

Update on External Partner Contributions, Responsibilities and Delivery of Highways Maintenance and Improvement Programmes

Over the last three years, the Council has worked with a range of external partners whose funding, works and resources have contributed to highway maintenance, improvement and wider transport infrastructure across Brent. The principal contributors have been Transport for London (TfL), developers and utility companies, with additional contributions through CIL/S106 and other partnership arrangements.

Transport for London (TfL)

TfL's Local Implementation Plan (LIP) funding to Brent over the three years was:

Year	TfL LIP allocation
2023/24	£2.004m
2024/25	£1.578m
2025/26	£1.578m
Total	£5.160m

This funding supports transport improvements including safer corridors and neighbourhoods, bus priority, cycling and cycle parking. It is important to distinguish this from core highway maintenance funding: TfL funding for Brent's principal-road maintenance has been limited (less than £500k in total since 2017/18), and so the LIP allocation should not be regarded as a direct contribution to the Council's routine carriageway maintenance programme.

Developer contributions and works

Developers make a more direct contribution to highway improvements through Section 278 agreements, under which they fund and/or deliver highway works required as a consequence of development.

- In 2022/23, six S278 agreements had a combined value of approximately £1.40m.
- In 2023/24, nine S278 agreements had a combined value of approximately £3.16m.

This represents approximately £4.56m of S278-funded highway works over the two years. Significant 2023/24 schemes included approximately £1.55m associated with the HIF Peel development in South Kilburn, £642k at Euro Car Parts/Fulton Road, £480k at South Way/White Horse Bridge and £288k at the Generator Site in Alperton.

The developer is responsible for delivering the agreed works to the required standard, with the Council responsible for approval, inspection and, where appropriate, subsequent adoption and maintenance.

CIL and S106 contributions

Developer contributions provide another source of funding for transport, public realm and highway-related improvements. The Council's latest S106 records show that these contributions can be directed to specific purposes rather than being treated as general highway maintenance funding.

The attached S106 schedule records approximately £37.5m of transportation-related S106 contributions in total. Of this, approximately £35.4m has been allocated to projects, with approximately £33.5m recorded as spent and approximately £1.9m remaining unspent on allocated schemes. These figures cover the accumulated S106 position recorded in the Council's system and therefore should not be interpreted as contributions received solely during the last three years.

The schedule also identifies a number of more recent transport-related contributions. Since October 2023, approximately £1.20m of transport-related S106 contributions is recorded as having been received, including:

- **£937,146** towards the costs of implementing new or extended Controlled Parking Zones, including subsidising permits for existing residents;
- **£112,781** of further CPZ contributions;
- **£60,541** towards CPZ contributions;
- **£26,219** towards a CPZ review/potential new or extended CPZ;
- **£21,096** towards improvements to the street environment and highway safety;
- **£8,000** towards bicycle hangers; and
- smaller contributions towards travel-plan monitoring and other highway/public-realm measures.

The records show that the £937,146 CPZ contribution has been allocated to the Beresford Road Areas 1–3 and 5–6 CPZ project, which has a total S106-funded budget of £937,146. At the date of the schedule, £47,073 had been spent, leaving approximately £890,072 to be drawn down. The associated project record identifies an expected completion/spend date of the end of 2024/25, so the current position should be confirmed and any outstanding commitment or balance reconciled.

S106 funding is therefore making a tangible contribution to highway-related improvements, but it is **not equivalent to the Council's core highways maintenance budget**. Contributions are normally tied to particular purposes or locations and are generated by development to mitigate its impacts or provide infrastructure required as a consequence of development. They cannot simply be redirected to whichever highway maintenance schemes have the greatest borough-wide priority.

CIL provides a further, separate source of infrastructure funding. In 2023/24 Brent collected £35.46m of CIL, including £28.29m of Strategic CIL, and £10.84m of Strategic CIL was spent during that year. More recently, Cabinet approved up to £14.533m of Strategic CIL for public realm infrastructure, including highways, parks and CCTV. These figures demonstrate the scale of developer contributions available for infrastructure, but, again, CIL is subject to statutory requirements and is not a general-purpose highways maintenance fund.

Overall, the Council's S106 and CIL arrangements provide significant additional investment in transport and public realm infrastructure, alongside TfL funding and developer-delivered Section 278 works. However, the different funding streams have different purposes and restrictions. The Council therefore continues to fund its core highway maintenance programme from its own highways resources and other funding specifically available for maintenance, while using S106/CIL where the relevant statutory and agreement requirements allow.

Utility companies

Utility companies are responsible for maintaining their own apparatus in the highway and for properly reinstating the highway following their works. The Council does not generally fund these reinstatements. Instead, it manages and regulates utility works through the London Permit Scheme, inspections and the relevant statutory powers. Utility activity therefore represents a substantial amount of third-party work on the highway network, although it is not directly comparable with Council-funded maintenance expenditure.

Overall Position

The figures demonstrate that external investment makes a significant contribution to Brent's transport and highway infrastructure.

These different contributions should not, however, be aggregated as though they were all alternative sources of highway maintenance funding. They have different purposes, eligibility requirements and responsibilities attached to them. TfL funding is principally directed towards transport improvements; developer contributions address infrastructure requirements arising from development; and utility companies are responsible for their own apparatus and reinstatement works.

The Council therefore continues to have primary responsibility for managing and maintaining Brent's adopted highway network and determining its maintenance priorities on a borough-wide basis. External partners contribute funding, works and technical resources within their respective responsibilities, with the Council overseeing, coordinating, approving and, where applicable, adopting those works.

Where there are outstanding partner commitments, these are monitored through the relevant funding agreement, S278/S106 agreement, project governance or statutory process. The Council will continue to pursue delivery where agreed contributions or works have not yet been completed.

Case study – Staples Corner / Brent Cross interchange maintenance programme

Context and responsibility

Staples Corner is a useful case study of the challenges that arise where a major strategic transport asset immediately adjoins Brent but is not itself maintained by Brent Council. The interchange sits around the boundary of Brent and Barnet. The A406 North Circular is part of the TfL Road Network and is the responsibility of TfL; the A5 is not part of the TLRN and responsibility lies with the relevant local highway

authorities. Historically, the London Assembly has recorded that, although the boundary between Brent and Barnet runs along the centre of the A5 carriageway at the Staples Corner flyover, Barnet maintains the highway by agreement.

Brent Council therefore does not have responsibility for maintaining or funding the Brent Cross interchange structures. Its role is principally that of an affected neighbouring highway authority and stakeholder, given the interchange's importance to traffic travelling to and from Brent and the potential for construction traffic to be displaced onto Brent's network.

TfL's Brent Cross interchange renewal programme

TfL is undertaking a multi-year programme to repair and renew the Brent Cross interchange, including the A41 Brent Cross flyover. The wider programme covers 25 bridges and structures, with the future phases expected to include the mid-level roundabout and A406 slip roads. TfL's programme documentation records that detailed design and delivery planning have been progressing, with implementation planned from 2026. ([Transport for London Board](#))

The A41 flyover is a particularly important strategic asset. TfL reports that the wider Brent Cross interchange carries more than 120,000 vehicles per day and supports around 18 bus routes carrying approximately 10,000 passengers each day. TfL considers the structures important to the continued regeneration of Brent Cross and Staples Corner, where up to 8,900 new homes and 26,000 jobs are planned. TfL estimates that renewing the structures now could avoid approximately £1.7bn of economic impacts over 60 years associated with future restrictions and closures. ([Transport for London](#))

Funding and respective contributions

The principal funding responsibility rests with TfL, with the first phase enabled by £10.8m of Department for Transport funding towards the overall renewal project. This funding allows the A41 Brent Cross flyover to be renewed and strengthened, including replacement of safety barriers and waterproofing. Once the work is completed, the existing 7.5-tonne weight restriction, introduced in October 2022, is expected to be removed and the flyover returned to full load-bearing capacity. ([Transport for London](#))

TfL is responsible for:

- funding and managing the renewal programme;
- design, procurement and construction;
- maintaining the structural safety of the TfL-controlled assets;
- implementing the necessary traffic management;
- coordinating with affected highway authorities and other stakeholders; and
- communications and travel-demand management during the works.

Brent Council is not making a financial contribution to the structural renewal works. Its contribution is primarily officer time and coordination as an adjoining highway authority, including engagement with TfL on traffic management, diversionary routes, communications and the potential impact on Brent's road network.

There are also wider developer and regeneration interests in the area. The Brent Cross Cricklewood development has historically involved developer-funded highway infrastructure, and Brent Council continues to engage with Barnet, TfL, the GLA, National Highways, landowners and developers through the Staples Corner Growth Area work. Brent's own Growth Area work is therefore complementary to, rather than the funding mechanism for, TfL's structural renewal programme. ([Brent Council](#))

TFL Works

The first phase – renewal of the A41 Brent Cross flyover – commenced with enabling works in September 2026. TfL's current information states that the main works will continue for up to two years, with the wider programme continuing beyond this phase. TfL currently identifies the next stages as likely to prioritise the mid-level roundabout and A406 slip roads, although the detailed phasing remains under development. ([Transport for London](#))

The current traffic management arrangements include reducing the A41 flyover to one lane in each direction, a contraflow arrangement, and restrictions on the A406. TfL is warning of longer journey times on the A41, A406, A5 and surrounding roads. The westbound A406 has already been subject to lane restrictions from 1 October to 13 November 2026, with further overnight closures planned as part of the works. ([Transport for London](#))

This is particularly relevant to Brent because traffic displaced from the interchange has the potential to increase congestion on Brent's surrounding highway network. At present, however, the final traffic management arrangements for all phases have not been established, so it is not yet possible to quantify the impact on Brent's network or identify any additional Brent maintenance requirement arising from the works.

Outstanding commitments

The main outstanding commitments are therefore with TfL rather than Brent Council:

1. Completion of the A41 flyover renewal, currently expected to take approximately two years.
2. Removal of the 7.5-tonne weight restriction following completion and confirmation that the structure has been returned to full capacity.
3. Development and funding of the subsequent phases of the wider interchange renewal programme, particularly the mid-level roundabout and A406 slip roads.
4. Resolution of the recently closed Brent Cross pedestrian footbridge. TfL has confirmed that it is responsible for the footbridge and that it was closed following structural concerns identified in July 2026. Replacement is within the scope of the wider Brent Cross project but is not currently budgeted until towards the end of the multi-year programme, with TfL reviewing whether this can be accelerated. ([Transport for London](#))
5. Continued development of traffic management and mitigation measures to minimise the effects on neighbouring boroughs, including Brent.

Relevance to Brent

The Staples Corner/Brent Cross programme demonstrates the importance of joint working even where the Council is not the asset owner. Brent has no direct responsibility for the structural maintenance or renewal of the interchange and is not funding the £10.8m DfT-supported first phase. Nevertheless, because of the interchange's strategic importance and its proximity to Brent, the Council has a legitimate interest in ensuring that TfL's programme is delivered safely, that traffic management minimises displacement onto Brent's network, and that residents and businesses are kept informed.

It is therefore more accurate to regard this as a major external partner investment immediately adjacent to Brent, with consequential impacts on Brent's highway network, rather than as a Brent highways maintenance programme.