

LONDON BOROUGH OF BRENT

**Meeting of the Executive
13 December 2004**

Report from the Chief Executive

For action

Wards affected: all wards

A civic centre for Brent

Forward Plan Ref: PRU-04/05-4

1.0 Summary

- 1.1 The case for the feasibility of a new civic centre hangs on two key principles; that a new centre will provide Brent's residents with better public services and will enable better value for money in the provision of services and in the management of the council's property portfolio.
- 1.2 This report sets out the case that it is not a question of whether the council should take the step of rationalising and redeveloping its physical location and offer to local people, but how and when these things should happen. Two independent financial appraisals offer members a stark choice:
- Whether to continue to invest in an inappropriate and ageing portfolio which provides an increasingly poor service to local people and is a barrier to performance improvements.
 - Or to invest in a new purpose-built home for the council and some of its public sector partners which serves the public better, provides a showcase for local democracy and improves collaboration and performance improvement across key public services.
- 1.3 This report shows that major expenditure on the property portfolio is unavoidable. The real choice is whether this is invested in keeping going buildings which drain expenditure but provide decreasing value to the public or is invested in something with a long-term value and benefit. This report also sets out the case that any new civic centre will have wider benefits and facilities for local people. It is unthinkable that what is provided consists only of office and meeting space. What is

proposed is a building that goes with the grain of a new Wembley and a new Brent and has a mixture of state of the art facilities such as a new library and learning centre with public, community and retail space that acts as a genuine and accessible hub for the borough.

- 1.4 The Wembley regeneration area represents an opportunity to site a civic centre in a part of the borough that is both centrally located and is being transformed into a thriving and exciting destination on a national and even international scale. Brent's civic centre could capitalise on this by creating a destination for the people of the borough. Current plans for the development are largely leisure, sport and retail focused. A civic centre will give Brent's residents something within this development which they can call their own and which gives them a stake in the new Wembley. This can only add value to the development as a whole. The council will become a major player in the area. This opportunity however is finite. Action is needed now if the council is to take advantage of this opportunity and have the civic centre proposed as a possible beneficiary of negotiations with developers.
- 1.5 This report however sets out a case that goes beyond the arguments of cost and value for money. The civic centre is in effect a real statement of the strategic intent of this council:
- to actively lead in regenerating the borough;
 - to provide excellent services;
 - to provide joined-up public services;
 - to provide new facilities such as a central library that truly enhances the lives of ordinary citizens;
 - to put the operation of local democracy where it belongs, in a quality and accessible setting; and
 - to show community leadership.
- 1.6 Members asked officers to examine the options around a potential civic centre and the feasibility of these options. This report sets out the work undertaken and draws conclusions that the combination of time and circumstance leads to a conclusion that it is the right course to take.

2.0 Recommendations

- 2.1 that Members agree in principle to proceed with a new civic centre for Brent located in or near the Wembley regeneration area.
- 2.2 that officers are instructed to take the civic centre project to the next stage by:
- considering the merits of appointing a professional team to represent the council in taking forward the project. Any such appointments will comply with the European Union public procurement regulations and standing orders.
 - carrying out further work to develop the options.

- negotiating with property owners about potential sites and identifying a preferred site preferably within the area adjoining Wembley Stadium Station, along the new boulevard and north of South Way.
- discounting the car park on Ealing Road, Chesterfield House and Town Hall sites from further analysis.
- finalising which services and partners will be located in the new facility.
- choosing a procurement route and planning based on a formal business case.
- preparing a risk management strategy.

2.3 that another report be brought to the Executive within six months for a final decision when a suitable site has been identified.

3.0 Introduction

3.1 In November 2002 the Leader of Brent Council together with the Mayor of London launched 'Our Vision for a New Wembley'. The vision document describes how the council has a once in a lifetime opportunity to maximise the national stadium's impact as a catalyst for regeneration of the area. At the core of and integral to this vision is a new civic building to be the centrepiece of the community in Brent. A new "heart" for Brent. A building that should have exceptional levels of public access to a wide range of public services, including council services, and that blurs the boundaries of public and private space. A building that will be state of the art for the 21st Century and that will be a community asset to the residents of Brent.

3.2 In April 2003, the Executive agreed to commissioning feasibility studies to examine the viability of a new civic centre for Brent. Since then, two independent financial appraisals have been carried out¹ and a firm of architects were commissioned to investigate best practice in Europe and to suggest some concept ideas regarding what a new civic centre in Brent could look like². Work has also been undertaken valuing the Brent Town Hall site³, consulting staff⁴ and researching the experiences of other organisations in the United Kingdom which have commissioned new, well designed, larger premises⁵. Discussions have taken place with the Property Director of Quintain Estates and Development plc, the company developing the area around Wembley

¹ These financial appraisals have been carried out by Jonathan Edwards Consulting and Deloitte & Touche LLP. Both examined the financial feasibility of building a new civic centre. Deloitte & Touche LLP progressed the study to include an assessment of funding options. These reports can be found in appendices A and B.

² Witherford Watson Mann were commissioned to undertake this work due to their experience of working with local authorities. Their report can be found at appendix C.

³ This evaluation was undertaken by Montague Evans. See appendix D for a copy of their report.

⁴ See appendix E outlining the results of a staff forum discussion.

⁵ Case studies of other organisations can be found in appendix F.

Stadium, CLS Holdings plc, the owners of the Brent House site, Brent Primary Care Trust, the College of North West London, Job Centre Plus, London Metropolitan University, Thames Valley University and the University of Westminster.

- 3.3 This report outlines how a new civic centre will enable Brent to provide better public services, better value for money, improved accessibility, transparency and customer service. It will also add to the impact of the regeneration efforts already planned for the Wembley area. These benefits will be the strategic objectives of the project against which it will be judged.

4.0 Better public services

- 4.1 Brent's current Town Hall was designed at a time when public accessibility to services and democracy were not considered to be as important as they are now. Consequently, the building does not allow the council to deliver the best services it can around the needs of Brent's residents nor encourage residents to participate in democratic processes. Likewise, the other buildings within Brent's property portfolio are totally inadequate for these purposes.
- 4.2 In Brent, as elsewhere in local government, many of our public and administrative offices are remote from the public, difficult to access, alienating to use, and fail to offer a modern, joined-up access point for citizens. Ben Rogers from the Institute of Public Policy Research, author of *Reinventing the town hall: a handbook*, claims that town halls in Britain are usually:

"inaccessible, unwelcoming and run-down. Closed during the weekends and evenings, most are more readily associated with council taxes and parking fines than with citizenship and democracy. . . . Citizens wishing to attend a council meeting will be ushered up a back staircase to an uncomfortable public gallery. . . . As for the council chambers themselves, with their formal decorations, heavy fixed furniture, and raised mayoral platform, they hardly invite popular engagement. They resemble nothing so much as a court of law."

- 4.3 The role of local government has changed significantly since the building of Brent Town Hall and its spread portfolio of buildings is no longer relevant to how services are delivered or to local democracy in the 21st Century. Modern local government is striving to be more outward looking and responsive, to do more to engage with citizens, local groups and community leaders. Town halls need to be re-invented as centres of active, public political life. They need to attract as many visitors as possible and present the council in an open, participatory and positive light. They need to be places where people want to go.

- 4.4 A new civic centre creates the opportunity to offer many services from the same place. This will suit the needs of residents better as they will only have to make one trip to carry out most of their business. The first impressions people get when entering a building significantly influence their experiences once inside. If the environment is a pleasant space to be in, Brent will instantly seem like a more trustworthy, organised, efficient and professional organisation. This will help Brent's customers feel valued and that their situation and problems are taken seriously. Currently, there is a huge variety in the quality of experience customers receive. Some customers are greeted by an intercom facility instead of a reception. Some are unsure which building to go to for each specific service they require. If the council is serious that the customer comes first, then the offer it provides must be improved.
- 4.5 As well as enabling the council to deliver its services in one place, co-locating services will also help to plan services in a more cohesive way. For example, the Children Bill has put the onus onto local government to join up services to children. This will require education and social services to work closer together. With other services so much of what the council does is now cross-cutting and undertaken in cross council partnerships that locating together can only be a major boost to this. Brent will also need to jointly deliver services with the Primary Care Trust and other partners and there will be opportunities to co-locate some of their offices with Brent's in the new building.
- 4.6 Other organisations that have invested in major new buildings have experienced huge improvements in their productivity and have enhanced their business. The new GlaxoSmithKline Headquarters, British Airways Waterside, BBC White City and HM Treasury buildings (see appendix H) have demonstrated that there is direct evidence that having these buildings has enabled these organisations to greatly improve the services they provide, their productivity, innovation and collaborative working. It has also enabled them to attract and retain excellent staff. All of these organisations were looking to bring about a cultural change in the way they approached their business.
- 4.7 A new civic centre will ensure the council attracts and keeps the best staff. There is an extensive body of evidence outlining the significance that working environments have on recruitment and retention of staff. If people work in an enjoyable space, with good facilities and amenities, they feel cared for by their employers and are more likely to remain in their job. This results in improved motivation, attendance at work and a general sense of well-being.

5.0 Better value for money

- 5.1 Brent's 2157 staff (excluding schools) currently deliver services from 20 buildings, some of which are 60 plus years old and are in need of on-going expensive maintenance to keep them open. The current

municipal portfolio is made up of leasehold and freehold properties. The leasehold element costs the council £2.1 million each year and this will rise to £5.9 million each year after 25 years. Unfortunately, over this period the expenditure will not realise any financial value to the council. The freehold buildings are in varying states of disrepair and some are reaching a stage where significant investment is needed to bring them up to a standard appropriate for their use. Whether leasehold or freehold, the council will inevitably have to meet the costs of any investment in its portfolio.

5.2 Jonathan Edwards Consulting describes Brent's property portfolio as:

ageing and of variable quality. The inadequate accommodation that it provides will not be sustainable in the long term and will restrict the Council's ability to provide public services. As the portfolio will deteriorate further and service delivery will fall increasingly behind acceptable standards, the Council does not have the option of doing nothing.

5.3 The Audit Commission, in an inspection of Brent's property services in 2003, found that Brent's buildings "have suffered from a lack of investment over many years leaving a significant proportion in a poor condition". The recent flooding at Quality House is an example of how poor conditions can have a real impact on service delivery and productivity. The services that are offered from this building have been forced to relocate while repairs are made. This costs the council in many ways; expensive emergency repairs, staff having to spend time relocating for the period, travelling to and from alternative locations and inconvenience to residents needing these services.

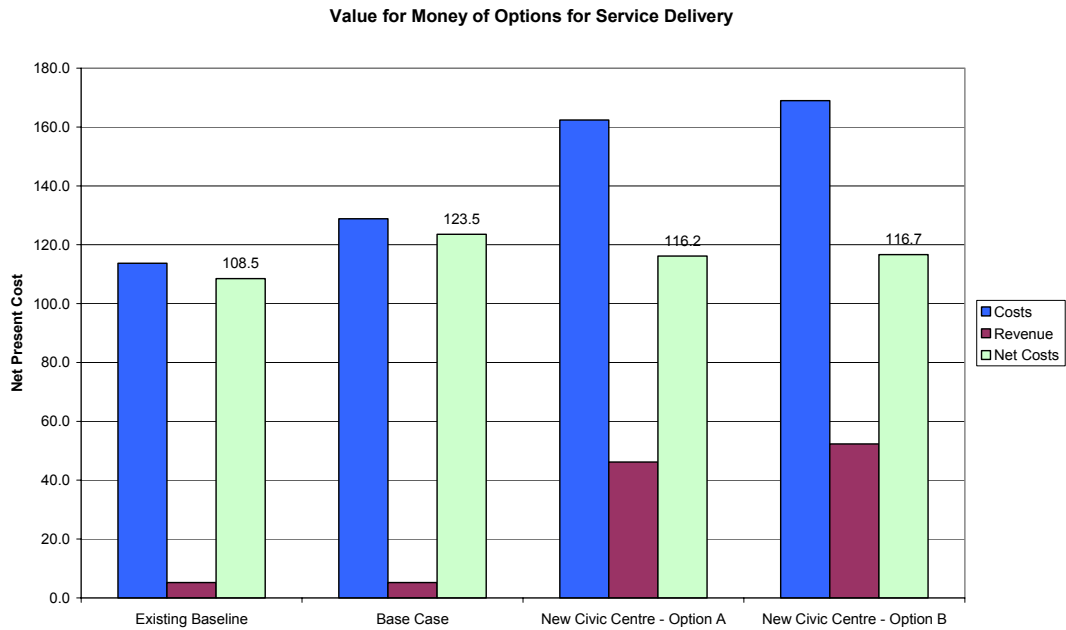
5.4 An assessment of the suitability and condition of each of Brent's 20 buildings showed that 10 buildings are in poor or bad condition in terms of maintenance and 9 are not suitable as offices. The table in Appendix L shows the weightings and scores for each of Brent's buildings. This is a direct result of the council's underinvestment on the upkeep (condition) and improvement (suitability) of its office estate. Improving suitability generally requires proportionately more investment than seeking to improve condition and yet suitability is generally the greater determinant of an office building's overall value to the Council.

5.5 Brent is therefore faced with the stark choice of upgrading its current buildings by investing heavily and increasingly into the existing portfolio, or investing in a totally new building. The costs of this investment have been identified and built into the financial analysis.

5.6 For the purposes of the financial analysis, the following four options were identified for dealing with the portfolio:

Option	Description
One: Do nothing (existing baseline)	Assumes no capital improvements to existing estate – does not meet statutory requirements and was not considered further.
Two: Do minimum (base case)	Assumes retention of the current portfolio, refurbished to meet minimum statutory requirements and baseline standards.
Three: New civic centre A	Assumes purpose built centre on a single site to consolidate the Council's accommodation requirement (subject to the retention of some key leasehold sites plus the freehold sites at Gwenneth Rickus House and Quality House).
Four: New civic centre B	Assumes a larger purpose built centre on a single site to consolidate the Council's accommodation requirement (subject to the retention of some key leasehold sites only).

- 5.7 Two external, independent advisory firms were commissioned to validate the financial business case:
- Jonathan Edwards Consulting (JEC) were engaged to undertake a costed options analysis, testing the relative value for money of a number of civic centre scenarios against do nothing or refurbishment-in-situ options.
 - Deloitte & Touche LLP commented on and refined the findings of the JEC study, and took the analysis to the next level by considering the procurement and funding options.
- 5.8 Both studies concluded that there are grounds on which a new civic centre will deliver value to the council and to proceed to the next stage of the project.
- 5.9 The Deloitte and Touche analysis subjected each option to a rigorous financial appraisal covering a 25 year period. The graph below shows that the two new civic centre options offer better value for money than upgrading the existing portfolio.

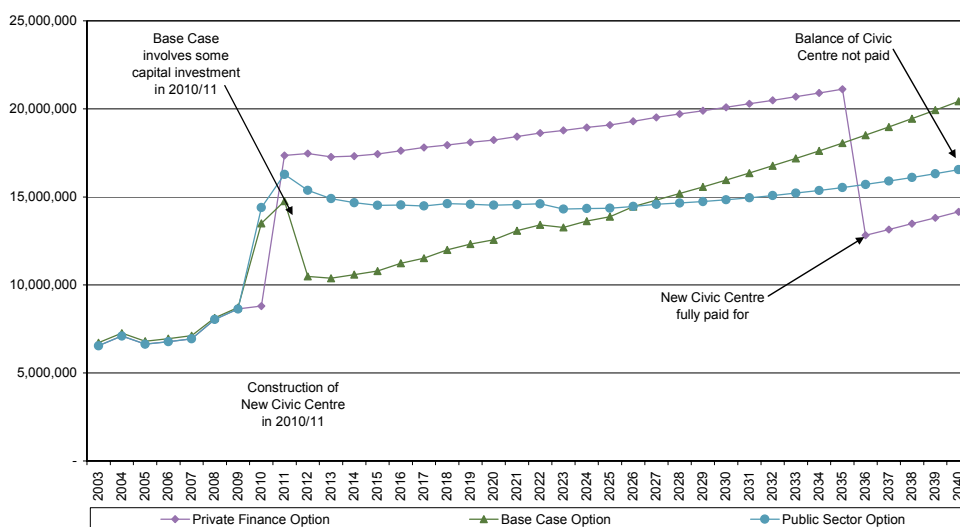


5.10 The costs (the blue bars) reflect all expenditure including both running and investment costs. The revenue (the maroon bars) represents the value of capital receipts and the residual value of the portfolio. The measure of Value for Money is shown as the costs minus the revenue which is labelled as the net costs (the green bars).

5.11 Whilst the existing baseline option comes out as the cheapest at £108.5 million Net Present Cost (NPC), this is not an option available to Brent as it does not take into account improvements including backlog repairs, asbestos removal and compliance with the Disability Discrimination Act 1995. The base case, which does include all of the necessary improvements that would need to be carried out, comes out at £123.5 million (NPC). This means that the two new civic centre options are cheaper by £7.3 million (NPC) for the new civic centre A and £6.8 million (NPC) for the new civic centre B over a 25 year period.

5.12 The financial analysis has been taken a stage further by modelling the same costs identified in the Value For Money analysis into a number of procurement options. The graph below demonstrates the costs over time of the different options.

Example Affordability for different procurement options



- 5.13 The triangles represent the base case. It assumes that the council does not need to borrow but meets its capital investment needs by one-off cash investments totalling £6 million and its annual running costs through the revenue budget. The spike in the base case costs in 2010 and 2011 represents this capital investment and an increase in leasehold rentals. The capital investment reflects the need to bring the portfolio up to an acceptable standard.
- 5.14 The diamonds represent the private finance option. The model has been developed to estimate the unitary charge that would be payable to a contractor and includes all operating and investment expenditure related to the new civic centre. The unitary charge will be met from the revenue budget beyond 2035, the total outlay reduces dramatically as the civic centre becomes fully owned by the council and only has to meet on-going running and maintenance costs. The Public Finance Initiative route would be subject to obtaining the necessary approvals and credits from central government and procurement in accordance with the requirements of the European Union Public Procurement Regulations.
- 5.15 The circles represent the traditional procurement route. For this option the council will use its prudential borrowing to meet capital investment needs and the costs of this and all running costs will be met from the revenue budget. Debt costs relating to the capital outstanding are calculated at 4% per annum. The model shows that in the final year when affordability is considered, there remains an outstanding debt at £29 million.
- 5.16 There is still work to undertake to ensure that the final structure of any deal will deliver the Council’s objectives within its affordability constraints. It is typical in projects of this nature for key variables to be subject to ever greater levels of detailed scrutiny, once the case for further investment has been made. The civic centre project team

believes that there is sufficient independent evidence that the project has the potential to deliver financial value for this to be tested in a formal business case. The key issues for the next stage of analysis are to:

- ensure that the Council's aspirations with regard to build quality and service standards are consistent with assumptions on construction costs;
- develop a procurement strategy which enables the Council to maximise the benefits of competitive tension;
- ensure that the deal structure allows for appropriate allocation of financial risk to third parties; and
- ensure that the financial commitments are affordable.

5.17 As well as being a more financially prudent option, building a new civic centre will enable Brent Council to look to achieving the efficiency gains outlined in the Government's recent public sector Spending Review. In July 2004, Sir Peter Gershon published an independent review into public sector efficiency. This review has prompted the Government to set a stretching target for the whole public sector to deliver efficiencies of 2.5 per cent a year over the three years of the 2004 Spending Review period which would deliver gains equivalent to £20 billion a year by 2007-08.

5.18 Local government has a key role to play in this ambitious agenda, and many local authorities are already securing efficiencies through investment in technology and rationalisation of back office and procurement functions. The Spending Review builds on existing best practice and proposes efficiency savings in local government of 2.5 per cent per annum to deliver £6.45 billion of efficiencies and productivity improvements by 2007-08, releasing additional resources to front-line services.

5.19 The Gershon review proposes a number of priorities for finding efficiencies:

Procurement – a move towards more collective and professional purchasing.

Back office functions

Transactional services – simplifying access to services for the public and accelerating the usage of modern technology.

Policy, funding and regulation of devolved public services

Productive time

5.20 Whilst Brent's civic centre would not be completed within the timeframe of the first phase of the Gershon review, on-going efficiency and savings will be easier to find if Brent has most of its workforce located in the same building. It will create opportunities to combine front-office with other back-office functions, reduce costs associated with facilities management including security and bring all procurement together in

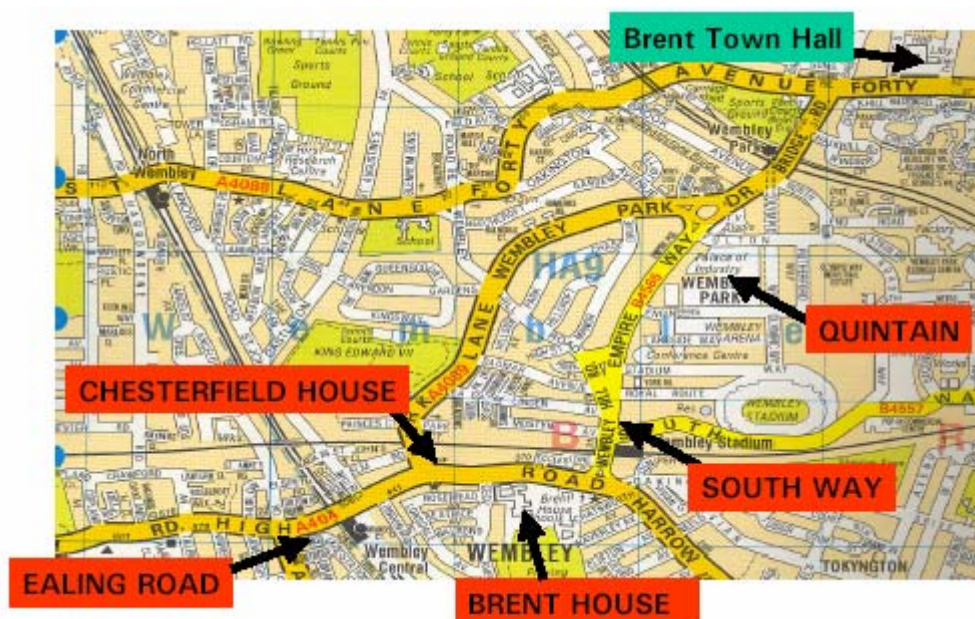
one place. The council will also be able to take advantage of the latest technology and design principles to achieve even greater efficiencies.

6.0 The options

6.1 There are a number of options to consider including:

- Location
- Size and layout
- Which services to co-locate and how
- Which of our partners to involve and how

6.2 **Location:** In February 2004, an initial feasibility study was presented to the Executive. This report identified five possible sites which are shown on the map below.



6.3 The car park site on Ealing Road is too far from the regeneration area and therefore should be discounted. Likewise, the Chesterfield House site is too small to meet the council's needs and the Town Hall site is too constrained by planning restrictions and size. Both of these sites should also be discounted. The Palace of Industry site within the Quintain development is no longer available.

6.4 The current options for locating the civic centre are a new site within the Wembley regeneration area, a redevelopment of the Brent House site and upgrading the current buildings.

6.5 A number of sites have been suggested within the Quintain Estates and Development plc estate, including the land adjoining Wembley Stadium Station⁶, sites along the new boulevard and north of South

⁶ Quintain's quantity surveyors, EC Harris, estimated construction costs for a new civic centre on the Wembley Industrial Estate. This report can be found at appendix K.

Way. The Wembley area is a logical place to site Brent's civic centre, both because it is geographically central and links the diverse north and south of the borough. The redevelopment of the Wembley area represents a once in a life-time opportunity to become part of what will be a thriving and exciting centre. It will be a place people want to visit. Building within this new development will enable the council to give Brent's residents a stake in the area which will otherwise be predominantly leisure, sport and entertainment oriented. The civic centre will add value to the regeneration area by ensuring the development is able to offer local people something that is specifically for them. The whole site will become a national and even international destination. Brent will be able to capitalise on this to create a destination for our residents.

- 6.6 CLS Holdings are the owners of Brent House. Their team have presented three options for developing the Brent House site to provide a new civic centre for Brent. They include a 51,000m² new build replacing the current building, a 23,300 m² partial new build retaining and reconfiguring the current building and a 12,500 partial new build retaining the current building. These plans are shown at appendix I.
- 6.7 The feasibility of the Town Hall site is very dependent upon there being enough space given planning restrictions (a grade 2 listed building). Early investigations indicate there would be enough space to redevelop the site to cater for 1030 workstations. This would mean the council would need to retain Brent House and Mahatma Ghandi House. There would not be enough space for improved public and community facilities and it would not reach our minimum requirement of co-locating all council departments in the same building. This site is outside the Wembley regeneration area and offers no prospect of a section 106 deal with a private developer. It is therefore not recommended for further development.
- 6.8 Upgrading the current buildings is, according to two separate financial appraisals outlined in section 4 of this report, the least prudent option.
- 6.9 **Size and layout:** Witherford Watson Mann Architects study at appendix C considered what a new civic centre could look like and highlighted European best practice.
- 6.10 The study estimated the proportions of office, partner, political, public and community space. The site requirement is based on Brent's current estimate but may change following further work. On this basis they have suggested three layout concepts:
- The all in one
 - The house of democracy and civic centre offices
 - The campus

Details are on pages 46 to 53 of the architects report at appendix C.

- 6.11 Building a new civic centre will provide the council with an opportunity to develop a site that meets the principles of sustainable design. This is both good practice in terms of saving on running costs in the long term, but also provides a good example to the community about how to build responsibly.
- 6.12 Sustainability is about building with the needs of the future as well as the present in mind. Meeting the current building regulations is not enough. Sustainability has to be part of the design from the start of a development project.
- 6.13 Brent's Planning Service has developed guidance on sustainable design⁷. It is through this guidance that Brent Council encourages other developers to ensure their developments are sustainable. This guidance will be incorporated into the design of the new civic centre.
- 6.14 ***Which services to co-locate and how:*** There must be a general principle that many of the council's services and all of its departmental headquarters will be co-located in the new building. The council will only reap the benefits of joined-up service delivery if opportunities are created for people to easily work together and for chance encounters.
- 6.15 It is also an important principle, however, for the council to maintain a real presence in all of its communities. Housing offices and one-stop-shops will still be needed in some form, and some may even need to be enhanced. This will be worked through on a principle of what is best in the new centre and what is best delivered at a local or outreach level.
- 6.16 Work undertaken with lead members and officers has highlighted the following facilities as likely elements for the new centre to contain:
- A substantial new central library for the borough
 - High quality space for members to meet and work
 - Space for our partners – particularly a visible inter-agency presence in delivery, and maybe back offices
 - Multi-agency reception and one stop shops
 - A welcoming space for community groups
 - A voluntary sector resource centre
 - Spaces for training, courses and seminars
 - Smaller committee style meeting rooms
 - Retail space to rent – potentially for facilities such as cafes, restaurants, shops, a fitness suite and bookshops
 - Open public space and display/exhibition areas
 - Registrar's services (seven days a week)
 - A large capacity assembly hall for 500-1000 people

⁷ Brent Council, 2003: *Supplementary Design and Planning Guidance 19: sustainable design, construction and pollution control.*

- All departmental head office located in the same building
- A high quality and accessible council chamber
- Flexible office space for around 1,500 council staff and partners
- Emergency planning control room with CCTV
- High quality landscaping
- Childcare facilities
- Showering and changing facilities
- Space for public art
- Tourist/visitor information
- Festival spaces
- Art gallery and museum
- Viewing platforms and winter garden
- Advice shop for young people and/or elderly
- Health advice
- Banking facilities and post office box
- Electronic screens to advertise what's on

6.17 The civic centre will link up with facilities already on offer in the wider Wembley development. The developers are committed to providing public space in the form of two squares and community space. The new civic centre will not duplicate any of these services, but will enhance and complement them.

6.18 The architects report highlighted how important it is to carefully consider which different uses to co-locate. Certain uses are more likely to complement some uses than others. For example, some public services are perceived with a greater degree of trust and can ease what may otherwise be a difficult threshold to cross. Libraries are a trusted and popular public service; they are aspirational and not associated with formal politics or bureaucracy.

6.19 ***Which partners to involve and how:*** The options for involving partners range from physically locating some of their offices in the council's building, to jointly delivering services, to having an information desk in the reception area, to signposting to Brent's partners' services. Discussions have occurred with Brent Primary Care Trust, the College of North West London, Job Centre Plus, London Metropolitan University, Thames Valley University and the University of Westminster. All have expressed an interest in being involved. These discussions will continue. Currently the Primary Care Trust has indicated that it wishes to sell some of its older dilapidated buildings and join the council in the new civic centre. The London Probation Service and the London Fire Brigade are other possible partners in the project.

7.0 Financial implications

7.1 For a full financial appraisal, please see section five of this report.

8.0 Legal implications

- 8.1 The council will need to consider using its prudential borrowing powers to finance this scheme. These powers are restricted by borrowing limits set by the Secretary of State. Any new capital project will need to both be within these limits and affordable over the payback period.
- 8.2 The project will also need to comply with the European Union Public Procurement Regulations and Brent Council's standing orders for contract tendering.

9.0 Diversity implications

- 9.1 There are many diversity implications for a new civic centre. Improving access to the council's facilities is a key principle behind this project. This will mean that all sections of Brent's community and all staff will both be welcome and comfortable in the new building and will be able to physically enter the new facilities regardless of any physical disabilities. Before and during the building design stage, there will be extensive consultation with Brent's residents and staff to ensure their ideas are included and incorporated. A new civic centre will create opportunities to offer Brent's diverse community and staff a facility that better meets their needs and of which they can all be proud.

10.0 Conclusion and next steps

- 10.1 A new civic centre will offer Brent's residents a better service and it will deliver better value for money.
- 10.2 A number of options have been identified concerning the location, size and layout of the new centre as well as which services to co-locate and how and which of Brent's partners to involve and how.
- 10.3 Wembley is the obvious centre for Brent as it is geographically central and is equally accessible from all parts of the borough. It is neutral ground politically and links the diverse north and south of the borough. If Brent is to take advantage of the opportunity that exists in Wembley, action needs to be taken quickly as the best available sites will very soon be taken and the price of land will rise.
- 10.4 Further work is required to assess the various options, including negotiations with land owners over potential sites. This will allow a more concrete business case to be developed and a procurement route to be identified.
- 10.5 A robust consultation and communication strategy will need to be prepared for consulting both with residents and staff. HM Treasury spent eighteen months on staff consultation and engagement alone when rebuilding their offices in Horse Guards Road. This process has already begun with a workshop with Brent's leaders and key partners in

June 2004 (see appendix J), discussions with service directors, a staff forum focus group (see appendix E), a discussion with the Local Strategic Partnership, and a resident questionnaire.

- 10.6 The convergence of need and opportunity mean that this project is both feasible and vital. It will need vision, imagination and commitment of it is to happen, but it also presents Brent Council with an unrivalled once-in-a-lifetime opportunity. The people of Brent need to be part of the Wembley development process and there is no better way of achieving this than locating the borough's civic centre in the heart of the development.

Background Papers

- Appendix A: Report by Jonathan Edwards Consulting
Outline feasibility study
- Appendix B: Report by Deloitte & Touche LLP
Consideration of value for money case and analysis of funding options
- Appendix C: Report by Witherford Watson Mann Architects
Brent Civic Centre: a position paper on its context, identity and location
- Appendix D: Report by Montague Evans
Valuation of the current town hall site
- Appendix E: Findings from staff workshop
- Appendix F: Case studies of other organisations
- Appendix G: Newspaper articles from late 1930s
- Appendix H: Other examples
- Appendix I: CLS Holdings
Brent House options for new civic centre
- Appendix J: Futurology session findings
- Appendix K: Report by EC Harris (Quintain's quantity surveyors)
Construction costs for a new civic centre on Wembley Industrial Estate
- Appendix L: Suitability and Condition of Brent's buildings

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