▶ INCLUSIVE GROWTH STRATEGY
2019-2040

Brent

▶ FOREWORD

In uncertain times it is a platitude to say that the only thing we can be sure of is change. Local authorities have a greater responsibility to the people living and working in their areas. We must more deeply examine the underlying causes of change, and scan the horizon of different futures that may be realised. It is essential efforts are made now to understand and grasp emerging and likely longer term opportunities for businesses, residents and the wider benefit of the borough, and to plan and mitigate against negative impacts that may threaten prosperity and wellbeing in the borough.

All the evidence points to significant growth in London and in Brent going forward. By 2040, Brent's population is forecast to increase by at least 17% and reach 400,000 people. Successful growth is standardly measured by economic indicators: numbers of jobs, earnings levels and the total amount of wealth. Such measures do not tell the whole story. The benefits of growth are too often shared unequally, and change leaves too many in our communities behind. As London's economy has grown, so too has inequality. If growth is to be inclusive, then everyone must participate and share fairly in the increased prosperity it brings. Local government has a vital leadership role to play in proactively shaping and influencing change and the change-makers, to facilitate conditions where people are empowered to take advantage of the opportunities that stem from growth, and to reduce poverty and inequality.

CLLR TATLER
Lead Member for Regeneration, Property & Planning

Moving forward, global and macroeconomic trends, including technological advances, climate change, demand for scarce resources, and in working and consumption patterns and lifestyle choices, will fundamentally alter the nature of how our local economy operates, the skills and resources needed for a competitive business base, and how people choose to live their lives, travel, work and interact socially and culturally in a denser modern growing city. Established demographic trends point to higher forecast growth in both our younger and older populations.

No strategy can reliably and precisely predict these futures, nor answer all the challenges that they will bring. Brent's Inclusive Growth Strategy and supporting research base does however take a deep dive into the evidence and trend data across the broad sweep of demographic and socioeconomic factors that make up and affect our borough, its people, prosperity and place.

Local policy responses to London-wide or global problems and drivers of change are viewed and drawn up through the lenses of Brent's Economy, Education and Skills, Housing, Infrastructure, Environment, Health and Culture. An action plan then sets out targeted local interventions and initiatives to achieve the policy objectives, help ensure that we can cope with the pressures that growth will bring, and that growth is truly inclusive, benefits all and reduces inequalities in Brent over our short, medium and long-term futures.

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► VISION

2040 marks 20 years since Brent celebrated the London Borough of Culture. The schools culture and arts education legacy programme has now borne fruit. Increased take up of creative educational courses and careers in the borough are flowing through into a larger and more dynamic creative and cultural industries sector, providing employment and driving strong growth in the local economy...

Shirley is 20 years old. After completing arts technology at Brent Higher Education Institute, Shirley took advice from the local Small Business Network and set up a start-up immersive technologies company. Working from home, Shirley developed a portfolio of Virtual Reality applications, including employer training packages, educational courses and games. Funded by a small business loan, Shirley now has equipment to showcase her products to prospective clients from a shared workspace unit she rents on Wednesdays on Willesden High Road.

Shirley's shared workspace unit is located within a cluster opened under the Council's Town Centre Investment Zone programme. Many of Brent's high streets and town centres were steadily declining in the face of rising online retail use and consolidation in metropolitan centres. The Council chose to act and set up a town centre investment vehicle. Local business owners and developers came together to agree a vision and invest for more viable and sustainable town centres in designated zones. Existing retail was rationalised and strengthened in core areas, then shopfront, public realm and greening improvements used to lift the visual appearance of high streets, and public WI-FI to digitise them. Better pedestrian and cycle links to transport nodes and signage increased accessibility and navigability. New uses, including workspace units and housing to boost footfall, were introduced in vacant shop units and fringe locations. Better asset management and co-ordination between businesses raised the quality of the street environment, and reduced vehicle deliveries, cutting traffic and pollution, and making our high streets the healthier places to live and visit that they are today.

Dinesh is 50 years old and has a permanent presence for his recycling business in a workshop in Neasden town centre. Dinesh used to work in food manufacturing in Park Royal. When the factory bought in new technology, including 3D printing of their products, efficiency was improved, food waste and pollution reduced, and the labour force cut back. Dinesh wanted to continue to work with his hands. He took the opportunity to reskill in design and carpentry at the College of North West London, and to pursue a new vocation more aligned with his environmental interests. Dinesh works with local businesses who pay him to remove or repurpose office business equipment, and accepts donations of furniture to be refurbished from the public. His workshop has an app which allows people to submit images of their items to be repurposed, sold or donated. Dinesh also has a market stall in Church End and occasionally hires one of the revolving shop-window units on Wembley High Road to showcase and sell his completed work.

Dinesh is taking his daughter Priya on a plastic fishing trip at the Welsh Harp reservoir. It is easy for them to hop on the West London Orbital at the Neasden interchange, and only a 5-minute journey to the newly opened Staples Corner station, which has direct pedestrian access on to the Welsh Harp. West London Orbital trains like most public transit vehicles have been upgraded to zero emissions capability, after advances in battery technology, which together with the switch to private electric vehicles, contributes to reducing pollution levels and improving air quality in the borough.

Priya is 12 years old and happy to see her friends on a sunny day at the Welsh Harp reservoir, many of whom are from the Neasden Secondary School that she attends. Priya has learnt a lot about environmental issues from her father and at her school. Like most London boroughs, there used to be confusion amongst residents in Brent about what could and could not be recycled. Education campaigns and the adopted of consistent standards amongst boroughs in West London have however drastically cut recycling contamination levels and the amount of recycled waste wrongly diverted to landfill. Advances in manufacturing and recycling also mean that most domestic and consumable plastics are now recycled. Despite increased fines, littering sadly remains a problem, and Priya hopes that it will be her team that wins today's best prize for most, and most interesting, plastic collected on the Welsh Harp reservoir.
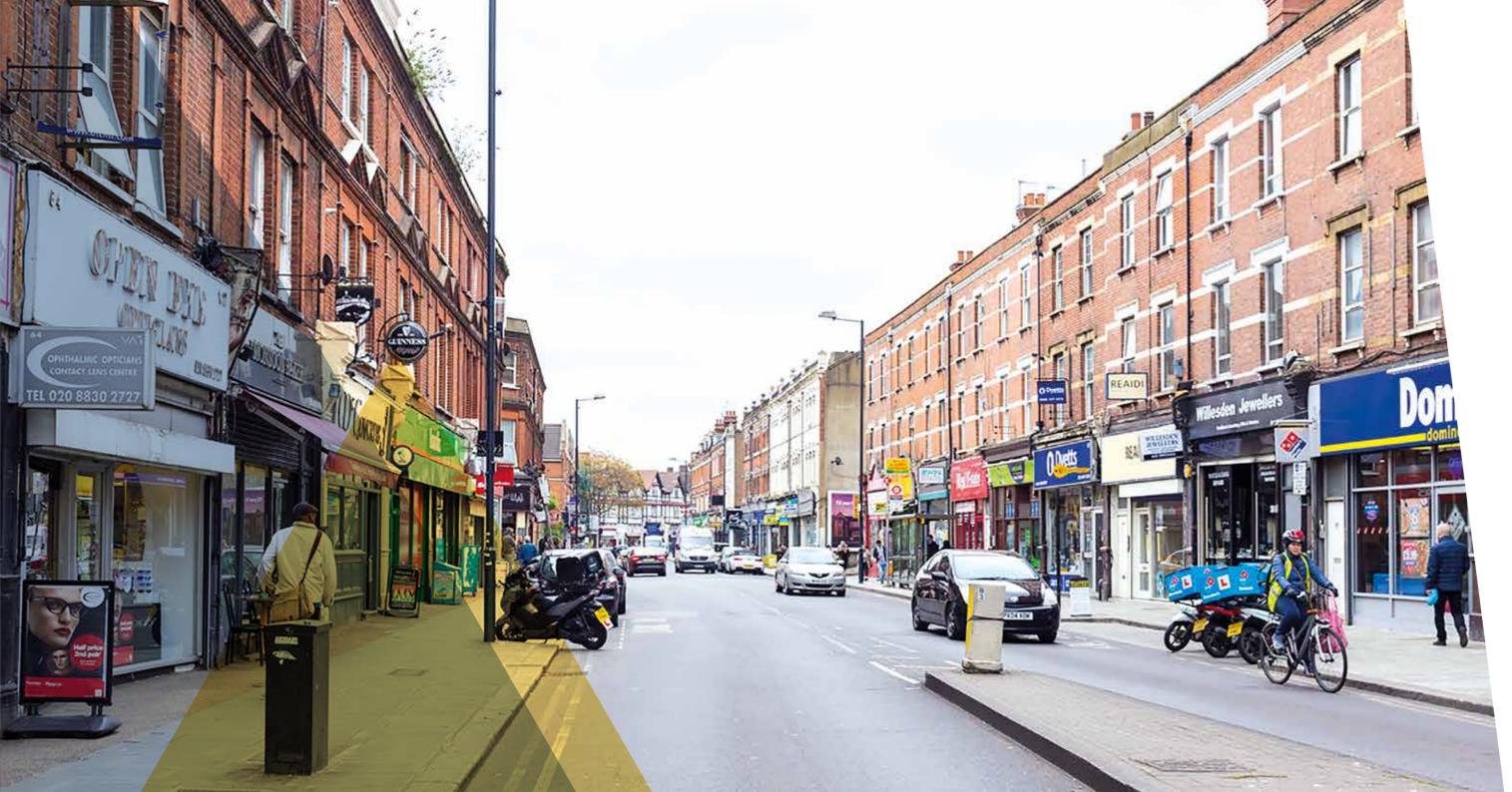
Dinesh and Priya live in private rented housing built as part of the Staples Corner regeneration. The new intergenerational scheme is a courtyard development with a taller block adjacent to the road junction. The homes are designed to cater for three distinct groups – studio and 1 bedroom apartments for young professionals, many of who commute into the City; larger 3 and 4 bedroom maisonettes for families, where Dinesh and Priya live; and extra care housing, which provides accommodation and support for older persons independent living. Residents socialise in larger groups in the building's courtyard garden, with generous landing and circulation spaces allowing residents to interact at a more intimate level.

Fatima is 75 years old and recently moved into the older person's quarter at the new Staples Corner development. After her husband passed away, Fatima lived alone in a large 4-bedroom semi-detached house in the Kenton area. Fatima does not drive, and being some distance from public transport, started to find trips to visit her friends more difficult to manage, and to feel lonely on her own. Fatima decided to take advantage of a Council underoccupation incentive scheme. Part of the equity in her old property was transferred into her new 2-bedroom apartment in the older persons' quarter at Staples Corner. The Council then rented out her old property at an affordable rent to a local family living in unsuitable temporary accommodation, with Fatima receiving a share of the affordable rent proportionate to the remaining equity left in her old property. Fatima is now much closer to transport that better connects her to her friends, and is happy to have met new friends at Staples Corner.

Charlie is 90 years old and lives next door to Fatima. Charlie has just recovered from a cataract operation undertaken at last week at the Central Middlesex Hospital Robotic Surgery Unit. Robotic surgery was first undertaken at the Unit for hip operations. Better accuracy and reduced risks and costs means the capacity and clinical applications of robotic surgery have increased to include more minimally-invasive procedures including closed-chest heart surgery, plus more precision procedures such as spine surgery and cataract surgery.

Charlie now sees as well as before the diagnosis of his cataracts, which means he is quickly able go back to the painting classes he loves to teach to children from the local school in the community space at Staples Corner, as we prepare for this year's celebrations of Brent's culture and diversity in 2040.

► SETTING THE SCENE

Situated in the heart of North West London, Brent is committed to playing an instrumental role in the growth of the London economy over the next 20 years.

This strategy looks at ways to realise future opportunities in a way which will increase the borough's economic resilience and enhance its offer to residents, businesses and visitors over the next 20 years and beyond. Of equal importance will be to ensure that everyone, no matter their background, has the choice to participate and benefit from growth in the borough.

Setting the scene is divided into five sections: People, Place, Prosperity, Lifestyles and Globalisation. Each section will include key facts, trends and analysis related to the main factors viewed as likely to have an impact on the borough going forward.

▶ PEOPLE

Brent's population is projected to grow by at least 17% between now and 2040, when it is expected to reach 400,000 people.

POPULATION GROWTH

Population growth distribution is projected to be unevenly spread across borough wards. Some wards are expected to see sharp increases in population density, the highest at 149% in Tokyngton, followed by 67% in Alperton. Others wards are due to see their populations fall, by 10% in Queens Park and 7% in Brondesbury Park.
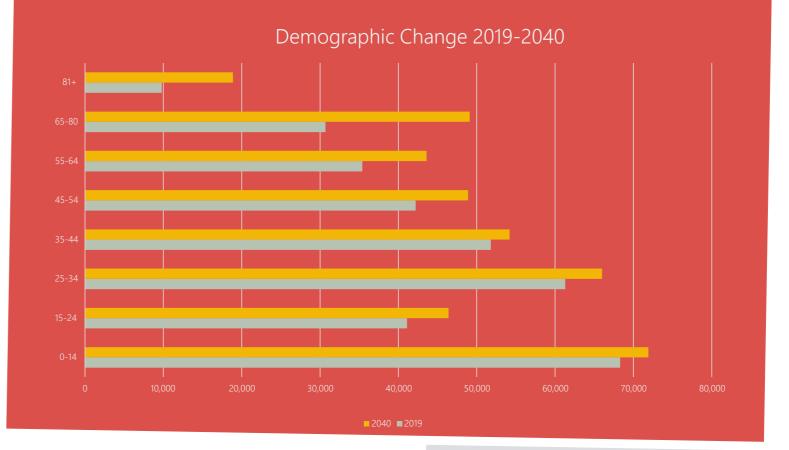
Population growth is driven by various factors, including inward and outward migration, natural change (the difference between birth and mortality rates) and regeneration plans,with forecasts subject to change.

YOUNG AND OLD

Population growth will not be equal across different demographics.

The age profile of Brent's population is currently similar to that of London, with Brent's median age at 32 just below the London median age of 33. Stonebridge ward has the youngest population and Kenton ward the oldest.
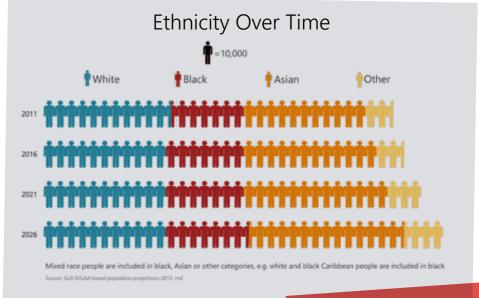
Brent's population will age significantly between now and 2040. The number of people aged over 81 years old in 2040 will be almost double what it is today, and 28% of people aged over 65 will be aged over 81. At the same time, Brent has a growing younger population, the 0-24 age group is projected to grow by 8% by 2040, the 4th highest in London. This younger population has the potential to offset some of the impacts of Brent's ageing population.

DIVERSITY

Brent is one of the most diverse local authorities in the UK. 45% of Brent residents were born outside of the UK and 149 languages are spoken in the borough. In 2018, 66.4% of residents were from Black, Asian and Minority Ethnic (BAME) backgrounds, and Brent was home to 55,000 EU citizens.

Brent's ethnic diversity has had an influence on the character of the borough, with Kilburn's musical heritage and longstanding Irish and Caribbean communities, Harlesden's links to reggae, and Ealing Road's central place within the UK Asian community.

Drivers of Population Change 2019-2040

Legend: ■ Net Change ▬ Natural Change ▬ Net Migration

Demographic Change 2019-2040

Legend: ■ 2040 ■ 2019

Ethnicity Over Time

▮ = 10,000

White   Black   Asian   Other

2011
2016
2021
2026

Mixed race people are included in black, Asian or other categories, e.g. white and black Caribbean people are included in black

Source: GLA SHLAA based population projections, 2015 mid

► PROSPERITY

BUSINESS AND EMPLOYMENT

With a diverse and resilient economy, Brent benefits from a broad spectrum of experience, knowledge and skills. Brent is home to over 15,000 enterprises, who employ over 130,000 people and generate a Gross Value Added (GVA) to the economy of over £9 billion. Median gross weekly earnings for full-time employees in Brent are however low at £575, around 11% lower than the Outer London average and around 14% lower than the London average.

Employment in industries related to transportation, accommodation, food and health form the largest part of the local economy in Brent. The borough is home to London's largest industrial park at Park Royal and key employment areas include Wembley, Alperton, Staples Corner and Burnt Oak/Colindale. These areas are also identified as strategic growth areas which can support increased housing provision alongside intensified employment use going forward.

Brent has experienced an expansion of its business base close to the growth rate across London, mainly driven by growth in micro-enterprise. 92% of businesses in Brent are micro-businesses employing between 0-9 people. Over the next 20 years, 5,000 new self-employed jobs are expected to be created in Brent. If these projections are realised, then almost all additional net jobs in the borough will be created through self-employment.
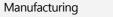
CHANGES IN WORK

The rise of automation, the growth of the knowledge economy and changing working patterns will all have an impact on employment, and education and skills demands across London. The sectoral make up of Brent's workforce means that around a third of jobs in Brent are identified as at higher risk of automation, and ONS estimates of are that 46% of jobs in Brent are at some risk of automation. Whilst 61% of Brent's working age population are employed in professional services, Brent residents are overrepresented in both construction and manufacturing which are two industries with a higher risk of automation.

Industries projected to grow over the next 20 years, such as the creative industries, are also more likely to have higher levels of self-employment. This growth, alongside the growth of labour-based platforms such as Uber or Task Rabbit, will generate more jobs within self-employment. As the technology used in these platforms reduces transaction costs, more space will be created for sole traders and micro-businesses.

EDUCATION AND SKILLS

Increased participation of older workers, women and people with greater qualifications is also expected to create different demands on the jobs market. Workers are likely to demand more flexibility in work, and

6.3% Manufacturing	**6.3%** Accommodation and food services	**4%** Information and communication
3.6% Arts, entertainment, recreation and other services	**8.7%** Education	**9.5%** Business administration and support services
6.3% Construction	**8.8%** Other services	**6.3%** Professional, scientific and technical
15.9% Health	**7.1%** Transport and storage	**7.1%** Wholesale
9.5% Retail		

Qualification in London and Brent

Qualification	Value (London / Brent)

Chart: Qualification in London and Brent

Categories (top to bottom):
- HND, Degree and Higher Degree level
- 2 or more A levels
- 5 or more GCSEs at grades A-C
- fewer than 5 GCSEs at grades A-C
- No formal qualifications held

X-axis: 0, 10, 20, 30, 40, 50, 60, 70, 80, 90

Legend: ■ London ■ Brent

there will be a greater need for training, re-skilling and opportunities for development.

Changes to the structure of the economy will present both challenges and opportunities. Groups with low educational attainment levels and labour market outcomes could potentially be further disadvantaged in an increasingly high skilled labour market, which has potential long term economic implications for Brent and its residents. Brent has lower than average employment rates, concentrated amongst specific groups. The Black male achievement gap for example, evident in Brent's schools, extends beyond education into higher rates of unemployment. Similarly, Brent has the 6th lowest female economic activity rate in London at just 62.8%.

▶ PLACE

Brent is home to Wembley Stadium and a number of areas with unique cultural heritage to match its ethnically diverse population. Connections by public transport to Central London, including via the 24-hour Jubilee line, are good and will improve with the arrival of the new station at Old Oak, which will connect into HS2, Crossrail and Heathrow.
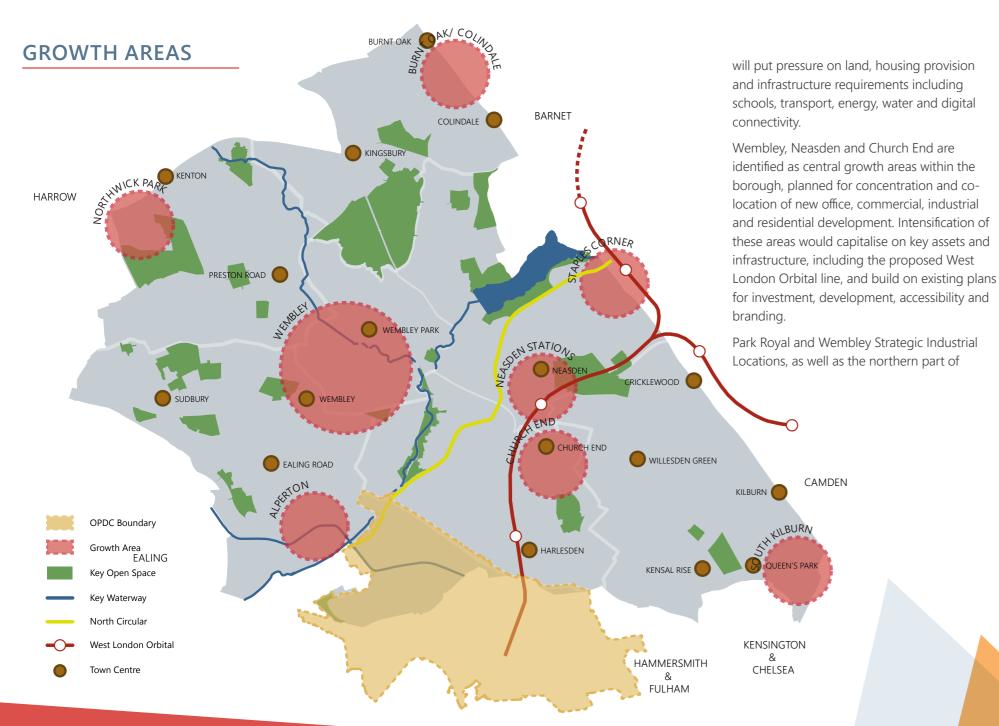
Brent's heritage assets have played a major role in shaping the borough's development and there is ambition to maximise the contribution that the historic environment makes to the character and identity of Brent, its economic stability and quality of life.

Brent's Open Space include green spaces such as parks, tree-lined streets, allotments, natural habitats, recreation grounds, playing fields, burial grounds, woodlands, farmland, amenity space and children's play areas. Fryent Country Park and the Brent Reservoir are the two largest wildlife sites in the borough. The Grand Union Canal is a valuable habitat for fish, water birds, aquatic plants and invertebrates.

LAND USE

Competing demands on London's scarce land supply mean population density per hectare in Brent is set to increase by at least 17% from 2019 levels, by 2040. Brent's population density is mid-range amongst the London borough's. The most densely populated wards in 2040 are projected to be Tokyngton and Kilburn. Population growth and economic demand

GROWTH AREAS

Map labels:
- BURNT OAK
- BURNT OAK / COLINDALE
- BARNET
- COLINDALE
- KINGSBURY
- KENTON
- NORTHWICK PARK
- HARROW
- PRESTON ROAD
- STAPLES CORNER
- WEMBLEY
- WEMBLEY PARK
- NEASDEN STATIONS
- NEASDEN
- CRICKLEWOOD
- SUDBURY
- WEMBLEY
- CHURCH END
- EALING ROAD
- CHURCH END
- WILLESDEN GREEN
- ALPERTON
- KILBURN
- CAMDEN
- EALING
- HARLESDEN
- SOUTH KILBURN
- KENSAL RISE
- QUEEN'S PARK
- HAMMERSMITH & FULHAM
- KENSINGTON & CHELSEA

Legend:
- OPDC Boundary
- Growth Area
- Key Open Space
- Key Waterway
- North Circular
- West London Orbital
- Town Centre

will put pressure on land, housing provision and infrastructure requirements including schools, transport, energy, water and digital connectivity.

Wembley, Neasden and Church End are identified as central growth areas within the borough, planned for concentration and co-location of new office, commercial, industrial and residential development. Intensification of these areas would capitalise on key assets and infrastructure, including the proposed West London Orbital line, and build on existing plans for investment, development, accessibility and branding.

Park Royal and Wembley Strategic Industrial Locations, as well as the northern part of

Northwick Park (where Northwick Park Hospital is located), are areas of major employment in the borough, which each support over 9,500 jobs.

Over 17% of Brent's workforce are employed in wholesale and retail, over 6% in construction, and over 6% in manufacturing. The impact of leaving the EU has the potential for the return or greater retention of manufacturing and industrial uses in London and Brent, which, in turn, would require more industrial land.

The new London Plan also categorises Brent as a borough where demand for industrial land is strongest and one expected to provide new industrial capacity through intensification. The core recent trend line is however one of pressure to release industrial land for housing. There are approximately 7,000 hectares of industrial land in London. Over the period 2010-2015 the stock of industrial land fell by around 500 hectares, at a rate of 106 hectares per annum, compared with the London Plan release benchmark of 37 hectares per annum. Moving forward, it will become important to prioritise employment generating uses on land and regeneration within the borough, to support the local economy and local jobs.

TOWN CENTRES

Town Centres and High Streets are employment and community hubs which provide vital local services and are well connected to the rest of the borough, but must diversify if they are to survive changing lifestyle and consumption patterns, including the rise of online retail.
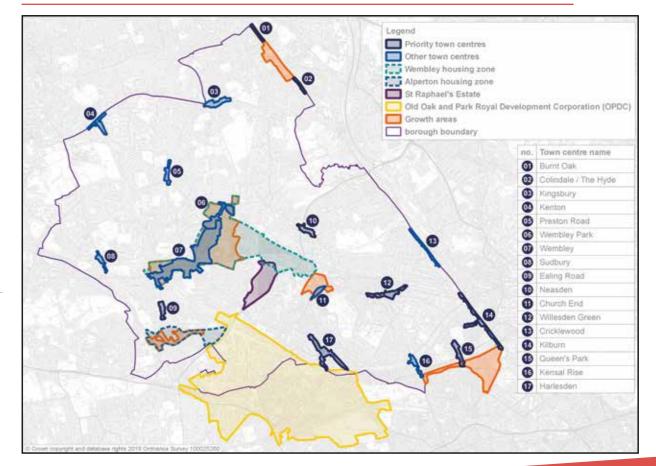
Brent Town Centres comprise 3,376 commercial units providing around 25,400 jobs, which is over 20% of all employment in the borough, as well as an important

source of business rates for the local authority. Of these jobs the vast majority (50%) are in Wembley Central, including the London Designer Outlet. Other prominent Town Centres for employment include Wembley Park 1,800 jobs, Kilburn 1,300 jobs and Harlesden 1,300 jobs.

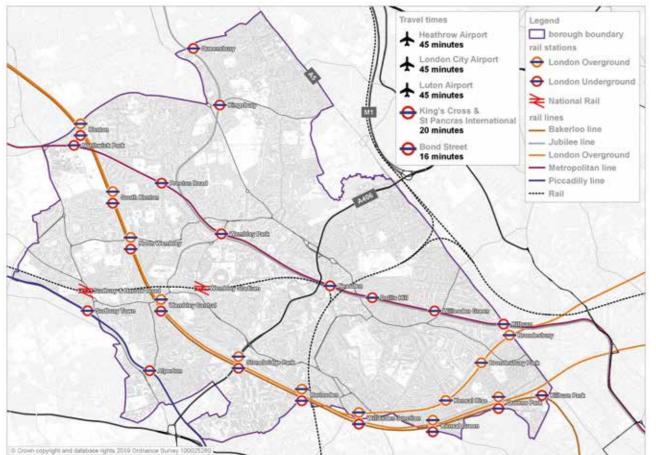Brent Town Centres have a vacancy rate (7%) broadly in line with that of the London average (6%). There are however some town centres in the borough with relatively high vacancy rates including Church End (16%), Neasden (12%) and Willesden Green (11%), which is indicative of the challenges faced by the retail sector, and of decline.

BRENT'S HIGH STREETS AND TOWN CENTRES

Legend:
- Priority town centres
- Other town centres
- Wembley housing zone
- Alperton housing zone
- St Raphael's Estate
- Old Oak and Park Royal Development Corporation (OPDC)
- Growth areas
- borough boundary

no.	Town centre name
01	Burnt Oak
02	Colindale / The Hyde
03	Kingsbury
04	Kenton
05	Preston Road
06	Wembley Park
07	Wembley
08	Sudbury
09	Ealing Road
10	Neasden
11	Church End
12	Willesden Green
13	Cricklewood
14	Kilburn
15	Queen's Park
16	Kensal Rise
17	Harlesden

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TRANSPORT LINKS IN BRENT

TRANSPORT

Brent's growth will increase demand for a transport system that can effectively and efficiently connect housing, jobs and cultural facilities. Brent is well connected to Central London and benefits from higher public transport accessibility, with the largest percentage of daily trips by public transport, and one of the lowest for motorised vehicles, amongst Outer London boroughs.

Business transport has experienced strong recent growth, with a 56% increase in the last 5 years. With Crossrail and High Speed 2 (HS2) in the pipeline, there is potential for this growth to be maintained, or even to rise, into the medium and longer term.

Looking at travel time projections from Brent, there will be an improvement due to Crossrail and HS2 which will make the local economy – including labour, skills and visitor destinations – more accessible from other parts of London and beyond.

As the number of new jobs in Brent is finite, facilitating the commute to other parts of the city will be imperative, especially the connection to LB Tower Hamlets, where the highest number of future jobs are predicted to be located. Current projections are that these jobs will be accessible from Wembley within 1 hour.
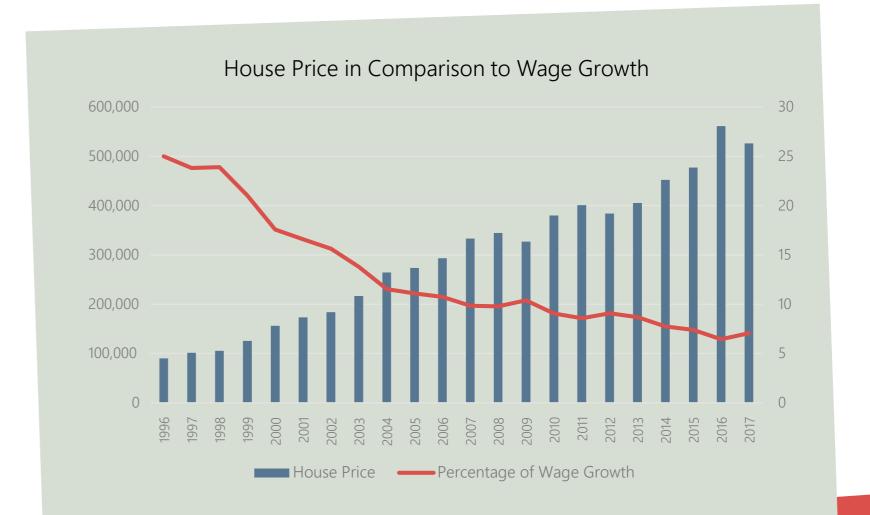
HOUSING

In 2018, there were 118,710 dwellings in Brent. Northern parts of the borough tend to a more suburban character, whilst southern parts of the borough take a more densely populated urban form.

Brent is a relatively expensive place to live, with a well-established trend of housing costs outstripping relatively low wages, creating increased unaffordability and increasing inequality.

The annual wage in 2017 covered 6% of the cost of a house, compared to 21% in 1997. Forecasts show that this trend is likely to continue.

Wage growth is projected to be 3.1% in 2022 in comparison rental prices will increase by 18% and house prices by 10% between 2019 and 2023.

One outcome of increased housing unaffordability is that public sector key workers providing vital frontline services in areas including health, education and community safety are unable to afford decent local accommodation in London.

House Price in Comparison to Wage Growth

▶ LIFESTYLES

There is a strong correlation between deprivation and health in Brent, best illustrated by an almost 9-year difference in life expectancy between the Kenton and Stonebridge wards. Stonebridge, Harlesden, Kilburn and Willesden Green are four of the most deprived wards in Brent. All suffer the highest rates of mortality before the age of 75, the highest number of emergency admissions to hospital, and the highest number of mood and anxiety disorders, amongst the boroughs wards.
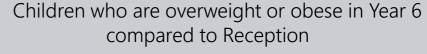
OBESITY AND DIABETES

Obesity is prevalent in the borough, in 2018, 56.4% of adults (aged 18+) were classified as overweight or obese. Latest statistics show the percentage of Brent's children leaving Year 6 who were overweight or obese was the highest in London at 43.3% compared to the 37.7% average. The highest rates of childhood obesity are in Welsh Harp and Stonebridge and the lowest in Kenton and Alperton.

11.8% of Brent's population were estimated to have diabetes in 2017, significantly higher than the 8.7% of London's population. Diabetes rates are predicted to increase to 13.6% in 2035, which can partly be attributed to a mix of an ageing population, high levels of obesity, as well as the BAME population's predisposition to diabetes.

CHANGING LIFESTYLES

Many health issues relate strongly to lifestyle choices. Lifestyles are expected to change significantly between now and 2040 through technological advancement, and changes in work and consumption patterns. The collaborative economy (Airbnb, Uber, Deliveroo), is growing, with technological developments allowing consumers to enjoy leisure in their own home. Health and well-being is also becoming increasingly important, and consumers are looking for experiences which either enrich or add convenience to their lives. It is predicted that the amount of people eating two or more meals out of the home daily will increase, but the definition of 'eating out' is changing, with more focus on quick healthy snacks to be served alongside quick sit-down meals.

The ageing population and changing patterns of disease, with more people living with multiple long-term and potentially complex conditions, will also have an impact on lifestyles. The focus on increasing accessibility is likely to increase, alongside changes in the way individuals approach and receive care.

Children who are overweight or obese in Year 6 compared to Reception

Legend: ■ Reception ■ Year 6
Categories: Brent, London, England

◢ GLOBALISATION

TECHNOLOGY

Brent's digital strategy is to promote digital inclusion amongst its population.

Digital connectivity will be embedded within planning policy, regeneration strategies and new development, and private partnerships secured to rollout 4G, 5G and superfast/ultrafast broadband.

The SMART City model, using digital and technological infrastructure, and big data, will also play an increasing role in understanding and servicing population needs within the future urban environment.

All Council services are currently accessible online and 61% of Brent households have an account. To remain competitive and attractive to residents and businesses, Brent should ensure the availability of affordable high-speed internet across the borough. The Council should also embrace the opportunities new and emerging technologies offer to design and deliver services to businesses and residents.

Technology will deliver significant growth in the economy going forward, with the new industrial revolution in fields such as Artificial Intelligence (AI), robotics, autonomous vehicles, and 3-D printing all areas that will provide new business and employment. It is projected there will be 142,000 new jobs in science, research, engineering and technology in London from now to 2023. The digital sector, which requires strong skills in STEM subjects, is growing; but there is

currently a significant digital skills gap that is preventing young people from accessing these opportunities. Automation in existing production industries and the retail sector is also however expected to have significant impacts on employment in Brent, due to the sectoral makeup of the local economy.

CLIMATE CHANGE

Growth will increase pressure on scarce resources and raise challenges from energy use, pollution and climate change.

Brent is the 7th largest consumer of domestic energy in London. Energy consumption has reduced over

the past 10 years, however reliance on fossil fuels still drives CO2 emissions. In 2016, approximately 44.4% of all energy was consumed in people's homes, 32.6% by industry and commerce and 22.9% by transport. In Brent, road transport, construction and energy generation are the largest contributors to air pollution.

In order to deliver zero carbon in Brent by 2050, a transformation in the energy mix will require energy consumption from renewable sources to increase by 500%.

INEQUALITY AND WEALTH

London is one of the richest cities in the world, but wealth and income inequality are prevalent in the city. The Gini coefficient measures income inequality, 0 represents completely equal distribution of wealth amongst a population, and 1 represents complete inequality. In London the Gini coefficient is 0.67, a less equal distribution of wealth than the 0.61 for Great Britain as a whole. Income inequality too is worse in London, versus elsewhere in England. The richest 10% of London's households earn 50% of local income, the bottom 50% of households earn just over 5% of local income.

Growing inequality has not gone unnoticed by policy makers, politicians and the public. There is an increased focus on ensuring the benefits of economic growth are more equally shared amongst the population. Community Wealth Building, a place-based approach to economic regeneration which empowers local government and enables communities to create and retain wealth locally, is gaining traction with policy makers, and aims to build an economy that starts with local conditions and builds upwards. Local conditions in Brent include the second lowest hourly earnings per resident in London, and income levels vary widely from ward to ward. Stonebridge has the lowest median household income (£25,800) and Queen's Park has the highest (£42,880).

Unequal distribution of wealth can be an unintended consequence of growth. New development and infrastructure often attract new people to the borough, and existing local residents can feel left out. The Inclusive Growth Strategy aims to address inequality and includes actions which seek to empower local people and encourage community cohesion, whilst supporting economic growth in the borough.

London's GHG emissions trajectory to zero carbon

GHG Emissions (MtCO$_2$e) — Reduction over 1990 levels

- No additional action
- With additional electricity and gas grid decarbonisation
- With additional local actions
- Reported Emissions – LEGGI

▶ ECONOMY

Local Economy

Brent is home to over 15,000 enterprises, who employ over 130,000 people and generate a Gross Value Added (GVA) to the economy of over £9 billion. Brent town centres to comprise of 3,376 commercial units supporting 25,400 jobs, which is over 20% of all emploment in the borough.

Circular Economy

Brent has the 4th largest circular economy amongst the London boroughs. There is strong growth in micro-enterprises, small businesses and self-employment, with 92% of businesses in Brent employing no more than 9 people.

Low Adult Skill Levels

6.6% of Brent's working population hold no qualifications in line with the rest of London. There is also a low wage economy linked with above average unemployment and poverty levels.

High Risk of Automation

Brent has a higher percentage of sectors more at risk of technological change and automation partly due to the effect of Park Royal an area with a high concentration of manufacturing, logistics and construction businesses.

KEY TRENDS

Despite the uncertainties of Brexit, the increasing role of technology, and changes in employment, London's economy is projected to grow.

COMPETITIVENESS AND BUSINESS PERFORMANCE

Brent is home to over 15,000 enterprises, who employ over 130,000 people and generate a Gross Value Added (GVA) to the economy of over £9 billion. Industries related to distribution, transportation, accommodation and food have the largest GVA proportion in Brent, with construction and manufacturing having a lower GVA but contributing more greatly to London. Brent has experienced 24% business growth and 10% employment growth in the last five years.

Business births have exceeded business deaths in Brent over the past decade, accounting for 2,680 new business in 2017. Brent business death rates have increased however, with 12.9% of businesses failing in 2017, compared with 11.7% in 2006.

One of the reasons Brent business survival rates differ from other regions is the higher proportion of businesses related with construction, wholesale, retail, and food and beverage, which had a lower survival rate over the period.

63% of Brent enterprises that grew had turnovers that increased up to 5%, whilst 23% of businesses that grew with turnovers that increased by more than 20%. High growth is defined as business with 10 or more employees and average annualised growth of 20% or more. These high growth enterprises are particularly important to the local economy and Brent had one of the largest number of high growth enterprises in Outer London.
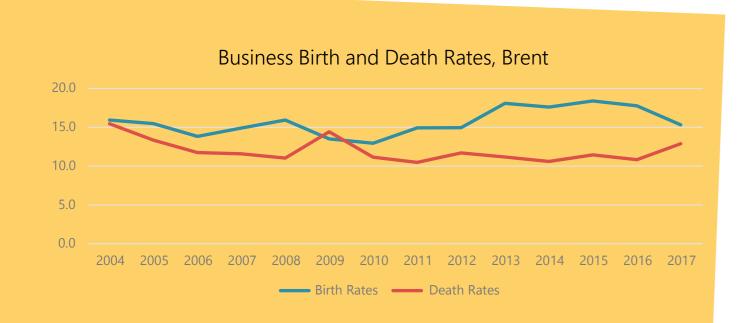
INCREASING SELF EMPLOYMENT

Self-employment is becoming a bigger part of the UK economy. Since 2008, the number of jobs has increased by just over 2 million, of which nearly 1 million (44%) are accounted for by self-employment. At the same time labour

market insecurity is increasingly prevalent with the rise of the gig economy and zero hours contracts.

There are currently 3.2 million people who face insecurity in work in the UK and are working on a contract that does not guarantee employment rights. Many have entered low wage self-employment because of fewer opportunities in traditional employment. The rise of insecure work is not affecting all groups equally. Evidence shows that 1 in 13 BAME employees are in insecure work, and strikingly 1 in 8 Black employees are in insecure work, versus the average across the UK working population of 1 in 17. Women are also more likely to be on zero hour contracts, with 52% of zero hour contracts held by women compared to 48% held by men. These labour market disadvantages are mirrored in Brent's population, with women and black communities having some of the lowest economic participation rates.
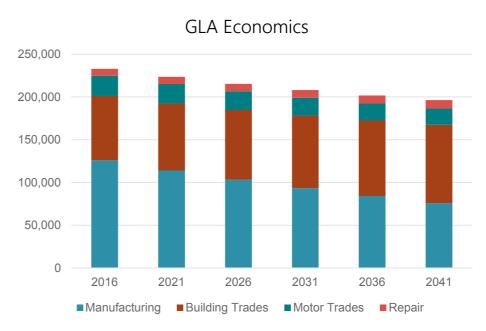
Aside from the increasing trend for insecure work, growing self-employment reflects a shift in mind-set workers now crave flexibility, more control and a greater variety of work. This is partly a by-product of changes in societal norms for example, more women working full-time and more men taking on responsibilities beyond the workplace. For many parents, older workers and people with health issues and disabilities, full-time work is not something they are able to commit to, therefore self-employment or gig economy work becomes more suited to their needs.

NEW INDUSTRIAL REVOLUTION

The new industrial revolution is characterised by a fusion of technologies between the physical, digital and biological spheres in fields such as Artificial Intelligence (AI), robotics, autonomous vehicles, and 3-D printing. A report released by PwC forecast that UK GDP could increase 1.9% by 2030 as a result of automation in production industries. Technologies like robotics and AI are particularly significant for production industries, due to the potential to increase productivity through the augmentation of the labour force and automation of some roles. In Brent, automation in production industries could have significant impacts, due to a third of jobs in the borough being in sectors identified as at higher risk of automation: over 17% of Brent's workforce are employed in wholesale and retail, over 6% in construction, and over 6% in manufacturing.

There is an overrepresentation of elementary occupations in Brent, accounting for 14.3% of the working population, compared to 8.5% across London and 10.5% in the UK. Less residents in Brent have qualifications compared with those in Outer London, with approximately 93% holding some form of qualification and 40% holding a degree or a higher qualification a lower proportion than 47.5% in Outer London and London as a whole 53.1%. Brent has one of the largest population's in London working in construction, distribution and manufacturing with 12.6% of the population in construction or manufacturing.

GLA Self-Employed Job Projections 2004-2041

Business Birth and Death Rates, Brent

— Birth Rates   — Death Rates

GLA Economics

■ Manufacturing ■ Building Trades ■ Motor Trades ■ Repair

BREXIT

Following the UK's decision to leave the EU and triggering of Article 50, the timetable for the UK to negotiate an exit deal was due to end 29 March 2019; however, the EU granted the UK extensions to this deadline. Understanding and planning for potential effects of Brexit on UK, London and Brent economies is essential.

A key sector expected to be affected by Brexit is the construction industry. Over 25% of construction employees in London are EU nationals. If free movement of labour is restricted within the UK, then this would likely present a skills shortage in the construction industry and upward pressure on wages, causing construction firms to face higher project costs and potentially limit delivery. New tariff agreements resulting from UK Brexit negotiations could also raise import prices which may lead to higher inflation and a lower standards of living for residents.

Proportion of EU workers

- ■ European Union
- ■ Non-European Union
- ■ United Kingdom

Underperforming Groups

Attainment gaps exist in the borough with a 56% gap between the highest and lowest performing schools at Key Stage 2. Brent currently and historically sees demographic based underperformance.

Childcare

Only 80% of free entitlement to early education and childcare for 3-4 year olds is claimed in Brent, much lower than the England average of 95%.

School Performance

In 2018 Brent students achieving 9-4 (A*-C) in English and Mathematics is 69.7% which is above the national average (64.4%) and for the first time above the London average (67.9%).

Declining Sector

Brent has one of London's largest construction and manufacturing sectors, which are projected to decline moving forward, and 7% of London's manufacturing workers live in Brent.

KEY TRENDS

UNDERPERFORMING GROUPS

Brent has good scores and successes in educational performance, which have continued to improve. Educational performance for ethnic groups in Brent compares well with national averages. There have however been gaps in performance between specific groups. The borough is currently grappling with low attainment of students of Black Caribbean heritage who are below national averages in all headline measures, primarily due to the very low attainment of Black Caribbean heritage boys. Previously, the borough has improved the outcomes for different demographics who have been underperforming including the Somali group and the small group of Travellers of Irish heritage. However, underperformance among different demographics is an issue which has continued to arise in Brent, and a trend that, together with migration patterns, warrants continual monitoring to ensure fairness, equality of opportunity and prosperity.

Attainment gaps have extended beyond education in Brent with higher rates of unemployment in certain groups. In 2016, the unemployment rate for Black Caribbean and Black African young men (aged 16 to 24) was 29%, almost double the average unemployment rate of 15% for all young men.

Brent has the 6th lowest female economic activity rate in London at just 62.8% with the 5th highest proportion of women who are looking after the family and home, rather than being economically active. High ethnic diversity within Brent, the gender pay gap, as well as the lack of accessible and affordable childcare options, are all viewed as contributing to this gap.
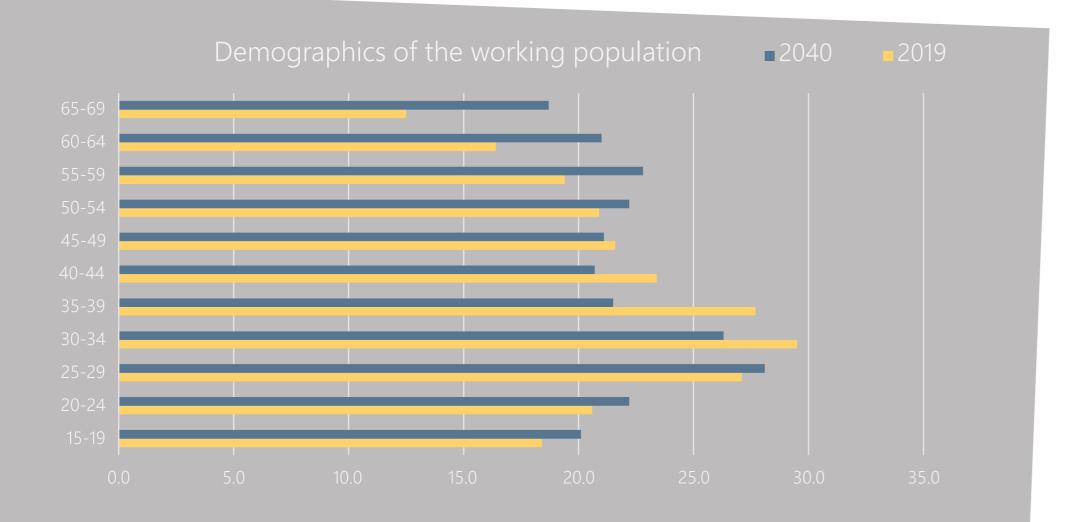
CHANGING EMPLOYMENT

Brent employs relatively larger numbers of people in sectors which are projected to decline across London including: manufacturing,

transportation and storage, and wholesale sectors. Jobs in the professional, real estate, scientific and technical sectors are expected to account for over a third of the total increase expected in London. Strong employment growth is also expected in the administrative and support services, accommodation and food service, information and communication, and education and health sectors – collectively accounting for nearly three fifths of the expected total London increase.

These changes will significantly increase the demand for ordinary and higher degree level qualifications. Jobs requiring ordinary or higher degree level qualifications are projected to increase by 985,000. As a result, the proportion of jobs in London requiring either an ordinary or higher degree is projected to reach 54%. Changes in the population are also likely to impact the way that people work. The increase of older workers, women and people with more qualifications will create different demands on the jobs market.

Demographics of the working population   ■ 2040   ■ 2019

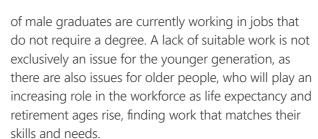| Age	2040	2019
65-69	18.5	12.5
60-64	21.0	16.5
55-59	23.0	19.5
50-54	22.0	21.0
45-49	21.0	21.5
40-44	20.5	23.0
35-39	21.5	27.5
30-34	26.5	29.5
25-29	28.0	27.0
20-24	22.0	20.5
15-19	20.0	18.0

INCREASE IN OLDER WORKERS

Employment of older workers has grown significantly over the past 30 years, with the employment rate for people aged 50-64 years increasing from 55.4% to 70%. There are a variety of demographic and policy changes which will impact older workers going forward. State Pension age has been gradually increasing for women rising to 65 years, matching the age for men in November 2018. State Pension age for all individuals is now due to increase to 66 by October 2020 and to 67 by 2028.

The proportion of people aged 70-74 years in employment has almost doubled over the past 10 years (from 5.5% to 9.9%), and the overall numbers of people in employment more than doubled from 124,000 to 258,000 people. For many older workers, full-time work is not something they are able to commit to. The main reasons for exiting work among this demographic are health conditions and caring responsibilities. There is evidence that flexible low obligation work patterns suit some older people who wish to semi-retire.

SKILLS MISMATCH

In recent years, employment policy has focused on getting people into work. This has been successful, with the UK employment rate at 78% in 2019, the joint highest since comparable records began in 1971. A renewed focus on the demographics of the working population, the types of employment that are being offered, and in turn what skills are required, will be more pressing in the future.

The UK population is becoming more educated, however in the UK 52% of female graduates and 48% of male graduates are currently working in jobs that do not require a degree. A lack of suitable work is not exclusively an issue for the younger generation, as there are also issues for older people, who will play an increasing role in the workforce as life expectancy and retirement ages rise, finding work that matches their skills and needs.

Considering the projected disruption of the jobs market, it is viewed likely that the unskilled population will suffer wage pressure and a negative shift in their employment and earnings prospects.

Without effective education and skills provision, groups which disproportionally have low educational attainment levels and labour market outcomes will be further disadvantaged in an increasingly polarised labour market, with long term economic implications for Brent and its residents. Therefore, it will become increasingly important for employers to provide opportunities to up-skill and to work more flexibly, as well as for further education institutions to provide more learning opportunities.

► HOUSING

Private Rented Sector

Wembley is a centre for new build Private Rented Sector (PRS) housing, with 5000 new PRS homes being built on land surrounding Wembley Stadium – the largest build to rent site in the UK.

House Building

Brent Council's arm's length company 'i4B' is backed by investment of £220 million to secure 600 properties by 2021. i4B is an opportunity for Brent Council to develop its role in housing delivery.

Affordability

Affordability in Brent is decreasing. The ratio of median house price to median residence based earnings at 16.26 in Brent is above the London average, and Brent has the 2nd highest median private rent levels in Outer London.

Household Size

Brent's average household size at 2.8 persons is the 3rd highest in London. Council owned housing stock does not match required demand for larger family housing and according to 2011 census data the 3rd most overcrowded borough in London.

KEY TRENDS

INCREASE IN THE PRIVATE RENTED SECTOR

London's Private Rented Sector (PRS) has doubled in just over a decade and continues to rise, with private renters projected to be 40% of London's households by 2025.

Brent had the 13th highest median private rent levels in London, and the 2nd highest median private rent levels in Outer London. Concentration and distribution of renters varies across the borough. The highest proportion of private renting is within Mapesbury and Willesden Green where 45% and 43% of the population privately rent. Northwick Park and Stonebridge have a much lower percentage of private renters, with just 19% and 15%, whilst maintaining a much higher level of individuals on social rent (65% in Stonebridge).

There is a growing high quality segment within the private rented sector for those able to pay, mainly concentrated in the south of the borough, but which will be boosted by Quintain's development in Wembley. At the other end of the spectrum, there is prevalence of disrepair, poor management and overcrowding. The vast majority of homes in the private rented sector are owned by small scale, amateur landlords which allows for disparity in renting experience. Large scale 'Build to Rent' developments have increased significantly in the last couple of years however, and are now driving further growth in the private rented sector.

Annual trend in household tenure, London, 1981 to 2018

Legend: Owned outright · Owned with mortgage · Social rented · Open market rented

CHANGING HOUSEHOLD MIX

Brent's average household size at 2.8 persons per household is the 3rd highest in London. A third of Council stock constitutes bedsit and 1-bedroom homes and make up over half of all lettings, but under a third of demand. The demand for larger 3 and 4-bedroom homes, however, is double the available lettings.

Currently around a third of council tenants are over 60 years old, 4% of tenants have a disability and 8% have a vulnerability. Over the next 20 years, projections show an anticipated 67% increase for the older population (65+). The rise in elderly population will prompt the need for different housing typologies, increasing the demand for extra care and specialised leasehold schemes.

Brent's population aged 0-24 is also expected to grow by 8.1% by 2040. The core working age population 25-64 is projected to increase 11% by 2040, broadly in line with London's projected 13% increase for the same period. Whilst historic and current trends show a rise in household size in Brent (since 1991), the CLG estimate household sizes to decrease rapidly over the 20 year period. Brent's predominant housing needs (65%) are for larger sized (3 bedroom or more) family dwellings. The borough has a history of overcrowding, with 12.1% of households experiencing overcrowding according to the 2011 census. Overcrowding is not experienced equally across the borough, with overcrowding rates in Wembley Central around 20%.

Overcrowding combined with a growing trend towards multi-household families in both affordable and open market housing will likely impact housing demand going forward.

WORSENING SUPPLY AND DEMAND IMBALANCE

In 2018, there were 118,710 dwellings in Brent, the 12th highest in the 33 London boroughs. In London the imbalance between supply and demand is exacerbated by faster population growth compared to the rest of the UK, as well as scarcity of developable land. Although Brent has continued to increase its dwelling stock over the last 10 years (period 2008 - 2018) by 8.23%, its current housing stock does not meet demand. Housing targets are rising and the draft London Plan requires Brent to provide 29,150 new homes from 2019/20 to 2028/29. These 10 year targets state London should be delivering around 66,000 additional homes per year over the next 10 year period, however from 2011-2016

an average of 20,000 homes have been built each year. To meet the targets set housing delivery would have to return to levels of the 1930s where an average of 61,500 were built per annum.

The reliance on the private developerled model of housing delivery has economic constraints. Due to the limited capacity within the private housebuilding industry, with a small number of volumetric housebuilders dominating the marketplace, and high costs of developing large sites, developers seek to recover their investment by increasing density, reducing the levels of affordable housing and building more slowly, to ensure that local markets are not saturated and house prices do not fall, worsening the supply and demand imbalance.

INCREASING UNAFFORDABILITY

Worsening supply and demand imbalances in the housing market contribute to increases in house prices, with around 80% of new build homes affordable to only

8% of London households. London has become more unaffordable than the rest of the UK, with the ratio of median house price to median gross annual residence based earnings increasing to 13.1, compared with 5.2 in the North East (the most affordable place in England and Wales).

Average house prices in London have grown more than 6 times from their 1970 level, after adjusting for inflation. the Land Registry House Price Index (HPI) showing the average property price in Brent increased by 78% from 2009 to 2019, from £261,000 to £464,000. Over the same period the ratio of median house price to median residence based earnings has increased by just under 65%, from 9.89 to 16.26.

Brent has the highest number of housing benefit claimants in all of Outer London boroughs, as well as a high proportion of households in Temporary Accommodation, and a significant number of rough sleepers – all symptomatic of an undersupplied and unaffordable local housing market.

▶ INFRASTRUCTURE

Congestion

45% of daily trips in the borough are by motorised vehicles, with over 92,100 cars registered, and 7% of the road network in poor condition. Motorised vehicles cause parking, congestion and pollution pressures.

Public Transport

Brent benefits from higher public transport accessibility, with the highest percentage of daily trips by public transport and one of the lowest for motorized vehicles amongst Outer London boroughs, and is well-connected to Central London.

Digital Connectivity

Brent has the 3rd highest broadband accessibility amongst the West London Partnership boroughs and one of the best in London.

Heathrow

Heathrow expansion is expected to yield positive economic benefits that could flow into Park Royal, increasing business links and improving international access.
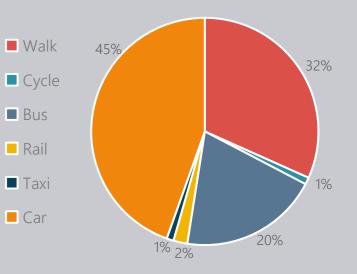
KEY TRENDS

INCREASED DEMAND FOR PUBLIC TRANSPORT

Brent's growth will increase demand for an efficient transport system that connects housing, jobs and cultural facilities. Brent benefits from higher public transport accessibility, with the highest percentage of daily trips by public transport and one of the lowest for motorized vehicles amongst Outer London boroughs. Brent is also well-connected to Central London.

Cycling has the potential to realise almost 300,000 trips, versus the current 12,600 trips, in Brent. A barrier
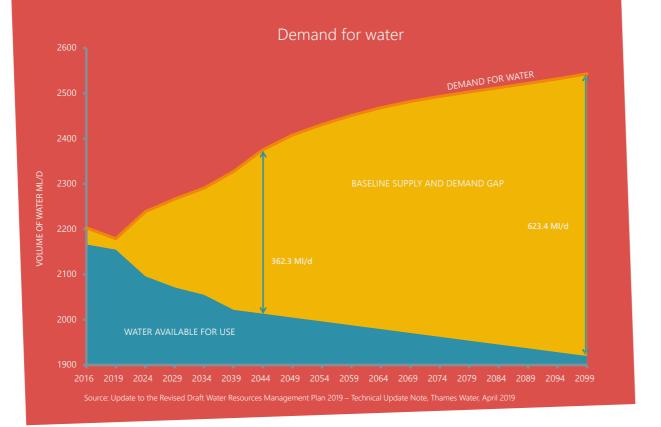
Daily trips by main mode in LB Brent

- Walk
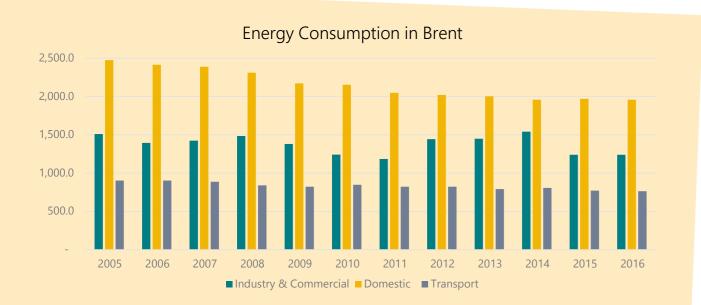- Cycle
- Bus
- Rail
- Taxi
- Car

45% 32% 1% 20% 2% 1%

to the take up of cycling in Brent is poor road safety. Wembley, Cricklewood and Willesden Junction are all located within areas with the 20% poorest safety records in London, based on the total number of collisions involving people walking or cycling. In 2013 around 40% of main roads were in poor condition, but this dropped to 21.6% in 2016, and only 7% in 2018. Brent still however has a higher percentage of the road network in poor condition compared with other London boroughs.

The GLA´s aim by 2050 is to provide a 70% increase in rail and tube capacity serving 1.5 million new homes. For Brent potential future improvements include:

- West London Orbital Rail to improve connections within Outer London, with stops considered in Neasden and Harlesden. This new transport capacity would have particular impacts in West London where growth areas such as Park Royal and Wembley would

Demand for water

VOLUME OF WATER ML/D

DEMAND FOR WATER

BASELINE SUPPLY AND DEMAND GAP

623.4 Ml/d

362.3 Ml/d

WATER AVAILABLE FOR USE

Source: Update to the Revised Draft Water Resources Management Plan 2019 – Technical Update Note, Thames Water, April 2019

Energy Consumption in Brent

■ Industry & Commercial ■ Domestic ■ Transport

directly benefit, and also increase their connection with Outer and Central London.

- Thameslink extension in Colindale and Cricklewood that will connect with Crossrail.
- Crossrail spur from Old Oak Common to stop at Wembley Central station and the West Coast Mainline.
- Crossrail Old Oak Common Station in Hammersmith and Fulham that will increase connectivity in the south of Brent and the area of Park Royal.

GROWING WATER DEMAND

Demand for water is increasing as London's population grows, and climate change is likely to reduce the amount of water available when we need it most – in the summer.
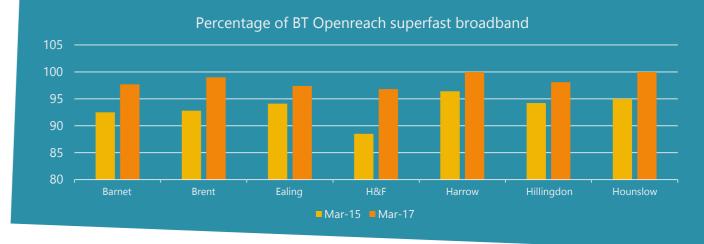
In Brent, water consumption per capita is higher than Thames Water 125 litres per day (l/d) and London Plan 105 l/d standards. Latest data does however indicate daily annual water consumption per capita fell from 152 l/d to 139 l/d for households in the LB Brent District Meter Area between 2016 and 2018, with the increase in domestic property metering from 28% to 47% over the same period considered the main driver for the fall. In 2018, water consumption in London and Brent is 30% higher in unmetered, compared to metered, domestic properties. London must reduce water consumption to remain sustainable. SMART water meters can help to increase efficient water use, as well as identify leaks in pipes, and thereby prevent water waste in the borough.

Thames Water, which provides over three-quarters of Londoners with water, projects a 6% capacity deficit by 2020. To ensure London's future water security, the prudent use of water will be essential: all new development will need to be water efficient. At the same time modelled sewer capacity for 2050 is at a critical level in some areas, including north and west parts of Brent, including Wembley, Brent's largest growth area.

INCREASED DEMAND FOR SUSTAINABLE ENERGY

The supply of energy to homes and businesses is critical to the functioning of the city, daily activities and the economy. Population and economic growth in London are likely to lead to an increase in energy demand. This will mean more pressure on the supply of energy.

Brent expects high levels of growth over the next 20 years, with the population due to increase by around 60,000

Percentage of BT Openreach superfast broadband

■ Mar-15 ■ Mar-17

people, and 21,500 new homes to be built. In spite of a growing population, the trend in energy consumption is one of reduced consumption over the past 10 years.

There are however barriers to making the city more energy efficient. London has some of the oldest and most energy inefficient building stock in Europe, and it is expected that 80% of these buildings will still be standing in 2050. There is a need to retro fit this building stock through insulation to reduce levels of energy consumption. In addition, energy capacity in London is reaching the limit to satisfy the minimum requirements to maintain a working city. With 94% of energy supplied from sources outside the city, GLA are analysing and promoting different measures to provide alternatives, and encourage energy efficiencies, particularly in buildings and transport.

DIGITAL CONNECTIVITY

Technology accessibility is a strategic element of people's lives; connectivity drives productivity and innovation. In order to achieve this in Brent, it is important to ensure access to digital infrastructure meets the requirements of residents and businesses located in the borough. Digital capacity includes broadband connections, speeds, Wi-Fi public hotspots, and self-service terminals.

Brent has the 3rd highest broadband accessibility amongst the West London Partnership boroughs and one of the best in London, though there are some "notspots" where connectivity is still poor, including Church End and Park Royal. Ultrafast broadband connections are limited or null in most of the borough.

SMART INFRASTRUCTURE

SMART City strategies integrate big data understanding, physical infrastructure and digital infrastructure. SMART City strategies aim to solve the city's challenges, create a better environment for the future, and deliver better and more effective capital asset management and resource efficiencies. Going forward, there is the

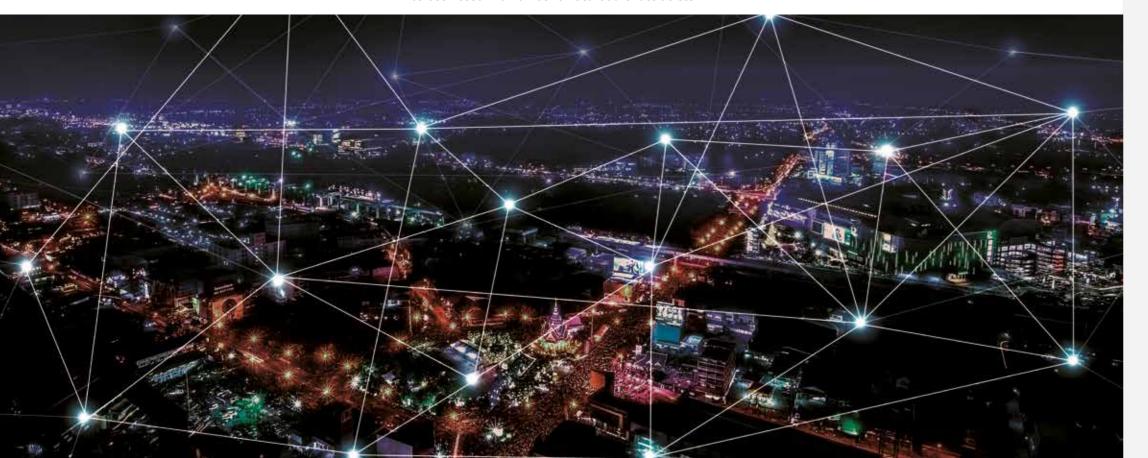potential for SMART technologies to support a world where infrastructure maintains and repairs itself.

Brent has a digital strategy to make the borough a digital place and promote digital inclusion amongst its population. Digital infrastructure underpins the move to SMART Cities and greater data capture and analysis. Digital requirements should be embedded within planning policy and regeneration strategies, and private partnerships negotiated to rollout 4G, 5G and superfast/ultrafast broadband.

SMART infrastructure could provide systems to reduce journey-times through traffic management systems;

offer remote monitoring to facilitate asset management with use of specialized software and drone technology; as well as help to find solutions to climate change and provide monitoring information about air quality, water and energy grids.

Data can also be utilised to inform and shape service provision in the borough. Predictive modelling is a process that uses data mining and probability theory to forecast likely outcomes. The real and forecasted outcomes are used to identify potential issues and potential interventions to mitigate or seek to prevent certain outcomes. The predictive modelling method has been used in a number of local authorities across

the country. Brent is currently exploring the use of predictive modelling in order to better enable the early identification of vulnerable young people. The early identification provided by the model could promote the use of earlier cost effective interventions and in ensuring better decisions are made each time a young person engages with services. The ethics of using predictive modelling to inform actions includes consideration of the accuracy and reliability of the models; the consequences of acting on erroneous and false predictions; and, feedback loops and model self-reinforcement.

Fossil Fuels

Brent's energy is mainly consumed from burning fossil fuels. Latest 2016 energy use analysis for Brent identifies that natural gas accounts for 48% of energy; electricity for 31% and petroleum products for 20%. Brent's CO2 emissions have declined 30% over the past 10 years.

Green Space

Brent has a lower percentage of green space at 21.9% of land area, compared to the London average of 38.2%. Over 50% of Brent households live further away from the nearest green space than the London Plan 400 metre maximum recommended distance.

Anti-Social Behaviour

ASBO

Brent delivers effective strategies to tackle ASB under the Safer Brent Partnership, with over 315 enforcement actions made against ASB since the ASB Crime and Policing Act 2014.

Sewage

If sewer capacity in London remains constant, the risk of overflow will be critical in some areas, including the North and West areas of Brent, which would have insufficient drainage or sewage infrastructure.
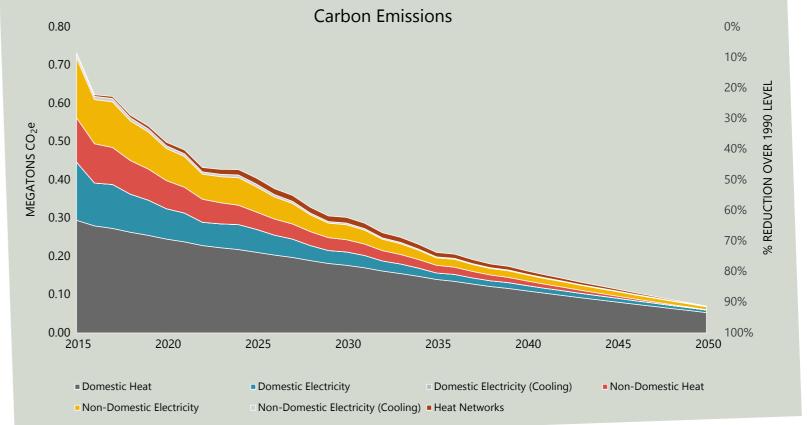
KEY TRENDS

CLIMATE CHANGE AND CARBON EMISSIONS

Carbon dioxide (CO_2), is the most common greenhouse gas emitted by human activity and is now the main contributor to global warming and climate change. The UK is the world's eighth largest emitter of this pollutant, Brent is responsible of 0.3% of national CO_2 emissions and 3% of London CO_2 emissions. In 2016, approximately 44.5% of all energy was consumed in people's homes, 32.6% by industry and commerce and 22.9% by transport.

Road transport, construction and energy generation are the largest contributors to air pollution in Brent. Brent's Air Quality Action Plan sets specific strategies to reduce traffic volumes and levels of emissions, with focus on areas of air quality deficiency including Neasden town centre, Church End, Kilburn Regeneration Area and Wembley & Tokyngton. The strategies employed include management of emissions from existing and new development, community education, increasing green space, planting new trees, identifying low emission neighbourhoods, encouraging Car Clubs and car free initiatives.

The UK's long-term target is to reduce at least 80% of carbon emissions by 2050 to maintain global average temperature at around 2°C above pre-industrial levels. The Mayor's carbon emissions target is 60% by 2025, with the aim to achieve zero carbon city by 2050. There will be an increased focus on decarbonisation of homes and workplaces, and the development of clean and smart energy systems using local and renewable energy resources. Public transport is the

Carbon Emissions

Legend:
- Domestic Heat
- Domestic Electricity
- Domestic Electricity (Cooling)
- Non-Domestic Heat
- Non-Domestic Electricity
- Non-Domestic Electricity (Cooling)
- Heat Networks

(Y-axis left: MEGATONS CO_2e, 0.00 to 0.80; Y-axis right: % REDUCTION OVER 1990 LEVEL, 0% to 100%; X-axis: 2015 to 2050)

third contributor of NO_x emissions in Brent. To fully achieve London's decarbonisation target, the Mayor plans a zero emission transport network by 2050. This plan includes electrifying all rail lines and new energy-efficient trains with on-train management systems and regenerative braking, as well as a policy shift to encourage active forms of travel.

INCREASED RESOURCE CONSUMPTION

The Mayor of London target is for London to be a zero carbon city by 2050. Brent is the 7th largest consumer of domestic energy in London.

Energy consumption has reduced over the past 10 years, however reliance on fossil fuels still drives CO2 emissions. Most of Brent's energy is consumed from burning fossil fuels. Natural gas accounted for 48% of energy use in 2016; while electricity represented 31% and petroleum products 20%. Natural gas is mainly used to heat spaces and water for domestic consumers. Electricity is mainly used for commercial and industrial users, and petroleum used in road transport.

Brent must reduce the proportion of fossil fuel resources by 80%, and increase the proportion of renewable energy used by 500% to meet London's zero carbon target. Brent's growing population will

put increased strain upon available resources, including energy, water, sewerage and waste capacity in the borough.

LOW CARBON CIRCULAR ECONOMY

The current low carbon circular economy model has shown positive impacts to London, with scope for further improvement, particularly reducing environmental impacts. The circular model builds economic, natural and social capital. Innovation to the current model includes increasing emphasis on reducing carbon emissions through the use and reuse of resources before they become waste; including the manufacture of goods to higher quality standards.

In 2017, Brent had the 4th highest employment counts in the circular economy, compared with other Local Authorities in London, at 2,415 jobs. More than 70% of circular economy jobs in Brent are found in two distinct sectors, waste collection and processing, and transport. With the potential to include more industries in this model, and with projected growth across London, this sector could generate a further 2,000 jobs in Brent.

In London, the low carbon economy is expected to grow over 6% a year by 2020. In the EU, it is estimated this model could reduce CO_2 emissions by 8.2% and

save 219 billion cubic metres of water by 2020. The New London Plan indicates that low carbon circular economy principles should be taken into account on new developments for every stage, starting with the design process, ensuring waste reduction, using materials that can be re-used and recycle, building in layers to facilitate maintenance and repair.

GREEN INFRASTRUCTURE

To ensure access to green space for a growing population, green and blue infrastructure in Brent must be protected from urban development, and the quality of space must be improved. Improved green space may have positive spill-over effects on other areas of environmental significance, such as air pollution. Given limited land availability and development pressure for new housing, planning, design and provision of new open space in new development will become increasingly challenging.

The Mayor's tree target considers that tree cover should increase by 10% by 2050. London's existing trees and woodlands are valued at £133 million per year, due to their environmental benefits such as trapping air pollutants, storing carbon, provide shading, absorbing rainwater and filtering.

▶ HEALTH

Health Sector

In 2017, 20,000 people worked in the Health and Social sector, representing 15.9% of employment in Brent, compared to 10.6% of employment in London.

Hospital Performance

Brent has a higher mortality rate for cardiovascular disease and is ranked 120th out of 152 local authorities.

Obesity and Diabetes

The potent mix of an ageing population, high number of obese residents, and higher number of people likely to be affected due to their ethnic background, is predicted to drive an even higher prevalence of diabetes amongst Brent's population moving forward.

Adult Social Care

Brent is developing and rolling out its New Accommodation for Independent Living (NAIL) project, which aims to identify, acquire and develop alternative forms of care to residential care for all vulnerable adult groups.

KEY TRENDS

INCREASED DEMAND ON ADULT SOCIAL CARE

The Care Act 2014 is the legal framework for care and support provision in England. Local authorities have a statutory responsibility to meet individual care need which meets the eligibility criteria for care and support under the Act. Local authorities do this in partnership with Clinical Commissioning Groups (CCGs) and NHS Trusts. In Brent this includes Brent CCG and Central and North West London (CWNL) NHS Foundation Trust. As Public Health is now integrated into Local authorities there is far more collaboration between the two bodies.

As the number of elderly people with care needs is expected to increase, so too is the number of people having to provide informal care. In 2011, 26,600 residents in Brent provided at least 1 hour per week of informal care. Overall, 8.6% of residents provided some form of informal care. Residents providing informal care for friends or family members are supported by Brent Carers Centre, through providing advice services on financial and legal issues as well as emotional support.

The Council is introducing measures to support the delivery of care services. For example, the Council is developing and rolling out its New Accommodation for Independent Living (NAIL) project, which aims to identify and develop alternatives to residential care for all vulnerable adult groups. The rationale behind NAIL is that it is preferable for elderly people to stay in their communities and remain independent, rather than moving into costly residential care.

Efficiency is key in delivering social care as the service is under considerable pressures. Since 2010 Local authorities have had to

bridge a £6 billion funding shortfall in adult social care, at the same time, the ageing population is increasing the number of people requiring the service. Concurrently, nursing and social care vacancies in London are higher than the national average, as is staff turnover in the NHS more broadly, placing further strain on the social care sector. These growing pressures will require different approaches, in different areas in both housing delivery and care provision.

HEALTH INEQUALITY

Causes of health inequality are largely outside the scope of those who deliver healthcare, with risks driven by individual behaviour (smoking, diet, exercise) in the context of societal influences (housing, schools, employment) and environmental factors (air quality, physical environment). The almost 9 year difference in life expectancy across wards is evidence that health inequality is already impacting the borough.

There are a number of trends which will create further health inequalities in Brent.

Demographic changes and an ageing population will mean an increase in the number of people vulnerable to cold weather and fuel poverty presenting the risk of increased winter deaths and illnesses. In addition, societal changes like the increase in Private Rental Sector, with private renters projected to be 40% of London's households by 2025, will have an impact due to common problems such as damp are more prevalent in privately rented homes. Health issues associated with such problems are more likely to impact vulnerable groups, such as the young and the elderly.

The recent trend of increasing levels of insecure work has been driven by globalisation and technological development is expected to continue moving forward. Inequality in employment is therefore expected to increase into the future, and to be compounded by increased living costs and wage stagnation, with

potential negative knock-on effects upon mental health, poverty and security.
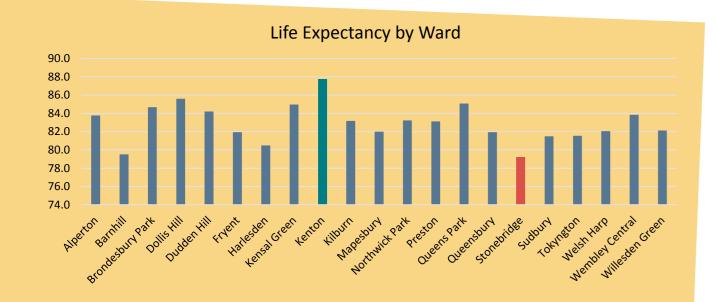
INCREASE IN OBESITY AND DIABETES

In 2016, Brent was named as the fattest London borough (Kilburn Times). In 2018, 56.4 % of adults (aged 18+) were classified as overweight or obese, which was below the level for England (62%). These levels have broadly maintained since 2016, as it has in London and England. Obesity is often the result of a combination of a lack of physical activity and unhealthy eating.

The risk of obesity is strongly influenced in a child's early years. It is particularly worrying to see that child obesity is at very high levels, and has been for the past few years. Moreover, the rate of obese children per age segment increases between reception and year 6.

Diabetes is predicted to grow to 13.6% in Brent by 2035, driven by the potent mix of an ageing population, high levels of obesity, and the BAME population's predisposition to the disease. Diabetes accounts for 10% of the NHS budget and 80% of these costs are due to complications.

RISE IN MENTAL HEALTH ISSUES

Brent has a higher than average level of prevalence of severe mental illnesses. The incidence of psychotic mental disorders i.e. schizophrenia, affective disorders with psychotic symptoms, is high compared with both other areas in the UK and in Europe, in particular among some migrant and minority ethnic groups, around five times higher in black Caribbean vs. white British populations. In 2017, 12.8% of children and young people aged between 5 and 19 years old had a mental disorder in England.

Life Expectancy by Ward

Life Expectancy by Ward (bar chart, vertical axis from 74.0 to 90.0). Wards: Alperton, Barnhill, Brondesbury Park, Dollis Hill, Dudden Hill, Fryent, Harlesden, Kensal Green, Kenton, Kilburn, Mapesbury, Northwick Park, Preston, Queens Park, Queensbury, Stonebridge, Sudbury, Tokyngton, Welsh Harp, Wembley Central, Willesden Green.

Mental health remains the single largest cause of morbidity within Brent, affecting one quarter of all adults at some time in their lives. One out of 5 people in Brent reported high anxiety levels in 2013/14. Social isolation can also have negative effects on mental health. There were more than 30,000 single-person households in the 2011 census, out of which 29% were aged 65 and older. In addition, 10.9% of respondents to 2016/17 Brent GP patient survey reported having some form of depression or anxiety, lower than the level for London and for England.

TECHNOLOGY IN HEALTH

The ageing population, changing patterns of disease – with more people living with multiple long-term conditions – and rising public expectations mean that changes are needed to the way health services are delivered. The use of technology in healthcare has a variety of potential uses.

One objective is a highly individualised approach using new forms of information, from genetics to data sourced from digital health trackers, which can more accurately diagnose and select treatment options. For example, Mindstrong has created a smartphone app which continuously and passively monitors behavioral patterns such as the timing of swipes, key presses, and spacebar taps. Using large patient datasets and machine learning, it has been able to replicate results from a range of neurobiological test scores, including scales used to measure depression and anxiety,

simply by drawing on information about how someone uses their phone.

The use of new technology is already happening in Brent. Central Middlesex Hospital is pioneering the use of robotic surgery in knee replacement. Benefits of robotic surgery include: more accurate implant positioning, which can result in a more natural feeling after surgery; improved safety; reduced risk of injury to adjacent tissues and smaller incisions, which can mean a quicker recovery; shorter hospitalization; and less pain. The team at Central Middlesex has carried out more than 400 traditional knee replacements in 2017-18.

Remote consultations are another area that offers potential advantages to both patients (who are spared the cost and inconvenience of travel) and the healthcare system itself (as they may be more cost-effective). A successful example is The Diabetes Appointments via Webcam (DAWN) project in Newham, East London, which demonstrated that the use of video conferencing software and computer and smartphone technology can support or even replace the traditional diabetes outpatient clinic meeting. Early results are positive, with a wide variety of improvements in patient-related factors, such as convenience, acceptability, satisfaction, a reduction in non-attendance rates and in visits to Accident and Emergency.

▶ CULTURE

Cultural Assets

Home to Wembley Stadium, Ealing Road, Kilburn and a number of areas with unique cultural heritage.

London Borough of Culture

The London Borough of Culture 2020 will be a year-long collaborative cultural celebration. The programme will support local people in developing and sharing their own cultural creativity.

Low Wages

Low wage economy, high unemployment and deprivation levels limiting access to cultural facilities.

Land Pressure

Demand for land for development could result in loss of cultural facilities and creative workspaces, as well as increases in commercial rents and business rates.
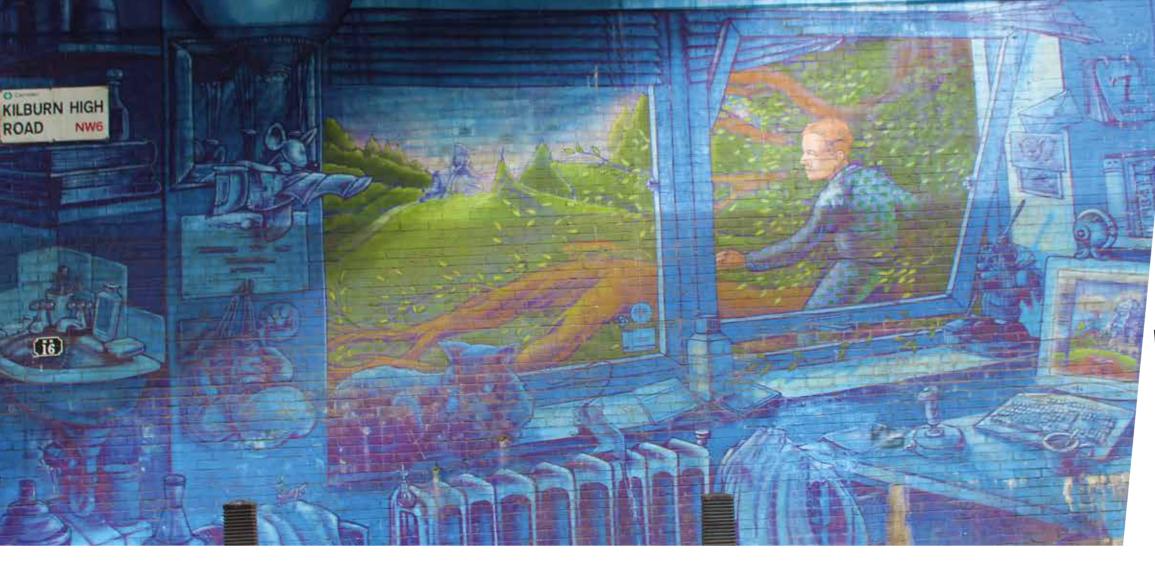
KEY TRENDS

GROWTH IN TOURISM

London is the 3rd most visited city in the world. International visitors contributed £13bn across London's economy in 2017, this is equivalent to 3% of London's Economy, Key tourist attractions in Brent include Wembley Stadium, Wembley Arena, BAPS Shri Swaminarayan Mandir and the Kiln Theatre (formerly the Tricycle Theatre). In 2015, 76.6% of serviced accommodation was located within central London, which is advantageous to Brent, as the borough is well-connected to central London by public transport.

Visitor numbers to London are projected to grow over the next 8 years, which is likely to lead to an increased demand for cultural offerings. By 2025, London is expected to reach 40.4 million visitors, up from 31.2 million visitors in 2016. While most visitors to London currently stay in Zone 1 there is evidence of a growing appetite for an authentic offer, to "live like a local and discover the hidden gems". Both trends provide an opportunity for Outer London boroughs to absorb some of the growing demand for an authentic cultural experience.

GROWTH IN NIGHT TIME ECONOMY

London's night time economy contributes £40.1bn GVA when indirect impacts are taken into account. By 2026, this figure is expected to grow by £1.6bn a year, increasing to £2bn a year by 2030. Jobs in the night time economy could increase from 723,000 in 2018 to 789,000 by 2029. Locations served by the Night Tube have become more viable for night-time activities, and the Night Tube is predicted to add £360 million to London's economy every year for the next 30 years.

The night time economy is increasingly important to London and therefore Brent's economy, and the Mayor of London is keen to promote London as a 24-hour global city. Within Brent, Wembley is identified in the draft London Plan (2017) as a Nationally Important Night Time Economy Centre, while Kilburn, Cricklewood and Wembley Park are identified as Locally Important Night Time Economy Centres. The night time Jubilee line

which opened in October 2017 cuts across the borough and offers an opportunity for some of Brent's Town Centres including Wembley and Kilburn to develop their night time offers. The Council's night-time economic strategy includes using planning policy to enable the development of unique characteristics of the different Town Centres, such as Kilburn's musical heritage and links to its Irish and Caribbean communities.

GROWTH IN CREATIVE ECONOMY

The total number of jobs in the Creative Economy in London are projected to increase from 5.6m in 2015 to 6.7m in 2041. Creative economy jobs, exports and GVA are all growing faster than any other sector. While up to 30% of jobs in London are at risk of automation over the next 20 years, 87% of highly creative occupations are considered to be at low risk. In 2018, 6% of jobs in

Brent were in 'Arts and Entertainment' just behind the London level of 7%.

Women, BAME and low socio-economic groups are currently underrepresented in the creative industries. Representation is unlikely to improve in the short term as, since 2010, there has been an almost 30% drop in the amount of students taking arts subjects at GCSE in London, due to the introduction of English Baccalaureate and Progress 8, as well as lack of funding. There is however growing acknowledgement from the Mayor of London that more needs to be

done to encourage participation in the arts.

HIGH STREETS DIVERSIFICATION

47% of businesses outside Central London are on a High Street and 1.45 million employees work on or within 200m of a High Street – however High Streets continue to struggle. All Brent's High Streets lie within Town Centre boundaries, with Wembley High Road and Kilburn High Road within the boroughs two major Town Centres. High Streets provide vital local services and a range of workspaces with diverse tenure options

to meet the needs of both established business communities and newcomers.

The high turnover of shops reflects on the one hand the precarious nature of the High Street, and on the other that shops are often a stepping-stone into the formal economy. The provision of opportunities for new uses on the High Street will include new spaces for the creative and cultural industries and the arts. Brent's overarching strategy is to promote and support the diversification of uses on the High Streets and Town Centres to support their regeneration and retention as economic and community hubs.

Future footfall and prosperity will depend on High Streets continuing to remain relevant in the face of competition from convenience shopping and digital consumerism. E-commerce sales are projected to make up more than one-fifth of total retail sales in the UK in 2018, growing to more than one-quarter by 2021. The UK food and grocery market is forecast to grow 15% between 2017 and 2022 – and its fastest growing channel is online which is expected to increase by 53.8%. The national trend is for centres to diversify from traditional retail functions to service functions, such as food and beverage. This latter category is a major pull across age groups with users expressing a desire for an improved range and quality of experience on London's High Streets.

The trend towards a diffused High Street experience needs to be balanced with the needs of less able residents, who are not able to travel to so widely, particularly for the growing elderly population.

POLICY RESPONSES

ECONOMY

RESPONSE 1: DEVELOP AND SUPPORT BUSINESSES IN BRENT

To create and develop a Council led business support model in Brent and encourage business representation through an area specific Chambers of Commerce.

RATIONALE

Brent is home to over 15,000 enterprises, who employ over 130,000 people and generate a Gross Value Added (GVA) to the economy of over £9 billion. 92% of businesses in Brent are defined as 'micro' size (0-9 employees) and whilst business births have exceeded business deaths in Brent over the past decade, business death rates have increased, with 12.9% of businesses failing in 2017. Though Brent has a 1-year business survival rate similar to Outer London and London, and a higher survival rate than the UK; we have a lower 5-year survival rate than those 3 other regions.

Targeted business support packages and greater business representation will help to ensure better long term survival rates and greater VAT registrations. Through differentiation of the support offer Brent should target: a) people wanting to start a business; b) retention of existing businesses in the borough; c) helping businesses to grow and expand; and, d) attracting new businesses into the borough.

OBJECTIVES	
SHORT TERM	• Sustain the 1-year business survival rates in Brent in line with London average.
MEDIUM TERM	• Increase 5-year business survival rates in Brent to the London average by 2025 and to surpass the London average by 2040. • Reduce the business mortality rates to below 10% by 2025.

LONG TERM	• Brent will aim to be in the top 10 GVA in London. Brent is currently ranked 15th contributing over £9 billion to London's overall GVA.

RESPONSE 2: LOCAL ENTERPRISE ZONES FOR BRENT

Establish enterprise zones in the borough to encourage growth and consolidate infrastructure, attract business and create jobs.

RATIONALE

Enterprise zones can be used to deploy policies to foster economic growth and development. Urban enterprise zone policies generally offer tax concessions, infrastructure incentives, and reduced regulations to attract investment and private companies into specific areas. Designated enterprise zones will help the borough target businesses to locate in specific areas of the borough where there is capacity and potential, and target resource allocation and effort.

OBJECTIVES	
SHORT TERM	• Support entrepreneurship to encourage business growth.
MEDIUM TERM	• Increase employment in the borough. • Raise the number of VAT registered businesses present in the borough. • Create a specialist apprenticeships provision within enterprise zones.

RESPONSE 3: CURATE A STRATEGIC VISION FOR WORKSPACE

Brent Council will ensure access to a variety of workspaces to meet business need.

RATIONALE

Latest ONS data shows that Brent experienced 24% business growth and 10% employment growth in the last 5 years. Over the next 20 years, 5,000 new self-employed jobs are expected to be created in Brent. If these projections are confirmed, then almost all additional net jobs in the borough will be created through self-employment. Moreover, 92.2% of businesses in Brent are defined as 'micro' size (0-9 employees). Economic demand is not just for labour and employment and skills in London, but is also for physical workspace and office floor space. With growing costs in London, and businesses facing displacement by permitted residential development, a large proportion of new additional workspaces will need to be affordable.

OBJECTIVES	
SHORT TERM	• Support entrepreneurship to encourage business growth.
MEDIUM TERM	• Ensure a range of workspaces are available in the borough to meet the needs of different businesses and sectors. • Identify areas where affordable workspace should be prioritised and increased in provision. • Develop a Council led model to acquire, lease and manage workspace in the borough to generate income and stimulate economic activity.

RESPONSE 4: DETAILED APPROACH TO INDUSTRIAL LAND

Brent Council to segment and sub-classify the industrial land portfolio to provide directive planning policy.

RATIONALE

Over 17% of Brent's workforce are employed in wholesale and retail, over 6% in the construction industry, and over 6% of employees work within the manufacturing sector. The impact of leaving

the EU could lead to a potential for the return or greater retention of manufacturing and industrial uses in London and Brent, which, in turn, would require more industrial land. The recent trend has however been of pressure to release industrial land for housing. There will need to be a finer grain level of planning policy for industrial land to ensure they are capable of supporting housing requirements as well as protecting, and where possible growing the industrial floor space on the sites, through intensification and co-location.

OBJECTIVES	
MEDIUM TERM	• Allocate and promote a proportion of industrial land to accommodate intensification and co-location.
LONG TERM	• Retain industrial land that best supports economic growth in the borough in key areas, particularly Park Royal.

RESPONSE 5: ADULT SKILLS STRATEGY

Develop an adult skills strategy which aims to equip the population with skills needed for the future economy and which is accessible at all stages of life.

RATIONALE

The prospect of a devolved Adult Education Budget (AEB) for London offers the chance to reshape skills provision to better serve the needs of employers and residents. The GLA is expected to commission the majority of Adult Education through the sub-regions who will have the ability to direct a proportion of the AEB, aligning it with other devolved and local funds.

People living longer will contribute significantly to population growth in Brent. In 2019, Brent's population aged 50+ was over 28% of the total population, the highest percentage in the last 20 years. By 2040 Brent's population aged over 50+ is expected to grow to over 34% of the total population.

Automation could have a significant impact on the borough as a third of jobs are in sectors identified at higher risk, combined with a workforce that hold qualification levels lower than the London and Outer London averages. It is essential to upskill the adult population to reduce the likelihood of unemployment. The diversity of population and international migration in Brent also provides opportunities for conversion of foreign qualifications into those recognised and required by education and industry in this country.

OBJECTIVES	
SHORT TERM	• Develop a thorough knowledge of skills gaps present in the borough. • Encourage local business to provide in-work support programmes to develop skills.
MEDIUM TERM	• Improve skills in the borough to meet business demand. • Promote skills development programmes for individuals in roles at higher risk of automation.
LONG TERM	• Improve productivity in the borough.

RESPONSE 6: DEVELOP THE CIRCULAR ECONOMY

Brent Council will develop the circular economy within Brent to maximise local opportunities and facilitate the development of new technology.

RATIONALE

The Waste and Resources Action Programme (WRAP), together with GLA Economics, shows movement towards a more circular economy has the potential to generate over 40,000 new jobs in London by 2036. Given Brent is one of the boroughs with the highest share of employment in the circular economy in London (around 5.2% of the total jobs), there is the potential for over 2000 new circular economy jobs in Brent by 2036.

OBJECTIVES	
SHORT TERM	• Identify and support the development of opportunities linked to the circular economy within Park Royal.
MEDIUM TERM	• Promote a future model for the circular economy within the Wembley area.
LONG TERM	• Sustain the highest proportion of circular economy jobs in London.

RESPONSE 7: MASTER PLANNING FOR TOWN CENTRES AND HIGH STREETS

Brent Council will encourage the diversification of Town Centres and High Streets to increase footfall and ensure their continuous use.

RATIONALE

Brent's town centres are facing unprecedented challenges including the need to compete with an increase in online shopping and competition from other town centres in London, as well as place-based concerns regarding the condition of the public realm and local infrastructure.

Across Brent there are significant growth aspirations, with a need to accommodate a draft new London Plan housing target of 2,915 new homes per year. There are currently a number of regeneration projects underway across the borough which have the potential to deliver new homes and non-residential floor space both within and adjacent to town centres.

Growth and development present exciting opportunities for Brent's town centres to diversify their offer, through increased expenditure, and create demand for new services and amenities. However, it is imperative that Brent's town centres and

businesses have access to the infrastructure and support they need to evolve and adapt to meet these new markets.

Moreover, surveys of major industrial estates across London report that 33% of jobs, and 29% of floor space, is accounted for by the service sector; there is the potential for these urban service industries to co-exist with residential use and other businesses and shops on the high street and in town centres. This would further empower the diversification of the town centres and encourage the community to visit the high street and increase footfall, with the potential to reduce the vacancy rates in Brent's town centres, some of which are running at over 10%.

OBJECTIVES	
MEDIUM TERM	• Reduce vacancy rates on Brent's High Streets through diversification for new housing and workspace uses.
LONG TERM	• Ensure the employment, social and community functions of Town Centres and High Streets are promoted and maximised. • Foster a greater online presence for local businesses and broaden access to Wi-Fi on the high street.

Increase female participation in education, employment or training within Brent.

RATIONALE

Brent has the 6th lowest female economic activity rate in London at just 62.8%. Economic activity, employment and self-employment are more common among men than among women in the borough and more women tend to work on a part-time basis. 13.4% of women in Brent are looking for a job which is a lower proportion than men; however, in Brent women tend to not be working due to them staying at home to look after the house and family. For example, Brent has the 5th highest percentage of the female population who are looking after the house

and family, rather than being economically active amongst the London boroughs.

Encouraging a higher proportion of the female population of Brent to seek employment remains a challenge for the borough. It is plausible that the high ethnic diversity within Brent, the gender pay gap, as well as the lack of accessible and affordable childcare options, could all contribute to the reason a large number of women stay at home and look after the family. In January 2018, 80% of 3 and 4 year old 30 hour entitlement to early education and childcare was taken up in Brent. This is lower than the previous year, when it was 84%, and much lower than the England average of 95%.

OBJECTIVES	
SHORT TERM	• Raise the percentage of Brent residents claiming their free entitlement to childcare to the England average.
MEDIUM TERM	• Increase female economic participation rates.

Promote the Fairness agenda in the borough by getting businesses to sign up to fair practices.

RATIONALE

Labour market insecurity is increasingly prevalent in the form of self-employment, temporary contracts and zero-hours contracts, and is expected to impact more jobs going forward. In 2016 the share of part time work had increased from 23% to 26% between 1992 and 2018. Currently 3.2 million people face insecurity in work in the UK and work on a contract that does not guarantee employment rights. Such temporary work includes agency, casual and seasonal work; zero-hours contracts, where workers face insecurity about their incomes and hours of work; and, low paid self-employment. These examples of temporary work often do not protect key employment rights, including family friendly rights, redundancy, maternity and sick pay.

These changes in the way that people work, and demand for good quality working

conditions, emphasise the need for the borough to have a fairness agenda and proactively promote good working practices.

OBJECTIVES	
MEDIUM TERM	• Increase the number of London Living Wage employers in the borough. • Create a workforce that reflects the community across all areas and levels of businesses including senior management levels. • Reduce the gap in employment levels between priority neighbourhoods and the rest of the borough.
LONG TERM	• Root out modern slavery through leadership in deploying and communicating best practice in procurement and employment and ensuring reporting of illegal activity is promoted and acted upon.

RESPONSE 10: BREXIT

Brent should be prepared to address the economic opportunities and threats related to the UK leaving the EU.

RATIONALE

Following the UK referendum vote to leave the EU, and subsequent triggering of Article 50, the timetable for the UK to negotiate an exit deal was due to end 29 March 2019, with extensions to this deadline. Understanding and accounting for possible effects of Brexit on UK, London and Brent economies is essential when drawing up future policy responses to 2040. Though many things remain uncertain about Brexit (indeed, at the time of writing it is still not certain that the UK will actually exit) the final deal and its potential consequences, it is indisputable that leaving the EU will have an impact on the economy in the short and long term. The referendum consequences could be especially challenging for Brent in particular, which has the third largest EU population in London, representing 20% of Brent's working age population.

OBJECTIVES	
SHORT TERM	• Develop a skills strategy which mitigates Brexit impacts.
MEDIUM TERM	• Reduce the impact of any out migration due to Brent. • To equip businesses and industries in Brent to increase trade with non-EU countries.

EDUCATION AND SKILLS

RESPONSE 1: SUPPORT UNDERPERFORMING GROUPS

Reduce inequality and the educational and employment attainment gap between different demographic groups in the borough by targeting priority underperforming groups.

RATIONALE

Ethnic groups educational performance in Brent generally compares well with performance of the same ethnic group nationally, and the performance of all pupils. Three groups are however identified as priorities for the next 3 years: Black Caribbean heritage boys, Somali boys and girls, and Travellers of Irish heritage. The attainment of the Black Caribbean heritage group is well below national averages, primarily because of the very low attainment of Black Caribbean heritage boys. The attainment gap for the Somali group has closed over the last 3 years, but in 2016 was just below national averages, and below for attainment and progress measures for this group nationally. The outcomes for the small group of Travellers of Irish Heritage in Brent has improved significantly at primary level, but remains poor at secondary level.

The Black male achievement gap extends beyond education into higher rates of unemployment. In 2016, the unemployment rate for Black Caribbean and Black African young men (aged 16 to 24) was 29%, almost double the average unemployment rate of 15% for all young men. Priority neighbourhoods affected included Chalkhill, Church End, Harlesden, South Kilburn, Stonebridge and St Raphael's.

OBJECTIVES	
SHORT TERM	• Improve educational outcomes for underperforming groups.
MEDIUM TERM	• Improve employment outcomes for underperforming groups.

RESPONSE 2: IMPROVE SKILLS LEVELS FOR WOMEN

Raise levels of skills and employment for women in the borough.

RATIONALE

Brent has the 6th lowest female economic activity rate in London at just 62.8%, and the 5th highest percentage of the female population who are looking after the family and home, rather than being economically active. High ethnic diversity within Brent, the gender pay gap, as well as the lack of accessible and affordable childcare options, are all viewed as contributing to this. It is therefore essential that skills systems are accessible for women in Brent and take into account the barriers that they may face.

OBJECTIVES	
SHORT TERM	• Raise the percentage of Brent residents claiming their free entitlement to childcare to the England average.
MEDIUM TERM	• Increase female economic participation rates.

RESPONSE 3: SUPPORT OLDER WORKERS

Support older workers to have fulfilling working lives.

RATIONALE

Older workers are going to play an increasing role in the workforce as life expectancy and retirement ages rise. Employment of workers over the age of 60 years has grown significantly over the past decades, and there are a variety of demographic and policy changes which will impact older workers moving forward. State Pension age has been gradually increasing for women, rising to 65 years matching the age for men in November 2018. Employers will need to think how they will work with older workers,

as for many older workers' full-time work is not something that they are always able to commit to.

OBJECTIVES	
SHORT TERM	• Increase participation of older people in education, training employment and volunteering.
MEDIUM TERM	• Reduce the number of older residents living in poverty. • Improve productivity of older residents by retaining knowledge and skills.

RESPONSE 4: SUPPORTING PEOPLE INTO WORK

Brent will build on and facilitate training opportunities, careers advice and guidance for those getting into the job market.

RATIONALE

Most groups in Brent's working population have lower employment rates than in the rest of London, with Brent's 72.5% economic activity lower the London's 78.1%. Ethnically, the lowest employment rates are amongst the Black population (58.3%) followed by Pakistani/Bangladeshi population (63.5%). Female economic activity at 62.8% is the 6th lowest amongst London boroughs.

Automation in production industries could have significant impacts in Brent, due to a third of jobs in the borough being in sectors identified as higher risk. 60% of UK retail jobs are forecast to be lost by 2030 due to technological change, while education, health, care, business services and the creative sectors will grow. Brent's workforce at the same time hold qualification levels below the London and Outer London averages, and are therefore considered to be at higher risk of job automation, according to PwC research.

OBJECTIVES	
SHORT TERM	• Improve under 18s understandings of career paths available to them.
LONG TERM	• Improve the level of economic activity in Brent across all demographics.

RESPONSE 5: OFFER RETRAINING & UPSKILLING OPPORTUNITIES

Brent will utilise the wider educational provision to better equip people with skills to complement new jobs, and to retrain where jobs are lost.

RATIONALE

Brent has a relatively large number of workers in sectors which are projected to decline across London including; manufacturing, transportation and storage, and wholesale. Retraining will therefore become an increasing necessity during of the working lives of many of Brent's residents.

Up-skilling the local workforce is vital for future economic prosperity in the borough. Technological changes such as automation in production industries, political decisions including Brexit, and an ageing population in Brent, demand higher investment in training and education. The benefits of a skilled workforce for Brent include greater productivity and resilience, and a higher Gross Value Added (GVA).

OBJECTIVES	
MEDIUM TERM	• Improve opportunities to reskill.
LONG TERM	• Keep employment rates stable during economic downturns.

HOUSING

RESPONSE 1: DIVERSIFY HOUSING DELIVERY

Brent Council will work to diversify the range and type of housing built within the borough through planning policy and close working relationships with landowners, developers and housing associations.

RATIONALE

Housing supply has not kept pace as demand has increased both for the total number of homes, and for homes that are genuinely affordable to local people on local incomes. The growing disparity between wages and housing costs is particularly pronounced in London, and is expected to continue. The price of rental property in Brent is projected to rise by 19% and house prices by 13% by 2022. At the same time, with government capital grants for new affordable homes falling, the viability and delivery of traditional social rented, shared and low cost home ownership programmes and schemes is challenging. Combined, these factors demand different approaches to housing delivery in order to produce housing options that are more affordable for Brent residents.

OBJECTIVES	
MEDIUM TERM	• Improve access to a range of affordable housing programmes in the borough including more Council housing and new initiatives developed by the Mayor of London. • Create new pathways into home ownership through new affordable living schemes, rent to buy products, and intermediate housing for local people. • Raise the profile of self-completion through promotion of the minimalist 'Naked House' idea.

	• Maintain and increase a balanced housing stock, able to meet the wide range of local housing needs in the borough, providing for a variety of tenures and price points, and responsive to changes in demand.
LONG TERM	

RESPONSE 2: TEMPORARY ACCOMMODATION

Brent Council will take action to substantially reduce the number of households in Temporary Accommodation.

RATIONALE

The number of homeless households in the UK is expected to double to half a million by 2041, with the number of rough sleepers anticipated to quadruple in the same period. Despite large reductions, Brent still has a high number of residents in Temporary Accommodation (2,191 in 2019). Sustained Council and Private Registered Provider increases in social rents, combined with the introduction of welfare cuts are further marginalising the most vulnerable. Brent Council must find new and innovative ways, alongside existing policy initiatives, to tackle the problem of homelessness.

OBJECTIVES	
SHORT TERM	• Eliminate Bed & Breakfast (B&B) Temporary Accommodation use by 2020.
MEDIUM TERM	• Identify new measures to prevent the need for households to enter into Temporary Accommodation.
LONG TERM	• Reduce the number of households in Temporary Accommodation in the borough by 50% by 2025, and aim to reduce by a further 25% by 2040.

RESPONSE 3: COUNCIL LED HOUSING DELIVERY

Brent Council will look to expand its housing remit through property management and the acquisition of property and land for housing delivery.

RATIONALE

The new London Plan 10 year targets state London should be delivering around 66,000 additional homes per year over the next 10 year period, however from 2011-2016 an average of 20,000 homes have been built each year. To meet the targets set housing delivery would have to return to levels of the 1930s where an average of 61,500 were built per annum.

It is vital Brent supports the diversification of housebuilding within the borough, and works with a wide variety of partners and develops capability to self-build rather than rely solely upon a limited private developer model dominated by a few volume housebuilders. The Local Plan and Planning Service will also need to provide maximum flexibility in enabling housing development on challenging sites.

OBJECTIVES	
MEDIUM TERM	• Develop a workable model and capacity for Council led housing delivery. • Identify and acquire land to accommodate 5,000 new homes by 2025 to bring forward for Council led housing delivery.

RESPONSE 4: DIRECTIVE PLANNING POLICY

Brent Council will adopt more prescriptive planning policy, which will have specific and differentiated requirements for the borough.

RATIONALE

London must deliver more homes, however developable land is scarce and there are increasing costs and pressures to preserve areas. The Council is therefore required to be more directive with planning policy to identify areas best suited for intensification and growth.

One such area identified as requiring more directive policy is Town Centres and High Streets. Due to their role as employment and community hubs, their provision of local services and good connectivity to the rest of the borough, demand for housing on and in proximity to the High Street will continue to grow. The Draft London Plan (2017) highlights the increasing importance of Town Centres and High Streets, laying out their unique position to support the clustering effect of businesses.

OBJECTIVES	
SHORT TERM	• Curate detailed masterplans for Town Centres and High Streets to set the direction for their continued role as employment and community hubs, and opportunities for housing and business growth. • Identify industrial land suitable for intensification, co-location and substitution.
MEDIUM TERM	• Be innovative within statutory constraints to provide maximum flexibility.

RESPONSE 5: SMALL BUILDERS

Brent Council will promote and support small builders within the borough to encourage diversity of development in the borough.

RATIONALE

The housebuilding sector is dominated by the volume developers, with a quarter of all new homes in 2015 being built by the three largest companies (Persimmon, Taylor-Wimpey and Barratt). Back in 1988 small builders were responsible for 40% of new build homes, but today small builders represent just 12% of the market share. Increased demand for delivery of large scale housing schemes has meant building opportunities are out of reach of small building companies. Opening up opportunities to small developers and housebuilders could not only provide a boost to housing supply, but also create greater opportunities for local supply chains and employment.

OBJECTIVES	
SHORT TERM	• Identify and allocate 10% of small sites of less than 0.25 hectares to small and medium sized housebuilders.
MEDIUM TERM	• Increase housebuilding, and increase the range of housebuilders operating within Brent by 50%.

RESPONSE 6: SPECIALIST HOUSING PROVISION

Brent Council will promote awareness and secure greater development of specialist housing provision, including inter and multi-generational housing, as well as housing for those with additional and complex needs.

RATIONALE

Brent is projected to need to accommodate around 27,000 additional people aged over 65 years by 2040, a 67% increase from 2019 figures. 28% of people aged over 65 expected to be aged over 81. Many of these people will have physical, social and health needs specific to this older demographic. These demographic changes will prompt demand for different housing typologies, increasing demand for extra care housing and leasehold schemes for the elderly. Brent Council and partners will therefore need to offer alternative, specialist accommodation for individuals in greater need, which will require increased collaboration between social care and housing departments.

OBJECTIVES	
SHORT TERM	• Continue to develop a pipeline of NAIL units with the aim to deliver an additional 200 NAIL units by 2022.
MEDIUM TERM	• Incorporate the requirements of an ageing population into public realm design. • Allocate a proportion of land/homes on larger residential development sites and schemes over 2 hectares/ 500 homes or above to specialist housing for the elderly or those who require additional support.
LONG TERM	• Build a Homeshare network within Brent with the aim to have 50 home sharers registered by 2030.

RESPONSE 7: INFLUENCE & LEADERSHIP

Brent Council will raise its profile and influence in lobbying for changes in housing policy for finance, funding and delivery.

RATIONALE

Worsening housing supply and demand imbalance, decreasing affordability, scarce developable land and accelerated population growth, all place additional pressures on Councils. Whilst Local authorities deliver and manage at a borough level, there is a growing demand to have more strategic influence at a pan London level and beyond, to join-up working, breakdown barriers and unlock opportunities to increase housing supply.

OBJECTIVES	
SHORT TERM	• Lead by example and be at the forefront of new initiatives to increase the quantity and quality of housing in the borough.
LONG TERM	• Promote positive change to the housing policy, finance and funding framework at London and national level to support a step change in housing delivery.

RESPONSE 8: BUILD TO RENT

Brent Council will encourage Build to Rent (BTR) development in appropriate locations as part of a diverse market supply, and promote new pathways to home ownership through rent to buy products.

RATIONALE

Deregulation of private rents over the 1980s and continued housing supply and demand imbalance have driven up rents for tenants in the Private Rented Sector (PRS) in London. London's PRS has doubled in just over a decade, and is projected to continue to rise, as owner occupation becomes increasingly unaffordable, with private renters projected to comprise of 40% of London's households by 2025.

Demographic trends show that the PRS will grow to become an increasing proportion of the housing market. The vast majority of PRS homes are owned by small scale, amateur landlords which means there is a wide disparity in renting experience, and concerns over standards, particularly at the lower end of the PRS market. More recently however, central government and the GLA have sought to encourage dedicated new Build to Rent (BTR) development at scale, through a mix of public finance initiatives and new supporting planning policy.

OBJECTIVES	
SHORT TERM	• Identify opportunities for intergenerational housing in BTR developments.
MEDIUM TERM	• Encourage BTR developments in areas in Brent with PTAL of 4 or higher.
LONG TERM	• Ensure a balanced mix of housing supply that can deliver sustainable communities.

RESPONSE 9: BUILD ON RELATIONSHIPS WITH LANDLORDS IN THE BOROUGH

Brent Council will expand and develop existing licensing schemes in the borough to drive up standards in the Private Rented Sector (PRS), and enhance information sharing and data gathering with private landlords.

RATIONALE

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Social housing lettings to new tenants in England declined from 364,000 per year to 212,000 per year between 1995/96 to 2014/15. This means that more low income households must now find a private tenancy. Increased competition for private rentals however means landlords and letting agents can be more discerning about who their tenants are, favouring 'young professionals' who are considered 'good tenants'.
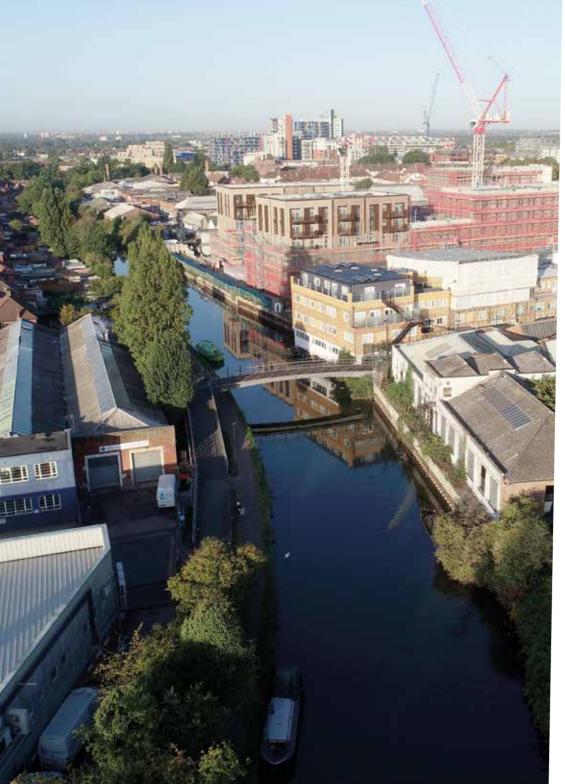
OBJECTIVES	
SHORT TERM	• Increase the number of landlords registered to the selective licencing schemes and drive up standards in the PRS. • Increase inspections and enforcement of licenced properties, particularly for Houses in Multiple Occupations (HMOs). • Host information days for private landlords to raise awareness of the Local Housing Allowance (LHA) and develop alternatives to current Council landlord cash incentive schemes.
MEDIUM TERM	• Expand the mandatory and selective licencing schemes across the borough. • Better capture private landlord information and data to improve standards in the PRS.

RESPONSE 10: INCREASE DENSITY

Brent Council will promote sensible densification across the borough.

RATIONALE

Given London's scarce land supply and competing demands for land use, including demand for new homes to accommodate London's growing population, it is vital that higher density built development is sustainably achieved. The ONS anticipate population per hectare (HA) in Brent to increase by 50% from 2000 levels, or an increase of at least 17% from 2019 levels, by 2040. Brent's density is in the mid-range amongst London's boroughs, far higher than Havering (where approximately half of all land is green space) but almost half the density of Islington. Inner London densities are higher compared to Outer London boroughs and the Greater London average, however they are relatively low compared to some European capitals. Going forward maximising density will be integral to housing delivery.

OBJECTIVES	
SHORT TERM	• Develop proposals for super-density or hyper-density above station development on at least one viable underground station in Brent.
MEDIUM TERM	• Ensure higher density levels are achieved in the borough to maximise efficient land use and increase housing delivery.

RESPONSE 11: TECHNOLOGY IN HOUSING DELIVERY

Brent Council will embrace new and emerging technologies and endeavour to become an early adopter and leader at a local authority level.

RATIONALE

It is essential technology plays an important part in housing delivery and contributes to meeting housing targets moving forward. Innovations in technology encompass a wider range of applications than just delivery, and are useful to reimagine how we see the housebuilding industry.

OBJECTIVES	
SHORT TERM	• Pilot and showcase new technologies within Estate Regeneration projects.
MEDIUM TERM	• Make best use of available funds to spearhead innovation in housing design and delivery.

INFRASTRUCTURE

RESPONSE 1: SUSTAINABLE TRAVEL & MODAL SHIFT

Brent Council will support a modal shift to more active forms of travel by taking steps to enhance road safety and decrease road congestion and pollution.

RATIONALE

GLA estimates indicate that by 2020 between 1,208 and 2,293 ULEVs would be on Brent's roads, and if the rate of increase is sustained that by 2025 there could be between 4,786 and 8,551 ULEVs (3.8%-6.8% of vehicles) on Brent's roads. Additional EVCP infrastructure will be needed to support, or enhance, this growth.

Greater use electric vehicles will reduce pollution, but not congestion. To reduce the negative effects of motorised vehicles and increase active modes of travel, it will therefore be critical to provide more sustainable transport alternatives across the borough.

Alongside the increase in ULEVs, another recent supportive trend is the growth in walking and cycling. Initiatives that encourage these more active modes of transport include: improved public realm, provision of secure and dry cycle parking; cycle lanes and pathways segregated from cars; loans for bicycle purchase; bicycle hire schemes; and greater freedom to carry bicycles on bus and trains services. Supporting such initiatives has a dual role, encouraging exercise amongst residents alongside its positive environmental impact.

OBJECTIVES	
SHORT TERM	• Ensure the Council supports investment in Electric Vehicles. • Adopt and rollout the Transport for London Healthy Streets approach on to Brent's streets.

MEDIUM TERM	• Reduce casualties on Brent's road by 44% from the current level of 957 to 540 by 2020, then by a further 50% down to 270 by 2025. • Increase the number of cycling trips in the borough by 400% from 2000 levels by 2026. • Encourage active travel strategies in local workplaces and schools.
LONG TERM	• Reduce the number of trips by car, taxi or private hire vehicle in the borough by 80% by 2040. • Ensure the Council supports investment in Electric Vehicle infrastructure the borough should have 60 plus Electric Vehicle Rapid Charging points by 2040.

RESPONSE 2: WATER DEMAND

To reduce water demand by developing greater resident awareness of conscientious water usage and work closely with Thames Water to gain a better understanding of local water demand and consumption patterns.

RATIONALE

Thames Water predicts that there will be a water shortfall of 133 million litres daily in London by 2020, equivalent to water provision for 850,000 people. This will rise to 382Ml/d by 2040.

Improvements to strategic water infrastructure, leakage reduction and importantly the introduction of water efficiency measures and smart water metering, are all critical to secure sufficient and an affordable water supply for the growing population.

OBJECTIVES	
SHORT TERM	• Encourage behavioural changes in residents to increase water efficiency through a borough wide awareness initiative. • Improve Council knowledge on water demand risk within the borough
MEDIUM TERM	• Increase the proportion of metered household properties by 75% versus current levels, by 2030. • Reduce annual average domestic water consumption in all homes across the borough to the London Plan target of 105 litres per day for newly built homes, by 2028.

RESPONSE 3: WATER CAPACITY

Brent Council will work with partners to improve water and sewer capacity, to mitigate against flood risk and reduce likelihood of critical issues.

RATIONALE

The projection for 2050s is that if the foul and sewer capacity of London remains constant, the risk of overflow will be critical in some areas, including the North and West areas of Brent, which would have insufficient drainage or sewage infrastructure to manage expected flows. Brent's current largest growth area, Wembley, is located in this area, and is therefore at risk of future surface water and sewer flooding.

Future development of Park Royal will further increase the demand for potable water in the area that includes Brent.

There are also a broad range of flooding and pollution issues within the North Brent and Harrow catchment area, partly due to population growth, high-density urban development and paving-over of gardens, creating a large combined watertight area.

Green infrastructure is becoming increasingly important in designing the urban realm for climate resilience. Green roofs and walls improve roofscape, add additional amenity space, have insulating properties and can attenuate rainwater run off to reduce localised flood risk.

OBJECTIVES	
SHORT TERM	• Encourage behavioural changes in residents towards water efficiency through a borough wide awareness initiative.
MEDIUM TERM	• Increase the use of permeable pavements and sustainable urban drainage strategies to reduce the likelihood of surface water flooding. • Ensure utility providers have up to date monitoring information on development pipelines.

RESPONSE 4: INFLUENCE AND LEADERSHIP

Brent Council will raise its profile and influence in lobbying for changes in vital infrastructure for the borough.

RATIONALE

Brent's growth will increase demand for an efficient transport system, strategic water infrastructure, energy supply and digital infrastructure and connectivity.

Brent on its own has limited reach and ability to make widespread physical changes to strategic transport, water, energy and digital infrastructure in the borough, and so must enhance its lobbying position and work with public and private sector partners to influence decision making and investment at a London and national level.

OBJECTIVES	
MEDIUM TERM	• Develop partnership working in all critical infrastructure areas and lead by example.

RESPONSE 5: ENERGY EFFICIENCY

Brent Council will seek to maximise energy efficiency in all new developments and where practicable retrofit existing properties to a high standard of sustainability, and promote behavioural changes in residents to reduce energy consumption.

RATIONALE

The supply of energy to homes and businesses is critical to the functioning of the borough, to individual daily activities and the wider economy. London has some of the oldest and most energy inefficient building stock in Europe and it is expected that 80% of these buildings will still be standing in 2050. There is a need to retrofit this building stock through insulation to reduce levels of energy consumption.

Individual actions can also contribute to reducing energy consumption and pressure on the network.

OBJECTIVES	
SHORT TERM	• Reduce domestic energy consumption by encouraging resident behavioural change and take up of 'greener' energy initiatives.
MEDIUM TERM	• Retrofit the 7000 plus council owned properties in the borough with renewable energy infrastructure so they all meet EPC rate of C by 2030. • Ensure new council buildings are built to the highest energy efficiency standards.

RESPONSE 6: RENEWABLE ENERGY & ENERGY INFRASTRUCTURE

Brent Council will lead by example in the investment and promotion of renewable energy infrastructure on its own assets, delivery of local energy networks and district heating schemes in major regeneration

areas, and by engagement with private sector partners to promote and accelerate private investment in renewable energy.

RATIONALE

To deliver zero carbon in Brent by 2050, a transformation in the energy mix will require energy consumption from renewable sources to increase by 500%.

Most of Brent's energy is consumed from burning fossil fuels. Natural gas accounted for 48% of energy use in 2016; while electricity represented 31% and petroleum products represented 20%. Natural gas is mainly used to heat spaces and water for domestic consumers whilst electricity is mainly used for commercial and industrial users, and petroleum used for road transport.

National and local policy as of 2019 is to provide energy with the lowest environmental impact to achieve carbon emissions targets. This approach will increase the demand for particular sources of energy, such as electricity due to future plans for the electrification of heat and transport. Energy provision and capacity from external sources is also expected to be stressed by the projected population increase and economic growth. As a result, the demand for sustainable energy sources will increase into the future.

Alongside a changing energy mix, it is imperative residents become more aware of their own energy consumption and the actions that they can take to mitigate resource scarcity and to become more environmentally conscious.

OBJECTIVES	
SHORT TERM	• Work with the private sector and other partners to promote alternative forms of energy.
MEDIUM TERM	• Retrofit the 7000 plus council owned properties in the borough with renewable energy infrastructure so they all meet EPC rate of C by 2030.
LONG TERM	• Deliver a zero carbon Brent by 2050.

RESPONSE 7: DIGITALLY SMART BOROUGH

Encourage the development of borough wide infrastructure that provides instantaneous connectivity.

RATIONALE

Using digital and technological infrastructure to collect data and develop a better understanding of the needs of Brent's residents, businesses and visitors will improve the sustainability of the area and aid smarter use of scarce resources. Borough wide infrastructure that provides instantaneous connectivity will allow digital devices to connect to the internet at faster speeds facilitated by the roll-out of 4G (then 5G) and superfast broadband by 2020. Further, the broadband universal service obligation will give everyone eligible the legal right to request 10 Mbps minimum speed broadband connection by 2020.

OBJECTIVES	
SHORT TERM	• Improve digital interactions with Council services to improve residents' experience.
MEDIUM TERM	• Ensure all priority Town Centres and High Streets have an online and digital presence by 2025. • Develop SMART capacity and capabilities. • Deliver investment in digital infrastructure that extends connectivity to businesses and residents across the borough, with the aim of full coverage of fast broadband to unlock growth, encourage enterprise and enable residents to benefit from improved access to services.

ENVIRONMENT

RESPONSE 1: MODAL SHIFT

Deliver a modal shift away from car use (with exceptions) and increase safety and accessibility to public transport and active travel.

RATIONALE

Brent must facilitate a modal shift in order to increase capacity and encourage sustainable transport use, rather than continued reliance on motor vehicles. With Brent's growing population, an increase in walking and cycling is essential to ensure other transport networks continue to function efficiently, whilst also improving the health and fitness of Brent residents.

Such a shift is aligned with the Mayor of London's Transport Strategy and, at a local level, the Brent Long Term Transport Strategy (2015-2035).

OBJECTIVES	
SHORT TERM	• Increase use of public transport and take up of walking and cycling.
MEDIUM TERM	• Increase cycling trips in the borough by 400% from 2000 levels by 2026. • Reduce pollution levels and carbon emissions. • Reduction in road traffic accidents.

RESPONSE 2: WORK WITH PARTNERS TO REDUCE POLLUTION

Brent will encourage partners to reduce pollution caused by their activities in the borough.

RATIONALE

The Mayor's Environmental Strategy aims for London to have the best air quality of any major world city by 2050, going beyond minimum legal requirements to protect human health and reduce inequalities.

Brent currently has an Air Quality Action Plan to reduce pollution from local industry, transport and construction, all of which represent growing sources of air pollution in the borough. As air pollution and its impacts continue to be an important issue socially and politically, the Council must work with partners to ensure that pollutants are being reduced in as many ways as practicable.

OBJECTIVES	
MEDIUM TERM	• Reduce pollution levels. • Improve the quality of environmental data held by the Council. • Reduce the negative health impacts of pollution.

RESPONSE 3: PROMOTE THE CIRCULAR ECONOMY

Brent will encourage growth in the circular economy model to reduce adverse environmental impacts.

RATIONALE

The circular economy model shows positive impacts in London, including Brent. It seeks to build economic, natural and social capital, and reduce CO_2 emissions and negative environmental impacts. Encouraging the circular economy will support the Mayor's aim to make London a zero waste city and for London to transition to a low carbon circular economy.

In 2017, Brent had the 4th highest employment counts in the circular economy compared with other local authorities in London at 2,415 jobs. More than 70% of the circular economy employees in Brent are currently found in two distinct sectors, waste collection and Transport. With the potential to include more industries in this model and with the projected growth in this sector could generate a further 2,000 jobs.

OBJECTIVES	
SHORT TERM	• Identify and support the development of opportunities linked to the circular economy within Park Royal. • Build capacity in the circular economy through local recycling and reuse initiatives. • Reduce commuting distances.
MEDIUM TERM	• Promote a future model for the circular economy within the Wembley area. • Reduce waste arising's and carbon footprint. • More local jobs created in the circular economy.

RESPONSE 4: BECOME A ZERO CARBON BOROUGH

Brent will take a leadership role by increasing the use of renewable energy sources on its own assets, and in securing more localised and sustainable energy networks in major new regeneration and development schemes.

RATIONALE

CO_2 is the largest contributor to global warming and climate change. Brent must play its part to deliver a zero carbon city by 2050 by doing all it can to maximise energy efficiency in the built environment and to encourage behavioural change in energy use by consumers to bring about a transformation in the energy mix. Going forward, there will be an increased focus on decarbonisation of homes and workplaces, and the development of clean and smart energy systems using local and renewable energy resources.

OBJECTIVES	
SHORT TERM	• Improve take up of active travel.
MEDIUM TERM	• Reduce car use in the borough.
LONG TERM	• Achieve Zero Carbon in Brent. • Maximise energy efficiency and increase use of renewable energy.

RESPONSE 5: SMART TECHNOLOGY

The SMART city model is an overarching solution to bring sustainability to cities by using digital and technological infrastructure, and accessing and adequately managing big data to understand and respond to population needs.

RATIONALE

The future of SMART sustainable cities is linked to data management, including what is obtained and how it is used to improve resource and asset management. SMART technologies could be harnessed to achieve environmental targets, working together with industry, academia and citizens, to provide effective solutions in an evolving urban environment.

OBJECTIVES	
MEDIUM TERM	• Improve access to technology. • Improve efficiency through the use of smart technology in the borough.

RESPONSE 6: DIVERSIFY THE ENERGY MIX

Brent will improve the energy supply mix to reduce reliance on fossil fuels.

RATIONALE

Most of Brent's energy is consumed from burning fossil fuels. Natural gas accounted for 48% of energy use in 2016; while electricity represented 31% and petroleum products represented 20%. Natural gas is mainly used to heat spaces and water for domestic consumers, whilst electricity is mainly used for commercial and industrial users and petroleum is mainly used for road transport.

Population growth and the electrification of the heat and transport sectors will increase energy demand in Brent. To achieve national and local carbon emission targets, and reduce carbon emissions from electricity and gas, Brent must maximise energy efficiency in the built environment; encourage behavioural change in energy use by consumers; and oversee a transformation in the energy mix.

To become a zero carbon city by 2050, renewable energy use would have to increase by 500% from current levels. It is therefore important to encourage the use of clean and renewable energy sources such as energy from waste, solar PV and thermal systems, as well as combined electricity storage technologies.

OBJECTIVES	
MEDIUM TERM	• Increase use of solar technology. • Improve energy efficiency of buildings in the borough.

RESPONSE 7: GREEN & BLUE INFRASTRUCTURE

Brent will utilise and develop the use of green and blue space to deliver environmental benefits and meet targets.

RATIONALE

Green and blue infrastructure provision creates value for recreation, improving health and reducing adverse impacts on the environment and biodiversity. Green and blue infrastructure also contribute to the uplift in economic value of physical assets such as property.

Green and blue infrastructure management, including issues related to flooding, water supply, green space maintenance, wildlife habitat and biodiversity, should be integrated into a comprehensive strategy.

OBJECTIVES	
SHORT TERM	• Increase take up of sustainable transport.
MEDIUM TERM	• Make better use of Green and Blue infrastructure in the borough. • Improve mental wellbeing outcomes. • Improved wildlife habitat and biodiversity
LONG TERM	• Reduce the impact of carbon emissions.

RESPONSE 8: ENCOURAGE BEHAVIOURAL CHANGES

Brent will encourage businesses and residents to make choices that reduce environmental impacts.

RATIONALE

Behavioural changes to reduce peoples demand and consumption of energy and environmental resources can play a significant role in reducing environmental impacts. The Council's ability to enact change on its own is limited by its own resources and powers, and it is therefore important to work in partnership with other statutory providers, the private sector, contractors, businesses, volunteers and individuals who work with local communities, to manage the approach to the environment.

OBJECTIVES	
SHORT TERM	• Better public understanding of environmental considerations.
MEDIUM TERM	• More efficient and effective use of scarce natural resources.

HEALTH

RESPONSE 1: TARGETED PREVENTIONS & INTERVENTIONS

Brent will encourage healthier lifestyles and support partner delivery of tailored approaches to specific health issues to take a preventative approach to health problems, better manage the cost and impact they have in the borough, and provide a better service.

RATIONALE

The Council has an important role to play in promoting more active and healthy lifestyles, to motivate and support people to make changes to improve their health, thereby improving quality of life, proactively reducing potential health problems in later life, and helping people live longer, healthier and happier lives.

Three of the areas which could be targeted in Brent are diabetes, obesity and dementia, all of which are projected to increase between now and 2040. These projected increases can be attributed to a mix of an ageing population, high levels of obesity, as well as the BAME population's predisposition to diabetes.

OBJECTIVES	
SHORT TERM	• Take a proactive and preventative approach to address the root causes of health problems in the borough.
MEDIUM TERM	• Support partner initiatives to improve the quality and efficiency of local healthcare services.

RESPONSE 2: INDEPENDENT LIVING & SELF CARE

Brent will work to ensure that older people and those with additional needs have the opportunity to live independently for as long as possible.

RATIONALE

Brent's population is projected to grow by at least 17% between now and 2040, when it will reach 400,000 people. At the same time, the population will also age significantly. By 2050 almost half the older population will be aged 81 years or over, with the number of older people with higher dependency is predicted to rise by 62% between 2015 and 2035, driving increased demand for care provision. The ageing population, changing patterns of disease – with more people living with multiple, long-term and complex conditions – and rising public expectations, mean fundamental changes will be required in the way services are delivered. These growing pressures will require different approaches, in different areas in both housing delivery and care provision.

Concurrently, nursing and social care vacancies in London are higher than the national average, as is staff turnover in the NHS more broadly, placing further strain on the social care sector. This situation is at least partly due to the higher cost of living in London.

OBJECTIVES	
MEDIUM TERM	• Reduce the demand on adult social care. • Provide a variety of affordable housing options for the older population and people with specialist needs. • Reduce social isolation.

RESPONSE 3: SOCIAL PRESCRIBING FOR WIDER DETERMINATES OF HEALTH

Brent will support the use of preventative and community based non-medical responses to create the conditions to support people in

adopting healthier lifestyles.

RATIONALE

Health inequalities are differences in people's health across the population and between specific population groups. Health inequalities are socially determined by circumstances largely beyond an individual's control. There is a strong correlation between deprivation and health in Brent, best illustrated by an almost 9-year difference in life expectancy between people living in the Kenton and Stonebridge wards.

The number of older people with higher dependency is predicted to rise by 62% between 2015 and 2035. The challenges caused by an ageing population and an increase in the number of people with long-term conditions calls for a new emphasis on prevention and the development of community based, non-medical responses to a range of physical and mental health wellbeing needs. At least one third of GP appointments are, in part, due to isolation and an estimated 1.2 million older people are defined as chronically lonely, highlighting the scale of this issue and the impact it has on the healthcare sector. Arts and cultural organisations can play a role in mitigating the impact of some of the problems associated with ageing, such as deteriorating health and social isolation. Age UK found that participation in creative and cultural activities provided the largest individual contribution to wellbeing.

Social prescribing schemes can involve a variety of activities which are typically provided by voluntary and community sector organisations. They usually address 1 of the 5 ways to wellbeing; connection, be active, keep learning, give to others and be mindful. Volunteering, arts activities, group learning, gardening, befriending, cookery, healthy eating advice and a range of sports, are all examples of social prescribing schemes.

OBJECTIVES	
MEDIUM TERM	• Improve mental health outcomes. • Reduce childhood obesity.

Brent will support restaurants, workplaces, schools and other places where residents are spending time to ensure they are designed and run in a way which promotes good health outcomes.

RATIONALE

Transport for London's (TfL) 10 healthy streets indicators is a useful guide to creating healthy environments. Healthy environments are where people choose to walk, cycle and use public transport. Pedestrians from all walks of life use public space, roads are easy to cross, people feel safe, there are things to see and do, places to stop and rest**.** People feel relaxed, it is not too noisy, and there is clean air, shade and shelter. By prioritising these health indicators through urban planning, there will be a number of benefits to health, the economy and the environment.

Further positive impacts can be accrued by providers of public and private buildings to design and operate their spaces to promote good healthy environments.

OBJECTIVES	
SHORT TERM	• Adopt TfL's 10 healthy streets indicators as a guide to creating healthy environments. • Increase availability of healthy food options at all food and drink outlets.
MEDIUM TERM	• Healthy Brent initiatives in schools and workplaces in the borough. • Brent residents all have access to good quality green spaces. • Adequate infrastructure to facilitate active travel i.e. cycle lanes.

RESPONSE 5: ENCOURAGE THE USE OF TECHNOLOGY

Use technology to improve efficiency, reduce cost and drive up standards in the health care sector.

RATIONALE

Technology will continue to play a significant role in improving efficiency and flexibility for healthcare professionals, and improve patient outcomes through early diagnosis and better treatment. Technology will help meet increasing patient demands for more sophisticated, convenient, transparent, affordable and personalised service.

OBJECTIVES	
MEDIUM TERM	• Improve the efficiency and safety of health care services. • Reduce waiting times for patients.

RESPONSE 6: SUPPORT THE HEALTH SYSTEM

Brent will aim to make any changes in health provision as smooth as possible by supporting the change management.

RATIONALE

Rising demand for healthcare is outpacing healthcare budget increases, placing the healthcare system under strain and driving a deficit between demand and funding. Trend data shows that provision is likely to be organised around patient needs by integrating primary and secondary care, physical and mental health services, and health and social care. The Council should seek to ensure that transitions are smooth and disruption for patients and services in the borough is limited.

OBJECTIVES	
MEDIUM TERM	• Reduce the costs associated with treating people with multiple conditions. • Improve the experience of people using the health care system.

CULTURE

RESPONSE 1: GROWTH IN THE CREATIVE ECONOMY

Brent will support the growth of the creative and cultural industries and the creative economy.

RATIONALE

The creative and cultural industries represent a significant part of London's jobs market and economy. The sector is growing faster than the economy as a whole and is considered more resilient to the risks of automation moving forward. While up to 30% of jobs in London are at risk of automation over the next twenty years, 87% of highly creative occupations are considered to be at low risk of automation moving forward.

There is, however, currently a notable underrepresentation of Women, BAME and lower socio-economic groups in the creative and cultural industries. As well as lower representation in the creative economy, there is lower participation in cultural activities, including lower rates of sports participation amongst residents from lower socio-economic groups and those from BAME groups, lower library use amongst boys and young black users, and lower rates of volunteering amongst BAME groups. Barriers to participation are also experienced by the over 85s, people with disabilities and those who do not speak English well. Breaking down these barriers will become increasingly important with an ageing population, increased insecurity in the jobs market, and as growth in the creative economy continues.

OBJECTIVES	
MEDIUM TERM	• Increase the amount of students taking creative subjects in schools. • Develop business support, access to finance, networks, and educational and community initiatives, to be layered on top of physical workspace infrastructure.

RESPONSE 2: SUPPORT CREATIVE WORKSPACES

Brent will enable artists to have access to a range of workspaces in the borough, from smaller studio and shared workspaces, through to medium and larger move on spaces.

RATIONALE

Applying past rates of industrial land loss over the period 2006-15 to the London Plan period 2016-41 would imply the loss of 1,630 ha of industrial land at an average of 65.2 ha per annum if policy and market operation stayed same. This is partly due to the increasing demand for housing which attracts higher values, but which risks driving out creative and affordable workspaces.

At the same time, creative economy jobs, exports and GVA has grown faster than any other sector between 2012 and 2016. The creative sector is viewed as resilient to future trends.

In Brent most new jobs projected to be created will be self-employed jobs, and the creative sector therefore represents an exciting employment opportunity to be embraced and which needs to be accommodated within appropriate workspace.

OBJECTIVES	
MEDIUM TERM	• Provide affordable workspaces for creatives in the borough and seek to develop clusters of creative and cultural infrastructure.

RESPONSE 3: CELEBRATE CULTURAL SPACES

Celebrate Brent's heritage and cultural infrastructure and encourage businesses and other relevant parties to celebrate and promote culture in the borough.

RATIONALE

Anticipated population increase in Brent will create an overall increase in demand for cultural amenities. However, rising property prices and increased development of land in London will place significant pressure on community spaces, heritage sites, workplaces and High Street facilities. Non-cultural uses, such as housing, frequently command higher development values, and are in danger squeezing out cultural spaces and cultural diversity.

OBJECTIVES	
SHORT TERM	• Develop a comprehensive and marketable of list what the borough has to offer. • Better capture and analyse qualitative and quantitative data on local cultural offers and consumption patterns in the borough, to better understand and respond to local resident, business and visitor needs, market demands and trends.
MEDIUM TERM	• Promote and expand the use of Brent's cultural asset base.

RESPONSE 4: CULTURE ON THE HIGH STREETS

Brent will make high streets a gathering place for social interaction and cultural exchange.

RATIONALE

High Streets are important cultural foci across London's boroughs. 47% of businesses outside Central London are on a High Street and 1.45 million employees work on or are within 200m of a High Street – however High Streets face, and will continue to face challenges, that mean they will need to change and evolve if they are survive.

High Streets provide a valued source of civic pride and local identity. As well as providing employment, service and retail functions, high streets are gathering places for the local community, where social and cultural exchanges take place. High Streets provide people in Brent with a range of workspaces and jobs, with diverse and flexible tenure options that meet the needs of both established and new business communities.

The introduction of increased cultural offerings and outlets on to our High Streets is an opportunity to help maintain their attraction and vitality moving forward, encouraging investment and supporting local businesses, and ensuring they continue to serve their vital community functions into the future.

OBJECTIVES	
MEDIUM TERM	• To create diversified and thriving high streets where cultural offerings sit within an expanded range of local services including retail, food and beverage, health and leisure. • Reduction of vacancy rates in town centres and maintenance of business rates tax base.

RESPONSE 5: LONDON BOROUGH OF CULTURE 2020 LEGACY

Create a legacy from Brent's year as London Borough of Culture 2020, building on successes and driving forward the cultural life of the borough.

RATIONALE

Brent is London's Borough of Culture in 2020. The Council's legacy commitments include establishing an independent Cultural Trust to oversee the borough's cultural programme, and a long-term learning programme that stimulates schools to place

culture in every classroom. The Trust will have a commitment to benefit Brent residents and attract visitors to the borough. The role of the council departments in this will be to work as facilitators, enablers and connectors.

OBJECTIVES	
MEDIUM TERM	• Make culture a part of every resident's life. • Develop cultural spaces, activities and the cultural economy.
LONG TERM	• Ensure Brent has a strong, lasting cultural identity.

RESPONSE 6: FLEXIBLE CULTURAL OFFER

Brent will encourage the growth of its 24-hour economy and promote more flexibility in leisure opening hours and offers.

RATIONALE

An ageing population, more flexible working and increased use of technology are all impacting the way people live. All these trends have a knock on effect on the way people wish to consume and create culture. Labour-based platforms of the sharing economy are generating jobs with lower barriers to entry. Technology is reducing production and transaction costs, creating more space for sole traders and micro businesses.

There is also increased demand for 24 hour services, which is likely to be bolstered in locations served by the Night Tube. The night-time Jubilee line which opened in October 2017 offers an opportunity for some of Brent's Town Centres, including the major centres in Wembley and Kilburn, to develop their night-time economies.

OBJECTIVES	
MEDIUM TERM	• Promote the Night Time Economy. • Lobby for the extension of the Night Tube to all lines in Brent. • Extend opening hours on some high streets.
LONG TERM	• Host regular street markets in town centres across Brent.

RESPONSE 7: FACILITATE TOURISM GROWTH

To promote tourism in Brent relevant partners should work together to formulate a strategic vision for tourism in the borough.

RATIONALE

Visitor numbers to London are projected to grow, which will lead to an increased tourist demand for cultural offerings. This creates an opportunity for Outer London boroughs to absorb some of the growing demand for authentic cultural experiences. Brent can take advantage of this demand by better publicising existing attractions, extending its range, and ensuring that visitors to Wembley Stadium are aware of what else is going on in the borough.

OBJECTIVES	
SHORT TERM	• Promote places to visit and attractions in the borough through quality marketing collateral, to be disseminated through local and London wide networks and media. • Make the most of the footfall on event days in Wembley.
MEDIUM TERM	• Collect and update data about the tourism offer and consumption in the borough. • Make Brent a place that people want to visit.

ANNEXE 1: ACTION PLAN

ECONOMY

EC1: Develop and support businesses in Brent: To create and develop a Council led business support model in Brent and encourage business representation through an area specific Chambers of Commerce.

EC1.1	Create a foundation to promote business development and representation in the borough	• To enhance business sustainability, Brent should develop the existing area led Chamber of Commerce's, including the Brent and Harrow Chamber, to offer advice and support to emerging and existing local businesses. • There should also be greater representation outside of Brent; including at the London Chamber of Commerce, which currently has little representation from Brent businesses.
EC1.2	Develop a wider package of support for local businesses	• Create bespoke support packages for a) those wishing to start a business b) retaining existing businesses c) helping businesses to grow and expand and d) attracting new businesses. • To improve new and existing businesses Brent Council should work with business representatives to offer advice and guidance on a variety of areas including business growth and survival awareness workshops for business in the 1st year of operation, as well as IT infrastructure support.
EC1.3	Focus on Place Promotion to attract and retain businesses	• Create a business friendly environment that is welcoming to new and emerging sectors and encourages them to set up in Brent. Including sufficient space and infrastructure in place for new and existing businesses, including space for start-ups and move on space for growing business

EC2: Identify Local Enterprise Zones for Brent: Establish enterprise zones in the borough to encourage growth and consolidate infrastructure, attract business and create jobs.

EC2.1	Assess and allocate a site within the Local Plan for a future enterprise zone	• Recent development at the Royal Albert Docks has been set up as an enterprise zone, bringing 15,000 homes and 40,000 jobs across numerous development sites. Brent should aim to mirror the success of the Royal Albert Docks by identifying a suitable area for an enterprise zone to bring income and investment into the borough, as well as enhancing skills and providing more homes. Brent should incorporate these allocations within the Local Plan.
EC2.2	Develop and support local entrepreneurs	• Brent could set up a Small Business Advice Network which has small business owners in the borough available to provide advice for people starting out. This network could provide information about the basics of setting up a small business, forming a company, setting up a bank account and registering for VAT. • The Council could additionally work with local organisations and charities to encourage entrepreneurship in the borough as well as work with local communities and schools in enterprise zone areas to develop business skills, knowledge and opportunities.
EC2.3	Encourage specialisation in the borough	• Identify areas in Brent where specialisation can be favourably encouraged, for example in the Park Royal Opportunity Area. Established industries could be stimulated to move into higher-quality (higher-wage and income-generating) goods production where possible.
EC2.4	Use business rates devolution to offer relief in certain priority areas	• With increased local authority powers over business rates relief, new businesses coming into the borough or start-ups could be given additional support. Business rates relief could be used to encourage entrepreneurship and stimulate economic activity.
EC2.5	Encourage businesses to recruit apprentices making use of the apprenticeship levy	• Create area specific apprenticeship targets to encourage businesses to recruit apprentices making use of the apprenticeship levy, as well as offering important skills and training. These apprenticeships could be focused on specialisms present within enterprise zones.

EC3: Curate a strategic vision for workspace: Brent Council will ensure access to a variety of workspaces to meet business need.

EC3.1	Develop a Council led vehicle to deliver and manage workspace in the borough	• The planning system is often relied on to allocate and enable workspace delivery within an area. Moving forward, Brent should take a more interventionist role in workspace creation. The Council should identify appropriate sites for acquisition or conversion into workspace, build capacity, and identify partnerships to facilitate delivery. Emphasis on start up space must be extended to include provision larger move on spaces suitable for businesses that have experienced growth in order to retain them in the borough.
EC3.2	Create an affordable workspace strategy	• Identify and secure areas in the borough in which affordable workspace should be prioritised, to be incorporated into planning policy and Council led workspace delivery. Offer tradeoffs to businesses that want to access affordable workspace, for example, by agreeing a percentage of employees to be from the local area, or a number of apprenticeships to be made available for local young people.
EC3.3	Secure Enterprise Hubs in growth areas	• Pressure on low-cost office space for business start-ups should be relieved by the provision of Enterprise Hubs in growth areas.
EC3.4	Secure workspace and workspace contributions from major redevelopment	• Suitable workspace should be allocated within major redevelopments and regeneration projects. • For smaller and less well-located developments, commuted sums should be secured to fit out of larger spaces off site, and invest in workspace to diversify Town Centres and High Streets.
EC3.5	Maintain an active database of potential Move On space	• To nurture business growth and ensure retention, it is important to make sure there is adequate workspace that facilitate expansion.

EC4: Detailed approach to Industrial Land: Brent Council to segment and sub-classify the industrial land portfolio to provide directive planning policy.

EC4.1	Grade Industrial Land within SIL and LSIS	• Undertake a detailed and graded approach to industrial land, identifying appropriate uses for what is available in the borough to ensure best use of land is achieved.
EC4.2	Identify where Intensification and Co-location should be encouraged	• Allocate sites for intensification, co-location and release or substitution within the Local Plan. Intensification and co-location can reduce demand on industrial land for housing without losing key industrial space. Identify areas with non-intrusive industrial land that could be redeveloped into mixed use premises.
EC4.3	Provide greater direction on acceptable design and uses on larger industrial sites	• Finer detail must be given to site specific allocations to be clear on what the Council would like to see in particular areas. This should include use class, commercial sites and residential units. To accommodate intensification and co-location of residential uses on industrial land, alternative uses should be encouraged where appropriate. This can include work and commercial space that is not suitable within Town Centres or High Streets.
EC4.4	Encourage relocation of appropriate non-intrusive industrial uses to High Streets	• To free up industrial land for larger emerging sectors, non-intrusive industrial uses should be relocated to the High Street and Town Centres to encourage footfall and increase diversification.

EC5: Adult Skills Strategy: Develop an adult skills strategy which aims to equip the population with skills needed for the future economy which is accessible at all stages of life.

EC5.1	Undertake analysis of the skills needed to support and develop the local economy, with particular focus on emerging and growth sectors	• Understanding future market needs is essential for skills development and employment going forward. Thorough analysis should be informed by conversations with local businesses and stakeholders, to identify skills gaps in key areas and sectors, and an overview developed of what skills will be required to facilitate economic growth in the borough.
EC5.2	Develop a Skills Escalator programme for priority groups	• Work with local providers and support organisations to develop skills programmes targeted at individuals in roles at higher risk of automation. One source of funding could be the new Adult Education Budget. Initiatives should include Skills Escalator programmes, supporting individuals in receipt of benefits, but the Council should regularly monitor which age or ethnicity groups are of priority to keep programmes as updated as practicable.
EC5.3	Encourage local businesses and industries to create in work support programme	• The Council should work with employers and education providers to invest in the types of education and training required to maintain competitiveness, increase productivity and reduce the risk of increased unemployment in the borough.

EC5.4	**Map Local and Regional Skills pool available to inward investors**	• 'Map' the skills available in within commutable distance of the borough to promote the boroughs skills catchment area. Canary Wharf, for example mapped skills available within a travel time distance to successfully attract investors to the area. A similar approach would work well in Brent given the borough's good transport accessibility and proximity to different skills pools.

EC6: Develop the Circular Economy: Brent Council will develop the circular economy within Brent to maximise local opportunities and facilitate the development of new technology.

EC6.1	**Develop the Circular Economy within Park Royal**	• The circular economy could be integrated into the planning for Park Royal as one of the Opportunity Areas of London. Park Royal includes a significant proportion of the borough's industrial land, as a Strategic Industrial Location (SIL) it must be protected, promoted and intensified as the main area of industrial capacity and related activities such as logistics, waste management and utilities.
EC6.2	**Research and keep abreast of future development of the Circular Economy**	• The borough should look to emerging trends within the circular economy. Increasing green tech models are being incorporated into residential heavy and less industrialised areas. New developments or regeneration schemes could aim to integrate green tech models focusing on reducing carbon emissions and utilising renewable energy. Waste management could be emphasised and developed, creating a green clean tech hub.
EC6.3	**Promote the Circular Economy to local businesses**	• Raise awareness of what the circular economy is and why it is important to Brent and local businesses.

EC7: Masterplanning for Town Centres and High Streets: Brent Council will encourage the diversification of Town Centres and High Streets to increase footfall and ensure their continuous use.

EC7.1	**Diversify Town Centre offers**	• Diversify Town Centres to support new creative industries, culture, leisure and entertainment uses, and the night time economy, as well as new housing that can accommodate an increasing population and drive footfall.
EC7.2	**Reduce vacancy rates and offer alternative uses in Town Centres and High Streets**	• Opportunities such as the London Borough of Culture 2020, as well as Boxpark's arrival in Wembley, can raise the profile Brent's Town Centres locally and further afield, and attract new visitors. The Council should utilise these opportunities to try and reduce vacancy rates in Town Centres and High Streets.
EC7.3	**Clearly prioritise use classes in each of the Town Centres, with bespoke policies rather than a one size fits all borough wide approach**	• Identify Town Centres unique selling points, what each offers and the direction they should go in. Prioritisation of Town Centres should be done on a class use basis and the Council and local business partners provide further clarity on their vision and purpose for each Town Centre and High Street. This should include primary frontage uses, direction on housing and community space.

EC7.4	**Improve public realm in key areas to lift the attractiveness of areas and promote greater use**	• Key to encouraging increased footfall is to ensure the local environment reflects well on local amenities and businesses. Public realm works should be focused on priority Town Centres and High Streets and incorporate local communities through art work or other cultural activities.
EC7.5	**Promote digital high streets and public Wi-Fi in all priority Town Centres and High Streets**	• Provide greater connectivity for residents by working with large organisations to implement public WiFi across Brent. The Council should work with landowners and telecommunications providers to facilitate rollout of free superfast and ultrafast Wi-Fi, utilising public realm, highways land and street furniture assets, to establish new networks and effective connectivity on the high street. • The borough should attract projects like the BT InLink pilot across central London and other major cities. Brent should endeavour to ensure the borough is one of the first Outer London boroughs to benefit from this and other similar technology. • The Council should ensure the implementation of the West London broadband project that will offer free broadband for 30 minutes across Brent.
EC7.6	**Promote closer working between business owners**	• The Council will encourage and facilitate movement towards professional management of Town Centres and High Streets, by increasing collaboration between businesses, including collective purchasing and promotion of trading associations. The Council will look to first facilitate this on Wembley High Road as the first planned Business Improvement District in the borough.

EC8: Support Women into Work: Increase female participation in education, employment or training within Brent.

EC8.1	**Promote childcare options**	• Raise awareness of childcare options for parents through community hubs, libraries and schools. Monitor and encourage take up at a local level to show the direct effect of outreach efforts. The Council must build on work spearheaded by the Family and Childcare Trust and already implemented in Brent.
EC8.2	**Encourage workplaces to provide flexible offers**	• Distribute information to local businesses and employers of the benefits of flexible working and encourage them to incorporate into their offer.
EC8.3	**Return to work apprenticeships for the least economically active**	• Create a specialist programme targeted at increasing female participation in employment through focused efforts on women unlikely to be economically active. The specialist programme would be adaptive to accommodate groups who are least economically active, through adult apprenticeship programmes that are flexible and are able to pay the London Living Wage.
EC8.4	**Continue the work of Brent Start**	• Look to expand the work of Brent Start to incorporate a wider network of support through additional online advertising. Brent Start should focus on trying to support hard to reach communities and businesses.

EC9: Fairness Agenda: Promote the Fairness agenda in the borough by getting businesses to sign up to fair practices.

EC9.1	Create a Charter for "Good Work" Accreditation	• Set out a charter for good work which businesses could sign up to. This could be done by collaborating with local businesses, civil society, and workers themselves, to shape what good work in the borough looks like. Collaboration would provide an opportunity to put shared principals of good work into practice as different stakeholders work towards a shared goal.
EC9.2	Improve the quality of less secure employment	• A dedicated service could offer gig economy workers advice and general counsel about their employment rights, and information and guidance on tax self-assessment. • Council run employment services like The Living Room and Brent Start could provide information and signposting to gig economy work that could support people into work flexible enough to suit their needs. • The Council could also advise about the potential pitfalls of gig economy work, and disseminate guidelines about rights and responsibilities for gig economy workers to ensure residents are making informed choices.
EC9.3	Stronger enforcement for bad practices	• Ensure robust regulatory practice and enforcement action is used effectively to stop bad practices in the borough.

EC10: Brexit: Brent should be prepared to address the economic opportunities and threats related to the UK leaving the EU.

EC10.1	Provide Brexit business support	• Signpost business and industries in Brent to national support networks and guidance and ensure the Council has all relevant information available on the website.
EC10.2	Keep up to date with Brexit developments and provide advice and support to Brent's EU residents	• Recruit a 1 year fixed term Brexit officer to provide business support with any changing regulations. The officer should also focus on helping businesses expand in a challenging climate, and have a dual function to provide support for residents in the borough.

EDUCATION AND SKILLS

ES1: Support Underperforming Groups: Reduce inequality and the educational and employment attainment gap between different demographic groups in the borough by targeting priority underperforming groups.

ES1.1	Work in partnership to close the achievement gap in targeted groups of young people, and extend this initiative to other priority groups	• The educational attainment achievement gap should be addressed by connecting young people with role models, mentors and tutoring. Work should be conducted in partnership with other schools, learning and sharing best practice and lessons learned. • The second phase of The Moving on Up Initiative (MOU) delivered in partnership with the Black Training & Enterprise Group (BTEG), is about to be launched in Brent. The initiative helps young black men into employment and the biggest impacts the project has had on past participants was on attitude, confidence and understanding of the world of work. Brent should work with organisations with a similarly established background in targeting specific groups.
ES1.2	Continue and expand Outreach programmes	• Continue to use libraries to deliver outreach programmes designed to promote inclusivity through use of relevant materials and role models; and extend the reach of such programmes through community hubs. • Outreach programmes for harder to reach groups should be prioritised and could be facilitated by closer partnership working with community organisations. • Outreach focus should include attracting parents to engage with programmes, which could be partly achieved by promoting programmes through community hubs and including a parental element in programmes.
ES1.3	Encourage entrepreneurship from an early age	• Host employment workshops that promote job focused skills to develop business ideas and entrepreneurial skills amongst young people. Best practice at Battersea Arts Centre shows this method has been highly successful in involving harder to engage groups, especially young men from BAME backgrounds. • Employment workshops could be run in partnership and hosted by schools, with relevant organisations and professionals coming into run the sessions.

ES2: Improve Skills Levels for Women: Raise levels of skills for women in the borough.

ES2.1	Co-locate skills services to improve accessibility to women with young children	• Skills services should be designed and located to improve their accessibility to women with young children. For example, schools could offer a space for ESOL classes during school hours. Co-location of nurseries in colleges and education institutions could also facilitate ease of access for women.
ES2.2	Promote childcare options	• The Council should build on successful campaigns to access early year's childcare. New campaigns should raise awareness of childcare options for parents through community hubs, libraries and schools, and the use of parent champions should be explored. Targeted action should encourage take up at a local level to show the direct effect of community led engagement and outreach efforts.

ES2.3	Create a specialist programme targeted at increasing female participation in employment through focused efforts on women less likely to be economically active	• Brent Council could set up an adult apprenticeship scheme to overcome these issues and support parents into work, including those returning to work. The scheme could target and prioritise women over 25 with children, and aim to support mothers into flexible, part-time apprenticeships that pay the London Living Wage.
ES2.4	Encourage workplaces to provide flexible offers	• Distribute to local businesses and employers information on the benefits of flexible working and encourage them to incorporate such into their employment offers.

ES3: Support Older Workers: Support older workers to have fulfilling working lives.

ES3.1	Create a specialist programme targeted at increasing participation of older workers in employment	• Brent Council could set up an adult apprenticeship scheme to overcome these issues and support older people into work. The scheme could target and prioritise older people in declining industries, and offer flexible, part-time apprenticeships that pay the London Living Wage. • The Council should lead by example with a quota to ensure that a percentage of apprenticeships we offer are for older workers.
ES3.2	Promote Give Back volunteering	• Take advantage of high volunteering rates amongst the growing 65-74 age group by developing a 'Give Back' volunteering programme. New policies should consider older persons increasing caring responsibilities and later retirement and encourage greater engagement from lower socio-economic groups and BAME people.
ES3.3	Promote in-work training to ensure older workers are retained through retraining and job adaptation	• Businesses should put policies in place to ensure they have strategies to retain older workers through retraining and job adaptation. This would be particularly worthwhile in jobs where work is physically demanding but valuable knowledge could be transferred to a desk job (e.g. construction) or where technological changes mean re-training is key to keeping older people working for longer. Employers must find innovative approaches to role design and use of technology to assist and enable people to remain in good quality work for longer.
ES3.4	Encourage mentoring systems	• Investigate ways that the council can support intergenerational skills transfers within organisations. For example, paid roles targeted at older workers which would involve them sharing knowledge and expertise of the industries they have worked in.
ES3.5	Improve employment opportunities for disadvantaged groups through procurement policies	• Improve employment for groups of workers who are disadvantaged by ensuring the businesses tendering for work can evidence inclusive recruitment practices and through social value criteria.

ES4: Supporting People into Work: Brent will build on and facilitate training opportunities, careers advice and guidance for those getting into the job market.

ES4.1	Champion careers in high growth industries	• Careers advice must more proactively expose people to careers and opportunities for the future and for non-traditional careers. Schools should be encouraged to recruit careers champions in the expected growth industries, and to host workshops related to emerging industries by creating partnerships with businesses and other organisations. • Courses could focus on teaching students entrepreneurial, creative and STEM based skills in partnership with specialist organisations. • The Council could run an annual careers conference for students of all ages and work with local schools to help them offer different curriculums. These should be focused on the fields of education, health, care, business services and the creative sectors, which are all sectors projected to grow.
ES4.2	Facilitate careers exposure and advice to reflect the dynamic economy and changing nature of work	• Careers advice services must be alive to the changing nature of work, for example emerging opportunities in the gig economy may require a dedicated service which could offer gig workers advice, general counsel about employment rights, and information and guidance on tax self-assessment. • Council run employment services could provide information and signposting to gig economy work that could support people into work flexible enough to suit their needs. • The Council could also advise about the potential pitfalls of gig economy work, and disseminate guidelines about rights and responsibilities for gig economy workers to ensure residents are making informed choices.
ES4.3	Run targeted apprenticeships programmes	• Targeted apprenticeship programmes are used to get people into specific careers or support particular groups into the jobs market. • Address barriers to employment by engaging with employers to identify adult apprenticeship opportunities for mothers and other groups with lower levels of employment participation in the borough, and by introducing adult apprenticeships into its own apprenticeship programme. • Adult apprenticeships for mothers aim to target the link between maternal unemployment and child poverty, driven by high costs of childcare and lack of opportunities for flexible part-time work in London. Adult apprenticeships are designed to present an affordable and attractive solution for parents and employers and offer flexible hours and to pay the London Living Wage. The Council could support employers by providing job descriptions and adverts, and a pre-screening function for employers, to ensure candidates have appropriate required functional skills (e.g. English and Maths) for an apprenticeship, as well subsidies to support the London Living Wage. • With respect to the Council's own apprenticeship programme, the council could either give greater priority to adult applications or set up a dedicated quota or scheme.
ES4.4	Provide careers advice for a variety of working styles	• Increased focus on careers advice can help to support people and ensure that they know the different opportunities available to them. Organisations like Timewise specifically cater to people looking for flexible roles.

ES4.5	Provide a targeted community learning approach in priority neighbourhoods through Brent Start focussing on groups with additional needs	• To be successful at reaching groups of learners facing barriers to learning and personal skills development; programmes should be targeted at those furthest away from the labour market and delivered in partnership with community stakeholders, and community engagement supported and continued. One way of supporting outreach would be to extend and promote these aims with different businesses and organisations.
ES5: Offer Retraining & Upskilling Opportunities: Brent will utilise the wider educational provision to better equip people with skills to complement new jobs and retrain where jobs are lost.		
ES5.1	Utilise retraining funding	• The Apprenticeship Levy could be expanded to become a Productivity and Skills levy that firms use for wider skills training and utilisation. • Funding should be focused on specific groups. For example, older people should be considered as the 50+ workforce is set to grow and retraining is significant for this age group, even more than for young people who we hope will not enter declining sectors in large numbers. • Retraining funding should also be focused on low income workers and parents/carers returning to work. • The Council should be expanding programmes such as Skills Escalator that have been successful in other West London boroughs. • The devolved Adult Education Budget could be used to create retraining hubs in Park Royal.
ES5.2	Encourage residents into entrepreneurship	• Brent should work with employment advice provides to ensure that they are able to encourage and support entrepreneurs. The Tree Shepherd example should be considered as an approach. • Brent could build on its Business Hub which signposts businesses to a range of information, advice and guidance related to developing, starting and growing your business. • Consider web presence through Brent Business Hub, and bringing local businesses and entrepreneurs together through a series of networking events.
ES5.3	Attract Higher Education institutions to locate in Brent	• Brent should explore opportunities to expand The University of Westminster's School of Media, Arts and Design at Northwick Park. • Brent should continue to work with Quintain Estates Development to promote and attract a new Higher Education Institution into the Wembley Opportunity Area.

HOUSING

H1: Diversify Housing Delivery: Brent Council will work to diversify the range and type of housing built within the borough through planning policy and close working relationships with landowners, developers and housing associations.

H1.1	Prioritise and develop affordable and flexible housing solutions that are suitable for the diverse population of Brent	• Incorporate a variety of affordable housing options into planning policy, making use of new more genuinely affordable initiatives such as London Living Rent and London Affordable Rent. • Maximise investment into affordable housing through Council-led delivery, government and mayoral capital grant schemes and partnership working.
H1.2	Create new pathways into home ownership through rent to buy products such as London Living Rent, and intermediate housing options for local people	• Promote London Living Rent and other rent to buy products as a route into home ownership. • Promote intermediate and discounted market rent products for local people, including keyworkers delivering frontline public services, to encourage them to stay within the borough. • Establish a council intermediate housing waiting list and secure intermediate housing at different price points in new developments.
H1.3	Encourage delivery of non-luxury homes for ownership and rent by stripping back internal specifications, reducing 'add-ons' and promoting the Naked House idea to improve affordability	• Promote 'shell' housing units that can be marketed at lower market values and rates. Naked House uses simple building methods to create planning, building control and mortgage compliant flexible habitable homes. Core kitchen, bathroom, heating and electric fittings are supplied, but no other fittings, finishes or partitions, and buyers only need to spend a third of their gross income on mortgage payments.
H1.4	Identify partners to implement a property guardianship programme	• Providing a more affordable route into accommodation for eligible applicants, whilst at the same time reducing the number of vacant properties in the borough.

H2: Temporary Accommodation: Brent Council will take action to substantially reduce the number of households in Temporary Accommodation.

H2.1	Work with partners to identify early residents at higher risk of homelessness	• Work with partners, such as the police, healthcare professionals and community and voluntary groups, to identify those at higher risk of homelessness by using predictive analytics based on historical factors and data collated from a range of sources.
H2.2	Review allocation policy and take further action to reduce waiting times	• Review the current allocation policy to improve waiting times for those residents most in need.
H2.3	Explore options and develop modular housing to house homeless families	• To make best use of land, identify meanwhile sites awaiting permanent development that could be used for modular housing for Temporary Accommodation.
H2.4	Signpost and encourage support networks to help homeless households	• Building on the work of the charity, New Horizons, signpost and encourage charity, voluntary and community groups within the borough to provide additional support to homeless households. For example, through offering support with initial deposits, providing emotional and mental health support, or financial, employment and education advice.

H3: Council led Housing Delivery: Brent Council will look to expand its housing remit through property management and the acquisition of property and land for housing delivery.

H3.1	The council (or i4B) to identify land viable for housing development and acquire land with or without planning consent	• Underused car parks and unused garages could be potential infill sites. Property acquisition should be focused more towards off plan and flat blocks, rather than individual ageing street properties.
H3.2	Implement council led housing delivery in partnership with Registered Providers (RPs)	• Leveraging the development expertise of RPs will improve the council's capacity to deliver additional housing and act more quickly to seize new opportunities in the marketplace. • Establish a development partner framework to develop affordable housing, providing greater certainty to the GLA and private developers over investment plans and who the council's preferred partners are.
H3.3	Expand housing management capacity and capabilities to include social housing and private rented sector housing	• The council should enhance income generation capability by creating a balanced portfolio of housing products and developing further housing management skills and expertise.
H3.4	Maximise affordable housing provision by making best use of available funding and finance initiatives	• Following the Mayor of London's lead, the council should set a long-term strategy for affordable housing delivery, phasing developments to optimise alignment with funding cycles and opportunities to secure maximum investment.
H3.5	Draw on expertise and skills across the West London boroughs	• Pooling resources across local authorities could improve delivery and increase oversight over quality and progress. The council should explore opportunities within the West London Alliance to ensure greater cooperation.

H4: Directive Planning Policy: Brent Council will adopt more prescriptive planning policy, which will have specific and differentiated requirements for the borough.

H4.1	**Masterplan Town Centres and High Streets**	• Set out a clear direction for the future of the town centres and high streets in the borough, including opportunities for new housing.
H4.2	**New Industrial Land policy**	• Classify industrial land (both SIL and LSIS) suitable for intensification, co-location and substitution in the Local Plan, and then promote the development of masterplans for areas where co-location is suitable, so that employment and housing outputs are balanced and maximised.
H4.3	**Reassess Affordable Housing targets**	• Reassess viability of affordable housing across the borough and in setting targets balance the need to deliver overall numbers of affordable homes, with the need to deliver quotas of genuinely affordable products to meet the needs of local people on local incomes.
H4.4	**More innovation with Community Infrastructure Levy**	• Consider creating CIL reduced rate, recycling or relief zones, where there is clear evidence of market failure. Areas for consideration would include Staples Corner and Church End.

H5: Small Builders: Brent Council will promote and support small builders within the borough to encourage diversity of development in the borough.

H5.1	**Develop small builders and developers' capacity**	• Provide support, guidance and advice to small builders to navigate procurement processes and contracts, including through use of 'meet the buyer' events. • Establish a database of local small builders and contractors and seek to promote council contracts and subcontracts. Reduce the barriers smaller developers face and help navigate the planning system. • Signpost and promote finance opportunities to small housebuilders, such as the Housing Growth Partnership or Future Bricks, with potential for the council to develop its own finance scheme for local Brent-based housebuilders.
H5.2	**Reserve and allocate a proportion of council-owned small sites for small and medium sized housebuilders**	• To build upon the work undertaken by the Mayor in the 'Small Sites, Small Builders' programme, which aims to make small plots of publicly-owned land more accessible to London's small and medium-sized builders, with TfL bringing forward 10 of its small sites for development, with capacity ranging from 2 to 42 homes. • The council could develop a framework approach with small and medium sized housebuilders on identified small sites. A watertight legal definition for 'Small Builders' should be developed to ensure larger companies do not monopolise the scheme with affiliate companies.

H6:	Specialist Housing Provision: Brent Council will promote awareness and secure greater development of specialist housing provision, including inter and multi-generational housing, as well as housing for those with additional and complex needs.	
H6.1	Develop intergenerational housing offer in the borough	• Intergenerational housing encourages social interaction and fosters the creation of friendly, neighbourly, supportive communities, where residents of all ages engage and interact on a regular basis. Intergenerational housing could offer a form of preventative services to combat loneliness and social isolation, and reduce reliance on traditional forms of older persons or specialist care. • Build to Rent could be used to facilitate offers of intergenerational schemes with young professionals. Other models give greater attention and priority to community amenity space to increase social interaction and the optimum unit size and mix to make intergenerational schemes workable.
H6.2	Plan for additional NAIL to meet growing needs	• Brent´s NAIL programme should continue and expand its stock to provide housing options and tailored care packages for the ageing and elderly population and for people with specialist mental health needs and physical disabilities, in line with the NAIL strategy. • Whilst new build development is likely to constitute the bulk of new NAIL supply, outdated care facilities and sheltered housing with shared facilities may offer opportunities for conversion or redevelopment into new NAIL supply. • Local Plan site specific allocations should seek to secure NAIL blocks as part of larger development sites over 2 hectares. The council could also diversify housing typologies within medium and smaller sized developments by requiring a percentage of space to be utilised for specialist accommodation. • Examine options to develop and deploy Hub & Spoke models on major housing schemes to support specialist housing accommodation and care needs.
H6.3	Encourage 'Homeshare' schemes to match individuals requiring reduced accommodation costs with older people who would like additional care support	• Build upon existing Homeshare UK, Age UK or other charity schemes that facilitate Homeshare schemes for local authorities. • Examine viable options for a local authority led Homeshare scheme, with appropriate and robust safeguarding measures, within Adult Social Care services. Promote to ASC service users where Homeshare may be an alternative option to traditional forms of care, subject to appropriate safeguards and regulation.
H6.4	Plan and design for an ageing population within the built environment and public realm	• Incorporate age appropriate support into the built environment and public realm design and associated amenities. • Adapting the existing built environment to accommodate an ageing population is key to facilitate safety and accessibility for Brent residents into the future.
H6.5	Promote multi-generational households through planning policy	• Create better awareness of the ability to extend houses and create conversions. Promote the benefits of multi-generational households as preventative measures for decline in older family member health.

H7: Influence & Leadership: Brent Council will raise its profile and influence in lobbying for changes in housing policy for delivery, finance and funding.

H7.1	Expand influence through co-working with West London boroughs	• Collaborate with West London partners to identify key areas for collaboration to promote coordinated and aligned policy initiatives and responses. • Influence strategic partners such as London Councils and cross-borough Registered Providers, using a combined platform to further the Council's position and secure accelerated housing delivery.
H7.2	Enhance relationships with GLA, MHCLG, Registered Providers and other influential bodies	• Actively encourage and maintain relationships at a Council leadership level with key players at the GLA, MHCLG and Registered Providers.

H8: Build to Rent: Brent Council will encourage Build to Rent (BTR) development in appropriate locations as part of a diverse market supply, and promote new pathways to home ownership through rent to buy products.

H8.1	Encourage higher density flatted Build to Rent development in well-connected higher PTAL areas of the borough	• Such BTR developments should prioritise offers of studio, one-bedroom and two-bedroom apartments, and will attract young professionals to live and work in the borough.
H8.2	Explore how Build to Rent could facilitate intergenerational schemes with young professionals	• BTR has the potential to facilitate offers of intergenerational schemes with young professionals. Discounted market rent units taken as affordable housing in BTR schemes could be prioritised for older persons.
H8.3	Identify where Build to Rent may be suitable for larger households in Brent	• To accommodate Brent's larger household size and with a growing number of families within the PRS, the council should explore how BTR can deliver larger family dwellings. • Design and pilot a council-led 'trickle transfer' investment and delivery approach on smaller sites to develop a BTR portfolio of larger family homes.
H8.4	Encourage developers to provide rental properties that charge Discounted Market Rents (DMR) at a range of price points genuinely affordable to local people	• Secure a reasonable proportion of DMR at rent levels equivalent to London Living Rent and to Local Housing Allowance levels. • Continue approaches used within the Chesterfield House and Quintain developments in Wembley to ensure an increased number of affordable DMR homes at a range of price points. • Use s106 and nominations agreements to prioritise DMR units for keyworkers and low income households, and for older people in intergenerational schemes.

H8.5	Monitoring and checking an over-dominant BTR	• Active monitoring of BTR supply and delivery is required to ensure the council can if necessary take appropriate policy and other steps to check an over-dominant BTR should one emerge, and ensure traditional owner occupied and affordable housing products are not marginalised, and housing choice and movement between tenures not unacceptably narrowed and constrained.

H9: Build on relationships with landlords in the borough: Brent Council will expand and develop existing licensing schemes in the borough to drive up standards in the Private Rented Sector (PRS), and enhance information sharing and data gathering with private landlords.

H9.1	Increase inspections and enforcement of licensed properties	• The council should increase inspections beyond the current once per 5 years, and prioritise enforcement on properties in breach of licence conditions, particularly HMOs. • A cross council approach should be developed to make use of expertise, knowledge and skills to help deliver increased inspections and enforcement. In addition to licensing team, environment teams and neighbourhood managers could be utilised to identify at risk properties.
H9.2	Improve awareness of Housing Benefit with landlords and develop an insurance alternative to current Council landlord cash incentive schemes	• The majority of recipients of Local Housing Allowance (LHA) now have to find suitable accommodation in PRS, but landlords increasingly do not wish to house LHA tenants. The council should raise awareness of welfare policy and reform with private landlords and consider alternatives to current council landlord cash incentive schemes. • The council should explore an additional insurance scheme for private landlords who provide housing benefit tenants with fixed term contracts in Brent. One main worry expressed by private landlords is the uncertainty of tenants in receipt of housing benefit. An insurance policy could potentially both de-risk housing benefit tenants and reduce current council landlord cash incentive requirements and Temporary Accommodation costs.
H9.3	Provide better information for landlords and agents to ensure that they are compliant with regulations	• Utilise existing selective licensing programmes and information held by the council. • An online platform, similar to GetRentr, could be used to improve relationships between landlords and the authority. • Enhanced information could be used to drive up quality and standards in the PRS and reduce variability across the borough.
H9.4	Create a landlord awards recognition scheme	• To promote good practice for landlords accredited on the selective licencing schemes. Hold an annual awards event to celebrate high quality and standards and improvement within PRS in Brent. Use this to promote PRS in Brent.

H10: Increase Density: Brent Council will promote sensible densification across the borough.

H10.1	**Increase sensible densification of the borough through the development of taller buildings, closer proximity, estate regeneration, infill development and other appropriate means**	• Continue to promote taller buildings in appropriate locations, including around transport nodes, within and in proximity of growth areas, and along growth corridors. • Progress estate regeneration in the borough, following the success of South Kilburn. • Take advantage of smaller sites, infill development, and extensions and conversions to support appropriate densification and new housing delivery within the existing built urban environment.
H10.2	**Explore above and around station development**	• Exploit under-utilised land around stations and to test super/hyper-dense above-station development. • Centre for London identified Kilburn station as a potential station site for densification in Brent. Willesden Junction and Neasden stations offer further opportunity for above-station development in Brent. TfL are exploring development around Wembley Park and Sudbury Town stations.
H10.3	**Identify and continually review areas where higher density could be achieved**	• Identify sites not automatically thought as viable for housing development. The council should aim to transform empty or derelict areas such as old laundries, store sheds, garages, parking, space under existing residential blocks, and boiler rooms into new homes. Traditionally, most hidden homes are built at the ground and lower ground level, but the Councils can also deliver new housing in an elevated position to the rear of existing blocks, on roofs and as lateral extensions.
H10.4	**Promote conversions and extensions to Brent residents**	• Identify and develop incentives for residents to encourage conversions of large under occupied homes into 2 or 3 bed flats. • Identify and target areas where extensions and infill are considered most appropriate.

H11: Technology in Housing Delivery: Brent Council will embrace new and emerging technologies and endeavour to become an early adopter and leader at a local authority level.

H11.1	**Use Apps for housing service improvements and information dissemination**	• To encourage residents' involvement, the council should better develop its interactive base through use of Apps. Apps encourage instant engagement and responses and can be effective for consultation and to provide instant up to date information for council tenants.
H11.2	**Explore Virtual Reality in planning estate regeneration projects**	• Use Virtual Reality technology to win the confidence of communities before regeneration projects start. By visualising proposed changes, communities will be able to see how development can visually contribute to the area from an early stage and as part of the planning consultation process.
H11.3	**Learn from best practice**	• To ensure Brent has the widest understanding of how technology can be used within the housebuilding industry, the council should seek out advice, build on knowledge and develop existing models from other local authorities and businesses leading this sector.
H11.4	**Explore the potential of 3-D modelling of houses**	• Following France and the US, Brent could explore utilising 3-D Technology within housebuilding. 3-D printing can be cost and time effective, whilst also reducing the excess waste and pollution of traditional builds.

INFRASTRUCTURE

I1: Digitally SMART Borough: Encourage the development of borough wide infrastructure that provides instantaneous connectivity.

I1.1	Build Brent's digital infrastructure	• Continue to collaborate with other London boroughs, the GLA and TfL to target investment in high speed broadband in areas experiencing slow internet speeds and identified growth areas, and work with internet providers to extend fibre broadband coverage across much more of the borough. • Work with digital infrastructure providers to programme SMART Cities and 5G pilots across networks.
I1.2	Target investment in ultrafast broadband to meet Brent's business requirements	• There is some investment planned for denser business centres such as Wembley and Alperton, however further investment is required in Park Royal and other industrial areas in order to maintain competitiveness and attractiveness to business. Brent needs the right digital infrastructure to realise its economic potential, and some areas are currently failing as result of the failure of private operators to rollout digital infrastructure and in particular broadband.
I1.3	Maximise roll out of full fibre broadband to Brent's residents	• Brent is working with internet providers to ensure rollout of full-fibre 1 GB capable broadband. The council should engage with private telecommunications providers to expand connectivity and the broadband network across the borough, with the aim of full coverage.
I1.4	Promote digital high streets and public Wi-Fi in all priority Town Centres and High Streets	• Provide greater connectivity for residents and visitors by working with large organisations to implement public Wi-Fi within Brent. The council should work with landowners and telecommunications providers to facilitate rollout of free superfast and ultrafast Wi-Fi to ensure effective connectivity on the high street, utilising public realm, highways land and street furniture assets to establish new networks. • Support businesses with digital offers and expand their presence beyond the physical High Street.
I1.5	Build a SMART Network in Brent	• Plan for public assets to be used or adapted for SMART infrastructure. The council should leverage public assets to unlock investment in digital infrastructure through Government and GLA schemes and in partnerships with businesses within the technology industry. Prioritise increased connectivity and sharing of data and information through facilitating the development of an open data platform and a targeted and joined-up approach to developing a SMART grid of connectivity across the borough. • Increase use of existing data to better understand the needs of residents, visitors and businesses so we can work with them to design services which meet their needs.
I1.6	Work with the Mayor of London and TfL towards implementation of an intelligent traffic management system across London	• Brent should lobby central bodies to pilot intelligent traffic management systems, such as variable speed limits, enhanced driver information and congestion and incident management systems.
I1.7	Explore implementation of SMART Car Parking	• To reduce congestion, the council should explore implementation of SMART car parking systems, for example to track higher density car usage locations and provide drivers with real time information on unoccupied car parking spaces.
I1.8	Utilise SMART technology to monitor air quality	• Pursue implementation of technology to monitor air quality within the borough; use this data to inform mitigating actions to improve air quality in worse affected areas.
I1.9	Infrastructure for SMART deliveries	• The borough should promote alternative delivery methods, including drone delivery and package drop off locations. For example, instead of road vehicle parcel deliveries to individual residents' homes, convenient centralised locations should be planned for packages to be dropped off and picked up, like Amazon Lockers.

I2: Sustainable Travel & Modal Shift: Brent Council will support a modal shift to more active forms of travel by taking steps to enhance road safety and decrease road congestion and pollution.

I2.1	Promote Car Sharing & Car Clubs	• The promotion of car sharing and car club renting schemes, particularly those with capacity to provide ULEV, should be prioritised. These schemes can reduce the demands for car ownership and make more efficient use of vehicles. • The council can promote car sharing and car clubs through its own activities and focus on specific institutions to reduce car use, e.g. schools, as well as requiring provision of car clubs in large new developments.
I2.2	Extend use of Controlled Parking Zones	• Identify additional catchment areas for Controlled Parking Zones to reduce congestion and manage demand for on street parking spaces. Prioritise areas where there is higher concentration of car use and congestion for balloting residents.
I2.3	Instigate and support behavioural change initiatives to encourage more residents and workers to use active travel	• Identify partners to create a borough wide initiative to encourage active travel and increase the number of trips completed by cycling or walking. Encourage schools to participate in cycling proficiency courses and workplaces to offer cycle loan schemes. • Develop a borough wide 'walk to school or work' week.
I2.4	Ensure new developments and infrastructure facilitate active transport	• Concentrate denser new developments in accessible and town centre locations so people can walk or cycle to local shops, schools and workplaces and access good public transport links for longer journeys. • Ensure suitable cycle storage for residents is available and the surrounding public realm encourages walking and cycling. • Seek better cycle storage at transport interchanges.
I2.5	Support investment in improving technology that promotes ease of use of public transport, including interactive wayfinding and arrival and departure information across the borough	• Pilot touch sensitive digital signage or interactive kiosk at gateway locations or in town centres to highlight tourist attractions and high street offers. • Secure travel information boards as part of travel plans in major new developments in proximity to transport nodes to encourage greater ease of use of public transport.

I2.6	Increase EV usage in buses, waste disposal and taxis	• Promote and increase communications about current EV infrastructure, promote current governmental incentives to switch to electric cars and vans, and raise awareness of the EV market so people can understand the options and benefits of EV ownership. • Support and prioritise the implementation of zero emission capability (ZEC) for buses, council fleet vehicles and taxis.
I2.7	Ensure infrastructure is in place to support EVs	• A comprehensive network of EVCPs could support increased EV ownership. To minimize the costs to EV users, the cost should be met by operators as far as possible, particularly in more commercially viable locations, rather than be subsidised by the council. Brent should develop partnerships with technology providers, such as Bluepoint London.
I2.8	Healthy Street principles should be applied when investing in works to the existing street and highways infrastructure	• To promote active modes of travel Brent should assess existing streets in line with the TfL Healthy Streets approach and fully embed Healthy Streets into planning policy and the design of new streets.
I2.9	Improve the environment for pedestrians and cyclists	• Identify suitable areas for segregated cycle lanes and quietways to give greater priority to active modes of transport, and monitor use of these routes. • In masterplanned areas and other schemes with place-making potential, improve the public realm to increase the attraction of walking and cycling.
I2.10	Improve road safety & implement targeted 20 mph zones	• Promote and support education campaigns for road safety education, personal budget savings, health benefits, and time reductions associated with walking and cycling. • Where appropriate in the most congested and least safe areas, introduce 20mph zones to reduce accidents.
I3:	**Water Demand: To reduce water demand by developing greater resident awareness of conscientious water usage and work closely with Thames Water to gain a better understanding of local water demand and consumption patterns.**	
I3.1	Understand 'at risk' areas through conversations with Thames Water and partners	• Water demand data at a local level is limited and therefore it is important to improve dialogue with Thames Water in order to gain a better understanding of the location of main water stress areas and plan to avoid future shortages.
I3.2	Design in efficient water use measures in new development	• Available data does shows lower water consumption in metered compared to unmetered properties. Where possible use relevant planning and building control powers to secure meters in new developments, and that water management plans are implemented for larger strategic regeneration and development.

I3.3	**Lead a borough wide awareness campaign on water demand and supply**	• To reduce water demand and improve residents' household water capacity, the council should lead on an awareness campaign making residents aware of actions that they can take to become more water efficient and improve water capacity, and to encourage behavioural change. • Encourage residents to switch to meters, make small lifestyle changes, engaging in rainwater and greywater harvesting, and become more aware of the importance of water. • Improve awareness of Thames Waters free water saving products such as the Water Efficient Shower Head, Save-A-Flush crystals and the Shower Save product.

I4: Water Capacity: Brent Council will work with partners to improve water and sewer capacity, to mitigate against flood risk and reduce likelihood of critical issues.

I4.1	**Reduce the likelihood of surface water flooding**	• Thames Water reports the surface water sewers in North Brent and Harrow have become overloaded due to far greater flows from an increasing number of properties, roads and other paved areas, than they were originally built for. The council should work with Thames Water to identify ways to reduce the likelihood of surface water flooding to accommodate an increased population.
I4.2	**Work with Thames Water to provide better information on water capacity risk and develop mitigating strategies to limit sewers running at overcapacity**	• Work with national and regional partners to encourage Thames Water to develop 25-year plans for wastewater and drainage, which should include plans to use sustainable drainage to extend the life of the Thames Tideway Tunnel.
I4.3	**Identify existing buildings, developments and built environment for SuDS retrofit**	• New development typically affects only 0.5% land each year. It is therefore critical the amount of impermeable surfaces is reduced and SuDS integrated into existing built environments. This includes breaking up hardstanding areas across housing estates and encouraging private residents to reinstate soft landscaping. • DRAIN London have supported the design, planning and construction of 5 best practice SuDS retrofit projects across London and which could be replicated in Brent.
I4.4	**Actively encourage SuDS and the installation of green roofs and green walls in new development**	• Ensure SuDS, green roofs, walls and rain gardens are delivered in new developments with smaller amounts of amenity or green space or which are a further distance from parks and open space. Build these measures into the planning process for new development to increase green cover.
I4.5	**Promote Front Gardens**	• Promote a borough wide approach to reintroduce the priority of front gardens over driveways. Promote the benefits of front gardens for water retention, carbon capture and biodiversity. Pursue enforcement action against unauthorised paving over front gardens.

I4.6	**Naturalisation of Canals & Rivers**	• Naturalisation of rivers and blue infrastructure can help to increase flood capacity and support the case for Environment Agency reclassification of flood plains and to release land for development. Many of Brent's watercourses are channelised and their naturalisation would increase wildlife habitat with associated biodiversity benefits.
I4.7	**Promote Rainwater & Greywater harvesting**	• Rainwater harvesting is the collection of rainwater directly from the surface(s) it falls on. Greywater harvesting is the reuse of gently used water from bathroom sinks, showers, tubs, and washing machines. Once collected and stored it can be used for non-potable purposes. The council should promote the benefits this could bring to residents and in reducing both water demand and pressure on sewer capacity.

I5: Influence & Leadership: Brent Council will raise its profile and influence in lobbying for changes in vital infrastructure for the borough.

I5.1	**Lead by example showcasing initiatives that save energy and resources**	• Ambitious infrastructure pilots and programmes, including through leverage and use of council assets, should be showcased and realised in the borough to demonstrate that we are ready to be early adopters and innovators.
I5.2	**Representation at key decision making forums**	• Identify ways to expand influence by ensuring representation at key decision making forums including London Economic Action Partnership, London Councils, West London Alliance etc.
I5.3	**Continue lobbying for West London Orbital**	• The West London Orbital Railway is part of the Mayor's new Transport Strategy, the council should step up lobbying with the WLA for implementation of the WLO to connect Neasden, Harlesden and Staples Corner.
I5.4	**Enact greater partnership working with TfL and lobbying to improve public transport**	• To promote the use of public transport, lobby TfL to increase bus routes and frequencies in high demand areas, and to expand the night tube to include more Brent stations. • Lobby TfL to implement step free access in all Brent stations in growth areas, with particularly priority for the proposed Northwick Park growth area. • Lobby TfL to reclassify Wembley Park as a Zone 3 station to benefit residents.
I5.5	**Secure Crossrail spur with a stop at Wembley Central**	• Brent should continue to lobby and promote the Crossrail West Coast Mainline Link implementation and stop at Wembley Central, due to the significant economic benefits that would accrue from connecting into Old Oak Common, an expanded Heathrow and beyond, and the expected growth in the area.
I5.6	**Ensure Heathrow Expansion delivers easy and affordable connection to Brent residents with access to jobs and benefits for Park Royal businesses**	• Lobby to ensure Brent residents receiving the maximum possible benefits from the Heathrow expansion, whilst mitigating the impact of increased traffic and air pollution on the A406.
I5.7	**Work collaboratively with Thames Water**	• Work with Thames Water to provide better information on water demand risk and develop mitigating strategies to limit sewers running at overcapacity.

I6:	Energy Efficiency: Brent Council will seek to maximise energy efficiency in all new developments and where practicable retrofit existing properties to a high standard of sustainability, and promote behavioural changes in residents to reduce energy consumption.	
I6.1	Where viable go for Gold standard housing	• Where viable council-led pipeline housing projects should aim for Gold standards as required by BRE for energy efficiency.
I6.2	Retrofit Council owned buildings and housing stock	• Measures should be taken to increase energy efficiency within council owned buildings and housing stock, for example, insulate and draught proof loft hatches, better insulate cold water tanks, insulate hot water pipes, fit external and internal wall insulation.
I6.3	Develop an awareness campaign to reduce resident's energy consumption	• Further expand Big London Energy Switch in Brent. • The council should work with local partners to ensure residents are aware of, and increase take up of, all available options to reduce their energy consumption including insulation, switching to metered or tariff, or investing in alternative forms of energy. • Brent should look to deliver an arrangement, in a similar model to the agreement with Hyperoptic, with leading smart home provider HIVE for residents and businesses to reduce their energy consumption and costs through smart technology.
I6.4	Use planning policy to promote energy efficiency and a low carbon economy	• Where possible within planning policy secure high standards of energy efficiency and mitigation.
I6.5	Encourage behavioural changes – Reduce, Reuse, Recycle	• Raise awareness amongst residents and support community action to reduce, reuse and recycle materials, and in particular reduce plastic use. • The council should work with West London Waste Authority to align waste policies and adopt consistent standards so it is as clear as possible to residents what can and cannot be recycled, to improve recycling rates and reduce waste to landfill. • Reuse can happen in many forms including, through charity shops, upcycling and repurposing. With a clearer picture, Brent could online encourage local reuse and recycling through car boot sales, donations and repurposing, and reduce the amount of fly-tipping whereby people leave things outside properties for other people to take.

I7:	Renewable Energy and Energy Infrastructure: Brent Council will lead by example in the investment and promotion of renewable energy infrastructure on its own assets, delivery of local energy networks and district heating schemes in major regeneration areas, and by engagement with private sector partners to promote and accelerate private investment in renewable energy.	
I7.1	Invest & promote renewable energy	• Council plans to implement solar technology on Council buildings, including the schools portfolio and its housing stock, should be extended to include all large scale council-led developments.
I7.2	Accelerate and prioritise deployment of Local Energy Centres & Networks	• Delivery of district energy centres and networks should be prioritized and accelerated and implemented in more major new developments, including business and industrial areas, in order to reduce domestic and commercial energy consumption. • Local energy programmes should incorporate new combined heat and power system (CHP) criteria and the London Environment Strategy aim to reduce Atmospheric Emissions such as through ultra-low NOx gas boilers.
I7.3	Encourage alternative forms of energy including solar and thermal	• Identify partnerships with private developers, community leaders, charities or private investors in order to accelerate the investment on renewable sources of energy for storage and production.
I7.4	Reduce fossil fuel consumption	• Seek to reduce the amount of fossil fuel burnt by large companies contracted by Brent Council in the borough through procurement.
I7.5	Encourage expansion of LED programme	• Deliver the LED streetlamp rollout to all areas within the borough and ensure any new provision maximises energy efficiency.

ENVIRONMENT

EN1: Modal Shift: Deliver a modal shift away from car use (with exceptions) and increase safety and accessibility to public transport and active travel.

EN1.1	Deliver transformational walking and cycling schemes, with focus on delivery of infrastructure, public realm and behavioural change in the community	• Infrastructure is required to support public and active transport modes, including the untapped potential for cycling in the borough. Brent Council should increase dialogue with TfL and the Mayor through Healthy Streets for London, to improve walking, cycling and bus infrastructure, attract local investment and develop already-identified new routes and pathways, along canals and through parks and open spaces. New infrastructure should better link active travel and public transport journeys through better cycle storage at transport interchanges. • Brent will continue to work with the West London Alliance and partners to lobby for the West London Orbital Railway and for better links into HS2, Crossrail and Thameslink networks, and improved links to Heathrow, to reduce travel times and the carbon footprint associated with commuting.
EN1.2	Promote existing cycle paths and improved cycle facilities and infrastructure to encourage a modal shift away from motor vehicles to more active travel	• Interventions could include creating quietways, particularly through areas of interest i.e. parks and measures to improve cycle safety in areas with the poorest safety records such as Wembley, Cricklewood and Willesden Junction. • Participate in pilots that promote active travel, such as the 'Mini-Holland' programme, and work with Transport for London to improve connectivity to the London's cycling grid through new cycle routes and quietways. • Promote and support campaigns for road safety education, and the personal budget savings, health benefits, and time reductions associated with walking and cycling.
EN1.3	Promote car sharing and car clubs	• The council will target specific institutions to reduce car use, including schools. All schools have travel plans detailing how students travel to school, which should be reviewed and used to promote and facilitate initiatives like car sharing and car clubs.
EN1.4	Instigate stronger planning standards & parking charges	• Planning can limit vehicle parking provision and promote more parking permit-free in new development, to support a less car dominated environment. • Planning powers can be utilised to encourage more pedestrian-friendly town centres. • Additional parking charges can be introduced to encourage a shift to low carbon and less-polluting vehicles.

EN2: Work with Partners to Reduce Pollution: Brent will encourage partners to reduce pollution caused by their activities in the borough.

EN2.1	Partnerships & Data Sharing Agreements to promote proactive intervention and mitigation of pollution	• To assess pollution impacts on the borough's environment, sufficient data must be captured and appropriate metrics drawn up on the prevalence and causes of pollution in the borough. The Council will work with partners to ensure appropriate data capture techniques are embedded in institutional practices, and data sharing agreements put in place to make the best use of available data.
EN2.2	Reduce construction waste	• Construction represents a growing source and proportion of air pollution, not subject to the regulation and taxation applied to polluting road vehicles, and it is critical to find ways to reduce the pollution generated both on and off construction sites. New clean technology has the potential to replace ageing fleets of diesel diggers, excavators and inefficient generators and lighting rigs. • Greater use of Section 106 obligations and planning conditions should be explored to reduce construction waste and increase construction recycling and reuse rates. • The Council should use procurement and contracts to encourage greater recycling and reuse, for example by giving more weight to environmental considerations in procurement assessments.
EN2.3	Improve practices in construction	• Offsite factory manufacture (OSM) can drastically reduce waste materials, noise, dust and litter on site, reduce defects and shorten build programmes. The Council can better recognise innovation in building technology and cleaner construction in its own regeneration programmes and in procuring partners to deliver regeneration and development across the borough.
EN2.4	Discourage high polluting vehicles	• The Council should put policies in place that dis-incentivise the use of diesel vehicles. Interventions could include parking restrictions, differential charging rates with higher rates for diesel vehicles, and the fines for idling at busier and more heavily polluted junctions. Education campaigns should raise awareness of pollution impacts and enforcement measures for negative behaviours such as idling. • The Council should work with Transport for London to ensure low emission buses are prioritised for areas with higher population densities and poorer air quality. • Vehicles used to carry out council services, such as refuse vehicles, should be as environmentally friendly as practicable, with audits at contract end and replacement dates.
EN2.5	Reduce pollution through greater Electric Vehicle use and green infrastructure	• A shift from petrol and diesel vehicles can be encouraged by improving Electric Vehicle charging infrastructure i.e. more and more reliable and faster charging points. • Green spaces and green walls mitigate and offset pollution impacts and the Council should work with partners to secure investment in such infrastructure across the borough, and ensure planning policy secures appropriate levels of such infrastructure in new development.

EN3: Promote the Circular Economy: Brent will encourage growth in the circular economy model to reduce adverse environmental impacts.

EN3.1	Maximise local employment opportunities to reduce commuting by cars	• Diversification of town centres, including workspaces on high streets, should be encouraged to support local employment. Retention of local employment and jobs within the borough limits the amount of out-commuting and strain on the transport system, with commuting distances short enough for walking and cycling.

EN3.2	Review waste collection facilities and frequencies and policies	• The capacity of landfills accepting London's waste is expected to expire by 2026, and London's waste bill is in excess of £2bn a year and rising. The Council should consider less frequent waste collections and establishment of a local treatment facility, to reduce the carbon footprint associated with waste collection. • The Mayor's Environmental Strategy targets no biodegradable or recyclable waste to be sent to landfill by 2026, and that 65% of London's municipal waste be recycled by 2030. The Council and neighboring boroughs should contribute to delivering these targets by better aligning their respective waste policies. Waste Authorities currently provide different waste and recycling collection services, causing confusing amongst businesses and residents as to what can and cannot be recycled. Aligning policies, adopting consistent standards and making it clear what can and cannot be recycled, would all improve recycling rates and reduce waste levels in the borough.
EN3.3	Improve local Recycling and Reuse	• Potential innovations include increasing emphasis on reducing carbon emissions through the use and reuse of resources before they become waste, including the manufacture of goods to higher quality standards. • Reuse happens in many forms, including through charity shops, upcycling and repurposing. A review is needed to better understand how accessible and widely used different methods are, quantify reuse of waste levels in the borough, and identify any gaps. With a clearer picture, Brent could encourage reuse online to encourage local recycling through car boot sales, donations and repurposing, and reduce the amount of fly-tipping whereby people leave things outside properties for other people to take. • The Council should explore options to generate energy from waste (EFW), including methods of controlled incineration and electricity generation.
EN3.4	Establish Clean Tech Hubs in industrial locations	• Brent Council will promote and facilitate establishment of clean-tech hubs in strategic industrial locations, including Park Royal and Wembley.
EN3.5	Promote responsible Plastic Use	• The borough should aim to significantly cut the quantity of waste, with a specific focus on single use plastics and food waste. The Council should reduce plastic use in Council-owned buildings and operations by providing incentives, and through exploring the use of biodegradable alternatives.
EN4: Become a Zero Carbon Borough: Brent will take a leadership role by increasing the use of renewable energy sources on its own assets, and in securing more localised and sustainable energy networks in major new regeneration and development schemes.		
EN4.1	Implement data monitoring and sharing arrangements with London-wide institutions including GLA and TfL. Use data to inform the design and make better use of SMART technologies	• To support environmental sustainability in urban growth, Brent must increase research and data capture on environmental conditions, to ensure the borough can adequately, and in an informed manner, respond to climate change, growing populations and resource scarcity into the future. Brent should create data monitoring platforms and sharing arrangements with London-wide institutions including the GLA and TfL. • The borough should use data to inform, design and make better use of existing and emerging SMART technologies.

EN4.2	**Promote environmental performance in New Development.**	• Ensure the planning system maximises environmental benefits in new development by extending Article 4 directions to ensure environmental standards are met in permitted developments, including office to residential development. • The Council should guide developers towards outdoor lighting fitted with LED lights, in alignment with the Council's own policy, to improve efficiency.
EN4.3	**Invest & promote renewable energy & energy efficiency**	• The Council plans to implement solar technology on Council buildings, including the schools property portfolio and its housing stock. The Council should expand this plan to include all large scale Council-led developments. • The Council should extend rollout of the current LED streetlamp lighting programme to cover all practicable public lighting assets.
EN4.4	**Where viable deploy local energy centres & networks to reduce domestic and commercial energy consumption**	• Delivery of district energy centres and networks planned in South Kilburn and Wembley should be prioritised and accelerated, and then rolled out and implemented in more opportunity areas and major new developments, including business and industrial areas. • Local energy programmes should incorporate new combined heat and power system (CHP) criteria and the London Environment Strategy aim to reduce Atmospheric Emissions through ultra-low NO_x gas boilers. • The New London Plan indicates boroughs should ensure all developments maximise opportunities for on-site electricity and heat production from renewable solar technologies including photovoltaic and thermal. Major new developments should also deliver communal heating systems that incorporate clean heat or zero power emission sources.
EN4.5	**Retrofit older properties with energy efficient material and plant**	• Older properties make up the vast majority of housing stock in the borough and retrofitting existing domestic and commercial building stock must be central to the Councils strategy to improve energy efficiency. Delivery could be modelled on the RE:FIT programmes funded by the GLA and EU to help make London's non-domestic public buildings and assets more energy efficient by implementing retrofit projects through technical support free of charge and guarantees of energy service and cost savings.
EN4.6	**Lobby for environmentally friendly transport vehicle on Brent roads and explore deployment of such vehicles on Brent's own fleet**	• The Council should aim to ensure that all public transport vehicles are as energy efficient and low polluting as practicable, and work with partners such as TfL to prohibit polluting vehicles. • The Council should look to fleet assets and adopt a similar zero emissions model to the City of London who are trialling the first all-electric waste collection vehicle. The 26-tonne truck runs on lithium-ion batteries, is designed for urban environments with short routes, and can complete a full 10-hour shift.

EN5: SMART Technology: The SMART city model is an overarching solution to bring sustainability to cities by using digital and technological infrastructure, and accessing and adequately managing big data to understand and respond to population needs.

EN5.1	**Build a SMART network in Brent**	• Plan for public assets to be used or adapted for smart infrastructure. The Council should leverage public assets to unlock investment in digital infrastructure through partnerships with businesses within the technology industry. The Council will prioritise increased connectivity and sharing of data and information through facilitating the development of an open data platform and a targeted and joined-up approach to developing a SMART grid of connectivity across the borough.

EN5.2	**Encourage companies to pilot products in Brent**	• The planned pilot planned to measure air quality in Brent would monitor carbon emissions, but ICT could be better and more often applied. For example, current drone infrastructure used for aerial mapping and monitoring could be extended to plant conservation, planning and regulation enforcement activities. • Brent could model itself on Bristol, recognised in UK SMART Cities Index 2017 as leading the way in open data access, energy innovation, and community engagement. Bristol is Open, a JV between Bristol City Council and the University of Bristol, resulted in a SMART City R&D network platform of multiple communications technologies installed around the city. The platform allows companies of all sizes to test new technology in a real-world environment rather than simply inside a laboratory.
EN5.3	**Promote collection and use of Environmental Data through Apps**	• Useful applications that support environmentally friendly behaviours should be promoted to residents. • Technology that can let people access information about pollution levels should be promoted. For example, the existing London Air iPhone app 2.0 developed by KCL displays the latest air pollution levels on a google map style interface. The Cleaner Brent app is used to inform the council about enviro-crime and environmental damage in the borough, and could be upgraded and complemented with additional technology moving forward.
EN5.4	**Explore potential to deploy new technology that support sustainability**	• Examples of emerging technology used in SMART sustainable models that directly benefits the environment that should be explored include: 3D visualizations of infrastructure, reducing unnecessary road works, CCTV to detect traffic incidents and queuing alerts, open data to inform road traffic to users that could choose alternatives routes including different modes of transport. • The potential for SMART technology to identify parking availability should be explored, to reduce journey times and congestion.
EN5.5	**Improving traffic performance through Data Collection**	• The Council should collect and use data to monitor traffic levels in the borough and across the West London Alliance to gain a more detailed picture on congestion patterns, when certain areas experience peak demand, and allow the Council to better organise traffic management to regulate traffic flows, minimise impacts and maximise efficiency. Better traffic management could be facilitated by a mobile app based system that will direct motorists, real-time, to available on and off-street parking spaces.

EN6: Diversify the Energy Mix: Brent will improve the energy supply mix to reduce reliance on fossil fuels.

EN6.1	**Form partnerships & data sharing agreements**	• To better assess performance in the borough's energy mix, sufficient data must be captured and appropriate metrics drawn up to assess energy consumption patterns amongst households and businesses in the borough. The Council will work with partners including the GLA and other London boroughs to ensure appropriate data capture techniques are embedded in institutional practices, and data sharing agreements put in place to make the best use of available data.

EN6.2	Promote solar energy and renewable technologies	• To deliver increased solar energy generation and consumption, it is important to work with the Mayor, homeowners and landlords, developers, businesses, charities and private investors. • The Council should lead by example and prioritise solar technology on Council owned buildings, including existing housing stock and the schools property portfolio. • Planning permissions are fundamental to increasing the use of renewable technologies, and must require developers deliver new on-site renewable energy in new development. • Brent should promote to households and businesses the financial, social and environmental benefits and measures available to generate electricity and hot water with renewable sources. • Initiatives include local and national grants for installation cost, and for delivery on the existing built environment, and help and advice for households and businesses to make informed decisions about investment in green energy technologies.
EN6.3	Promote and support residents to invest in energy efficiency	• 13.1% of households in Brent experience fuel poverty, higher than the London 10.1% average and England 11% average, and it is essential that residents are supported in making their homes as energy efficient as possible. • The Council should endeavour to replicate the RE:FIT London Programme to make buildings more energy efficient, at a local level and provide expert advice free of charge, but also work with academia and communities to empower citizens to get energy renewable projects up and running themselves.
EN6.4	Encourage the take up of microgeneration	• Brent should pilot microgeneration systems on council buildings. Microgeneration is the localised production of heat or power on a very small scale, when compared to typical fossil-fuelled power station output. Local microgeneration is much more efficient as transmission and distribution losses are eliminated.
EN7: Green and Blue Infrastructure: Brent will utilise and develop the use of green and blue space to deliver environmental benefits and meet targets.		
EN7.1	Understand green space and biodiversity	• Mapping exercises and assessments should be conducted on existing parks, open spaces and water courses to better understand their quality, environmental impact and potential, then develop informed and targeted interventions. • A full review of the types of habitats present in the borough and the current state of biodiversity should be conducted and encompassed within a published biodiversity strategy. • Links should be made to the social and health benefits achieved by the maximisation of well-maintained green spaces across the borough.
EN7.2	Integrate greenspace into urban design	• Water recycling, green roofs and swells should all be better integrated into urban design, to retain rainwater and put less strain on the drinkable water supply. • Existing green spaces can provide further benefits through retrofitting, improving quality and increasing accessibility. Improving green spaces in the borough also has the potential to lead to public health improvements and help mitigate against heat island effects from climate change.

EN7.3	Implement Sustainable Urban Drainage	• To address flooding, river and sewage flooding integrated sustainable urban drainage systems (SuDS) and green spaces should be designed and adapted to accommodate flood water during heavy rainfall events.
EN7.4	Increase the number of trees in the borough in highly urbanised areas	• Increasing the number of trees in the borough in highly urbanised areas could extend the benefits of green spaces, created shade and improving air quality along busy traffic corridors. Tree planting and urban greening should be targeted along the A5 corridor and growth areas with higher levels of pollution. Alternative green methodologies should be considered, including roof planting on buses and bus stops; planters and hanging baskets and hedges and screening.
EN7.5	Promote better use of Blue Infrastructure	• The Council will work with existing organisations and groups in the borough to encourage active use of watercourses and surrounding land. At the Welsh Harp Reservoir, the Council is working with Thames 21, to examine ways to maximise the benefits of the site in partnership with all organisations who have an interest or own land surrounding the reservoir.
EN7.6	Encourage more community-based sustainability projects	• Connections should be created with communities to ensure they enjoy the benefits and have ownership of green and blue infrastructure in the borough. Funding opportunities should be jointly pursued to allow for improvements that will benefit the entire community.

EN8: Encourage Behavioural Changes: Brent will encourage businesses and residents to make choices that reduce environmental impacts.

EN8.1	Brent Council will develop a schools partnership on climate change	• Brent Council will develop a schools partnership taking an educational role on the impacts of climate change and the behavioural changes needed to reduce its impact. • Schools will be encouraged to work with other organisations to take part in environmental incentives. For example, Plastic Fishing trips in the south of London should be floated on Brent's blue infrastructure, to include water safety, and plastic fishing with prizes awarded for the team that collects most, and most interesting, plastic, plus educational workshops, activities and team games on the environmental background of plastics issues. • Children should be taught about the full impacts of dropping litter in their own local environment, including the impact that has upon local wildlife and watercourses.
EN8.2	Improve enforcement & encourage engagement	• Brent Council works in partnership with the Metropolitan Police, Safer Neighbourhood Teams, charities and the community to deal with anti-social behaviour. Current initiatives include the Summer Nights and Autumn Nights campaigns which target and challenge behaviour such as dumping waste and other enviro-crime. Creative methods are also being developed by the use of enforcement teams and Neighbourhood Managers working closely with local communities. This work is also supported through embedded Enforcement Polices and tools such as the Cleaner Brent App. • The Council will extend targeted enforcement to encourage an environmentally friendly and conscientious borough.

EN8.3	Make 'walkable neighbourhoods' a main planning priority	• The decision to walk does not solely depend on the distance to the respective destination, but also on the quality of place and public realm. Some approaches to make streets more walking-friendly are laid out in the Mayor's Healthy Streets Programme. • The Council will utilise the Love Where You Live scheme and support community activity as much as possible to improve and increase use of the public realm, for example by allowing road closures for community activities.
EN8.4	Empower & enable resident and community ownership of environmental initiatives	• The council will seek to further empower resident existing interest in the local environment by supporting volunteering, campaigns and community action to improve the local environment. • Town Centre Managers and Neighbourhood Managers will work with communities to improve their local area, for example by offering access to funding, providing designated Council officer support for their work, or equipment, such as litter pickers to carry out clean-up days. • The Council could also play a role in empowering communities to take action to improve their local community, adopting a similar approach to the Love Where You Live Campaign, which seeks to change behaviour by encouraging pride in a local area and acting as a driver for positive change.
EN8.5	Encourage urban food growing	• Food growing can be used to attract volunteers, businesses and community groups to take ownership of green spaces in the borough. The Council could provide information about urban food growing through its bio-diversity strategy, including allotments, existing suburban gardens and greenhouses, dedicated food growing spaces in new flatted developments, and consideration of the usage of underutilised public open spaces.
EN8.6	Work with businesses to promote better freight and delivery strategies	• Work with businesses, particularly in the Park Royal area, but also in Town Centres, to examine and rationalise current freight and delivery strategies, with a view to limiting road congestion and reducing transport carbon emissions.

HEALTH

HE1: Targeted Preventions & Interventions: Brent will encourage healthier lifestyles and support partner delivery of tailored approaches to specific health issues to take a preventative approach to health problems, better manage the cost and impact they have in the borough and provide a better service.

HE1.1	Promote environments which facilitate and encourage healthier lifestyles	• These could be designed based on their ability to prevent particular health issues, such as the Change4Life national programme focused on promoting more active lifestyles and a healthy diet to reduce obesity. The Council could offer food and activity based workshops for families with overweight children to be introduced in schools to take a whole family approach. • Offer additional home visits for vulnerable families, support for breastfeeding, and help for overweight and obese children and families to manage their weight, through our new children's public health service.
HE1.2	Increase the awareness of diabetes highlighting symptoms and complications	• The Council should increase awareness of diabetes across the borough. This could involve increasing awareness of the symptoms of diabetes to help ensure anyone who has the condition is diagnosed early and complications are prevented.
HE1.3	Identify partners able to design and deliver targeted programmes to address current and future priority health problems prevalent in the borough	• The Council could signpost local organisations to funding options for community projects as well as hosting workshops to improve quality of applications.
HE1.4	Ensure interventions are evaluated to assess impact and capture learning	• If targeted interventions are to be successful into the long term, then it is essential that there is a process for monitoring and recording benefits and any dis-benefits, and checking across department the impacts of interventions.

HE2: Independent Living & Self Care: Brent will work to ensure that older people and those with additional needs will have the opportunity to live independently for as long as possible.

HE2.1	**Promote Intergenerational & multigenerational housing**	• Brent will support intergenerational and multigenerational housing schemes to encourage social interaction and foster the creation of friendly, neighbourly, supportive communities where residents of all ages can engage and interact. Build to Rent could be used to facilitate intergenerational schemes with young professionals. Multigenerational living schemes could be better developed to allow for informal and formal care to be provided more efficiently. • The Council should develop the multigenerational model beyond the extended family and family ties, matching people who need help to live independently in their own home with people in housing need. In return for low cost accommodation, the home sharer provides an agreed amount of support per week to the homeowner. These forms of housing provision can offer support to combat social isolation and reduce reliance on traditional older persons and specialist care.
HE2.2	**Expand New Accommodation for Independent Living (NAIL)**	• Brent´s NAIL programme should expand its stock to provide proper housing options and tailored care packages for the ageing and elderly population, and for people with specialist mental health needs and physical disabilities, in line with the NAIL strategy. Whilst new build development is likely to constitute the bulk of new supply, outdated care facilities and sheltered housing with shared facilities also offer opportunities for redevelopment or conversion into new NAIL supply.
HE2.3	**Make robust policy provision in the Local Plan for fully inclusive and accessible public and amenity space, which can support intergenerational interaction**	• Regeneration of Brent's town centres should ensure vital local services are available for the whole community, including a safe, accessible and clearly navigable built environment and public realm for older and more vulnerable groups. • The Council should take a lead in showcasing dementia friendly garden projects, but then seek to expand the application of design interventions that can account for sensory and mobility problems into the wider built urban environment to support the development of dementia friendly cities and communities.
HE2.4	**Consider Brent's diversity of communities when supporting older and vulnerable residents with independent living**	• The council should work with organisations across the borough to ensure that the cultural diversity in the borough is taken into account when supporting older and vulnerable residents with independent living. For example, by ensuring that care provision in independent living is provided in the different languages spoken within the community. There is also a role for building resilient communities by supporting community organisations in the work they do and building a network of accessible support. This could be done by signposting community organisations on The council website or hosting events for the older population facilitated by different groups.
HE2.5	**Work with developers to support independence**	• Work with developers to ensure that they are providing housing that can be used for supported housing. Brent should be particularly open to giving planning permission for householder applications that would support independent living (e.g. granny flats) and promote and place greater weight on commitment to such use in householder applications. Home adaptations should be promoted where possible to help people remain in their own homes and reduce the likelihood of individuals requiring traditional forms of care.

HE2.6	**Encourage the use of technology to manage health conditions**	• Promote apps or technological interventions which support patients.

HE3: Social Prescribing for Wider Determinates of Health: Brent will support the use of preventative and community based non-medical responses to create the conditions to support people in adopting healthier lifestyles.

HE3.1	**Utilise council resources for Social Prescribing**	• Existing buildings in the borough can be utilised to deliver a social prescribing offer. There are many different social prescribing models, but most involve a link worker or navigator who works with people to access local sources of support. The role of the council would be to facilitate and support partnerships between voluntary and community organisations to improve access to cultural activities for elderly and vulnerable groups. It would also leverage and better utilise current services such as dementia cafes, and develop new partnerships and links with creative and cultural organisations, into a preventative strategy. • Businesses and cultural organisations could be encouraged to participate to meet Corporate Social Responsibility (CSR) requirements, which are becoming increasingly important for businesses public relations. • Brent Start should make better use of social media to publicise its creative education courses and the work of current and former students.
HE3.2	**Support the learning and transfer of new skills for older people**	• Promoting IT literacy amongst the elderly is one way of reducing social isolation. The Council should provide IT support groups designed for people over 60. The group could control the focus and pace of activities. Through their engagement, older people could improve social links and ties, particularly with family living far away. This project is particularly useful given its ability to improve inter-generational interactions and promote inclusivity using digital communication tools. The project could plug a gap in local service provision, providing a free IT and social media course delivered in a format and at a pace that suits its client group. • This model of support could take many forms and also be focused on crafts, arts or cookery.
HE3.3	**Support Young People from deprived areas to participate in learning and employment opportunities**	• Brent should facilitate and lead programmes targeted at more deprived areas e.g. lowest 10% Indices of Deprivation (IOD), which would include some of the larger housing estates like Stonebridge and St Raphael's. Beneficiaries will be taking part in training and employability programmes using sports facilities and mentoring support.
HE3.4	**Maximise Social Prescribing opportunities with support from healthcare professionals**	• Ensure doctors and healthcare professionals are aware of the social prescribing opportunities in the area, and can make referrals when appropriate. Community hubs should be used to signpost interventions and advertising increased on the Council website. Existing courses available at Brent Start could also be used for this purpose. • Promote the Social Isolation in Brent Initiative to partners across the borough.

HE3.5	Promote Social Prescribing as Social Value / Corporate Social Responsibility (CSR) tool	• Health promotion should be included within Council procurement, by including contributions to social prescribing as a social value category. CSR could also form part of the procurement process requirements, similar to the time banking systems used for Second Floor Studio Arts in Wembley.

HE4: Creating Healthy Environments: Brent will support restaurants, workplaces, schools and other places where residents are spending time to ensure they are designed and run in a way which promotes good health outcomes.

HE4.1	Promote Healthy Streets and Play Streets	• 'Walkable neighbourhoods' should be one of the main planning priorities. The decision to walk does not solely depend on the distance to the respective destination, but also on the quality of place and public realm. Some approaches to make streets more walking-friendly are laid out in the Mayor's Healthy Streets Programme. • There should be an emphasis on creating spaces for independent active play for young children. The Council will utilise the Love Where You Live scheme and support community activity as much as possible to improve and increase use of the public realm, for example by allowing road closures for community activities.
HE4.2	Ensure that schools have support from the Council to provide healthy environments	• Actions could include reducing parking around schools ensuring that children are encouraged to walk as much as possible to school and incorporating borough wide 'Walk to School' weeks. Early year interventions should be targeted at 2-4 year olds, encouraging all nurseries to have nutrition policies in place.
HE4.3	Support employers, through communication, to take positive steps to support employee health, by working with employees to redesign environments and encourage practices to make healthy choices easier	• Supporting staff to become fitter, healthier and build resilience would begin to address high rates of sickness absence observed in recent years, and enable staff to be at their best. Actions could include lunchtime mediation and yoga classes, or one off health based activities like group dances or sponsored runs. • The Council should lead by example by ensuring that healthy options are available in the Melting Pot with clear labelling, providing bike hire options and running Council wide health campaigns. • The Council could include healthy workplace criteria in procurement measures ensuring that workplace health is prioritised in organisations in the borough. • There should be measures in place to evaluate the success of healthy workplaces, so that there is an understanding of what works and meets the needs of members of staff. This is essential in high pressure roles in health and social care.
HE4.4	Use Planning policy and planning gain for creating quality spaces / premises for health provision	• Councils should encourage the use of S106 planning obligations, and potentially use the Community Infrastructure Levy, to help redevelop primary care premises. Developers and public health bodies should also work closer together to incorporate 'active living' into new developments, access to green spaces and parks, social interaction and other measures to benefit physical and mental health. • Ensuring a high quality of public spaces between buildings is fundamental, to make sure there are inviting spaces that provide opportunities to mix and mingle with other people, and to preventing social isolation. Denser development will mean public spaces are likely to be more intensively used, emphasising the importance of the use of robust materials and long term management and maintenance arrangements.

HE4.5	Use Council powers to help residents make better food choices	• London boroughs have the power to introduce mandatory traffic light labelling and nutritional information on menus in all restaurant and food outlet chains in London, by using their byelaw and licensing powers. The Council should incorporate a voluntary star system to promote healthier choices. • The Council could use licensing a way of preventing unhealthy drinking, the Council should review the local licensing policies surrounding pre-11AM alcohol sales and high strength beer and cider sales.
HE5: Encourage the Use of Technology: Use technology to improve efficiency, reduce cost and drive up standards in the health care sector.		
HE5.1	Facilitate onsite training for social workers, occupational therapists and people working in healthcare to ensure they are up to date with the latest technology available to patients	• The Council could develop an onsite training facility that could be leased out for external organisations to this end, and to generate income.
HE5.2	Providing signposting and information about approved and quality apps for health	• There is an increased use of technology in health by individuals which could be used by the healthcare sector. The Council could better link with NHS information to signpost to quality information and applications which may be useful to residents.
HE5.3	Deploy technology to improve efficiency	• Technology could also be used to improve efficiency and flexibility for healthcare professionals, for example through greater use of mobile technology and applications.
HE5.4	Encourage the use of technology to manage health conditions	• Promote apps or technological interventions which support patients in managing their health conditions.
HE6: Support the Health System: Brent will aim to make any changes in health provision as smooth as possible by supporting the change management.		
HE6.1	Maximise training opportunities to healthcare staff	• More training should be delivered in the community. This will require Local Education and Training Boards (LETBs) to significantly increase the proportion of funding spent on training in these settings and maximise investment in ongoing staff development. Training and development should be focused on capabilities to suit new models of care, such as generalist skills and supporting citizens to self-care. In addition, staff will be trained on how to provide care in different settings.
HE6.2	Make space for services in the community	• Ensure that health provision is included in planning of areas which are being redeveloped. This is particularly important when planning regeneration of town centres and high streets as localised health services are projected to increase.

CULTURE

C1: Growth in the Creative Economy: Brent will support the growth of the creative and cultural industries and the creative economy.

C1.1	Improve involvement in the Arts for children and young people – including through schools	• Develop a more integrated approach to stimulate and grow the creative economy in Brent through both supply and demand side focus. Improving the take up of arts education would bolster the creative skills base in the borough and enable residents to take advantage of expected growth in the creative economy. • Nationally, there has been a sharp fall in people taking arts subjects at GCSE since 2010. A long-term learning programme is to be established in Brent schools to place culture in every classroom.
C1.2	Promote creative careers	• To challenge negative perceptions around career prospects in the Arts, the Council should encourage the promotion of arts careers through local ambassadors, the Educational learning programme, mentoring schemes and communications which highlight their economic viability and variety. • Employment workshops could combine the Arts with job focused skills by using art techniques to develop business ideas and entrepreneurial skills amongst young people. Best practice at Battersea Arts Centre shows this method to be highly successful in involving people who would otherwise have been less likely to engage, especially young men from BAME backgrounds. • Brent Start should make better use of social media to publicise its creative education courses and the work of current and former students.
C1.3	Communicate cultural priorities	• The Council should take a leadership role in making culture a priority for the borough. Cultural champions should be identified who can articulate and raise the profile of what culture adds to the borough. • The Council should seek to foster relationships and dialogue with artists and creative practitioners, underpinned by a licencing regime open to cultural events, with a supportive approach to applications and enquires.
C1.4	Create a Brent Cultural Network	• A Brent Cultural Network could bring together artist institutions in the borough and host information and networking sessions. Such a network could provide set up help and information about creative opportunities in the borough.
C1.5	Extend the Library Outreach initiative	• Continue to provide library programmes specifically designed to promote creative skills, for example by hosting coding clubs.

C2: Support Creative Workspaces: Brent will enable artists to have access to a range of workspaces in the borough, from smaller studio and shared workspaces, through to medium and larger move on spaces.

C2.1	Prioritise retention and attraction of Creative businesses in the borough	• To take advantage of the forecast growth in London's creative economy, Brent must encourage existing creative businesses to remain in, and new creative businesses to locate to, the borough. • Existing workspaces and venues must be protected and local creative needs recognised, assessed and addressed. • New affordable creative and cultural spaces should be developed in growth areas, town centres and other well-connected locations, and new providers, partners and networks engaged to accommodate and encourage local creative talent.
C2.2	Secure and promote a mix of affordable creative workspaces throughout the borough	• Brent should continue to secure a range of affordable creative workspace for artists in suitably located new development through the planning system, leveraging planning gain, grant funding and private finance. • Relations with workspace operators should be broadened and deepened, to ensure a quality and diversity of offer, and priority for local artists. • New delivery models and partnerships should integrate business support, networking, access to finance and foster community initiatives into new development, to support local talent, intensify creative activities, maximise business and employment outputs, and stimulate and grow the creative economy. • Co-working spaces where office buildings and workspaces are let on flexible, easy-in, easy-out terms should also be developed to accommodate local start-ups, microbusinesses and SMEs. • Larger spaces should be developed which can accommodate different sized businesses, and offer opportunities to host creative and cultural industries alongside enterprise and desk-based business uses, to better encourage business to business collaboration, transactions, clustering and synergies. • The Council should consider a more interventionist approach that uses council assets and finance, and builds partnerships to lease, operate, invest and develop new workspaces in the borough.
C2.3	Provide appropriately designed dedicated workspace for artists	• Creative entrepreneurs often have different workspace requirements and desires than artists. Both groups are essential to support a healthy creative ecology, and the needs of both groups should be catered for. • Artists require appropriately designed creative art spaces on long term leases which are affordable, accessible, secure and allow them to make adaptations, and in some cases undertake noisy or noisome activities in what are often referred to as DIY spaces, makerspaces or hackerspaces.

C3: Celebrate Cultural Spaces: Celebrate Brent's heritage and cultural infrastructure and encourage businesses and other relevant parties to celebrate and promote culture in the borough.

C3.1	Leverage partnerships and use data sharing agreements to gain a deeper understanding of the cultural infrastructure in Brent and changing needs	• To assess how the borough's cultural infrastructure can best meet the needs of residents, visitors and businesses, we need appropriate metrics to assess how these groups value and experience the cultural offer around them. • The Council should work with cultural institutions to ensure appropriate data capture techniques are embedded in the provision of cultural offers, and data sharing agreements are in place to make the best use of available data. • More qualitative methods should be deployed to capture data, such as feedback questionnaires and interviews with residents. • The Council should contribute to the GLA cultural infrastructure mapping exercising, plugging any gaps and seeking to raise quality by collecting and sharing our own data.
C3.2	Audit and promote cultural heritage assets in Brent	• A full thematic review of Brent's locally listed buildings should be carried out, alongside a review of the borough's conservation areas and a survey of its historic pubs, with a policy to be developed for targeted protection and management of any release. This information should be used to promote and celebrate cultural and heritage sites across the borough.

C3.3	Planning protection and enhancement of Brent's cultural infrastructure	• The planning system should be used where appropriate. Measures include use of Article 4 Directions and Local Plan policy requiring new development mitigate any proposed loss of cultural infrastructure through new on site or off-site re-provision.
C3.4	Promote and celebrate green spaces	• Work with managing organisations to encourage active use of large green spaces in the borough. For example, the Council could work with Thames 21 to explore ways to maximise the benefits of the Welsh Harp Reservoir.
C3.5	Promote Local Venues and Cultural Offers digitally	• To increase visibility in the marketplace, the Council should encourage Brent's businesses, institutions and attractions to use event platforms, improve their online and mobile presence, and work with popular cultural apps such as Culture Trip and Timeout to increase their coverage. • To build upon the online networks, event platforms and online sharing and production of self-produced culture, Brent has created Spacebook to enable groups of people to book tangible spaces where mutual support can help realise cultural potential and talent. The Council should expand the capability and reach of Spacebook and make it as interactive as possible.
C4:	**Culture on the High Streets: Brent will make high streets a gathering place for social interaction and cultural exchange.**	
C4.1	Create conditions for culture to diversify and thrive on our High Streets.	• The Council should encourage business groups and other stakeholders to create the conditions for art and culture to thrive on the high streets. The Council should work more closely with artists and cultural organisations to facilitate and enable them to make culture a staple part of the high street. New spaces for the creative and cultural industries, an improved range and quality of food and beverage offers, and more leisure activities will all make High Streets more attractive places to live, work and visit.
C4.2	Encourage different offers and alternative uses for existing town centre infrastructure	• Alternative uses for existing infrastructure should be promoted, including: exhibition space in cafes/bars/restaurants, markets in under-used squares and parks, open-air cinemas, bars/restaurants/small music venues in basements in key night-time economy areas. • The Community Hub Model should be extended to other High Streets to reinvigorate their performative social function.
C4.5	Embed public art, signposting / wayfinding and accessibility into environmental improvements	• Improvements to the public realm, wayfinding and accessibility all lift the attractiveness of the High Street for residents and visitors, and form part of the strategy to regenerate Brent's Town Centres. Opportunity should be taken to embed public art into the public realm when undertaking such improvements, and to ensure cultural offers and experiences on High Street are properly signposted and accessible.
C5:	**London Borough of Culture 2020 Legacy: Create a legacy from Brent's year as London Borough of Culture 2020, building on successes and driving forward the cultural life of the borough.**	
C5.1	Create a strong cultural narrative from the London Borough of Culture 2020	• Build on Brent's award of the London Borough of Culture 2020 by defining and publicising neighbourhoods with unique selling points, improving food and dining experiences, and establishing more festivals and street art.

C5.2	Deliver Spacebook for artists to produce and showcase their work	• Brent will launch Spacebook – an all-year round online calendar listing affordable available spaces throughout the borough that are bookable, affordable and accessible for all kinds of cultural activities.
C5.3	Inspire creativity in young people	• As part of the London Borough of Culture, Brent will host the Mayor's new creative leadership programme for young people from diverse backgrounds, designed to give them the chance to develop creative careers and businesses.
C5.4	Promote Creative and Cultural Meanwhile uses	• The Council could support more Meanwhile uses by advertising available spaces and ensuring licensing is in place for parks and markets. • Vacant premises on the High Street should be targeted for creative and cultural activation.

C6: Flexible Cultural Offer: Brent will encourage the growth of its 24-hour economy and promote more flexibility in leisure opening hours and offers.

C6.1	Encouraging diverse offers to promote a 24-hour economy in selected highly accessible locations	• New and more intensive use of existing infrastructure and spaces for night time uses should be promoted and encouraged in selected locations, including established night time economy areas and appropriate locations accessible via the night tube.
C6.2	Create a Night Time Economy Strategy	• Create a strategy to develop and shape the night time economy in Brent. Ensure Council licensing policy and enforcement positively supports the development of the night time economy, particularly in the key Kilburn High Road and Wembley locations.

C7: Facilitate Tourism Growth: To promote tourism in Brent relevant partners should work together to formulate a strategic vision for tourism in the borough.

C7.1	Produce and promote a Tourism Strategy for Brent	• Articulating a clear vision for tourism in Brent will have economic benefits, and a tourism strategy could build on the borough's unique local brands and aim to increase dwell time and spend. • Brent's award of the London Borough of Culture 2020 has prompted popular websites to highlight places to visit in the borough. The London Borough of Culture 2020 brand and publicity should be used as a launch pad to create and advertise a comprehensive tourism offer. Neighbourhoods with unique selling points should be identified and promoted, food and dining experiences improved, and festivals and street art celebrated and increased. • A tourism strategy should include a local survey to collect up to date information on tourism patterns.
C7.2	Identify unique aspects of local areas, marketing them as 'Local Offers' and through wider place-promotion materials	• Local Tours visiting key local attractions in Brent could be run in partnership with the Council, Schools and community organisations. Tours could be focused and run by local people and grounded in their local knowledge, for example older volunteers could be engaged to run tours or they could be delivered in partnership with schools.

C7.3	Improve public realm around key tourist attractions and gateway locations.	• Public realm around key tourist attractions and gateway locations and transport nodes needs to be improved, including upgraded physical and better leisure offers. Signposting should be rationalised and provide clear direction to and accessible information about attractions and places of interest.
C7.4	Better capture and retain Wembley event footfall and spend	• Work with regulatory and enforcement partners (police, highways and licensing) to adopt a fresh approach to pre and post-event activity. The new approach would recognise and aim to maximise the economic and social benefits of footfall in the area by allowing people to spend time using the food, drink, leisure and shopping facilities surrounding the Stadium and Arena.

Brent