Public Document Pack

SUMMONS TO ATTEND COUNCIL MEETING

Monday 16 November 2026 at 6.00 pm
Conference Hall - Brent Civic Centre, Engineers Way, Wembley, HA9 0FJ

Please note that this meeting will be held as a physical meeting with all members of the Council required to attend in person.

To the Mayor and Councillors of the London Borough of Brent and to each and every one of them.

I hereby summon you to attend the MEETING OF THE COUNCIL of this Borough.



KIM WRIGHT
Chief Executive

Dated: 6 November 2026

For further information contact: James Kinsella, Governance & Scrutiny Manager
Tel: 020 8937 2063; Email:james.kinsella@brent.gov.uk

For electronic copies of minutes and agendas please visit:
Council meetings and decision making | Brent Council

Limited space will be available at the meeting for the press and public to attend or alternatively it will be possible to follow the meeting via the live webcast. The link to follow proceedings via the live webcast is available here

recycle for Brent

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 a Prejudicial Interest (i.e. it affects a financial position or relates to determining of any approval, consent, licence, permission, or registration) then (unless an exception at 14(2) of the Members Code applies), 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 expenses in carrying out duties as a member, or of election; including from a trade union.
(c) **Contracts -** Any current contract for goods, services or works, between the Councillors or their partner (or a body in which one has a beneficial interest) and the council.
(d) **Land -** Any beneficial interest in land which is within the council's area.
(e) **Licences-** Any licence to occupy land in the council's area for a month or longer.
(f) **Corporate tenancies -** Any tenancy between the council and a body in which the Councillor or their partner have a beneficial interest.
(g) **Securities -** Any beneficial interest in securities of a body which has a place of business or land in the council's area, if the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body or of any one class of its issued share capital.

****Personal Interests:**

The business relates to or affects:

(a) Anybody of which you are a member or in a position of general control or management, and:
- To which you are appointed by the council;
- which exercises functions of a public nature;
- which is directed is to charitable purposes;
- whose principal purposes include the influence of public opinion or policy (including a political party of trade union).

(b) The interests a 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, to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the electoral ward affected by the decision, 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 employs or has appointed any of these or in whom they have a beneficial interest in a class of securities exceeding the nominal value of £25,000, or any firm in which they are a partner, or any company of which they are a director
- any body of a type described in (a) above

Agenda

Apologies for absence.

1 Apologies for Absence

2 Minutes of the Previous Meeting

To confirm as a correct record, the minutes of the following Council meetings:

(a) Monday 14 September 2026 — To Follow

(b) Extraordinary Council Meeting held on Monday 12 October 2026. — To Follow

3 Declarations of Interest

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

4 Mayor's Announcements — 1 - 2

To receive any announcements from the Mayor, including (for reference) the list of petitions received and decisions taken under the Council's urgency procedure since the previous meeting.

Please note the list of petitions received will be circulated in advance of the meeting.

5 Appointments to Committees and Outside Bodies and Appointment of Chairs/Vice Chairs — 3 - 4

To agree any appointments to Committees and Outside Bodies (if any) in accordance with Standing Order 30 (g).

6 Deputations (if any)

To receive any deputations requested by members of the public in accordance with Standing Order 32.

Details of the deputations to be presented will be notified in advance of the meeting.

7 Questions from Members of the Public and Brent Youth Parliament — 5 - 18

7.1 To receive and consider the question(s) submitted by the public for response by the relevant Cabinet Member, in accordance with Standing Order 33.

Members are asked to note that four public questions have been received, which have been circulated as part of the agenda along with the written responses provided.

7.2 To receive question(s) submitted by the Brent Youth Parliament for response by the relevant Cabinet Member, in accordance with Standing Order 33(c).

Members are asked to note that four questions have been received, which has been circulated as part of the agenda along with the written responses provided.

8 Petitions 19 - 20

To consider any petitions with more than 200 signatures on which a request has been received for their presentation, in accordance with the Council's petition rules and Standing Order 66.

Members are asked to note that the following petition is due to be presented at the meeting:

(a) Make Preston Road a 30-mph speed limit between Carlton Avenue East and the junction of East Lane/Forty Avenue

The supporting details on the petition have been attached, for reference.

9 Motions To Follow

To debate the Group motions submitted in accordance with Standing Order 41.

Members are asked to note:

- The motions submitted will be circulated as part of a republished agenda in advance of the meeting, in accordance with Standing Order 41(c).

- Where a motion concerns an executive function, nothing passed can be actioned until approved by the Executive or an officer with the relevant delegated power.

10 Questions from the Opposition and other Non-Cabinet Members 21 - 30

For questions to be put to members of the Cabinet by Opposition and Non-Cabinet Members in accordance with Standing Order 35.

Five advance notice questions have been received under this item, which have been attached along with the written responses provided.

Members are asked to note that this session will also include an opportunity (within the time available) for other Non-Cabinet members and the Opposition to ask questions of Cabinet Members without the need for advance notice.

11 Report from Chairs of Scrutiny Committees

To receive reports from the Chairs of the Council's Scrutiny Committees in accordance with Standing Order 36. The reports have been attached as follows:

11.1	Resources & Public Realm Scrutiny Committee	31 - 38
11.2	Community & Wellbeing Scrutiny Committee	39 - 44
11.3	Housing Scrutiny Committee	45 - 48

12 Report from the Vice Chair of the Audit & Standards Advisory Committee 49 - 52

To receive a report from the Vice Chair of the Audit and Standards Advisory Committee updating Council on the work of the Committee, in accordance with Standing Order 37.

13 Believe in Brent: Council Plan 2026 - 2030 53 - 126

To receive a report from the Corporate Director Finance & Resources presenting the Brent Council Plan, *Believe in Brent 2026 – 2030*, to Full Council for adoption.

Members are asked to note that the report is also due to be considered by Cabinet on 9 November 2026 with any comments made as a result to be reported at the Council meeting.

Ward Affected:
All Wards

Contact Officer: Amira Nassr, Deputy Director Democratic & Corporate Governance
020 8937 5436
amira.nassr@brent.gov.uk

14 West London Waste Plan Submission to the Secretary of State for examination 127 - 144

To receive a report from the Corporate Director Neighbourhoods &

Regeneration presenting and seeking approval for submission of the new West London Waste Plan (WLWP) to the Secretary of State for independent public examination, under Regulation 22 of the Town and Country Planning (Local Planning) (England) Regulations (2012) following completion of the formal public consultation process under Regulation 19,

Members are asked to note that the new West London Waste Plan (WLWP) will form a part of the Brent Local Development Plan and will be used for determining planning applications for waste related development within Brent and across West London. It will replace the current West London Waste Plan, adopted in 2015 and has been prepared jointly with the London Boroughs of Ealing, Harrow, Hillingdon, Hounslow and Richmond Upon Thames and the Old Oak and Park Royal Development Corporation (OPDC).

Members are asked to note that, due to their size, the main appendices to this report have been published as a supplementary pack to this agenda.

Ward Affected:
All Wards

Contact Officer: Hilary Seaton, Principal Planning Policy Officer
020 8937 1427
hilary.seaton@brent.gov.uk

15 Changes to the Constitution 146 - 150

To receive a report from the Corporate Director Finance & Resources detailing a number of constitutional changes to the Council Procedure Rules.

Ward Affected:
All Wards

Contact Officer: Pameel Crowther-Newman, Interim Director of Law and Monitoring Officer
020 8937 4102
Pameel.Crowther-Newman@brent.gov.uk

16 Exclusion of the Press & Public

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

17 Urgent Business

At the discretion of the Mayor to consider any urgent business, in accordance with Standing Order 37(s).

Please remember to switch 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**

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Full Council: 16 November 2026

List of Decisions taken under the Council's Urgency Procedures

In accordance with Standing Order 31 (iv) and paragraph 38 (b) of the Access to Information Rules, to report on any Urgent Decisions taken since the last report to Council on 14 September 2026, under this part of the Council's Constitution

Members are asked to note that there no decisions taken which have been subject to use of the urgency procedure since the Full Council meeting on 14 September 2026.

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Full Council – 16 November 2026

Agenda Item 5 – Appointments to Committees and Outside Bodies

Standing Order 30(g) states that, if necessary, Full Council is required to agree appointments to committees and outside bodies

Such appointments are set out below:

Committee Membership

(1) Resources & Public Realm Scrutiny Committee

Cllr Manoj Mishra to replace Councillor Chowdhury as one of the Conservative Groups full members on the Committee with Councillor Chowdhury to replace Councillor Mishra as a substitute member on the Committee.

(2) To consider any nominations received in relation to the following positions. *(Members are asked to note that nominations will be considered in the order they are received. Each nomination will be put to the vote with the final appointment to be agreed on the basis of a simple majority of votes being achieved. If a straightforward majority of votes is not achieved, then the next nomination will be put to the vote and this will continue until an appointment is made)*

(i) Vice Chair of the Community & Wellbeing Scrutiny Committee – subject to any nominations received.

(iii) Vice Chair of the Resources & Public Realm Scrutiny Committee – subject to any nominations received.

(iv) Vice Chair of the Housing Scrutiny Committee – subject to any nominations received.

Please note: If required, any further membership changes to be notified either in advance or at the meeting.

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Brent

Item 7.1: Questions from Members of the Public

Full Council – 16 November 2026

1. **Question from Stephen Thomas to Councillor Matt Kelcher (Cabinet Member for Regeneration & Planning)**

Can the Cabinet Member for Regeneration & Planning advise what they are doing to address the shortfall and backlog in affordable housing supply across the borough given the level of units being delivered by private developers across Alperton, including the Beresford Avenue and Grand Union developments and all around Wembley Stadium and increase in use of buy to let and student accommodation and properties then being used as Air B&B. These developments are not felt to offer real benefit to local residents whilst also placing additional strain on local infrastructure and already stretched community services.

Response:

This administration is very proud of Brent's record in delivering new homes for our local communities. Brent was recently named the UK's number one council housebuilder by Inside Housing magazine, with 557 homes completed last year and a further 1,360 in the pipeline.

Our wider approach to housebuilding supports a range of homes to meet different needs:

- We have delivered 155 homes in 26/27 up to Q1 and we expect to deliver a further 300+ homes this financial year including in areas of need such as Alperton, Church End and Kilburn;

- From Q1 2026-27 to date (including the number of planning permissions granted with affordable homes and across different the tenure types) – 201 LAR homes, 61 Social Rent Homes and 10 Shared Ownership Homes

- a range of homes for market sale.

A borough as diverse as Brent needs all these types of housing. Social housing is essential for residents on our waiting list, while other affordable tenures help households whose needs are not met by the market. We also need homes for the majority of our residents whose incomes place them above the eligibility thresholds for social or other affordable housing. Market-sale homes therefore also have a role in meeting local need and benefiting Brent residents.

We are doing everything we can to deliver more affordable housing, and Brent continues to lead the way. However, we face major pressures that are not unique to our borough.

One reason homes are so expensive to buy or rent is that they are increasingly expensive to build. Higher borrowing and energy costs, increased construction costs, interest rates, new regulatory requirements, including those arising from the Building Safety Act, and flat sales values have made delivery more challenging.

The Home Builders Federation has estimated that additional regulatory requirements have added more than £75,000 to the cost of building a new home. Across a large development, additional costs on this scale put substantial pressure on viability and the funding available for affordable housing.

That is why we must draw on different sources of funding and support to deliver homes at prices and rents that are genuinely affordable. We are pursuing three complementary approaches.

First, working with private-sector partners. We will continue to support new housing delivery through partnerships in which the proceeds from private sales help cross-subsidise affordable homes within the same development. This is an important means of securing affordable housing alongside market-sale homes.

Second, securing external funding. We will continue to bid for grants and other funding to subsidise affordable housing wherever possible. We look forward to continuing our engagement with the Greater London Authority to maximise the opportunities available to Brent.

Third, developing innovative delivery models. I was particularly proud to take the Brentfield Road scheme through Cabinet in October 2026, securing agreement to support Brent Community Land Trust in bringing forward 19 affordable homes on that site. This demonstrates our determination to explore new ways of delivering the homes our communities need.

2. **Question from Usha Vyas to Councillor Promise Knight (Cabinet Member for Cleaner Streets, Transport & Public Realm)**

The residential area between the North Circular Road and Church Road serves a busy local community and contains a number of facilities that generate regular pedestrian and vehicle movements. These include two primary schools — Mitchell Brook Primary School on Bridge Road and St Mary's C E Primary School at the Mayo Road/Garnet Road end — as well as Church End Medical Centre, Willesden Court Care Home on Garnet Road, the Unity Centre on Church Road and the Elim River of Life Church on Gifford Road. Children, elderly and vulnerable residents, patients, families, worshippers and other pedestrians therefore regularly move through these residential streets.

At the same time, these residential roads form an interconnected route between the North Circular Road and Church Road through Woodheyes Road, Bridge Road, Hawkins Road and the surrounding residential streets, including Tynsdale Road, Helperby Road and Mayo Road. Residents continue to experience rat-running, speeding and aggressive driving through this area, including vehicles circumventing existing traffic-calming measures and recurring congestion and conflict at the narrow Bridge Road/Hawkins Road railway bridge.

Given the level of community use of this area and the fact that these roads operate as part of a connected route rather than in isolation, can the Cabinet Member for Cleaner Streets, Transport & Public Realm advise if the Council will consider undertaking a wider road-safety and traffic-management assessment of this corridor to determine whether further measures could help reduce rat-running, speeding, dangerous driving and conflict across the network?

Response:

As Lead Member I met the resident with officers from the Healthy Streets and Parking Service at the end of September 2026 on site to discuss the road safety and speeding concerns within the area where the CPZ has recently been implemented.

Road safety measures are mainly funded through the councils Transport for London (TfL) allocation to deliver the Local Implementation Plan and meet the Mayor for London’s Transport Strategy. Road safety schemes are prioritised Schemes are prioritised on the basis of personal injury accidents (PIAs) reported by the Metropolitan Police. However, following discussions relating to safety concerns, officers proposed to take the following actions forward;

- Develop a scheme of quick-win interventions for Mayo Road. This is expected to include at least two sinusoidal road humps (physical measures), together with additional road markings such as "SLOW" carriageway markings and speed roundels.

- Arrange the installation of a Vehicle Activated Sign (VAS) on Hawkins Road, along with additional "SLOW" markings and speed roundels on the carriageway.

- Liaise with our line-marking contractor to ensure the missing section of single yellow line in Creukhorne Road is completed.

- Include the area for consideration of prioritisation for future funding as part of our Road Safety programme, which will be subject to further assessment.

Further to the meeting, the two Vehicle Activated Signs (VAS) on Hawkins Road were installed on 21 October 2026.

Officers are continuing to progress the remaining measures outlined above and will provide further updates as these works are developed and programmed for implementation.

3. **Question from Peter Gomez to Councillor Matt Kelcher (Cabinet Member for Regeneration & Planning)**

In September 2024, Brent's Planning Committee required Wembley National Stadium Ltd (WNSL) to undertake a full review of the residents' ticket allocation scheme to ensure the "fairest assessment possible", with the review submitted to and approved by the Council. The subsequent Section 106 agreement established the Community Ballot for residents within the Wembley Stadium Event Day Parking Zone and provided that the Ticket Scheme should not be amended unless otherwise agreed in writing by the Council.

WNSL subsequently proposed a substantially smaller Event Day Impact Zone, which now determines eligibility for the Residents' Ballot. Brent has stated that WNSL developed the boundary and that the Council does not determine the eligibility boundary or hold details of the methodology used to create it.

Can the Cabinet Member for Regeneration and Planning therefore advise:

(a) What evidence did Brent Council examine before agreeing to or approving the replacement of the Event Day Parking Zone with the smaller Event Day Impact Zone as the basis for Residents' Ballot eligibility.

(b) Who gave that agreement or approval and under what authority; and

(c) How Council satisfied itself that the resulting boundary represented the "fairest assessment possible" when it does not appear to hold the methodology by which WNSL determined that boundary?

Response:

The narrower zone was aimed at providing more impactful approach to those who live closer to the stadium. While the "Event Day Impact Zone" was discussed with some senior officers and members, no submission was made to the Planning Authority, and therefore no formal assessment of the revised Ticket Scheme has been undertaken. WNSL has been reminded that they are required to formally submit details for the Ticket Scheme for consideration and approval.

As Lead Member I was not advised personally of these changes as the implementation preceded before I was appointed to the Cabinet. The previous Cabinet Member for Public Realm had been advised directly by the Football Association (FA) on a system the FA considered to be compliant with the planning condition obligations, and that was how the matter was left.

In revisiting the original planning obligations, the FA have agreed to restore the boundary in advance of next year's events programme to better and more accurately account for the wording and spirit of the s106 planning condition obligation.

4. **Question from Janice Long to Councillor Promise Knight (Cabinet Member for Cleaner Streets, Transport & Public Realm)**

The Highway Code has pedestrians at the top of the road user hierarchy.

In 2026 the Government gave councils the authority to ban pavement parking. In London it is already banned, but Brent has given exemptions to many roads in the Borough. With the result it is not a safe walking environment as cars are parked on the pavement.

Walking should be safe and it should be easy.

The Council website lists the streets where footway parking is allowed. Some are in a CPZ where parking bays are painted on the road and pavement. In other areas there is meant to be 1.2 metres left on the pavement for pedestrians. Yet in practice this does not happen and pedestrians and wheelchair users have to use the road as the pavement is blocked.

Can the Cabinet Member for Cleaner Streets, Transport & Public Realm therefore outline the Councils plans to eliminate parking on the pavement so that pedestrians can safely walk down the footway and not in the road.

Response:

The Council recognises that inappropriate footway parking can create difficulties and potentially unsafe conditions for pedestrians, particularly wheelchair users, people with mobility impairments and those using pushchairs.

Where footway parking exemptions are considered necessary, officers seek to balance local parking needs with the need to maintain a safe and accessible route for pedestrians.

Any proposal to introduce or amend informal (without marked bays) or formal (with marked bays and signage) footway parking arrangements is carefully assessed against the local highway conditions. Officers follow the relevant guidance when allowing footway parking exemptions, and, wherever practicable, seek to maintain a minimum unobstructed footway width of 1.2 metres for pedestrians.

The Council also undertakes consultation on proposed measures before implementation, giving residents and other affected parties an opportunity to comment. Residents are informed of the outcome and that penalty charge notices will be issued where inadequate space is left for pedestrians and send reminder letters, where necessary.

Where there are numerous reports of obstruction, the council may also introduce signs and lines to improve compliance.

The Council remains committed to balancing parking requirements with the need to provide safe and accessible footways for all users.

Item 7.2: Questions from Brent Youth Parliament

Full Council – 16 November 2026

1. **Question from Brent Youth Parliament to Councillor Jake Rubin (Cabinet Member for Children Services, Employment & Climate Action)**

   What plans does Brent Council have to work with local businesses, schools and community organisations to create more accessible work experience, internships and career opportunities for young people?

   Response:

   The launch of Brent's Youth Employment and Progression Taskforce on 2 November will be a key part of our response to the challenge set out in Sir Alan Milburn's review of young people Not in Education, Employment or Training (NEET), bringing together young people, business, employers, schools, training providers, community organisations and public sector partners to develop a coordinated approach to reducing youth unemployment and inactivity in the borough.

   Through our emerging Employment and Skills Strategy, we are strengthening the pathways available to young people at every stage. This includes a revised targeted Information, Advice and Guidance service for 16 and 17 year olds, helping those at greatest risk of becoming NEET to access the right support and opportunities early.

   We are also developing work to support schools in strengthening careers education and employer engagement. Alongside this, Brent Works is increasing engagement with schools, particularly with Key Stage 4 pupils, to provide greater exposure to local employers, work experience opportunities and clear routes into employment and further learning.

   Working with local businesses and employers, our Wembley Jobs Fair held in September attracted significant attendance from young people seeking information, advice and guidance regarding their careers and opportunities that are available locally. We are working with our data supplier to track attendees, understand progression resulting from the event and to follow up with live opportunities in the jobs market. We are also looking to develop further, more local events throughout the year.

   We recognise though that some young people face additional barriers to entering work. That is why, for example, we are enhancing our supported internship offer for young people with SEND, working with employers to create more inclusive opportunities and improve progression into sustainable employment.

The Council, through Brent Works and in partnership with our West London neighbours, will be supporting the delivery of the Government's Youth Jobs Guarantee focused on supporting 18 to 24 year olds who have been unemployed for 18 months or more, ensuring they can access tailored employment support and fully-funded work placements for 6 months. This is a significant development that will provide real-world, paid work experience for those young people who have found it hardest to secure employment and to establish a foothold in the labour market.

The Council will be implementing all these measures and more as our strategy takes shape, to further strengthen partnerships with local businesses, schools and community organisations, with the aim to create more accessible routes into work for Brent's young people.

2. **Question from Brent Youth Parliament to Councillor Jake Rubin (Cabinet Member for Children Services, Employment & Climate Action)**

What steps is Brent Council taking to reduce waiting times for young people seeking mental health support and how is it ensuring that young people who cannot access support through school or specialist services are not left without help.

Response:

The prevalence of mental health and wellbeing concerns is high among Brent children and young people and we are aware that young people sometimes have to wait to access CAMHS treatment services provided the Central and North West London NHS Trust (CNWL). This is why the Brent Children's Trust, chaired by the Corporate Director for Children, Young People and Community Development, CNWL (the local CAMHS provider) and the Brent Integrated Health Partnership have all lobbied the Integrated Care Board that is responsible for funding health services for additional resources for Brent. As a result, some non-recurrent funding has been provided to reduce waiting times, for example for neurodiversity assessments.

To prevent the escalation of mental health and wellbeing concerns, in February this year, a new early intervention and prevention service called LYRA was introduced to support children and young people with mental health and wellbeing concerns. The service is delivered primarily by the Anna Freud Centre and the Brent Centre for Young People. It provides a range of support from targeted mentoring to interventions aimed at supporting emotional regulation, resilience building and coping skills. Young people can self-refer to this service, and families and professionals can also make referrals using the same access point phone number as CAMHS.

Over 50% of schools in Brent now have Mental Health Support Teams, that are part of a national initiative funded by the NHS aimed at supporting children and young people's emotional wellbeing with practitioners based in schools. The intention over the next couple of years is for this to be rolled out to all schools.

The Local Authority is also working with health partners to develop a mental health and wellbeing crisis café in Brent. This will be open in evenings and at weekends and will provide a safe space for young people and families who need urgent support or advice. West London MIND and the Brent Centre for Young People have been commissioned to run the service which is in development. They will be reaching out to Brent Youth Parliament very soon to hear your thoughts about what the need to offer to young people and where from.

3. **Question from Brent Youth Parliament to Councillor Lix Dixon (Cabinet Member for Community Safety & Public Health)**

The Brent Youth Justice Plan 2025-2028 reports a 44% fall in serious youth violence offences between 2016/17 and 2024/25 but shows an increase in the number of knife and robbery crimes.

What is the Council doing to address these concerns and help young people feel more safer, and how will the youth be involved in shaping these measures?

Response:

The 44% fall in serious youth violence offences between 2016/17 and 2024/25 is welcome, but we are not complacent about increased robbery and concerns around knife-related offending. The Council, Police, schools, health services and community partners are combining early intervention, targeted prevention and coordinated action to protect young people and address emerging risks.

To tackle robbery, the VRU-funded Robbery Reduction Project, relaunched in September 2026, targets the after-school period from 3pm to 6pm in Wembley Park, Harlesden, Kilburn and Neasden. Connect Stars, Hilltop Circle, United Borders, TETH and Westminster Warriors provide outreach, trusted support and positive activities for young people at risk of offending or becoming victims.

Knife crime prevention includes school workshops, Street Doctors' bleed kit awareness and first aid training, and the YJS and Police-led No Knives Better Lives programme, Sterling Foundation and Words for Weapons, support safe, anonymous disposal of unwanted weapons. Reducing violence, with a particular focus on knife crime, remains a key priority of the Safer Brent Partnership. To support this objective, the Community Safety Team is delivering a range of targeted prevention, intervention, and enforcement initiatives designed to reduce knife crime, safeguard vulnerable individuals, and improve community safety across the borough.

The Targeted Prevention Hub and Turnaround programme offer early help through mentoring, education, health and wellbeing, substance misuse and family support. For those at greatest risk, the Youth Justice Service and multi-agency Exploitation, Violence and Vulnerability arrangements use risk assessments, peer mapping and intelligence to develop individual safety plans. The associated programme, delivered with Air Sports Network and St Giles Trust, provides trauma-informed outreach, mentoring, hospital-based support and pathways into education, training and employment.

Helping young people feel safer is central to the Brent Youth Strategy 2025–2028. Alongside investment in youth provision and positive activities, practitioners explore where young people feel unsafe, risks of retaliation, trusted adults, safe spaces and protective relationships, so that support reflects their lived experience. Young people are shaping this response. They co-designed the Youth Strategy, and Brent Youth Parliament and Family Hubs representatives sit on its Delivery Group. Quarterly youth roundtables bring young people together with Police, Community Safety and YJS to discuss knife crime, policing, stop and search and social media. Their feedback on

safe spaces, mental health support, career opportunities, and recreational activities has informed programme development and commissioning for 2027 and beyond.

Through the Brent Youth Justice Plan and Youth Strategy governance, we will review evidence and young people's feedback, challenge insufficient progress and adapt our response to changing patterns of robbery, knife crime, and serious violence.

4. **Question from Brent Youth Parliament to Councillor Jake Rubin (Cabinet Member for Children Services, Employment & Climate Action)**

What is the Brent Council doing to ensure that young people regardless of their financial circumstances, can access affordable youth clubs, sports and other activities?

Response:

Ensuring access to positive activities, regardless of family income, is a clear priority for Brent. Free holiday provision, neighbourhood-based activities, strong voluntary-sector partnerships, and investment in accessible youth facilities is working to help young people across Brent participate, develop their talents, build relationships and enjoy their communities. There are a number of initiatives underway including:

- Free Holiday Activities and Food - We recognise that costs can prevent some families from accessing activities. The Holiday Activities and Food (HAF) programme helps address this by providing free holiday activities and meals for eligible children and young people, including sport, creative activities and other enrichment opportunities. In summer 2025 just over 2,000 children accessed the programme. The Government has since provided a three-year funding settlement for HAF, offering greater stability for continued delivery. We are also working to understand and mitigate the impact of changes to eligibility so that vulnerable families continue to receive support.

- Accessible local activities - Our eight Best Start Family Hubs provide accessible, neighbourhood-based opportunities for children and young people. Alongside digital facilities, the hubs have offered sport, mixed martial arts and arts sessions after school and during school holidays, in partnership with voluntary and community-sector organisations. This provision includes inclusive opportunities for children and young people with SEND.

- Youth provision and facilities - Brent works closely with the voluntary and community sector to strengthen and sustain local youth provision, particularly through the Young Brent Foundation and its network of more than 200 member organisations. The Brent Youth Strategy 2025-2028 records that the Foundation invested £2.9 million in youth programmes in 2023/24, supporting an estimated 15,000 to 17,500 young people through a wide range of programmes and partnerships. Brent has approved a £4 million Youth Facilities Capital Investment Programme to improve five existing youth facilities. The programme aims to increase access, improve the quality of provision and expand local recreational and sporting opportunities. Young people directly shaped this investment. A Youth Panel helped assess proposals, prioritising projects they considered would reach the wider community and provide the most valuable youth offer.

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List of Petitions to be presented at Full Council - 16 November 2026

(1) Make Preston Road a 30-mph speed limit between Carlton Avenue East and the junction of East Lane/Forty Avenue

Lead Petitioner – Councillor Maurice (Petition contains 250 signatures)

Statement:

We the undersigned petition the council to remove the 20 mph speed restriction on Preston Road and re-introduce the original 30 mph speed limit.

Justification:

In 2018, Preston Road was made a 20 mph speed limit along its whole length.

Whilst such a low speed limit may be required in that part where the shops are, we feel that it is totally unnecessary to have such a low limit between Carlton Avenue East and its junction with East Lane and Forty Avenue.

This low speed limit has caused road rage and dangerous overtaking, Drivers who stick to the limit have reported that they've even been overtaken by buses.

It also does not seem to deter people who race and speed, but they are more likely to be involved in an accident.

The Police only enforce the limit in this section of Preston Road and not where it is really required. Many people including bus drivers have been prosecuted for driving at 24 mph with views expressed that such a low speed is unnecessary in this part of Preston Road.

We the undersigned would therefore request that the above section of Preston Road is made into a 30mph speed limit.

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Brent

Questions from the Opposition and Other Non-Cabinet Members

Full Council – 16 November 2026

1. Question from Cllr Jasbinder Bajwa to Cllr Tina Amadi (Cabinet Member for Communities, Culture & Cost-of-Living Support)

The winter months can bring additional financial pressures for households, as rising energy bills and seasonal expenses put further strain on already stretched budgets. For residents on low incomes, older residents and those living with serious illnesses, these pressures can make it particularly difficult to make ends meet.

At a national level, the Government's recent Budget announced a £100 Breathing Space payment to help eligible households manage the cost of living, alongside plans to abolish gas standing charges, cut VAT on household energy bills and tackle energy debt.

Locally, Brent Council is providing financial support through a variety of measures so that residents know where to turn for help during the winter months.

Can the Cabinet Member for Communities, Culture and Cost-of-Living Support therefore:

(a) outline the series of measures that Brent Council is taking to support residents who are struggling financially this winter?

(b) confirm how many Brent households are expected to benefit from the £100 Budget Breathing Space payment; and the total value of the funding provided by Government to Brent Council to support residents?

(c) advise what the Council is doing to promote its new Council Tax exemption for residents with a terminal illness, to ensure eligible residents are aware of the scheme and receive the support they need?

Response:

(a) Brent Council provides a wide range of financial and practical cost-of-living support for residents, including:

- targeted financial support with household expense such as housing and Council Tax.
- Resident Support Fund and Crisis Payments for households facing unexpected financial expenses.

- Household Income Maximisation support.
- debt, financial and energy advice with partners, such as Citizens Advice Brent.
- advice and support with heating homes through the Warm and Well scheme.
- access to food support through Brent Hubs and our partner network; and
- warm spaces in our libraries, including hot drinks and coat donations.

Residents can find details of the support available on the council's cost-of-living help and advice webpage. This also signposts residents to additional schemes and support provided by other organisations. For residents who cannot access services online, our libraries provide free internet access, and Brent Hubs offer face-to-face advice and support.

(b) We anticipate that around 96,000 Brent households will benefit from the Labour Government's £100 Budget Breathing Space payment. We also understand that this Labour Government intends to provide additional discretionary support for financially vulnerable households whose properties fall outside Council Tax bands A to D. The Government will provide guidance on how the £100 payments will be administered or confirmed the total funding that Brent Council will receive to provide additional support to residents. We will consider the guidance and funding arrangements as soon as these are confirmed.

(c) To raise awareness of the new Council Tax exemption for residents with a terminal illness, the council has issued a press release and published information on its website. The exemption will also be promoted in the next edition of Your Brent magazine.

We have also shared details with Brent GPs and local voluntary and community organisations, as well as Marie Curie, which has confirmed that it will add Brent to its public list of councils offering this support.

2. Question from Councillor Angela Joyce de Souza to Councillor Liz Dixon n (Cabinet Member for Community Safety and Public Health)

Brent's Violence Against Women and Girls Strategy 2026–2029, published earlier this year, highlights the scale of the challenge facing our borough. The Metropolitan Police recorded 3,754 domestic abuse offences in Brent in the year ending March 2024, while around 31% of domestic abuse victims reported multiple incidents. Even these figures, as highlighted in the strategy, represent only part of the picture, as many incidents of domestic abuse sadly remain unreported.

Members regularly hear from residents about the devastating impact of domestic abuse on women and families. Tackling this requires not only effective support for survivors, but a clear commitment from men to challenge misogyny and never use, excuse or remain silent about violence against women.

Will the Cabinet Member for Community Safety and Public Health therefore confirm whether Brent will support White Ribbon Day 2026; pursue White Ribbon accreditation; encourage all councillors to make the White Ribbon Promise and undertake Champion training and also ask the Leader to write to the Mayor of London and the Government calling for sustainable, long-term funding for Brent's Violence Against Women and Girls services?

Response:

Brent Council fully recognises the importance of White Ribbon Day and the role that men and boys play in challenging the attitudes and behaviours that underpin violence against women and girls. White Ribbon Day 2026 will take place on 25th November, coinciding with the United Nations International Day for the Elimination of Violence Against Women and marking the launch of 16 Days of Activism Against Gender Based Violence campaign.

This year's programme has been designed in line with the objectives of Brent's Violence Against Women and Girls Strategy 2026-2029 and reflects learning from previous campaigns. Feedback and participation data have demonstrated that events explicitly branded as Violence Against Women and Girls (VAWG) activities can sometimes experience lower levels of community engagement due to the sensitive and often taboo nature of the subject matter. In response, Brent's 2026 campaign will adopt a prevention, empowerment and community wellbeing approach, using accessible themes to encourage participation whilst creating opportunities for meaningful conversations about safety and equality.

The campaign will officially launch on 25th November at Kilburn Library with an event entitled "The Intersectional Exploration of Violence in Literature." The event will create a welcoming and thought provoking space for residents to engage with the topic of male violence, reflect on the experiences of survivors and consider how communities can contribute to preventing VAWG. White Ribbons will be available at the Brent Civic Centre for councillors and will be made available to the public at the launch event at Kilburn Library.

Alongside the launch event, the 16 Days programme will include prevention work, a technology facilitated abuse workshop, a public exhibition, professional training opportunities, communications campaigns and a closing event promoting women's health and wellbeing. Collectively, these activities are designed to engage a broad and diverse audience, reduce the stigma associated with discussing violence and abuse and support the long term cultural change required to prevent VAWG.

The Council's commitment to prevention extends beyond the annual campaign period. In October 2026, the Community Safety Team launched its Domestic Abuse Champions Programme, which received 26 expressions of interest from staff across Housing, Adult Social Care, Children and Young People and Community Development, Libraries, Human Resources and Learning and Development. The programme aims to increase awareness of domestic abuse, strengthen early identification and signposting, and embed a culture of shared responsibility for tackling VAWG across council services. We will continue to work with partners, councillors, residents and colleagues to promote these principles through our VAWG Strategy and associated programmes.

3. Question from Councillor Sai Madabhushi to Councillor Cllr Muhammed Butt (Leader of the Council)

Brent Council's equality assessment of its Nablus twinning partnership recognised potential risks around antisemitism and community cohesion and committed to monitoring these concerns.

Following the Green Party's adoption of its "Zionism is Racism" policy and the subsequent intervention of the Equality and Human Rights Commission:

(1) Has the Council reviewed or updated its equality assessment of the Nablus partnership in light of these developments?

(2) What specific engagement has taken place with Jewish residents and community organisations since the policy was adopted, and what concerns have been raised with the Council?

(3) Have the Council's monitoring arrangements identified any change in complaints, antisemitic incidents or wider community tensions, and what additional steps will now be taken to protect community cohesion in Brent?

Response:

The Council's Equality Impact Assessment relating to the Nablus twinning has been kept under review since the partnership was established and was most recently reviewed in September 2026. The review considered updated information and intelligence, including Community Safety information and police data relating to antisemitic and Islamophobic hate crime. It continues to recognise both the potential benefits of the twinning and the sensitivities arising from the wider Israel/Palestine conflict, including the potential implications for community cohesion.

The twinning is a civic partnership and is separate from the ongoing conflict in Israel and Palestine and from the political positions or policies of individual political parties.

The Council recognises that national and international events and wider political debate can affect communities locally. The Council continues to monitor data relating to antisemitic and Islamophobic hate crime alongside wider community safety intelligence and feedback. The information considered through the assessment does not establish a causal relationship between the twinning and hate-crime levels or wider community tension.

As part of its wider response, the Council works closely with the Metropolitan Police and other partners to monitor emerging risks and support affected communities. This includes work with the police Community Protection Team, multi-agency planning around significant Jewish faith events, police-led Security Review Meetings and engagement with Counter Terrorism Policing. Brent also supports programmes aimed at preventing hate crime, encouraging reporting and strengthening community cohesion.

The Council maintains established relationships with Jewish residents, faith leaders, local synagogues and community organisations and continues to welcome feedback and dialogue from all of Brent's communities. This includes engagement through local synagogues and the Brent Multi Faith Forum, as well as supporting links between community representatives and policing partners. Following the attempted arson attack at Finchley Reform Synagogue in April 2026, officers contacted Jewish community representatives and visited local synagogues to offer support and listen to concerns, and the Chief Executive wrote to local Jewish faith leaders. Engagement has also continued through wider community and interfaith activity, including Holocaust Memorial Day planning.

The Council is due to meet with the Brent Nablus Twinning Association in November as part of the annual review of the partnership. This will provide a further opportunity to consider its progress and impact alongside relevant information from the Council's ongoing monitoring and engagement. The Equality Impact Assessment will continue to be kept under review, and the Council remains committed to tackling antisemitism, Islamophobia and all forms of hate and to promoting good relations and community cohesion across Brent.

4. Question from Councillor Nirmala Patel to Councillor Promise Knight (Cabinet Member for Cleaner Streets, Transport & Public Realm)

There is need to recognise the huge impact on individuals, particularly those such as carers and patients undergoing significant medical treatment who rely on local buses to attend medical appointments, created by bus stop closures (such as those currently on Ealing Road) whilst planned road works are taking place.

Whilst acknowledging that during periods of planned road works, temporary bus stops need to be set-up, given the challenges highlighted (particularly on busy routes such as those between Wembley and local hospitals) can the Cabinet Member for Cleaner Streets, Transport & Public Realm advise what engagement the council has with Transport for London (TfL) about the need to ensure that, when planned works are being undertaken, they are identifying suitable locations to set-up temporary bus stops along busy local routes to mitigate the impact of bus stop closures?

Response:

The Council recognises that the temporary closure of bus stops during roadworks can have a significant impact on residents, particularly older people, disabled passengers, carers and those travelling to medical appointments or other essential services.

Whilst responsibility for approving temporary bus stop arrangements and managing bus operations rests with Transport for London (TfL), Highway officers work closely with TfL and contractors where roadworks affect the highway network. Through the traffic management permitting process and regular liaison arrangements, the Council's Highway Network Team seeks to ensure that disruption is minimised wherever reasonably practicable.

Temporary bus stop locations are assessed by TfL, taking account of factors such as safety, accessibility, available highway space and operational requirements. Whilst some inconvenience may be unavoidable during major works, I would expect TfL and contractors to work together to ensure that temporary arrangements are as accessible and convenient as practicable, particularly on busy routes serving healthcare facilities and other key local destinations.

Where a bus stop suspension is required to facilitate planned works, Network officers will ask TfL to consider whether suitable temporary arrangements can be provided, taking account of the location, duration of the works and any operational constraints. For emergency works, where advance planning will not be possible, decisions regarding temporary bus stop provision will need to reflect safety considerations, the anticipated duration of the works and operational requirements.

Highways will continue to engage with TfL to ensure that the needs of residents, particularly those who rely on public transport to access healthcare and other essential services, are considered when temporary traffic management arrangements are being developed for planned works.

5. Question from Councillor Nisha Vakani to Councillor Jake Rubin (Cabinet Member for Children's Services, Employment & Climate Action):

Brent's School Place Planning Strategy recognises that some families can no longer afford to stay in the borough, while demand for school places varies across Wembley and Brent.

Can the Cabinet Member for Children's Services, Employment and Climate Action advise:

(a) what trends the Council has identified in falling pupil numbers, particularly by location, ethnicity and household income or deprivation? Does it know why families are leaving and where they are going?

(b) How the Council is engaging with schools, parents and local communities to understand these trends, including the impact of housing costs, the shortage of family-sized homes and local services?

(c) whether the Council will publish these findings by March 2027, alongside concrete action to support affected schools and help families stay in Wembley and Brent?

Response:

(a) The School Place Planning Strategy 2024-28 3rd Refresh, considered by Cabinet on 9th November 2026, sets out the areas where demand for school places is reducing based on pupil forecasts that are informed by birth rates and migration patterns. The Council does not hold data on why families are leaving Brent.

However, the ONS does publish estimates on how many people have moved out of a local authority area and where they have moved to (provided they moved within the UK). ONS' internal migration data estimates that 44,191 people left Brent to other UK local authorities in year ending June 2025, breakdown by age included below. Over half of those who moved left for another London borough. Harrow was the most common destination, followed by Barnet and Camden

Age group	Number of people
0-4	2,413
5-9	1,727
10-14	1,458
15-19	2,253
20+	36,340
Total	44,191

The Council has evidence from a range of sources that informs understanding of the wider pressures facing families.

- Brent's **2026 Resident Attitudes Survey**, which gathered views from 2,207 residents, provides some insight into the financial pressures facing local households with around 1 in 7 residents reporting that they are

struggling financially. Of these, just over 1 in 3 (36%) lived in household with children under 18

- **Indices of Deprivation** data indicated that 96% of Brent's neighbourhoods are among the most deprived 10% nationally for wider barriers to housing and services, including housing affordability and overcrowding. 58.7% of children aged 0-15 in Brent live in income-deprived households, the fifth highest proportion nationally. Child income deprivation is particularly concentrated in Dollis Hill, Roundwood and Stonebridge which are among the most deprived 1% of neighbourhoods nationally.

Anecdotal data from headteachers and other professionals who work with families indicates that families are leaving the borough due to the cost and shortage of suitable housing and cost of living pressures.

(b) Brent is investing in data-led approaches, including the Low Income Family Tracker (LIFT), to help identify households at risk of financial hardship and enable earlier, more proactive support before financial difficulties escalate. This forms part of the Council's wider Household Income Maximisation approach, bringing together housing, benefits, customer services and community support to help residents maximise their income, access the support they are entitled to and build greater financial resilience.

The Council recognises that housing costs and wider cost-of-living pressures can place significant strain on household finances and can influence the choices families are able to make about where and how they live. Brent therefore continues to provide a broad package of support, including the Resident Support Fund, Council Tax Support, the Council Tax Hardship Fund, Community Hubs, commissioned advice services and support from Best Start Family Hubs, as well as linking families with the voluntary sector.

Alongside this, the Council is strengthening its Household Income Maximisation service and developing community-based wellbeing approaches that bring together affordable food, welfare and benefits advice, employment support and income maximisation. Taken together, these measures and support services are intended to identify financial difficulties earlier, connect families with the right support and help residents achieve greater financial stability and resilience.

(c) The data referred to above is already in the public domain.

With regards to actions, the Children, Young People and Community Development directorate works with schools to manage the impact of reduced demand and pupil mobility, as set out in the School Place Planning Strategy 2024-28 3rd Refresh. This includes capping or reducing published admission numbers and repurposing spare capacity, for example to provide specialist provision for children and young people with SEND, to help schools to mitigate the impacts on school budgets of lower pupil numbers.

The range of support available to households is aimed at helping them to better manage financially. The Household Income Maximisation service, Community

Hubs, Best Start Family Hubs, early years settings and schools all sign-post families in hardship to support for which they may be eligible.

Brent	**Full Council** 16 November 2026
	Report from the Corporate Director of Finance & Resources

Resources and Public Realm Scrutiny Committee Chair's Update

Wards Affected:	All
Key or Non-Key Decision:	Council
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
List of Appendices:	None
Background Papers:	None
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1.0 Executive Summary

1.1 To present Full Council with progress updates on the activities of the Resources and Public Realm Committee ('the Committee') since the last Full Council meeting held on 14 September 2026.

2.0 Recommendation(s)

2.1 To note the update from the Chair of the Resources and Public Realm Scrutiny Committee.

3.0 Detail

3.1 Contribution to Borough Plan Priorities & Strategic Context

3.1.1 The work of the Committee contributes to the delivery of all of the strategic priorities set out in the Borough Plan 2023-2027. It seeks to ensure Council decision-making remains transparent, accountable and open, resulting in improved policies and services.

3.2 Background

3.2.1 Brent Council has three scrutiny committees; the Resources and Public Realm Scrutiny Committee, the Community and Wellbeing Scrutiny Committee and newly established Housing Scrutiny Committee. The Council is also a member of the North West London Joint Health Overview and Scrutiny Committee (NWL JHOSC).

3.2.2 A scrutiny committee can look at anything which affects the borough or its inhabitants, subject to its remit.

3.2.3 Brent Council Standing Orders allow for the chairs of the scrutiny committees to report to ordinary Council meetings on the activities of their committees[1].

The Resources and Public Realm Scrutiny Committee

3.2.4 The remit of the Resources and Public Realm Scrutiny Committee is set out in the Council Constitution under the Terms of Reference for scrutiny committees[2]. The remit of the Committee includes:

Corporate policy, partnerships and resources; Budget; Customer services; Commercial services; Planning policy; Environmental policy; Public realm; Employment and skills; IT; Recycling; Regeneration; Transport and highways; Community safety; Property; Emergency planning and business continuity.

3.2.5 The Committee is also the Council's "crime and disorder committee" for the purposes of Section 19 of the Police & Justice Act 2006 and as such may review or scrutinise decisions made, or other action taken, in connection with the discharge of the crime and disorder functions by the responsible authorities (as defined by section 5 of the Crime and Disorder Act 1998) who make up the Safer Brent Partnership, in order to make reports or recommendations to Full Council.

3.2.6 Since the last update to Full Council on 14 September 2026, the Resources and Public Realm Scrutiny Committee has met once (20 October 2026).

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[1] Brent Council Constitution, Part 2, paragraph 36.
https://democracy.brent.gov.uk/documents/s123308/Part%202%20April%202022%20Procedural%20Rules.pdf

[2] Brent Council Constitution Part 4.
https://democracy.brent.gov.uk/documents/s123310/Part%204%20May%202022%20Terms%20of%20Reference%20.pdf

2 September 2026

3.2.7 Whilst the Committee's consideration of matters at its meeting on 2 September 2026 was reported within the previous update to Full Council, the recommendations and suggestions for improvement arising from the following items had not been finalised at the time that report was published and are therefore outlined below.

Parking Provision and Policy Review:

3.2.8 The Committee considered current parking provision, management and policy across the borough, hearing from the Leader of the Council and receiving a report from the Corporate Director, Neighbourhoods and Regeneration, including an overview of the forthcoming Parking Policy Review. In light of the discussion, the Committee made the following recommendations to the Cabinet Member for Cleaner Streets, Transport and Public Realm:

- Develop, as part of the Parking Policy Review, a coordinated approach to addressing issues arising from food delivery and courier riders, as well as dockless hire bikes, including inappropriate parking, obstruction and wider public realm nuisance, through consideration of designated parking arrangements, engagement with operators and users, and alignment with wider transport, community safety and public realm policies.

- Explore, as part of the Parking Policy Review, opportunities to further enhance the visibility, clarity and effectiveness of School Streets signage and supporting measures beyond statutory requirements, improving driver awareness and reducing inadvertent non-compliance.

- Explore, as part of the Parking Policy Review, opportunities to strengthen the role of vehicle emissions, size and weight in future parking charges and permit arrangements, in support of the Council's environmental, transport and public realm objectives.

- Explore, as part of the Parking Policy Review, how parking and permit arrangements can best support residents and businesses in town centres and local high streets, balancing access needs through appropriate resident and business permit provision whilst supporting thriving local economies.

- Assess, as part of the Parking Policy Review, the potential long-term implications of autonomous vehicle technology for parking demand, kerbside activity and the allocation of road space, ensuring future parking policies remain adaptable to emerging transport trends.

Value for Money in Procurement & Contracts:

3.2.9 The Committee then examined value for money in procurement and contracts, hearing from the Leader of the Council and receiving an accompanying report

from the Corporate Director, Service Reform and Strategy. In light of the discussion, the Committee made the following suggestion for improvement to the directorate:

- Strengthen communications and engagement around forthcoming procurement opportunities, including the development of shareable content and resources that can be used by Council services and local councillors to raise awareness among local businesses of opportunities to become Council suppliers.

20 October 2026

3.2.10 The Committee considered the following items at its meeting on 20 October 2026.

Brent Climate and Ecological Emergency Programme and Strategy Update:

3.2.11 The Committee heard from the Cabinet Member for Children's Services, Employment and Climate Action and considered a report from the Corporate Director, Neighbourhood and Regeneration on the progress of the Brent Climate and Ecological Emergency Programme and the forthcoming refreshed Strategy. The Committee also received deputations from Brent Friends of the Earth and Friends of Woodcock Park, with a number of issues raised through the deputations reflected in the subsequent discussion.

3.2.12 Members considered the factors affecting delivery of the borough's ambition to achieve carbon neutrality by 2030, including the reasons why the target is no longer considered achievable and the lessons arising from progress to date. Discussion focused on the extent to which the Council is making full use of its existing services, budgets and community partnerships to deliver climate objectives, and whether greater coordination across the organisation could improve outcomes. The effectiveness and value for money of climate-related investment and initiatives was also examined, alongside the challenges affecting delivery. Consideration was given to the extent to which these challenges reflected wider funding pressures and external factors, whilst also recognising how local priorities, policy choices and actions within the Council's control can influence delivery of the Council's climate ambitions.

3.2.13 Within this context, particular attention was given to a number of climate indicators where progress has fallen short since the declaration of the Climate Emergency, including active travel and household waste, and what further action could be taken to improve performance. The Committee also considered the delivery of tree planting and maintenance programmes, including opportunities to strengthen outcomes through learning from other local authorities.

3.2.14 Looking ahead, and reflecting on the issues raised throughout the discussion, consideration was given to how the revised Climate and Ecological Emergency Strategy will ensure that any future carbon neutrality ambition is supported by

realistic funding, resourcing and investment arrangements. Discussion focused on how the revised strategy will provide a more deliverable framework for achieving climate objectives and responding to areas where progress has been limited. Members also touched on how climate action can contribute towards wider social and economic objectives, including supporting residents with cost-of-living pressures, and the role of community engagement in encouraging participation in local climate action.

3.2.15 As part of its consideration of the Brent Climate and Ecological Emergency Programme and Strategy Update, the Committee undertook a detailed review into flood risk management, recognising the increasing importance of climate adaptation and resilience alongside efforts to reduce emissions. In doing so, evidence was received from the Cabinet Member for Cleaner Streets, Transport and Public Realm and representatives of the Environment Agency and Thames Water. Discussion focused on the Environment Agency's assessment of flood risk across Brent, including emerging risks, local priorities and Brent's performance as a Lead Local Flood Authority. Particular attention was given to the effectiveness of the Council's overall approach to flood risk management and resilience, including the management of known flood risks, flood alleviation activity, community awareness and partnership working across the borough.

3.2.16 Thus, members explored the contribution of key organisations involved in flood risk management, including the Council's powers and limitations in holding Thames Water to account for recurring flooding and pollution incidents. Assurance was sought that Thames Water is effectively addressing issues within its remit, alongside consideration of planned investment and partnership activity within Brent, the anticipated benefits for residents and expected delivery timescales, and arrangements for responding to flooding incidents and supporting affected residents.

3.2.17 In light of the discussion, the Committee made the following recommendations and suggestions for improvement:

<u>Recommendations to Cabinet Member</u>

- Develop stronger joint working arrangements with Thames Water, Affinity Water and the Environment Agency, including a jointly agreed action plan to address recurring flooding hotspots within the borough, and facilitate attendance at a future meeting to review responsibilities, planned investments, commitments, delivery timescales and opportunities to reduce flood risk and improve flood resilience across Brent.

<u>Suggestions for Improvement to Neighbourhoods and Regeneration Directorate</u>

- Further develop the existing climate dashboard to provide clearer reporting on the relationship between resources allocated and outcomes delivered, a more considered approach to target setting, and clearer identification of those indicators that fall within and outside of the Council’s direct control and influence.

- Strengthen arrangements for the maintenance and long-term resilience of trees across the borough, including adequate watering and aftercare for newly planted and stressed mature trees, greater community stewardship, and clear accountability for ongoing maintenance.

- Identify and pursue further opportunities for improved partnership working between Thames Water and the Council to support borough growth and improve residents' experience of water and wastewater services.

Suggestions for Improvement to Thames Water

- Increase investment in wastewater and drainage infrastructure across Brent, particularly in response to recurring concerns regarding capacity and blockages in the main sewer system that results in associated surface water drainage issues.

Quarter 2 Financial Forecast 2026/27:

3.2.18 The Committee then heard from the Deputy Leader and Cabinet Member for Finance and Resources and received the Quarter 2 Financial Forecast Report from the Corporate Director of Finance and Resources. Within the General Fund, members examined significant financial pressures within Adult Social Care. Discussion focused on the increasing cost of Adult Social Care provision, with new care packages typically 14-16% more expensive than those ending due to increasing complexity of need and market pressures. Members sought assurance regarding the effectiveness of procurement and commissioning arrangements in securing value for money and controlling expenditure and also considered the potential impact of winter demand pressures on the service's financial position. Attention was also given to the pressures within Resident and Housing Services arising from temporary accommodation, driven by driven by rising homelessness demand, increasing costs and limited supply. Discussion focused on the effectiveness of mitigation measures designed to reduce reliance on high-cost placements, including the speed at which these measures are being implemented and the extent to which they are helping to contain rising costs.

3.2.19 In response to the forecast overspend and ongoing General Fund pressures, members assessed both the delivery of savings agreed as part of the 2026/27 budget and the additional in-year mitigations being implemented to support the Council's financial position. The Committee reviewed delivery of the £10.4m savings programme agreed as part of the 2026/27 budget, noting that whilst overall savings targets remained broadly on track, some savings had been delivered through alternative measures to those originally proposed. Assurance was sought regarding the realism and deliverability of savings assumptions and emphasised the importance of clear delivery plans, accountability and transparency in how savings are achieved and monitored. Discussion also covered the additional £2.7m of in-year savings identified since Quarter 1, including how these savings had been generated and monitored, what had

been delivered to date, what remained outstanding, and the extent to which they would be sufficient to reduce budget overspends.

3.2.20 The Committee explored the growing financial pressures within the Dedicated Schools Grant (DSG), including a forecast £20.8m in-year deficit driven primarily by rising demand for Education, Health and Care Plans (EHCPs). Members considered the projected growth in the cumulative DSG deficit, sought assurance regarding the effectiveness of the Council's SEND reform programme in addressing underlying cost pressures and highlighted the financial risks associated with uncertainty over future Government support beyond 2026/27. Clearer future reporting on EHCP growth, placement demand and expenditure trends was also requested to support ongoing scrutiny.

3.2.21 Delivery and performance against the capital programme were also reviewed, including the reprofiling of £78.3m of expenditure into future years. Members highlighted the importance of transparency with residents regarding project delays, revised delivery timescales and the implications of changes to planned investment.

Council Tax Collection and Debt Recovery Performance:

3.2.22 The Committee considered a report from the Corporate Director, Residents and Housing Services on Council Tax Collection and Debt Recovery Performance, with contributions from the Cabinet Member for Communities, Culture and Cost-of-Living Support and the Deputy Leader and Cabinet Member for Finance and Resources. In-year Council Tax collection performance formed a key part of the review, particularly given Brent's comparatively low position within both the London and national rankings. Members explored the factors contributing to this position, the gap between Brent and comparable authorities achieving stronger collection rates, and the Council's long-term strategy for improving performance. Assurance was sought that lessons are being learned from comparator authorities and that improvement initiatives are capable of delivering sustained gains over time. Governance, monitoring and assurance arrangements supporting Council Tax collection and recovery were also addressed, including how performance is monitored, audited and reported, and how these arrangements are being used to drive continuous improvement and support delivery of the Council's collection objectives.

3.2.23 Recognising the relationship between current collection performance and the accumulation of historic debt, members questioned the Council's approach to debt recovery, including recovery rates for older debt, trends in debt write-offs and the extent to which the likelihood of recovery declines as debt ages. Discussion explored whether alternative approaches to debt management could be adopted to maximise recovery before debts reach the point at which write-off becomes necessary, whilst ensuring appropriate support remains available for residents experiencing financial hardship.

3.2.24 In light of the discussion, the Committee made the following suggestion for improvement:

- Strengthen arrangements for monitoring, reviewing and learning from errors and complaints arising from council tax collection and recovery processes, in order to support continuous improvement.

Next meeting: 26 January 2027

3.2.25 The next meeting of the Resources and Public Realm Scrutiny Committee will be held on 26 January 2027. As it currently stands, members will review the following items:

- Complaints Annual Report 2025/26
- ASB in Brent
- Borough of Sanctuary: Support for Migrant Communities

4.0 Stakeholder and ward member consultation and engagement

4.1 Members of the Committee continue to be fully engaged in the development and delivery of the scrutiny work programme.

5.0 Financial Considerations

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

6.0 Legal Considerations

6.1 There are no legal considerations for the purposes of this report.

7.0 Equity, Diversity & Inclusion (EDI) Considerations

7.1 There are no EDI considerations for the purposes of this report.

8.0 Climate Change and Environmental Considerations

8.1 There are no climate change and environmental considerations for the purposes of this report.

9.0 Communication Considerations

9.1 There are no communication considerations for the purposes of this report.

Report sign off:

Minesh Patel
Corporate Director, Finance & Resources

	Full Council 16 November 2026
	Report from the Corporate Director of Finance and Resources

Community and Wellbeing Scrutiny Committee Chair's Update

Wards Affected:	All
Key or Non-Key Decision:	Council
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
List of Appendices:	None
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Chatan Popat, Strategy Lead – Scrutiny Democratic and Corporate Governance 020 9837 5068 chatan.popat@brent.gov.uk James Kinsella, Governance and Scrutiny Manager Democratic and Corporate Governance 020 8937 2063 james.kinsella@brent.gov.uk Amira Nassr, Deputy Director, Democratic and Corporate Governance 020 8937 5436 amira.nassr@brent.gov.uk

1.0 Executive Summary

1.0. To update Full Council on the meetings and activities of the Community and Wellbeing Scrutiny Committee since the last update to Full Council on 14 September 2026.

2.0 Recommendation(s)

That Full Council

2.1 Note the report and the updates provided for the Community and Wellbeing Scrutiny Committee.

2.2 Note that an update on the Community and Wellbeing Scrutiny Committee's work programme for the 2026/27 municipal year will be provided as part of the

next update report to Full Council once it has been renewed. This follows the establishment of the new Housing Scrutiny Committee, subsequent changes to its remit and reduction to the number of annual meetings held from six to five.

3.0 Detail

3.1 Contribution to Borough Plan Priorities & Strategic Context

3.1.1 The work of the committee contributes to the delivery of all of the strategic priorities within the Borough Plan as it seeks to support, advise and enhance the Council's activity. The recent activity outlined in this report contributes most specifically to the "A Healthier Brent," "The Best Start in Life," "Prosperity and Stability in Brent" strategic priorities within the plan.

3.2 Background

3.2.1 Brent Council now has three scrutiny committees: the Community and Wellbeing Scrutiny Committee, the Resources and Public Realm Scrutiny Committee and the newly formed Housing Scrutiny Committee. The council also participates as a full voting member in the North West London Joint Health Overview Scrutiny Committee (NWL JHOSC). Councillor Sai Karthik Madabhushi has been elected as chair of the Community and Wellbeing Scrutiny Committee at the Annual Council Meeting in May 2026.

3.2.2 A scrutiny committee can review anything which affects the borough or its inhabitants, subject to its remit. The remit of the Community and Wellbeing Scrutiny Committee is set out in the Council's Constitution under the Terms of Reference for Scrutiny Committees which includes:

Adult social care; Safeguarding; Children's services; Cultural services; Education; Health; Public Health and Wellbeing.

Members are reminded that all elements of Housing are now to be considered by the Housing Scrutiny Committee.

3.2.3 As part of its remit set out in the constitution, and its role to review the provision and operation of health services within the borough, the Community and Wellbeing Scrutiny Committee can scrutinise, and make recommendations to NHS organisations or relevant health service providers.

3.2.4 The Community and Wellbeing Scrutiny Committee's 2026/27 work programme was approved at its last meeting held on 16 September 2026. However, the Committee are in the process of renewing the programme following the establishment of the Housing Scrutiny Committee. It continues to outline the policy areas and council decisions the committee plan to review during the 2026/27 municipal year. In developing its work programme, Committee members prioritise items to include on the work programme based on a set of criteria. Prioritisation ensures that items included on the committees work programme are (i) a strategic priority as set out in the council's 2023-27 Borough Plan (ii) of concern for a significant number of the borough's residents

(iii) a significant cabinet decision or (iv) part of a forthcoming policy review or a new strategy being developed by the Cabinet. This is undertaken to ensure that scrutiny has a significant impact and adds value to the council's policy process. Statutory guidance on overview and scrutiny recommends that for scrutiny to be effective, scrutiny committees focus on conducting fewer in-depth reviews of highly significant topics[1].

3.2.5 The Community and Wellbeing Scrutiny Committee met for its second meeting of the 2026-27 municipal year on 16 September 2026. The meeting focused on three substantive items relating to Childhood Asthma, Implementation of the Brent Youth Strategy and progress against the Brent Cultural Strategy for Inclusion, Wellbeing and Growth. Across the items, the Committee placed particular emphasis on demonstrating measurable outcomes, strengthening the quality and consistency of performance information, identifying geographical and demographic inequalities, and ensuring that interventions and investment were reaching those communities with the greatest need.

3.2.6 Whilst discussing Childhood Asthma, the Committee noted that the condition remained a significant health priority in Brent, reflecting historically high levels of asthma-related hospital admissions and continuing health inequalities. Members were advised that targeted case-finding had identified approximately 1,300 children with potentially undiagnosed asthma and that increased diagnostic testing had contributed to a 50% increase in new diagnoses. Approximately 900 children identified as being at higher risk had also received more detailed clinical reviews, with around 20% requiring changes to their medication. Whilst noting indications of reduced emergency admissions, the Committee raised concerns regarding inconsistencies within the performance information presented and requested clearer and more reliable data in future reporting. Members also considered specialist asthma nursing capacity, the Asthma Friendly Schools programme, vaccination rates, air pollution, inequalities between different communities and areas of the borough, and the impact of damp and mould within housing. Particular emphasis was placed on strengthening links between health and housing services and providing more detailed ward-level information.

3.2.7 The second item discussed at the Committee meeting was the progress in implementing the Brent Youth Strategy, one year following its publication. Members noted the partnership approach to delivery, involving the Council, voluntary and community organisations and young people, together with the £4 million investment in youth provision. The Committee emphasised the importance of demonstrating the outcomes arising from this investment rather than focusing primarily on levels of activity. Members requested stronger performance measures relating to youth violence and offending, NEET levels, mental health and wellbeing, feelings of safety and participation, supported by demographic and ward-level data to enable assessment of the accessibility and equitable distribution of provision. The discussion also addressed preventative activity within schools, access to school facilities for community-based youth

[1] *Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities* (Ministry for Housing, Communities and Local Government), p21

provision and the continuing role of Brent Youth Parliament. Members also recognised the importance of ensuring that information provided to young people was accessible and that young people were meaningfully involved in the development and evaluation of services affecting them.

3.2.8 The final item considered at the meeting was the implementation of the Brent Cultural Strategy for Inclusion, Wellbeing and Growth. The Committee noted progress in strengthening partnerships, widening cultural participation and attracting external investment. Members were informed that approximately £1.5 million of external funding had been secured for Creative Community Brent and more than for Vibrant, alongside activity aimed at creating pathways into creative employment for young people and strengthening collaboration through the Cultural Compact. Members welcomed the progress made but highlighted the need for a stronger framework to demonstrate the outcomes and wider impact of cultural investment. Particular consideration was given to supporting smaller and grassroots organisations to access funding, providing capacity-building support, protecting grassroots cultural and music venues, making effective use of existing community spaces and ensuring an equitable geographical distribution of cultural investment. Members also sought improved monitoring of organisations applying for and successfully securing funding, together with ward-level analysis of investment.

3.2.9 Overall, for all three items, the Committee identified a consistent need for stronger evidence of impact, more robust performance measures and greater transparency regarding the geographical and demographic distribution of services and investment. Members emphasised the value of ward-level data and clear outcome-focused KPIs in enabling the Committee to assess whether strategies were delivering tangible improvements for residents and addressing inequalities. The discussions also reinforced the importance of effective partnership working across Council services, health partners, schools and the voluntary and community sector, alongside meaningful engagement with residents and young people in the design, delivery and evaluation of services.

3.2.10 Following the establishment of a new Housing Scrutiny Committee and the decision made at Full Council to reduce the number of meetings for each Committee to five per municipal year, the meeting scheduled for 24 November 2026 has now been cancelled. Therefore, the Committee will meet for its third meeting of the year on 18 January 2027.

3.2.11 Officers from across the North West London region are working closely with the newly established West and North London Integrated Care Board (ICB) to re-establish the North West London Joint Health Overview and Scrutiny Committee (NWL JHOSC). Preparations are now underway to convene a work programming session, agree updated Terms of Reference, and establish a schedule of meetings for the remainder of the year.

4.0 Stakeholder and ward member consultation and engagement

4.1 Members continue to be fully engaged in the development and delivery of the scrutiny work programme, which is intended to be a flexible, living document

that can adapt and change throughout the municipal year in response to the Committee's needs.

5.0 Financial Considerations

5.1 There are no financial implications arising from this report.

6.0 Legal Considerations

6.1 There are no legal implications arising from this report.

7.0 Equity, Diversity & Inclusion (EDI) Considerations

7.1 There are no equity, diversity or inclusion implications arising from this report.

8.0 Climate Change and Environmental Considerations

8.1 There are no climate change or environmental implications arising from this report.

9.0 Human Resources/Property Considerations (if appropriate)

9.1 There are no human resources implications arising from this report.

10.0 Communication Considerations

10.1 There are no communication implications arising from this report.

Report sign off:

Minesh Patel
Corporate Director, Finance and Resources

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	Full Council 16 November 2026
	Report from the Corporate Director of Finance and Resources

Housing Scrutiny Committee Chair's Update

Wards Affected:	All
Key or Non-Key Decision:	Council
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
List of Appendices:	None
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Chatan Popat, Strategy Lead – Scrutiny Democratic and Corporate Governance 020 9837 5068 chatan.popat@brent.gov.uk James Kinsella, Governance and Scrutiny Manager Democratic and Corporate Governance 020 8937 2063 james.kinsella@brent.gov.uk Amira Nassr, Deputy Director, Democratic and Corporate Governance 020 8937 5436 amira.nassr@brent.gov.uk

1.0 Executive Summary

1.0. To update Full Council on the activities of the Housing Scrutiny Committee.

2.0 Recommendation(s)

That Full Council

2.1 Note the report and the updates provided for the Housing Scrutiny Committee which was formed earlier this year.

2.2 Note that the Housing Scrutiny Committee's work programme for the 2026/27 municipal year will be provided as part of the next update report to Full Council

once it has been officially agreed at its first official meeting scheduled for 24 November 2026.

3.0 Detail

3.1 Contribution to Borough Plan Priorities & Strategic Context

3.1.1 The work of the committee contributes to the delivery of all of the strategic priorities within the Borough Plan as it seeks to support, advise and enhance the Council's activity. The activities outlined in this report contributes most specifically to the "Prosperity and Stability in Brent" "A Cleaner, Greener Future," "Thriving Communities" and "The Best Start in Life," strategic priorities within the plan.

3.2 Background

3.2.1 Brent Council has three scrutiny committees: the newly established Housing Scrutiny Committee, the Community and Wellbeing Scrutiny Committee and the Resources and Public Realm Scrutiny Committee. Councillor Fleur Donnelly-Jackson has been elected as chair of the Housing Scrutiny Committee at the Full Council Meeting held on 14 September 2026.

3.2.2 A scrutiny committee can review anything which affects the borough or its inhabitants, subject to its remit. The remit of the Housing Scrutiny Committee is set out in the Council's Constitution under the Terms of Reference for Scrutiny Committees which includes:

Housing needs and support; Homelessness and rough sleeping; Temporary Accommodation; Tenancy sustainment and compliance; Tenant and leaseholder engagement; Homes Adaptation Service; Fire safety in housing; Private Rented Sector support; Landlord licensing and forum; Renters' Rights Bill enforcement; New Council Housing delivery; Affordable Homes Programme; Housing compact with registered providers; i4B and First Wave Housing; Housing Revenue Account (HRA) and Housing spend.

3.2.3 The Housing Scrutiny Committee's 2026/27 work programme has been drafted. Scheduled to be formally agreed at the committee's first meeting on 24 November 2026, it will outline the policy areas and council decisions the committee plan to review during the 2026/27 municipal year. In developing its work programme, the committee held a work programming meeting, attended by Committee members, the Cabinet member for Housing, Homelessness and Renters and the Corporate Director of Residents and Housing Services. At this session Committee members prioritised items to include on the work programme based on a set of criteria. Prioritisation ensured that items included on the committee's work programme were (i) a strategic priority as set out in the council's 2023-27 Borough Plan (ii) of concern for a significant number of the borough's residents (iii) a significant cabinet decision or (iv) part of a forthcoming policy review or a new strategy being developed by the Cabinet. This was undertaken to ensure that scrutiny has a significant impact and adds value to the council's policy process. Statutory guidance on overview and

scrutiny recommends that for scrutiny to be effective, scrutiny committees focus on conducting fewer in-depth reviews of highly significant topics[1].

3.2.4 As the Committee was established part-way through the municipal year, three meetings are scheduled to take place between November 2026 and April 2027. These will be held on 24 November 2026, 17 February 2027 and 27 April 2027.

3.2.5 Future reports to Full Council will include updates on the meetings and activities of the Housing Scrutiny Committee.

4.0 Stakeholder and ward member consultation and engagement

4.1 Members continue to be fully engaged in the development and delivery of the scrutiny work programme, which is intended to be a flexible, living document that can adapt and change throughout the municipal year in response to the Committee's needs.

5.0 Financial Considerations

5.1 There are no financial implications arising from this report.

6.0 Legal Considerations

6.1 There are no legal implications arising from this report.

7.0 Equity, Diversity & Inclusion (EDI) Considerations

7.1 There are no equity, diversity or inclusion implications arising from this report.

8.0 Climate Change and Environmental Considerations

8.1 There are no climate change or environmental implications arising from this report.

9.0 Human Resources/Property Considerations (if appropriate)

9.1 There are no human resources implications arising from this report.

10.0 Communication Considerations

10.1 There are no communication implications arising from this report.

[1] *Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities* (Ministry for Housing, Communities and Local Government), p21

Report sign off:

Minesh Patel
Corporate Director, Finance and Resources

Brent	**Full Council** 16 November 2026
	Report from the Corporate Director of Finance and Resources

Audit and Standards Advisory Committee – Vice Chair's Report

Wards Affected:	All
Key or Non-Key Decision:	Council
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
List of Appendices:	None
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Minesh Patel, Corporate Director of Finance and Resources Tel: 020 8937 4043 Email: minesh.patel@brent.gov.uk

1.0 Executive Summary

1.1 This report provides a summary of the activities carried out by the Council's Audit and Standards Advisory Committee and the Audit and Standards Committee since the last update provided to Full Council in September 2026.

2.0 Recommendation(s)

2.1 Council is asked to note the contents of the report.

3.0 Detail

3.1 Contribution to Borough Plan Priorities & Strategic Context

3.1.1 The Council's Audit and Standards Advisory Committee (ASAC) and the Audit and Standards Committee (ASC) play an important role in ensuring the good governance of the Council. The committees are a key component of the Council's governance framework. They contribute to the overall success of the Council by providing an independent and high-level focus on the adequacy of governance, risk and control arrangements to provide assurance and confidence to those charged with governance.

3.1.2 The ASAC is responsible for considering and advising the relevant council bodies on various governance matters relating to audit activity, the council's regulatory framework, and members' standards of conduct. The ASC is responsible for various governance matters including reviewing and approving the Annual Statement of Accounts, adopting the council's Annual Governance Statement and promoting high standards of conduct by members and co-opted members.

3.2 Background

3.2.1 Since the previous update to Full Council, the Audit and Standards Advisory Committee has met once, on 23 September 2026. A summary of the substantive items considered at that meeting is set out below.

3.2.2 Audit and Standards Advisory Committee – 23 September 2026

a. Performance and Management of i4B Holdings Ltd and First Wave Housing Ltd

The Committee received assurance on the governance and oversight arrangements for the Council's housing companies, including performance, risk, financial sustainability and compliance. Members also considered progress against matters raised at the Committee's previous review, including smoke and carbon monoxide detector compliance, reporting from Shareholder and Guarantor meetings and improvements to the presentation of risk registers.

b. Update on the Response to Housing Regulator Findings

The Committee reviewed progress following the Council's self-referral to the Regulator of Social Housing and the continuing C3 judgement. The report highlighted the rebuild of compliance data, progress in closing fire-risk actions and increasing stock-condition survey coverage, while recognising that significant work remained to demonstrate sustained compliance, complete legacy actions and secure independent assurance over the improved arrangements.

c. Strategic Risk Report

The Committee considered the updated Strategic Risk Register. The update reflected a heightened overall risk environment, including an increase in cyber risk, reductions in the Dedicated Schools Grant High Needs Block and artificial intelligence risk scores, and the addition of business continuity as a new strategic risk. Members also considered the continuing high risks relating to affordable accommodation and statutory housing compliance.

d. Statement of Accounts 2025–26 and External Audit Findings

The Committee received the draft Audit Findings Reports for the Council and Pension Fund, together with the Auditor's Annual Report. The external auditor anticipated unmodified opinions, subject to completion of outstanding work. The Committee considered audit adjustments, control recommendations and additional audit fees, and made the necessary recommendations to the Audit and Standards Committee regarding the letters of representation and delegated sign-off of the final accounts.

e. Forward Plan and Work Programme 2026–27

The Committee reviewed its work programme for the remainder of the 2026–27 municipal year and noted the planned schedule of audit, finance, governance, risk and standards items.

3.2.3 Forward Plan Items

The next meeting of the Audit and Standards Advisory Committee is scheduled for 30 November 2026. Based on the 2026–27 Forward Plan and Work Programme, the following items are currently scheduled for consideration:

- Internal Audit Plan Progress Update
- External Audit Progress Report
- Auditor's Annual Report
- Treasury Management Mid-Year Report
- Standards Report, including Gifts and Hospitality

Treasury Management training will take place on 30 November 2026, before the next Audit and Standards Advisory Committee meeting. The Committee continues to review its training and development needs and will undertake a maturity assessment to identify areas for improvement.

4.0 Stakeholder and ward member consultation and engagement

4.1 None.

5.0 Financial Considerations

5.1 The report is for noting and so there are no direct financial implications.

6.0 Legal Considerations

6.1 The report is for noting and there are no direct legal implications.

7.0 Equity, Diversity & Inclusion (EDI) Considerations

7.1 None.

8.0 Climate Change and Environmental Considerations

8.1 None

9.0 Human Resources/Property Considerations (if appropriate)

9.1 None

10.0 Communication Considerations

10.1 None

Report sign off:

Minesh Patel
Corporate Director of Finance and Resources

	Full Council 16 November 2026
	Report from the Corporate Director of Finance and Resources
	Lead Member – Deputy Leader, Cabinet Member for Finance and Resources (Councillor Gwen Grahl)

Believe in Brent: Council Plan 2026 - 2030

Wards Affected:	All
Key or Non-Key Decision:	Council
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
List of Appendices:	Three Appendix A: Believe in Brent 2026 – 2030 Appendix B: Council Plan Evidence and Engagement Report Appendix C: Council Plan Equality Impact Assessment
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Amira Nassr, Deputy Director Democratic & Corporate Governance 020 8937 5436 amira.nassr@brent.gov.uk Grace Hall, Policy & Performance Manager 020 8937 1471 grace.hall@brent.gov.uk

1.0 Executive Summary

1.1. The purpose of this report is to present the Brent Council Plan, *Believe in Brent 2026 – 2030*, to Full Council for adoption.

1.2. The purpose of the Council Plan is to set our direction of travel as an organisation for the next four years. It sets the high-level priorities which will guide our decisions on how we spend money and where we focus our resources to deliver high-quality services and good outcomes for residents. The strategic, high-level nature of the Plan gives us a clear direction, as well as the

flexibility to remain agile to changing circumstances, emerging pressures and new opportunities, and responsive to the Council's budget setting process.

1.3. The Council Plan sets out three priorities: 'A borough to be proud of' and 'A borough where people thrive', which set out **what** we will deliver for residents; and 'A council that delivers for you', which explains **how** we'll change the way we work to deliver for residents. The first two priorities are supported by a series of focus areas. These bring our priorities to life by setting out the tangible changes and improvements residents can expect to see as a result of our work.

1.4. Subject to adoption of the Council Plan by Full Council, an annual Delivery Plan will be developed alongside the Council's budget to translate the Council Plan's priorities into specific actions that we will take to deliver our ambitions. The Delivery Plan will support us to measure the impact that our work is having, and communicate regularly and transparently with residents about the progress we're making to deliver the Plan.

1.5. The Council Plan will inform our budget setting process, where spending commitments will be developed to enable delivery of Council Plan priorities. Through the budget setting process, decisions will need to be made about what to prioritise, and where trade-offs may be needed, to support delivery of the Council Plan's ambitions.

1.6. To develop the Council Plan, extensive engagement was undertaken with Leaders of the four Political parties in the Council, Councillors, residents and Brent Council staff. Officers drew on this engagement, analysis of the manifestos of each political party, given the Political operating context of the organisation, and data and local evidence to ensure that residents are central to, and have been reflected, in the Council Plan. More detail on the engagement and evidence that has informed the Council Plan is included in Appendix B.

2.0 Recommendation(s)

That Council:

2.1 Adopt the Council Plan, *Believe in Brent 2026 – 2030*.

2.2 Agree that the Council Plan, *Believe in Brent 2026 – 2030,* replace the Borough Plan with immediate effect.

2.3 Agree, for the purposes of amending the Policy Framework as set out in the Brent Constitution, that the Corporate Plan be renamed the Council Plan, and that the Interim Director of Law and Monitoring Officer be authorised to amend the Constitution as necessary to reflect these changes.

2.4 Note the Evidence and Engagement Report and Equality Impact Assessment which accompany the Council Plan.

3.0 Detail

3.1 **Cabinet Member Foreword & Contribution to Borough Plan Priorities & Strategic Context**

3.1.1 The Council Plan is our commitment to residents. It sets out our vision for how we will support our residents and communities and the priorities that will guide our work over the next four years. It reflects our strong ambition for Brent to be a great place to live, work, visit, study, do business and raise a family, and the role the Council will play in achieving that.

3.1.2 This Plan has been shaped by what residents have told us matters most. We have listened carefully to feedback from our communities about their aspirations for Brent, the challenges they face, and the changes they want to see. We've drawn on what we've heard and looked carefully at the opportunities and challenges we face to shape our priorities.

3.1.3 This Plan is ambitious. We know that to make a real difference to residents' lives, we need to be bold and curious about how we can work differently. This Plan will help us to make choices about where we should focus our work to make life better for our residents and communities.

3.1.4 To deliver this Plan, we will develop an annual Delivery Plan, which will set out the key actions we'll take, how we will prioritise activity and how we will monitor our performance. We know that we can't do everything at once. The annual Delivery Plan will ensure that we can remain agile in a changing world, while maintaining our focus on the goals set out in the Council Plan.

3.1.5 The proposed Council Plan *Believe in Brent 2026 – 2030*, resets our priorities for the next four years and will act as the foundation for our decision making, service delivery, budgeting and allocation of resources. It will replace the previous Brent Borough Plan, which is due to expire in 2027.

3.1.6 At its heart, the Council Plan is about what Brent Council will do as an organisation to deliver for residents. The Council Plan that has been developed is a Corporate Plan in that it sets out the Council's organisational priorities and ways of working. It sets out both what the Council will do to deliver value for residents, and how we will work to achieve our goals. While delivering our priorities will often require us to work closely with partners, the Council Plan is focused primarily on the Council's role, commitments and contribution.

3.1.7 The Council Plan sets out three priorities: 'A borough to be proud of' and 'A borough where people thrive', which set out **what** we will deliver for residents; and 'A council that delivers for you', which explains **how** we'll change the way we work to deliver for residents.

3.1.8 The first two priorities are supported by a series of focus areas, which identify where we will concentrate our efforts to improve residents' lives. They bring our priorities to life by setting out the tangible changes and improvements residents can expect to see as a result of our work.

3.2 Background

The purpose of the Council Plan

3.2.1 The purpose of the Council Plan is to set our purpose and direction of travel as an organisation for the next four years. It sets out the priorities that will guide the decisions we make, help us focus our resources and shape the work we do to deliver for residents. It sets out what we will deliver for residents, and how we will work to deliver those things.

How we will deliver the Plan

3.2.2 The Council Plan is a high-level, strategic document, which sets out our ambitions and the outcomes we want to achieve for residents. It will help us to clearly identify the actions that we should take, and investments we should make, to deliver on our ambitions. It builds on our existing work, by setting a renewed focus on what we're already doing well, while also identifying and embracing new opportunities to do more for residents.

3.2.3 The Council Plan will sit alongside and inform our budgeting process. The budgeting process will be guided by the priorities set out in the Council Plan, to ensure that our resources are directed towards the areas that matter most to residents. Our Medium Term Financial Strategy (MTFS) will be kept under review and adapted to reflect the Council Plan priorities, focus areas and Delivery Plan actions, ensuring that our resources are aligned with our ambitions and allocated where they can have the greatest impact.

3.2.4 An annual Delivery Plan will sit alongside the Council Plan and Council's budget. It will set out in more detail some of the key actions that we will take to deliver the ambitions in the Council Plan. It will focus on the actions that will make the biggest difference to residents and communities. It will align with the Council's budget and allow us to prioritise and stagger activity over the lifespan of the Council Plan, given that we won't be able to do everything at once.

3.2.5 The Delivery Plan will align with a set of key performance indicators (KPIs) that will be developed to help us measure, monitor and report on the progress we're making to deliver the Council Plan. Regular reporting on these indicators will be provided, so Members and residents can scrutinise performance, hold both Members and officers to account as well as identify areas for improvement.

3.2.6 Keeping residents informed about the progress we're making is important, so we will use both the Council Plan and Delivery Plan to share regular updates on the progress we're making and impact being delivered.

How the plan was developed

3.2.7 The Council Plan has been informed by detailed analysis of political parties' manifestos, engagement over several months with Group Leaders, councillors, residents, staff and partners and key data sets such as the Census. Officers have used this feedback and evidence to identify key themes about what

matters most to residents, the challenges they're facing and the opportunities that there are to make Brent a better place to live, work, study, visit and do business. Those key themes have informed the priorities and focus areas which make up the Plan, and which have been regularly tested with Members. The process of developing the Plan has been iterative, with the emerging priorities and focus areas refined throughout the process as a result of ongoing engagement and feedback.

3.2.8 The Evidence and Engagement Report in Appendix B provides a detailed overview of the evidence, data and engagement that has shaped the Plan. Below is a high-level summary of the key engagement activities and evidence drawn from:

3.2.9 As well as speaking with Members about residents' views, we engaged directly with residents in a few key ways (the Resident Attitude Survey and the Council Plan Survey) to inform the development of the Council Plan. Further work to shape the Plan was also undertaken and is set out below.

Resident Attitudes Survey

3.2.10 The Resident Attitudes Survey (RAS) is a face-to-face survey of a representative sample of residents, which provides a snapshot of residents' views on their neighbourhoods, the council and their priorities. It is conducted every 4 to 5 years. The survey was carried out independently by DJS Research, an accredited Market Research Society Company Partner.

3.2.11 The sample was deliberately designed to reflect Brent's population, with quotas for age, sex, ethnicity, economic status and disability within each ward and sampling locations selected to reflect different levels of deprivation. The statistically reliable data was essential in understanding more about our residents and what their views and priorities are.

3.2.12 A summary of the key findings from the RAS is included in the Evidence and Engagement Report contained in Appendix B.

Council Plan survey

3.2.13 An online resident survey was conducted between 16 July to 30 August 2026 to gather insight on what residents wanted to see reflected in the Council Plan. 752 responses were received from individuals, community group representative and businesses. A detailed summary of the responses received, engagement approach adopted and benchmarking against other local authorities can be found in the Evidence and Engagement Report in Appendix B.

3.2.14 This survey was widely promoted to residents, businesses, community and voluntary sector organisations, faith groups and resident forums. Officers used a multi-channel approach to engagement which included promotion through our digital platforms, community outreach events, community engagement networks and partnerships to increase awareness of the survey.

3.2.15 During the consultation period, the Council Plan consultation page received **2,523 visits**, indicating strong awareness and interest, even where residents chose not to submit a survey response. Benchmarking data suggests Brent achieved a comparatively strong level of participation when measured against similar Council Plan consultations undertaken by other local authorities.

Political party manifestos

3.2.16 Officers analysed the manifestos of each political party elected to represent Brent, to understand where their priorities align and what residents voted for. The commitments set out in the various manifestos helped to inform the Council Plan priorities and focus areas, which were then tested and adapted through subsequent engagement activities with members, residents and staff.

Member engagement

3.2.17 Members engage with residents every day in many different ways. A crucial part of developing the Council Plan was drawing on Members' significant insight into what residents most value and want to see from their Council. Engagement with Members included:

- **Multiple conversations with the Administration Leader and Deputy Leader** throughout the development of the Plan, to get ongoing strategic input and direction.

- **Various individual briefings with each Opposition Political Group Leader** to get feedback on the overall approach and emerging priorities and focus areas. Political Group Leaders were also briefed on the findings of the Resident Attitudes Survey and how they informed the Council Plan.

- **A briefing with each Cabinet member** to get feedback on the overall approach to the Plan and its emerging priorities and focus areas, with a specific focus on each Cabinet members' area(s) of responsibility.

- **Discussions with Cabinet** where the Corporate Management Team and Cabinet discussed the approach to the new Council Plan and its priorities and focus areas.

- **A Political Group Leader Task and Finish meeting** where all Political Group Leaders were invited to provide feedback on the final draft of the priorities and focus areas.

- **A Pre-scrutiny meeting, where** Scrutiny members from the three scrutiny committees were invited to consider the draft Council Plan priorities and focus areas, ask questions, provide challenge and feedback, and contribute to the Plan's final development.

Staff and service insight

3.2.18 Small working groups of key officers met on a regular basis to review progress on development of the Council Plan and to provide key strategic and operational insights.

3.2.19 A staff survey was also conducted to ask staff what residents were telling them, what they believe the Council should focus our work on and what should change.

3.2.20 A summary of the key themes from staff feedback is included in the Evidence and Engagement Report in Appendix B.

4.0 Stakeholder and ward member consultation and engagement

4.1 As noted above, there has been considerable engagement with Members, residents, staff and other partners throughout the development of the Council Plan. The process of developing the Plan has been iterative, in response to feedback from these different stakeholders.

4.2 The Engagement and Evidence Report in Appendix B provides more detail on the consultation and engagement undertaken, and summarises the feedback that was received.

5.0 Financial Considerations

5.1 The Council Plan sets the Council's priorities for the next four years and will inform the Medium Term Financial Strategy (MTFS) and annual budget setting processes. This will ensure that decisions on the allocation of resources support delivery of the Council's priorities, whilst maintaining financial sustainability and securing value for money for residents.

5.2 The annual Delivery Plan will translate these priorities into more detailed activity and will be reflected through the Council's Integrated Business Planning process. This will bring together delivery and financial planning, enabling any associated resource requirements, savings or investment to be considered and incorporated into the MTFS.

6.0 Legal Considerations

6.1 In accordance with Part 3, Table 3, s1 of the Constitution, Full Council is responsible for the consideration and adoption of the Borough and Corporate Plan, amongst others, that form the Council's Policy Framework.

6.2 The current Borough Plan ends in 2027. The Council Plan will replace it, in setting the Council's vision for the next four years. As it forms part of the Council's Policy Framework documents it must be adopted by Full Council. Once adopted by Full Council, it is the responsibility of Cabinet and the Cabinet Committees to implement, in so far as it relates to Executive functions.

6.3 Part 2, Financial Regulations, paragraph 2.1.2 of the Constitution provides that long-term financial planning should be developed alongside the Council's overarching strategic plan.

7.0 Equity, Diversity & Inclusion (EDI) Considerations

7.1 The Public Sector Equality Duty, as set out in section 149 of the Equality Act 2010, requires the Council, when exercising its functions, to have "due regard" to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act, to advance equality of opportunity and foster good relations between those who have a "protected characteristic" and those who do not share that protected characteristic. The protected characteristics are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation. The council also internally recognises care experience and socio-economic status as protected characteristics.

7.2 The Council Plan has been subject to an Equality Impact Assessment, attached as Appendix C, and Officers believe that there are no adverse equality implications, and that the Plan will assist in advancing equality of opportunity and fostering good relationships between different group.

7.3 The Council Plan is intended to benefit all residents, businesses and communities across Brent. However, some groups may experience particular benefits because of the Plan's focus on improving neighbourhoods, addressing inequalities, improving access to services and opportunities, and supporting those facing the greatest barriers or disadvantages. In particular, it is expected to have a positive impact on residents experiencing socio-economic disadvantage, those at risk of and experiencing homelessness, and children and young people. Further analysis and review of the EIA will be conducted regularly as the Plan is implemented

7.4 Actions taken to deliver on the Plan's priorities will be subject to an Equality Impact Assessment as required.

8.0 Climate Change and Environmental Considerations

8.1 The draft Council Plan includes several commitments to tackle the climate and ecological emergency, addressing all three key aspects: reducing emissions, supporting nature and biodiversity and adapting to extreme weather. Specific commitments include:

- Doing all we can to achieve Net Zero for our own corporate estate and operations by 2030.
- Driving progress towards cleaner air across the borough.
- Exploring making homes more resilient to changing climate conditions, including hotter, drier summers and colder, wetter winters.

- Investment in our parks and open spaces: creating greener spaces across the borough, planting more trees and expanding our green corridors programme.

8.2 The Council is currently consulting with the public on updating the Brent Climate & Ecological Emergency Strategy (2021-2030) for the remaining period from 2027 -2030. The strategy update will include a detailed programme for delivery, aligned to the commitments above, for the term of this Council Plan.

9.0 Communication Considerations

9.1 It's important that we're transparent and open with residents about the progress we're making to deliver the Council Plan. To achieve this, a comprehensive programme of story-led communications will be delivered to demonstrate the progress, outcomes and impact being made against our priorities and focus areas. The Delivery Plan will provide a strong starting point for these communications, helping us to keep residents informed about the things that are most meaningful to them. We will be open about the progress we're making, challenges we're facing and the opportunities that we are seizing. This approach will include ongoing regular stories, digital content and targeted campaign activity, quarterly 'You Said, We Did' updates led by Lead Cabinet Members, and annual progress summaries.

Report sign off:

Minesh Patel
Corporate Director of Finance and Resources

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Version subject to Cabinet approval on 9 November 2026.

Brent

Believe in Brent

Council Plan 2026 - 2030



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A message from our Leadership

Councillor Muhammed Butt
Leader of Brent Council

Councillor Gwen Grahl
Deputy Leader of Brent Council

Brent is a borough with enormous strengths. It is home to diverse and ambitious communities, thriving businesses, fantastic parks, vibrant high streets, and one of the most recognisable sporting landmarks in the world. It's a place with a strong identity, a rich history and so much untapped potential. That's why we believe Brent's best days are still ahead of us.

That belief must translate into changes that people can see and feel in their everyday lives. This Council Plan sets out what we want to deliver over the next four years, and the standard by which we should be judged. It will shape the decisions we take, the way we use the council's resources and the work council officers carry out every day.

We want to be honest about the context in which this Plan will be delivered: Brent has huge opportunities, but significant challenges too. Many families are struggling with the cost of living, and affordable housing is increasingly out of reach. Demand for council services is increasing while our resources to deliver them are getting tighter. There are stark differences in health outcomes and life chances across the different parts of Brent. Our changing climate is creating new challenges and will shape the borough for generations to come. These are some of the defining challenges of our time, and they demand sustained and urgent action from us all.

As well as facing into these challenges, we want this Plan to say something about how we can help people live better lives. Health, culture, sport and play are central to that ambition: they are part of the foundation of a good life, pride in our place and strong communities.

Brent has every reason to be bold about this. We are the home of the national football stadium. We have high-quality parks, green spaces and community organisations, and a proud sporting tradition that stretches well beyond the arch of Wembley. We have real opportunities ahead to transform our existing leisure facilities, invest in our parks and playgrounds, and bring forward new amenities, including a new outdoor lido for the borough.

For us, that is part of putting belief back into the borough. People should be able to look around their neighbourhood and see that things are getting better. A young person growing up in Brent should see opportunities ahead of them. Families going through a difficult period should know their circumstances today do not have to define their future. Good health, security and opportunity should not depend on your postcode or how much money is in your pocket.

As we deliver this Plan, the critical questions we will return to will be: are we making Brent cleaner, safer, healthier and more resilient to a changing climate? **And are we making Brent a better place, helping people build better lives, and creating a better Council that delivers for them?** If we're focused on these things, we can build on everything that makes Brent a place to be proud of. There's still lots to do, but we believe Brent's best days are yet to come.



Kim Wright
Chief Executive of Brent Council

Like councils across the country, Brent is facing significant financial pressures. The challenges our residents face are becoming more complex, expectations from our services continue to grow, and we must continue to make every pound count.

Behind all of this are real people and real lives. More residents are coming to us for support because they are dealing with the impact of rising living costs, housing insecurity, poor health and other challenges that often overlap. The reality is that people's lives do not fit neatly into organisational structures. Someone experiencing poor mental health may also be struggling with debt or housing costs. A family seeking housing support may also need help with childcare or special educational needs.

That is why our response cannot simply be to keep doing the same. We need to work differently.

We are building a council that is both more modern and more human. A council that makes the best use of technology, focuses relentlessly on what matters most, and works across organisational boundaries to provide more joined-up support. Just as importantly, we are strengthening our partnerships with the voluntary and community sector, the NHS, the Metropolitan Police, schools and businesses because the best outcomes for residents are achieved when we work together.

This Council Plan sets out the next chapter for Brent. It reflects what we have learned, the ambitions we have for our borough, and the commitments we are making to residents over the next four years.

The priorities set out here are deliberately focused on the things that matter most to our communities. They will guide our decisions, shape our investments and help us deliver meaningful improvements to people's everyday lives. It is a commitment to our residents, our communities and our partners about the kind of borough we want Brent to be and the role we will play in making that happen.

But this Plan is about more than what we will do. It is about *how* we will do it.

The challenges ahead are significant, but so too are Brent's strengths. We are one of the most diverse, dynamic and resilient places in the country, with ambitious communities, dedicated Council staff and strong partnerships. By working together, focusing on what matters most, staying bold and curious and remaining relentless in our pursuit of better outcomes, we can meet those challenges head on.

Over the next four years, we will continue to listen, learn and adapt. We will be ambitious for our residents, courageous in how we lead change, and focused on delivering real results. Above all, we will be a council that people can trust to stand alongside them, champion their aspirations and create opportunities for everyone to thrive in Brent, making it an even better place to live, work, study and visit.



We believe in Brent

A Brent that is a great place to live, work, visit, study, do business and raise a family.

A Brent that is safe, clean and green.

Where people have a good, affordable place to call home.

Where every young person can succeed.

Where people live healthy, active and independent lives.

Where we're open for business and connected to London and the world.

Where differences are celebrated and communities come together.

Where innovation and technology make life better.

Where everything we do is for our communities and residents.

A Brent to celebrate.

A Brent to believe in.

A Brent to be proud of.



About this Council Plan

This Council Plan sets out our priorities for the next four years. These priorities will guide the decisions we make, help us focus our resources and shape the work we do to deliver for residents.

Our **Priorities**



A borough to be proud of

A borough where people thrive

A council that delivers for you

What we'll deliver for residents

How we'll improve the way we work to deliver for residents

The first two priorities are supported by **focus areas**, which identify where we will concentrate our efforts to improve residents' lives. They bring our priorities to life by setting out the tangible changes and improvements residents can expect to see as a result of our work.

Understanding Brent

Brent is known around the world for Wembley Stadium, but it is the people, places and communities beyond the arch that make the borough unique.

Over 340,000 people call Brent home, and residents speak around 150 languages. Our communities take huge pride in Brent being one of the most culturally diverse areas in the country. This diversity is at the heart of Brent's identity.

As London's fifth largest borough, Brent has thriving town centres, from Kilburn to Ealing Road, that draw visitors from all over. It has award-winning parks and green spaces, and a vibrant small business community.

The figures below provide a snapshot of life in Brent, and some of our biggest opportunities and challenges. This Council Plan is focused on making the most of the opportunities and supporting our communities to overcome the challenges we face.

You can learn more in our Engagement and Evidence Report, which sets out the feedback and data that has helped us to develop this Council Plan.

Our opportunities



Neighbourhoods to be proud of

76% of residents are proud to live in Brent.

90% of Resident Attitudes Survey respondents are satisfied with their local area.

Up to £40m in long-term Pride in Place investment for Harlesden and St Raphael's.



Our diversity is our strength

56% of residents were born outside the UK – the highest proportion of any local authority in the country.

85% of residents say people from different backgrounds get on well together.

£238m estimated annual contribution of Brent's cultural economy.



A global destination creating local opportunities

Almost 16,000 businesses call Brent home.

90,000 seats at Wembley Stadium – the UK's largest stadium and Europe's second largest.

£4.35m+ spent locally by crowds at each non-sporting event at Wembley Stadium.



Building on what residents are telling us

77% of respondents to the Resident Attitudes Survey are satisfied with the way the council runs things and

71% feel the council responds to residents' concerns.

The top four things most valued by residents are a safe area free from crime (32%), health services (31%), public transport (29%) and rubbish collection and recycling facilities (26%).

Investing in the future of Brent

Over the life of this Council Plan, and the years beyond, we'll be working hard to invest in major infrastructure and regeneration projects to benefit Brent's residents, businesses and communities.

Our new Local Plan will sit alongside the Council Plan and help us decide where new homes, jobs, shops and community facilities should be built, how neighbourhoods should grow, and which green spaces, heritage assets and local landmarks should be protected.

Here are some examples of the infrastructure and regeneration projects we're supporting over the coming years with our partners.

- **Continuing our ambitious programme of housebuilding** to build on the delivery of 20,000 new homes over the past decade.
- **Old Oak and Park Royal development**, one of the largest regeneration projects in London, which will deliver 25,000 new homes and 65,000 new jobs.
- **South Kilburn estate regeneration**, including at least 2,400 new homes, new health and education facilities, improved greenspace and retail facilities.
- **Development at Staples Corner,** including new business premises, 3,000 new homes, improved greenspace and new infrastructure.
- **Bridge Park Leisure Centre redevelopment**, which will also deliver 1,300 new homes, an adult education centre and community and green spaces.
- **Working with partners to support the delivery of major public transport projects,** including working with Transport for London and other London councils to secure a new West London Orbital Line (WLO), and an upgrade and extension of the Bakerloo Line.



Challenges

A lack of affordable homes and homelessness

170+ households approach the council as homeless every week.

2,550+ households live in temporary accommodation, including around 4,000 children.

£30m+ spent by the council on temporary accommodation every year.

Brent is the **2nd least affordable** place to live in England.

Poverty and the cost of living

Around 1 in 7 residents are finding it difficult or very difficult to cope with the cost of living.

42% of children live in poverty after housing costs.

29% of Brent's neighbourhoods are among the 20% most deprived in England.

1 in 3 working-age adults were not in work at the 2021 Census.

Health inequalities

7.3 years - the gap in male life expectancy linked to deprivation in Brent, compared with 3.3 years for women.

Almost 1 in 4 Year 6 pupils live with obesity.

Nearly half of residents want to increase the amount of exercise they do (45%).

Keeping our neighbourhoods safe

32% of residents say tackling crime and antisocial behaviour is their top priority.

38% want the council and its partners to prioritise investment in making neighbourhoods safer.

30.6 antisocial behaviour incidents per 1,000 residents, compared with 27.1 across London.

2nd highest in London for hospital admissions related to violent crime, at 57.2 per 100,000 residents.

Growing demand for our services

Around **4,300** adults with no social care support in the previous year were assessed – 80% more than the London average of 2,400.

Over 20,000 children have Special Educational Needs and/or Disabilities (SEND).

4,452 children have an Education, Health and Care Plan, a 10% increase compared to last year.

Financial pressure on councils

£10m in savings needed by the Council in 2026/27.

£7bn projected funding gap for councils across England by 2028/29.

£5.2bn collective budget shortfall facing London councils over the next four years.

What Brent Council does for you

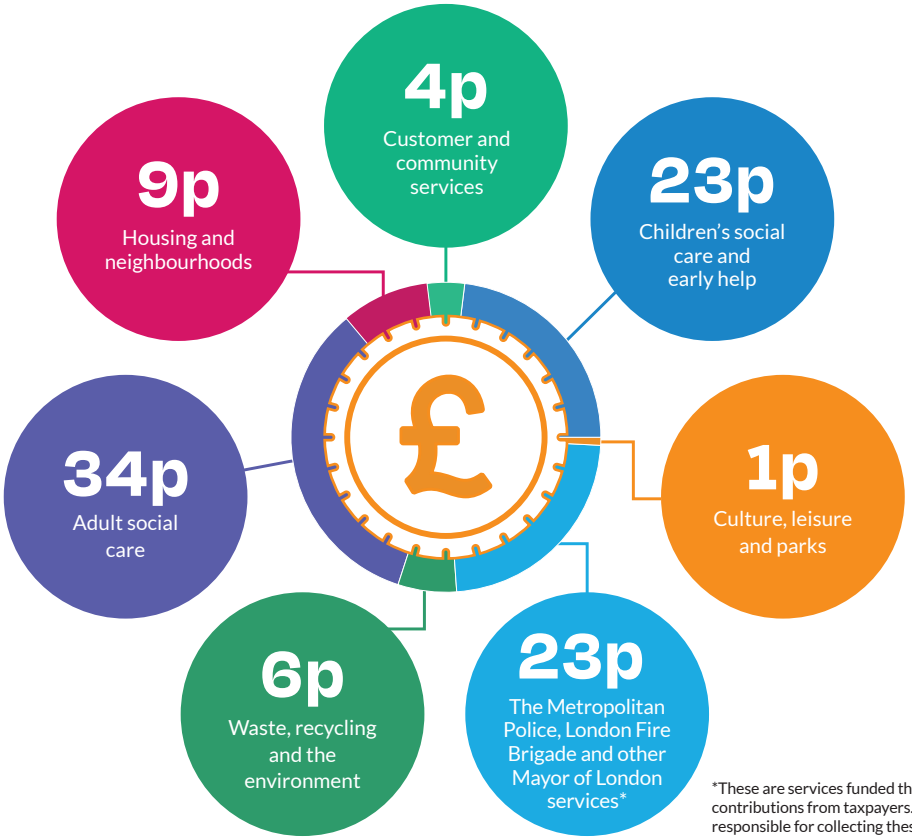
Whether you live, work, study or do business in Brent, or are visiting, you are likely to use council services.

Take a look below to see some of the different services we provide

- Adult social care
- Children's social care and early help
- Housing
- Homelessness support
- Education and schools
- Community safety
- Responding to anti-social behaviour
- Supporting local businesses for economic growth
- Community engagement
- Waste collection and recycling
- Registration of births and deaths
- Marriage and citizenship ceremonies
- Environmental issues and climate action
- Council tax and business rates
- Elections
- Benefits and financial advice
- Libraries, culture and heritage
- Parking, roads and transport
- Parks and green spaces
- Leisure
- Public health
- Neighbourhood planning and building control

Where we spend most of our money

Like most councils in England, most of our money is spent on adult social care and children's social care and early help. The diagram below shows how every pound we spend has been allocated across Council services in the 2026/27 budget.



*These are services funded through contributions from taxpayers. The Council is responsible for collecting these contributions.

For adult social care, this includes short-term help and longer-term support for people with more complex needs. We provide support with independent living, including transport, housing and care for residents who are finding it difficult to manage at home.

We are committed to providing the best start in life for our children and young people. Our services for Brent's children and young people include, but aren't limited to, overseeing community schools and ensuring access to high-quality education, support for children in care and foster families, youth offending services, and support for children and young people with special educational needs and disabilities.

Working with others to deliver services

To make sure we're delivering the services our communities need, we work with partners like the NHS, Metropolitan Police, London Fire Brigade and other government agencies, as well as with local voluntary organisations, community groups and businesses. We're also committed to supporting residents to take action in their local areas.

We always want to hear from our communities to help us shape services around their needs within the resources we have available. Whether that is online through the Have Your Say platform, in person at one of our many events, or putting questions to elected officials at Council meetings, we have a range of opportunities for people who live and work in Brent to be involved in decision making.

Priority 1

A borough to be proud of

We want Brent to be the best place to live, work and build a future, with neighbourhoods that are safe, welcoming and vibrant. We want it to be a place that people are proud of and celebrate.

We will work with residents, communities and businesses to invest in our homes, town centres, streets and green spaces, so people of all ages have places and spaces where they can live good lives.

Our focus areas

To see these ambitions come to life, we'll focus on three key areas:

- A good place to call home
- Thriving town centres and high streets
- Cleaner, greener, safer neighbourhoods


Brent
VEOLIA
GLADSTONE PARK
Brent
GUEST
GUEST
GUEST

A good place to call home

This means:

- We will do everything possible within our means to end homelessness in Brent.
- We will help everyone in Brent to access a safe, secure, quality and affordable home that meets their needs and supports them to live a good life.
- More people are supported to stay in their homes, because early help prevents problems from escalating and reduces the risk of homelessness.
- People experiencing homelessness are supported into stable accommodation and given the right support to regain independence.
- Council tenants live in safe, well-maintained homes and receive reliable and responsive services that are focused on their needs.
- Private renters live in good quality homes, understand their rights and are protected from unlawful and unfair treatment.



To deliver this we will:

- Work with partners and across services to help people stay in their homes, including by providing access to the early advice and support they need.
- Increase access to affordable and suitable homes, through new supply and better use of existing housing.
- Explore making homes more resilient to changing climate conditions, including hotter, drier summers and colder, wetter winters.
- Reduce the need for, cost of, and time spent in temporary accommodation, by helping more people move into stable homes.
- Improve the quality, safety and maintenance of council homes, and act as a responsible and reliable landlord to our tenants.
- Work with landlords and housing providers, and act where needed, to improve housing conditions in the private rented sector.
- Launch a Housing Compact between the Council and social housing providers that sets out how we'll work together to address the housing crisis and deliver better outcomes for residents.

Thriving town centres and high streets

This means:

- Residents, visitors and business owners experience high streets and town centres that are safe, clean, welcoming, green and well-maintained places to visit, spend time and do business.
- Residents have easy access to a diverse mix of essential services, independent businesses, culture and leisure opportunities close to where they live, with fewer vacant shops and premises.
- Communities see fewer concentrations of businesses that undermine wellbeing, such as vape shops and gambling arcades.
- Residents feel proud of thriving high streets and town centres that reflect the character, identity and ambitions of their communities, with attractive public and green spaces.
- Local businesses are recognised for the contribution they make to the local economy and supported to thrive, with more businesses choosing to invest in Brent.

To deliver this we will:

- Work with local people and businesses to make Brent's high streets and town centres safer, cleaner, greener and more attractive.
- Continue to take strong action to reduce the concentration of premises that undermine community wellbeing, including vape shops, rogue traders and gambling arcades.
- Continue to invest in and support Brent's small businesses to start, grow and succeed.
- Work to secure local control over income from the new local visitor levy, so that we can invest in Brent and maximise benefits for local businesses and residents.
- Develop a new Town Centres Strategy, that sets out how we'll invest in town centres and high streets, and work directly with businesses and communities to identify opportunities to improve them.
- Embed culture and creativity into our high streets and town centres through community-led events, public art and creative use of spaces.
- Review parking arrangements across the borough to make sure they remain fit for purpose and work well for everyone.
- Work to make sure our businesses benefit from Brent being home to Wembley Stadium and hosting major national and international events such as UEFA EURO 2028.



Cleaner, greener, safer neighbourhoods

This means:



- Residents take pride in their neighbourhoods, feel a strong sense of belonging, and have opportunities to shape and improve the places they call home.
- Residents enjoy streets and public spaces that are safe, clean, green, vibrant and welcoming, and designed around how people live, move and spend time.
- Everyone feels safe and secure where they live, and as they go about their day-to-day activities, because crime and violence are tackled effectively by the Police working collaboratively with the Council and other partners.
- People can choose from a range of transport modes to get around and access the services and amenities they need, including having more opportunities to walk, wheel and cycle.
- People can travel around Brent easily on safe, well-maintained roads and pavements.
- Everyone can access high-quality parks, open spaces and tree-lined streets across the borough, which help to address the impacts of climate change and support a more resilient Brent.
- Air quality is improved across the borough, and action is taken in hotspots where pollution is at its worst.

To deliver this we will:

- Work with partners, including the Metropolitan Police, London Fire Brigade, voluntary sector and others to tackle violent crime and strengthen safety in our communities.
- Develop and deliver our new Community Safety Strategy with key partners.
- Install emergency bleed kits in key locations across the borough and continue working with partners on knife amnesty and tackling knife crime.
- Work in partnership with the Police to identify options to strengthen neighbourhood policing.
- Invest in our roads and pavements, including repairing potholes and making our pavements safe.
- Build on our Don't Mess with Brent campaign to tackle fly-tipping and keep streets clean and well-maintained.
- Work with communities to support local initiatives that improve streets and public spaces, such as community skips and clean up days.
- Continue to take action to support our communities to adapt to and mitigate the impacts of climate change.
- Work with communities to plant more trees and create greener spaces across the borough.
- Continue our work to introduce more green corridors throughout the borough, to link active travel routes and green spaces.
- Continue to monitor and report on our air quality status to drive progress towards cleaner air across the borough.
- Do everything possible within our means to try to achieve net zero for our corporate estate and operations by 2030.
- Work with partners and continue to invest to ensure that residents have access to a range of transport options, including more options to use public transport, walk, wheel and cycle.
- Develop new, and expand existing, School Streets where they can improve safety and reduce congestion and pollution around schools.

Priority 2

A borough where people thrive

We want Brent to be a place where everyone has the opportunity to build and live a good life, with access to the support, skills and opportunities they need to succeed. By supporting residents of all ages to learn, work, stay healthy and live independently, we will help people achieve their ambitions and build secure futures. We will focus more on intervening early where we can, providing the right support at the right time to prevent needs from escalating as well as helping people navigate cost of living pressures.

Our focus areas

To see these ambitions come to life, we'll focus on two key areas:

- Tackling the cost of living by unlocking potential
- Healthy, active communities

Tackling the cost of living by unlocking potential

This means:

- Residents can access the advice and support they need to manage the cost of living early, to prevent financial difficulties from becoming a crisis.
- Partners across Brent work together to reduce poverty and inequality and support residents to live secure and independent lives.
- Doing all we can to alleviate poverty for children and young people, by putting support in place to help them reach their full potential.
- Everyone can overcome barriers to opportunity, with no one held back by disadvantage, or prevented from reaching their full potential.
- Every child and young person across Brent gets the best start in life and has the confidence, skills and opportunities they need to reach their potential.
- Children and families in Brent can continue to access high-quality schools.
- More residents have the skills, qualifications and opportunities they need to secure good jobs and progress in their careers.
- Brent has a thriving, inclusive economy where businesses can access the skilled local workforce they need to grow and succeed.

To deliver this we will:

- Provide targeted support for residents facing financial hardship through programmes including the Holiday Activities and Food Programme, Resident Support Fund – Crisis Payments, and Council Tax Support Scheme.
- Provide residents with easy access to cost of living and financial and debt management advice and support through neighbourhood-based services such as Brent Hubs, the New Horizons Centre, Best Start Family Hubs and libraries.
- Support residents to identify, access and navigate financial support they may be entitled to, including pensions and the Personal Independence Payment (PIP).
- Introduce an Education Maintenance Allowance to help remove barriers to education and opportunity.
- Launch a School Uniform Grant and encourage more school uniform Swap Shops to help families manage the cost of school essentials.
- Develop a new Inclusive Growth Strategy to raise skill levels, improve routes into good quality employment, support business and attract investment into the borough, to make sure that growth benefits Brent's communities.
- Continue our work to invest in and support schools so they can support children and young people to reach their full potential.
- Work with schools, colleges, universities and employers to help residents develop the skills they need for future opportunities.
- Create more opportunities for residents to access training, apprenticeships and employment support.
- Use council-owned spaces such as libraries and Best Start Family Hubs to help residents access support, develop new skills and take part in cultural and community life.



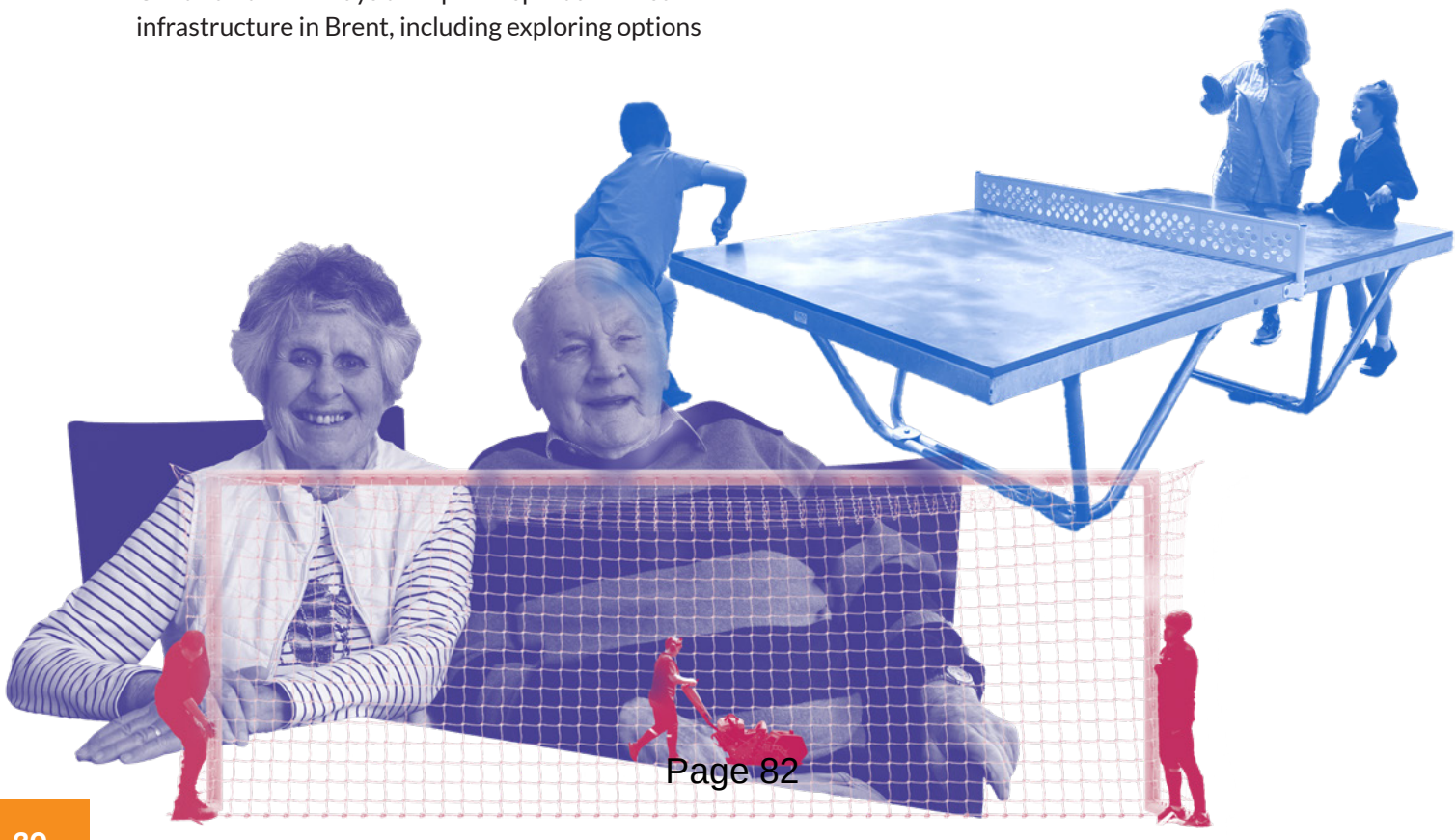
Healthy, active communities

This means:

- Residents can access the health, care and wellbeing support they need at the right time, helping them stay healthy, independent and connected to their communities.
- Brent is a borough where everyone can be active, play and lead a healthier life.
- Everyone can access affordable opportunities to be active, regardless of their age, background or income.
- Every resident can enjoy parks, playgrounds and leisure facilities close to home that are safe, welcoming and vibrant spaces to play, exercise and spend time outdoors.
- People can walk and cycle safely and easily across the borough, with more opportunities to choose healthier and greener ways to travel.

To deliver this we will:

- Work with communities where health outcomes are poorer, including through our Public Health services, the Brent Health Matters and Brent Active Together programmes, to reduce health inequalities and make it easier to get the right support early, so people can stay well and independent for longer.
- Work with partners to encourage more residents to be active, improve their health and wellbeing and live independent lives.
- Invest in our parks and playgrounds to create better spaces for residents to be active and spend time outdoors.
- Continue to find ways to improve sport and leisure infrastructure in Brent, including exploring options for a lido in the borough, renovating existing sites and looking at ways to ensure developers contribute to improving open space.
- Improve access to affordable physical activity opportunities, particularly for children and young people.
- Build on the opportunities created by Brent being home to Wembley Stadium to enable more residents to take part in sport, leisure and recreation, and ensure that hosting UEFA EURO 2028 leaves a lasting legacy of better facilities, infrastructure and opportunities for our communities.



Priority 3

A council that delivers for you

We are committed to delivering the best possible outcomes for the residents and communities we serve – and delivering the things we've said we'll do in this Plan.

To make sure we deliver our ambitions within the financial and organisational constraints we face, we need to work differently. Over the next four years, we'll be working hard to make changes to how we do things *with* and *for* our residents.

While much of this priority is about how we work as an organisation, it's also about how we work with others. Every day, community groups, voluntary organisations, businesses and individuals across Brent work tirelessly to make a difference in their communities. We want to support them, work alongside them and build on what they do to achieve the best possible outcomes for our communities.

We will:

- Put residents and customers first, **organising our work around their needs and outcomes**, instead of how our departments are set up, so that it is easier for residents to access and use the services they need.
- **Take early, preventative action** to prevent people from reaching crisis point and reduce demand for services, especially homelessness and social care services.
- **Ensure financial sustainability** so that we can continue to afford to deliver the services that matter to residents.
- **Work in neighbourhoods** and in a joined-up way with partners to deliver services and support in the places people live and spend time.
- **Empower our communities** to shape a better Brent, by involving them in decision-making, enabling local action and working with them to improve services.
- **Empower our staff to question, innovate and lead** by developing the leadership, culture, workforce and skills that we need, so that we continue to find ways to do things differently.
- **Use data, insight and digital tools** so that our decisions are evidence-based and we can deliver services more efficiently.
- **Lead by example** by using the Council's spending, jobs, buildings, contracts and relationships to deliver benefits for the local economy by supporting local people, community and voluntary organisations and businesses.

Our work to change how we're doing things will mean that you:

- Find it easier to get the support you need, because our services are simpler, more responsive and designed around what matters to you.
- Only need to tell us your story once, because our council teams and partners will work in a more joined-up way around your needs, rather than you having to navigate separate services.
- Will see more of the council's time and resources focused on the things that matter the most to residents.
- Benefit from a council that is better able to manage its resources and respond to future challenges, because we make clearer choices about how we spend our money, and focus on preventing problems and managing demand.
- Receive better services from a council that continues to improve, because we invest in the right leadership, skills, technology, data and culture to develop new, innovative and better ways of working.
- Are more confident that the council is delivering on its commitments, because we have clearer plans, measures and governance arrangements in place to ensure we're accountable for the priorities that matter to residents.
- See us supporting and working more closely with public services, businesses, voluntary and community organisations and other partners to improve outcomes for Brent's communities.
- Hear more regularly about the work we're doing and have more opportunities to share your views, get involved and help shape decisions about what happens in your local area.
- Have more opportunities to work with us to improve how we're delivering services, and have our support to take action in your local area to address challenges and make the most of opportunities.

Our values

As well as being guided by our commitment to delivering good outcomes for residents, our organisational values will guide everything we do.

COLLABORATE PROACTIVELY

This means collaborating and working together to create change and build a stronger, more inclusive Brent.

LEAD INCLUSIVELY

This means celebrating diversity and embracing fairness and respect, because every voice matters at Brent.

EMBRACE CHANGE

This means being flexible and agile, taking bold steps towards our ambitions and building resilience with every change we make.

BE BOLD AND CURIOUS

This means being creative, curious and bold, breaking barriers and embracing innovation to find better ways of delivering for residents.

CELEBRATE AND SHARE OUR SUCCESS

This means celebrating our strengths and achievements, and the pride that we have in Brent, so that we can unlock greatness and reach new heights together.


Brent
Brent
Lenovo

Turning ambition into action

The Council Plan sets out what we want to achieve over the next four years. Delivering on our ambitions will require focus, accountability and a commitment to working together and doing things differently. This section explains how we will turn our ambitions into action, how we will measure progress, and how we will keep residents informed about the progress we're making.

How we'll deliver on this plan

This Plan will guide the council's decisions, investment and day-to-day activity over the next four years. Each priority is supported by a set of outcomes and actions that will help us focus our efforts on the things that matter most to residents.

We'll develop an annual Delivery Plan that will sit alongside the Council Plan, which will set out in more detail what exactly we're doing to deliver on the promises we've made in the Council Plan.

Delivering our ambitions will require us to work closely with our communities, partners and businesses, making the most of the strengths that already exist across Brent.

Monitoring our progress and keeping residents informed

We will be accountable for delivering this Plan and ensure that progress is regularly reviewed by councillors and senior leaders.

We will use a range of performance measures to track our progress against the priorities in this Plan and to understand the impact our work is having. We will report regularly to Cabinet and via our communications channels on the outcomes we're achieving and difference our work is making.

Regular reporting on our progress will help us to celebrate successes, identify where more action is needed and continuously improve the services we provide.

We will continue to listen to feedback and use a range of channels to keep residents informed and involved.

Spending every pound with purpose

Like all councils across the country, we face increasing demand for services alongside significant financial pressures. This means we cannot do everything at once and must make careful choices about where we focus our resources. Through the annual budget setting process, we will prioritise spending on the services residents rely on most, invest in prevention where it can reduce future demand, and target resources where they will have the greatest impact on people's lives. Our decisions will be guided by the priorities set out in this Council Plan, so that every pound we spend, every decision we make and every service we deliver is aligned to the outcomes that matter most to residents.


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How we developed the Council Plan

Engagement and Evidence Report

Brent

COLLABORATE PROACTIVELY

LEAD INCLUSIVELY

EMBRACE CHANGE

BE BOLD AND CURIOUS

CELEBRATE AND SHARE OUR SUCCESS

About this report

This guide explains what's in this Engagement and Evidence Report, and how to navigate through it.

The evidence and what we've heard

This report sets out the engagement that took place to inform the Council Plan. It sets out the key things we heard from residents, Members, staff and partners, and the other evidence sources we drew on to develop the Council Plan.

How we developed the Council Plan

Page three of this report sets out the process that we followed to develop the Council Plan. It shows how we used evidence and information to reach the final structure and content of the Council Plan and explains the difference between Council Plan priorities and focus areas.

How the feedback and evidence shaped the Council Plan

Throughout this report we've explained how we used what we heard and the information we gathered to inform the Council Plan's priorities and focus areas. You can find this information inside purple boxes like the one shown on the right.

How this shaped the Plan

You can find more detail on each page inside purple boxes like this one.

Brent

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CELEBRATE AND SHARE OUR SUCCESS

How the Council Plan was developed

What informed the Council Plan: the evidence

Resident views
- Resident Attitudes Survey
- Council Plan survey
- Existing resident feedback and community insight

Political priorities
- Analysis of party manifestos
- Member engagement

Staff and service insight
- Staff surveys
- Discussions with key services

Partners and stakeholders
- Conversations with our strategic partners

Other data and local evidence
- Challenges and Opportunities
- Brent Wellbeing Index
- Indices of Deprivation 2025
- Poverty and inequality data
- Census 2021

Bringing it all together

- We brought together everything residents, Members, staff, partners and key datasets told us.
- We then identified the biggest themes, opportunities, needs and gaps.
- This helped us to understand where we could have the greatest impact and make the most meaningful difference for residents and communities.
- We balanced this against the Council's statutory responsibilities, financial position, and available resources, because we can't include everything people told us in the Council Plan.
- We thought about the things that we will need to do in partnership with others – because we can't do everything on our own.
- We turned this evidence and analysis into a focused set of priorities and activities to test with Members.

Council Plan



Our priorities
The ambitions we have for our communities and outcomes we want to deliver

Focus areas
Visible, high-profile commitments that will help us to achieve our ambitions

Delivery
- Directorate Plans
- Budget
- Partnership working
- Measuring and reporting on our progress
- Keeping residents informed

Brent

Resident Attitudes Survey (RAS) – Key Results

Every four – five years the Council carries out a Resident Attitudes Survey (RAS), with an independent research partner, DJS Research. The RAS provides a snapshot of residents' views on their priorities, their neighbourhood and the service the Council provides. The survey took place between 15 May – 30 July 2026, with a total of **2,207 people** interviewed. The RAS involved face-to-face interviews – 1,846 at the doorstep and 361 in the street. There were approximately 100 interviews carried out in each of Brent's 22 wards, with targets for characteristics like age, gender, disability, ethnicity and working status to reflect the demographics of Brent's overall population. We acknowledge that this is only one set of data, captured at a particular point in time, and needs to be read alongside other insights and sources of data.

Satisfaction with local area

90% ↑

2021: 81%
LGA: 72%

Satisfaction with Council

77% ↑

2021: 72%
LGA: 51%

Value for money

56% ↑

2021: 51%
LGA: 38%

Council acts on concerns

71%

2021: N/A
LGA: 53%

Council keeps residents informed

80% ↑

2021: 64%
LGA: 49%

Experiencing some form of financial difficulty

38%

2021: N/A
LGA: N/A

Struggling with the Cost of living

15%

2021: N/A
LGA: N/A

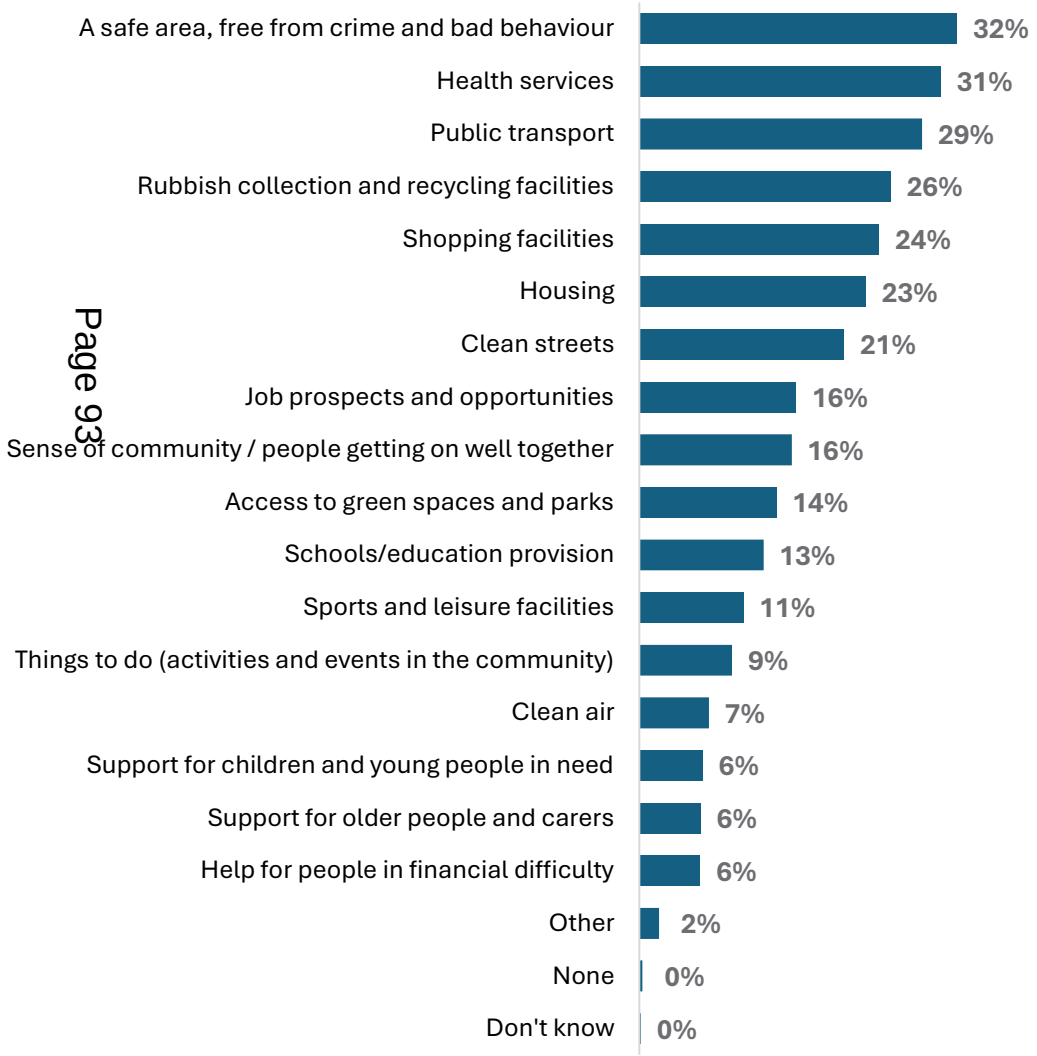
Arrows display a significant change vs. 2021.

How this shaped the Plan

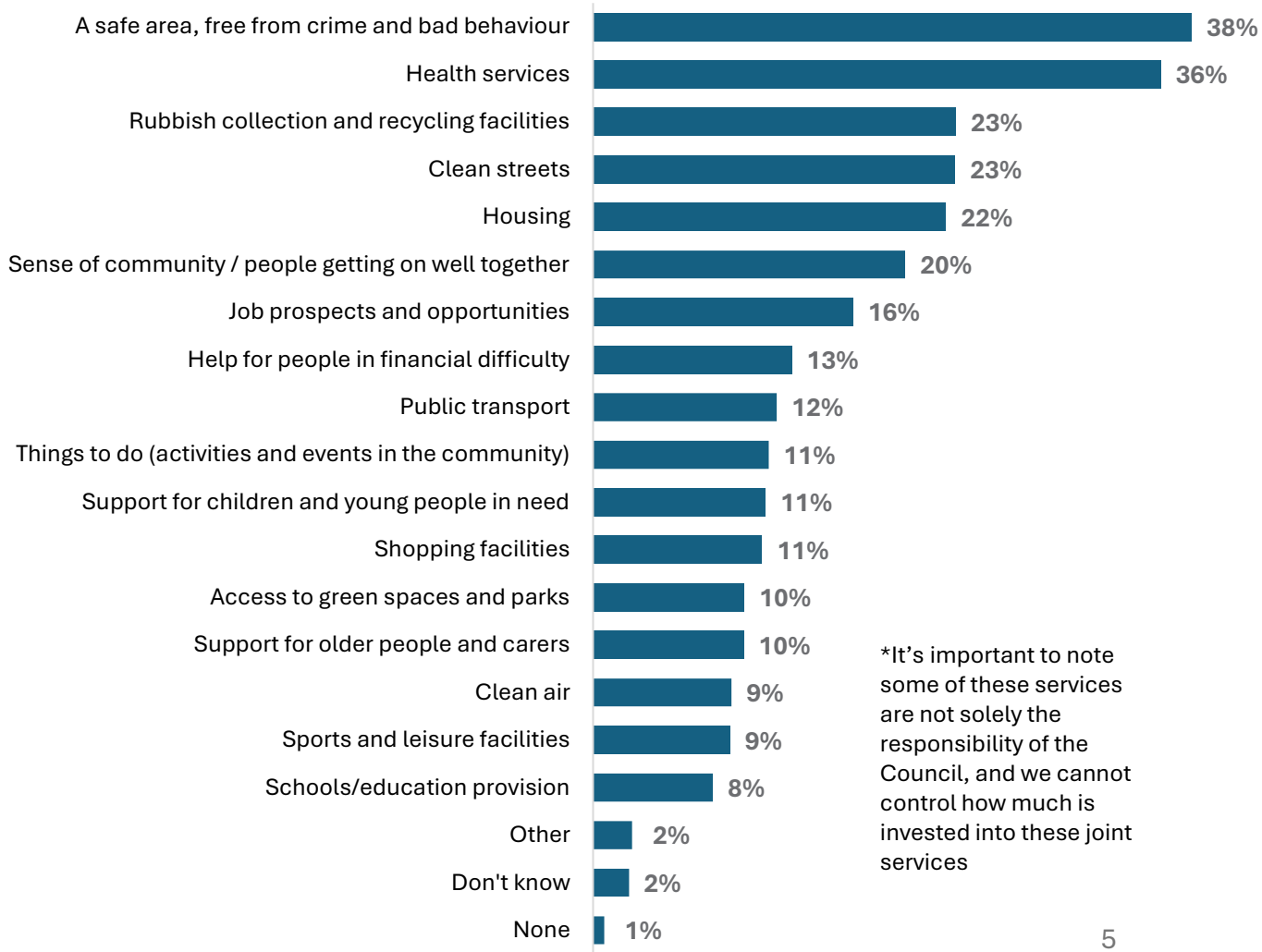
RAS data helped us to make sure that the Council Plan is focused on the things that matter most to residents. The data points strongly to residents' concerns about safety and struggles with the cost of living - both of which are addressed through the Council Plan's focus areas, ***Cleaner, greener, safer neighbourhoods*** and ***Tackling the cost of living by unlocking potential.***

RAS – Things most valued by residents

Things most valued by residents



Where Council money should be spent *



*It's important to note some of these services are not solely the responsibility of the Council, and we cannot control how much is invested into these joint services

RAS respondent profile

Gender

48% Man

52% Woman

Economic activity status

69% Active

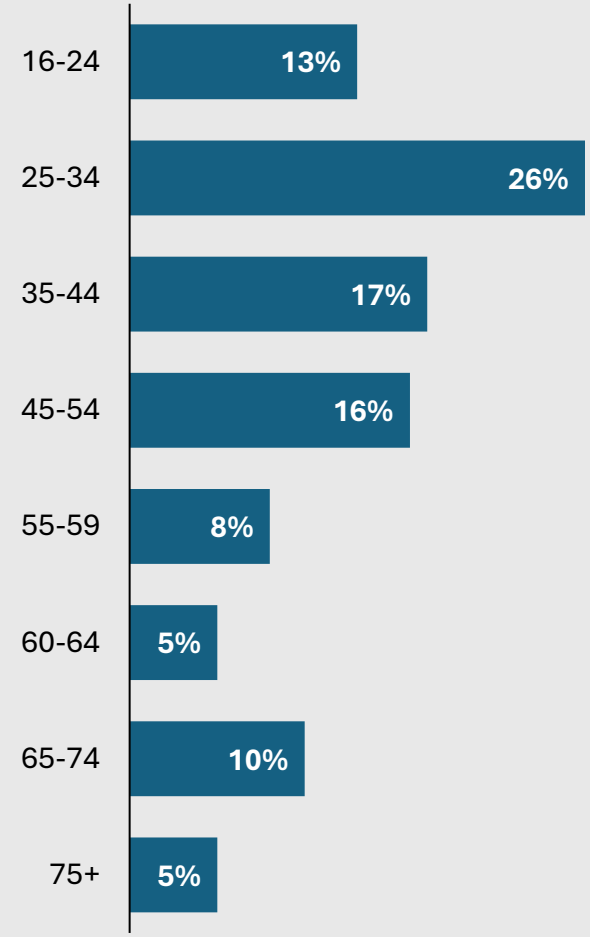
31% Inactive

Disability

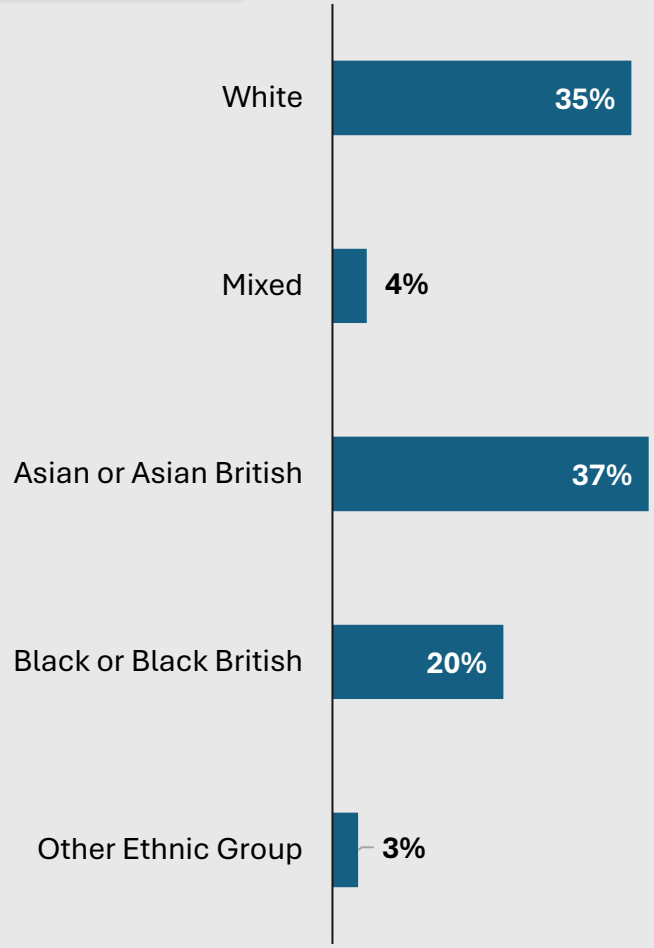
15% Yes

85% No

Age



Ethnicity



Figures may not sum to 100% due to refusals (not charted) or rounding. Weighted figures shown.

Help shape Brent's next Council Plan survey

During July and August 2026, we asked residents via a short online survey to tell us what makes Brent a great place to live, and what should be improved. We received **752 responses from residents, business owners and community and voluntary sector organisations**. A summary of the survey responses is on the other side of this page.

To make sure we heard from as many people as possible, we promoted the survey via our digital channels, at community events and to key partners, including voluntary and community organisations and faith groups. More detail on how we did this is included on slide 9.

Who did we hear from?

- Most respondents were aged 45-54 (20.3%) and 65+ (19.1%)
- 42.6% responses were from people working full time, 17.4% of respondents are retired
- 6.3% responses were from business owners/representatives
- 7.5% responses were from voluntary and community sector organisations

How this shaped the Plan

In response to this feedback, the Council Plan makes a number of commitments around improving the safety, cleanliness and attractiveness of public spaces, and improving town centres and high streets. It also commits to providing residents with cost of living support, and support to access good employment, skills and training opportunities. Improving the service that the Council provides to residents is at the heart of the Council Plan.

What makes Brent a great place to live?

- Our mixed communities and vibrant multicultural character.
- Good transport links, and strong connectivity.
- High streets that are easy to visit.
- Compared to neighbouring boroughs, residents feel Brent is relatively affordable.

What should be improved in Brent over the next four years?

- Local streets to be cleaner, safer and more pleasant to walk along, with less visible drug use, harassment and anti-social behaviour.
- A better mix of shops on high streets, rather than concentrations of betting and vape shops.
- Concerns around overdevelopment – need for a better balance between accommodating new residents and supporting existing communities.
- More help with housing, food banks and employability.
- Local jobs and opportunities should be prioritised for Brent residents.

If Brent could improve just one thing over the next four years, would make the biggest difference to you, your family or your community?

- The condition, safety and attractiveness of local streets and town centres.
- Improved traffic and street management, including safer walking and cycling, fairer parking/event day permit arrangements and better handling of roadworks.
- Faster and more compassionate council support for older and disabled residents, with non-digital options available.
- More community-run indoor and outdoor spaces.

Help shape Brent's next Council Plan survey

Here are some of the things you told us:

"Improve our environment, so we can [be] proud to live in Brent..."

"Closing down betting shops and fighting new ones opening."

"Prioritise children and young people. They deserve to feel safe both at school and in their community, receive a good standard of education and have safe places to go after school, at weekends and during holidays."

"We need cleaner streets, free from rubbish."

"Every family should have somewhere safe and healthy to live."

"Invest in leisure facilities, allow young people and all people to enjoy."

"Support local businesses so they are able to open and thrive."



Help shape Brent's next Council Plan survey – getting communities involved

This page shows the work that we did to make sure that as many residents and communities were aware of the survey and had the opportunity to share their thoughts with us.

Benchmarking – We compared the number of responses to our Council Plan survey with responses received by other local authorities that used the Go Vocal survey platform for their Council Plan engagement in 2025. The number of responses we received compares favourably, indicating strong levels of engagement.

Council	Survey respondents
Brent Council	**752**
Royal Borough of Kensington and Chelsea	584
Wokingham	433
Reading Borough Council	163

During the consultation period, the Council Plan survey page received **2,523 visits**, indicating strong awareness and interest, even where residents chose not to submit a survey response.

Community Network Promotion
The survey was circulated through established community engagement networks including:
- Faith groups
- Disability networks
- Pensioners groups
- Community and voluntary sector organisations
- Other key stakeholders

Community Outreach Activity
The Council promoted the survey at a number of community events and forums across the borough:
- Summer Streets events in Wembley, Willesden, Kingsbury and Kenton
- Brent Pensioners Forum
- One Kilburn Forum
- Brent Health Matters pop-up events
- Free Health Conversations session at Willesden Library

Faith Community Engagement
The survey was promoted through the Brent Multi Faith Forum and shared directly with a range of faith organisations and places of worship including:
- Central Mosque Willesden
- BAPS Shri Swaminarayan Mandir, Neasden
- Kingsbury Mandir
- St Gabriel's Church
- Brazilian Evangelical Church
- Brahma Kumaris
- Willesden Baptist Church
- Hillside Islamic Cultural Centre
- Wembley Synagogue
- Brondesbury Park Synagogue
- Makor Hayim Synagogue
- Brent Sikh Centre (Kingsbury)

Community and Voluntary Sector Engagement
The survey was promoted through a variety of community and voluntary sector organisations, including:
- Ashford Place
- Higher Potential
- South Kilburn Trust
- Divine Purpose
- Brent Indian Association
- United Borders
- Asian People's Disability Alliance (APDA)
- Brent Punjabi Association
- Connect Stars
- Civil Litigation For All

Member engagement

We began our work to develop the Council Plan by analysing the manifestos of each political group elected to Brent Council. Manifestos reflect political priorities developed through extensive engagement with residents.

We met with Cabinet Members, Political Group Leaders and Councillors throughout the development of the Council Plan to help us to understand what Members hear from the residents and communities they represent and speak to everyday. We continually adapted the Council Plan in response to the feedback we heard.

What we did:

- Confirmed with Members that our manifesto analysis was accurate
- Had multiple conversations with the Leader and Deputy Leader of the Council
- Had a number of conversations with each Political Group Leader
- Had a conversation with each Cabinet member, focused on making sure the Council Plan reflects their area(s) of responsibility
- Had a number of discussions with Cabinet
- Gave all Political Group Leaders the opportunity to come together to discuss and provide feedback on the Council Plan's emerging priorities and focus areas
- Invited Members from all three scrutiny committees to consider the draft Council Plan, ask questions and provide challenge and feedback

How this shaped the Plan

Councillors' insights shaped the structure, priorities and focus areas of the Council Plan at every stage. We listened to and incorporated their feedback, while balancing the needs and priorities of each party.

Staff Insights - survey and discussions

We asked staff for their feedback (via a survey and a number of discussions) about what they hear from residents, partners and communities; what work they think the Council should continue doing; and what changes they think the Council needs to make. The table below sets out some of the key themes we heard.

What feedback do you hear most often about your service from residents, communities, businesses or partners?	What work is the Council doing well that should continue for the next four years?	Recognising the constraints we have, what changes should the Council make in the next four years?
• Importance of Council services that are easy to access and understand, and responsive to residents' needs. • A need for clearer communication and more regular updates. • Concerns about waiting times and the challenge of navigating multiple different services, especially when dealing with complex issues. • Concerns about street cleanliness, rubbish collection and safety of roads. • Challenges accessing affordable housing. • Challenges with the cost of living. • Residents value being able to access services locally. • Positive feedback about helpful staff and support that has made a difference to people's lives.	• Maintain strong face-to-face support. • Help for residents facing challenges such as homelessness and financial hardship. • Continue to create a cleaner, greener and more sustainable borough, including by investing in tree planting, active travel, recycling and climate action. • Continue to invest in public spaces, libraries and community facilities. • Taking strong action to improve housing standards for private renters. • Making efforts to join up Council services and with partners. • Improving technology, data dn innovative ways of working.	• Make Council services simpler, more joined up and easier to access. • Streamline processes and improve communication between teams to reduce the need for residents to repeat information and navigate multiple services. • Focus resources on supporting residents who are facing the most significant cost of living and housing pressures. • Invest in digital services, technology and staff skills to improve efficiency and service quality. • Continued investment in improving housing and neighbourhoods.

How this shaped the Plan

Staff feedback has largely been reflected in the ***Council that delivers for you*** priority. This priority outlines how we will work as an organisation, and with partners, to deliver meaningful improvements to people's lives. It commits the Council to taking early, preventative action; better joining up Council services and working closely with partners; and using technology and data to improve service delivery.

Feedback from our key partners

We work closely with partners across the public, private and community sectors. Earlier in 2026, we hosted a meeting with key strategic partners to discuss the most critical challenges and opportunities we have in Brent, and that we can work on collectively to improve the lives of Brent residents. Although the Council Plan is focused on the things that Brent Council can deliver as an organisation, incorporating perspectives from other sectors and partners helps to ensure that the Council Plan's priorities reflect local needs, support partnership working and help improve the lives of our communities. Below are lists of the biggest opportunities and challenges facing Brent's residents and communities that our partners identified.

Opportunities to improve things for residents and communities in Brent

- Employment and apprenticeship pathways
- More recruitment of local people to local jobs
- Stronger links between education and employment
- Stronger partnership working and communication
- Supporting local and small businesses
- Community wealth building
- Retaining economic value within Brent
- Enhancing Brent's creative and cultural sectors and building on Brent's cultural assets
- Climate adaptation and environmental improvement
- Using AI and innovative technology

Challenges facing Brent's residents and communities

- Youth and general unemployment/work instability
- Young people losing hope and ambition
- Lack of work readiness and experience
- Limited coordination across organisations
- Housing affordability
- Poverty/Deprivation

How this shaped the Plan

Our Council Plan priorities and focus areas reflect the challenges and opportunities that are top of mind for our partners. In particular, there's a strong focus on improving employment, training and skills opportunities for local people, and especially our young people, in our ***Unlocking potential by tackling the cost of living*** focus area. The ***Council that delivers for you*** priority has a strong focus on making sure that the Council continues to work with partners to deliver good outcomes for residents, because we recognise that we can't do everything ourselves.

Challenges

This data is pulled from a range of sources and shows the different challenges Brent and the Council are facing. Footnotes are located on the last page of this report.

A lack of good quality, affordable homes and homelessness

170+ households approach the council as homeless each week[1], with over **2,550** households – including around **4,000** children – living in temporary accommodation[1].

We spend over **£30 million** each year on temporary accommodation for homeless residents[2].

According to recent data, Brent is the **second least affordable place to live** in England[3].

Poverty and the cost of living

Around **42%** of children in Brent are living in poverty after housing costs, compared with a London average of **31%** (without housing costs, the figure falls to 18.5%)[4].

29% of Brent's neighbourhoods are among **the 20% most deprived** in England[5].

At the last Census, **1 in 3 working-age adults were not in work**. 6% were seeking work while 28% were economically inactive[6].

Health Inequalities

The deprivation related gap in life expectancy in Brent is **7.3 years for men** and **3.3 years for women**[7].

Almost **one in four Year 6 pupils** in Brent are living with obesity (24.7%), **higher than the number in both London** (23.2%) **and England** (22.2%)[8].

Keeping our neighbourhoods safe

A safe area, free from crime and anti-social behaviour was the top priority for **32%** of residents – and **38%** said it's where they most want the council and its partners to invest[9].

Anti-social behaviour remains a challenge in Brent, with **30.6 police-recorded incidents per 1,000 residents**, which is **above the London rate of 27.1**[10].

Brent has the second-highest rate of hospital admissions for violent crime in London, at **57.2** per 100,000 people[11].

Growing demand for our services

In 2026/27 alone, the council needs to find around **£10m** in savings while protecting the services we're required to provide by law.

Nearly **4,300** adults received an Adult Social Care assessment in Brent in the last 12 months. This was around **80% higher than the London average** of 2,400 adults[12].

At the end of March 2026, **295 children** were in Brent's care. The average cost of a residential home placement is **over £7,000 per child per week**[13].

Financial pressure on councils

Councils in England are expected to face a funding gap of **£7.0 billion by 2028/29**[14]. This is due to a wide range of factors including demographic growth, inflation, wage growth and new national requirements.

By 2028/29, councils will face **extra cost pressures equivalent to 22%** of their current spending[15].
Councils in London face a collective budget shortfall of **£5.2 billion** over the next four years[16].

Opportunities

As well as the challenges presented on the previous page, Brent also has many strengths, which are opportunities for us to build on. Footnotes are located on the last page of this report.

Maintaining the quality of our neighbourhoods

90% of **residents** are satisfied with their local area and **76%** are proud to live in Brent[17].

Building on this strong sense of local pride, up to **£40 million** of long-term Pride in Place investment in Harlesden and St Raphael's creates a major opportunity to revitalise neighbourhoods, improve public and community spaces, and give local people a greater say in shaping their local area.

Using Brent's global profile to create local opportunity

Brent is home to almost **16,000 businesses,** providing jobs, services and opportunities across the borough[18].

Wembley Stadium is built for big moments. It holds **90,000 people**, which makes it the UK's largest stadium and second-largest in Europe.

With non-sporting events crowds **spending more than £4.35 million locally** each time there is an event, visitors create opportunities for local shops, restaurants, hotels and other businesses to grow, invest and create jobs[19].

As London introduces a **visitor levy**, Brent will look to maximise this for the benefit of local communities.

Championing cultural diversity as a great strength

Brent's diversity is one of our greatest strengths.

56% of Brent's residents were born outside the UK – the highest proportion of any local authority in the country[20].

85% of residents say Brent is a place where people from different backgrounds get on well together[21].

Brent's rich mixture of cultures contributes to a vibrant cultural economy, which contributes an estimated **£238 million** annually, supporting jobs, skills, businesses and tourism[22].

We will keep building an inclusive Brent where everyone feels that they belong, and a Council that is proudly anti-racist.

Building on residents' satisfaction with council services

Most residents have a positive experience of the council. **77%** are satisfied with the way council runs things and **71%** feel the council responds to residents' concerns[23].

How this shaped the Plan

The opportunities and challenges that are set out above and on the previous page have directly informed the Council Plan's priorities and focus areas. The Council Plan is focused on both supporting residents and communities to manage the impacts of some of the key challenges we're facing in Brent but also responds to the opportunities that there are to improve on the things we're already doing well and to make the most of new and emerging opportunities.

Brent Wellbeing Index

The Brent Wellbeing Index is an interactive data tool that measures how Brent's 22 wards are performing across a wide range of social, environmental and economic outcomes. It focuses on what life is like for Brent's communities, covering areas such as health, safety, education, access to services and community wellbeing. Access the full dashboard to find more information.

It is broken down into four key pillars:

Security and Stability: Looks at whether people can meet their essential needs, stay safe, and maintain stability in their day-to-day lives.

Health and Longevity: Assesses whether residents have the foundations for good health and long lives, and where preventable health challenges may exist.

Opportunity and Social Mobility: Assesses whether people have access to education, skills, and opportunities that help them achieve their potential and improve their lives.

Belonging and Trust: Looks at how connected, engaged, and supported communities are, and whether residents trust and contribute to the places where they live.

The next page shows you how Brent's 22 wards measure against the four pillars

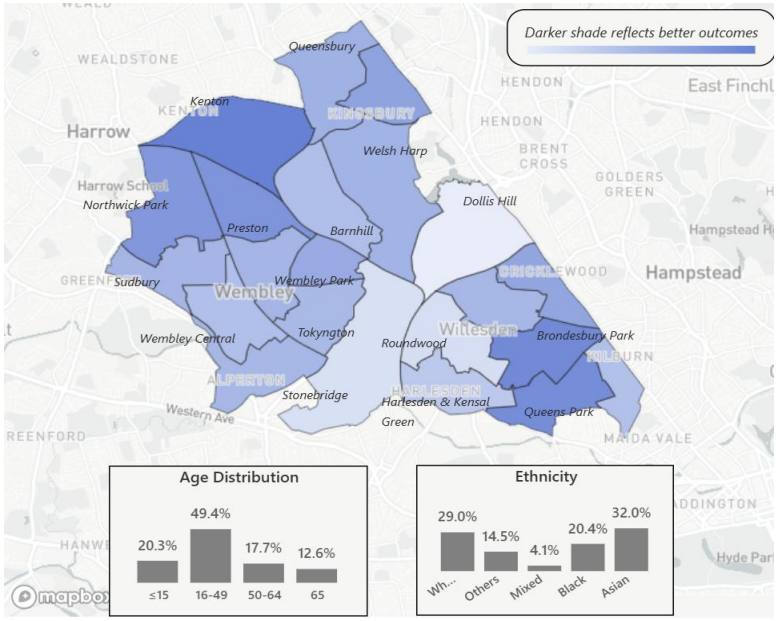
How this shaped the Plan

The Index shows us that wellbeing outcomes vary across the borough – particularly in the Security and Stability and Health and Longevity pillars. In response to this, the Council Plan includes a number of commitments to make sure residents can access housing and cost of living support, and good employment, training and skills opportunities. It includes a strong focus on improving health outcomes in the ***Healthy and active communities*** focus area.

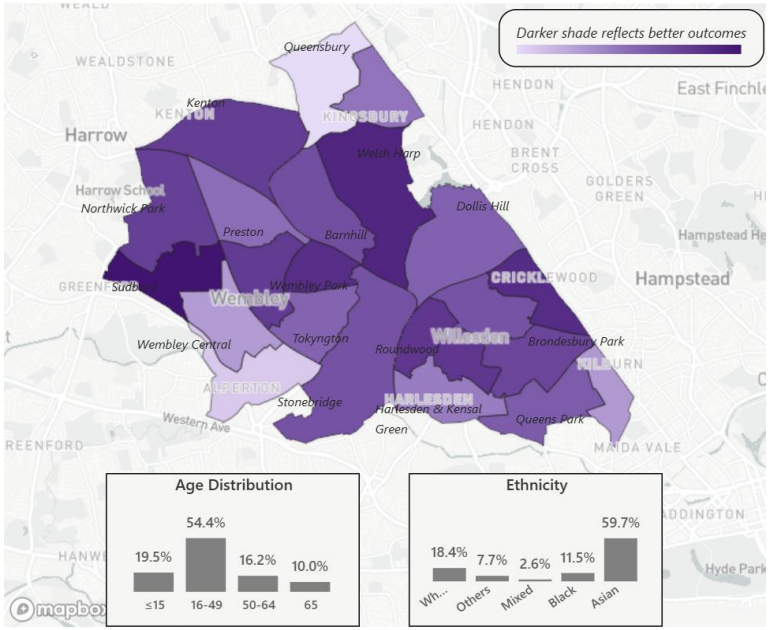
Brent Wellbeing Index Data

The following maps of Brent show how each of the 22 wards perform against the four Wellbeing Index pillars. Darker areas reflect better outcomes for that pillar, while lighter areas reflect worse outcomes.

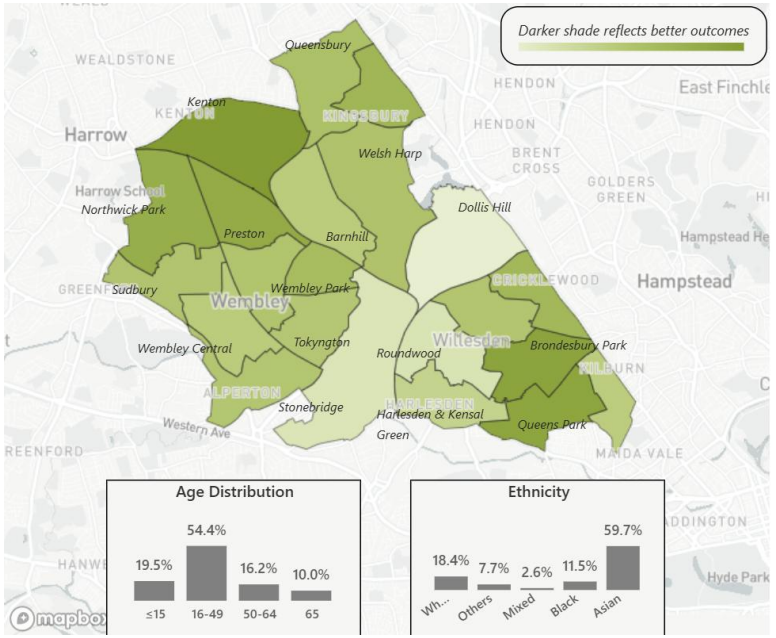
Security & Stability



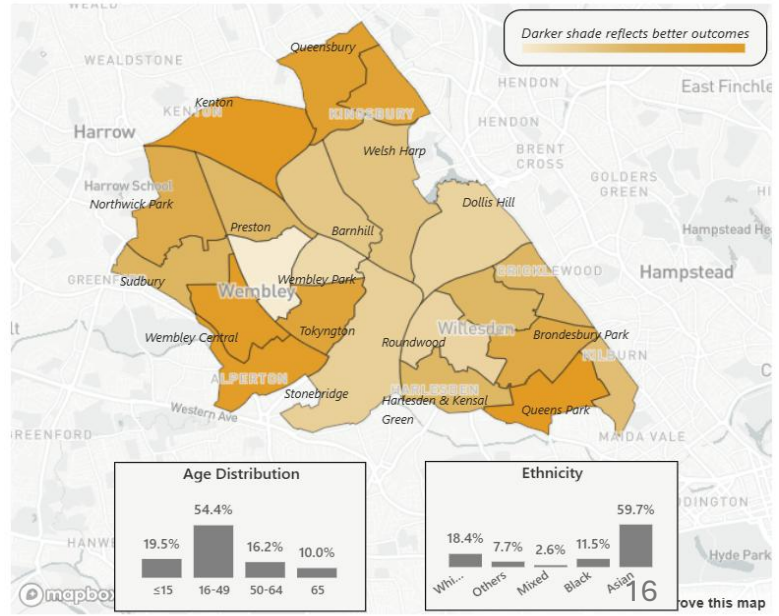
Opportunity & Social Mobility



Health & Longevity



Belonging & Trust



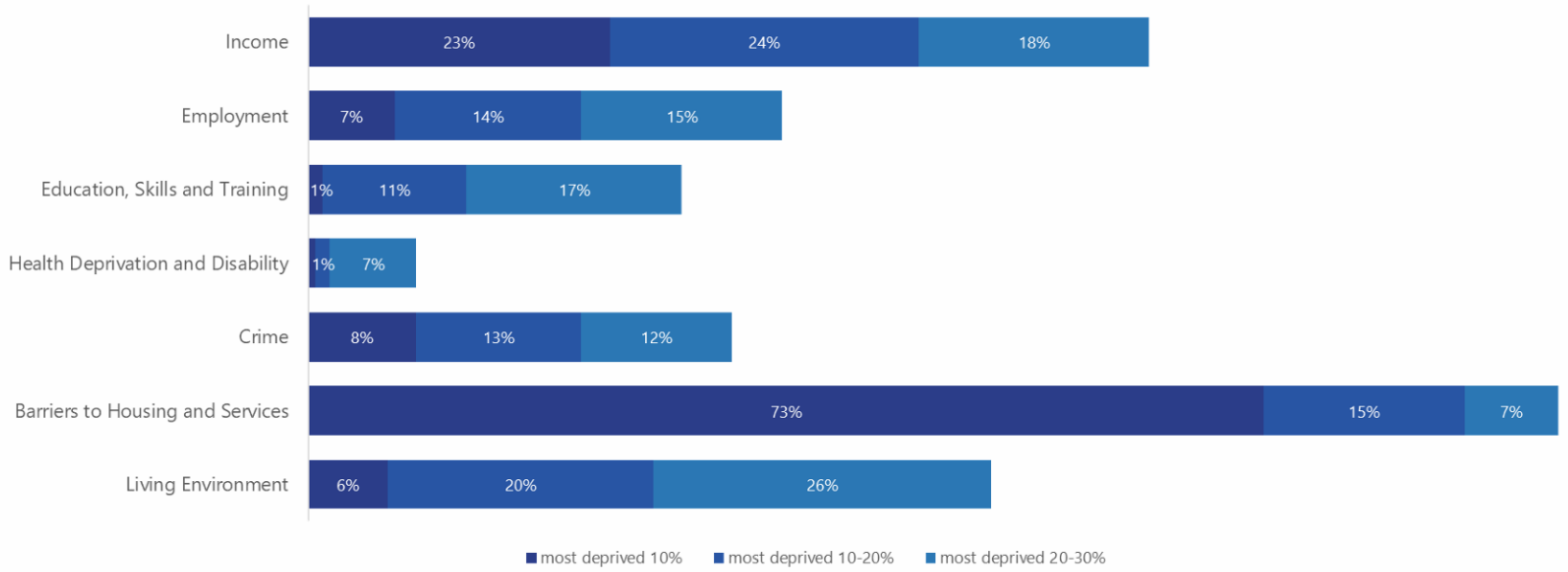
Indices of Deprivation 2025

The Indices of Deprivation are published by the government and are the primary measures of deprivation for small areas in England called LSOAs (Lower layer Super Output Areas). The Index of Multiple Deprivation combines seven distinct aspects (domains) as seen in the graph on the right.

Brent's level of relative deprivation varies between the domains. The **highest level of deprivation is in Barriers to Housing and Services**, where nearly half of wards (10/22) are in the most deprived 5% nationally. Brent's lowest level of relative deprivation is in the Health Deprivation and Disability domain, where zero wards are in the most deprived 20% nationally.

How this shaped the Plan

Because the Indices of Deprivation tell us that Brent has high levels of deprivation in the Barriers to Housing and Services domain, the Council Plan includes a strong focus on working to increase access to affordable housing, doing all we can to end homelessness, and helping people to live in good-quality, safe and secure homes. More detail on how we'll support people to access affordable, good-quality, safe and secure housing is set out in the Council Plan's focus area ***A good place to call home***.



Poverty and Inequality data

We gathered data on poverty and inequality in Brent from Trust for London, an independent charitable foundation that fights to tackle poverty and inequality in London.

The data highlights Brent's key social and economic challenges, and where targeted action is needed. The indicators show pressures relating to child poverty, income, unemployment and out-of-work benefits, where Brent is performing worse than the London average.

Read the full rankings.

How this shaped the Plan

The Council Plan's focus area, ***Tackling the cost of living by unlocking potential*** is about trying to address the poverty and inequality challenges that this data shows us. The focus area includes a number of commitments around supporting residents to access and navigate financial support and advice, and creating more opportunities for young people to access training, apprenticeships and employment. Our work in these areas is about trying to help residents out of poverty and achieve their ambitions.

Child poverty

42.3%

of children lived in households with an income below **60% of the UK median** after housing costs (2024/25).

Higher than the London average

Below the living wage

22.6%

of residents were estimated to be **earning below the Living Wage** (2025).

Higher than the London average

Pay inequality

2.28

pay ratio between higher and lower earners (2025)

Around the same as the London average

Qualifications

8.7%

of adults had no recognised qualifications (2025).

Around the same as the London average

Household income

£64,100

Average gross household income (2022/23)

Lower than the London average

Income after housing costs

33%

of the borough lived in households with an **income of less than 60% of the UK median after housing costs.**

Around the same as the London average

Census 2021

This page shows you what makes Brent unique. We got this information from the Census, which is carried out by the Office for National Statistics every 10 years. This data paints a reliable picture of our population. By understanding who lives in our borough, and how communities are changing, we can identify current and emerging needs, spread resources effectively and ensure Council Plan priorities reflect the needs of our residents.

Total population

339,800

9% increase from 2011–2021

Population rank in London's boroughs

5th largest borough population

Population density

7,859 people per km²

Gender

51% female

49% male

Main language

34% of residents use a main language other than English.

This is the second highest rate in England and Wales.

Age profile

More adults aged 20 – 44, and less older residents.

Around 12% of Brent residents were over 65, compared to 19% nationally.

Place of birth

56% of residents are born outside the UK, the highest rate in England and Wales.

Ethnicity

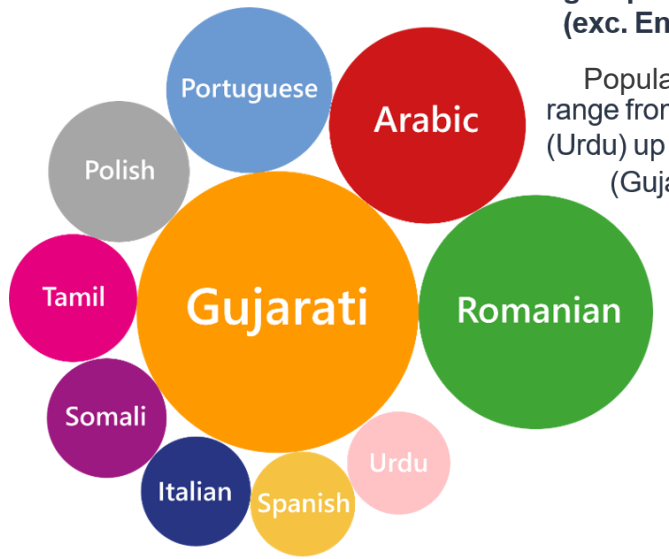
65% of residents are from Black, Asian or multiethnic populations.

How this shaped the Plan

The Census data reminds us that Brent is made up of a large number of distinct communities. Because of this, we recognise that we can't have one-size-fits-all services. That's why the Council Plan us to working closely with communities to understand their needs, and making sure that we tailor the services that we provide to meet those needs.

Top 10 language groups in Brent (exc. English)

Populations range from 3,015 (Urdu) up to 21,513 (Gujarati)



Challenges and Opportunities - Footnotes

The footnotes on this page refer to the challenges and opportunities on pages 13 and 14

1. Brent Homelessness and Rough Sleeping Strategy 2026-31
2. Brent Homelessness and Rough Sleeping Strategy 2026-31
3. Analysis of the 2025 Indices of Deprivation
4. Trust for London
5. Analysis of the 2025 Indices of Deprivation
6. Open data: Brent 2021 Census analysis
7. Office for Health Improvement and Disparities Fingertips
8. Office for Health Improvement and Disparities Fingertips
9. Residents' views that are referenced are based on responses from over 2,000 people who took part in the 2026 Resident Attitudes Survey carried out by an independent researcher, DJS Research, over Summer 2026. Results were weighted to ensure they are representative of Brent's population and provide an accurate picture of what matters most to residents. Resident Attitudes Survey, Brent Open Data
10. Resident Attitudes Survey, Brent Open Data
11. Safer Brent Partnership, annual report 2024-25
12. LGInform. **Note:** Data includes only adults who were new to Adult Social Care and those who had not received ongoing support in the previous 12 months. ASC also carries out a significant number of short-term assessments.
13. Brent internal data
14. Autumn Budget 2026: LGA submission | Local Government Association
15. Councils warn of £7bn funding black hole threatening local services in three years | Local Government Association
16. London Councils: Budget 2026 press release
17. Resident Attitudes Survey, Brent Open Data
18. Labour Market Profile – Brent (Nomis)
19. Wembley Stadium: planning application
20. Brent 2021 Census analysis
21. Resident Attitudes Survey, Brent Open Data
22. Brent Cultural Strategy
23. Resident Attitudes Survey, Brent Open Data

EQUALITY IMPACT ASSESSMENT (EIA)

POLICY/PROPOSAL:	Council Plan 2026-2030
DEPARTMENT:	Democratic & Corporate Governance
TEAM:	Policy and Performance
LEAD OFFICER:	Grace Hall
DATE:	9 September 2026

EIA Guidance is available online, please reach out to equality@brent.gov.uk for any further support.

SECTION A – SCREENING

1. Briefly and clearly describe the policy, proposal, change, or initiative, and what it is trying to achieve.

The Brent Council Plan 2026–2030 aims to improve outcomes for residents by focusing on ensuring people have a good place to call home, live in cleaner, greener and safer neighbourhoods, and can access thriving town centres and high streets. It also focuses on helping people to address cost of living pressures, unlock their potential through access to education, skills, training and employment opportunities, and access opportunities to live active and healthy lifestyles. The Plan commits to changing the ways that the Council works in order to deliver these outcomes for residents.

The Plan sets out the Council's priorities and commitments for the borough over the next four years. It is structured around three strategic priorities: A borough to be proud of; A borough where people thrive; and, A council that delivers for you.

The Plan has been informed by engagement with Councillors, residents, communities, staff and partners, and responds to both the opportunities and challenges facing Brent. It seeks to address issues including housing pressures, health and socio-economic inequalities, the continuing impact of the cost-of-living crisis, and the financial challenges facing local government, while creating opportunities to improve outcomes, reduce inequalities and ensure that all residents can access the support, services and opportunities they need.

These outcomes will be supported through prevention and early intervention, partnership and neighbourhood-based working, improved access to services, evidence-based decision-making and organisational improvement.

2. Are there any groups who may be impacted by your proposal? For reference, Q4 lists all protected groups.

The Council Plan is intended to benefit all residents, businesses and communities across Brent. However, some groups may experience particular benefits because of the Plan's focus on improving neighbourhoods, addressing inequalities, improving access to services and opportunities, and supporting those facing the greatest barriers or disadvantages. It is expected to have a positive impact on residents experiencing socio-economic disadvantage, those at risk of and experiencing homelessness, and children and young people.

3. If no groups are affected, explain why.

N/A

Mark with an “X” the potential impact of the policy or proposal on different groups. You can mark more than one box for each group.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age - People of different age groups.	**x**		
Care Experience - People who have been in care for any period of their childhood.		**x**	
Disability - People with physical, sensory, learning, and mental health disabilities, long-term conditions, and non-visible disabilities.		**X**	
Gender reassignment - Transgender and non-binary people, including anyone who is proposing to, started, or who has completed a process to change their gender.		**x**	
Marriage and Civil Partnership - Applies mainly in the workplace, people who are married or in a civil partnership.		**x**	

Pregnancy and Maternity - People who are pregnant, on maternity leave, or new parents.		**x**	
Race and Ethnicity - People of different ethnicity, nationality, and skin colour.		**x**	
Religion or belief - People of all faiths, and those with no religious belief.		**x**	
Sex - Differences between men and women, including disparities in pay, career progression, and health outcomes.		**x**	
Sexual Orientation - People who identify as lesbian, gay, bisexual, queer, asexual, or any other non-heterosexual identity.		**x**	
Socio-Economic Status – People who are experiencing poverty or socio-economic disadvantage.	**X**		
Other relevant groups* *people at risk of or experiencing homelessness*	**X**		

* Other relevant groups could include Carers, Refugees or Asylum Seekers, Veterans, among others. Review the EIA Guidance for more information.

4. Complete **each row** of the checklist with an "X".

SCREENING CHECKLIST		
	YES	**NO**
Does the policy or proposal have implications for eliminating discrimination, advancing equality of opportunity, or fostering good relations among different groups?	**x**	

Does it relate to an area with known inequalities?	**x**	
Would it add, change, or remove services used by any groups listed in Q4?	**x**	
Does it have negative or positive equality impacts on any groups listed in Q4?	**x**	
If you have answered YES to ANY of the above, proceed to section B. **If you have answered NO to ALL the above, proceed straight to section C.**		

SECTION B – IMPACTS ANALYSIS

5. What data and evidence have you used to understand potential impacts? This could include service user data where relevant. If there is little or no evidence, explain why, and note any plans to improve data collection in future, adding this to the Action Plan in Section E.

The development of the Council Plan has been informed by a range of quantitative and qualitative evidence. These include demographic data and protected characteristic data from the 2021 Census, Brent Open Data, service data, performance information, relevant local needs assessments, resident insight, and evidence gathered through engagement activities undertaken to support development of the Plan.

The Council has undertaken engagement to understand the priorities, needs and experiences of residents, communities, elected members, staff and partners. Feedback gathered through this process has informed the development of the Council Plan's priorities, commitments and intended outcomes.

Evidence used to inform this assessment includes:

- Council Plan resident survey findings
- Council Plan staff survey findings
- Resident Attitudes Survey (RAS) findings
- Council All Staff survey findings
- Member engagement
- Demographic and protected characteristic data from Census 2021
- Brent Open Data and other relevant local intelligence sources
- Service and performance data where relevant

Detailed findings from the engagement programme and supporting evidence base are set out within the Council Plan Engagement and Evidence report. This document provides further information on the views expressed by residents and stakeholders.

6. For each characteristic:
    a. Provide detail for the impact listed in the response to Q4 in the left-hand box.
    b. Provide data and evidence to explain how you reached your conclusion in the right-hand box.

Relevant data sources for Brent and its residents can be found in the EIA Guidance document.

Age	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
The Plan includes commitments specifically aimed at children and young people, including piloting an Education Maintenance Allowance, introducing a School Uniform Grant and increased access to affordable physical activity opportunities. Older residents may also benefit from early intervention, health and wellbeing support, and neighbourhood-based services. The Delivery Plan will set out the detailed activities, timescales and key performance indicators that will support delivery of the Council Plan. This will provide a basis for monitoring outcomes and identifying whether further action is needed to address any differential impacts or inequalities arising from specific protected characteristics.	Brent is a relatively young borough. According to the 2021 census, the median age of Brent residents is 35 years, lower than the England average of 40 years. Around 24% of residents are aged under 20, while approximately 12% are aged 65 and over.

Care Experience	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
No specific impacts relating to care experience have been identified. The Council Plan's commitments are intended to improve outcomes for all residents regardless of whether they are care experienced. However, while we have set a high level of ambition we are also operating within a difficult financial context which may impact or limit what we are able to achieve and the support we can provide for residents.	

The Delivery Plan will set out the detailed activities, timescales and key performance indicators that will support delivery of the Council Plan. This will provide a basis for monitoring outcomes and identifying whether further action is needed to address any differential impacts or inequalities arising from specific protected characteristics.	

Disability	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
No specific impacts relating to disability have been identified. The Council Plan's commitments are intended to improve outcomes for all residents regardless of whether they have a disability. However, while we have set a high level of ambition we are also operating within a difficult financial context which may impact or limit what we are able to achieve and the support we can provide for residents. The Delivery Plan will set out the detailed activities, timescales and key performance indicators that will support delivery of the Council Plan. This will provide a basis for monitoring outcomes and identifying whether further action is needed to address any differential impacts or inequalities arising from specific protected characteristics.	The 2021 Census found that approximately 14% of Brent residents (around 47,500 people) reported that their day-to-day activities were limited by a long-term physical or mental health condition, illness or disability.

Gender Reassignment	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.

No specific impacts relating to gender reassignment have been identified. The Council Plan's commitments are intended to improve outcomes for all residents regardless of whether they are transgender or non-binary. However, while we have set a high level of ambition we are also operating within a difficult financial context which may impact or limit what we are able to achieve and the support we can provide for residents. The Delivery Plan will set out the detailed activities, timescales and key performance indicators that will support delivery of the Council Plan. This will provide a basis for monitoring outcomes and identifying whether further action is needed to address any differential impacts or inequalities arising from specific protected characteristics.	We do not have an accurate demographic understanding of trans and non-binary residents of Brent, as ONS advised following the 2021 census that local authority-level gender identity data should be interpreted with caution because of known data quality issues, particularly in areas with higher levels of linguistic diversity such as Brent. The LGBTQ+ population in Brent - 2021 Census topic report | Brent Open Data

Marriage and Civil Partnership	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
No specific impacts relating to marriage or civil partnership have been identified. The Council Plan's commitments are intended to improve outcomes for all residents regardless of relationship status. However, while we have set a high level of ambition we are also operating within a difficult financial context which may impact or limit what we are able to achieve and the support we can provide for residents. The Delivery Plan will set out the detailed activities, timescales and key performance indicators that will support delivery of the Council Plan. This will provide a basis for monitoring outcomes and identifying whether further action is needed to address any differential impacts or inequalities	Census 2021 shows that around 42% of Brent residents aged 16 and over were married or in a civil partnership. The remainder were single, divorced, separated or widowed. 2021 Census Profile for areas in England and Wales - Nomis

arising from specific protected characteristics.	

Pregnancy and Maternity	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
No specific impacts relating to pregnancy or maternity have been identified. The Council Plan's commitments are intended to improve outcomes for all residents regardless of their pregnancy or maternity status. However, while we have set a high level of ambition we are also operating within a difficult financial context which may impact or limit what we are able to achieve and the support we can provide for residents. The Delivery Plan will set out the detailed activities, timescales and key performance indicators that will support delivery of the Council Plan. This will provide a basis for monitoring outcomes and identifying whether further action is needed to address any differential impacts or inequalities arising from specific protected characteristics.	Brent has a relatively young population compared with England overall, with a median age of 35 compared with 40 nationally. The borough also has a substantial population of families with dependent children. As a result, policies affecting housing affordability, access to childcare, household costs and family finances may have a greater impact on parents, expectant parents and households with dependent children in Brent than in areas with older population profiles. Population change in Brent Briefing 2025 How life has changed in Brent: Census 2021

Race and Ethnicity	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
The Council Plan has priorities to improve the quality of life for all residents and service users, especially those that are in most need of additional support and assistance. While we have set a high level of ambition we are also operating within a difficult	Brent is one of the most ethnically diverse boroughs in England. According to Census 2021, approximately 64% of residents identified with Asian, Black, Mixed or Other ethnic groups, while around 36% identified as White. Brent Census Atlas 2021 - Ethnicity | Brent Open Data

financial context which may impact or limit what we are able to achieve and the support we can provide for residents. Some commitments may be particularly relevant to ethnic groups that experience poorer outcomes or greater barriers in areas such as housing, health, employment, income and access to services. The Plan's focus on reducing inequalities, providing earlier and more joined-up support, and improving access to opportunities therefore has the potential to contribute to more equitable outcomes. The Delivery Plan will set out the detailed activities, timescales and key performance indicators that will support delivery of the Council Plan. This will provide a basis for monitoring outcomes and identifying whether further action is needed to address any differential impacts or inequalities arising from specific protected characteristics.	Nomis - 2021 Census Area Profile - Brent Local Authority

Religion or Belief	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
No specific impacts relating to religion or belief have been identified. The Council Plan's commitments are intended to improve outcomes for all residents regardless of their religion or belief. However, while we have set a high level of ambition we are also operating within a difficult financial context which may impact or limit what we are able to achieve and the support we can provide for residents. The Delivery Plan will set out the detailed activities, timescales and key performance indicators that will support delivery of the	Brent residents are more likely to have a religion than those elsewhere: overall, 80% of residents had a religion compared with 57% nationally – the 4th highest rate in England and Wales. Census 2021 data shows that approximately 34% of residents identified as Christian, 21% as Hindu, 18% as Muslim and 8% as Sikh. Around 10% reported having no religion. Religion in Brent – 2021 Census factsheet | Brent Open Data

Council Plan. This will provide a basis for monitoring outcomes and identifying whether further action is needed to address any differential impacts or inequalities arising from specific protected characteristics.	

Sex	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
No specific impacts relating to sex have been identified. The Council Plan's commitments are intended to improve outcomes for all residents regardless of their sex. However, while we have set a high level of ambition we are also operating within a difficult financial context which may impact or limit what we are able to achieve and the support we can provide for residents. The Delivery Plan will set out the detailed activities, timescales and key performance indicators that will support delivery of the Council Plan. This will provide a basis for monitoring outcomes and identifying whether further action is needed to address any differential impacts or inequalities arising from specific protected characteristics.	The Census 2021 shows Brent's population is broadly evenly split between women (approximately 51%) and men (approximately 49%). 2021 Census - First release | Brent Open Data

Sexual Orientation	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
No specific impacts relating to sexual orientation have been identified. The Council Plan's commitments are intended to improve outcomes for all residents regardless of their sexual orientation.	The 2021 Census was the first to collect information on sexual orientation. In Brent, 85.1% of residents aged 16 and over identified as heterosexual or straight, while 3.2% identified as lesbian, gay, bisexual or another minority sexual orientation, equivalent to approximately 8,800

However, while we have set a high level of ambition we are also operating within a difficult financial context which may impact or limit what we are able to achieve and the support we can provide for residents. The Delivery Plan will set out the detailed activities, timescales and key performance indicators that will support delivery of the Council Plan. This will provide a basis for monitoring outcomes and identifying whether further action is needed to address any differential impacts or inequalities arising from specific protected characteristics.	residents. A further 11.7% chose not to answer the question, which was considerably higher than the national non-response rate of 7.5%, meaning the figures are likely to be a minimum estimate of Brent's LGBT+ population. LGBTQ+ population in Brent - 2021 Census topic report - revised

Socio-Economic Status	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
The Council Plan is expected to have a positive impact on residents experiencing socio-economic disadvantage. A significant proportion of the Plan focuses on reducing poverty, supporting residents through the cost-of-living crisis, preventing homelessness, improving access to employment and skills opportunities, improving access to opportunities to participate in sport and leisure activity, and ensuring residents can access support at an earlier stage before problems escalate into crisis. The Council Plan includes a number of commitments intended to reduce the impact of poverty and increase opportunities for residents, including: • Providing targeted support for residents facing financial hardship through programmes including the Holiday Activities and Food Programme, Resident Support Fund Crisis Payments and Council Tax Support Scheme.	Brent has comparatively high levels of socio-economic disadvantage and poverty. Data on poverty and inequality indicate that around 33% of Brent residents live in poverty, compared with 22% across England, and the child poverty rate is estimated to be 42%, significantly above both the England and London averages. Poverty & Inequality Data Brent | Trust For London | Trust for London

• Piloting an Education Maintenance Allowance and School Uniform Grant to help reduce financial pressures on families and improve opportunities for young people. • Creating more opportunities for residents to access education, training, skills development, apprenticeships and employment support. • Creating more opportunities for residents to access opportunities to participate in sport and leisure activity. • Investing in and supporting the delivery of more affordable homes. • Supporting residents to prevent homelessness, including through targeted initiatives to sustain private rented sector tenancies. • Making services easier to access, providing earlier support to prevent problems from becoming crises, and improving how services work together to help residents receive the right support at the right time. The Delivery Plan will set out the detailed activities, timescales and key performance indicators that will support delivery of the Council Plan. This will provide a basis for monitoring outcomes and identifying whether further action is needed to address any differential impacts or inequalities arising from specific protected characteristics.	

Other Relevant Groups – People at risk of or experiencing homelessness	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.

The Council Plan is expected to have a positive impact on people at risk of or experiencing homelessness. It includes commitments to prevent homelessness through earlier advice and support, help more residents remain in their homes, increase access to affordable and suitable housing, and support people experiencing homelessness into stable accommodation with the support they need to regain independence. The Plan also aims to reduce the need for, cost of, and time spent in temporary accommodation, improve housing conditions in the social and private rented sectors, and make council services easier to access and more joined-up. Together, these commitments should help address both the immediate impact of homelessness and some of the wider factors that contribute to housing insecurity. The Delivery Plan will set out the detailed activities, timescales and key performance indicators that will support delivery of the Council Plan. This will provide a basis for monitoring outcomes and identifying whether further action is needed to address any differential impacts or inequalities arising from specific protected characteristics.	As of early 2026, 2,450 Brent households were living in temporary accommodation, with 60% placed in nightly-paid accommodation. During 2025, 1,069 households entered temporary accommodation and 866 exited, resulting in a net increase of 203 households. 9. Temporary Accommodation Supported Exempt Accommodation and Homelessness Prevention.pdf An average of 170 households approach the Council each week as homeless or at risk of homelessness, and around 20 new households enter temporary accommodation each week. Around 4,600 children were living in temporary accommodation, with nearly one in ten households in temporary accommodation sharing facilities. Temporary accommodation use increased from 2,088 households in September 2019 to 2,400 in August 2025. Over the same period, the number of households in bed and breakfast accommodation increased from 49 to 208. London Borough of Brent Homeless and Rough Sleeping Strategy

7. Summarise any engagement activities with relevant groups (this may replicate some of the information listed in Q7). State whether those involved represent the people affected by your proposal, or whether more engagement is needed, which should be added to the Action Plan in Section E.

All engagement was with relevant stakeholders, including those that will be affected by the Plan. A broad spectrum of engagement, through a range of different methods and platforms, ensured that as many voices as possible were captured, including from marginalised and minority groups. Engagement responses have been used to identify the

priorities, concerns and ambitions of residents, and have informed Council Plan content and future council activity and service delivery.

8. Provide more detail on any areas identified as requiring further data or detailed analysis.

N/A

SECTION C – CONCLUSIONS

9. Summarise your overall conclusions based on the analysis:
    - If there are no impacts, state that here, and **do not complete sections E or G.**
    - If you decide not to move forward, explain why, and **do not complete sections E or G.**
    - If there are negative impacts, explain what you'll do to reduce them. If you choose to continue despite negative impacts, or if negative impacts remain following your action plan, provide a justification for your decision.
    - If there are positive impacts, explain how these could be strengthened, where possible.

Overall, the Council Plan should have a positive impact on our residents, communities and service users. Performance monitoring and reporting arrangements, which will be developed in conjunction with the Council Plan, will enable efficient monitoring and evaluation of progress against key priorities going forward.

SECTION D - RESULT

Select one of the following options with an "X".		
A	**CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED**	**X**
B	**JUSTIFY AND CONTINUE THE POLICY/PROPOSAL**	
C	**CHANGE/ADJUST THE POLICY/PROPOSAL**	
D	**STOP OR ABANDON THE POLICY/PROPOSAL**	

SECTION E - ACTION PLAN AND MONITORING

Unless your proposal has no equality impacts or you are not moving forward, complete the table below to track specific actions to:

- Reduce negative impacts and increase positive outcomes.
- Monitor actual or ongoing impacts.
- Record plans to improve data collection.
- Plan any further engagement or analysis that may be required.

Use the 'Status' column on the right to indicate whether the action is yet to start, is in progress, or has been completed.

Issue Identified	Action	Lead Officer	Completion Date	Status
Positive impacts are anticipated for children and young people, but these will depend on implementation of relevant Council Plan commitments	Review the EIA once the Delivery Plan and associated monitoring arrangements are established, updating the assessment and action plan if new equality impacts or evidence are identified.		At first EIA review	Not started
Positive impacts are anticipated for residents experiencing socio-economic disadvantage and people at risk of or experiencing homelessness	Review the EIA once the Delivery Plan and associated monitoring arrangements are established, updating the assessment and action plan if new equality impacts or evidence are identified.		At first EIA review	Not started
The detailed Delivery Plan is still in development, so further or differential equality impacts may emerge as commitments are implemented	Review the EIA once the Delivery Plan and associated monitoring arrangements are established, updating the assessment and action plan if new equality impacts or evidence are identified.		Within six months of Delivery Plan approval	Not started

10. Describe how you will monitor the actual, ongoing impact of the policy or proposal?

A detailed delivery plan and key performance indicators will be developed to support delivery and demonstrate progress. Work is also being undertaken to reset Brent's performance monitoring and reporting approach, to ensure robust consideration of the progress that the Council is making to deliver the Council Plan and the outcomes it is delivering for residents. Delivery and performance monitoring and reporting arrangements will be continually reviewed to ensure that the ambitions of the Plan are effectively monitored, reviewed, evaluated and delivered.

SECTION F – SIGN OFF

	Signature	**Date**
Officer:	Grace Hall	7 September 2026
Reviewing Officer or Head of Service	Amira Nassr	10 September 2026

SECTION G – REVIEW

EIAs are live documents and should be reviewed regularly, especially if there are actions still to be completed or if the proposal has significant equality impacts.

<u>When to review</u>

- Review every 6 months until all actions in the Action Plan above are complete.
- If new data, feedback, or changes to the service arise, revisit the EIA to make sure it's still accurate.

<u>Who should review</u>

- The same officer who completed the EIA should carry out the review. If there's been a staffing change, the new lead officer should take over.

<u>What to update</u>

- Use the Status column in the Action Plan above to show progress (e.g. Not Started, In Progress, Completed). Add comments and updates in the table below — include any new data, evidence, or feedback.

<u>When reviews can stop</u>

- Once all actions are complete and no further equality impacts are expected, you can stop reviewing the EIA.
- Add rows to the table below as necessary until all actions are completed.

Date of 1st Review:	
Officer:	
Comment on progress toward specific actions, and provide any data and evidence updates:	
Reviewing Officer or Head of Service:	
Date of 2nd Review:	
Officer:	
Comment on progress toward specific actions, and provide any data and evidence updates:	
Reviewing Officer or Head of Service:	
Date of 3rd Review:	
Officer:	
Comment on progress toward specific actions, and provide any data and evidence updates:	
Reviewing Officer or Head of Service:	

Brent	**Full Council** 16 November 2026
	Report from the Corporate Director Neighbourhoods and Regeneration
	Lead Member - Cabinet Member Regeneration and Planning (Councillor Matt Kelcher)

West London Waste Plan Submission to the Secretary of State for examination

Wards Affected:	All
Key or Non-Key Decision:	Council
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
List of Appendices:	Appendix A: Regulation 19 Proposed Submission West London Waste Plan Appendix B: Integrated Impact Assessment **Please note, due to their size, the above appendices have been published as a supplementary pack to the main Council agenda** The following additional appendices are available to view under the heading "West London Waste Plan" via the following link: Brent Local Plan (adopted 2022) | Brent Council Appendix C: Schedule of changes between Regulation 18 and Regulation 19 Appendix D: Regulation 18 draft West London Waste Plan Consultation Statement Appendix E: Habitats Regulations Assessment Appendix F: Strategic Flood Risk Assessment Appendix G: Strategic Flood Risk Assessment (Appendix B to the SFRA report) Appendix H: Integrated Impact Assessment Non-technical summary Appendix I: Construction, demolition and excavation waste arising in West London to 2041 Appendix J: Hazardous waste arising in West London to 2041

	Appendix K: Strategically Significant Waste Flows Appendix L: Climate Change Topic Paper Appendix M: Circular Economy Topic Paper Appendix N: Waste management Topic Paper Appendix O: Assessment of existing waste sites for release Appendix P: Assessment of existing waste capacity in West London 2025 Appendix Q: Regulation 22 Proposed Submission West London Waste Plan Consultation Statement Appendix R: Regulation 22 Proposed Submission West London Waste Plan Consultation Statement Appendix 6 (Representations received) Appendix S: Strategic Cooperation Statement
Background Papers:	Adopted West London Waste Plan (2015) National planning policy for waste (2014) GOV.UK
Contact Officer(s):	Hilary Seaton, Principal Planning Policy Officer 020 8937 1427 hilary.seaton@brent.gov.uk Harry Burchill, Planning Policy Team Leader 020 8937 3935 Harry.Burchill@brent.gov.uk

1.0 Executive Summary

1.1. The new West London Waste Plan (WLWP) will form a part of the Brent Local Development Plan and will be used for determining planning applications for waste related development within Brent and across West London. It will replace the current West London Waste Plan, adopted in 2015, which is now outdated and in need of replacement.

1.2. The WLWP has been prepared jointly with the London Boroughs of Ealing, Harrow, Hillingdon, Hounslow and Richmond Upon Thames and the Old Oak and Park Royal Development Corporation (OPDC).

1.3. The WLWP identifies existing sites that accommodate waste facilities in West London and provides planning policies to guide decisions on planning applications for additional capacity, with the overall aim of reducing waste, increasing recycling and ensuring the proper management of waste in line with the waste hierarchy (under Article 4 EU Waste Framework Directive 2008/98/EC), as close to source as possible. It is intended to help ensure that waste is managed in the most appropriate locations, protecting residents' living conditions and providing environmental and economic benefits. The WLWP is

concerned with planning policies and planning decisions in relation to waste related development, it does not cover operational matters such as how household waste collections are organised in the borough.

1.4. Full Council approval is sought to submit the Proposed Submission version of the West London Waste Plan, that has now completed public consultation under Regulation 19, to the Secretary of State for independent public examination, under Regulation 22 of the Town and Country Planning (Local Planning) (England) Regulations (2012).

2.0 Recommendations

Full Council is requested:

2.1 To resolve that it is satisfied that the Proposed Submission version of the West London Waste Plan is sound (in accordance with paragraph 36 of the National Planning Policy Framework 2024) and legally compliant and to authorise submission of the Plan and associated documents to the Secretary of State for Housing, Communities and Local Government, for independent public examination.

2.2 To approve delegated authority being given to the Head of Planning and Development Services (in consultation with the Corporate Director of Neighbourhoods and Regeneration) to:

(a) make any inconsequential changes, such as typographical and accuracy amendments and factual updates, to the associated supporting and evidence base documents which will be submitted with the Plan (in conjunction with the other participating authorities) to facilitate submission of the Plan to the Secretary of State.

(b) make a formal request of the Planning Inspector at an appropriate point during the examination of the West London Waste Plan to recommend modifications to the Plan to make it sound and legally compliant in accordance with section 20 (7c) of the Planning and Compulsory Purchase Act if that proves to be necessary; and

(c) exercise all examination procedural matters as prescribed by the Planning and Compulsory Purchase Act 2004 and associated Regulations, including updates to submission documents, agreeing statements of common ground and agreeing and consulting on further modifications, that may be required to make the Plan sound.

2.3 To note that after completion of the examination process and a determination by the appointed inspector that the Plan can proceed to adoption, the West London Waste Plan will be presented to Full Council to seek its approval for the formal adoption of the Plan.

3.0 Detail

Contribution to Borough Plan Priorities & Strategic Context

3.1 The West London Waste Plan (WLWP) is one of the key documents in the Council's strategy and policy portfolio and the updated Plan will replace the current version, which was adopted in 2015. It is anticipated that the policies of the new WLWP will contribute to the achievement of the five strategic priorities set out in the Borough Plan. In particular Policy WLWP 1 seeks to retain and optimise essential waste infrastructure and Policy WLWP 2 guides the provision of additional waste management capacity which, together with associated economic activity, will help to deliver the Borough Plan's priority of 'Prosperity and Stability' in Brent. Policy WLWP 4, which promotes high quality and resilient waste facilities and Policy WLWP 6, which requires proposals for waste related development to incorporate circular economy principles and promote resource efficiency, will contribute to delivering the priorities of 'A Cleaner, Greener Future', 'Thriving Communities', 'The Best Start in Life' and 'A Healthier Brent'.

Background

3.2 The WLWP forms part of the Local Development Plan for each of the participating authorities, alongside the London Plan and each authority's Local Plan and Neighbourhood Plans. The policies within the document are the main consideration when determining planning applications for waste related development and are also relevant when determining applications for non-waste development on or close to existing waste sites and developments that involve the production of waste.

3.3 The current West London Waste Plan, which was adopted in 2015, is considered in many respects to be 'out-of-date' in the context of newer national and regional planning policy. Plans regarded as not being up-to-date have less weight in planning decision-making. The WLWP therefore needs to be updated or replaced.

3.4 A new WLWP has been prepared with the support of waste planning consultants BPP Consulting and representatives from each of the west London Boroughs and OPDC (the participating authorities). Its production is being managed by the West London Alliance (WLA). The new document will cover the period up to 2041 (the end of the period of the current London Plan).

3.5 The new WLWP will provide an up-to-date set of policies to determine planning applications for waste related development and ensure that sufficient suitable capacity is available to manage waste in West London over the next 15 years. The updated Plan also provides for the combined Borough level Household, Industrial, and Commercial (HIC) waste apportionments and management targets for construction and demolition waste set out in the 2021 version of the London Plan to be met through to 2041.

3.6 The first stage of public consultation, the 'Regulation 18' consultation, took place between 11th December 2025 and 5th February 2026. Ealing Council hosted the consultation portal on behalf of all the local authorities. Details of the Regulation 18 consultation, the responses received and amendments made to

the Plan following the consultation, are available in the Cabinet report of 27th July 2026**.**

3.7 On 27th July 2026, Cabinet approval was obtained to undertake the second stage of public consultation, the 'Regulation 19' stage, for an eight-week period, commencing in August 2026: West London Waste Plan Regulation 19 Consultation decision. The Regulation 19 Proposed Submission version of the WLWP was published for comments relating to soundness and legal compliance. This is the version of the WLWP that the participating authorities intend to submit to the Secretary of State for independent examination. Further details of the Regulation 19 consultation are set out below.

3.8 The Proposed Submission version of the Plan (the same version of the Plan that was published for comment at Regulation 19 stage) is appended to this report. The documents appended to this report also include a Consultation Statement setting out the representations received during the Regulation 19 consultation process and the authorities' responses to these, which identify matters and potential amendments for the Inspector's consideration during the independent examination of the Plan.

3.9 The government set a deadline of 31st December 2026 for the submission of the Plan to the Secretary of State for independent examination, following which it will be formally adopted (subject to successful examination) by each of the West London planning authorities party to it. On 23rd October 2026 the government issued updated information about deadlines, including a possible time extension, and clarity on the implications of this is currently being sought. Meeting the government deadline is necessary to allow the Plan to be prepared and examined under the current plan-making system, avoid abortive work and prevent significant delays in having a new plan in place associated with the transition to the new plan-making system.

3.10 This report outlines:

(a) The scope and content of the new West London Waste Plan;

(b) An overview of the Regulation 19 consultation and the representations received; and

(c) The next steps in the plan making process, including the submission of the Proposed Submission version of the West London Waste Plan to the Secretary of State for independent examination.

The new West London Waste Plan

3.11 Key elements of the WLWP include an assessment of the amount of waste to be managed in west London over the plan period (waste arisings), an updated list of safeguarded waste sites across west London with sufficient capacity to manage expected and apportioned waste arisings and substantially updated policies reflecting national policy against which planning applications for waste related development will be determined.

Vision and Objectives of the emerging West London Waste Plan

3.12 The WLWP contains a high-level vision which sets out what the WLWP is seeking west London to achieve by the end of the WLWP period and a series of strategic objectives, that provide a framework to realise the vision. These elements have been developed with input from officers, drawing on the content of the various plans and strategies from each of the participating authorities.

Policies in the WLWP

3.13 The policies included in the WLWP are as follows:

- Policy WLWP 1 – Safeguarding and Optimising the Waste Site Network: Keystone policy to make the most of the existing network of waste sites.

- Policy WLWP 2 – Provision of Additional Waste Management Capacity: Policy making provision for compensatory and windfall (additional) capacity.

- Policy WLWP 3 – Residual Waste Management & Energy Recovery: Policy defining specific conditions under which capacity for the management of residual waste may be supported.

- Policy WLWP 4 – Ensuring High Quality and Resilient Waste Facilities: Policy setting out specific requirements/standards that additional waste facilities need to meet.

- Policy WLWP 5 – Recovery and Disposal of Waste to Land: Policy defining specific conditions under which proposals for non-inert landfill and placement of inert waste may be granted planning permission.

- Policy WLWP 6 - Circular Economy & Resource Efficiency: Policy setting out the requirements for proposed development to fulfil certain sustainability criteria.

- Policy WLWP 7 - Provision of Wastewater Treatment Infrastructure: Policy providing for additional wastewater treatment capacity to be developed and existing capacity to be enhanced where needed.

Safeguarded Sites

3.14 To be in general conformity with the London Plan, the WLWP is required to identify sufficient waste management capacity to manage the projected construction and demolition (C&D) waste arisings and the total London Plan household, industrial and commercial (HIC) waste apportioned to each of the West London Boroughs. Existing waste sites across West London need to be safeguarded to ensure that sufficient waste management capacity is retained to meet forecast needs.

3.15 Ten sites in the part of the London Borough of Brent for which Brent Council serves as the local planning authority are proposed to be safeguarded in the new WLWP. These are listed below and site plans are included in Appendix 3 of the WLWP:

Site reference and location	**Operator**	**Types of waste processed**
B04: Neasden Sidings, Drury Way, Wembley	Quattro Limited on behalf of WRG (Midlands) Limited	CDEW* (Excavation)
B05: Atlas Road Wembley	O'Hara Bros. Aggregates Limited	CDEW
B06: Unit 4, Second Way, Wembley	HAWK Rubbish Clearance Limited	CDEW
B07: SRC Aggregates Wembley Depot	Sewells Reservoir Construction Limited	CDEW
B10: Unit 28, Fourth Way WTF	Brent Oil Contractors Limited	Hazardous
B12: Unit 2, Hannah Close	London Energy Ltd	HIC
B13: Alperton Lane Waste Transfer Station	Sortera	CDEW / HIC / Hazardous
B14: Brent Transfer Station, Alperton Lane	Veolia ES (UK) Ltd	HIC
B15: Wembley Transfer Station & Recycling Facility	Biffa Waste	HIC
B16: off Great Central Way, Neasden	L & B Haulage & Engineering Contractors Ltd	CDEW

* CDEW = Construction, demolition and excavation waste
HIC = Household, industrial and commercial waste

3.16 Three sites in the part of the London Borough of Brent for which OPDC serves as the local planning authority are proposed to be safeguarded. These are set out in the table below, with their site plans included in Appendix 3 of the WLWP.

Site reference and location	**Operator**	**Types of waste processed***
B01: Twyford WTS Abbey Road	West London Waste Authority	LACW (HIC)
B02: 100 Twyford Abbey Road	Bridgemarts	CDEW
B08: Willesden F Sidings Rail Freight Terminal	Cappagh Public Works Limited	CDEW (Excavation)

* CDEW = Construction, demolition and excavation waste
LACW = Local Authority collected waste

3.17 The WLWP also identifies six existing waste sites across the WLWP area for release from safeguarding, as each falls within areas identified for redevelopment in local planning authority Local Plans for non-waste uses.

These sites are to be released on the basis that their continued safeguarding and use for waste management conflict with wider planning and regeneration objectives. If the waste management capacity offered by these sites were to be lost, sufficient surplus capacity for the management of HIC and C&D waste would still remain.

3.18 Of the six sites, one is in Hounslow, two are in OPDC's area and three are in Brent. The three sites in Brent proposed for release from safeguarding are set out in the table below. These existing waste sites are all within the 'Neasden Goods Yard' site within the area covered by the adopted Local Plan site allocation BEGA1 'Neasden Stations Growth Area' and the adopted Neasden Stations Growth Area Masterplan SPD. Comprehensive mixed-use redevelopment is envisaged across this area.

Site location	**Operator**	**Consented use***
Mitre Works, Neasden Lane	European Metal Recycling Ltd	Metal recycling (HIC waste)
Land at Neasden Goods Yard	X-Bert Haulage	Waste transfer (CDEW)
Unit 6 Neasden Goods Yard	X-Bert Haulage	Waste transfer (CDEW)

* CDEW = Construction, demolition and excavation waste

Key benefits for Brent residents

3.19 Having a Plan for waste land use and development helps ensure that waste produced in west London is managed by the most appropriate means at facilities in appropriate locations. It helps ensure that it happens in a way that has the least impact on people's living conditions or interference with economic activity (for example through the processing of waste itself or the activity generated around it, such as vehicle movements).

3.20 The older a Plan is, the less weight it holds in decision making, opening the borough up to a greater chance of development being granted permission on appeal in sensitive or less suitable locations.

3.21 Safeguarding most existing waste sites will help ensure that sufficient waste management capacity is retained locally. This will be of benefit to Brent residents, Brent-based businesses and those engaged in construction and similar activities across the borough, as sites in the Plan offer opportunities for waste generated locally to be managed locally, with the environmental benefits and cost benefits that brings. As noted above, the Plan making process also allows the Council to consider releasing existing sites for other uses where conditions justify it.

The Regulation 19 final draft plan consultation

3.22 The Regulation 19 consultation involved the following:

- A website-based portal was used to host a questionnaire, provide information about the consultation and opportunities for involvement and to host consultation materials.

- Information was published on Borough and OPDC websites and documents were made available for inspection at main Council Offices and libraries.

- Notification of the process was carried out by each of the participating authorities in line with an agreed Consultation Protocol (based on Statements of Community Involvement), which generally involved emailing stakeholders in their respective area using details held on consultation databases, in addition to other publicity.

3.23 For Brent specifically, emails were sent to those on the planning policy consultation database and a Brent 'Have Your Say' page was created to provide Brent-specific details about the WLWP consultation and a link to the Ealing-hosted portal to complete the survey. In addition, a press notice was published in the Brent and Kilburn Times (jointly with OPDC), a drop-in session was held in the Civic Centre atrium on 20th August and internal notifications were made including articles in two Members' Information Bulletins and a Viva Engage post.

3.24 The 'Regulation 19' consultation is a statutory consultation stage that has specific questions respondents are able to respond to. The purpose of a Regulation 19 consultation is specifically to seek views on whether the Proposed submission WLWP is "sound" and "legally compliant" as defined by the National Planning Policy Framework and planning legislation. It also gives respondents the opportunity to confirm whether they wish to appear at an examination hearing session.

3.25 62 responses were received as part of the Regulation 19 consultation. 20 were from individuals while the other 42 were from bodies including local authorities, non-governmental organisations, infrastructure operators, businesses and landowners. A table has been prepared which sets out representations received during the Regulation 19 consultation process and the authorities' responses to these, which identify key matters and potential amendments for the Inspector's consideration during the independent examination of the Plan. This is available within the Regulation 22 Consultation Statement at Appendix Q to this report.

Summary of other key issues raised within the representations

3.26 **General conformity with the London Plan:** Development Plans in London, including Waste Plans, are required to be in general conformity with the London Plan. At Regulation 19 stage, local authorities must seek the Mayor's formal opinion on whether the plan is in general conformity with the London Plan. The GLA have provided formal comments on the WLWP, its approach, definitions and policies.

3.27 The GLA has identified one area in which it considers the Plan, as currently drafted, is not in general conformity with the London Plan 2021. It states that this is due to the proposed release of six safeguarded waste sites without providing compensatory capacity combined with the failure to offer surplus waste handling capacity to those boroughs in London with a shortfall in the ability to meet their waste needs prior to the release of the identified sites.

3.28 The participating authorities consider that the WLWP is in general conformity with the London Plan. They are engaged in dialogue with Westminster City Council and Tower Hamlets Council about potentially sharing surplus capacity to meet a demonstrated unmet need. The GLA have expressed a willingness to continue to offer support and to work with the participating authorities to provide guidance and to ensure that the WLWP aligns with London Plan 2021 as well as delivering the authorities' objectives. The participating authorities will continue to engage in dialogue with the GLA in an attempt to reach agreement on key matters and achieve a confirmation of general conformity via a Statement of Common Ground.

3.29 **Sharing of surplus capacity:** Requests were made by two other London planning authorities (Westminster City Council and LB Tower Hamlets) to share West London's surplus capacity so that their unmet waste capacity needs are provided for. It should be noted that the participating authorities are engaged in ongoing dialogue with these authorities on the potential sharing of surplus capacity.

3.30 **Heathrow airport expansion:** Two representations were received in relation to the proposed expansion of Heathrow airport. One of these explicitly requested that two sites in Hillingdon, Site HI06 (Unit 1 Wallingford Road Recycling Facility) and Site HI09 (Holloway Lane Materials Recycling Facility), be released from safeguarding to support the Heathrow airport expansion plans.

3.31 **Site specific representations**: A number of comments were received in relation to specific proposed safeguarded sites identified in the WLWP. Many of these comments related to the principle of safeguarding a particular site while others related to fine tuning the safeguarding by adjusting boundaries, capacities and operator details. Representations were received which, overall, requested that seven additional sites, or parts of sites (in addition to the two identified in relation to Heathrow airport expansion and the six sites already earmarked for release) be released from safeguarding. These related to part of Site HI18 in Hillingdon (High View Farm), Site E19 in Ealing (Unit 42a Sheraton Business Park), two sites in Richmond – Site R02 (Kew Gardens) and Site R04 (Arlington Works), two sites in the part of Brent where Brent Council is the local planning authority – Site B12 (Unit 2, Hannah Close) and Site B16 (Land off Great Central Way, Neasden) and one site in the OPDC part of Brent – Site B02 (100 Twyford Abbey Road).

3.32 **Discrepancies in the definition of waste sites:** The GLA and others noted discrepancies between the definition of a waste site to be safeguarded set out in the WLWP and that contained in the current London Plan.

3.33 **Evidence base and waste capacity methodology:** Some concerns were raised regarding the identified capacity of safeguarded sites, the method used to assess site capacity and how waste flows were accounted for.

3.34 **Need for stronger policy protection / more emphasis on certain matters:** These include for heritage assets, registered parks and gardens and archaeology, natural environment, biodiversity and green infrastructure, amenity, health, transport and environmental justice, climate change, energy from waste, carbon, circular economy, waste reduction and plastics and dealing with hazardous waste.

3.35 **Other matters:** Representations were also raised about other matters including the Integrated Impact Assessment, the monitoring framework, infrastructure and asset protection, the deposit of waste on land and wastewater.

3.36 As noted above, the authorities have provided responses to these representations within the Consultation Statement, which identify key matters and potential amendments for the Inspector's consideration during the independent examination of the Plan. The participating authorities do not consider that any of the representations raised matters or identified grounds which would require amendments to be made to the Plan that would materially affect its policy content. The potential amendments identified relate to more minor matters such an improving the clarity and comprehensiveness of the Plan and incorporating factual updates.

3.37 It is important to note that all the representations received will be submitted in full to the appointed Planning Inspector for their consideration. A number of parties have requested to speak during hearing sessions. The Inspector can invite them to attend relevant hearing sessions to express their views in person.

3.38 The Inspector will consider the WLWP, the evidence which underpins it and the representations received at the Regulation 19 consultation. At an appropriate point within the examination process the participating authorities can, if necessary, formally request that the Planning Inspector recommends modifications to the Plan to make it sound and legally compliant if the inspector considers that it is not already.

Engagement and cooperation on strategic matters

3.39 The Government has confirmed that the provisions of the ‘duty to cooperate’ have been removed from the plan-making system. However, the requirement for Councils to engage in relation to strategic matters continues and this is expected to be a key consideration for Inspectors when assessing the soundness of plans submitted for examination.

3.40 Discussions with key stakeholders will continue throughout the forthcoming stages of preparing for submission and examination of the WLWP, including with the London authorities seeking to rely on the surplus waste management capacity identified in the WLWP. ‘Statements of Common Ground’ (SoCG) can

be produced to document cross-boundary matters being addressed, and the progress in cooperating to address these. Once signed, these SoCG will be submitted to the Secretary of State, to demonstrate cooperation. At present, it is anticipated that Statements of Common Ground to be progressed will include the below:

Relevant body	**Summary of issues likely to be covered in the Statement of Common Ground**
Greater London Authority (Mayor of London)	Compensatory capacity for sites proposed for release. Sharing surplus capacity with other boroughs (notably Westminster City Council and LB Tower Hamlets) and how any agreements should be reflected in the Plan. Alignment of 'waste site' definition.
London Borough of Tower Hamlets (LBTH)	LBTH request for sharing of surplus waste capacity. Evidence/monitoring of cross-boundary flows.
Westminster City Council (WCC)	WCC request for sharing of surplus waste capacity. Evidence/monitoring of cross-boundary flows.
Oxfordshire County Council (OCC)	Future management of residual waste from West London by landfill in Oxfordshire, given that Sutton Courtenay landfill site is due to close in 2030.

Submission Documents

3.41 The participating authorities intend to submit the Plan and other submission documents to the Secretary of State by 31st December 2026. The documents will include the WLWP itself, the Integrated Impact Assessment (IIA), the Habitats Regulations Assessment (HRA) and various evidence base documents, topic papers and associated documents that support and justify the Plan.

3.42 The IIA which has been prepared and updated alongside the Plan comprises the Sustainability Appraisal incorporating Strategic Environmental Assessment, Health Impact Assessment and Equalities Impact Assessment. The IIA appraises the likely environmental, social, economic, health and equalities effects of the vision, objectives and policies. The HRA specifically focuses on the potential effects the chosen policies of the new WLWP may have on certain designated nature conservation sites.

Next Stages in the Plan Making Process

3.43 During the remaining plan-making process, other activities will include:

- Maintaining dialogue with the GLA to resolve its concerns about the WLWP not being in general conformity with the London Plan.

- Continuing with engagement activities, including preparing and agreeing statements of common ground with other local authorities and relevant organisations as needed.

3.44 As part of the examination process, the participating authorities can invite the Inspector to recommend main modifications to the plan where necessary to make the plan sound and legally compliant. Substantive changes can be made through a 'main modification', which would necessitate further formal public consultation, as part of the examination process (with a timescale determined by the Inspector) alongside an updated IIA. The Inspector would then consider any representations made on the main modifications as part of the examination. To ensure that the partners can continue to prepare to submit all the necessary material for the examination and that the examination process runs in a timely manner, it is recommended that Council delegates authority to the Head of Planning and Development Services (in consultation with the Corporate Director of Neighbourhoods and Regeneration) to carry out what is necessary to ensure that the inspector can conclude the examination.

3.45 At the end of the examination, the Inspector will produce a report setting out recommendation(s) and the reasons for them. The participating authorities will be required to publish this report. There are three possible outcomes to the examination:

- The Inspector finds the WLWP to be sound and legally compliant as submitted. In these circumstances the Inspector must recommend that the plan is adopted;

- The Inspector finds that the plan is unsound and/or legally noncompliant as submitted, but that it is possible to make it sound and legally compliant by making 'main modifications' to it. In these circumstances the Inspector is to recommend necessary modifications, if requested to do so. The modifications must relate directly to the reasons why the Inspector has found the plan unsound or legally non-compliant; or

- The Inspector finds the plan unsound and/or legally non-compliant as submitted, and that it is not possible to make it sound and legally compliant by making modifications to it.

3.46 Following the receipt of the Inspector's Report and subject to its conclusions, it is expected that the participating authorities will then be in a position to adopt the new WLWP. For Brent, the decision to adopt will be taken by Full Council.

3.47 Whilst 'main modifications' may have to be recommended by the Inspector for the Plan to be found 'sound', these would be proposed to the Inspector by the participating authorities. Any such modifications cannot be so substantial that they fundamentally alter the Plan. This should mean that the Council will not be put into a position where it has a fundamental concern with the version of the Plan the Inspector recommends it adopt. If officers perceive this is a risk, the proposed main modifications the authorities are proposing to the Inspector will be subject to prior consideration by Council.

Options

3.48 There are two options open to Full Council:

a) Proceed with the recommendations that the Plan is sound and legally compliant and agree to authorise the submission of the Plan to the Secretary of State for examination, that the inspector be requested to recommend modifications, along with delegation to the Head of Planning to undertake any inconsequential changes to material prior to submission and exercise all examination procedures that may be required to make the Plan sound.

b) Do not proceed with the recommendations.

Option a)

3.49 The WLWP is one of the key documents in the Council's policy framework. The National Planning Policy Framework (NPPF) requires local plans to be reviewed and updated as necessary at least once every five years. After this, plans are regarded as not being up-to-date and tend to be given less weight in planning decision-making.

3.50 The current WLWP was adopted over 11 years ago. It has been reviewed so that it provides an up-to-date set of policies against which planning applications for waste related development can be determined ensuring that sufficient capacity is available to manage expected waste arisings over the next 15 years, including addressing the HIC waste apportionment targets and the management targets for C&D waste set out in the London Plan.

3.51 The Council's Local Development Scheme (LDS) provides a timetable for the review of the documents that form part of the Development Plan, which includes the WLWP. The current LDS anticipates submission of the Plan in December 2026.

3.52 Considering the NPPF requirement for local plans to be regularly reviewed and updated along with the benefits associated with an up-to-date WLWP, it is recommended that Option a) is pursued.

Option b)

3.53 Option b) would involve not submitting the WLWP to the Secretary of State for examination. This decision would delay the adoption of the new WLWP, meaning that the participating west London boroughs of Brent, Ealing, Harrow, Hillingdon, Hounslow, Richmond upon Thames and the OPDC would not have an up-to-date Waste Local Plan in place against which to determine planning applications for waste related development. Significant delay could result in LB Brent not being able to participate in the WLWP production process. This would also prevent the other participant local authorities from progressing towards adoption of the Plan, because the Plan is based on a joint strategy with waste management requirements pooled and capacities shared across the West London area.

3.54 Considering the benefits to the Council of progressing towards an up-to-date WLWP and the lack of compelling reasons for departing from option a), it is recommended that option b) is not pursued.

4.0 Stakeholder and ward member consultation and engagement

4.1 The consultation carried out at Regulation 19 stage is outlined in paragraphs 3.22 and 3.23 of this report. This included email mailouts, a notice published in the press, a drop-in session at the Civic Centre and a Viva Engage post. Briefings were provided to Members of all the political parties within the Council prior to the report seeking authority to proceed to Regulation 19 consultation being presented to Cabinet in July 2026. Following on from this, during the Regulation 19 period, an article was published in two Members' Information Bulletins. Appropriate notifications consistent with the Council's Statement of Community Involvement were carried out at Regulation 19 stage and will be carried out for subsequent stages of the plan preparation process.

5.0 Financial Considerations

5.1 The preparation of the WLWP is being led by an officer steering group, coordinated by BPP Consulting, with specialist input from Land Use Consultants (Integrated Impact Assessment) and Metis (Strategic Flood Risk Assessment). The project is being managed by the West London Alliance.

5.2 The total cost of the project, covering consultancy services and project management, is up to £29,500 per borough per annum over the plan preparation period, with Brent's contribution covered by the Local Plan review reserves budget. The costs associated with submission, including using the services of a Programme Officer, venue hire for public hearings, legal and technical support, and document preparation are expected to be covered by the annual contributions which have already been budgeted for. By the end of the examination process, the total cost to Brent is expected to be around £147,500

5.3 The cost of not proceeding with the recommendations for the WLWP (option b)) would likely result in costs greater than the £147,500 for Brent.

6.0 Legal Considerations

6.1 This Plan is being prepared under the 'legacy' plan-making system, in accordance with the Planning and Compulsory Purchase Act 2004 (as amended) ("the 2004 Act") and the Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended) ("the 2012 Regulations"), as saved by transitional provisions.

6.2 Representations received during the Regulation 18 stage were taken into account in shaping the Regulation 19 submission draft. The statutory procedures set out in Regulation 19 of the 2012 Regulations for the Regulation 19 stage consultation were followed.

6.3 Now that the Regulation 19 publication (consultation) period has finished, approval is sought from Full Council to submit the plan to the Secretary of State for examination under section 20 of the Planning and Compulsory Purchase Act 2004. The representations received in response to the Regulation 19 publication (consultation) period will be amongst the documents submitted to the Secretary of State for consideration by a Planning Inspector during the formal Plan examination process.

7.0 Equity, Diversity & Inclusion (EDI) Considerations

7.1 The Equality Act 2010 introduced the public sector equality duty under section 149. It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The Council also internally recognises care experience and socio-economic status as protected characteristics. The Council must, in exercising its functions, have "due regard" to the need to:

1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.

2. Advance equality of opportunity between people who share a protected characteristic and those who do not.

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

7.2 The preparation of the WLWP has been informed by an Integrated Impact Assessment (attached as a background paper to this report), which includes an Equalities Impact Assessment (EqIA). The EqIA and its criteria are embedded within the IIA objectives used to appraise the new WLWP, rather than being undertaken as a separate assessment.

7.3 With regards to equality, the IIA notes that the vision, strategic objectives and policies for the new WLWP are likely to have a negligible effect on protected characteristics given their strategic nature, their focus on waste management issues, and as the Plan does not allocate land for development. However, the WLWP does indirectly give consideration to the potential effects of waste development on specific groups, where there may be increased vulnerability to the effects of waste management facilities and processes, including air pollution, climate change, employment opportunities and social deprivation.

7.4 The publication of the Proposed Submission version of the WLWP and its IIA at Regulation 19 stage allowed stakeholder/resident views on the documents in relation to any likely adverse impacts of policies and proposals on specific groups to be identified and considered prior to the submission of the Plan and its IIA to the Secretary of State for examination. Environmental justice and cumulative-impact issues were raised within one representation and are summarised in the Consultation Statement alongside the authorities' response to these. The authorities' response notes that the IIA (Integrated Impact

Assessment) process tested the Plan to ensure that environmental burdens were minimised. On this basis, no changes to the Plan are considered necessary in relation to these issues. The Inspector will have access to both the summary and the full representation submitted which raised these issues and may wish to explore them further during the examination process. This could potentially result in the Inspector recommending changes to the Plan including its Monitoring Framework.

8.0 Climate Change and Environmental Considerations

8.1 Climate change and environmental considerations are central to the Vision of the WLWP, with broad alignment to the five key themes within Brent's Climate and Ecological Emergency Strategy. It has been constructed with due consideration to environmental sustainability via a comprehensive Sustainability Appraisal, Strategic Environmental Assessment and Habitats Regulations Assessment which accompany this report.

8.2 This vision is reflected in the WLWP's five Strategic Objectives and in the seven policies which would be used to determine applications for planning consent for waste related development in west London. Each of the five objectives have factored in the importance of environmental sustainability in some form.

8.3 The Vision reflects this via a focus on allowing waste materials to be managed as a valuable resource, keeping them in circulation through innovative re-use, repair, and high-quality recycling for as long as possible in line with circular economy principles. It also advocates a zero-waste to disposal approach, the establishment of a network of Circular Economy Hubs, minimising carbon emissions from west London's waste management system and improving energy efficiency, encouraging the increased use of low-carbon transport, with greater use of rail and river freight supported by electric and low-emissions vehicles and promotes waste infrastructure that is resilient to extreme weather effects of climate change.

8.4 It also considers the ecological emergency, and the potential impact on biodiversity and habitats. The Plan states that as a general principle, proposed development should have no significant adverse effects on local biodiversity and opportunities to enhance biodiversity and green infrastructure on and around the site should be maximised to improve visual amenity and provide ecological benefit. Biodiversity net gain should also be secured in line with the statutory framework and any local policy requirements set out in the development plans of each local planning authority.

9.0 Communication Considerations

9.1 The Regulation 19 consultation engagement measures set out in the Council's Statement of Community Involvement were followed, and were supplemented by a drop-in session at the Civic Centre. Advice was also sought from the Communications team regarding additional actions that could be taken. These included placing articles in the Members' Information bulletin and on Viva Engage. Fuller details of the engagement activities are set out in paragraphs 3.22 and 3.23 above.

9.2 As soon as reasonably practicable after submission of the WLWP to the Secretary of State, the post-submission measures set out in the Council's Statement of Community Involvement will be carried out. These include making copies of relevant documents available on the Council's website, at the Civic Centre and at other locations and publicising details of where, when and how these can be viewed.

Related document(s) for reference:

Cabinet 27/7/26 Decision - West London Waste Plan Regulation 19 Consultation

Report sign off:

Jehan Weerasinghe
Corporate Director Neighbourhoods & Regeneration

Brent	**Full Council** 16 November 2026
	Report from the Corporate Director of Finance & Resources

Changes to the Constitution

Wards Affected:	All
Key or Non-Key Decision:	Council
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
List of Appendices:	None
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Pameel Crowther-Newman, Interim Director of Law and Monitoring Officer 020 8937 4102 Pameel.Crowther-Newman@brent.gov.uk

1.0 Executive Summary

1.1. This report proposes constitutional changes to Full Council meeting standing orders (Part 2 of the Constitution) relating to appointments and the council tax debate which were previously reported to Full Council on 14 September 2026. Members will recall that these proposed changes were part of the same vote as the statutory Planning Committee reforms and were not approved on that occasion.

2.0 Recommendation(s)

2.1 That Full Council approve the amendments to Standing Orders 27(a), 30(g), 49 and 28(d) in Part 2 of the Constitution.

2.2 To authorise the Director of Law and Monitoring Officer to amend the Constitution accordingly, including making any necessary incidental or consequential changes.

3.0 Detail

3.1 Contribution to the Borough Plan and Strategic Priorities

3.1.1 Ensuring the Constitution is kept up to date and supportive of good governance contributes to the delivery of all the strategic priorities within the Borough Plan by supporting and enhancing the Council's activity.

3.2 Background

3.2.1 A general review of the provisions of the Constitution and its operation is being undertaken on an on-going basis to not only ensure it remains up to date and fit for purpose but also to secure improvements and deliver the objectives of the Council.

3.2.2 The proposals set out in this report have been informed by cross-party discussion at the Constitution Oversight Group (COG). COG is an informal officer/member working group. The political membership of the COG is balanced and COG has considered the proposals on two occasions.

4.0 Proposals

Full Council meeting standing orders

Appointment of the Mayor and Committee and Sub-Committee Chairs and Vice Chairs

4.1 The appointment of the mayor and committee chairs and vice-chairs is a Full Council function. Whereas, the relevant committee appoints sub-committee chairs and vice chairs. The council's standing orders relating to meetings would benefit from expressly stating the nomination and voting procedure for these appointments as follows:

"SO 27 The Annual Meeting
(a)* Mayor
To elect the Mayor for the following year.

Nominations for the Mayor shall be considered in the order in which they are received by the Deputy Director Democratic & Corporate Governance. Each nomination shall be put to the vote separately. Where a nomination receives a simple majority of the members present and voting, the nominee shall be appointed and no further nominations shall be considered. If a nomination is not approved, the next nomination shall be put to the vote until an appointment is made."

"SO 30(g) Appointments to Committees and Outside Bodies and Appointments of Chairs/Vice Chairs
If necessary, to agree appointments to committees and outside bodies and to agree the appointment or replacement of Chairs and/or Vice Chairs of committees.

Nominations for committee Chairs and/or Vice Chairs shall be considered in the order in which they are received by the Deputy Director Democratic & Corporate

Governance. Each nomination shall be put to the vote separately. Where a nomination receives a simple majority of the members present and voting, the nominee shall be appointed, and no further nominations shall be considered. If a nomination is not approved, the next nomination shall be put to the vote until an appointment is made."

"SO 49 Appointments to and chairs of Council Committees and Sub-Committees

…

Nominations for sub-committee Chairs and/or Vice Chairs shall be considered in the order in which they are received by the Deputy Director Democratic & Corporate Governance. Each nomination shall be put to the vote separately. Where a nomination receives a simple majority of the members present and voting, the nominee shall be appointed and no further nominations shall be considered. If a nomination is not approved, the next nomination shall be put to the vote until an appointment is made."

Council tax debate

4.2 SO 28(d) states that: *"The Chair of the Resources and Public Realm Scrutiny Committee shall be allowed up to 10 minutes to present the findings of the committee. A procedural motion shall address the right to speak of the Group Leaders and the Lead Member for Resources including time limits. There will then be [a] general debate. Provision shall also be made in the procedural motion for the Leader of the Council to have the right to make closing remarks with a time limit specified. Following which a vote will be taken."*

4.3 It is recommended that the Council Tax Setting debate rules be codified in standing orders in the interests of transparency, consistency and certainty. It is proposed therefore that the above be replaced with the following*:*

"Subject to Standing Order 19, the debate on the budget and council tax proposals shall proceed as follows:

(i) the Leader of the Council may move the report and speak for up to 15 minutes;

(ii) *the Deputy Leader and Cabinet Member for Finance & Resources may speak for up to 10 minutes;*

~~(i)~~(iii) *the Leader of the Principal Opposition Group may respond to the report and, where applicable, move an amendment or alternative budget proposals and speak for up to 5 minutes;*

~~*(ii)*~~*(iv) the Leader of each other political group may respond to the report and, where applicable, move an amendment or alternative budget proposals and speak for up to 5 minutes;*

(v) *the Chair of the Budget Scrutiny Task Group may speak for up to 5 minutes;*

(vi) *there shall then be a general debate during which the rules in standing order 42 shall apply; and*

(vii) *at the conclusion of the debate the Leader of the Council shall have a right of reply and may speak for up to 5 minutes before the vote is taken. Amendments or alternative budget proposals will be taken en bloc in the order set out in (iii) and (iv) of this paragraph before a final vote on the substantive budget proposals."*

5.0 Stakeholder and ward member consultation and engagement

5.1 The proposed changes have been considered by the Constitution Oversight Group twice.

6.0 Financial Considerations

6.1 None.

7.0 Legal Considerations

7.1 The legal issues are addressed in the body of the report.

8.0 Equity, Diversity & Inclusion (EDI) Considerations

8.1 Under section 149 of the Equality Act 2010, the council has a duty when exercising its functions to have "due regard" to the need to eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act and advance equality of opportunity and foster good relations between persons who share a protected characteristic and persons who do not. This is the public sector equality duty. The protected characteristics are age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

8.2 "Due regard" is the regard that is appropriate in all the circumstances. The weight to be attached to the effect is a matter for the council. As long as the council is properly aware of the effects and has taken them into account, the duty is discharged. Depending on the circumstances, regard should be had to the following:

- the need to enquire into whether and how a proposed decision disproportionately affects people with a protected characteristic. In other words, the indirect discriminatory effects of a proposed decision;
- the need to remove or minimise disadvantages suffered by persons who share a protected characteristic that are connected to that characteristic;
- the need to take 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 taking account of disabled persons' disabilities. There can be a positive duty to take action to help a disabled person. What matters is how they are affected, whatever proportion of the relevant group of people they might be;

- the need to encourage persons who share a protected characteristic to participate in public life (or in any other activity in which participation by such persons is disproportionately low); and

- the need to tackle prejudice and promote understanding.

8.3 No equalities implications arise directly from this report.

9.0 Climate Change and Environmental Considerations

9.1 None

10.0 Human Resources/Property Considerations (if appropriate)

10.1 None

11.0 Communication Considerations

11.1 None

Report sign off:

Minesh Patel
Corporate Director, Finance & Resources

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