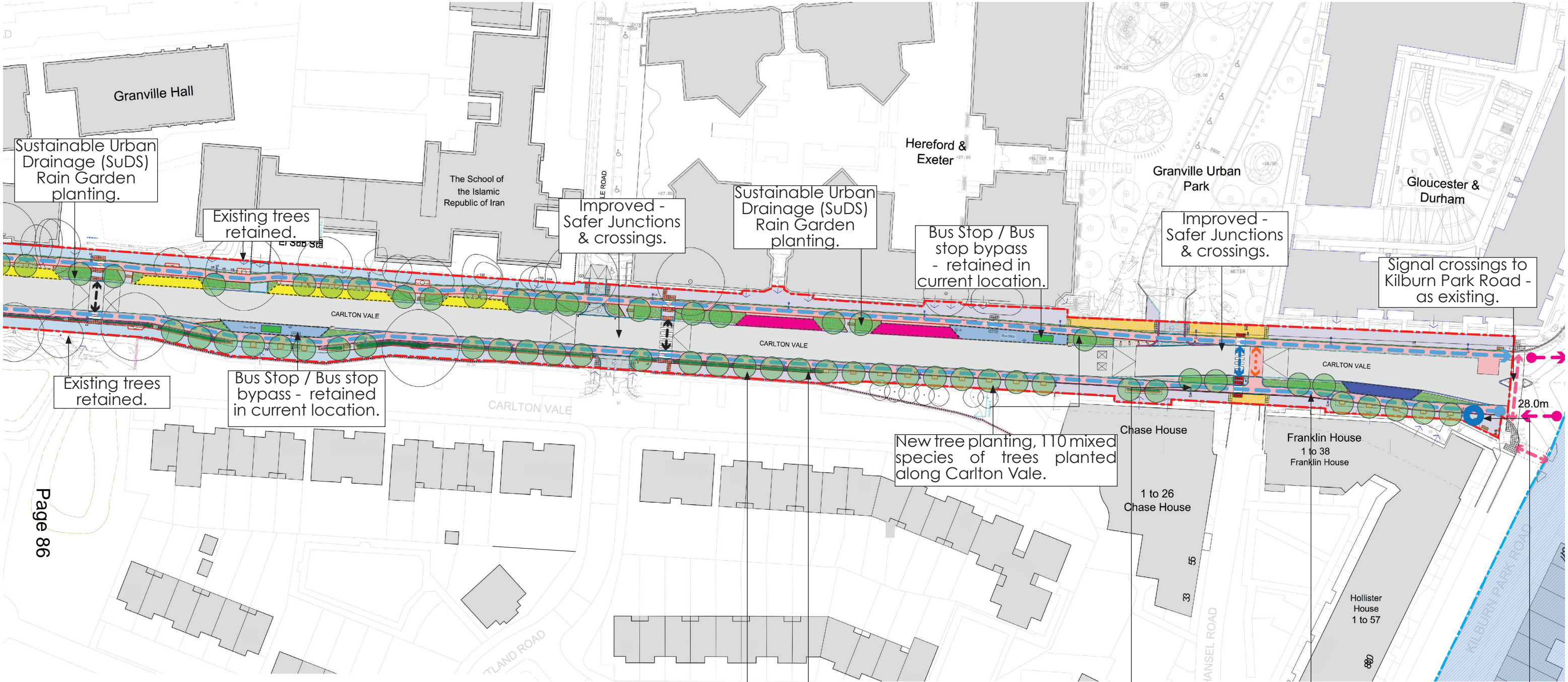


GATEWAY ENTRANCE FEATURES



FLEXIBLE PUBLIC REALM WITH LIGHTING, SEATING AND PLANTING.

Precedent Images



Page 86

Key

	Controlled Cycle crossing.		Car Parking Spaces.
	Controlled Zebra crossing.		Blue Badge Parking. Disabled parking retained.
	Uncontrolled Pedestrian crossing.		Loading / Drop off bays.
	Raised Table - Enhanced Carriageway surface.		CVB Site Boundary
	Carlton Vale Cycle path. One-way with flow cycle path		Bus Stops & Shelters. As Existing. Green Roofs.
	Cycle path. One-way. Connect to existing layout		Westminster City Council Land



HIGH QUALITY PAVING



SuDS / RAIN GARDEN PLANTING STRIPS



IMPROVED LED LIGHTING



BOULEVARD TREE PLANTING



GATEWAY ENTRANCE FEATURES

Precedent Images

Carlton Vale Boulevard (Carlton Vale / Salusbury Road)

Stage 4 Design Overview Drawing (2 of 2)
Landscape and Public Realm Improvements



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	Cabinet 17 October 2022
	Report from the Director Regeneration, Growth and Employment
Brent Long Term Transport Strategy Review – Final Version	

Wards Affected:	All Wards
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	Two Appendix A: Brent Long Term Transport Strategy Review – Final Version – October 2022 Appendix B: LTTS Review Equality Analysis – September 2022
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Martin Holley Infrastructure Planning Team Leader 020 8937 4811 martin.holley@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), including details of the feedback received from the recent public consultation and stakeholder engagement exercises on the draft strategy document. It makes recommendations for a number of minor amendments to be made to strengthen the strategy and for Cabinet to agree its adoption.

2.0 Recommendation(s)

- 2.1 For Cabinet to agree:

- (i) to a number of minor amendments to be made to strengthen the strategy (as set out in paragraph 3.11 and Table 3.3, below);
- (ii) to adopt the final strategy (Appendix A).

- 2.2 For Cabinet to note the feedback received and suggestions made by the public and various stakeholders as part of the public consultation and stakeholder engagement exercises on the draft strategy document (as summarised in paragraphs 3.3 – 3.10, below).

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 A revised draft strategy was approved by Cabinet on 7th February 2022 and subsequently underwent a six-week period of public consultation and wider stakeholder engagement between 14th February and 27th March 2022. Details of the various public consultation and stakeholder engagement exercises undertaken, and the range of comments/feedback received from these, are set out below.

Draft LTTS Public Consultation and Stakeholder Engagement Exercises

- 3.3 The public consultation and stakeholder engagement on the draft LTTS comprised a number of strands, including:
- An online questionnaire via Citizen Lab;
 - Face-to-face community outreach engagement undertaken by Kaizen Partnership;
 - Conversations with a range of stakeholder organisations, including statutory stakeholders, partner organisations, community and interest groups.
- 3.4 A key aim of the various consultation exercises was to better understand what people thought were the main transport challenges facing the borough; and of the measures identified in the draft strategy to address them. Further details of the various consultation strands and the key findings from these are provided below.

Online Survey:

- 3.5 An online survey was published on Citizen Lab, the Council's main consultation portal, with people invited to share their views on different aspects of the draft plan. The survey was widely publicised on the Council's website and social media, with details also circulated via Brent's various resident and stakeholder networks. 500 printed flyers were also distributed to various public facing Council offices and libraries with details of how to access the survey.
- 3.6 A total of 49 responses to the online survey were received, the majority from borough residents. In addition, a further nine written responses were submitted via email – including eight from Brent residents and one from a Brent business.

Outreach Engagement:

- 3.7 Face-to-face public engagement was carried out by the specialist engagement company Kaizen over a two-week period in March 2022. This was carried out at eight separate locations across the borough and at different times of the day and on different days of the week (weekdays and weekends) in order to capture the views of as broad a range of people as possible. A total of 198 people gave their views either via in-depth one-to-one conversations, or through a series of pop-up street focus groups.
- 3.8 A summary of the key findings to both the online and outreach engagement is set out in Table 3.1, below.

Table 3.1: Key Findings – Online Consultation/Outreach Engagement

Survey/Outreach Questions	Headline Statistics
Who was engaged?	<ul style="list-style-type: none"> • 253 people gave their views, split as follows: <ul style="list-style-type: none"> ○ 81 people shared views in-depth one-on-one conversations in the community; ○ 117 people took part in 42 outreach based Street Focus Groups; ○ 55 people gave their views online (49), via email (5) or on a flyer (1). • 74% live in Brent. 33% work in the Borough and 11% run a business in Brent. • 91% of people engaged via outreach said they had never been consulted before (74%) or not much before (18%). • People aged between 25-44 provided the greatest number of responses (46%). Notably, no one under 25 years old completed the online survey. • People who gave their views via outreach were from a wide range of backgrounds. However, the online respondents were predominantly White (72%).
Transport and travel modes	<ul style="list-style-type: none"> • Public transport (17%) and walking (16%) were the most frequent main modes of transport for those responding to outreach questions. • Online, 28% of respondents indicated walking was their main mode of transport, followed by cycling (26%).
Transport issues and challenges	<ul style="list-style-type: none"> • Traffic congestion and parking (or perceived lack of it) were the most commonly mentioned transport issues and challenges in Brent. • Of the seven key challenges identified in the draft LTTS congestion (73%), public health (68%) and accessibility (66%) were seen as the biggest issues by those involved in the outreach engagement. Connectivity (35%) was considered to be the least pressing issue. • However, in the online engagement, the most pressing issues were considered to be connectivity (66%), air quality (55%) and congestion (53%); whilst public health (23%) was rated as the lowest priority.
LTTS aims and objectives	<ul style="list-style-type: none"> • 83% of people thought the stated aims and objectives would definitely or possibly help address the key transport issues and challenges. • Other aims/objectives people wanted to be given further consideration included making transport more affordable and improving parking.
Measures and interventions	<p><u>Core Aim 1: Reduce traffic and facilitate healthy sustainable travel</u></p> <ul style="list-style-type: none"> • Implementing new/improved cycling and walking infrastructure was indicated as a priority in nearly half (49%) of all conversations, followed by securing further bus priority improvements (39%). • There was a noticeable difference in views according to sex, age and location, with measures such as cycling and walking

Survey/Outreach Questions	Headline Statistics
	<p>improvements being more popular amongst males, the under 45s and those who live in the south of the borough.</p> <ul style="list-style-type: none"> • Low priority measures included exploring the potential for introducing a workplace parking levy (10%) and developing a Delivery and Servicing Action Plan (8%). <p><u>Core Aim 2: Make our streets safer, greener and more equitable</u></p> <ul style="list-style-type: none"> • The intervention most frequently indicated as a priority is introducing CCTV cameras, improved street lighting and other security/community safety measures (45%). • Again, there was a noticeable difference in views according to sex, age and location, with safety/security measures being more popular amongst females, the under 45s and those who live in the north of the borough. • At 19%, expanding the borough's road safety education/training programmes was considered to be a low priority. <p><u>Core Aim 3: Unlock growth and create exemplar places</u></p> <ul style="list-style-type: none"> • Securing new bus and rail links/services to the borough's growth areas was the most frequently selected measure (44%) under this core aim, followed by exploring the potential for demand-responsive bus services (38%) and securing additional capacity on key rail services/bus routes (35%). • Again, there were some notable differences between subgroups relating to the various measures and interventions, with new bus and rail links/services to the borough's growth areas being a higher priority amongst males and the under 45s. In comparison, securing step-free station access improvements were seen as a higher priority amongst females and the over 45s. • Maintaining/enhancing the Borough's bespoke travel services, such as our Disabled Access and School Transport services, was seen as a low priority – selected by just 10% or respondents. • A number of other themes emerged in both individual conversations and Street Focus Groups, including the need for incentives to reduce emissions; improving the affordability of public transport; a need to support local businesses; and engaging local communities.
Locations of focus	<ul style="list-style-type: none"> • Priority locations for improvements included the A5 and its surroundings, Kilburn (South, High Road, Kilburn Lane) and Cricklewood. • Other locations where people wanted to see improvements included Neasden, the North Circular, Willesden and Park Royal. • A number of people highlighted the need for further improvements to borough-wide infrastructure, such as cycling lanes or step free access at stations.

Stakeholder Conversations:

3.9 Eight stakeholder groups responded to the consultation. They included:

- Three resident associations/neighbourhood groups (Queen's Park Area Residents' Association, Sudbury Court Residents' Association and Kilburn Village Residents' Association);
- Two transport user/campaign groups (20's Plenty for Us, Brent Cycling Campaign);
- Three Councils/Govt. organisations (LB Harrow, Transport for London, West London Alliance)

3.10 All eight groups provided a range of comments on different aspects of the strategy. However, all were broadly supportive of the LTTS. A summary of the key issues raised is set out in Table 3.2, below.

Table 3.2: Stakeholder Feedback

Stakeholder	Summary of Issues Raised/Key Priorities
Transport for London	<ul style="list-style-type: none"> • Broadly support the strategy, but suggest a number of areas where changes should be considered, including: <ul style="list-style-type: none"> ○ Recommend changing the way that the development of the borough cycle network is approached and shown in the plan; ○ Recommend engaging with TfL around priorities for road safety; ○ Request expanding on the role of taxis, and to engage with TfL regarding taxi facilities; ○ Recommend expanding on the role of buses following the publication of the TfL Bus Action Plan.
West London Alliance	<ul style="list-style-type: none"> • Express support for the prioritisation of the West London Orbital (WLO) rail link in the LTTS. • Suggest updates to text regarding impact of the pandemic and strategic objectives relating to the WLO.
LB Harrow	<ul style="list-style-type: none"> • Broadly welcome and endorse the approach taken in the strategy, but would like the Council to acknowledge the nature and extent of transport issues and opportunities affecting neighbouring boroughs and the need for a collective approach to address them. In particular: <ul style="list-style-type: none"> ○ Improving cross-boundary walking/cycling links; ○ Addressing congestion issues/delays caused by Wembley event days; ○ Extending the benefits of direct rail connectivity and station capacity/step free station access improvements to further stations in both boroughs.
Brent Cycling Campaign	<ul style="list-style-type: none"> • Express support for the draft strategy but emphasise the need for greater action in reducing motor traffic, both in scope and in timescale. • Highlight the importance of programmes such as Low Traffic Neighbourhoods and Healthy, Inclusive Streets and Places in delivering objectives. • Addressing severance issues caused by the North Circular Road critical to increase walking cycling and decrease car dependency in the north of the borough.

Stakeholder	Summary of Issues Raised/Key Priorities
20's Plenty For Us	<ul style="list-style-type: none"> Support proposals for lower speed limits but would like the Council to commit to introducing a borough-wide default 20mph speed limit as a means of improving safety, encouraging take-up of cycling/walking and improving air quality.
Queen's Park Area Residents' Association	<ul style="list-style-type: none"> Support plan objective, but consider High level delivery plan needs to be re-evaluated to ensure objectives are delivered in a practical way. Consider further emphasis required on measures to support walking (e.g. keeping footways in a good state of repair); and further attention to be given to controlling electric scooters. Support further extension of ULEZ to address localised air quality issues; and wish to see well-distributed provision of adequate on-street EV charging infrastructure.
Kilburn Village Residents' Association	<ul style="list-style-type: none"> Support the introduction of traffic management measures (e.g. School Streets, Healthy Neighbourhoods and CPZs) where supported by robust data and local community.
Sudbury Court Residents' Association	<ul style="list-style-type: none"> Supports strategy objectives, but would like Council to acknowledge where it has failed to meet previous targets and how it plans to address this. Highlight a number of specific areas where attention should be focused, including: <ul style="list-style-type: none"> Addressing excessive traffic on main roads and increasing volumes and speed of traffic on side roads; EV charging points to be placed on the carriageway, not pavements; Capacity and step free access enhancements at Northwick Park station and step-free improvements at South Kenton; Ensuring that transport provision caters to all age groups.

Recommended Plan Amendments

3.11 Feedback received from the various consultation and engagement exercises revealed a high level of support for the revised LTTS, including the overarching plan approach, objectives and measures/interventions contained within the High Level Delivery Plan. As such, no major changes to the strategy are proposed. However, in order to strengthen certain areas of the strategy and to provide further clarity on some issues; and to reflect recent policy changes and programme developments, it is recommended that a number of minor amendments to the LTTS are made. Table 3.3, below, sets out the main recommended amendments to the LTTS and the rationale for these; and sets out where in the updated document these are located.

Table 3.3: LTTS Recommended Amendments

Recommended Amendment	Rationale	Where in LTTS
Reference to be made to TfL's proposal to expand ULEZ to cover whole of Greater London area (and for possible future	TfL is developing proposals for the further expansion of ULEZ to cover the whole of Greater London by Autumn 2023. This will likely result in further improvements to borough-wide air quality, but will have cost implications for residents, particularly those	Pages 23 and 39

Recommended Amendment	Rationale	Where in LTTS
introduction of road user charging) and benefits/ implications of this.	<p>unable to afford the switch to zero-emission vehicles.</p> <p>TfL has indicated that it plans to assess potential road user charging options in the near future, although this work is still at an early stage.</p>	
Add reference to need to retain/provide relevant facilities/support for those unable to use alternatives to the private vehicle (e.g. disabled, those requiring access to vehicles for work purposes, etc.).	The LTTS places emphasis on reducing travel by private vehicles, particularly for shorter journeys. However, it is recognised that not all trips can be made by non-car modes and that provision will still need to be made for those who are unable to walk, cycle or use public transport.	Page 31
Include more stretching traffic reduction target in line with latest national/ London wide thinking.	The original 10% traffic reduction target was based on an equivalent target set in the MTS. However, subsequent studies have identified the need for significant reductions over a shorter time frame if we are to achieve carbon net-zero by 2030. A 25% reduction target is now proposed.	Pages 36 and 40 (Table 4.1)
Highlight the important role of active travel in improving people's health and wellbeing, in line with the Joint Health and Wellbeing Strategy.	The LTTS highlights how 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. In order to maximise the benefits to people's health, as well as to the wider environment in Brent, a 'Healthy Streets' approach will be adopted when developing/implementing schemes.	Pages 12
Include additional text on 'barriers' to active travel and other impacts due to severance caused by roads, railways, waterways, etc. and how these could be addressed.	A priority for the Council remains the need to improve access, particularly for pedestrians and cyclists, over physical barriers such as major roads, railways and waterways as a means of reducing severance and connecting our communities. Details of all proposed cycling and walking routes and infrastructure requirements will be set out in the Brent Active Travel Implementation Plan.	Page 31
Further emphasis to be added to the need for/ benefits of close partnership working with key partners and stakeholders, including neighbouring boroughs, to ensure the successful delivery of transport	The plan acknowledges the need for the Council to work closely with a range of partners and stakeholders, including neighbouring boroughs. However, we recognise the need for more 'collaborative' working arrangements in order to bring about more effective transport improvements which will make a real and lasting difference to	Page 35

Recommended Amendment	Rationale	Where in LTTS
schemes and to meet joint objectives.	those who live, work and do business both in and outside the borough.	
Add new section on the TfL Bus Action Plan and the implications for/role of buses in Brent.	The plan highlights the need for a range of bus improvements including new routes and additional capacity to help unlock growth and improve connectivity; and further bus priority improvements on the borough road network, in order to improve bus journey times and to encourage more journeys to be made by this mode. However, there is a need to review this following the publication of the TfL Bus Action Plan.	Page 33
Include additional text on the role of car free developments in promoting good growth.	The plan highlights the need for all new developments to provide for active, efficient and sustainable travel as an integral part of the development proposal, this includes the provision of high quality, safe, accessible and well-connected public transport, cycling and walking infrastructure. However, car free developments, coupled with effective parking management, have an equally important role to play in promoting good growth and reducing private car usage and congestion/pollution.	Page 31
Include additional text on the role of taxis/ PHVs and effective parking management to reduce private car usage and congestion/pollution.	There are a large number of people employed in the taxi and private hire trades who live and work in Brent and who require the provision of suitable facilities, such as taxi ranks, etc. In addition, there is a need to support this sector in making the transition to EVs through the supply of conveniently located charging facilities, which, as well as providing environmental benefits, links directly to the Council's economic objectives to support local employment opportunities.	Page 21
Relevant text to be updated to reflect latest travel/journey patterns and latest position on major projects/schemes (e.g. Wembley to Willesden Junction Healthy Streets Corridor Improvements; WLO).	Text on travel patterns and major projects/schemes reflected position at time of writing, but a range of new travel data and updates on key projects have since been made available and the text has been updated accordingly.	Pages 11, 31 and 32

4.0 Financial implications

- 4.1 Despite recently agreeing a new funding settlement with central Government, TfL continues to face acute financial 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 for delivering proposed transport improvements. Projects/works will only commence once appropriate funding has been secured.

- 4.2 Costs associated with the ongoing monitoring of the LTTS will be met through existing staff budgets.

5.0 Legal Implications

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

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 equality analysis of the LTTS has been undertaken and subsequently updated to reflect the various proposed changes/additions to the document (see Appendix B).

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 six-week consultation period included consultation and engagement with a range of stakeholder groups and the wider public. A Member and stakeholder workshop on the draft LTTS was originally planned for a meeting of the Active Travel Forum, however, it was not possible to find a suitable date for this meeting ahead of the pre-election purdah period.

Appendix A: Brent Long Term Transport Strategy Review – Final Version – October 2022

Appendix B: LTTS Review Equality Analysis – September 2022

Report sign off:

Alice Lester

Director Regeneration, Growth and Employment

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Brent Long Term Transport Strategy Review

FINAL
VERSION

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Foreword

Brent Council and our partners are working hard to improve transport and travel in Brent. Together, 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 good progress, we are acutely aware there are still considerable challenges to address.

This revised Long Term Transport Strategy (LTTS) outlines the Council's priorities for 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 most vulnerable communities; and to address wider issues around growing health and 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 significantly 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 and encourage people to think carefully about how they travel.

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 public consultation and stakeholder engagement exercises. 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 electric and other zero-emission vehicles. Above all, 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 K Sheth

Lead Member for Environment,
Infrastructure
and Climate Action

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 damaging 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 has undergone a review.

Transport Issues and Objectives

Section 2 of the 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 growing health and social inequalities and climate change. The recent Covid-19 pandemic has also led to additional challenges, but also provides the opportunity for the Council to explore new ideas.

The 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 and other partners 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 electric and other 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 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 ambitious 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 25% 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 have we reviewed 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 on active and sustainable travel, air quality, climate change, and equalities; plus the impacts of and opportunities arising from the recent Covid-19 pandemic; the LTTS has undergone a review.

Progress to date

- 1.4 Since 2015 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 96,000 in 2020.

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.

Installation of over
450 on-street

Electric vehicle charge points since 2018, with around another
200 planned for installation in by the end of 2023.

Recent data from ZapMap reveals that around
34% of on-street households in Brent are within 5 minutes' walk of a public charger.

The number of people killed or seriously injured on the borough's roads continues to fall, with

84 such casualties in 2020
– 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.

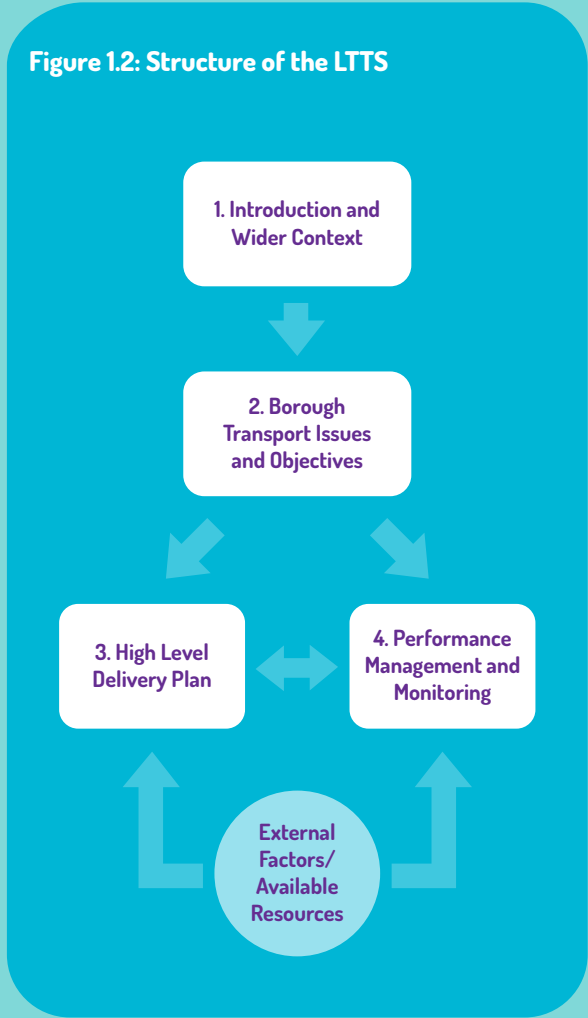
Current policy context

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 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 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.



LTTS public consultation and stakeholder engagement feedback

A six-week period of public consultation and wider stakeholder engagement was undertaken on the LTTS between 14th February and 27th March 2022, with the aim of ascertaining what people in Brent thought were the main transport challenges facing the borough; and of the measures and interventions proposed in the strategy to address them.

Over 250 people, from a wide range of locations, backgrounds and different age groups responded to an online survey or took part in a series of community engagement sessions, sharing their views and providing valuable feedback. Eight stakeholder organisations also responded to the consultation.

What you said

Feedback received from the various consultation and engagement exercises revealed a high level of support for the LTTS, including the overarching plan approach, objectives and measures contained within the High Level Delivery Plan. The main findings were as follows:

- **Transport issues and challenges** – Traffic congestion and parking were the most commonly mentioned transport issues. Public health (68%) and accessibility (66%) were seen as particularly important issues by those involved in the outreach engagement, whilst connectivity (66%) and air quality (55%) were considered the most pressing issues by those responding to the online survey.
- **LTTS aims and objectives** – 83% of respondents thought the stated aims and objectives would definitely or possibly help address the key transport issues and challenges. Other aims/objectives people wanted to be given further consideration included making transport more affordable and improving parking.

- **Measures and interventions** – Implementing new/improved cycling and walking infrastructure was identified as a priority in nearly half (49%) of all conversations. Introducing CCTV cameras, improved street lighting and other security/community safety measures was considered to be a priority by 45% of respondents, whilst 44% saw securing new bus and rail links/services to the borough's growth areas to be an important consideration. Other themes which emerged during consultation included the need for incentives to reduce emissions; measures to improve the affordability of public transport; and a need to support local businesses and better engage local communities.
- **Locations of focus** – Priority locations for improvements included the A5 and its surroundings, Kilburn and Cricklewood. Other locations where people wanted to see improvements included Neasden, the North Circular, Willesden and Park Royal. A number of people highlighted the need for further improvements to borough-wide infrastructure, such as cycle lanes or step free access at stations.

How your views have helped shape the strategy

Our primary aim is to deliver a transport system that will make a real and lasting difference to everyone who lives, works and does business in Brent. To this end, all comments and suggestions received from the various consultation and engagement exercises have been considered carefully and a number of changes to the LTTS have been made as a result. These have included strengthening certain areas of the plan and providing further clarity on some issues/proposals, as well as reflecting recent policy changes and project developments.



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.
- 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
- 2.3

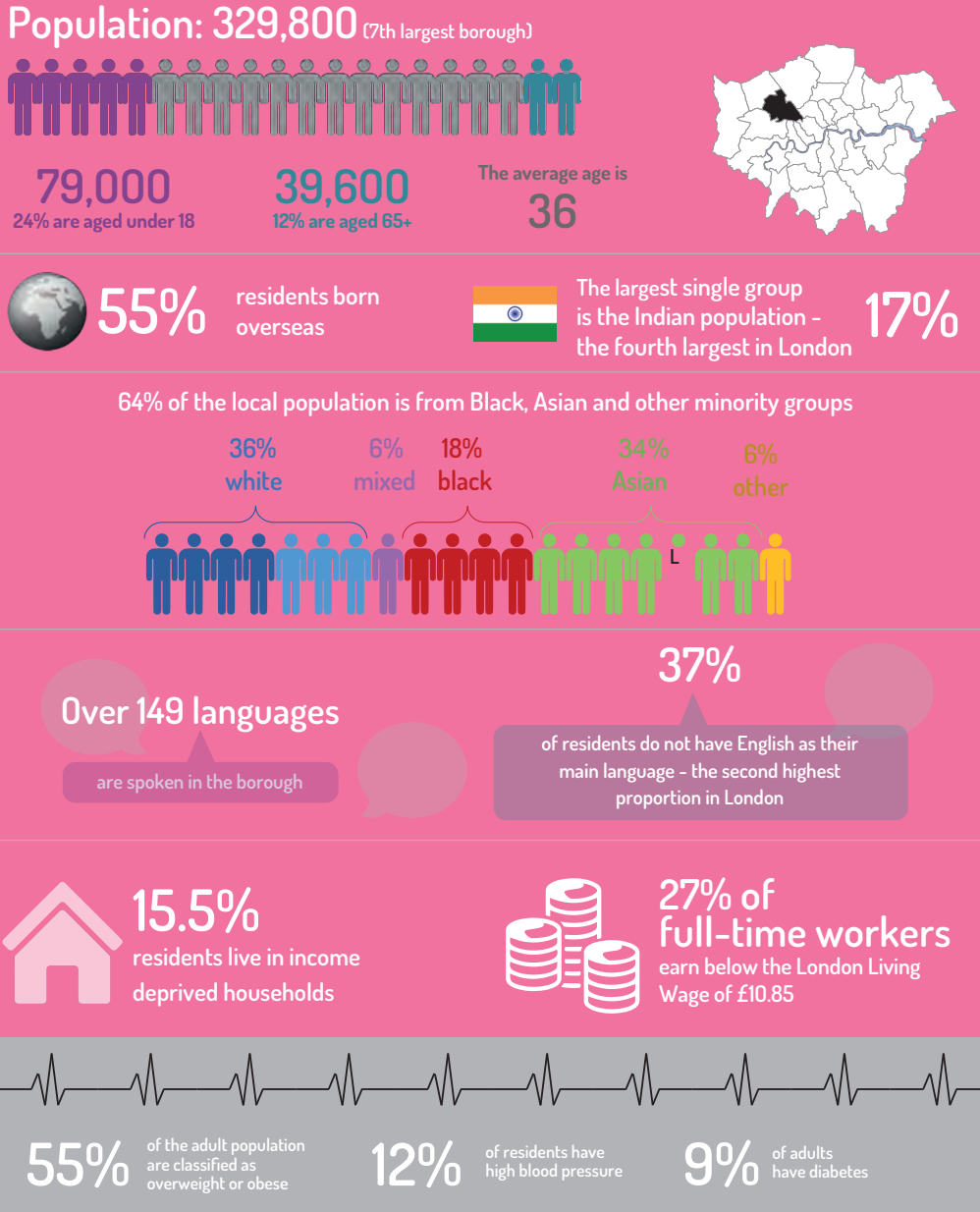
populous borough, with a population of 329,800. Brent is the second most ethnically diverse borough in London – 64% of the local population is from Black, Asian and other minority groups and over 149 different languages are spoken.
- 2.4

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.
- 2.5

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.

About Brent

Figure 2.1: Brent borough profile



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 kilometers travelled on the borough road network rising from 937 million in 2015 to 1.1 billion in 2019, before falling back to 941 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;

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 **450 on-street electric vehicle charging points** at various locations across the borough.

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.

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.

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.

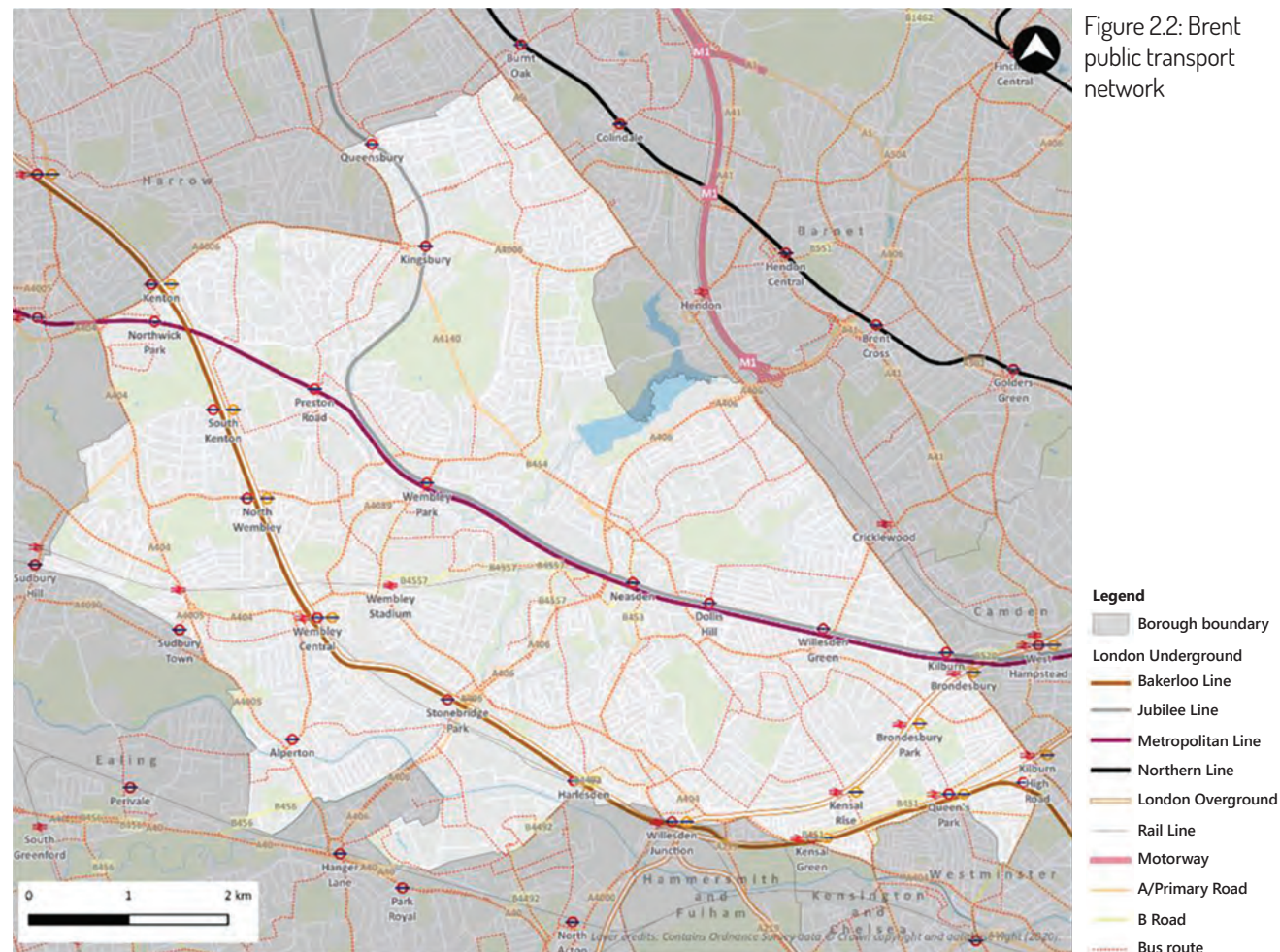
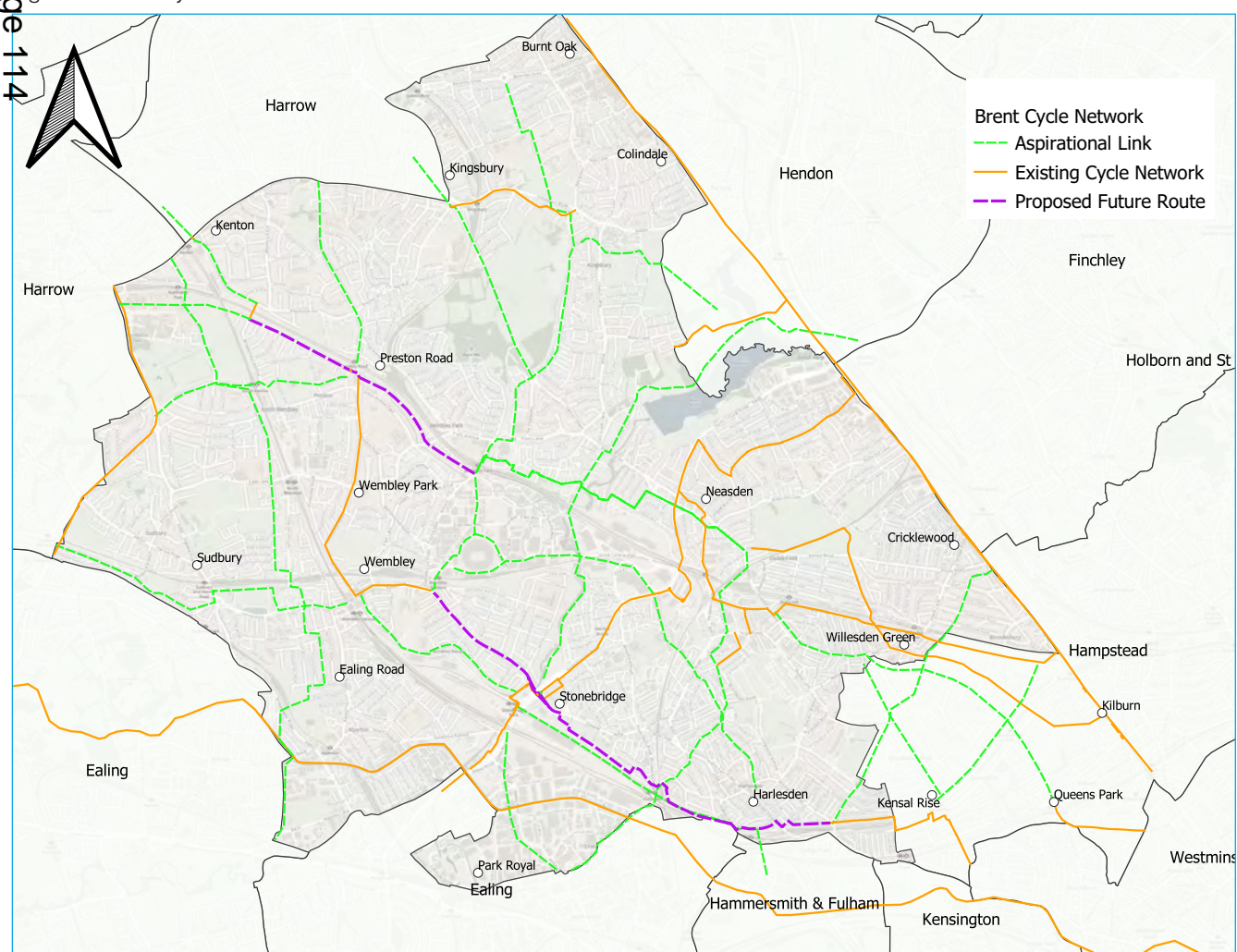


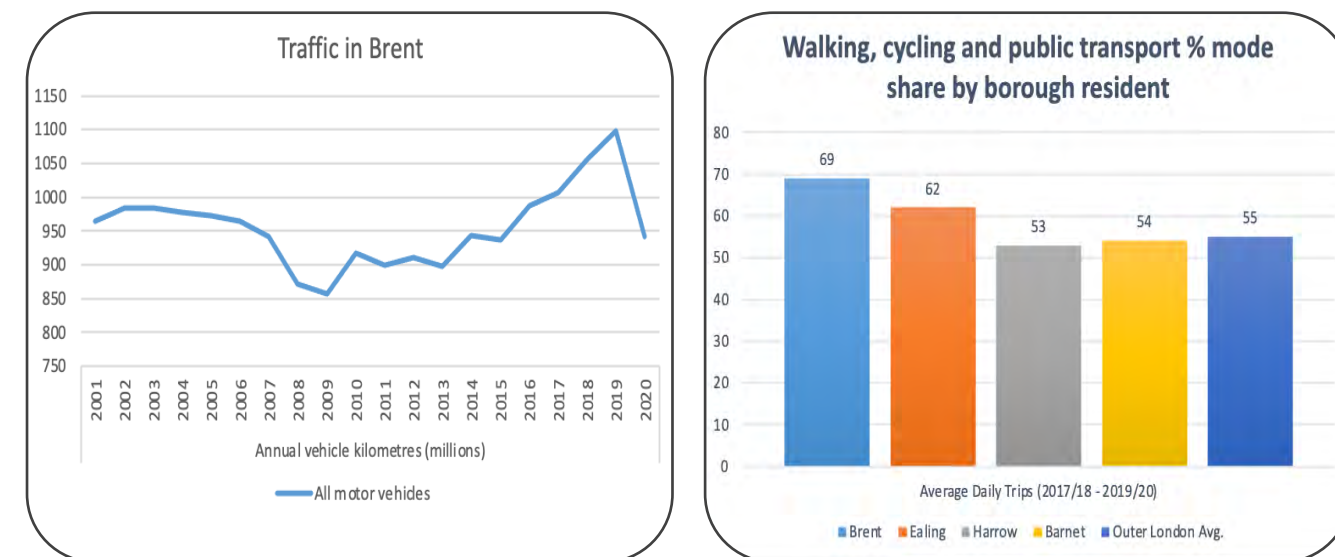
Figure 2.3: Brent cycle network



- 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 20 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 travel has also changed – with a noticeable increase in weekend 'leisure' travel and lower demand during the working week. A summary of some of the main trends 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 was 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.
- Walking accounted for around 60% of all trips during the first quarter of 2021 – and typically over 40% throughout the pandemic (compared to 35% pre-pandemic). Most of these walking trips were local trips in inner and outer London.

Public Transport:

- Dramatic reduction in public transport demand during initial lockdown – with Underground and bus patronage down 97% and 86% respectively.

- By November 2021 public transport demand had recovered to around 70% of pre-pandemic levels, with average weekly Underground demand at 65% and bus demand at over 75%.

- Weekend travel has recovered more strongly than weekdays with Saturday totals typically achieving 73% of the pre-pandemic demand on London Underground (83% on buses) compared to 50% (Underground) and 70% (buses) on weekdays. This is thought to reflect the continuation of flexible and hybrid working arrangements put in place during the pandemic.

- Recent National Rail patronage levels are lagging behind those for the Underground, particularly London-focused train operators, who are also experiencing a 'leisure-led' recovery with a notable shortfall of commuter trips.

Private Vehicles/Freight:

- Road traffic at historically low levels during initial lockdown (down 65% on the TLRN Strategic Road Network).
- Traffic levels increased as lockdown conditions eased and people returned to work, flattening at around 95% of normal by end of 2021.
- The higher relative demand for car travel against the common backdrop of the pandemic recovery, and the substantial scope for a more general 'return to the office' demonstrate potential for initiatives to encourage greater relative use of sustainable modes of travel.
- The early stages of the pandemic saw a 20% reduction in freight traffic in central London. As restrictions were eased the number of freight vehicles started to increase, but remain around 15% below 2016 levels.

Source: Travel in London Report 14: TfL, 2021

Transport: Links to Health and Wellbeing

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.

Improving health and wellbeing through active travel

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 and improving people’s wellbeing. 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.

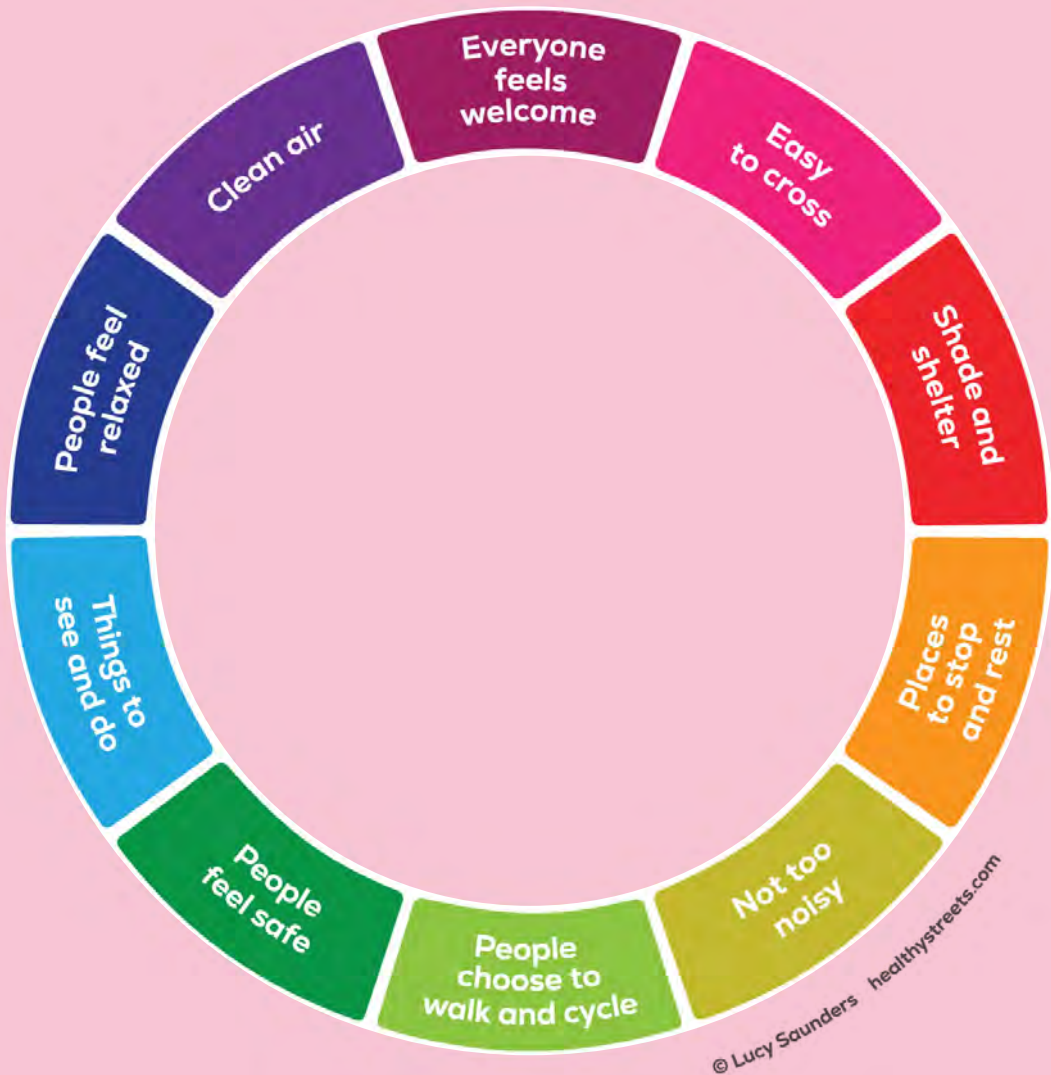
A key opportunity that could benefit the borough’s residents is TfL’s plan for a London-wide strategic cycle network which, when completed, will place 70% of Londoners within 400 metres of new, high quality, safe cycle routes. Among the schemes currently being developed includes a package of ‘Healthy Streets’ corridor improvements between Wembley 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.

Adopting a Healthy Streets approach

Transport for London has developed 10 Healthy Streets indicators (see below) which provide a useful guide to creating healthy, inclusive environments – for example, places where people choose to walk, cycle and use public transport; where people feel safe and relaxed; and where there are things to see and do. By adopting a Healthy Streets approach when developing and implementing schemes, we aim to bring about significant benefits to people’s health and wellbeing, as well as to the wider environment in Brent.

Source: Joint Health and Wellbeing Strategy 2022-2027; Brent Health and Wellbeing Board

Healthy Streets Indicators



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 health and social inequalities, climate change and the shaping

of the built environment. The recent 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.

Table 2.1: Borough transport challenges and opportunities

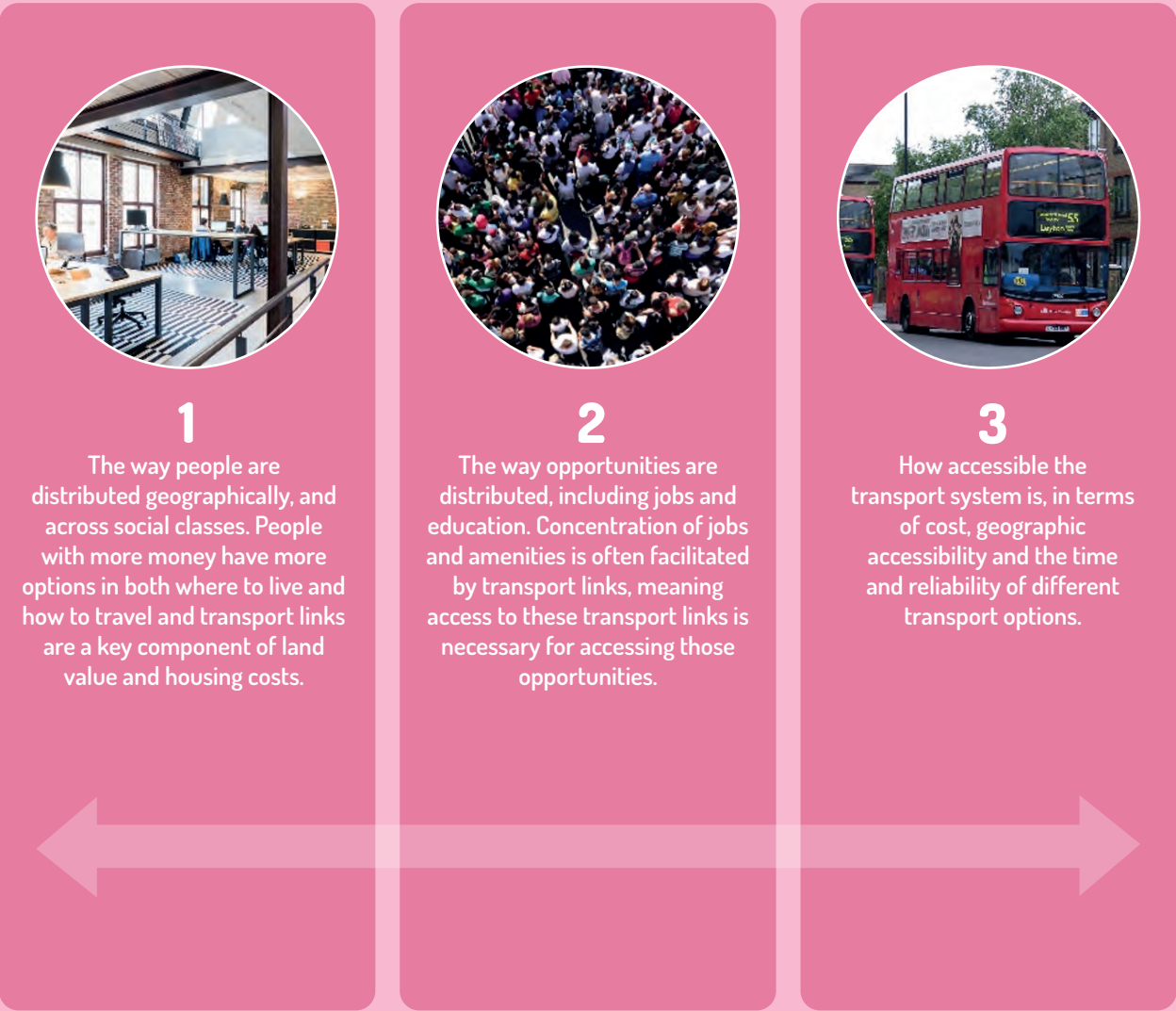
Key Challenges	Principal Issues	Key Opportunities
Congestion – ongoing and increasing pressure on borough road network and impact on movement of people/goods	<ul style="list-style-type: none">• High and rising traffic levels – exacerbated by high levels of car dependency, increasing freight activity and parking pressures.• Forecast population growth/ development will further increase this pressure.	<ul style="list-style-type: none">• Significant potential to reduce trips by car and increase bus, cycling and walking trips.• However, need to overcome range of barriers (e.g. low cycle ownership, severance, cultural challenges).• Increasing availability of tools/mechanisms to improve efficiency of deliveries and servicing.
Air Quality – impact on local environment and health of population due to vehicle emissions	<ul style="list-style-type: none">• Borough suffers from problems of poor air quality – large parts designated as an Air Quality Management Area (AQMA) and Air Quality Focus Areas (AQFAs).• Motor vehicles responsible for 48% of NOx emissions, 30% of PM2.5 emissions and 25% of PM10 emissions in Brent.	<ul style="list-style-type: none">• 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.
Climate Change – global warming resulting from high levels of carbon emissions from transport	<ul style="list-style-type: none">• Transport emissions have not changed significantly over time, with a decrease of only around 7,000 tonnes CO2 achieved since 2013.	<ul style="list-style-type: none">• 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.• Increase in regulatory and fiscal incentives to support the transition to zero emission vehicles.
Health and Wellbeing – low levels of activity and high levels of obesity amongst parts of the population	<ul style="list-style-type: none">• Obesity is a considerable concern for health and wellbeing – 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.• By 2050 levels of obesity are projected to reach 50% of the adult population in Brent.	<ul style="list-style-type: none">• 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.• TfL is developing a London-wide strategic cycle network which, when completed, will place 70% of Londoners within 400 metres of new, high quality, safe cycle routes.
Road Safety – high number of casualties on the transport network	<ul style="list-style-type: none">• 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.	<ul style="list-style-type: none">• 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.
Connectivity – 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">• Public transport network focussed around radial routes to and from Central London with limited east-west and orbital connectivity.• Severance caused by major infrastructure (e.g. roads, railways, waterways) acting as a barrier to people wanting to cycle or walk more.	<ul style="list-style-type: none">• New public transport links proposed (e.g. West London Orbital, new/enhanced bus services) to improve cross borough/sub-regional transport links.• TfL providing significant investment in improving conditions for cycling/walking, including roll-out of cycleways and healthy streets corridors across London.
Accessibility – lack of cheap, reliable, easy to use alternatives to car use for journeys not possible by foot/cycle	<ul style="list-style-type: none">• 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.• 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.	<ul style="list-style-type: none">• New developments, especially in key growth areas and around transport hubs, will provide opportunities to address issues of station overcrowding/secure step-free access.• 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.

Transport and Social Inequality

Addressing social inequality and fostering greater inclusion are important issues for the Council and sit at the heart of our Inclusive Growth and Equalities strategies. It is also 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 social inequality:

The links between transport and social 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 social inequality:

Transport is an important facilitator of social inclusion 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:

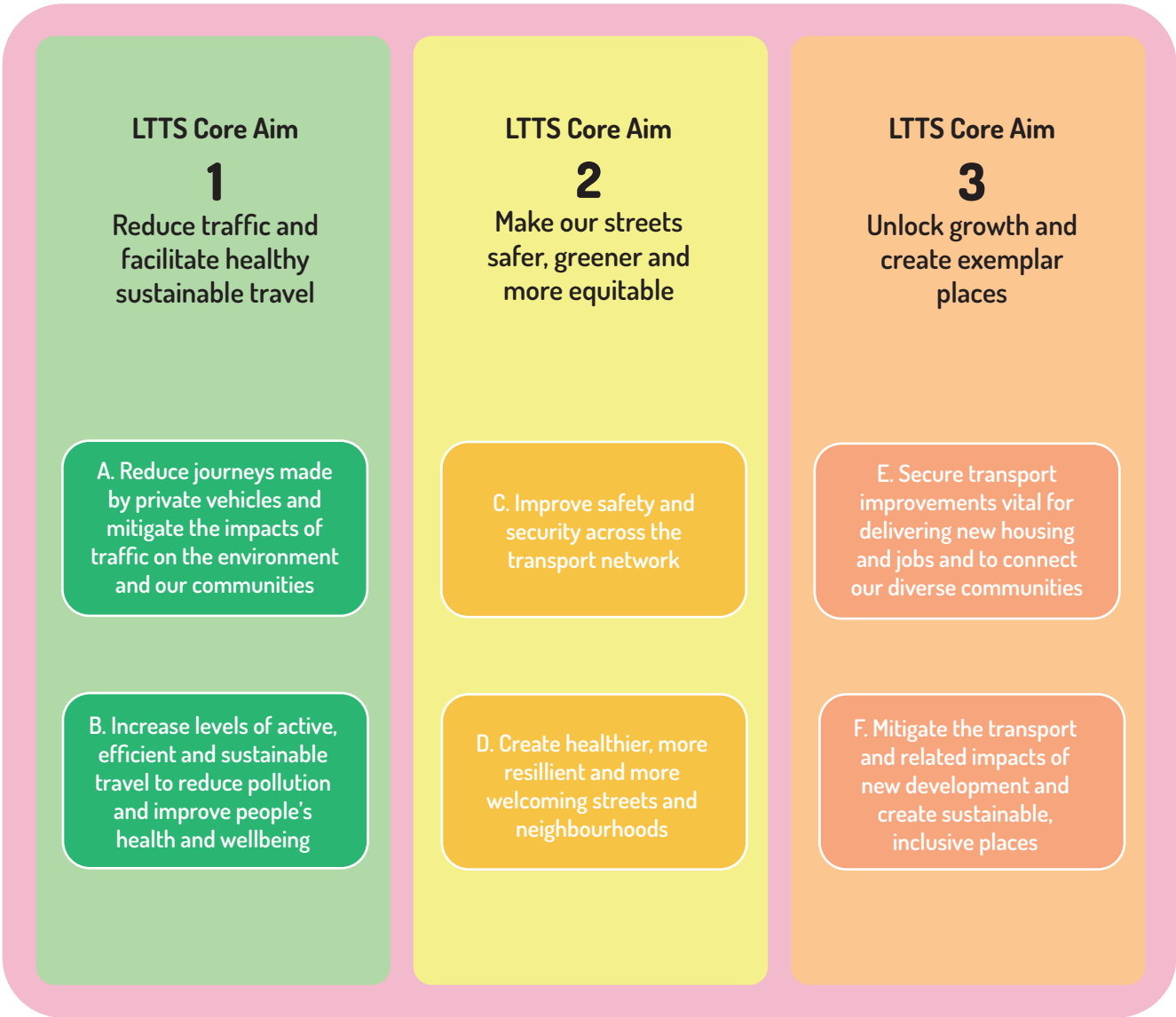
- **Transport can be integral to improving social equality, by increasing access to jobs, education and services.** Policies that make transport more affordable (such as concessionary fares/subsidies) can be an effective way to help people living in poverty to access and maintain work. Help with transport 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 social 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

Aims and objectives

- 2.8 The principal aims and objectives of the 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 Mayor's Transport Strategy (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 the Brent Local Plan);
 - The imperative to integrate transport policy with other policies – including land use planning, the environment, health and equalities.
- 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 choosing 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: LTTS Aims and Objectives



- 2.10 The main focus of objectives A and B is on reducing significantly 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 people’s health and wellbeing. 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 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

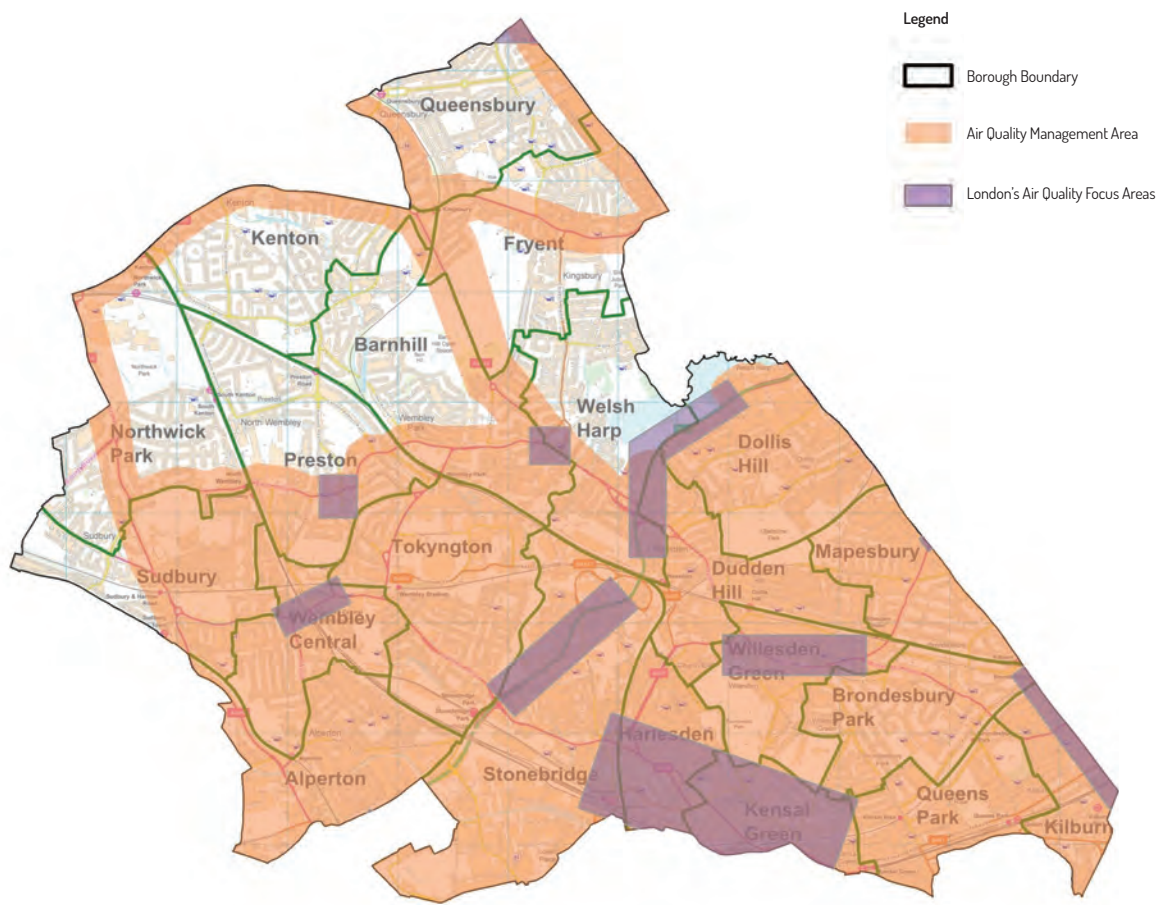


Figure 2.7: Brent Index of Multiple Deprivation (IMD)

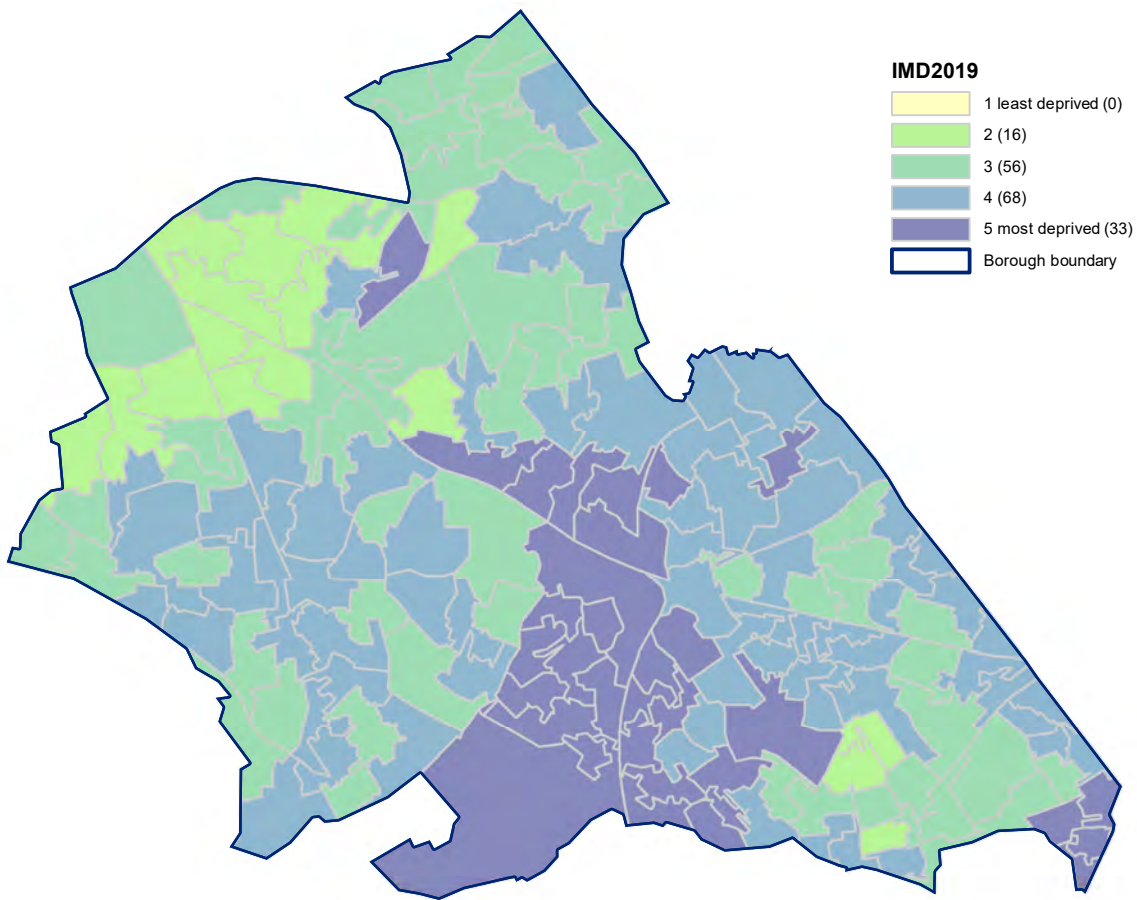


Figure 2.8: Priority Locations for Road Safety Interventions – Top 20 Nodes (All Roads)

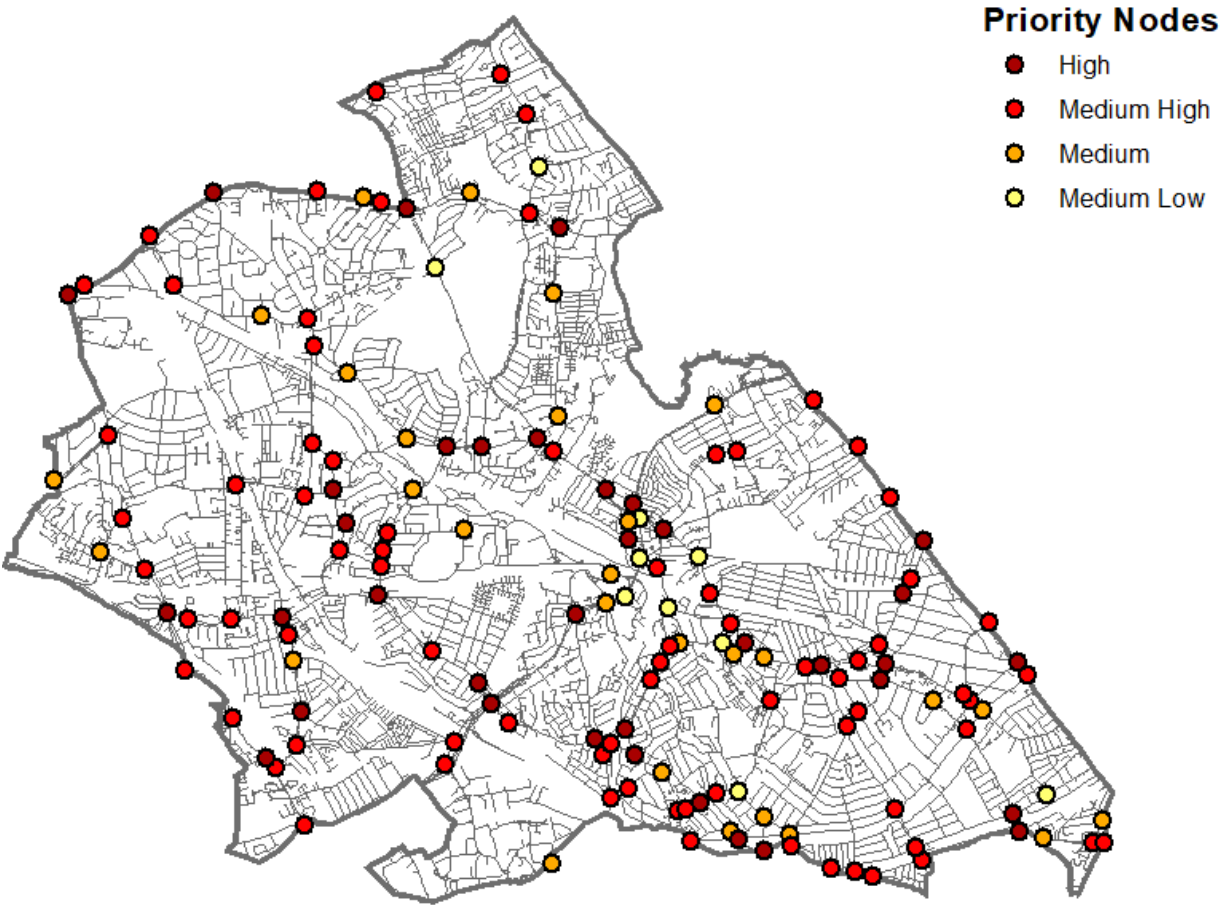
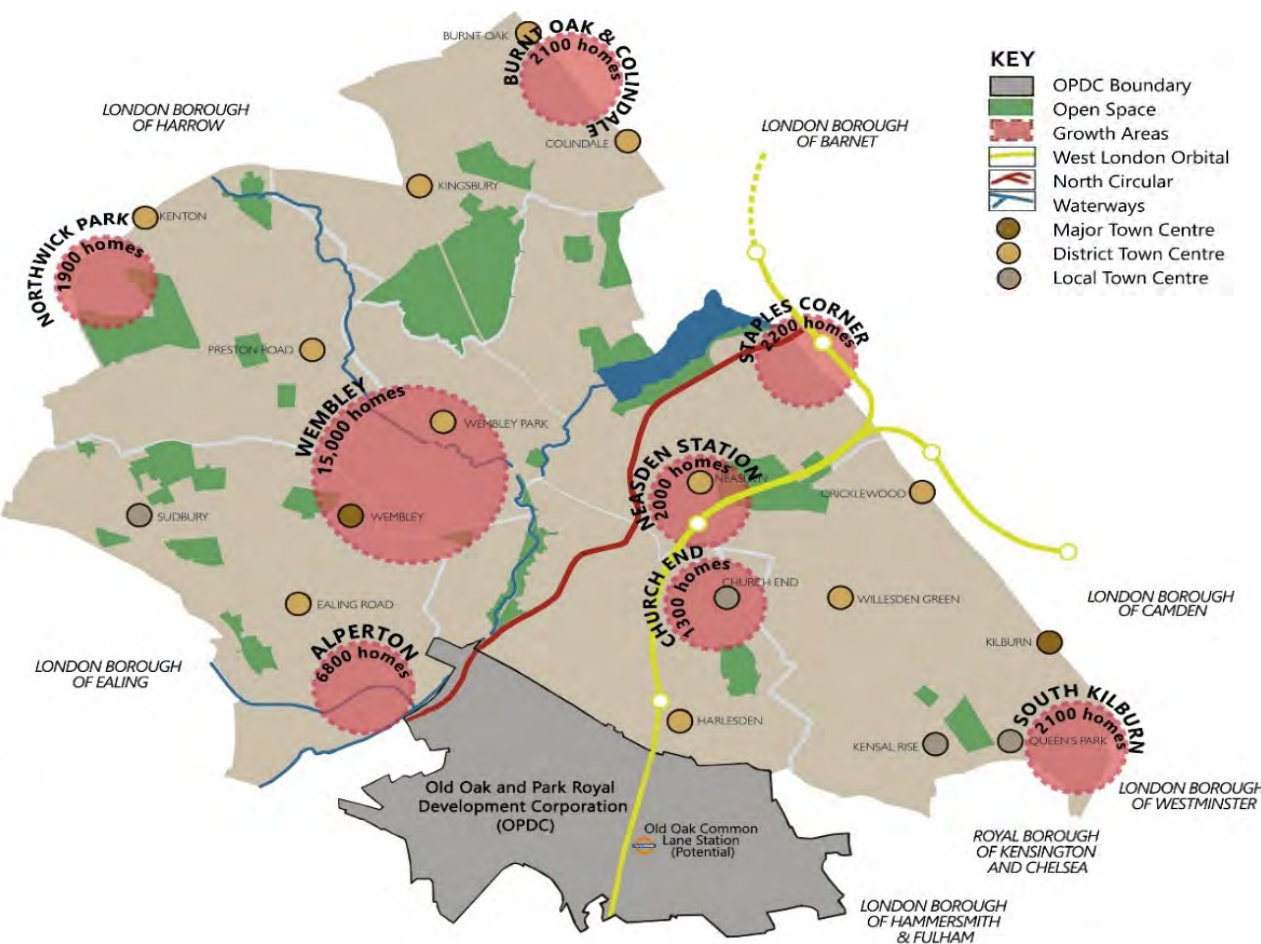


Figure 2.9: Growth Areas



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.

Measures and interventions

3.2 Details of the various measures and interventions that 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 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 wider agreement and 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 details of the specific schemes and measures to be implemented, the locations for these, and the timescales for and costs of delivery. Among the plans proposed or under development include:

- The Brent Active Travel Implementation Plan;
- An Electric Vehicle Charging Infrastructure Plan;
- A Delivery and Servicing Action Plan;
- A Shared Mobility Action Plan;
- The Brent Air Quality Action Plan 2023-2027;
- The Brent Parking Management Strategy.



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 electric and other 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 electric vehicles on borough bus routes, the Council will strive to introduce zero-emission vehicles as part of its fleet management plans. A key priority is the development of an Electric Vehicle Charging Infrastructure Plan setting out our approach to bring about a step-change in the provision of all publicly available electric vehicle charging facilities and supporting infrastructure throughout the borough.
- **Introducing selective vehicle management measures.** Measures such as vehicle restrictions and controls can help alleviate congestion and 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 and Healthy Neighbourhoods, 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.
- **Reviewing existing and exploring additional parking controls** as a means of tackling congestion, improving bus journey times and addressing road safety concerns. Measures such as Controlled Parking Zones (CPZs) can be particularly effective in discouraging commuter and other traffic, especially from outside Brent; and in supporting new car free developments. These and other measures will be explored in more detail as part of a planned review of the Brent Parking Management Strategy.

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 significantly 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.

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.
- 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.
 - 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.

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:



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 and the surrounding areas. 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 more sustainable modes of transport, such as electric vans and cargo bikes.
- **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. 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. The Mayor of London is currently exploring the potential for introducing road user charging across London and any proposals for a WPL in Brent would need to link closely to this.



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, we will 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 recent 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 following a recent review, many of these schemes have now been made permanent. 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 and Re-wilding 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 healthy 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.

The Council has recently launched a re-wilding programme, with the aim of 'greening' small pockets of unused land, alleyways and street corners across the borough - such as through the sowing of wildflowers or planting of herbs. Run in partnership with local communities, the programme will help re-invigorate those neglected parts of the public realm and could have a positive impact by reducing anti-social behaviour in areas which are currently seen as grey, run down and uncared for.

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 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.
- **Health and wellbeing:** 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 development 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. We also recognise the need to retain/provide relevant facilities and support for those unable to use alternatives to the private vehicle, such as disabled parking provision.
- **Continuing the bus stop accessibility improvements programme**, to provide passengers with safe, accessible boarding facilities at bus stops, as required under the Equality Act.
- **Providing for taxis and private hire vehicles (PHVs).** In recognition of their role as an important part of the transport offer in Brent, there is a need to ensure taxis and PHVs are catered for appropriately. This includes providing high-quality, accessible taxi ranks at key locations across the borough, such as at stations and major visitor attractions. These modes also have a key role to play in tackling the borough's air quality and climate change challenges and there will be a need to provide more electric vehicle charging points to support the continued roll-out of zero emission capable taxis and to increase the take-up of electric PHVs.
- **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 'Cyclways' programme, including the delivery of Healthy Streets corridor improvements 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.

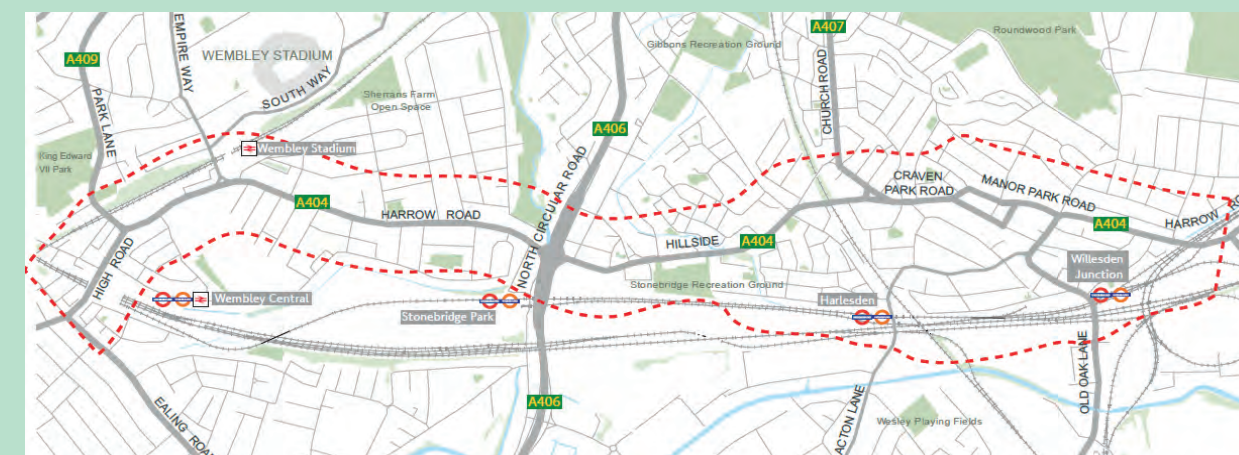
- **Working with developers to ensure that all new developments minimise parking provision for private vehicles and provide for active, efficient and sustainable travel as an integral part of the development proposal.** In particular, car-free development that provides high quality, safe, accessible 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: Wembley to Willesden Junction Healthy Streets Corridor Improvements

The Council is working closely with Transport for London and our local communities on developing proposals for a range of Healthy Streets improvements along a 5km corridor between Wembley and Willesden Junction, with the aim of significantly improving the public realm and conditions for pedestrians and cyclists in the area.

The corridor is one of a number across London which have been identified as having some of the highest potential for walking and cycling but currently lack safe and user-friendly infrastructure. The delivery of this scheme will serve to further improve walking and cycling connectivity within the borough and help promote sustainable mode shift.

The map below highlights the indicative Healthy Streets corridor. Work is continuing on the design of interventions and proposals are still subject to consultation, approval and confirmation of funding.



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.

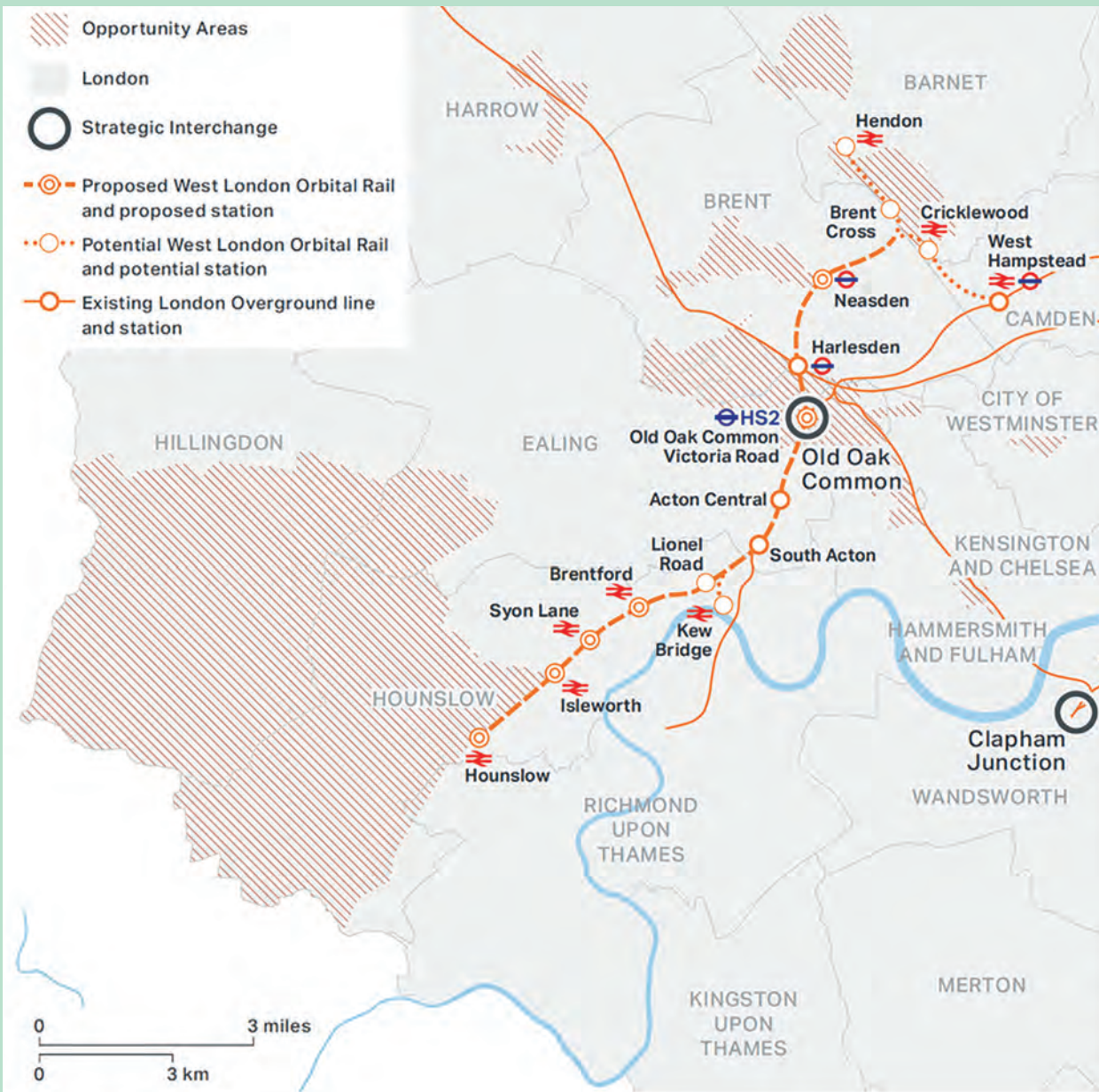
A shared strategic infrastructure priority for West London boroughs, the WLO would boost orbital connectivity in North and West London, unlocking potential for new jobs and

homes, and connecting to existing rail infrastructure including the Jubilee and Piccadilly lines, Crossrail and HS2. The route could potentially provide for up to six 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 2029.

The map below shows the proposed route:

The WLO proposal (as described in Mayor's transport strategy)



TfL Bus Action Plan – what does it mean for bus services in Brent?

Published in March 2022, the Bus Action Plan sets out TfL's vision and priorities for the bus network in the Capital to 2030, with the overarching aim of building an attractive, zero-emission bus service for all Londoners.

The vision for buses

TfL has identified the need for an ambitious approach to the Capital's bus services over the next decade as a means of tackling the climate emergency; avoiding a car-based recovery from the pandemic; complementing walking and cycling in creating Healthy Streets; and enabling London's sustainable growth and development. Investing in the bus network is seen as a quick, fair and cost-effective way to enhance public transport in London, particularly as the network can respond in a flexible way to people's changing travel patterns and lifestyles.

TfL's priority in the short-term is on improving bus journey times, which is seen as the most effective way to make bus travel more attractive to existing and potential users. A programme of smaller scale enhancements, such as improvements to bus stops and shelters, will be delivered alongside this. The focus in the longer-term will be on making bus travel a safe, attractive, affordable and

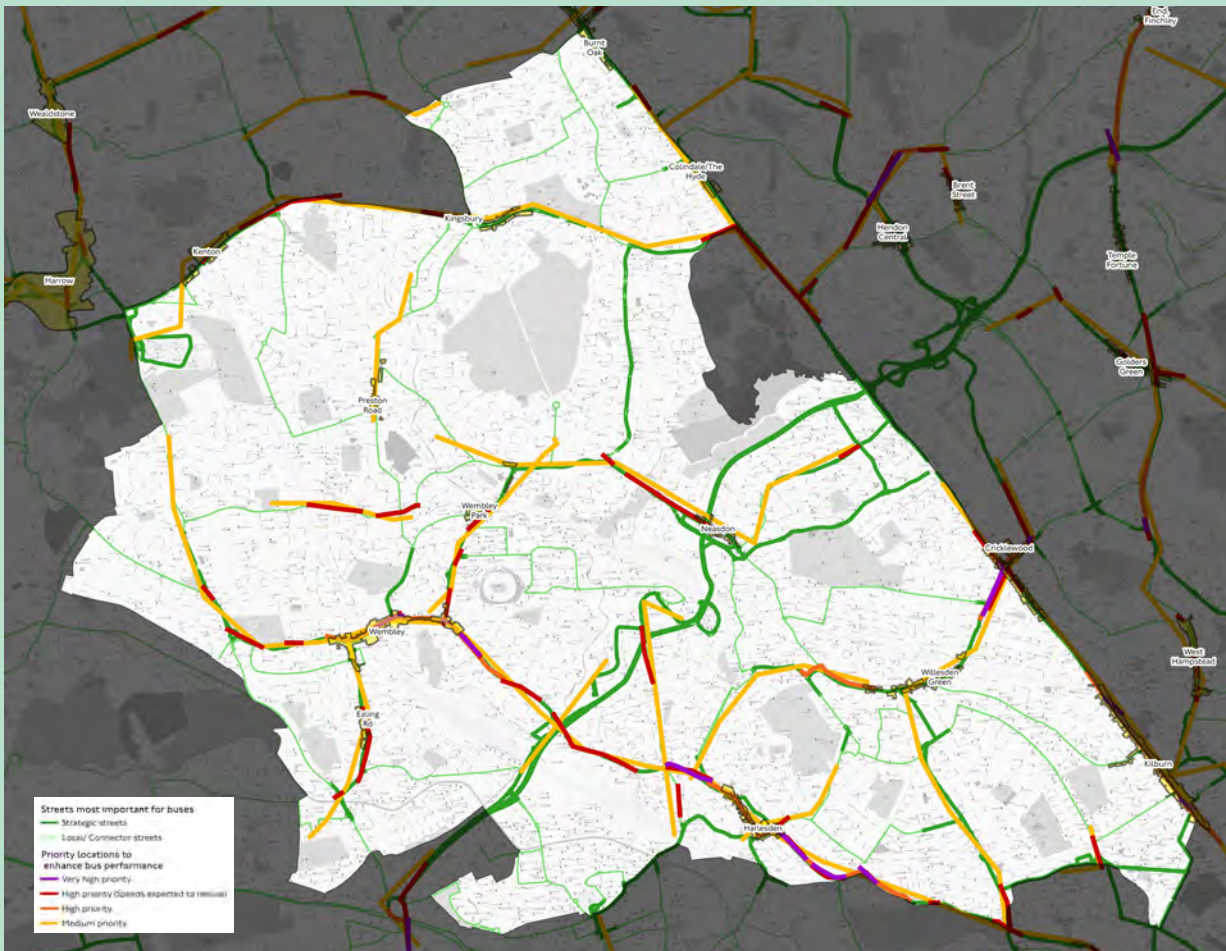
sustainable alternative for more car trips, particularly in outer London. This will be achieved by targeting journey times and re-investing savings to provide new connections.

Implications/priorities for Brent

Details of specific bus initiatives/improvements to be implemented are subject to further discussions and engagement. However, a particular focus is on the delivery of improvements to the bus network and services in outer London, which includes Brent.

A key priority for the Council is improving the provision and quality of public transport services in Brent, which is important for delivering new housing and jobs, improving connectivity to and within the borough and enabling 'Good Growth'. There is a specific need to secure enhancements to the frequency and reliability of bus services; and to make the case for new bus links/services to the borough's growth areas and those locations currently poorly served by public transport. In addition, as part of our aim to reduce traffic and facilitate healthy, sustainable travel in Brent, we will also need to implement further bus priority improvements on the borough road network, particularly along key corridors and at junctions (see map below for details).

Priority locations for bus interventions



Funding sources and prioritising spending

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. A scheme prioritisation tool is currently being developed which will help determine where future investment should be focused.

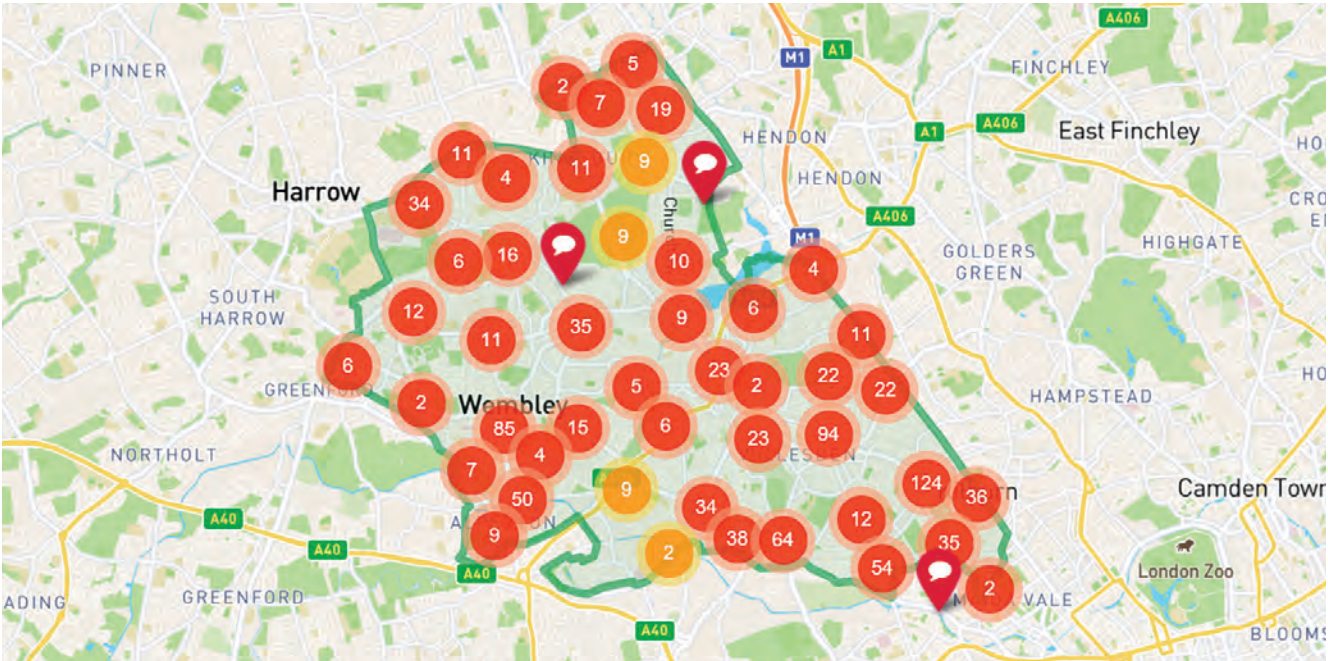
Table 3.1: Delivery Plan – Principal Funding Sources

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">• The Mayor’s Air Quality Fund (MAQF) – to introduce measures to address poor air quality in parts of the borough.• 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.
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">• LIP Corridors, Neighbourhoods and Supporting Measures/Local Transport Fund – c.£1.7million awarded in 2021/22 but reduced allocation anticipated in future years owing to TfL funding pressures.• 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.• 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.• Walking and Cycling Grants London – Similarly on pause, however the programme previously made more than £500,000 available to projects across London. The Council will consider submitting funding bids in future years if it is restarted.• 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.
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">• Active Travel Fund – Grant funding for the introduction of cycling and walking facilities during the recent Covid pandemic. C.£0.6 million awarded in 2020/21, but unclear whether funding stream will continue post-pandemic.• On-Street Residential Charge Point Scheme (ORCS) – Provides grant funding towards EVCP installation costs. C.£0.3 million awarded in 2021/22. This programme is due to be replaced by a £400m Local Electric Vehicle Infrastructure (LEVI) Fund from 2023.• DfT/Energy Saving Trust eCargo bike grant fund – to support the acquisition of eCargo bikes, to support green last mile deliveries.
Other Government Departments	Key funding streams available from the Department for Levelling Up, Housing and Communities (DLUHC) include: <ul style="list-style-type: none">• Housing Infrastructure Fund (HIF) to deliver transport infrastructure as a means of unlocking new homes in the borough (e.g. Northwick Park).• 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. The Department for Environment, Food & Rural Affairs (DEFRA) also provides Air Quality Grants. These are awarded across England to fund local projects for cleaner air. This programme is due to be replaced by a £400m Local Electric Vehicle Infrastructure (LEVI) Fund from 2023.
Brent Council	<ul style="list-style-type: none">• C. £3.5m is currently allocated each year towards footway reconstruction, carriageway resurfacing and other repair and improvement works as part of the Council’s Borough-wide Highways Maintenance Programme.• In 2021 the Council agreed a four-year £15m footways investment programme to be delivered by March 2025.
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 2020/21: <ul style="list-style-type: none">• C.£12.8m of Strategic CIL (SCIL) receipts were received;• C.£8.7m of SCIL was spent on major highways and public realm improvements in Wembley;• Around £0.6m of retained S106 funding was allocated towards the delivery of a range of transport, highways and public realm improvements across the borough.

Involving Brent’s communities and other partners

- 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. We also recognise the need for and benefits of close working with a wide range of partners and stakeholders, including TfL and neighbouring boroughs, to ensure the successful delivery of transport schemes and to meet joint objectives.
- 3.10 To ensure that schemes and initiatives bring about tangible benefits to those areas in which they are introduced and don't disadvantage others, the Council recognises the need to adopt a more collaborative approach to the various stages of design, implementation and monitoring. Only by working closely with residents, businesses and other local stakeholders – 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, inclusive 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.

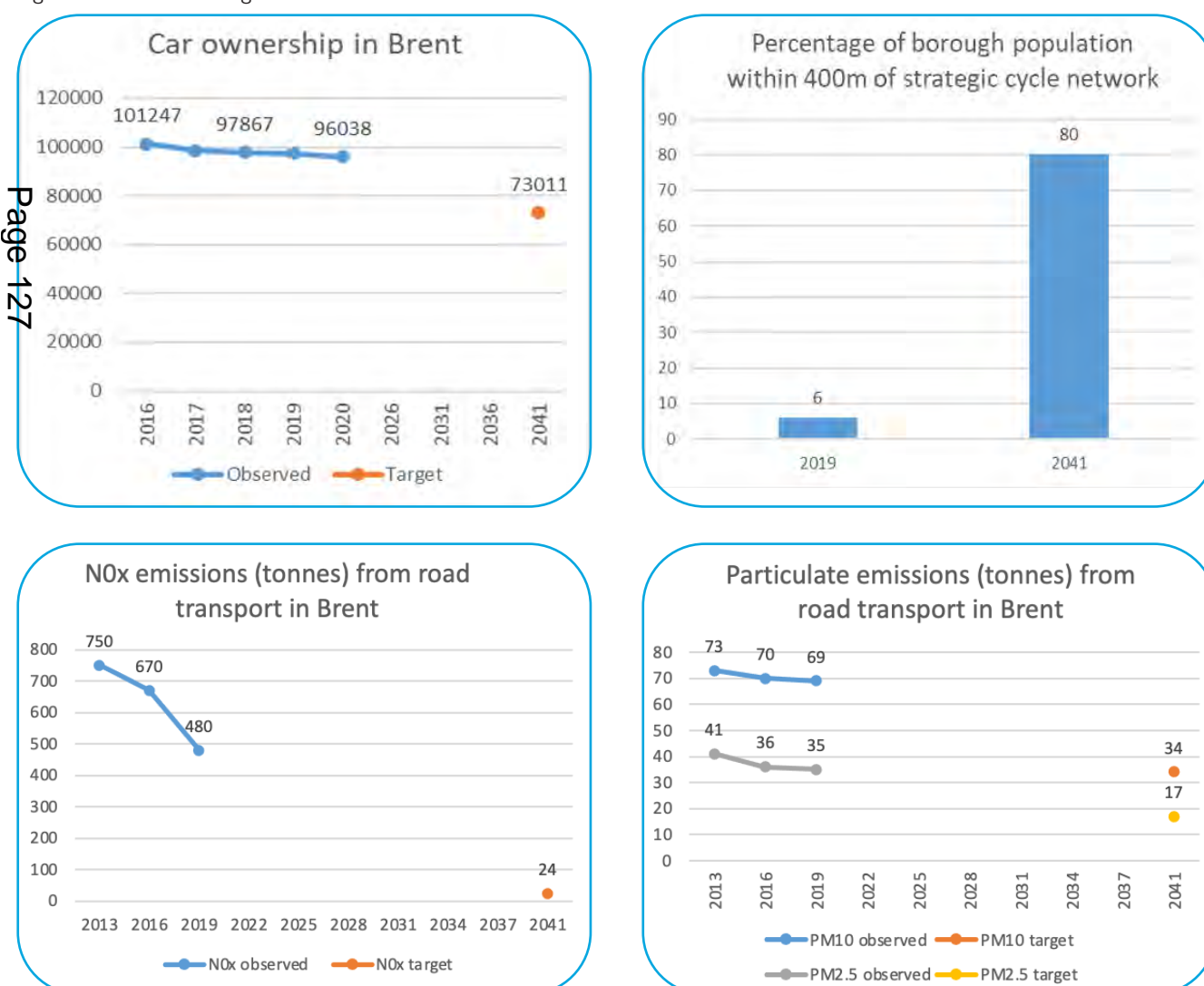
Performance indicators and targets

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 Mayor's Transport

Strategy 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 25%;
- 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%.

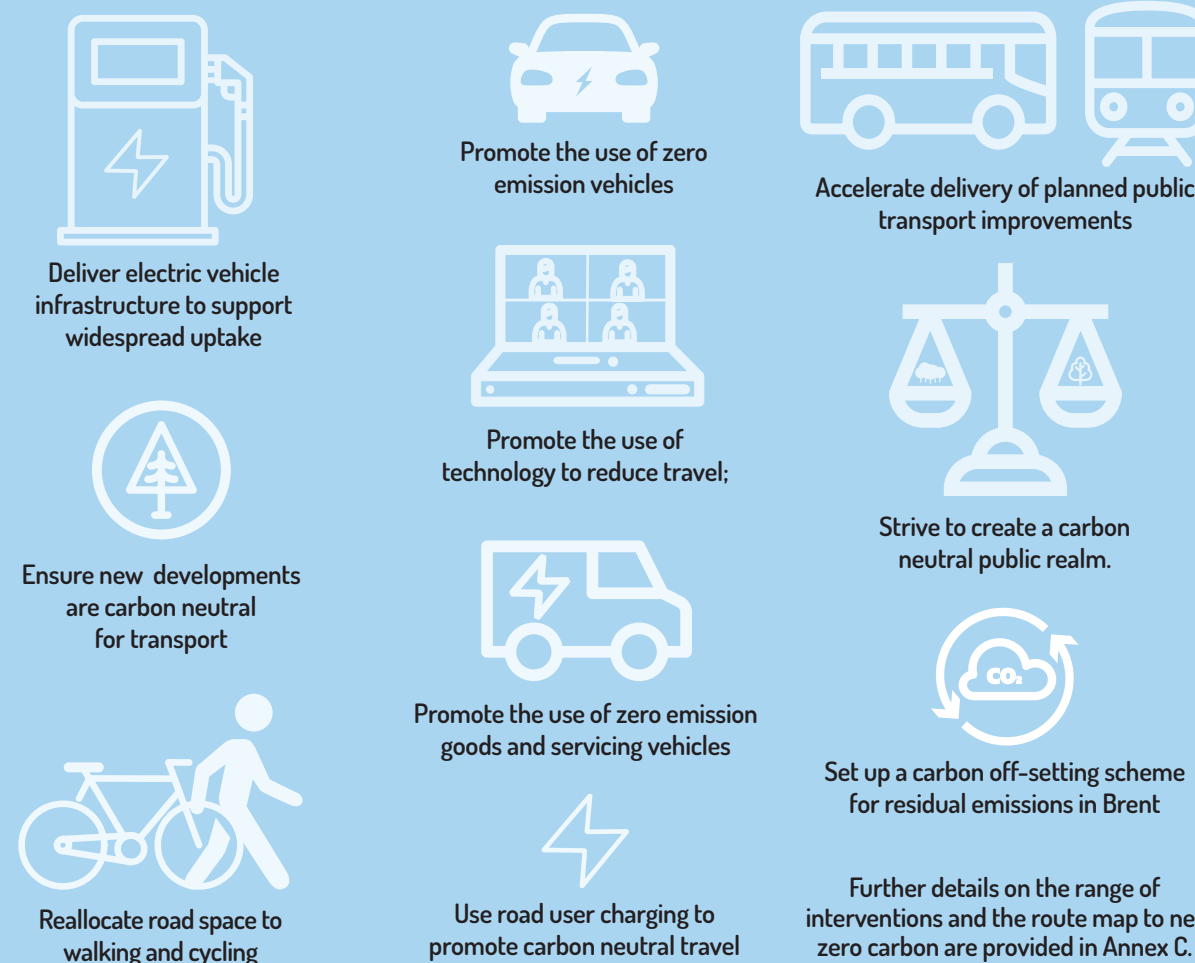
Figure 4.1: Select LTTS Targets



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

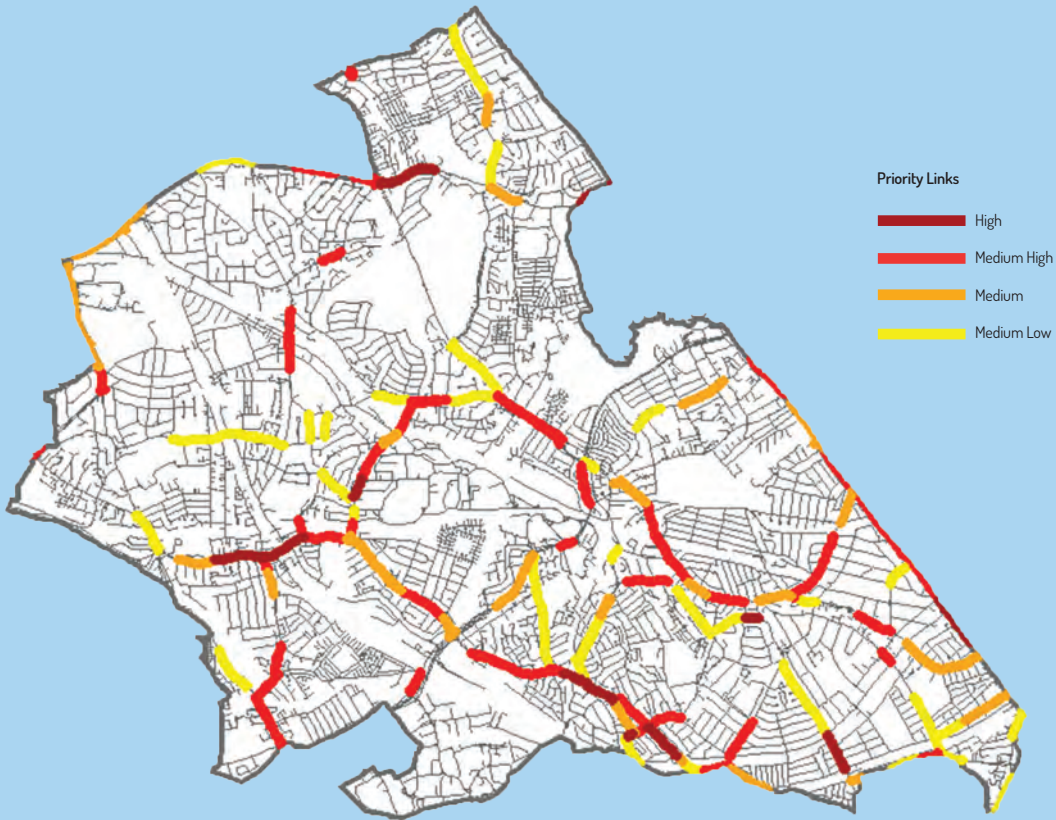
Reducing casualties is at the heart of the Council's approach to road safety, and the number of people killed or seriously injured on Brent's roads continues on a downward trend. However, it is clear that more still needs to be done.

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.

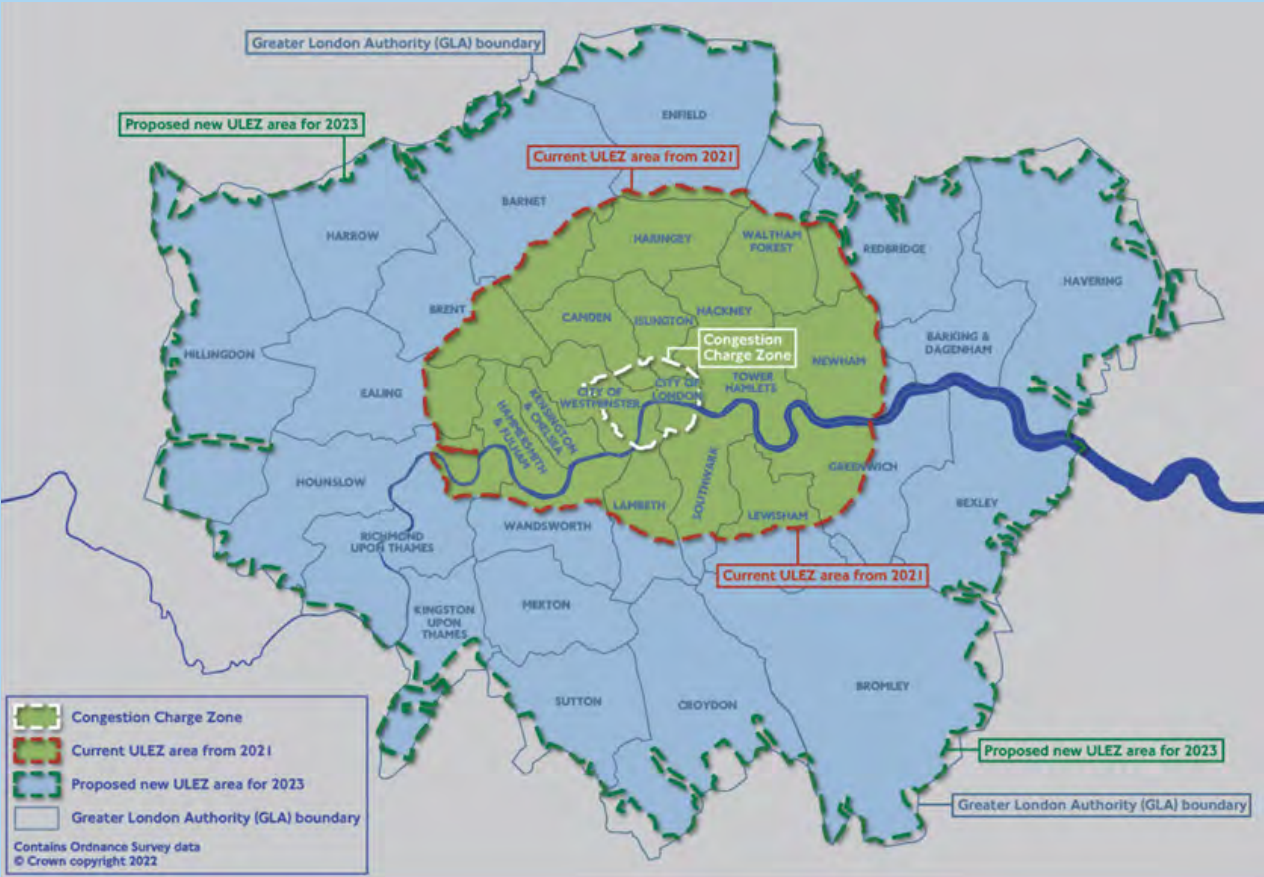
Expanding the Ultra Low Emission Zone – how will it affect Brent?

TfL launched a consultation in May 2022 setting out proposals to expand the Ultra Low Emission Zone (ULEZ) London-wide from 29 August 2023, with the aim of improving air quality and public health, tackling the climate emergency and reducing traffic congestion across the Capital.

Since its implementation in central London in 2019 and the subsequent expansion to inner London in October 2021,

the ULEZ has helped to improve air quality in those areas. Currently, around 92% of vehicles in the existing zone are now ULEZ compliant. However, compliance levels in outer London are lower, at around 82%. The proposals to expand the zone further are an attempt to protect the health and wellbeing of people in outer London boroughs such as Brent, where poor air quality is attributable to a significant number of deaths each year.

Map of the proposed ULEZ expansion area



How will the proposals affect Brent?

Brent is split in two by the current ULEZ boundary, which runs to the North and South Circular Roads. TfL anticipates that the introduction of a London-wide ULEZ, to the current Low Emission Zone (LEZ) boundary, will bring improvements to air quality, resulting in better health outcomes for all Londoners. According to TfL modelling, amongst the benefits the scheme could bring to outer London boroughs, such as Brent, include:

- A 40% reduction in non-compliant car kilometres and a 52% reduction in non-compliant van kilometres;
- A 2.4% reduction in car trips, a 1.7% increase in walking and cycling trips and a 1% increase in public transport trips;
- An estimated reduction in NOx vehicle emissions of 6.9%, and an overall reduction in PM2.5 emissions from road transport of 1.5% – equivalent to eight tonnes of PM2.5;

- An average reduction in NO2 concentrations of 1.6%, with the result that around 340,000 additional people and a further 145 schools would fall in areas meeting the more stringent WHO targets of 20µg/m3.
- In order to help mitigate some of the cost impacts that the introduction of an expanded ULEZ might bring – particularly to those on low incomes, or people with restricted mobility, TfL is proposing to retain a number of existing discounts, exemptions and reimbursements – including exemptions for minibuses used for community transport and wheelchair-accessible private hire vehicles (PHVs). In addition, the Mayor of London is also considering a large-scale and targeted vehicle scrappage scheme to support residents to make the switch to cleaner vehicles.

It is anticipated that a decision on whether or not to progress with the ULEZ expansion will be made by the end of 2022.

Table 4.1: 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 25%	Vehicle kilometres in Brent in given year. Base year 2019	1,098 million	824 million	<ul style="list-style-type: none">• Traffic Management/ Reduction Measures• 'Behaviour Change' Initiatives• Public Transport Initiatives• Cycling/Walking Schemes	<ul style="list-style-type: none">• Requirement for successful partnerships with a range of stakeholders, including schools, residents, businesses and developers.• Need to understand the factors that influence travel choices.• 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.
Reduce car ownership by 25%	Total cars owned and car ownership per household, borough residents. Base year 2019	97,348	73,011		
Increase walking, cycling and public transport mode share	By borough resident – based on average daily trips (2017/18 – 2019/20)	69%	80%	<ul style="list-style-type: none">• Public Transport Initiatives• Cycling/Walking Schemes• 'Behaviour Change' Initiatives• Traffic Management/ Reduction Measures	
Achieve net zero CO2 emissions by 2030	CO2 emissions (tonnes) from road transport within Brent. Base year 2019	196,300	0 (2030)	<ul style="list-style-type: none">• Public Transport Initiatives• Cycling/Walking Schemes• 'Behaviour Change' Initiatives• Traffic Management/ Reduction Measures• Highways/Public Realm Enhancements	
Reduce NOx emissions by 95%	NOX emissions (tonnes) from road transport within Brent. Base year 2019	480	24	<ul style="list-style-type: none">• Cycling/Walking Schemes• 'Behaviour Change' Initiatives• Traffic Management/ Reduction Measures	
Reduce particulate emissions by 50%	PM10 and PM2.5 emissions (tonnes) from road transport within Brent. Base year 2019	PM10: 67 PM2.5: 34	PM10: 34 PM2.5: 17	<ul style="list-style-type: none">• Highways/Public Realm Enhancements	
Increase the proportion of residents participating in active travel	Proportion of borough residents doing at least 20 minutes of active travel a day (2017/18 – 2019/20 average)	31%	70%	<ul style="list-style-type: none">• Cycling/Walking Schemes• 'Behaviour Change' Initiatives• Traffic Management/ Reduction Measures• Highways/Public Realm Enhancements	

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 (2018– 2020 average)	119	0	<ul style="list-style-type: none">• Highways/Public Realm Enhancements• Traffic Management/ Reduction Measures	<ul style="list-style-type: none">• Accuracy of the data recorded. Ability of TfL to reduce casualties on the TLRN.• Level of funding available to the Council.• Buy-in from residents, businesses and other key stakeholders.
Reduce the total number of pedestrian, cyclist and PTW casualties by 80%	All vulnerable road user casualties from road collisions in Brent (2018 – 2020 average)	523	105	<ul style="list-style-type: none">• Cycling/Walking Schemes• 'Behaviour Change' Initiatives	
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">• Highways/Public Realm Enhancements	
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					
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	36%	50%	<ul style="list-style-type: none">• Public Transport Initiatives	<ul style="list-style-type: none">• Availability of funding, including Government, Council and developer funding.• Buy-in from developers and other key stakeholders.
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 2019	6%	80%	<ul style="list-style-type: none">• Cycling/Walking Schemes	
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 2019	7	3.5	<ul style="list-style-type: none">• Public Transport Initiatives• Highways/Public Realm Enhancements	

Proposed LTTS Aims/ Objectives*	Mayor's Transport Strategy (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

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 electric and other zero-emission vehicles	S/M	£/££	✓✓	✓✓		✓✓		✓✓
Introducing selective vehicle management measures	S/M	£/££	✓✓	✓✓	✓✓	✓✓	✓	✓✓
Reviewing existing and exploring additional parking controls	S	£	✓✓	✓✓	✓	✓✓		✓✓
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	£/££	✓	✓✓	✓✓	✓✓		✓
KEY: ✓✓ 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)	Objectives: 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	£	✓✓	✓✓	✓	✓✓	✓✓	✓
Providing for taxis and private hire vehicles	S/M	£	✓✓	✓	✓		✓	✓
Implementing new/improved dedicated cycling and walking links to key destinations	S/M	£/££	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓
Ensuring that all new developments minimise parking provision for private vehicles and 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	£	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓
KEY: ✓✓ 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)	Objectives: 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">Behaviour change campaign to promote ZE vehicle uptakeIntroduce measures to incentivise EV uptakeExpand EV use in car clubsEnsure TfL delivers ZE taxis and PHVs by 2023	<ul style="list-style-type: none">Ensure developers complete and act on DSPsPromote the use of cargo bikesStrengthen ULEZ standards for vans and HGVsIntroduce zero emission streetsEstablish effective coordination of zero emission streets delivery	<ul style="list-style-type: none">Developers to complete and act on DSPsPromote car sharing options at new developmentsEnsure new developments are well-served by public transportEnsure new developments are served by the London-wide cycle network	<ul style="list-style-type: none">Support home working for council employeesPromote the use of local work hubsSupport delivery of 5GSupport delivery of full fibre broadbandTrial new technology solutions in Brent	<ul style="list-style-type: none">Deliver existing plans for ULEZIntroduce zero emission streets	<ul style="list-style-type: none">Temporary measures for Covid-19Accelerate cycle network deliveryAccelerate walking scheme deliveryPromote micro-mobility optionsConvert car parking spacesIncrease delivery of supporting measuresDeliver more cycle parking	<ul style="list-style-type: none">Deliver planned bus priority measuresPromote delivery of West London OrbitalEnsure public transport is accessible to all residentsImprove step-free access in BrentExpand enforcement of bus lane contraventions	<ul style="list-style-type: none">Investigate options for setting up a carbon offsetting scheme in Brent	<ul style="list-style-type: none">Increase the use of LED and smart street lightingConvert on-street car parking spaces to pocket parksAsk TfL to increase TLRN greening	
	Medium term (2024-2026)	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">Introduce ZE council fleetZE council contractorsEnsure TfL delivers ZE busesIntroduce Mobility HubsContinue short term measures	<ul style="list-style-type: none">Trial new ways of managing road and kerbside spaceReview LLCS with London CouncilsAsk TfL to strengthen DSP guidanceContinue short term measures	<ul style="list-style-type: none">Continue short term measures	<ul style="list-style-type: none">Promote peer-to-peer vehicle sharing servicesTrial new ways of managing road and kerbside spaceContinue short term measures	<ul style="list-style-type: none">Introduce workplace parking levyIntroduce new parking standardsExpand ULEZ boundary to whole boroughContinue short term measures	<ul style="list-style-type: none">Expand cycle network beyond planned schemesSeek funding for low traffic neighbourhoodsContinue short term measures	<ul style="list-style-type: none">Continue short term measures	<ul style="list-style-type: none">Publish a carbon offsetting strategy for Brent	<ul style="list-style-type: none">Increase greening and SUDS in new developments / the public realmCreate green corridorsRequest TfL / GLA fundingContinue short term measures
		Long term (2027-2030)	Continue short and medium term measures	<ul style="list-style-type: none">Ask TfL to bring forward use of renewable energy for public transport by 2030Continue short and medium term measures	<ul style="list-style-type: none">Promote delivery and use of micro-consolidation centresContinue short and medium term measures	<ul style="list-style-type: none">Continue short and medium term measures	<ul style="list-style-type: none">Continue short and medium term measures	<ul style="list-style-type: none">Work with TfL to introduce higher standards / charges for ULEZContinue short and medium term measures	<ul style="list-style-type: none">Low traffic neighbourhoods across BrentContinue short and medium term measures	<ul style="list-style-type: none">Continue short and medium term measures	<ul style="list-style-type: none">Invest in a carbon offsetting scheme for transport emissions in Brent

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



Appendix B: EQUALITY ANALYSIS (EA)

POLICY/PROPOSAL:	Brent Long Term Transport Strategy Review – Final Version - October 2022
DEPARTMENT:	Planning and Development Service
TEAM:	Transportation Planning
LEAD OFFICER:	Tim Martin – Transportation Planning Manager
DATE:	12.09.2022

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 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 damaging 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 has undergone a review.

Transport Issues and Objectives

Section 2 of the 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 the overarching strategy 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 growing health and social inequalities and climate change. The recent Covid-19 pandemic has also led to additional challenges, but also provides the opportunity for the Council to explore new ideas.

The 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 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 electric and other 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 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 ambitious 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 25% reduction in car ownership and the volume of traffic on our roads;
- Achieving net zero CO₂ emissions; and reducing NO_x 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 significantly 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 people's health and wellbeing. 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 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 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 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 social 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 social 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 outlined 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

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

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 most vulnerable communities. Transport also has a significant impact on and provides opportunities to address a wide range of other issues, including poor health and social inequalities, climate change and the shaping of the built environment. The recent 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 potential measures to be implemented.

Air Quality

- Road transport is the main source of nitrogen dioxide (NOx) 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 NOx emissions and 30% of PM10 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 electric and other 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.

Health and Wellbeing

- 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 include a range of 'Healthy Streets' corridor improvements between Wembley and Willesden Junction, which will significantly improve conditions for pedestrians and cyclists in the area. 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 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 electric and other 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 kilometers travelled on the borough road network rising from 937 million in 2015 to 1.1 billion in 2019 – a 17% 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 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

Details of impacts identified	<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 electric and other 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 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>
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	<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

Details of impacts identified	<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 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

Details of impacts identified	<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>
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	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.
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SEX

Details of impacts identified	<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

Details of impacts identified	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.
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PREGANCY AND MATERNITY

Details of impacts identified	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
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	as Healthy Neighbourhoods are expected to have a positive impact for this group.
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RELIGION OR BELIEF

Details of impacts identified	Mesures 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

Details of impacts identified	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

Details of impacts identified	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?

<p>A six-week period of public consultation and wider stakeholder engagement was undertaken on the LTTS between 14th February and 27th March 2022, with the aim of ascertaining what people in Brent thought were the main transport challenges facing the borough; and of the measures and interventions contained in the strategy to address them.</p> <p>Over 250 people, from a wide range of locations, backgrounds and different age groups responded to the survey or took part in a series of community engagement sessions, sharing their views and providing valuable feedback. Eight stakeholder groups also responded to the consultation.</p>
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All comments and suggestions received from the various consultation and engagement exercises have been considered carefully and a number of changes to the LTTS have been made as a result. These have included strengthening certain areas of the plan and providing further clarity on some issues/proposals, as well as reflecting recent policy changes and project developments.

Further and ongoing 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 measures and interventions 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 they 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 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 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 approach contained within the Brent Long Term Transport Strategy for delivering improvements to the transport system in the borough to 2041 is adopted, but is kept under regular review.

SECTION D – RESULT

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

A	CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED	
B	JUSTIFY AND CONTINUE THE POLICY/PROPOSAL	X
C	CHANGE / ADJUST THE POLICY/PROPOSAL	
D	STOP OR ABANDON THE POLICY/PROPOSAL	





SECTION E - ACTION PLAN

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


Action	Expected outcome	Officer	Completion Date
Improve involvement and consultation with different equality groups	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.	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 2023

SECTION F – SIGN OFF

Please ensure this section is signed and dated.

OFFICER:	Tim Martin – Transportation Planning Manager  12/09/22
REVIEWING OFFICER:	Ciara Whelehan – Spatial Planning Manager  26/09/22
HEAD OF SERVICE:	Gerry Ansell – Head of Planning and Development Service  27/09/22
OPERATIONAL DIRECTOR:	Alice Lester – Director Regeneration, Growth and Employment  28/09/22

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 Brent	Cabinet 17 October 2022
	Report from the Corporate Director, Resident Services
Highways Capital Maintenance Programme 2022-23	

Wards Affected:	All
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	Three Appendix 1: Highways Maintenance Programme Completed in 2021/22 Appendix 2: Highways Maintenance Programme for 2022/23 Appendix 3: Ward Abbreviations
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Jonathan Westell, Highways Contracts & Delivery Manager 020 8937 3660 jonathan.Westell@brent.gov.uk Tony Kennedy, Head of Service, Highways Management 020 8937 5151 tony.kennedy@brent.gov.uk Chris Whyte Director, Environment & Leisure 020 8937 5342 chris.whyte@brent.gov.uk

1.0 Purpose of the Report

1.1 To approve the Highways Maintenance Scheme Programme for 2022-23.

2.0 Recommendations

- 2.1 That Cabinet approves the proposed Highways Maintenance Scheme Programme 2022-23 as detailed in Appendix B.

Detail

3.1 Summary

- 3.1.1 In 2021/22, £3.5m of Brent Capital and £1.67m of the Recovery fund was allocated to improving the condition of Brent's footways, roads and highway structures, which resulted in the resurfacing of around 4.0 miles of road and the reconstruction of about 7 miles of footway. This equates to about 1.3% of the road network and 1.3% of the footway network (see Appendix A for details).
- 3.1.2 In addition, up to the end of 2021/22, £18.5m of Brent Capital has been spent improving the condition of Brent's footways as part of the £20m footway improvement programme. At the time of writing (August 2022), the programme is complete, apart from the Kilburn High Road Project for which £1m of the £20m has been set aside. It is estimated that once that is complete, around 45 miles of footway will have been resurfaced, which equates to about 8.5% of the footway network.
- 3.1.3 In previous years, in addition to £3.5m of Brent capital, TfL would add funding for Principal Road (A-road) improvements. However, in November 2017 TfL published details of their new five-year Business Plan and between 2018/19 and 2019/20 investment in proactive planned renewals on both the Borough Principal Road Network (BPRN) and TfL Road Network (TLRN) was "paused", with only very limited funding available across London; Brent received no funding in 2018/19 and 2019/20. In 2020/21, Brent received £239,000 of TfL funding to resurface Willesden Lane (Sidmouth Road to Coverdale Road). No funding from TfL was received for 2021/22, and none has been allocated to Brent for 2022/23 either.
- 3.1.4 The council has decided to invest a further £15m over the next four years into planned maintenance. It is intended to deliver £2m of that in this year 2022/23, and the remaining £13m over the following three years. Because of the relatively poor condition of the Principal Road network, it is intended that £4m of the £15m be spent on Principal Road maintenance (i.e. £1m a year over the next four years), with the remainder being spent on footway reconstruction. The complete footway programme for the remaining three years (2023/24, 2024/25 and 2025/26) will be presented to the Cabinet Member for Environment, for Delegated Approval, in March 2023. All Ward Councillors will be invited to nominate five roads and five footways, considered the priorities for their respective ward, which will be fed into our prioritisation process.
- 3.1.5 This report sets out recommendations for how Brent's base £3.5m capital budget, plus the £2m extra, should be allocated during 2022/23 through prioritised programmes of:
- Major road resurfacing;
 - Preventative maintenance for roads including Injection patching

- Major Footway reconstruction
- Improvements to Highway Structures & drainage
- Improvements to the public realm, and
- Renewal of Road Markings

3.1.6 The programmes are drawn up using Brent's Highway Asset Management Planning (HAMP) approach, which provides a systematic long-term methodology for maintaining the borough's highways. The HAMP approach, started in 2014/15, delivers better value for money through adoption of a forward thinking maintenance plan. Preventative maintenance is being proposed with an injection-patching programme for carriageways.

3.1.7 We have taken advantage of new technology to improve our asset condition data collection. For carriageways, a video survey of the whole borough can be completed in a week. The rapidity of this survey method means that we can have comprehensive and up-to-date road defect data and so can target repairs much more effectively, as well as automatically picking up other useful inventory and condition information.

3.1.8 The Highways & Infrastructure service are keen to play an ever-increasing role in reducing carbon and other greenhouse gas emissions from within our remit.

3.2 *Last Year's Highways Maintenance Investment 2021/22*

3.2.1 In 2021/22 Brent's annual highways maintenance investment programme consisted of £3.5m base Brent capital funding, plus £1.67m from the Recovery fund (works that overlapped into 2022/23). This was used to maintain Brent's carriageways, footways and highway structures. Appendix A provides details of the works delivered, which resulted in (amongst other things) around 4.0 miles of roads being resurfaced and 7 miles of footways being reconstructed.

3.2.2 Additionally by the end of 2021/22, a cumulative total of £18.5m of the £20m footway improvement programme had been spent; this programme started in November 2019.

3.3 Managing Highways Assets

Brent's Highway Assets

3.3.1 Highway infrastructure is the most visible, well used and valuable physical asset owned by the Council. The latest value of Brent's asset is estimated at around £4.5bn and includes:

- 505 km (315 miles) of roads;
- 847 km (529 miles) of pavements;
- 90 bridges and structures;
- 20700 road gullies;
- 10,000 street trees; and
- 22,848 streetlights and other illuminated street furniture.

Asset Condition Surveys

- 3.3.2 We have taken advantage of new technology to improve our asset condition data collection. Now, for carriageways, a video survey of the whole borough can be completed in a week, much quicker than a traditional manual survey. The survey is undertaken from an ordinary car using a standard mobile phone. The innovative part is that Artificial Intelligence (AI) software then scans the images, quickly and reliably identifying defects and categorising them into types.
- 3.3.3 Being quick, this survey method means we can progress repairs at pace; from the start of borough-wide video survey, through data analysis, to a programme of pothole repair works commencing on the ground can be as little as three weeks. The rapidity of this survey method means that we have comprehensive and up-to-date road defect data and so can target repairs (e.g. injection patching) much more effectively.
- 3.3.4 The video survey has other benefits; officers can interrogate the images to see exactly why one section is showing up “red” condition; inventories of traffic signs (temporary and permanent) are collected automatically; and the system can (for instance) identify faded road markings, allowing us to produce a comprehensive intelligence–lead prioritised refresh programme much more efficiently.
- 3.3.5 The video surveys are currently vehicle mounted, so traditional Detailed Visual Inspections are still required for footways. We survey 50% of the footway network per year as we believe this is a good balance between cost and data quality; the overall condition of a footway does not tend to deteriorate rapidly in the same way a road can do, when it’s subject to a bad winter and heavy traffic. Here, though we are also making improvements to data; this year we have started to collect grass verge inventory and condition data, so (although it is a snapshot) we can see just how many of our grass verges are damaged through vehicle overrun, inconsiderate builders and illegal crossovers.
- 3.3.6 It is proposed to utilise up to £100,000 of Brent capital funding to undertake asset condition surveys and analysis during 2022/23. These surveys assist us in managing the asset by providing data on the long-term deterioration of the network and help us draw up prioritised works programmes.

Structural Asset Condition

- 3.3.7 The table below sets out the condition of Brent’s roads by indicating the percentage of each length of road type where maintenance should be considered.

Year	% of roads where maintenance should be considered		
	A class roads	B and C class roads	Unclassified roads
2008/2009	8%	9%	23%
2009/2010	11%	9%	23%
2010/2011	9%	7%	27%
2011/2012	9%	6%	26%
2012/2013	8%	9%	20%
2013/2014	13%	11%	21%
2014/2015	16%	16%	21%
2015/2016	6%	10%	21%
2016/2017	6%	5%	24%
2017/2018	22%	7%	21%
2018/2019	6%	7%	18%
2019/2020	14%	10%	14%
2020/2021	17%	14%	9%
2021/2022	22%	16%	8%

3.3.8 The Classified road network has deteriorated in condition, with A roads worsening from 17 to 22% in need of maintenance and B&C roads likewise going from 14 to 16%. The A road performance reflects the lack of LIP funding over recent years. Unclassified roads make up 80% of all borough roads and from the latest surveys, and their condition has again seen an improvement (marginal this time), to only 8% of Brent's unclassified roads now in need of substantial maintenance. This reflects the increased budget for road resurfacing in 2019/20 and 2020/21 as the footway allocation within the £3.5m normally used for footways was "repurposed" for extra carriageway maintenance in those years. The extensive injection patching programmes 2019-2022 no doubt helped the carriageway condition

3.3.9 The overall footway condition has substantially improved from 47% in 2018/19 to 38% in 2021/22; this reflects the substantial impact made by the £20m footway improvement programme. Though the condition has dipped from 33 % in 20/21 (which may be in part due to inherent margins of error in visual surveys), the trend is still one of improvement.

3.3.10 As time goes on roads and pavements that are currently in good condition will deteriorate, just like any physical asset such as a house or a vehicle. To keep on top of the deterioration of our asset the council must invest continually in maintenance.

Highways Asset Management & Scheme Prioritisation

3.3.11 To improve the way the council maintains its highways, the council adopted the Highway Asset Management Plan (HAMP) in February 2014. The HAMP sets out a strategy based on the need to repair our assets on a regular basis, before they fail, to extend their lifespans and reduce repair costs long-term, and provide the best value for money for the Council.

3.3.12 The strategy initially involves introducing a programme of major resurfacing works along with preventative maintenance, which takes the form of thin

surface treatments (to seal roads against water ingress) and injection patching (to slow down the rate of deterioration)

3.3.13 During 2021/22, the network has been assessed to determine the current condition of both roads and pavements. A range of factors is then taken into account to define priorities for maintenance.

3.3.14 The factors taken into account come under two broad headings, “Treatment Benefit” for network condition and “Prioritisation benefit” for all the other factors. Scores are given according to each of the factors and the total score gives the relative priority for maintenance of one road against another.

Treatment Benefit - from Network Condition

In order to create analytical models to understand maintenance needs, firstly we define how the asset will deteriorate if no remedial action is taken. This can be done in a number of ways, one of which is using historical condition data. The next thing is to define the remedial treatments to counter that deterioration. Specific treatments could be 20mm resurfacing, 40mm resurfacing or reconstruction for a carriageway.

Defined data is used to identify the suitable remedial treatments to be applied to each scheme and are obtained from the combination of condition triggers required for each treatment.

The system then analyses the maintenance rules over subsection lengths (e.g. 10m, 20m) of carriageway or footway. For each subsection, from the condition surveys it identifies the treatment required. It then merges treatment subsections together into “schemes”. A “Benefit Cost Ratio” (BCR) is calculated for each subsection, which is the expected improvement in condition (i.e. the Benefit) versus the cost of treatment. This is then averaged over the total length of road surface identified as needing maintenance, to get the “Average Treatment Benefit”

Prioritisation Benefit

Scores for each of the following Prioritisation factors are calculated, weighted according to both the relative importance of each factor, and the total length of required maintenance (“treatment length”) identified within a road, to get the Prioritisation Benefit score.

- ***Claims Priority***

Roads with a recent history of public accident claims for loss or damage on the highway (on the footway or carriageway as appropriate) are allocated a score in this category. The number of accident claims in a road is divided by its length, so that roads of different lengths can be compared on an equal basis.

- ***Defects Priority***

Roads with a recent history of reactive maintenance defects identified (on the footway or carriageway as appropriate) are allocated a score in this category. Reactive maintenance defects could be potholes or pavement trips, and are identified through either reactive safety inspections in response to customer

reports or scheduled safety inspections. The number of defects in a road is divided by its length, so that roads of different lengths can be compared on an equal basis.

- ***Nominations Priority***

Roads, which have been named in that year's round of Councillor Nominations, are allocated a score in this category

- ***Hierarchy Priority***

Brent footway and carriageway hierarchies have been determined according to the principles in the industry Code of Practice "Well Managed Highway Infrastructure" by Metis Consultants Ltd. A network hierarchy based on asset function is the foundation of a risk-based maintenance strategy. The hierarchy takes into account current and expected use, resilience, and local economic and social factors such as industry, schools, hospitals and similar, as well as the desirability of continuity and of a consistent approach for walking and cycling.

3.3.15 Apart from Classified roads, which by their nature can be quite long, the programmes are often drawn up on a whole road basis. This means a section of road in relatively good condition may be resurfaced if it is on a street where the rest of the road needs maintenance and it would be illogical, or impractical, not to resurface the whole street.

3.3.16 Our Asset Management software uses the Council's condition survey data to produce annual road and footway maintenance programmes, including suggested treatments, for defined budgets to give optimum condition, taking into account deterioration of asset. Officers use this function of the AM tool to draw up programmes for:

- Major resurfacing programme for B, C and unclassified roads;
- Preventative maintenance for unclassified roads (both thin surfacing and injection patching programmes)
- The footway resurfacing programme.
- Road-marking refresh programme

3.3.17 Priorities for Principal Road resurfacing programmes have been determined solely by structural condition as that is the basis that TfL accept bids for funding.

Preventative Treatments and Innovation

3.3.18 Thin surface treatments used in preventative maintenance is appropriate where the deterioration in the surface (as measured by highway condition survey data) has not yet resulted in problems with the underlying structure of the road. Similarly, major resurfacing is required when deterioration has progressed further and so more extensive (and more expensive) repairs are necessary.

3.4 Highways Investment during 2022/23

3.4.1 Carriageway Works

- a) The 2022/23 carriageway maintenance programme is shown in Appendix B. Roads have been prioritised from the results of an independent network condition survey, also considering roads against the wide range of factors noted above, and with an engineer's assessment from a site visit. Appendix C gives the key to the Ward name abbreviations used in Appendix B
- b) In summary the proposed carriageway works programme includes:

Carriageway works programme 2022/23	£000
Major resurfacing of B, C & unclassified roads; Preventative maintenance unclassified roads	1,535
Carriageway Short Sections	150
Injection patching	250
Renewal of Road Markings	50
£15 m - Major resurfacing of Principal ("A") roads	990
Total	2,975

Principal Road Network Funding

- c) In previous years, in addition to £3.5m of Brent capital, TfL would add funding for Principal Road (A-road) improvements. However, in November 2017 TfL published details of their new five-year Business Plan and between 2018/19 and 2019/20 investment in proactive planned renewals on both the Borough Principal Road Network (BPRN) and TfL Road Network (TLRN) was "paused", with only very limited funding available across London; Brent received no funding in 2018/19 and 2019/20. In 2020/21, Brent received £239,000 of TfL funding to resurface Willesden Lane (Sidmouth Road to Coverdale Road). No funding from TfL was received for 2021/22, and none has been allocated to Brent for 2022/23 either.

Injection patching

- d) In summer 2018, a successful pilot programme of injection patch repairs was carried out on unclassified roads (side roads). With this process, a large number of potholes can be treated quickly. A pothole repair can be done in about two minutes – the normal time it usually takes a conventional repair gang to do the job would be 10-15 minutes. The programme went very well, with a large number of defects being fixed across the borough in a short space of time, with minimal disruption and at about 64% of the cost (£35) of a conventional planned repair (£55*) and 40% of the cost of a conventional reactive repair (£87*) [*2022 Alarm Survey , London figures]
- e) Though it should be pointed out that the process does not claim to provide repairs as long-lasting as traditional patch repairs, many repairs have indeed

turned out to be durable, and there is no doubt that injection patching is a useful addition to our palette of repair types.

- f) Given this success, in 2019/20, a two-year contract was and a programme of repairs was carried out with a £500,000 annual budget to deliver a borough wide programme of injection patching pothole repairs.
- g) The previous two-year injection-patching contract has now expired, and a new two-year contract was procured in summer 2021. As last winter 21/22 was again relatively mild, the amount of rapid road surface deterioration we have experienced this spring has been reduced. This consideration leads officers to propose a budget for this year to £250,000.

Carriageway Short Sections

- h) Short lengths of carriageway that are in poor condition can cost a significant amount in reactive maintenance repairs, as well as being a cause of accident claims. It is therefore proposed to invest £150k of this year's overall budget to resurface short sections of carriageway. The programme will be determined "in-year" according to priorities at the time.

3.4.2 Footway Repairs

- a) The overall footway condition has substantially improved from 47% in 2018/19 to 38% in 2021/22; this reflects the substantial impact made by the £20m footway improvement programme. Though the condition has dipped from 33 % in 20/21 (which may be in part due to inherent margins of error in visual surveys), the trend is still one of improvement.
- b) To carry on the practice established during the £20m footway improvement programme, for roads where the existing footway (including vehicle crossings) is all bituminous surfacing, that for the improvement works concrete blocks will be used on vehicle crossings and at street corners. This will provide consistency across all highway footway schemes in the borough.
- c) Short lengths of footway that are in poor condition can cost a significant amount in reactive maintenance repairs, as well as being a cause of accident claims. It is therefore proposed to invest £150k of this year's overall budget to resurface short sections of footway. The programme will be determined "in-year" according to priorities at the time. Cabinet Members will be able to have an input but the footways suggested would need to correspond with a "red" on the condition data.
- d) The council has decided to invest a further £15m over the next four years into planned highway maintenance. It is intended to deliver £2m of that in this year 2022/23 (Approximately £1m to footway improvements and £1m to A road resurfacing), and the £13m remainder over the following three years. The entire programme for the £13m remainder will be presented for Delegated Approval to the Cabinet Member for Environment in March 2023.

3.4.3 Investing in Public Realm

This year it is proposed that the Public Realm programme will continue with an allocation of £0.125m. The works will be to strengthen and protect footways and soft verges, particularly at junctions, to mitigate the effects of vehicle overrun.

3.4.4 Reducing the risk of flooding in Brent

Implementation of Sustainable Drainage Systems (SuDS) within our Developments

- a) Since the introduction of the Flood & Water Management Act 2010, the Highways & Infrastructure service assesses every major development within the borough to ensure that each is in accordance with the London plan for sustainable drainage. So, each development will have at least a 50 % reduction in surface water discharge from the current level, which will incrementally decrease the volume of flow entering the sewer system during any rainfall event which will start to reduce significantly highway flooding.
- b) To accompany the reduction in discharge, we ensure that each development incorporates SuDS infrastructure such as green roofs, blue roofs and permeable paving that provides amenity for our residents, reduces carbon outputs, and enhances biodiversity.

Flood risk alleviation schemes

We are currently looking at hydraulic modelling to assess the prime areas of flooding within the borough and are looking at new opportunities to implement new schemes in order to alleviate flooding, provide amenity, and increase our biodiversity and lowering our carbon outputs

Watercourse Maintenance

We manage the non-statutory main rivers within the borough and undertake inspections and maintenance to ensure that the watercourses are able to attenuate rainfall flows sufficiently and prevent “fluvial flooding” This occurs when the water level in a river, lake or stream rises and overflows onto the surrounding banks neighbouring land. By contrast, a pluvial flood occurs when an extreme rainfall event creates a flood independent of an overflowing water body

Flood Risk Management strategy

Following extensive flooding in 2007, the Government gave powers and responsibilities to local authorities enabling them to manage flood risk more effectively. The Flood Risk Regulations 2009 and the Flood and Water Management Act 2010, have increased the statutory responsibilities of unitary authorities such Brent Council, which has a new role as the Lead Local Flood Authority (LLFA) for the borough.

The Flood Risk Regulations 2009 introduced duties onto Local Lead Flood Authorities (LLFAs) to prepare preliminary assessment reports, to identify Flood Risk Areas and to prepare a Flood risk Strategy. The Flood and Water

Management Act 2010 aims to provide better, more comprehensive management of flood risk for people, homes and businesses

This strategy builds on the work already carried out and details what actions the Council and other key stakeholders are taking to manage flood risk in Brent. The Strategy has five objectives:

- Improving the understanding of flooding risks In Brent
- Reducing the risk of flooding for people and businesses in Brent.
- Providing clear information on the roles and responsibilities of everyone involved in flood risk management in Brent
- Ensuring that emergency plans and responses to flood incidents in Brent are effective.
- To take a sustainable and holistic approach to flood management, seeking to deliver wider environmental and social benefits

This strategy is now due for review, and it is intended to carry out this review in 2022/23 as part of this year's work programme.

Gully Cleansing

- a) We prioritise gully cleansing to prevent local flooding, with both scheduled and reactive gully cleansing activities taking place. There are approximately 20718 road gullies in the borough, which are cleaned as part of a cyclic maintenance. The cleaning cycle includes:
- High-priority (regularly blocking) gullies cleaned every six months;
 - 1,300 medium-priority gullies cleaned each year; and
 - 14,688 gullies cleaned every twelve months as part of a rolling programme.
 - 18,874 gullies cleaned every eighteen months as part of a rolling programme
- b) The cleansing frequencies depend on the likelihood of gullies filling up with silt. Monitoring of the contractor FM Conway's performance continues and the contractor has remained on programme. Hard to reach gullies (i.e. where there are parked cars over them, or on busy corners) are subject to repeat attendance until cleaned; if necessary other measures (e.g. suspending parking bays) will be considered where necessary.
- c) Gullies are also cleaned on a reactive basis in response to reports from members of the public or Councillors of blocked gullies.
- d) We implement small scale schemes to address localised flooding problems such as broken gullies or gully pipes, or localised gully capacity problems. Larger scale capacity problems are within the remit of Thames Water who are responsible for the main drainage system. Whilst maintenance helps, rainfall flows that are greater than the capacity of the network will still result in localised flooding. This flooding will normally dissipate away down the drains given time.

3.4.5 Improving Brent's bridges and structures

- a) The Council are responsible for 90 highway structures, including 60 bridges, 13 retaining walls and 17 culverts. The majority of bridges are small structures spanning brooks. Funding for bridge maintenance is normally allocated by Transport for London on a regional priority basis.
- b) The proposed schemes include desk studies, special inspections, feasibility/ options studies, assessments in order to get an informed decision for subsequent design stages and implementation of construction work. These activities are being undertaken in accordance to current design standards/ guidance documents and CDM Regulations, taking into account the public and site personnel safety and the environment. Applications via BridgeStation for LoBEG funding are also being submitted for schemes that are eligible, though we have not been allocated any LoBEG funding in 2022/23.
- c) The Council's £76k revenue budget will be used for the 2022/23 Inspection programme and providing highway structures consultancy support.
- d) In 2022/23, the £0.45m Brent capital will be used for various highway structures and drainage tasks to be decided according to in-year priorities.

3.4.6 Renewal of Road markings

- a) Up until 2015/16 no funding was allocated for the systematic renewal of road markings. However, following on from the practice started in 2015/16 officers recommend the continuation of a £50,000 annual renewal programme. This programme will be drawn up using the video condition survey and as prioritised by the asset management system.
- b) Renewal of those road markings, which are required for enforcement, are managed by the Parking & Lighting Service.

3.5 Climate Change

The Challenge is Now

- 3.5.1 The Highways & Infrastructure service are keen to play an ever-increasing role in reducing carbon and other greenhouse gas emissions from within our remit. The industry code of Practice "Well Managed Highway Infrastructure" recommends:

"The effects of extreme weather events on highway infrastructure assets should be risk assessed and ways to mitigate the impacts of the highest risks identified."

[Recommendation 21]

"The impact of highway infrastructure maintenance activities in terms of whole life carbon costs should be taken into account when determining appropriate interventions, material and treatments." [Recommendation 32]

- 3.5.2 It is important that decision making in highways asset management be taken with these recommendations in mind. At the same time, London Boroughs

should work to ensure that the Mayoral policy of London being carbon neutral by 2030 is achieved.

3.5.3 Thereby reduction of CO₂ in highway interventions needs to be assessed, understood and mitigated through:

- a) Reduction of carbon in the production of materials
- b) Reduction of carbon in transportation of materials to site
- c) Reduction of carbon in installation
- d) Reduction of waste generated from site
- e) Extension of life of the assets ensuring resilient materials are used that withstand climate change and deliver a service to society in the longer term.

Common Aims with Asset Management

3.5.4 The challenge of reducing carbon footprint for the maintenance of the highways asset dovetails well with the aim of highways asset management; which is to have a structured approach to managing assets effectively and minimise the whole life cost of the asset whilst delivering the required levels of service.

Given that our aim is to minimise ongoing maintenance; all maintenance has its carbon footprint and so by minimising maintenance - especially by increasing planned maintenance (which is by its nature more cost effective) and thereby decreasing the need for reactive maintenance – we also decrease carbon emissions.

What we are doing already

3.5.5 On a regular basis councils are reporting carbon efficiencies in schemes and contracts and works on various industry magazines. Currently our approach can be encapsulated by the watchwords ***Reduce, Reuse and Recycle:***

Reduce – the most desirable of the three: we reduce the ongoing maintenance through asset management, and use resilient materials in our footways and carriageways to be fit for the challenges of today. This approach needs to cover all schemes in the public realm, such as town centre refurbishments, to make sure they do not become maintenance liabilities. Warm-mix asphalt has many benefits over standard bitumen including reduced emissions (up to 30% & 50% at the point of mixing & laying respectively), reduced overall costs, improved Health & Safety and enhanced technical performance. Our preventative maintenance programmes reduce the need for more intrusive and costly maintenance

Reuse – the next desirable is reusing materials where possible. For example, during footway improvement works wherever possible we reuse the existing granite kerbs, instead of shipping in completely new kerbs from places like Portugal or China

Recycle – lastly, if reducing or reusing is not possible, at least recycle. It is standard practice now amongst contractors to recycle as many material arisings from highway works as possible, and turn it into granular fill, which can be used

in the foundations of footway and carriageway construction. Often recycle rates are well over 90%.

4.0 Financial Implications

- 4.1 The table below summarises the actual and proposed allocation of Brent capital funding for highways maintenance during the years 2020/21 - 2022/23:

Schemes	2020/21	2021/22	2022/23
	(£ 000)	(£ 000)	(£ 000)
BRENT BASE CAPITAL ALLOCATION			
Major resurfacing of B, C & unclassified roads; Preventative maintenance unclassified roads	2,120	1,058	1,535
Carriageway Short Sections	150	150	150
Injection patching	500	250	250
Injection Patching Traffic Management	25	Included above	Included above
Highway Structures (*& Drainage)	500	450	450*
Improvements to the public realm	125	105	125
Condition Surveys & Analysis	30	50	100
Renewal of Road Markings	50	50	50
Major Footway Works	0	1,387	690
Footway Short Sections			150
Sub-total Base Brent Capital	3,500	3,500	3,500
£20 m Major Footway Resurfacing, Refurbishment of Local Shopping Parades, Major Town Centre Refurbishments	9,984	3,934	
Recovery Funding		1,821	
£15 m - Major Footway Resurfacing			1,010
£15 m - Major resurfacing of Principal ("A") roads			990
Sub-total Major Footway Investment	9,984	5,755	2,000
TfL Funding for Principal Roads	239	0	0
TOTAL HIGHWAY MAINTENANCE PROGRAMME	13,723	9,255	5,500

- 4.2 The £3.5m annual Brent Capital is used for the maintenance of carriageways, footways and highway structures, excepting 19/20 and 20/21 when the £20m footway improvement programme was in full flow and the £3.5m was allocated to carriageways and structures only. Priorities are identified over time in preparation of the future programme of works.
- 4.3 It is proposed to utilise up to £100k of the £3.5m Brent Base Capital to undertake condition surveys and analysis during 2022/23. These surveys will assist preparation of a long-term asset management programme.

- 4.4 The annual £3.5m is funded through a revenue contribution to capital and the investment of £15m will be funded through council reserves.

5.0 Legal Implications

- 5.1 Section 41 of the Highways Act 1980 places a duty on the council as highways authority to maintain the public highway. The Highways Maintenance Scheme Programme 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.

6.0 Equality Implications

- 6.1 The proposals in this report have been subject to screening there are considered to be no equalities implications that require full assessment. The works proposed under the highways main programme do not have different outcomes for people in terms of race, gender, age, sexuality or belief.
- 6.2 In addition, the design criteria used in all highway work does take note of the special requirements of various disabilities. These will take the form of levels and grades associated with wheelchair users, for example road crossing points, and for partially sighted / blind persons at crossing facilities. The highway standards employed are nationally recognised by such bodies as the Department for Transport. This programme of works continues the upgrade of disabled crossing facilities at junctions, which were not constructed to modern day standards. All new junctions are designed to be compliant at the time of construction.
- 6.3 Strengthened areas of footway are far less susceptible to damage and will therefore aid the movement of pedestrians that may find it difficult to walk on uneven pavements.
- 6.4 Officers will make sure accessibility ramps are provided to aid wheelchair users and those with prams. Officer will make sure high visibility barriers and tapping rails are provided to allow those with visual impairments to negotiate the works as they are in progress.
- 6.5 Officers will make sure of the visibility of the required signage, also where temporary work is being carried out.
- 6.6 Officers will monitor of the quality of the work to ensure that the finished surface is to specification and does not form a mobility hindrance; and that signage and road markings are correctly provided as aid to movement.

7.0 Consultation with Ward Members and Stakeholders

7.1 Officers will continue to take account of councillor nominations for road maintenance and this is factored into the priorities for the annual maintenance plans (see section 3.3).

8.0 Human Resources/Property Implications (if appropriate)

8.1 None.

9.0 Public Services (Social Value) Act 2012

9.1 The Council is under duty pursuant to the Public Services (Social Value) Act 2012 ("the Social Value Act") to consider how services being procured might improve the economic, social and environmental well-being of its area; how, in conducting procurements necessary to deliver the programme, 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 contracts required to deliver the programme, as they are not services contracts but rather works contracts. Nevertheless, Officers will have had regard to considerations contained in the Social Value Act in relation to any procurements to deliver the programme.

Report sign off:

Peter Gadsdon

Corporate Director, Resident
Services

APPENDIX A - Highways Maintenance Programme Completed in 2021/22

Principal A Road, Non-Principal B&C, Unclassified Borough Roads - Major and Preventative Maintenance Programmes 2020-21

Major and Preventative Resurfacing Programme	Length (m)	Treatment	(Old) Ward
Heather Road	351	Preventative	DOL
Chatsworth Road	624	Major	BPK
Temple Road	389	Preventative	MAP
Franklyn Road	250	Preventative	DNL
Reeves Avenue	295	Major	WHP/FRY
Tewkesbury Gardens (North Way to no 36)	402	Major	QBY
Brondesbury Park (Chevening Road to The Avenue)	203	Major	BPK/QPK
Hawthorn Road	327	Major	WLG
Leghorn Road	431	Major	KGN
Eton Grove	342	Major	QBY
Hanover Road	624	Major	BPK
Quainton Street	300	Preventative	WHP
Sudbury Crescent	169	Major	SUD
Lechmere Road	184	Major	WLG
Burgess Avenue	369	Preventative	FRY
Total km	5.26		
Miles	3.29		
Total Area m2	39,720		

Short Sections Resurfaced during 2021/22

Short Sections of Carriageway Resurfacing	Length (m)	Treatment	Ward
The Avenue (Preston Road to Beverley Gardens)	620	Major	BAR
Trevelyan Crescent	520	Preventative	KEN
Total km	1.14		
Miles	0.71		
Total Area m2	9,348		

Major Footway Reconstruction completed in 2021/22

Major Footway Reconstruction completed in 2021/22	Length (m)	Treatment	(Old) Ward
Lennox Gardens	308	Asphalt/Brick	DNL
Stapenhill Road	394	Asphalt/Brick	NPK
Burgess Avenue	736	Asphalt/Brick	FRY
Park Road	440	Asphalt/Brick	WEM
Lonsdale Avenue	618	Asphalt/Brick	WEM
Shakespeare Drive	940	Asphalt/Brick	BAR
The Grange	208	Asphalt/Brick	ALP
Trevelyan Crescent	1040	Asphalt/Brick	KEN
Rylandes Road	206	Asphalt/Brick	DOL
Kenwyn Drive	818	Asphalt/Brick	DOL
Public Realm Priorities			
Eton Avenue	1522	Asphalt/Brick	SUD
Charterhouse Avenue	1192	Asphalt/Brick	SUD
Rugby Avenue	1414	Asphalt/Brick	SUD
Bruce Road	488	Asphalt/Brick	STN
Crundale Avenue	972	Asphalt/Brick	FRY
Total km	11.30		
Miles	7.06		
Total Area m2	26532		

APPENDIX B - Highways Maintenance Programme for 2022/23

Major Footway Reconstruction 2022/23

Major Footway Reconstruction (implemented from savings in 2021/22)	Length (m)	Estimated Cost (£k)	Treatment	Ward
Castleton Avenue	1143	262	Asphalt/Brick	WHL
West Court	338	78	Asphalt/Brick	NPK
Total km	1.48			
Miles	0.93	340		
Total Area m²	4853			
Major Footway Reconstruction 2022/23	Length (m)	Estimated Cost (£k)	Treatment	Ward
Swinderby Road	938	198	Asphalt/Brick	WEM
St Marys Road	554	155	Asphalt/Brick	HKG
Pasture Road	1020	212	Asphalt/Brick	NPK
Fernbank Avenue	877	180	Asphalt/Brick	SUD
Sandringham Road	813	139	Asphalt/Brick	WLG
Beverley Drive (Stag Lane to Roundabout)	691	188	Asphalt/Brick	QBY
Greenhill Road	341	75	Asphalt/Brick	HKG
Winchester Avenue (Princes Avenue to Girton Avenue)	642	139	Asphalt/Brick	QBY
Lushington Road	415	90	Asphalt/Brick	HKG
Sherborne Gardens	512	98	Asphalt/Brick	QBY
Maybury Gardens	391	108	Asphalt/Brick	WLG
Monson Road	446	118	Asphalt/Brick	HKG
Total km	7.64	1700		
Miles	4.78			
Total Area m²	17738			

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

Carriageway Resurfacing 2022/23

Carriageway Resurfacing	Length (m)	Estimated Cost (£k)	Treatment	Ward
Essoldo Way	243	45	Major	QBY
Lea Gardens	231	31	Preventative	WHL
Park Place	87	18	Major	WHL
Kingsbury Circle	273	130	Major	QBY
Carlisle Road	435	109	Major	QBY/KGS
East Hill	206	45	Major	BAR
Tunworth Close	78	16	Preventative	WHP
The Link	40	8	Major	NPK
West Close	183	29	Preventative	BAR
Marquis Close	127	22	Preventative	ALP
Elmwood Crescent	143	21	Major	KGS
Salisbury Road (Harvist Road to Chevening Road)	713	246	Major	QPK
Rowdon Avenue	192	38	Preventative	BPK
Park Court	85	11	Preventative	WHL
Kenyngton Place	131	21	Preventative	KEN
Hawarden Hill	68	15	Major	DOL
Elm Way	187	28	Preventative	WHP
Westview Close	65	12	Preventative	DOL
The Retreat	52	6	Major	KGS
Salmon Street Roundabout	188	67	Major	BAR/WHP
Acton Lane	816	261	Major	STN/HKG
High Street, Harlesden (Jubilee Clock to Tavistock Road)	154	200	Reconstruction	HKG
Station Approach	144	156	Major works	SUD
Total km	4.84	1535		
Miles	3.03			
Total Area m²	37873			

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

Principal (A Road) Maintenance Programme 2022/23

Principal (A Road) Maintenance Programme	Length (m)	Estimated Cost (£k)	Treatment	Ward
A4008 Forty Lane (The Paddocks to Salmon Street)	514	290	Major	BAR
A4008 Dudden Hill Lane (Burnley Road to High Road)	566	275	Major	WLG/RWD
A404 Harrow Road (bus lane District Road to Elton Avenue)	266	59	Major	SUD/WEM
A404 Brentfield/Hillside (NCR to First Drive)	390	267	Major	STN
A4089 Park Lane (Wembley Hill Road to house number 32 also to include bus stop at the junction with Dagmar Avenue)	290	99	Major	WHL
Total km	2.03	990		
Miles	1.27			
Total Area m²	22,576			

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

Short Sections of Footway Resurfacing	Length (m)	Estimated Cost (£k)	Treatment	Ward
Sites to be prioritised in-year	tbc	150	-	-
Short Sections of Carriageway Resurfacing	Length (m)	Estimated Cost (£k)	Treatment	Ward
Sites to be prioritised in-year	tbc	150	-	-
Renewal of Road Markings 2022/23	Length (m)	Estimated Cost (£k)	Treatment	Ward
Sites to be prioritised in-year	tbc	50	-	-
Public Realm Improvements 2022/23	Length (m)	Estimated Cost (£k)	Treatment	Ward
Sites to be prioritised in-year	tbc	125	-	-
Injection Patching 2022/23 (inc. Traffic Management)	Length (m)	Estimated Cost (£k)	Treatment	Ward
Sites to be prioritised in-year	tbc	250	-	-
Condition surveys 2022/23	Length (m)	Estimated Cost (£k)	Treatment	Ward
Structural Highways Condition surveys	tbc	100	-	-
Highways Structures & Drainage 2022/23	Length (m)	Estimated Cost (£k)	Treatment	Ward
Sites to be prioritised in-year	tbc	450	-	-


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Abbreviations for the Old Wards

OLD WARD NAME	ABBREVIATION
Alperton	ALP
Barnhill	BAR
Brondesbury Park	BPK
Dollis hill	DOL
Dudden hill	DNL
Fryent	FRY
Harlesden	HAR
Kensal Green	KGN
Kenton	KEN
Kilburn	KIL
Mapesbury	MAP
Northwick Park	NPK
Preston	PRE
Queens park	QPK
Queensbury	QBY
Stonebridge	STN
Sudbury	SUD
Tokyngton	TOK
Wembley Central	WEM
Welsh Harp	WHP
Willesden Green	WLG

Abbreviations for the New Wards

NEW WARD NAME	ABBREVIATION
Alperton	ALP
Barnhill	BAR
Brondesbury Park	BPK
Cricklewood & Mapesbury	CMY
Dollis Hill	DOL
Harlesden & Kensal Green	HKG
Kenton	KEN
Kilburn	KIL
Kingsbury	KGS
Northwick Park	NPK
Preston	PRE
Queens Park	QPK
Queensbury	QBY
Roundwood	RWD
Stonebridge	STN
Sudbury	SUD
Tokyington	TOK
Welsh Harp	WHP
Wembley Central	WEM
Wembley Hill	WHL
Wembley Park	WPK
Willesden Green	WLG

 Brent	Cabinet 17 October 2022
	Report from the Corporate Director, Resident Services
Right to Buy Back – Acquisition of 10 Properties	

Wards Affected:	All
Key or Non-Key Decision:	Key Decision
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	None
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Emily-Rae Baines Head of Affordable Housing & Partnerships 020 8937 1131 Emily-Rae.Maxwell@brent.gov.uk

1. Purpose of the Report

- 1.1. This report seeks permission to purchase ten properties in the open market, for general needs housing and to inform members of a further GLA grant award of £91,000 from the London Mayor's fund to support the administrative costs associated with the acquisitions.

2. Recommendations

- 2.1. That Cabinet:
 - 2.1.1. Approve the proposed acquisition of up to ten properties from the open market.
 - 2.1.2. Approve a maximum budget of £3.2m to cover the remaining balance of acquisition.

3. Detail

- 3.1. The maximum value for a 3-bedroom purchase will be £320,000, with the maximum value for a 2-bedroom property set at £305,000. These values are based on receipt of GLA funding of £100,000 per property. The £3.2m requested is to cover the remaining balance. Each acquisition will not exceed the max price, which has been determined following viability appraisals.

4. Council's Statutory Duty to prevent homelessness.

- 4.1. The Housing Act 1996, provides the statutory responsibilities underpinning the action to prevent homelessness and provide assistance to people who are threatened with or are actually homeless.
- 4.2. The Council has a statutory duty to produce a local homelessness strategy. The strategy must be renewed at least every five years.
- 4.3. As part of this strategy, the overarching strategic aims for Council should be to address:
 - homelessness prevention
 - securing sufficient accommodation for the homeless
 - providing support for the homeless
- 4.4. The Council's Affordable Housing and Partnerships team is responsible not only for facilitating the supply of new affordable housing, but also ensure that this supply meets the need as defined by approaches to the Housing Needs service and existing.

5. Overcrowding.

- 5.1. The housing need survey included in the February 2020 update report on the New Council Homes Programme, showed that Brent's largest requirement for affordable housing was for 2 bedroom and above, hence we are focusing on these type of properties for purchase.

6. Council's Housing Target

- 6.1. In order to meet the homelessness prevention and secure sufficient accommodation for the homeless, the Council has a housing target of providing approximately 5,700 new affordable homes by 2028, at least 1,700 of which will be through the Council's own New Council Homes Programme.
- 6.2. The Local Plan 2022 states "the Council recognises that the largest issue facing it and the borough is the lack of sufficient homes to meet needs. As such it wants to maximise the amount of homes that can be delivered, with truly affordable homes being especially important, to meet the needs principally derived from its residents."

7. LA Affordable Homes Programme 2016-23

- 7.1. The Mayor of London has launched a new Right to Buy-back fund to help increase the stock of Council-owned housing and to mitigate the historic impact of the Right to Buy policy on London's affordable housing. The new Right to Buy-back fund, forms part of the Affordable Homes Programme 2016-23.
- 7.2. The GLA is making funding available for affordable housing tenures, but specifically encourages and expects to allocate the majority of grant under this fund to bids for acquisitions that will be let at social rent levels for households who are homeless or at risk of homelessness and in housing need.

- 7.3. Accommodation for homeless households acquired through the Right to Buy-back fund must be self-contained and, in line with standard contractual requirements for rental tenures under the Building Council Homes for Londoners programme, must be acquired with either a freehold interest or a lease with a minimum of 60 years unexpired duration. Rents must be set in accordance with national rent setting policies for social rents.
- 7.4. Homes acquired through this fund must be within the borough boundary. Successful bidders will need to enter into a standard form contract with the GLA to secure affordable housing grant through this fund. To meet the GLA approvals process all the properties must be acquired and completed before March 2023 and will provide the Council with a number of quick win properties to assist with meeting our immediate affordable housing needs, particularly for those in temporary accommodation. They will also go towards meeting the Council's overall target for affordable homes. All the properties will be two Bedroom or above if values allow, and will be provided at social rent.
- 7.5. The acceptance legal contract required for the additional grant award of £91,000 was required by 31st July 2022 and this was undertaken by our legal team accompanied with a report for approval via the Finance Director and Operations Director of Housing, under Delegated Powers.

8. Financial Implications

- 8.1. A financial appraisal has been undertaken to establish the maximum acquisition and development cost of the affordable units. The analysis assumes the units will be let at Social Rent rates. To ensure viability, the maximum cost for the purchase and works for a 2-bed unit is £305,000 and £320,000 for a 3-bed unit. The total budget request for the 10 units is £3.2m, which may not be fully utilised depending on the exact unit size acquired. Each unit will be assessed for viability on a case-by-case basis.
- 8.2. The Council has secured grant funding of £1m at £100,000 per unit for the purpose of increasing the stock of Council-owned affordable housing from the GLA. The Council has also secured £91,000 from the Mayor's Fund to support the administration costs of the associated acquisitions. Failure to observe the grant conditions or achieve the specified delivery numbers may lead to a requirement to repay grant funding therefore efficient and timely acquisition approaches are essential to mitigate the risk.
- 8.3. It has been assumed that the Council will receive 100% Stamp Duty Land Tax (SDLT) relief based on the assumption that:
 - a) The Council is deemed to be a relevant housing provider that is controlled by its tenants; and
 - b) The application of GLA grant receipts meets the requirements of a qualifying public subsidy.
- 8.4. The agreed maximum purchase price per property is the amount, which can be supported within our parameters, supported by £100,000 per property GLA grant.

9. Legal Implications

- 9.1. Section 17 (1) (b) of the Housing Act 1985 provides for Acquisition of land for housing purposes and provides powers for the Council to acquire houses, or buildings which may be made suitable as houses, together with any land occupied with the houses or buildings. Section 17(3) of the Housing Act 1985 provides that Land may be acquired by a local housing authority by agreement.
- 9.2. The occupiers of the units will be secure tenants provided the conditions are met pursuant to sections 79, 80 and 81 of the Housing Act 1985. Accordingly the tenant may exercise its Right to Buy the unit pursuant to part V of the Housing Act 1985


10. Diversity Implications

- 10.1. The public sector equality duty, as set out in section 149 of the Equality Act 2010, requires the Council, when exercising its functions, to have “due regard” to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act, to advance equality of opportunity and foster good relations between those who have a “protected characteristic” and those who do not share that protected characteristic. The protected characteristics are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.
- 10.2. Having due regard involves the need to enquire into whether and how a proposed decision disproportionately affects people with a protected characteristic and the need to consider taking steps to meet the needs of persons who share a protected characteristic that are different from the needs of persons who do not share it. This includes removing or minimising disadvantages suffered by persons who share a protected characteristic that are connected to that characteristic.
- 10.3. There is no prescribed manner in which the Council must exercise its public sector equality duty but having an adequate evidence base for its decision is necessary.
- 10.4. The proposals in this report have been subject to screening and Officers believe there are no adverse equality implications.

Report sign off:

Peter Gadsdon

Corporate Director for Resident
Services

	Cabinet 17 October 2022
	Report from the Corporate Director of Resident Services
Proposals for Future Brent Carbon Offset Fund Allocations and Together Towards Zero Small Grants Scheme Criteria	

Wards Affected:	All
Key or Non-Key Decision	Key
Open or Part/Fully Exempt:	Open
No. of Appendices:	None
Background Papers:	None
Contact Officers:	<p>Tom Welsh Climate Emergency Strategy Manager 020 8937 6607 tom.welsh@brent.gov.uk</p> <p>Catherine Arotsky Senior Energy and Sustainability Manager 020 8937 2942 Catherine.arotsky@brent.gov.uk</p> <p>Oliver Myers Head of Environmental Strategy, Commissioning and Climate Change 020 8937 5323 Oliver.myers@brent.gov.uk</p> <p>Emma Sharpe 020 8937 5466 Funding and Bid Writing Manager (Climate Action) Emma.sharpe@brent.gov.uk</p>

1.0 Purpose of the Report

- 1.1 The purpose of this report is to provide Cabinet with proposals for the allocation of two council climate funding schemes.
- 1.2 The first part of the report seeks Cabinet approval on a proposed policy framework for utilisation of the council's Carbon Offset Fund, in advance of a significant bid being submitted by the council for the Social Housing Decarbonisation Fund (subject to Lead Member approval).

- 1.3 The second part of the report provides Cabinet with an update on the 'Together Towards Zero' small grants scheme, and seeks approval for a refreshed proposal for the management of this second phase of this scheme, with the intention of re-launching the scheme in autumn 2022.

2.0 Recommendations

2.1 Brent Carbon Offset Fund

That Cabinet:

- (a) Agree to the future allocation policy for Brent's Carbon Offset Fund, as outlined in section four of this report (60% to own housing stock; 30% to schools; 10% held in reserve for general use), and to delegate authority to the Corporate Director of Resident Services, in consultation with the Lead Member for Environment, Infrastructure and Climate Action to have overall responsibility for the oversight and operationalisation of this policy, with an immediate opportunity to utilise as part of a bid to the Social Housing Decarbonisation Fund.

Together Towards Zero Small Grants Scheme

That Cabinet:

- (b) Agree to the proposed amendment to raise the maximum amount payable to successful applicants to the Together Towards Zero Grant Scheme from £1,000 to £5,000.
- (c) Agree to delegate authority to the Operational Director of Environment and Leisure to approve Together Towards Zero applications up to the overall value of £100k.
- (d) Agree to delegate authority to the Operational Director of Environment and Leisure to approve any subsequent changes to the key grant documentation such as: guidance notes, application form, frequently asked questions, funding agreements, evidence of community support template and data protection and safeguarding pack.

3.0 Part A - Brent Carbon Offset Fund

Policy Background

- 3.1 Since 1 October 2016, under the London Plan, any development that fails to achieve on-site zero carbon must make cash in lieu contributions to a Carbon Offset Fund within the borough that they are operating, collected via Section 106. These contributions are used to fund local carbon reduction projects, thereby offsetting the development's carbon emissions shortfall. As of the end of August 2022, Brent has collected approximately £2,000,000 in total carbon-offset contributions since 2016.

- 3.2 Brent is a Local Planning Authority (LPA) and the London Plan requires LPAs to:
- set up a carbon offset fund that is ring-fenced to secure delivery of carbon savings within the relevant LPA
 - set a price for carbon, i.e. price per annual tonne of carbon, that developers pay to make up any shortfall in on-site carbon savings, securing contributions through Section 106 agreements
 - identify a suitable range of projects that can be funded through the carbon offsetting fund
 - put in place suitable monitoring procedures to enable reporting to the GLA
- 3.3 The GLA has specific guidance on the Carbon Offset Fund which is available online, but the fundamental purpose of the fund is that it should ideally be used for tangible carbon reduction projects in homes and buildings, although education projects are also eligible. There are specific criteria related to the amount of carbon reduction achieved.
- 3.4 As per GLA guidance on the usage of Carbon Offset Funds, there are no restrictions as to who can be a recipient or beneficiary of offset funds provided the project being funded aligns with an LPA's identified priorities for offset funds. A recipient or beneficiary could therefore be a local business, public sector organisation, community organisation or not-for-profit organisation.
- 3.5 Individual households could also receive or benefit from funding; however, funding individual households directly will significantly increase the administrative burden for investing carbon offset funds and LPAs may therefore choose to invest funds via community and public sector organisations to target benefits to certain groups of households (e.g. the fuel poor).
- 3.6 In essence, the Council has wide discretion to agree how the funding is spent in relation to carbon reduction activity, as long as it complies with the GLA's guidance.

Progress so far

- 3.7 An initial tranche of £500,000 (of the approximate £2,000,000 collected) of Brent's Carbon Offset Fund was designated for Brent's first participatory budgeting pilot (CO₂GO) which took place in January 2022. The decisions made by the community were approved by Cabinet at its meeting on 20 June 2022 and the payments from these awards are progressing.
- 3.8 The £500,000 of CO₂GO funding was split into two pots, the first pot of £400,000 included a total of 39 flats, maisonettes and houses that will undergo sustainability works to reduce their carbon footprint. These properties have combined as a cluster to maximise the benefits of green measures. Two community buildings in Willesden were also selected for energy saving makeovers. The second pot of £100,000 was awarded to community groups who will run educational projects to help residents reduce carbon emissions, save money, and make positive and healthier lifestyle changes.

4.0 Brent Carbon Offset Fund Pipeline Allocation Policy

- 4.1 The 2022-24 Delivery Plan for the council's Climate and Ecological Emergency Strategy, which was also approved by Cabinet in June 2022, committed to *'delivering further retrofitting projects via the Carbon Offset Fund'* (action HBBE006 of the delivery plan). Officers have been tasked to develop proposals for how these monies can best support the delivery of the priorities in the new Plan and this has been expedited by a potential opportunity to match-fund a significant bid to the next wave of the government's Social Housing Decarbonisation Fund (SHDF).
- 4.2 Following CO₂GO, a further £1,500,000 is currently available from the Carbon Offset Fund, with more money expected through the development pipeline. The governance of how this remaining amount and any future amounts through the development pipeline should be spent has yet to be formally established, and provides the substantive purpose of this section of the report.
- 4.3 Whilst this amount falls significantly short of the investment that will be required to retrofit all council homes, schools buildings and the rest of the property estate owned by the council, it nevertheless represents a significant amount when compared to the council's existing budgets for climate action. The council has commissioned a number of studies to consider the energy efficiency measures and interventions across council homes, school buildings and the corporate estate required to achieve carbon neutrality and the potential associated costs. There are sliding scales of interventions that could be undertaken, and whilst it is extremely difficult to forecast with great certainty, this is currently estimated at:
- £80-£100m for the schools estate to achieve net zero – via the highest standard of retrofitting available
 - £62m for council housing stock – to achieve an average Energy Performance Certificate B rating, in line with the London Councils target we adopted in our Climate Strategy. This figure does not include any remedial works required to the fabric before installing energy efficiency measures nor preliminary contractor costs, fees or contingency sums
 - £6m for the council's wider buildings estate – to achieve net zero

Key Policy Proposals

- 4.4 As per the recommendations of this report, officers are proposing that the Corporate Director of Resident Services is granted delegated authority to authorise the use of Brent's Carbon Offset Fund as part of the application process for grant schemes that relate to energy efficiency improvements for both domestic and non-domestic properties. Given that most grant schemes require a percentage of match funding from the council as part of any application, and in many instances this proves very difficult to meet within existing council budgets, it is most likely that the Carbon Offset Fund would be utilised as a match funding commitment. It is well established that retrofitting homes and buildings is extremely challenging, particularly due to the costs involved. Having the flexibility to utilise the fund in this way would be beneficial in maximising the resources at the scale needed to tackling carbon emissions

in the borough which arise from both domestic and non-domestic buildings – a key priority in Brent's Climate and Ecological Emergency Strategy.

- 4.5 It is also proposed that, the spend within Brent's Carbon Offset Fund would be split three ways to focus on the following three key areas, with the rationale for this proposal set out in the paragraphs below. It is suggested that this policy remain in place for the first £3,000,000 generated and accessible through Brent's Carbon Offset Fund, and that following this funding limit being reached the policy would be reviewed and re-confirmed by the council's Cabinet. Amendments to the policy could be required at a future point in advance of the funding limit being reached, which would also prompt a review report being provided to the council's Cabinet.

Proposed allocation split:

Measure	Percentage of Offset Fund Total
A) Energy efficiency works within the council's own housing stock	60%
B) Energy efficiency works within the council's Community and Foundation schools estate	30%
C) Other – such as grant schemes and project delivery for schemes which meet GLA criteria	10%

A) Energy efficiency works within the council's own housing stock (60%)

- 4.6 It is proposed that the majority of the Carbon Offset Fund be put towards energy efficiency improvements in the council's own stock. The majority of LPAs have largely focused on identifying projects within their own estate, including social housing.
- 4.7 Energy efficiency performance in the council's own stock remains a crucial issue for three key reasons. Firstly, housing comprises the biggest individual direct carbon emission within Brent's boundary and this needs to be urgently addressed as one of the key themes of Brent's Climate and Ecological Emergency Strategy. Secondly, it is vital that the council follows its commitment to lead by example by implementing measures into our existing stock where we have the most control, and to accelerate progress on our target of achieving an average rating of Energy Performance Certificate B in directly owned council stock by 2030. Thirdly, by improving the energy efficiency of our own stock we have the potential to shield some of our most vulnerable and/or fuel poor residents from rising energy bills and the cost of living crisis that is likely to grip the UK for the foreseeable future.
- 4.8 We are gradually gaining a better understanding of what energy efficiency measures are required in different property archetypes in our stock, to be able to potentially mobilise activity more quickly in future. For example, In June 2021, we commissioned a Carbon in Homes Assessment that analysed a total of 2577 social homes in Brent. The assessment set out a list of recommended measures to improve the energy efficiency of the dwellings analysed. Excluding the homes which are already due to receive energy efficiency measures as part

of the Green Homes Grant (Local Authority Delivery Scheme) programme, there remains a pipeline of properties recommended for external or internal wall insulation. We also undertook retrofit pilots in three void properties in our stock last year. The retrofit pilots gave us information on the types of energy efficiency measures these properties will require, and how much this work would cost to implement.

4.9 The Carbon Offset Fund budget allocated to energy efficiency works within the council's own housing stock would be spent according to a hierarchy of prioritisation. This would allow us to effectively target:

- The homes that are currently the Council's worst performing properties in terms of energy efficiency
- Properties which are thought to be occupied by fuel poor residents who will likely struggle to pay energy bills going forward
- Poor performing properties in terms of energy efficiency which are contained within the Green Neighbourhood pilot areas (i.e Church End & Roundwood, Kingsbury, St Raphael's Estate and South Kilburn)
- Properties that are due for asset improvement works in the near future to minimise the need for additional disruption to tenants

B) Energy efficiency works within the council's schools estate (30%)

4.10 It is proposed to allocate 30% of the Brent Carbon Offset Fund to energy efficiency works within the council's Community and Foundation schools estate. This is another significant area of the council's own carbon footprint and will enable us to demonstrate that we are leading by example in retrofitting non-domestic buildings.

4.11 Buildings within the wider property portfolio in the council's own estate have already been the focus of a programme of energy efficiency works through the council's successful £3,200,000 grant to the Public Sector Decarbonisation Scheme (PSDS). The PSDS provides grants for public sector bodies to fund heat decarbonisation and energy efficiency measures. The scheme is managed by the Department for Business, Energy and Industrial Strategy (BEIS) delivery body, Salix Finance. This grant allocation did not include school buildings, however, the next phase is planned to open in September 2022 and it is expected that the focus of this funding phase will be on improving the energy efficiency of school buildings. There will again be a match funding element to any bid.

4.12 A recent 'deep dive' retrofit and carbon reduction feasibility study has also taken place across five schools in Brent. Similar to the piece of research commissioned for our housing stock, this work has identified in greater technical detail the types of measures that would be required for different building archetypes across Brent's school estate. This has enabled us to build our knowledge and evidence base for the type of retrofitting that would be required within the schools estate, should funding become available. The report also identified direct opportunities within five schools in the first instance: Anson

Primary School, Byron Court Primary School, Mora Primary School, Northview Primary School and Roe Green Infant and Junior School.

- 4.13 Furthermore, schools have a key role to play in delivering the council's overarching Climate and Ecological Emergency programme. For example, schools were given a high percentage weighting when deciding locations for the council's new Green Neighbourhoods pilot schemes as it is felt that schools could be catalysts to local climate action. The rationale for this is that schools are embedded within local communities and not only have a key role to play in taking action to reduce emissions on school sites but have a substantive reach into local catchment areas through their communications and interactions with parents. We also know that from our interactions with schools via the School Climate Champions Group, that energy efficiency and taking steps to reduce their energy bills is their number one priority at the present time.
- 4.14 The Carbon Offset Fund budget allocated to energy efficiency works within the council's Community and Foundation schools estate would be spent according to a similar hierarchy of prioritisation. This would allow us to effectively target:
- The Community and Foundation schools that are currently the council's worst performing in terms of energy efficiency (Display Energy Certificate rating, energy use per m2)
 - The Community and Foundation schools that are performing poorly in terms of energy efficiency and are within the Green Neighbourhood pilot areas
 - The Community and Foundation schools that have the oldest gas/oil boilers that require replacement so that new carbon neutral technologies are used alongside deeper retrofit requirements to obtain the best results from these technologies as well as reduce having to return to the school in future years to carry out further works.

C) Other – such as grant schemes and project delivery for schemes which meet GLA criteria (10%)

- 4.15 We are proposing that the final 10% of the Carbon Offset Fund be held in reserve to provide flexibility to enable us to capitalise on future, as yet unknown opportunities that are compliant with the GLA guidance and that support Brent's Climate and Ecological Emergency programme. For example, as previously stated, it is now common that any external grant scheme that the council seeks to bid for will require a degree of match funding. Having some money available from the Carbon Offset Fund to potentially utilise for this purpose is likely to be beneficial.
- 4.16 Similarly, there can occasionally be a need to find additional funding for a specific carbon reduction project that the council is seeking to deliver, and there are increasing numbers of requests from London Councils for small contributions to help facilitate the seven pan-London climate change workstreams. Given that it is not always possible to fund initiatives like these through existing council budgets, having the option to utilise Carbon Offset

Fund money, provided it aligns with the provisions set out by the GLA, would be helpful to support us in maximising the opportunities for this programme.

- 4.17 Proposals for allocations from the Brent Carbon Offset Fund aligned to these three focus areas would be reviewed and authorised by the Environmental Strategy & Climate Change team to ensure compliance with the GLA's guidelines before being sent to the Corporate Director of Resident Services, in consultation with the Lead Member for Environment, Infrastructure and Climate Action for approval.

5.0 Upcoming Opportunity - Social Housing Decarbonisation Fund Bid Application

- 5.1 Should the proposed policy for administering Brent's Carbon Offset Fund be adopted (as set out in the section above) an example of how this policy could work in practice has arisen through the immediate opportunity to submit a grant funding bid to the Social Housing Decarbonisation Fund (SHDF). If 60% of the existing Carbon Offset Fund was to be allocated to council housing stock, this would enable a potential £900,000 to be available as a match funding contribution for the council's bid to this scheme.

Background

- 5.2 The SHDF is a grant scheme available to Registered Providers (RPs) of Social Housing in England, including Local Authorities, to improve the energy performance of their housing stock. The grant is funded by the Department for Business, Energy and Industrial Strategy (BEIS), with Wave 2 has recently launched with a closing deadline of 18 November 2022.
- 5.3 SHDF would allow Brent Council to apply for a grant to cover up to 50% of the costs associated with undertaking retrofit works to some of its worst performing properties. In order to access the grant however, Brent Council needs to evidence that it can provide the necessary match funding to complete the retrofit project it submits.
- 5.4 The current target for our own stock within the 'Homes, Buildings and Built Environment' theme of the Climate and Ecological Emergency Strategy states that, by 2030, *'we will do all in our gift to achieve an average rating of Energy Performance Certificate B in directly owned council stock.'* Clearly, this is an incredibly challenging target and all councils in England are facing similar challenges – and we must seek to apply for government funding when it is available in order to work towards this target.
- 5.5 This grant scheme follows two previous rounds of grant funding: the £62m SHDF Demonstrator and SHDF Wave 1 that saw a total of £179m offered to 69 decarbonisation projects. A further £800m has been committed to the SHDF over the next three-year period.

SHDF Wave 2 grant eligibility criteria

- 5.6 The grant criteria set out by BEIS for Wave 2 are well aligned with the proposed hierarchy of Carbon Offset Fund spending set out in Section 4 above. In summary:
- Local authorities must propose a project that includes a minimum of 100 social homes to receive energy efficiency improvements to their building fabric
 - The properties submitted to the bid must be among the council's worst performing stock i.e. the biggest contributors to carbon emissions and the most expensive to keep warm
 - Post-retrofit, the properties must achieve a minimum of EPC C energy efficiency rating and there must be no increase in fuel bills to tenants
 - The project must be delivered within a two-year time frame from Spring 2023 – Spring 2025
 - Crucially, registered providers must evidence that they can provide the necessary match funding to complete the retrofit project it submits. Given the high costs of retrofitting properties, this is likely to be a substantial amount hence the need to utilise the Brent Carbon Offset Fund
- 5.7 Given the criteria of SHDF, securing this funding would allow us to make energy efficiency improvements to the worst performing properties within the council's stock, reducing carbon emissions, helping residents to save money on their fuel bills and supporting some of our most vulnerable residents to keep their homes warm through Winter. The council would be leading by example by implementing energy saving measures in its own stock and accelerating progress towards its target of achieving an average rating of Energy Performance Certificate B in directly owned council stock by 2030.

Current bid status

- 5.8 Using data from the Carbon in Homes Assessment referenced in paragraph 4.7, around 300 properties have been identified as eligible for submission to the bid.
- 5.9 In making an application to SHDF, the Council will need to include EPC ratings, types of retrofit measures and estimated energy performance improvements along with the anticipated cost break down of works. To facilitate this, a sample of 30 retrofit surveys of council properties which have a poor energy efficiency rating have been commissioned to be undertaken. This will also improve our information database on the energy efficiency of Brent Council's social housing stock.

Proposed way forward

- 5.10 As stated above, the scale of the bid will predominantly be determined by the amount of match funding available. All councils are typically extremely limited in providing upfront funding for retrofit works, and the requirement of 50% match funding for the SHDF thereby provides a significant challenge.

- 5.11 Given that it is unlikely that Brent will be in position to submit a bid for all 300+ eligible properties identified, officers would follow the hierarchy of prioritisation set out in the Carbon Offset Fund Policy (paragraph 4.9) for the prioritisation of properties to be submitted.
- 5.12 Officers are proposing that Cabinet agree to use the Brent Offset Fund pipeline for a portion of the match funding element of a SHDF bid. Other sources of match funding have been identified from the Housing Capital budget; and funding ring fenced for energy efficiency works to two of the council's tower blocks. Without additional top up from the Carbon Offset Fund, these latter two sources of match funding are unlikely to cover the significant amount required to put in a substantial application to the grant fund.
- 5.13 At this stage, the usage of the Carbon Offset Fund for this purpose is provisional and dependent on BEIS awarding the council funding following a successful application. However, it is essential for the purposes of making an application to the grant that we can demonstrate that we have the match funding available, should Brent be successful in its bid for funding.
- 5.14 Given the tight timings involved, by adopting the proposed framework for allocating Brent's Carbon Offset Fund, this would delegate authority to the Corporate Director of Resident Services for completion and finalisation of arrangements for the overall scope and size of the bid.
- 5.15 To demonstrate how the grant funding would be allocated to Local Authorities and the need for a significant match funding contribution, an example scenario of what a bid *could* look like is included below. More accurate costings for the project will be devised once we receive the results of the sample of retrofit surveys.

Example Submission – 78 Tower block properties plus 50 On Street properties

Number of properties	Type of property	Grant funding available from BEIS*	Match funding required from Brent**	Source of match funding	Total cost
78	Tower block unit	(Average of £10k per unit) £780,000	(Average of £15k per unit) £1.17m	Ring fenced funding for Tower block work	£1.92m
50	Street property	(Average of £10k per unit) £500,000	(Average of £15k per unit) £750,000	Housing Capital budget and Carbon Offset Fund	£1.25m
Administration costs***		£280k	£280k	Housing Capital budget and Carbon Offset Fund	£560k
Total project costs					£3.23m

* Grant funding allocated is based on the starting EPC band of the property and the type of wall insulation required. For more information on the allocation of funding for SHDF see the BEIS website.

** The match funding amount required is based on contractor estimates of £25k per property

*** Administration costs can be no more than 15% of total project costs and must be match funded 50%

6.0 Part B - Brent 'Together Towards Zero' Small Grants Scheme

Background

- 6.1 One of the five key themes within the council's Climate and Ecological Emergency Strategy is 'Supporting Communities' with the overarching objective of ensuring that everyone who lives, works or studies in Brent will have improved access to clear and understandable information on the need to tackle the climate and ecological emergency, and as many people as possible will be actively engaged in taking action to help the borough become carbon neutral by 2030.
- 6.2 As part of the year one delivery plan for the strategy, the council developed and launched a new small grants programme, the '*Together Towards Zero*' small grants scheme for green community projects. The purpose of this scheme has been to provide Brent residents and communities with an accessible source of funding for local projects and initiatives which will support our plans to tackle the climate and ecological emergency, and to improve local areas by making them greener, cleaner and more environmentally friendly.

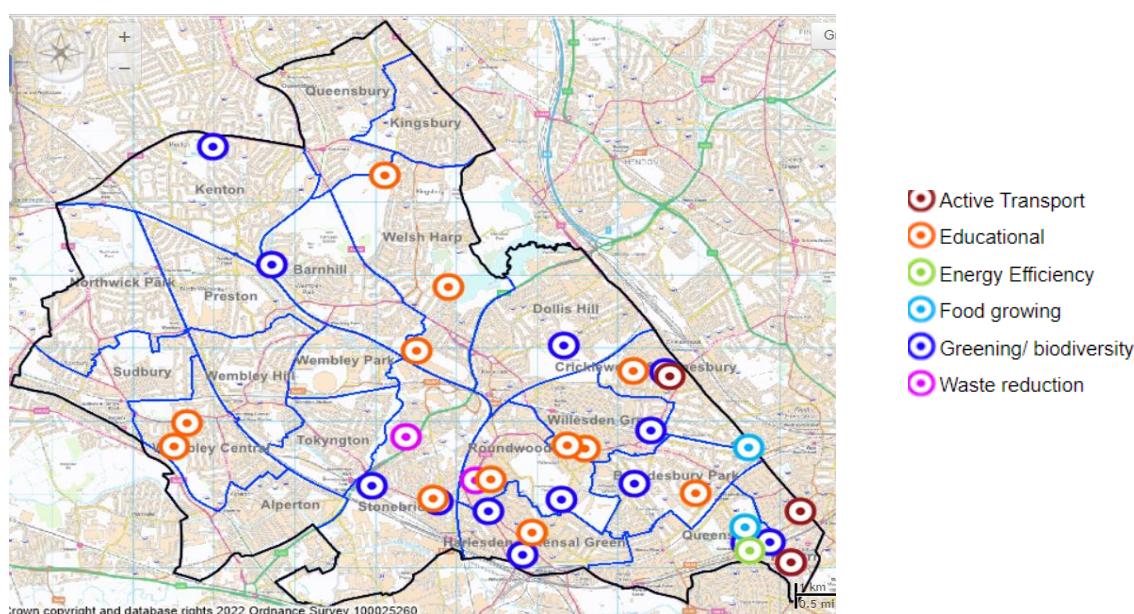
Progress made in first phase of scheme

- 6.3 An initial £50,000 funding was made available for applications as part of this grant scheme of which 35 have successfully received funding, totalling £32,490.

Outcome	Number of applications
Funding awarded	35
Declined - does not meet grant criteria	16
Declined - applicant did not supply supporting documents	7
Withdrawn	7
Total	65

Type of project	Number of successful applications
Greening/ biodiversity	19
Educational	7
Waste reduction	3
Active transport	3
Energy efficiency	1
Food growing	2
Total	35

- 6.4 The remaining amount of funding that was available for the first phase but unspent has been carried over into the 2022-23 financial year, and has been topped up with funding from the council's climate budget with £68,000 available for phase two of the scheme.
- 6.5 The Together Towards Zero scheme has not been linked to the Brent Connects areas in the same way that the Love Where You Live Grant scheme is. A map of the location of where applications have been awarded funding is provided below.



7.0 Proposals for second phase on scheme – launching in Autumn 2022

How much can be applied for?

- 7.1 The maximum amount that applicants can apply for has to this point been £1000. It is proposed to increase the maximum amount to £5000 for the second phase of the scheme.
- 7.2 Funding allocations are no longer limited to one application per individual, group/organisation or business in each financial year, however we will seek to prioritise organisations and projects that did not receive funding in phase 1 of the programme. To be eligible for funding, applicants must be one of the following:
- Resident of Brent applying on behalf of their community
 - Constituted community group
 - Established tenant/ resident association
 - Faith group
 - Housing association
 - Social enterprise
 - Local business (for schemes which benefit the community)
- 7.3 Applicants need to:
- demonstrate support of at least 10 local residents for their proposed project (this can be in the form of online and hard copy surveys, WhatsApp groups, emails, letters, texts, videos, photos, signatures);
 - be over the age of 18;
 - ensure the project is based within Brent;
- 7.4 Organisations applying for a grant should ensure that their application complies with the grant funding agreement terms and conditions. The funding is designed to be for a **one-off activity**, ideally contributing to a project with a clear beginning and end. Applicants should consider how the community will maintain and manage the lasting effects of the project once it has completed. If the applicant is applying for a project that would be ongoing over a number of years, the applicant should also consider how the funding would be sustained from other sources in the future. Applicants must have the permission of the landowner to deliver a project.

Examples of the types of schemes we encourage residents to apply for

- 7.5 These are examples of schemes we will seek to fund, but ideas are not limited to this list. Applicants are encouraged to think as creatively and innovatively as possible:
- Re-use and repair projects
 - Local recycling / waste reduction initiatives
 - Community gardens
 - Community orchards / tree nurseries

- Environmental education programmes or resources
- Community environmental challenges

Examples of the types of schemes that will not receive funding

- Projects which include funding to support political purposes
- Projects which include funding for individual causes (such as individuals seeking to make energy efficiency improvements only to their properties)
- Projects which involve the purchase of alcohol.
- Requests for on-going commitment such as salaries, rent and annual running costs will not be considered.
- Projects where the application has been submitted; without the required supporting documentation.
- Projects, which do not demonstrably meet the funding criteria or are not related to the environment in Brent.
- Projects, which do not demonstrate evidence of community support.

Assessment criteria

7.6 Applications are assessed by a panel of officers against the criteria below, with recommended approvals being sent to the appropriate Operational Director for approval, and regular updates provided to the Lead Member for Environment, Infrastructure and Climate Action. Payments are made to communities up front via a pre-paid card, rather than in arrears, and successful applicants are those which adhere to the key criteria below:

- ✓ The application is within the £5,000 maximum amount
- ✓ The applicant meets the eligible individual, organisation or business status and the project is based in Brent
- ✓ The project supports the objectives of any of the five themes within the Brent climate and ecological emergency strategy
- ✓ The project makes Brent's local environment greener and more biodiverse; or offers an opportunity for a tangible carbon saving in a community setting
- ✓ The project reaches into the community, allowing as many local residents to participate or benefit as possible
- ✓ The project is clearly deliverable and leaves a positive environmental impact

Monitoring

7.7 If applicants are successful in receiving funding, they will be required to monitor and share information about the project. They will be asked to submit evidence of how the project has been of benefit to the community. This may be in the form of:

- photos or video showing the project taking place with appropriate permissions
- receipts or invoices as proof of project expenditure
- a record of how many people benefited from the project

- a short description detailing the project outcomes, which may put on the council website or other promotional material, with the photos and/or video.
- 7.8 Funds awarded must only be used for the purposes set out in the application form or approval correspondence, unless changes are agreed by the council in writing.
- 7.9 The recipient is required to submit receipts as evidence of expenditure together with monitoring and feedback at the end of the project.
- 7.10 Individual items of equipment purchased with council funding with a value exceeding £1000 must be insured by the recipient and shall become the property of the council if the project or group folds within two years of receiving the award.
- 7.11 The award cannot be used for expenditure made before the date of your offer notification.
- 7.12 Proper and appropriate financial and accounting records must be in maintained e.g. an income and expenditure sheet, receipts, invoices and quotes.
- 7.13 If the recipient owes an outstanding debt to the council, which is unrelated to the award, the council will not pay funding until such time as the entire debt has been cleared. If the recipient has failed to submit the required monitoring information from previous council funding, the council will not consider any new application until this has been rectified.

Summary of proposed tweaks to the scheme criteria for phrase two

- 7.14 It is proposed to up the maximum limit to £5000 to enable applications for more visible and ambitious community environmental projects.
- 7.15 All of the following documents (and links) are already on the relevant section of the [council's website](#). Authority is being sought for a delegation to the Operational Director for Environment and Leisure to approve Together Towards Zero applications up to the overall value of £100k. Plus, to finalise the amendments to the criteria, and associated documents – to include the application form, FAQs, Grant Funding Agreement, Evidence of Community Support Template and Data Protection and Safeguarding Pack ahead of proposed relaunch of the scheme in November 2022 to coincide with the international climate change conference COP27 which will be underway at this time.

8.0 Alternative Options Considered

- 8.1 Officers have discounted the possibility of utilising the Carbon Offset Fund through a Participatory Budgeting process again. The Carbon Offset Fund was utilised as a pilot for this method of decision-making, which has now been adopted as part of the council's central 'You Decide' programme for applications to the Neighbourhood Community Infrastructure Levy. It is felt that

due to the complexities of the Carbon Offset Fund, and the need for the council to remain agile and flexible in the utilisation of this funding, that the proposed policy framework for future allocations is the optimum way to support the council's climate and ecological emergency goals.

- 8.2 As stated in paragraph 3.4, according to the GLA's guidance a recipient or beneficiary of the Carbon Offset Fund could also be a local business, public sector organisation, community organisation or not-for-profit organisation. Businesses have been discounted as an option for the fund as the council now has a separate [Energy Savings Grant Scheme](#) for business which has recently launched.
- 8.3 For the Together Towards Zero Small Grants Scheme, officers considered keeping all of the criteria for the fund the same as phase 1 but have decided that allowing a greater degree of potential flexibility for applications of £5,000 was preferable. This is thought to allow the option for communities to think more ambitiously and innovatively about potential projects, and we would expect this to be case in the second round of the scheme.

9.0 Financial Implications

- 9.1 To date Brent has collected approximately £2m in total carbon-offset contributions. £0.5m has been designated for Brent's first participatory budgeting pilot (CO₂GO), leaving £1.5m to fund the proposals in this report. It is expected that this fund will grow as new developments are built.
- 9.2 The Together Towards Zero Small Grants Scheme has a residual one off budget of £68,000 funded from the existing Environmental Strategy, Commissioning and Climate change budget.

10.0 Legal Implications

- 10.1 The Climate Change Act 2008 (the Act) is the statutory basis for the UK's approach to tackling and responding to climate change. The Act places a legal duty on central government to set legally binding targets to reduce UK greenhouse gas emissions to net-zero by 2050.
- 10.2 The council has powers to administer and distribute grant funding pursuant to s1 of the Localism Act 2011.
- 10.3 Section 106 of the Town and Country Planning Act 1990 enables the council to enter into a legal agreement with developers to mitigate the impacts of a development proposal. The Council enters into section 106 agreements with developers to secure carbon offsetting contributions on the basis that they are to be spent on the implementation of projects to reduce carbon emissions in its area to offset the proposed shortfall in meeting London Plan targets. The proposals set out for the expenditure of those carbon offsetting contributions secured through the section 106 process are in compliance with the terms of the Council's section 106 agreements.

- 10.4 Where the council obtains grant or other funding from government or other body, it must ensure that the funding is administered in accordance with the conditions of any grant funding. Where distrusting funding, the council must deal with all bidders for funding in a fair, open and transparent way. Therefore, the council must allow fair access to the funding by all potential recipients. This requires the council to advertise the availability of the funds and assess bidders and their bids on predetermined and pre-advertised criteria applicable to all in the same way.
- 10.5 Officers propose to apply for funding as part of the Phase 3b Public Sector Decarbonisation Scheme. In accordance with paragraph 13 of Part 3 of the Constitution, submission of bids for additional resources from government is a decision for individual Cabinet Members in relation to their portfolio area in consultation with the Leader.

11.0 Equality Implications

- 11.1 The council, as a public authority exercising public functions, is subject to a general public sector equality duty (PSED) under section 149 of the Equality Act 2010 (EqA). The PSED requires public authorities to have 'due regard' to:
- The need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the EqA
 - The need to advance equality of opportunity between persons who share relevant protected characteristic and persons who do not share it. This involved having due regard to the need to:
 - Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic
 - Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it
 - Encourage persons who share the relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low
 - The need to foster good relations between persons who share a relevant and protected characteristic and those who do not share it. This includes having due regard to the need to tackle prejudice and promote understanding.
- 11.2 A full Equalities Impact Assessment (EIA) was provided upon the adoption of the Climate and Ecological Strategy in April 2021 and has been published on the council's website. The EIA was reviewed as part of the sign-off process for the 2022-24 Climate and Ecological Emergency Strategy Delivery Plan and remains pertinent.

12.0 Property Implications

12.1 There are no direct property implications from this report.

13.0 Human Resources Implications

13.1 There are no direct Human Resources implications from this report.

14.0 Environmental Sustainability Implications

14.1 Environmental sustainability considerations are integral to the purpose, content and recommendations in this report.

15.0 Proposed Consultation with Ward Members and Stakeholders


15.1 Information will provided to all Members on re-launch of phase 2 of the Together Towards Zero scheme in autumn.

15.2 Relevant information on both schemes will be published on the council's website and through appropriate corporate channels as and when necessary.

Report sign off:

Peter Gadsdon

Corporate Director of Resident Services

 Brent	Cabinet 17 October 2022
	Report from the Corporate Director of Resident Services
Customer Access Strategy 2022-2026: Contact Brent	

Wards Affected:	All
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	One Appendix 1: Customer Access Strategy
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Thomas Cattermole, Director of Customer Access 020 8937 5446 Thomas.Cattermole@brent.gov.uk Angela Collins, Senior Transformation Officer 020 8937 2897 Angela.Collins@brent.gov.uk Adam Woods, National Management Trainee 020 8937 4737 Adam.Woods@brent.gov.uk

1.0 Purpose of the Report

- 1.1 Cabinet is asked to approve the Customer Access Strategy 2022-2026.

2.0 Recommendations for Cabinet

- 2.1 Cabinet is asked to approve the Customer Access Strategy 2022-2026 attached to this report as Appendix A
- 2.2 Cabinet is asked to note that progress and key performance indicators will be reported to CMT on a quarterly basis.

3.0 Detail

- 3.1 The Customer Access Strategy, called 'Contact Brent', sets out the Council's commitment to enhancing the services we provide for our residents and customers. The Strategy provides clarity on the measures the Council is taking to ensure these improvements. It also outlines what we expect from our staff and what can be expected from customers and residents.
- 3.2 We aim to achieve a step change in the Council's attitude towards the customer experience, embodying a 'whole organisation' approach. The customer experience is everybody's business. It is only by breaking down barriers and working together that we can meet the needs of every single customer and resident. Although it is called the Customer Access Strategy, customers access the council in a variety of ways, not solely through *Customer Services*. This Strategy seeks to embed a more consistent customer experience across the whole Council.
- 3.3 The Customer Access Strategy will run alongside the Council's Digital Strategy from 2022-2026. We believe that the goals of the Digital Strategy are salient to the Customer Access Strategy, making it natural for the two strategies to run side by side. Furthermore, due to the recent senior management restructure that the Council has undertaken, we believe it to be a perfect time to implement the attitudinal changes desired. As teams begin to settle into their new 'positions' within the Council, it is a suitable time for all to incorporate the values of the Customer Access Strategy into their everyday work. Finally, launching the Customer Access Strategy in conjunction with the newly released Brent Promise which commits to:
- resolving your enquiries quickly and keeping you informed if we can't solve it straight away;
 - listening to you, making you feel valued and understanding your needs;
 - making our services accessible and easy to use;
 - being helpful and honest with you;
- is a great way to enhance awareness of the Promise amongst staff and reinforce that we must always put customers and residents first, all the time, every time.
- 3.4 The Strategy's aim of ensuring every customer is satisfied is backed up by our commitment to make services:
- ✓ Easy to use
 - ✓ Flexible and digitally accessible
 - ✓ Of the highest standard
- 3.5 In addition to ensuring our services adhere to the above, as a Council we want to improve digital inclusion, sustain face-face services for those with more complex needs, frequently review our services based on customer feedback and ensure all services are accessible, accommodating and welcoming, both physically and mentally.

- 3.6 The Strategy also outlines the Key Performance Indicators (KPI's) that we will monitor to determine the success of the strategy. These will be reported to the Council Management Team (CMT) on a quarterly basis.
- 3.7 In an effort to meet the outlined KPI's and improve the customer experience across the Council, we propose tailored training for new and existing staff. The training will include neuroinclusion training, awareness of confrontational triggers and a reminder of what is expected from staff as well as what we expect from customers and residents.

4.0 Financial Implications

- 4.1 The financial implications of the Customer Access Strategy will mainly stem from delivering the training required for all staff, some of which will be provided by subject matter experts.
- 4.2 While indicative costs have not been explored, if the strategy were to be approved, these would be looked at and fed back to CMT for further approval.

5.0 Legal Implications

- 5.1 Pursuant to s1 of the Localism Act 2011, the Council has the power to do anything which an individual can do unless it is expressly prohibited (the power of general competence); and in accordance with s111 of the local Government Act 1972 has powers to do anything which is calculated to facilitate the discharge of their functions.

6.0 Equality Implications

- 6.1 Under Section 149 of the Equality Act 2010, the Council has a duty when exercising their functions to have 'due regard' to the need:
- a) to eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited under the Act;
 - b) advance equality of opportunity; and
 - c) foster good relations between those who share a "protected characteristic" and those who do not.

This is the Public Sector Equality Duty (PSED). The 'protected characteristics' are: age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, sex, and sexual orientation.

- 6.2 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, policy or strategy. Due regard is the regard that is appropriate in all the circumstances.
- 6.3 The commitment to ensuring accessibility, sustaining face-to-face services, becoming a neuroinclusive Council and combatting digital exclusion all strive for greater equality, positively affecting Council services.

7.0 Human Resources and Property Implications

- 7.1 The on boarding process, corporate induction and training portfolios will be reviewed to implement the tailored training referred to in paragraph 3.7 above.

8.0 Consultation

- 8.1 Consultation with customers, residents, staff and stakeholders took place throughout the creation of the new Customer Promise and Civic Centre Redesign project – two key catalysts of the Customer Access Strategy.
- 8.2 Staff were consulted through Forward Together, visioning workshops and online surveys. Customers and residents were consulted through online surveys, face-face discussions, feedback forms and focus groups.

Report sign off:

Peter Gadsdon

Corporate Director Resident Services

Customer Access Strategy 2022-2026

Contact Brent



Customer Access Strategy 2022-2026

Contact Brent

Foreword

I am pleased to announce 'Contact Brent', Brent's new Customer Access Strategy.

The strategy sets out our commitment to enhancing the services we provide for our residents and customers.

Importantly, the Strategy provides clarity on the measures the Council is taking to ensure customer service excellence across the Council. In tandem with the Council's Digital Strategy, the Customer Access Strategy paves the way for a better Brent.

Everyone at Brent Council takes pride in the services we provide to the borough's customers and residents. However, we recognise that there is always room for improvement. Moreover, the Customer Access Strategy comes at a time when the Council expects heightened customer and resident demand, increasing the importance of the measures and commitments made in this document.

In addition to those who need to contact us regularly, there will be many people who will need the Council's support for the very first time.

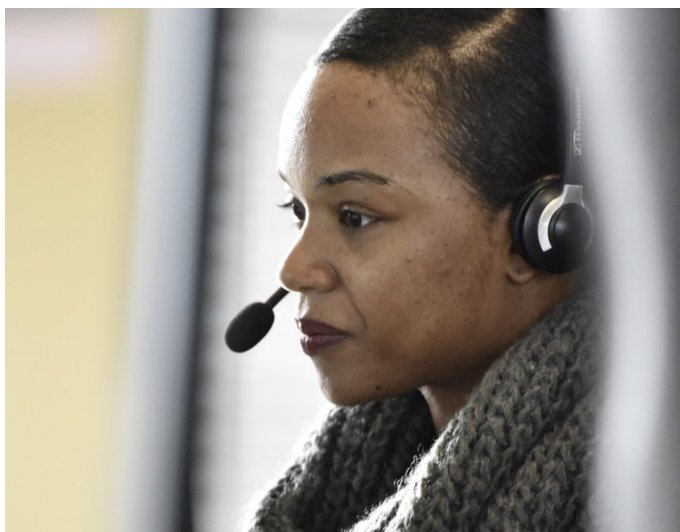
This Strategy sets out ambitious targets and provides a vision for how we will meet the needs of Brent citizens over the next four years. From financial assistance to refuse collection, the Council will work tirelessly to give you the support you need.

Councillor Eleanor Southwood

Cabinet Member for Jobs,
Economy & Citizen Experience



The purpose of the Customer Access Strategy (CAS) is to provide clarity to all staff, residents and customers on the measures Brent Council is taking to ensure widespread excellent customer service.



At Brent, we put customers and residents first all the time, every time, striving for customer satisfaction. We aim to achieve this by ensuring that all services are:

- Easy to use and understand - This is of vital importance to online services, as simplifying processes can maximise the number of customers and residents that can be self-sufficient, freeing up staff to deal with customers and residents with complex needs. It is also key to staff-customer interactions, as jargon and complex language can confuse customers and residents leading to prolonged interactions, reducing the amount of customers and residents we can help.
- Flexible to the particular needs of each customer and accessible through all devices and channels - Staff should have the required knowledge, training and flexibility to go above and beyond for customers and residents, meaning all needs are catered for. Additionally, our services are digital by design – online will be the first choice for those who are able. Staff, and all those accessing our services, will be clear of the digital offer and services will be responsive. Moving customers and residents online reduces the demand on staff, freeing them up to help those who may not have a device or have more complex needs.

- Of the highest standard - Meeting customer and residents expectations and, when possible, resolving enquiries at the first point of contact in a timely manner is of the utmost importance. There is nothing more frustrating for a customer or resident than to leave without a resolution or no clear next step. Brent strives to resolve queries the first time a customer or resident contacts us, and where this is not possible, we will signpost to a trusted service that can support them.
- We want to emphasise that this strategy embodies a 'whole organisation' approach to delivering customer and resident services. Whether our staff interact with customers and residents on a daily-basis or intermittently, we want to hold our entire organisation to the same standard when it comes to delivering the services we offer. The customer experience is everybody's business. It is only by breaking down barriers and working together that we can meet the needs of every single customer and resident.

Our Mission

This section outlines our initial plans to achieve our vision of customer service excellence. From infrastructure changes to achieving digital inclusion, we are doing all we can to constantly improve our customer service offer and experience.

Digital Inclusion

More customers and residents are accessing everyday services online. Consequently, the Council's digital offer has become imperative to the satisfaction of the majority of our customers. Thus, we strive to make the online customer journey accessible, user-friendly and straightforward.

Our Digital Strategy 2022-26 is an important foundation for the Customer Access Strategy. We have set ambitious goals to transform into a digital Council by investing in our digital processes and improving residents' access to devices, information and services.

Today our customers and residents can benefit from an improved online self-service portal, called 'My Account', where users can access essential services such as housing, housing benefit and Council Tax

anytime, anywhere and through any device. The Brent 'My Account' has also simplified the customer journey, providing a single access-point for a range of services.

On the Brent website, visitors can interact with virtual agents (chat bots and web chats) which can instantaneously answer questions about Council services or connect them with the relevant information and forms.

However, we understand that not everyone can get online. We will continue to deliver vital services face-to-face to digitally excluded customers and residents. We will continue to improve the support we provide to customers and residents who cannot get online by investing in digital skills training (to support customers to confidently access services through digital means), increasing the number of Digital Champions at the Council (500 by 2025) and delivering face-to-face support at the Civic Centre, Family Wellbeing Centres and Brent Hubs.

Sustaining Face to Face Services – For Customers and Residents with Complex Needs

The Council has a variety of face-face offers, each meeting a different need. Firstly, we have the Customer Service Centre, located in Brent Civic Centre. This is for customers and residents who need general advice, cannot resolve their issue online or need help with accessing a device.

Secondly, our Community Hubs provide a unique service within the Council. There are currently seven sites across the borough all providing tailored support for those with more complex needs, in addition to providing outreach work in their respective communities. The service is free and operates on a walk in basis, supporting customers and residents with housing enquiries, money and debt issues, digital literacy and employment opportunities. The Hubs work with a wide range of partners providing specialist legal and welfare advice. Therefore, in the rare case that the Council cannot directly support a customer, we will always point them in the direction of a trusted partner.

Lastly, our eight Family Wellbeing Centres (FWC) provide tailored support for families with a child under the age of 18 (or 25 with SEND). The FWC's provide much of the same services that Hubs provide, however, they specialise in supporting children meaning they are best placed to deal with families with complex needs. The FWC's can be

accessed on a walk-in basis or specific appointments can be booked via 'My Account'.

Service Innovation

In order to maintain high-quality customer service, it is necessary to seek frequent improvements where possible. An important source of ideas for improvements is customer and resident feedback. Thus, we will implement an avenue for customers and residents to leave feedback that will fall out of the scope of formal complaints. This will allow customers and residents to leave positive or negative feedback, without going through the process of leaving a formal complaint. We are also exploring the possibility of having quick feedback options after phone, email and face-face interactions.

We frequently look for ways to improve the channels of communication that we have with residents and customers. This could be through phone, email, online or face-face. Streamlining these services results in us being able to help more customers, improving overall customer satisfaction. For example, we recently implemented improvements to our interactive voice response (IVR) system. The IVR system allows residents calling the Council to access popular and important information via pre-recorded messages, which may resolve their enquiry without speaking to an officer. It also enables customers and residents to utilise menu options via touch-tone keypad selection or speech recognition to have their call routed to specific departments or specialists, simplifying the navigation process. All of these innovations are implemented with the goal of freeing up more staff to deal with your enquiries.



Ensuring Accessibility

We want Brent to be a place of diversity, equality and inclusion for all. In order to meet the needs of every single customer and resident, it is crucial that our services are accessible for all, no matter their circumstances. We will ensure that all of our services adhere to the Accessible Information Standard, through service flexibility and staff training.

Neurodivergent people make up approximately 15-20% of the UK population, representing a significant proportion of existing staff, job applicants, customers and residents. In order to create a neuro-inclusive environment, we will equip our staff with the training to effectively support neurodivergent customers and residents.

Physical space is also key to ensuring accessibility. As such, we are in the process of redesigning our Customer Service Centre in the Civic Centre. We strive to ensure that all customer and resident-serving buildings are accessible to all.

Help Us to Help You

To make sure that we can provide customers and residents with the best service possible, as part of the Brent Promise, we have set out the following expectations for our customers and residents:

- Work with us to get the information required to help you.
- Let us know if you have any specific needs.
- Treat Council staff courteously and with respect.
- Ask us if you are unsure, or we are not as clear as we can be.
- Tell us if you have been having problems so that we can resolve them together.



What Customers and Residents Can Expect From Us

This section sets out the response times that customers and residents can expect depending on the channel of communication. These timeframes need to be clearly communicated to customers and residents after their initial enquiry to reduce failure demand. It also outlines what customers and residents can expect from Council staff.

Digital:

- Ensure automated online forms are used more widely for all service areas.
- Increase the number of 'My Account' users to maximise self-sufficiency and reduce demand on staff.
- Increase total number of payment transactions online, reducing the number of cheques and cash payments.

Phones:

- Exceed the target to answer 90% of phone calls within 5 minutes, and aim to answer all phone calls within 5 minutes
- Reduce waiting times on the phones (measure average times/set benchmark based on this)
- Respond to voicemails and messages within 1 working day
- Make our online offer more accessible resulting in 25% less telephone calls by 2026 (507,879 calls received or less).

Written Correspondence:

- Acknowledge all emails and letters within 24 hours, and inform you about the estimated time in which your query can be resolved
- Respond to written enquiries (by email or post) within 10 working days or sooner where possible, or let you know if resolving your query will take longer giving the reasons why
- Investigate and respond to stage 1 corporate complaints within 20 working days
- Investigate and respond to stage 2 corporate complaints within 30 working days

Face-to-Face:

- Welcome you at any of our customer and resident-serving buildings within 10 minutes of arrival.
- Ensure your enquiry is resolved in a timely manner and you are frequently updated if anything changes or there is an unexpected delay.

Customer and resident satisfaction:

- Introduce a customer and resident satisfaction score for all of our services.
- Exceed an 80% customer and resident satisfaction score for Customer Services.
- Make sure that 100% of our services are accessible online.



- We will resolve as many enquiries as possible at the first point of contact. When this cannot be done, we will direct you to known support or a trusted partner.
- Record the number of queries resolved at the first point of contact within all areas of the Council, with a target of resolving 90% of queries at the first point of contact.
- Enable all customers and residents the ability to provide feedback on our services and processes via automated email or follow up text.



Staff:

- All staff to attend an awareness raising session about the Brent Promise, which will highlight the expectations of all staff members.
- All new staff to undertake customer service training within their first 6 months at Brent, equipping all colleagues with the skills to confidently resolve customer and resident enquiries.

