

	Cabinet 17 November 2025
	Report from the Corporate Director of Neighbourhoods & Regeneration
	Lead Member - Cabinet for Regeneration, Planning and Property (Councillor Teo Benea)
Willesden Green Health and Wellbeing Integrated Hub	

Wards Affected:	Cricklewood and Mapesbury
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Part Exempt: Appendix 2 Valuation is not for publication as it contains the following category of exempt information as specified in Paragraph 3, Schedule 12A of the Local Government Act 1972, namely: "Information relating to the financial or business affairs of any particular person (including the authority holding that information)."
List of Appendices:	Three Appendix 1: Site Plan Appendix 2: (Exempt) Valuation Appendix 3: Building Inspection Report
Background Papers:	None
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1.0 Executive Summary

- 1.1 This report seeks Cabinet approval for the redevelopment of the Gladstone Park Youth and Community Centre site to deliver a new Health and Wellbeing Integrated Hub. The Hub will provide modern health services, community amenities, and wellbeing spaces for some of Brent's most disadvantaged communities, while supporting growth in nearby regeneration areas.

- 1.2 The scheme will transform a council-owned building that is beyond economic repair into a flagship integrated health and community facility, jointly funded with NHS partners. It will help tackle health inequalities, promote active lifestyles, and make better use of underutilised public land, while creating jobs, training opportunities, and inclusive community spaces.
- 1.3 Approximately 60% of the total project cost will be funded through confirmed NHS and Willesden Green Surgery sources, representing significant external investment leveraged for Brent.
- 1.4 The scheme will deliver substantial health, social, economic, and environmental benefits, including new community spaces, local employment, and carbon-neutral design, fully aligned with the Borough Plan, Local Plan, and Brent's long-term Integrated Neighbourhood and Estates Strategy.
- 1.5 Cabinet approval is sought for the SCIL funding allocation, and for delegated authority to enable disposal and lease arrangements for delivery of the scheme.

2.0 Recommendation(s)

That Cabinet;

- 2.1 Approves an allocation of up to £2.97m Strategic Community Infrastructure Levy (SCIL) funding to support the redevelopment of the Gladstone Park Youth and Community Centre site into the Willesden Green Health and Wellbeing Integrated Hub, as set out in section 3.14 (Option 1), subject to the conditions in Recommendation 2.2.
- 2.2 Approves the release of SCIL funding in staged payments, aligned to delivery milestones and contingent upon:
 - Planning consent being granted;
 - Confirmation of the full external funding; and
 - Completion of the agreement to lease with Willesden Green Surgery.
- 2.3 Approves the granting a 150-year peppercorn lease to Willesden Green Surgery to enable delivery of the Hub, with the Council retaining the freehold and securing lease clauses to protect health and community uses in perpetuity.
- 2.4 Authorises the Director of Property and Assets to agree the detailed terms of the agreement to lease and long lease disposal and to enter into the necessary legal agreements to facilitate the disposal and development and to take all necessary steps to complete the transaction.
- 2.5 Notes the intentions to relocate Kilburn Cosmos Rugby Football Club (KCRFC) from the Gladstone Park Youth & Community Centre to the Gladstone Park Pavilion to secure suitable alternative premises for KCRFC and full vacant possession of the site to enable on-site delivery.
- 2.6 Notes that *Willesden Green Health and Wellbeing Integrated Hub* is a temporary working name for the new facility. The permanent name will be

determined following discussions with key stakeholders, to reflect the hub's location within the Cricklewood and Mapesbury wards and to ensure the name is appropriate and inclusive.

3.0 Detail

Cabinet Member Foreword

3.1 The Willesden Green Health and Wellbeing Integrated Hub will turn an underutilised, deteriorating building of the Gladstone Park Youth and Community Centre site into a modern, sustainable space for health, community, and wellbeing services. Working in partnership with the NHS and GP practice, this flagship scheme will bring new GP and primary care facilities, a community pharmacy, flexible spaces for local activities, and opportunities for sport and physical activity, all within a carbon-neutral healthcare centre. This is a real investment in the community, improving access to care, creating training opportunities, supporting healthier lifestyles, and enhancing the local environment. It is a scheme that makes the most of external funding, revitalises an underused public asset, and delivers lasting benefits for residents. The proposal directly supports the Brent Borough Plan (2023–27) priorities as follows:

- **A Healthier Brent:** improving access to primary care and co-locating integrated health and social care services.
- **Thriving Communities:** providing inclusive community spaces and services tailored to local needs.
- **A Cleaner, Greener Future:** delivering a low-carbon, energy-efficient building with active travel incentives/facilities.
- **Prosperity, Pride and Belonging:** creating training and volunteering opportunities, and offering safe, welcoming spaces that bring people together.

Background and Proposal

3.2 The Gladstone Park Youth and Community Centre is located on Anson Road, NW2, within the Cricklewood and Mapesbury wards. The single-storey building, constructed around 1940, is in poor structural condition, with a single-skin brick construction lacking adequate thermal and structural integrity. The Council holds the freehold of the site of outright (see Appendix 1).

3.3 Previously leased to a nursery and a gym, the building has one remaining occupier, Kilburn Cosmos Rugby Football Club (KCRFC,) on a tenancy at will. The building is therefore substantially vacant. A recent independent condition survey confirmed the overall building is in significant disrepair, with essential works to bring it up to lettable standard estimated at a minimum of £410,000. Given the low potential rental yield and its designation as Metropolitan Open Land (MOL), the property has little prospect of attracting viable long-term

tenants or generating a positive financial return due to the planning use restrictions.

- 3.4 The wider site also contains the Gladstone Park Pavilion, built in 2007 with Lottery funding to provide changing facilities and a café for park users. The café is currently let on a commercial lease, with vacant possession expected by February 2026 to support the proposed redevelopment.
- 3.5 The section of the Gladstone Youth and Community Centre building, known as the Gladstone Sports Club, also suffers from structural deterioration. KCRFC occupies the Gladstone Sports Club premises on a tenancy-at-will basis, and initial discussions have taken place with KCRFC about the prospects for relocating to the Gladstone Park Pavilion.
- 3.6 This report sets out the case for redeveloping the Gladstone Park Youth and Community Centre site into the Willesden Green Health and Wellbeing Integrated Hub. The project would provide essential infrastructure to meet the needs of a growing local population, including residents in the borough's most disadvantaged areas and those expected from major planned developments in nearby Church End, Neasden Stations, and Staples Corner growth areas.
- 3.7 The proposal would replace a dilapidated council-owned building, which is beyond economic repair, with a landmark scheme under Brent's Integrated Neighbourhood Model.
- 3.8 This project is Brent Integrated Care Board's top estates priority and has strong backing from the Brent Strategic Estates Group and Primary Care Executive Group. It supports borough priorities to improve access to care, reduce health inequalities, promote active lifestyles, and make better use of underutilised public land.
- 3.9 The site's location makes it ideally suited to deliver the Integrated Neighbourhood Model, serving a catchment area that includes some of the borough's most deprived neighbourhoods as well as major planned growth areas forecast to deliver over 6,500 new homes. Co-locating GP services with neighbourhood health, mental health, housing, and social care teams will provide a single point of access for over 13,000 patients in an area which currently lacks sufficient medical and GP surgeries. There is therefore a strong case in terms of meeting an acute need for primary healthcare within a currently deprived area, and a lack of alternative sites within a one-mile catchment area.
- 3.10 Pre-planning engagement by the Willesden Green Surgery with the planning department in 2024 was positive, acknowledging the acute local need for primary healthcare and the lack of suitable alternative sites. The proposal is likely to be considered under 'Very Special Circumstances' to justify development on MOL, subject to full planning assessment by the Council and the Mayor of London.
- 3.11 One eligibility risk relates to the use of Strategic Community Infrastructure Levy (SCIL) funding for leisure elements such as the proposed padel court. While

the core health and community facilities clearly meet the statutory definition of infrastructure, the Council will ensure SCIL contributions are allocated to elements with a demonstrable community infrastructure function, with separate external funding provided for ancillary leisure components.

3.12 Beyond its health and wellbeing benefits, the Hub would generate substantial local economic and social value, creating jobs, providing training placements for clinicians, and offering safe, inclusive spaces for vulnerable groups, including refugee and migrant women. It will target BREEAM Excellent certification and carbon-neutral healthcare centre, representing a strategic and sustainable investment in Brent's future.

3.13 **Options Appraisal, Risks and Strategic Fit**

3.14 **Option 1 – Redevelop the site to provide a new Health and Wellbeing Integrated Hub.**

3.15 This option would involve demolition and redevelopment of the building into a purpose-built facility incorporating clinical, community, sports, wellbeing facilities, community hall and possibly a Padel Court (subject to planning). The hub will be run by the medical centre on a not-for-profit basis, with the aim of providing the community hall for free to voluntary and charitable organisations/uses. Should the Padel Court be included within the scheme, this will be funded separately by the Willesden Green Surgery with the aim of providing discounted use for Brent residents and free for children and vulnerable groups. The scheme would be funded primarily by NHS and Willesden Green Surgery investment, with up to £2.97m SCIL contribution from the Council. The Council would retain the freehold and grant a 150-year fully repairing and insuring lease to the surgery, subject to detailed heads of terms being agreed. Benefits include delivering modern health infrastructure for over 13,000 patients, co-locating key health and social care services, creating jobs, regenerating a deteriorating site, and securing project costs from external sources.

Subject to Cabinet approval and securing the necessary planning consents, the scheme would deliver the following uses (approximate sqm values):

- A 670 sqm health centre for Willesden Green Surgery and Integrated Neighbourhood Teams.
- A 50 sqm community pharmacy.
- A 20 sqm café with flexible community space.
- A 200 sqm community padel court.
- 230 sqm community hall (which avoids loss of existing community asset)

One-off costs with community hall:

Brent CIL:	£2.97m
Health Funding Streams:	£5.05m
	£8.02m

There will be an agreement regarding cost overruns on the project to ensure the Council's contribution will not exceed the SCIL ask of £2.97m.

KCRFC is the sole remaining occupier of the building and occupies it under a tenancy at will, which may be terminated by either party without prior notice. This provides flexibility to secure vacant possession to support future redevelopment, while appropriate relocation plans are agreed with KCRFC. Given the deteriorating condition of the overall building, KCRFC's long term occupation of the Gladstone Sports Club is unsustainable.

3.16 Option 2 – Refurbish and Let the Existing Building or Dispose of the Site on the Market.

3.17 Based on an independent building surveying report, the building requires a minimum of £410,000 for essential repair work to bring to a lettable standard. Even with this investment, projected rental income is estimated at £12,500–£18,000 per annum, equating to an average of around £13,500 per annum once arrears, risk and rent-free period incentives are factored in. A net present value (NPV) analysis over 25 years confirmed that the income generated would not recover the initial capital outlay, resulting in a negative financial return in all realistic modelled scenarios. The property's designation as Metropolitan Open Land further restricts commercial redevelopment potential. Disposal of the site is similarly unlikely to generate a meaningful capital receipt given these constraints and condition (see Appendices 2 and 3). This option is therefore financially unviable and fails to meet strategic priorities.

3.18 Option 3 – Do Nothing

3.19 This would avoid immediate capital expenditure but result in exponentially increasing deterioration, rising liabilities, unused community hall, and missed opportunities to secure one-off significant NHS and private investment to build a state-of-the-art health and community facility. The core elements of the building would remain vacant, attracting anti-social behaviour and creating a long-term security liability for the Council. While it might be suggested that alternative funding sources, such as Neighbourhood Community Infrastructure Levy (NCIL), could be sought, even if such funding were secured, it would not unlock the substantial external investment from the NHS or deliver the same breadth of social, health, and economic outcomes as the proposed partnership scheme. This option would therefore fail to address health inequalities, deliver integrated services, or maximise value for money, and is not considered a viable or responsible use of public funds.

3.20 Recommended Option

Of the options considered, redevelopment into a Health and Wellbeing Integrated Hub (Option 1) is the preferred option. It represents the most financially viable and strategically aligned approach, delivering long-term health, social, and environmental benefits while leveraging circa 60% of the capital cost from external sources. The scheme directly addresses urgent infrastructure needs in some of Brent's most deprived areas, supports planned housing growth, and transforms a deteriorating and underused asset into a modern, multi-purpose facility. With strong NHS and GP partner support, an established delivery partnership, and a clear funding and governance

framework, Option 1 offers the highest value for money and the greatest potential to improve outcomes for local communities.

3.21 Planning

The main delivery risks for Option 1 include securing planning consent for development on MOL, SCIL eligibility challenges (see para 3.30) for leisure components, and construction or programme delays. These risks are being mitigated through early engagement with Brent Planning and the GLA (for MOL related issues), clear articulation of 'Very Special Circumstances', robust alignment with borough priorities, and targeted allocation of SCIL funds to eligible elements. Early engagement with Brent planners and the Mayor of London has been encouraging for the healthcare related facilities. There is also an expectation that the community hall will be built to prevent loss of the existing community asset. A full planning application is in the process of being prepared.

Risks and Mitigations

- 3.22 Programme risks such as inflation and supply chain pressures will be managed by the NHS delivery partner through early procurement, contingencies, and flexible design. The Council's exposure is minimal, limited to enabling delivery through land and funding, with no direct delivery risk. Furthermore, the release of SCIL will be linked to delivery milestones and the Council will not be responsible for any project overspend. Council will not be responsible for the appointment of contractors, consultants, or the procurement of construction services related to the development. The Council would grant an agreement to lease prior to start on site, and the long lease would be granted on successful completion of the redevelopment. This further protects the Council's position. Where required, the Council may procure legal or property advisory support to support lease negotiation, title review, or to confirm statutory compliance (e.g. in relation to best consideration under section 123 of the Local Government Act 1972). Any such services will be procured in accordance with Brent Council's Contract Standing Orders and are expected to fall within the very low or low value contract thresholds.

3.23 Strategic Fit and Compliance

The scheme is fully aligned with Brent's Infrastructure Delivery Plan, Borough Plan (2023–2027), and Local Plan (2019–2041), which identify a pressing need for enhanced social and health infrastructure to support over 46,000 new homes expected during the plan period. It directly advances the Borough Plan priorities of "A Healthier Brent" and "Thriving Communities" by delivering co-located health, social care, and community services. It meets statutory requirements for SCIL funding under Regulation 59 of the Community Infrastructure Levy Regulations 2010 (as amended), with the core facilities qualifying as necessary infrastructure to support development. It addresses a core statutory function of the Council to promote health and wellbeing and responds to pressures arising from population growth and housing development. Failure to deliver adequate infrastructure would risk non-

compliance with the Council's legal obligations to its residents and could undermine the effective delivery of the Local Plan

3.24 Financially, the scheme delivers exceptional leverage of external funding, with significant costs covered by NHS and GP partners. The Council's one-off SCIL investment will secure long-term public benefit, retain freehold ownership, and enable more efficient service delivery. The Hub responds directly to local demographic pressures, serving some of the borough's most deprived communities and accommodating growth from over 4,000 new homes in the immediate catchment. Without this intervention, deficits in health provision may widen, undermining the delivery of the Local Plan and missing a time-limited opportunity to secure substantial external investment.

3.25 The scheme also advances Borough Plan priorities across all outcome areas as set out in the Cabinet Member's foreword.

- **The Best Start in Life** – increased clinical capacity for safeguarding and early intervention, and active lifestyle opportunities for children.
- **Thriving Communities** – integrated health, housing, and social care in one accessible location, alongside inclusive community spaces.
- **A Healthier Brent** – modern facilities for over 13,000 patients, integrated with mental health and social care services.
- **A Cleaner, Greener Future** – BREEAM Excellent and carbon-neutral design.
- **Prosperity, Pride and Belonging** – new jobs (the proposal aims for 50-100 jobs), safe spaces for vulnerable groups, and inclusive economic participation.

3.26 Programme and Delivery

Subject to Cabinet approval in November 2025, the programme anticipates submitting a planning application in the following months. An indicative high-level timeline for the programme is as follows:

Milestone	Target Date
Submit planning, and enter Agreement to Lease and SCIL Grant Agreement	Jan 2026
Secure Planning approval	Jun 2026
Complete tender drawings and specification for contractor procurement	Aug 2026
Appoint contractor	Oct 2026
Secure vacant possession/start on site	Dec 2026
Estimated Practical Completion date and grant of 150-year lease	Dec 2027

3.27 Delivery and procurement will be led by the NHS and Willesden Green Surgery (WGS) delivery partner. Brent Council's role would focus on enabling the scheme through securing vacant possession, granting a 150-year lease, entering into supporting legal agreements while retaining the freehold interest,

and administering the SCIL funding. Any necessary legal or property advisory support for lease negotiations, title review, or statutory compliance will be procured in accordance with Council procedures and within low-value thresholds, but is anticipated to be predominantly managed in-house.

3.28 Key programme assumptions are as follows:

- Feasibility reports produced for the works accurately reflect the project requirements.
- Cost estimates are reliable and sufficient to complete the works.
- Adequate SCIL budget will be available to meet the Council's contribution throughout the life of the project.
- The facilities will provide appropriate access for consultants and contractors to complete works.
- There will be sufficient market interest from technical consultants and contractors to deliver within the required timeframe.
- Planning permission, including for development on Metropolitan Open Land (MOL), will be granted without significant delay, based on 'Very Special Circumstances'.
- Key stakeholders including Brent ICB, Council departments, ward members, Kilburn Cosmos, GLA, and FoGP (Friends of Gladstone Park) will continue to support the project and cooperate to enable delivery.
- The project will not be materially impacted by further inflation or economic shocks during procurement and construction.
- Service providers (GPs, INT, community café, pharmacy) will remain committed to occupying the new facility upon completion.
- No major unforeseen ground conditions, contamination, or utilities issues will materially impact cost or timescales.
- It is assumed that the site has good and marketable title, free from any undisclosed encumbrances.

3.29 **SCIL Funding Compliance and Governance**

3.30 The Council will ensure that SCIL funding is allocated only to elements of the scheme that clearly meet the statutory definition of infrastructure under Regulation 59 of the Community Infrastructure Levy Regulations 2010 (as amended). The SCIL contribution will therefore be directed exclusively towards the construction and fit out of eligible components, including the health centre, pharmacy, café, and flexible community space, all of which directly support the delivery of integrated health and community services to meet the needs arising from population growth in the borough.

3.31 Leisure-focused elements, such as the proposed community padel court, will be funded through alternative external sources or, if retained in scope, justified as incidental to the primary infrastructure purpose. This separation of funding will be clearly set out in project budgets and delivery plans to ensure transparency and compliance. Any revenue arrangements from the padel court will be agreed through the lease heads of terms, ensuring the Council retains a proportionate benefit from commercial use of its land.

- 3.32 The Hub is located within the catchment area for major growth zones at Church End, Neasden Stations, and Staples Corner, together expected to deliver over 6,500 new homes, in addition to 4,000 new homes already in the pipeline locally. Population modelling undertaken by the NHS and Council shows that this level of growth will generate significant additional demand for primary healthcare, mental health, social care, and accessible community facilities. The Hub's co-located services are designed to address this growth-driven demand, ensuring adequate infrastructure provision in line with the Local Plan and Infrastructure Delivery Plan.
- 3.33 The Council will track the use of SCIL funding through existing governance processes, including internal monitoring, quarterly financial reporting, and end-of-project review. This will confirm that SCIL funds are spent solely on eligible infrastructure and that the infrastructure is delivered as approved. Compliance reports will be submitted to the Council's relevant boards to provide assurance and transparency in the use of public funds.
- 3.34 The Council's proposed contribution of £2.97m, drawn from Strategic Community Infrastructure Levy (SCIL) funding, will unlock a total capital investment of up to £8.02m, with significant costs funded by NHS and Willesden Green Surgery partners. This represents a leverage ratio of almost 3:1 and ensures that limited SCIL resources deliver maximum public benefit. No alternative current project has been identified that would achieve this level of external funding match while directly addressing urgent infrastructure needs arising from population growth.
- 3.35 The Council's financial exposure is limited to the agreed SCIL allocation. This funding will be released in staged payments aligned to key delivery milestones and contingent upon:
- Planning consent being secured;
 - Confirmation of full external funding; and
 - Execution of the agreement to lease.
- 3.36 Should the scheme not proceed, the SCIL allocation will remain available for reallocation to other eligible infrastructure projects. This ensures that funds are not committed without delivery certainty.
- 3.37 The Council will retain the freehold of the site and grant a 150-year peppercorn lease (fully repairing and insuring) to the Willesden Green Surgery, with clauses to safeguard the site's use for health and community purposes. The lease will include provisions allowing the Council to take appropriate action if the intended use ceases, ensuring the long-term protection of the public interest.
- 3.38 While construction costs will be managed by the NHS and delivery partner, the agreed SCIL allocation will be fixed to the amount approved by Cabinet. Any cost increases above the agreed figure will be met from external funding sources, ensuring no additional financial burden to the Council. The funding agreement will specify that SCIL contributions are capped and cannot be used to offset overspends.

3.39 The Hub proposal responds to pressing infrastructure needs identified in the Borough Plan, Local Plan, and Infrastructure Delivery Plan, serving some of Brent's most deprived areas and supporting growth from new homes in the catchment. In the context of competing SCIL demands, the scheme's combination of health, community, environmental, and economic benefits, secured with minimal Council capital, represents one of the most impactful uses of available funds.

4.0 Stakeholder and ward member consultation and engagement

4.1 The proposal has strong support from lead and ward members, the Brent Integrated Care Board, the Brent Strategic Estates Group, and the Primary Care Executive Group. The NHS has confirmed the Hub as its top estates priority in Brent, with delivery partners committed to co-funding and operating the facility.

4.2 Engagement to date has also involved local stakeholders, including the Friends of Gladstone Park (FoGP), KCRFC and neighbouring residents. While there is broad recognition of the need for improved local health services, FoGP and some local residents have expressed concerns about the redevelopment, particularly in relation to the loss of the existing community centre and the desire to retain or expand purely community-based facilities on the site. There is therefore a strong desire to ensure that community activities remain a key part of the site's future.

4.3 Officers recognise these concerns and will continue to work with the WGS, KCRFC, FoGP and other community representatives to identify opportunities within the scheme to support community priorities. This includes the proposed flexible-use space and exploring shared use of certain facilities. However, the existing building is beyond economic repair, and no funding is currently available to deliver a standalone community redevelopment without the NHS partnership. The integrated approach proposed is the only viable route to secure significant investment in new facilities that will benefit the wider community.

4.4 As the scheme progresses, the Council and NHS partners will maintain open dialogue with stakeholders, ensuring that the Willesden Green Health and Wellbeing Integrated Hub serve both as a centre for excellent health and care and as a welcoming space for the wider community. The proposed design includes flexible-use areas, a café, and opportunities for shared use of facilities, ensuring the site continues to host a variety of social, cultural, and wellbeing activities. Programming of these spaces will be developed in partnership with local groups, including FoGP, so that the Hub reflects community priorities and remains a valued local asset.

4.5 Potential effects on the surrounding area, such as traffic, parking, and integration with the park, will be fully considered through the planning process. The development will include active travel facilities, sensitive landscaping, and measures to manage parking demand, helping to maintain the park's character while enhancing public access.

- 4.6 The NHS and Willesden Green Surgery bring significant experience in delivering modern primary care and community health projects, supported by established governance and project management frameworks. The Council's role is to enable delivery, retain the freehold, and ensure that the scheme is completed on time and within budget. A joint governance board will oversee progress and maintain transparency.
- 4.7 A coordinated communications plan will ensure that stakeholders are kept informed throughout the project. This will highlight the Hub's combined health and community offer, the environmental improvements, and the significant external funding secured for Brent. Updates will be provided at key stages, with opportunities for the community to see how feedback has influenced the final design.
- 4.8 A key component of the proposed scheme is the inclusion of both a pharmacy and a community hall within the new development.
- 4.9 The WGS has confirmed that the space allocated for the pharmacy will be restricted in use and is specifically designated for pharmacy provision only. Advanced discussions are underway with several potential pharmacy operators who have expressed interest in occupying the unit, and the WGS has provided assurance that the space will be brought into active use as a pharmacy upon completion.
- 4.10 In relation to the community hall, the Council and WGS recognise the importance of ensuring that this facility serves the needs of the local community, including the Friends of Gladstone Park and other local groups. The WGS has committed to working collaboratively with the FoGP to agree arrangements for the design, use and management of the hall. It is proposed that the hall will be operated as a social enterprise, ensuring it is run for community benefit.
- 4.11 Discounted hire rates will be made available to local charitable and voluntary organisations, with further engagement planned with the FoGP to shape the final management approach and community access arrangements.
- 4.12 These measures will help ensure that both the pharmacy and the community hall deliver lasting community benefit and support the Council's wider objectives around health, wellbeing, and social inclusion.

5.0 Financial Considerations

- 5.1 As at the 30 August 2025, Brent had uncommitted SCIL balances of £76.9m meaning there is sufficient SCIL available to fund Brent's £2.97m contribution.
- 5.2 The total estimated cost of the new Health and Wellbeing Integrated Hub scheme is £8.02m. The scheme will deliver a modern, purpose-built healthcare and community facility at the Gladstone Park site, enabling the co-location of GP services, integrated neighbourhood teams, community amenities, and wellbeing infrastructure.

Funding Breakdown

The scheme will be financed through a combination of one-off public contributions and private sector investment:

- Brent Council is expected to contribute £2.97m through the Strategic Community Infrastructure Levy (CIL), with funding required at the start of construction planned in 2026.
- Northwest London Integrated Care Board (NWL ICB) and the Willesden Green Surgery GP Partnership will provide the remaining capital of £5.05m through a combination of direct investment (cash) and borrowing.
- Willesden Green Surgery to cover any capital funding shortfall.

5.3 Although the asset will be leased to the Willesden Green Surgery with Brent retaining the freehold, the £2.97m Brent contribution is valid capital spend under local authority accounting requirements. As Brent is simply providing a contribution and will not generate any income, there are no VAT implications of the SCIL element.

5.4 The proposed community padel court is a commercial element of the wider scheme. While it will be operated with a strong community focus, including discounted access for local residents and young people, it will not be funded from SCIL contributions. Arrangements for any revenue sharing from the padel court will be subject to negotiation as part of the heads of terms for the lease between the Council and Willesden Green Surgery, ensuring that the Council retains a proportionate benefit from income generated on Council-owned land. The accounting and VAT implications of this will be reviewed separately ahead of the negotiations.

Lease Terms

5.5 To ensure the long-term financial viability and security of tenure for NHS services, the Council proposes to grant a 150-year lease at a peppercorn rent to the Willesden Green Surgery (proposed tenant). The Council (landlord) will retain the freehold of the site, and this long lease structure enables the necessary investment to be secured while maintaining public ownership of the land. The property team will work with Finance to ensure appropriate accounting for the lease. Disposals of assets via peppercorn leases have no impact on capital or revenue outturn.

5.6 This diverse funding package reflects a strong public-private partnership approach, unlocking significant value for Brent residents through integrated services and new community infrastructure.

6.0 Legal Considerations

6.1 SCIL is a levy that allows the Council to raise funds from developers in recognition of the fact that new development creates pressure on the borough's

infrastructure. CIL must be used by authorities for funding infrastructure to support the development of its area as set out in Regulation 59 of The Community Infrastructure Levy Regulations 2010 (as amended) (“The CIL Regulations”). Infrastructure is defined in The Planning Act 2008. It has a broad definition including transport, flood defences, schools, medical facilities, sporting and recreational facilities, open spaces. As such CIL can be used to fund a wide variety of facilities such as play areas, parks, and green spaces, cultural and sports facilities and district heating. This flexibility gives local areas the opportunity to choose what infrastructure they need to deliver their relevant plan (the Development Plan and the London Plan in London).

- 6.2 The Council holds the freehold interest in the entire Gladstone Park site affected by this proposal. However, there are existing third-party occupiers, including Kilburn Cosmos Rugby Football Club, which currently occupies part of the site under a tenancy at will.
- 6.3 In accordance with section 123 of the Local Government Act 1972, the Council has a duty to obtain the best consideration reasonably obtainable in any disposal of land, unless consent is obtained from the Secretary of State or a specific exemption applies (e.g. General Disposal Consent 2003). Legal advice will be sought to ensure that any grant of lease, licence, or disposal linked to this scheme complies with these statutory obligations, while also considering broader social and community value considerations.
- 6.4 The procurement and award of any contracts (e.g. consultancy, construction, or services) associated with the scheme must be conducted in accordance with Brent Council’s Constitution and Contract Standing Orders. Authority to approve such procurements is expected to fall within the delegated powers of the Director of Property and Assets, subject to the value thresholds set out in Standing Orders.
- 6.5 Although the Council owns the land, the proposed development is situated within designated Metropolitan Open Land (MOL). The Council will ensure that planning permission is obtained by the NHS or delivery and ensure SCIL funding is released in accordance with agreed milestones.
- 6.6 The Council may be required to enter into formal funding agreements or partnership arrangements with NHS bodies and/or other funding providers. These agreements will be subject to legal review to ensure the Council’s interests are protected and all parties’ roles, responsibilities, and liabilities are clearly defined.
- 6.7 Section 122 of the Local Government Act 1972 allows the Council to appropriate its land and therefore use the property for an alternative purpose. In this instance the Property would be appropriated to planning purposes.
- 6.8 Pursuant to Section 235 of the Town and Country Planning Act 1990 the Council may develop land held for planning purposes.

6.9 The Council must follow the procedures set out in 122 (2A) of the Local Government Act 1972 before appropriating land which is held as open space. Section 122 (2A) requires that the Council must have both:

- advertised its intention to do so in a Newspaper circulating within its area for two consecutive weeks; and
- considered any objections made to the proposed appropriation.

7.0 Equity, Diversity & Inclusion (EDI) Considerations

7.1 The proposed redevelopment of the Gladstone Park site into a Health and Wellbeing Hub directly supports Brent Council's commitment to advancing equity, diversity, and inclusion across the borough. The scheme will target some of Brent's most deprived and underserved communities, many of whom face significant barriers to accessing healthcare. By co-locating GP services, community health, and social care, it will help reduce health disparities and improve outcomes for vulnerable groups.

7.2 The Hub will provide culturally responsive services, offering tailored support in a safe and welcoming environment. This is particularly important where language and cultural barriers have historically limited access to public services. It will also promote inclusive employment, creating up to 50–100 local jobs across sectors including healthcare, hospitality, and facilities management, with all Willesden Green Surgery staff already earning above the national living wage. Opportunities for training and development, including placements for GP and nurse trainees, will be embedded into the operational model.

7.3 Designed to be fully accessible, both the building and surrounding public realm will offer safe, inclusive spaces for all users. Ongoing involvement of residents and community groups will be integral to the design and delivery process, ensuring the Hub continues to reflect and respond to the needs of the community it serves. These commitments will help ensure that the Hub is inclusive, accessible, and representative of the diverse communities it serves.

8.0 Climate Change and Environmental Considerations

8.1 The proposed development has been designed with strong environmental credentials at its core. The new Health and Wellbeing Hub will be built to BREEAM Excellent standards, ensuring high levels of energy efficiency, the use of sustainable materials, and a low operational carbon impact. The scheme includes electric vehicle charging points, secure bicycle storage, and active travel incentives for staff and visitors, supporting the Council's broader climate goals. In addition, the redevelopment will enhance the local environment through landscaping, tree planting, and improved public access, contributing positively to the site's location on Metropolitan Open Land and aligning with Brent's ambition to become a carbon-neutral borough by 2030.

9.0 Human Resources/Property Considerations (if appropriate)

- 9.1 There are minimal direct staffing or accommodation implications for the Council arising from this project.
- 9.2 The primary requirement will be project management and coordination support, which will be absorbed within the existing capacity of the Council's Property, Planning, and Capital Delivery teams. The programme will also require input from relevant departments for approvals, governance, and stakeholder engagement at key stages, all of which are expected to be managed within current staffing structures. Arrangements will be put in place for the monitoring and reporting of spending of SCIL funding to ensure this is reported back to the Council's relevant boards. No additional permanent staffing or accommodation changes are anticipated because of this scheme.
- 9.3 The property implications are set out in the main body of the report.

10.0 Communication Considerations

- 10.1 These are set out in the main body of the report.

Report sign off:

Jehan Weerasinghe

Corporate Director of Neighbourhoods &
Regeneration