



Brent

SUMMONS TO ATTEND COUNCIL MEETING

Monday 24 June 2013 at 7.30 pm or at the rising of the special Full Council meeting beforehand, whichever is the later

Council Chamber, Brent Town Hall, Forty Lane, Wembley, HA9 9HD

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

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

CHRISTINE GILBERT
Chief Executive

Dated: Friday 14 June 2013

For further information contact: Peter Goss, Democratic Services Manager
020 8937 1353, peter.goss@brent.gov.uk

For electronic copies of minutes, reports and agendas, and to be alerted when the minutes of this meeting have been published visit:
www.brent.gov.uk/committees

The press and public are welcome to attend this meeting

Agenda

Apologies for absence

Item	Page
1 Minutes of the previous meeting	1 - 16
2 Declarations of personal and prejudicial interests	
Members are invited to declare at this stage of the meeting, any relevant financial or other interest in the items on this agenda.	
3 Mayor's announcements (including any petitions received)	
4 Appointments to committees and outside bodies and appointment of chairs/vice chairs	
5 Report from the Leader or members of the Executive	17 - 20
To receive reports from the Leader or members of the Executive in accordance with Standing Order 42.	
6 Questions from the Opposition and other Non- Executive Members	
Questions will be put to the Executive	
7 Reports from the Chairs of Overview and Scrutiny Committees	21 - 26
This report provides a summary of the work of the Overview and Scrutiny Committees in accordance with Standing Order 14 and covers the period since last reported to Full Council in January 2013.	
Ward Affected:	Contact Officer: Cathy Tyson, Strategy, Partnerships and Improvement Tel: 020 8937 1045 cathy.tyson@brent.gov.uk
8 Borough Plan 2013-14	27 - 60
This report sets out – through its attached appendix – a proposed revision of the Borough Plan for 2013 – 2014. The Plan and its detailed targets have been the subject of consultation with Executive Members and Partners since March 2013.	

Ward Affected: All Wards **Contact Officer:** Christine Gilbert,
Interim Chief Executive
Tel: 020 8937 1007
christine.gilbert@brent.gov.uk

9 Wembley Area Action Plan - Submission for examination in public 61 - 66

On 11 March the Executive agreed the Wembley Area Action Plan for public consultation and then, subject to Full Council approval, to submit the draft Plan to the Planning Inspectorate for Examination. In light of the consultation three relatively small amendments are proposed to enable a sound draft Plan to be formally submitted. Full Council is asked to approve the amendments set out in paragraph 3.3 below and to agree the Plan be formally submitted. The draft Plan is attached as Appendix 1.

Ward Affected: Barnhill;
Preston;
Stonebridge;
Tokyngton;
Wembley
Central

Contact Officer: Andrew Donald,
Director of Regeneration and Growth

Tel: 020 8937 1049
andrew.donald@brent.gov.uk

10 Establishment of the Brent Health and Wellbeing Board 67 - 74

The Health and Social Care Act 2012 requires that the Council appoints a Health and Wellbeing Board, the membership of which is largely set out in statute. The purpose of the Board is to assess the health needs of the Brent population and produce a strategy to address those needs and to encourage the provision of integrated health and social care services.

Ward Affected: All Wards **Contact Officer:** Cathy Tyson,
Strategy, Partnerships and
Improvement
Tel: 020 8937 1045
cathy.tyson@brent.gov.uk

11 Changes to health scrutiny 75 - 78

The Health and Social Care Act 2012 and the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013 which came into force on 1 April 2013 make some changes to the Council's health scrutiny role and the Council now has a choice about how those functions are carried out by the Council.

Ward Affected: All Wards **Contact Officer:** Fiona Ledden,
Director of Legal and Procurement

12 Review of and changes to the constitution

79 - 128

This report is in two parts; the first part sets out changes recommended following a detailed review of certain parts of the Constitution; most particularly delegations to officers, operation of Full Council, and call in arrangements. The second part addresses recommended changes of a more administrative nature and those arising from changes in the law.

Ward Affected: All Wards
Contact Officer: Fiona Ledden,
Director of Legal and Procurement
Tel: 020 8937 1292
fiona.ledden@brent.gov.uk

13 Appointment of permanent Chief Executive

129 -
132

This report concerns the proposed timescale for the appointment to the Chief Executive post and consequential interim arrangements.

Ward Affected: All Wards
Contact Officer: Cara Davani, People
and Development, Fiona Ledden,
Director of Legal and Procurement
Tel: 020 8937 1909, Tel: 020 8937
1292
cara.davani@brent.gov.uk,
fiona.ledden@brent.gov.uk

14 Motions

To debate any motions submitted in accordance with Standing Order 45.

15 Urgent business

At the discretion of the Mayor to consider any urgent business.



- Please remember to **SWITCH OFF** your mobile phone during the meeting.
- The meeting room is accessible by lift and seats will be provided for members of the public.
 - Toilets are available on the second floor.
 - Catering facilities can be found on the first floor near The Paul Daisley Hall.
 - A public telephone is located in the foyer on the ground floor, opposite the Porters' Lodge



LONDON BOROUGH OF BRENT

**Minutes of the ORDINARY MEETING OF THE COUNCIL
held on Wednesday 15 May 2013 at 7.00 pm**

PRESENT:

The Worshipful the Mayor
Councillor Michael Adeyeye

The Deputy Mayor
Councillor Bobby Thomas

COUNCILLORS:

Aden	Al-Ebadi
Arnold	Ashraf
Mrs Bacchus	Beswick
Brown	Butt
Cheese	Chohan
S Choudhary	A Choudry
Colwill	Crane
Cummins	Daly
Denselow	Harrison
Hashmi	Hector
Hirani	Hopkins
Hossain	Hunter
Jones	Kabir
Kansagra	Kataria
Long	Lorber
Mashari	Matthews
McLennan	Mitchell Murray
J Moher	R Moher
Moloney	Naheerathan
Ogunro	Oladapo
BM Patel	CJ Patel
HB Patel	RS Patel
Pavey	Powney
Ms Shaw	Ketan Sheth
Krupa Sheth	Singh
Sneddon	Van Kalwala

Apologies for absence

Apologies were received from: Councillors Baker, Beck, Clues, Gladbaum, Green, John, Leaman and HM Patel

‘Time to Change’ pledge

Before opening the meeting the Mayor introduced the ‘Time to Change’ pledge for the Leader of the Council and the Chief Executive to sign. The pledge was part of a national programme which called for an end to mental health discrimination.

Brent Community Champion Awards

Prior to the formal business of the meeting the outgoing Mayor presented Brent Community Champion Awards to the following people in recognition of their outstanding voluntary service within the borough:

Muna Abdi Amin
Stephen Chamberlain
Tom Doyle
Judy Edwards
Michael Fay
Bernard Fitzpatrick
Jane Franklin
Easmon Lavalley*
Michele Lawrence*
Hafsa Mohamed
Ghazal Pakzad
Kaushik I Patel
Sheila Perry
Ann Ring
Brian Sharp
Kailash Thobhani
Anne Olie Walsh
Sue Kayser
Karma Gyalbo Lama

* these people were unable to attend the meeting to collect their award

1. To elect the Mayor of the Borough for the municipal year 2013/14

The Worshipful the Mayor, Councillor Adeyeye called for nominations for the office of the Mayor of the Borough for the municipal year 2013/2014.

Councillor Butt nominated Councillor Thomas and this was seconded by Councillor Beswick.

There being no other nominations it was

RESOLVED:

that Councillor Thomas be and is hereby elected, Mayor of the London Borough of Brent, for the municipal year 2013/2014.

Councillor Thomas was robed and invested with the Mayor’s chain.

Councillor Thomas signed the statutory Declaration of Acceptance of Office of Mayor.

The past Mayor, Councillor Adeyeye vacated the Chair which was taken by the newly elected Mayor.

The Mayor then thanked Members of the Council for his election and informed the Council that his charity for the year would be Cricklewood Homeless Concern.

2. **Appointment of a Councillor of the Borough to be Deputy Mayor**

The Mayor announced the appointment of Councillor Naheerathan as Deputy Mayor of the London Borough of Brent for the municipal year 2013/2014.

3. **Vote of thanks to the outgoing Mayor**

Councillor R Moher moved a vote of thanks, which was unanimously supported.

RESOLVED:

that the Council place on record their thanks and regard for the outstanding public service rendered by the co-opted members, independent members, observers and others who have served on council committees, sub-committee, consultative committees, boards, governing bodies, resident associations etc during the past municipal year.

Councillor Butt moved a vote of thanks to the retiring Mayor for his services to the community. Councillors Lorber and HB Patel spoke on behalf of their groups and paid tribute to the work of Councillor Adeyeye during his year as Mayor.

RESOLVED:

that the Council records its appreciation of the outstanding service rendered by Councillor Adeyeye as Mayor of the London Borough of Brent during the past municipal year and for the manner in which he has presided over Council meetings. The Council also appreciates his attendance at a vast number of events and functions and his service to all sections of Brent's diverse community.

Councillor Adeyeye, having been invested with the past Mayor's Badge, thanked councillors for their tributes and reflected on his year of office.

4. **Declarations of personal and prejudicial interests**

None declared.

5. **Minutes of the previous meeting**

RESOLVED:-

that the minutes of the previous meeting held on 25 February 2013 be approved as an accurate record of the meeting.

6. **Political balance**

The report before Members dealt with the rules to be applied on the allocation of places on committees established by the Council.

RESOLVED:-

- (i) that the size of the committees to be established by the Council and the allocation of seats to each of the political groups be as follows:

Committee	Size	Labour	Liberal Democrats	Conservative
General Purposes	10	6	3	1
Planning	11	7	3	1
Audit	3*	2	1	0
Standards	5**	3	1	1
Totals	29	18	8	3
Other committees	Size	Labour	Liberal Democrats	Conservative
One Council Overview and Scrutiny	8	5	2	1
Children and Young People Overview and Scrutiny	8#	5	2	1
Budget and Finance Overview and Scrutiny	8	5	2	1
Partnership and Place Overview and Scrutiny	8	5	2	1
Health Partnerships Overview and Scrutiny	8	5	2	1
Call-in Overview and Scrutiny	8	5	2	1
Alcohol and Entertainment Licensing	15	10	4	1

*plus 1 non voting co-opted member

** plus 1 non voting co-opted member

#plus 4 statutory co-opted members and 2 non statutory co-opted members

- (ii) to note that the political balance on sub-committees will be reviewed at the first meetings of the Alcohol and Entertainment Licensing Committee and General Purposes Committee.

7. Notification of appointments to the Executive and appointments to committees and other bodies

Notification of the appointment of members to the Executive (and Highways Committee and Barham Park Trust Committee) and nominations for the places on committees and other bodies, including chairs and vice chairs and outside bodies were tabled. The list was amended to show Councillor Colwill as second alternate to Councillor Kansagra on the Children and Young People Overview and Scrutiny Committee.

Councillor Butt thanked the past members of the Executive for their hard work over the years.

The nomination of Councillor Matthews as chair of the Kilburn and Kensal Rise Connects Forum was put to the vote and declared LOST. Councillor Oladapo's nomination was put to the vote and declared CARRIED.

Councillors Colwill, Hopkins, Jones, Long and Ogunro were nominated to fill the three places on the Brent Housing Partnership Board. Following voting on each nomination it was agreed that Councillors Jones, Long and Ogunro be appointed.

RESOLVED:

- (i) that the appointment of the Executive, as notified by the Leader of the Council, be noted:

Councillor

Butt (Leader and Chair)

R Moher (Deputy Leader and Vice Chair)

Choudry

Crane

Denselow

Hirani

Mashari

McClennan

J Moher

Pavey

Highways Committee

Councillor

J Moher (Chair)

Mashari (Vice Chair)

Choudry

Denselow

McLennan

Barham Park Trust Committee

Portfolio

Corporate Strategy and Policy Co-ordination

Corporate Resources

Crime and Public Safety

Regeneration and Major Projects

Customers and Citizens

Adults and Health

Environment and Neighbourhoods

Housing

Highways and Transportation

Children and Families

Alternate

Butt

Crane

Hirani

R Moher

Pavey

Crane
Denselow
Hirani
R Moher
Mashari

- (iii) that the appointment of Chairs, Vice-Chairs and the memberships of committees be as set out in Appendix A to these minutes;
- (iv) that the following statutory co-optees be appointed to the Children and Young People Overview and Scrutiny Committee for the municipal year 2013/14:

Nardia Sullivan
Alloysius Frederick
Elsie Point

Parent Governor, Primary
Catholic faith
Church of England faith

- (v) that Dr J Levison, representing the Jewish faith, and Mrs Hawra Imane, representing the Muslim faith, be appointed as non-statutory co-opted members of the Children and Young People Overview and Scrutiny Committee for the municipal year 2013/14;
- (vi) that Sheila Darr be appointed as a non-statutory co-opted member of the Standards Committee for the municipal year 2013/14;
- (vii) that appointments/nominations to outside bodies be made as set out in Appendix B to these minutes.

8. **Municipal calendar of meetings for 2013/14**

A supplementary report listing amendments to the circulated report was tabled.

RESOLVED:

- (i) that the dates for Full Council and other meetings to take place during 2013/2014, as set out in Appendix 1 to the report submitted and amended by the tabled supplementary report, be agreed in principle;
- (ii) that the Democratic Services Manager be authorised to make any alterations deemed necessary to the calendar during the course of the municipal year, subject to the usual consultation.

9. **Urgent business**

None.

The meeting closed at 8.22 pm

COUNCILLOR BOBBY THOMAS
Mayor

THE EXECUTIVE AND COMMITTEES OF THE EXECUTIVE

EXECUTIVE

BUTT(C)	-	Lead Member for Corporate Strategy and Policy Co-ordination
CHOUDRY	-	Lead Member for Crime and Public Safety
CRANE	-	Lead Member for Regeneration and Major Projects
DENSELOW	-	Lead Member for Customers and Citizens
HIRANI	-	Lead Member for Adult, Health and Social Care
MASHARI	-	Lead Member for Environment and Neighbourhoods
McLENNAN	-	Lead Member for Housing
J MOHER	-	Lead Member for Highways and Transportation
R MOHER (VC)	-	Lead Member for Finance and Corporate Resources
PAVEY	-	Lead Member for Children and Families

HIGHWAYS COMMITTEE

CHOUDRY	Hirani
DENSELOW	R Moher
MASHARI (VC)	Crane
McLENNAN	Pavey
J MOHER (C)	Butt

BARHAM PARK TRUST COMMITTEE

CRANE
DENSELOW
HIRANI
R MOHER
MASHARI

COUNCIL COMMITTEES

ALCOHOL AND ENTERTAINMENT LICENSING COMMITTEE

(10/4/1)

ALLIE	S Choudhary	Singh
ARNOLD	Al-Ebadi	K Sheth
BACCHUS (C)	Beswick	S Choudhary
BESWICK	Aden	Adeyeye
CHOHAN	Jones	Gladbaum
HARRISON	John	Long
HECTOR	Pavey	McLennan
LONG	Crane	Daly
OGUNRO	Mitchell Murray	J Moher
JONES	Hirani	Hossain
CHEESE	Vacant	Vacant
HUNTER	Vacant	Vacant
SHAW	Vacant	Vacant
SNEDDON	Vacant	Vacant
HM PATEL	BM Patel	HB Patel

AUDIT COMMITTEE

(2/1/0)

AL-EBADI	S Choudhary	Arnold
VAN KALWALA	Harrison	Hector
CUMMINS	Ashraf	Lorber

NON-VOTING CO-OPTED MEMBER

VACANT (C)

GENERAL PURPOSES COMMITTEE

(6/3/1)

BUTT (C)	A Choudry	Krupa Sheth
HIRANI	Van Kalwala	Aden
MASHARI	Al-Ebadi	Naheerathan
J MOHER	Chohan	S Choudhary
R MOHER (VC)	Jones	Kabir
PAVEY	Arnold	Bacchus
BROWN	Beck	Matthews
HOPKINS	Sneddon	Green
LORBER	Hunter	Leaman
KANSAGRA	Colwill	BM Patel

EMPLOYEES' JOINT CONSULTATIVE COMMITTEE**(5/2/1)**

LONG	Beswick	Butt
J MOHER	Van Kalwala	Allie
R MOHER (VC)	Al-Ebadi	Arnold
MOLONEY	Aden	Adeyeye
PAVEY	Bacchus	Mitchell-Murray
HUNTER	Vacant	Vacant
SNEDDON	Vacant	Vacant
COLWILL	HB Patel	BM Patel

TEACHERS' JOINT CONSULTATIVE COMMITTEE**(5/2/1)**

AL-EBADI	Hector	Hirani
CHOHAN	John	Aden
HARRISON	Crane	Daly
HOSSAIN	Jones	Gladbaum
PAVEY (VC)	S Choudhary	Oladapo
BECK	Vacant	Vacant
MATTHEWS	Vacant	Vacant
HM PATEL	Baker	Colwill

PLANNING COMMITTEE**(7/3/1)**

ADEN	J Moher	Moloney
JOHN (VC)	Van Kalwala	Ogunro
KABIR	Oladapo	Al-Ebadi
KATARIA	Long	Naheerathan
POWNEY	Gladbaum	Harrison
KETAN SHETH (C)	R Moher	Adeyeye
SINGH	Hossain	Masharii
CUMMINS	Shaw	Sneddon
HASHMI	Cheese	Beck
CJ PATEL	Hopkins	Lorber
BAKER	Kansagra	HB Patel

ONE COUNCIL OVERVIEW AND SCRUTINY COMMITTEE**(5/2/1)**

CHOHAN	Hossain	Allie
HARRISON	Kabir	Kataria
LONG	Ketan Sheth	Hector
MITCHELL MURRAY	Jones	Gladbaum
POWNEY	Van Kalwala	Adeyeye

as at 15 May 2013

3

ASHRAF (C) LORBER	Brown Clues	Green Hopkins
COLWILL (VC)	BM Patel	Kansagra

BUDGET AND FINANCE OVERVIEW AND SCRUTINY COMMITTEE (5/2/1)

S CHOUDHARY	Chohan	Moloney
KATARIA (VC)	Harrison	Hector
RS PATEL	Long	Oladapo
KETAN SHETH	Jones	Gladbaum
VAN KALWALA	Allie	Daly
BROWN	Green	Lorber
HOPKINS (C)	Ashraf	Clues
HB PATEL	BM Patel	HM Patel

CALL-IN OVERVIEW AND SCRUTINY COMMITTEE (5/2/1)

DALY	Adeyeye	Al-Ebadi
JONES (VC)	Bacchus	Hossain
KABIR	Mitchell Murray	Chohan
RS PATEL	Long	Aden
KRUPA SHETH	Harrison	Oladapo
ASHRAF (C)	Hopkins	Brown
LORBER	Matthews	Beck
HB PATEL	BM Patel	Colwill

CHILDREN AND YOUNG PEOPLE OVERVIEW AND SCRUTINY COMMITTEE (5/2/1)

ADEN	Oladapo	Harrison
AL-EBADI	Jones	RS Patel
ARNOLD	Krupa Sheth	Hossain
GLADBAUM	S Choudhary	Hector
MITCHELL MURRAY (C)	Daly	Ogunro
MATTHEWS (VC)	Sneddon	Clues
CJ PATEL	Leaman	Green
KANSAGRA	Baker	Colwill

STATUTORY CO-OPTEEs:

Nardia Sullivan (Primary School Parent Governor)
Vacant (Secondary School Parent Governor)
Alloysius Frederick (Catholic Faith)
Elsie Point (Church of England Faith)

**NON-STATUTORY
CO-OPTEE:**

*Dr Levison (Jewish Faith)
Mrs Hawra Imame (Muslim Faith)*

OBSERVERS:

*Ms J Cooper
Mrs L Gouldbourne
Ms C Jolinon
Brent Youth Parliament representatives*

HEALTH PARTNERSHIPS OVERVIEW AND SCRUTINY COMMITTEE

(5/2/1)

DALY (C)	Mitchell Murray	Moloney
HARRISON	Singh	Naheerathan
HECTOR	Aden	Al-Ebadi
HOSSAIN	Ogunro	RS Patel
KETAN SHETH	Gladbaum	Van Kalwala
HUNTER (VC)	Sneddon	Shaw
LEAMAN	Green	Clues
COLWILL	Baker	Kansagra

PARTNERSHIP AND PLACE OVERVIEW AND SCRUTINY COMMITTEE

(5/2/1)

ARNOLD	Al-Ebadi	Jones
HARRISON	Oladapo	Ketan Sheth
RS PATEL	Chohan	S Choudhary
KRUPA SHETH	Aden	Long
VAN KALWALA (C)	Daly	Ogunro
CLUES	Matthews	Hopkins
GREEN (VC)	Lorber	Leaman
HB PATEL	Colwill	Kansagra

STANDARDS COMMITTEE

(3/1/1)

GLADBAUM
HARRISON
KETAN SHETH (C)

CUMMINS

HB PATEL

**NON-STATUTORY
CO-OPTEE:**

Sheila Darr

INDEPENDENT PERSONS: *John Mann
Sola Afuape*

LONDON COUNCILS LEADERS' COMMITTEE (s101 JOINT COMMITTEE)

BUTT R Moher (Deputy)

LONDON COUNCILS GRANTS COMMITTEE (ASSOCIATED JOINT COMMITTEE)

BUTT Al-Ebadi (Deputy)
Hirani (Deputy)
R Moher (Deputy)

**LONDON COUNCILS TRANSPORT AND ENVIRONMENT COMMITTEE
(ASSOCIATED JOINT COMMITTEE)**

J MOHER Crane (Deputy)
Mashari (Deputy)
McLennan (Deputy)
Vacancy (Deputy)

NORTH WEST LONDON JOINT HEALTH OVERVIEW AND SCRUTINY COMMITTEE

HARRISON
KABIR

OTHER BODIES AND PANELS**ADOPTION AND PERMANENCY PANEL**

(1/0/0)

HOSSAIN

FOSTERING PANEL

(1/0/0)

GLADBAUM

TRADING STANDARDS JOINT ADVISORY BOARD

(1/1/1)

JONES	Denselow	Powney
HASHMI	Brown	CJ Patel
BAKER	BM Patel	HM Patel

WELSH HARP JOINT CONSULTATIVE COMMITTEE

(3/1/0)

KATARIA	J Moher	Crane
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MASHARI ALLIE	Kabir R Moher	John Hirani
HOPKINS	Ashraf	Hashmi

SERVICE USER CONSULTATIVE FORUMS

User forum	Chair	2 additional Councillors
EQUALITY	ADEYEYE	Kataria Hunter
BRENT DISABLED	GLADBAUM	Hector Cheese
PENSIONERS'	MOLONEY	Hossain CJ Patel
PRIVATE SECTOR HOUSING	S CHOUDHARY	Oladapo HM Patel
VOLUNTARY SECTOR LIAISON	AL-EBADI	Kabir Colwill

BRENT CONNECTS FORUMS

Forum	Chair	Vice-Chair
HARLESDEN KILBURN AND KENSAL KINGSBURY AND KENTON WEMBLEY WILLESSEN	HECTOR OLADAPO RS PATEL KRUPA SHETH JONES	GLADBAUM ADEYEYE S CHOUDHARY HOSSAIN KATARIA

YOUTH PARLIAMENT

VAN KALWALA - (Co-Chair)
OLADAPO - (Co-Vice-Chair)

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Outside Bodies	Member/s nominated for municipal year 2013/14
Age UK London	Choudhary [L], HB Patel [C]
Agreed Syllabus Conference (added 2011)	Arnold [L], Chohan [L], Choudhary [L], Gladbaum [L], Moloney [L]
Brent Housing Partnership (BHP) Board	Jones [L], Long [L], Ogunro [L]
Brent Local Board	Gladbaum [L], Hirani [L]
Brent Sports Council	Moloney [L], Oladapo, [L] and HM Patel [C]
Central and North West London NHS Foundation Trust	Ketan Sheth [L]
Chalkhill Community Centre	Aden [L]
Chalkhill Community Trust Fund	Choudhary [L], Pavey [L]
Edward Harvist Trust No appt. required until 2015-16	Choudhary [L] No appointment required until 2015-16
Energy Solutions (North West London)	McLennan [L]
Greater London Enterprise Board	Crane [L]
Hillside Housing Trust	Van Kalwala [L]
Historic Environment Champion (English Heritage)	Baker [C]
Local Government Association General Assembly	Butt [L], R Moher [L] (dep)
Local Government Information Unit Members' Assembly	Denselow [L], Gladbaum [L] (dep)
London Councils Greater London Employment Forum	R Moher [L], Harrison [L]
London Road Safety Council	Adeyeye [L], HB Patel [C]
London Youth Games Committee	Van Kalwala [L]
Museums Association	BM Patel [C]
Partners for Brent (Local Strategic Partnership)	Butt [L]
Queen's Park Joint Consultative Group	Adeyeye [L], Arnold [L], Denselow [L]
Reserve Forces and Cadets Association for Greater London	Krupa Sheth [L]

Standing Advisory Council for Religious Education (SACRE)	Chohan [L], Choudhary [L], Daly [L]
Tricycle Theatre	John [L], Colwill [C]
Wembley Educational Foundation	Al Ebadi [L], HB Patel [C]
Wembley Eleemosynary Charities	Hossain [L], Mitchell Murray [L]
West London Alliance	Butt[L]
West London Partnership	Butt [L]
West London Waste Authority	Mashari [L]
Willesden Consolidated Charities	Choudry [L], Hashmi [LD], Hector [L], Jones [L]
Willow Housing Board	Hirani [L], Thomas [L]



FULL COUNCIL – 24 JUNE 2013

Report from the Executive

1. Items to be reported by the Executive

The Leader has given notice that the Executive will report to Council on the following items:

1. Gangs strategy
2. Civic Centre
3. Willesden Green cultural centre
4. South Kilburn Regeneration
5. Vale Farm - Award of Contract
6. Gladstone Park School
7. Copland School
8. Tenders for speech and Language Therapy contracts

2. Decisions taken by the Executive under the Council's urgency provisions

Under the provisions of rule 38 of the Access to Information Rules in the Constitution, the Executive is required to report to the next Full Council for information on any decisions taken by them which did not appear in the Forward Plan giving 28 days' notice or where due notice was not given that a report, or part thereof, is to be considered in private.

South Kilburn Regeneration Phase 2

Notification that the above report, would be considered on 20 May 2013.

Reason why it is impracticable to defer the decisions until it can be included on the forward plan:

An application to the Secretary of State needed to be made immediately after the Executive meeting on 20 May 2013.

Appointment of consultants for school expansion programme

Notification that the above report, considered on 20 May 2013, contained an appendix which would be considered in private.

Reason why it is impracticable to defer the decisions until it can be included on the forward plan:

It is necessary for the contracts to be awarded and approvals given in accordance with timescales.

- *Award of Temporary Staff Contract*
- *Knowles House*

Notification that the above reports, considered by the Executive on 22 April 2013 contained appendices which would be considered in private.

Reason why it is impracticable to defer the decisions until it can be included on the forward plan:

It is necessary for approvals to be given in accordance with timescales.

- *Authority to award contract for the provision of parking services*
- *Processing of recyclable materials*
- *Dynamic purchasing system for the procurement and management of temporary accommodation*

Notification that the above reports, considered by the Executive on 11 March 2013 contained appendices which would be considered in private.

Reason why it is impracticable to defer the decisions until it can be included on the forward plan:

It is necessary for approvals to be given in accordance with timescales.

Performance report quarter 3, 2012/13

Notification that the above report would be considered by the Executive on 11 March 2013.

Reason why it is impracticable to defer the decisions until it can be included on the forward plan:

It is necessary for approvals to be given in accordance with timescales.

- *Authority for exemption to award a two year and one term contract for Special Educational Needs independent special school provision*
- *Disposal of the former Tokyngton Library*
- *Vivian Avenue covenant - deed of release*
- *Coles Green Court*
- *Fairer Charging Policy update*

Notification that the above reports, considered on 11 February 2013, contained appendices which would be considered in private.

Reason why it is impracticable to defer the decisions until it can be included on the forward plan:

It is necessary for approvals to be given in accordance with timescales.

Temporary Agency Staff contract

The above item was considered by the Executive on 10 December 2012 when it agreed to:

- (i) give approval to the award of contract for Temporary Agency Staff to Adecco Group UK and Ireland,
- (ii) approve an exemption from the usual tendering requirements of Contract Standing Orders and approve the direct award of an interim contract to Comensura Ltd.


- *Authority to award contract (contract to be a framework agreement) for the provision of School Meals Services to Brent Schools for December 2012*
- *Authority to participate in the London Highways Contract for highway services*
- *Disposal of town hall*

The Executive considered the above items on 10 December 2012. Sufficient notification was not given that they contained appendices which would be considered in private.

Reason why it is impracticable to defer the decisions until it can be included on the forward plan

It is necessary for the contracts to be awarded and approvals given in accordance with timescales.

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	<p style="text-align: center;">Full Council 24 June 2013</p> <p style="text-align: center;">Report from the Assistant Director of Policy</p>
<p>For Action Wards Affected: ALL</p>	
<p>Report from the Chairs of Overview & Scrutiny</p>	

1.0 Summary

- 1.1 This report provides a summary of the work of the Overview & Scrutiny Committees in accordance with Standing Order 14 and covers the period since last reported to Full Council in January 2013.

2.0 Detail

One Council Overview & Scrutiny Committee

- 2.1 The One Council Overview & Scrutiny Committee has met on three occasions since last reported to Full Council. On 21 March Members received a detailed update on the Procurement Project. They were provided with information about how the category managers were working actively with the service directorates to ensure the council benefitted from procurement activities. Members commented on the previous lack of resource and requested further information in relation to the role of project managers and training provided for staff. Members also requested clarification on how the savings target had been identified and the balance between improving the service and making savings.
- 2.2 The Committee received a presentation on the Managing the Public Realm Project, which included an overview of the vision, objectives and scope of the new contract. Members of the Committee spent some time focusing on the importance of communication with residents about waste and recycling. Questions were raised about the impact that welfare reform, and particularly beds in sheds, would have on the amount of waste generated; it was

suggested that this could be addressed through appropriate licensing. Members' discussions also centred on the implications of this project on staffing levels and the amount of savings the project would generate.

- 2.3 A report on the Parking Enforcement review was also received in March. Members raised concerns about the availability of alternatives to buying visitor permits online. The Committee has requested an update on this project in the 2013/14 municipal year.
- 2.4 The One Council Overview and Scrutiny Committee held a special meeting on 2 May to discuss concerns about the performance of Adult Social Care, particularly in relation to social care clients receiving self-directed support and the timeliness of social care assessments (mental health only). Members focussed on data collection and interpretation and the actions being taken to improve the service provided to clients.
- 2.5 The committee also met on the 29 May when it received a presentation on the Libraries Transformation Project. Members were pleased to hear that there has been a significant increase in new visits and membership, and that the Summer Reading Challenge for children exceeded last year's performance. Members requested information on how Brent visitor numbers compared to other London boroughs. They also suggested that this presentation should be given to all of the Brent Connects forums.
- 2.6 Members also received an update on the One Council Programme. Concerns were raised about the financial impact that the 'go live' date for Project Athena changing to November 2013 would have. There was a discussion about the cost implications of the number of interims in senior positions at the council and members requested further information about when these roles will be advertised. The Committee agreed to invite the Leader of the Council and relevant senior officers to the next meeting to discuss issues relating to the senior management restructure.
- 2.7 The Committee is due to meet again on 10 July 2013.

Children and Young People Overview & Scrutiny Committee

- 2.8 The Children and Young People Overview & Scrutiny Committee last met on the 20 March 2013. Members considered reports on the following issues:
- 2.9 Following a request from the Chair of the Brent Youth Parliament (BYP), the Committee received a presentation on Bullying in Schools. The presentation highlighted the good practice in Brent schools and the local and national picture, including the views of young people from the BYP and Secondary Student Anti-Bullying Council. Members were impressed by the work being done to address this issue by young people and commended the young students on their presentation and hard work.
- 2.10 The committee received a report that provided an annual update on Schools Finance. Members were particularly interested in the rolling audit plan and would like to see a continued focus on the assistance provided to Brent

schools. Members suggested that more support should be provided in helping to address skills gaps in schools' boards of governors.

- 2.11 A report updating the committee on the changes in types of schools in the Borough was presented in March 2013. Members were informed that if the Council wished to establish new schools in the Borough, these would have to be delivered via the free schools route, with the Council advertising via the Department for Education (DfE) for a free school provider. Members raised a number of questions about admission arrangements and how the establishment of new free schools would impact the Council's projections of demand for school places. Concerns were also raised about resources, identifying potential free school partners and meeting equality objectives, particularly in relation to achievement. The Committee agreed to write a letter to the Secretary of State regarding the difficulty faced by the Local Authority in ensuring adequate health and safety standards for Brent Children in schools over which the council had no official influence.
- 2.12 The Committee will meet next on 18 June 2013.

Partnership & Place Overview & Scrutiny Committee

- 2.13 The committee has met twice since the last report to Full Council. On 21 March, Members received a presentation from the Brent Housing Partnership (BHP) Performance Manager, who provided an overview of BHP's performance. BHP provided an analysis of benchmarking results compared with London Boroughs and Arm's Length Management Organisations (ALMO). BHP also provided an analysis of BHP benchmarking results compared with London Traditional Housing Associations and Large Scale Voluntary Transfer (LSVT). Members were concerned with the repairs performance and the amount of outstanding rent arrears; as such, Members focused their questions on improving performance in these areas. Brent's Head of Housing Policy & Performance also provided a presentation of the performance of the other Brent Residential Social Landlords (RSLs). Members queried why there is not a basket of standard performance indicators across all RSLs and why the satisfaction figures were so low.
- 2.14 The Geographic Information System (GIS) Manager also updated the Committee on the latest statistical figures from the census and then took the Committee through the Intelligence Hub on the Brent website. Finally the Chair of the Committee introduced the task group report on gangs. The Committee agreed to forward this to the Executive.
- 2.15 The Committee last met on 30 May 2013 and Members considered reports on the following:
- 2.16 The Committee received a presentation from the Borough Commander of London Fire Brigade (LFB), Brent. The presentation provided an overview of the refresh of fire services in Brent, the performance of Brent LFB and the impact of the 2014/15 budget cuts on fire response times. The Borough Commander also discussed community initiatives that the LFB has been

working on within Brent, which included; Adult Safeguarding (High Risk Panel), Rough Sleeping, visual audits- derelict buildings, sprinkler initiative and youth engagement. Committee members asked questions regarding staff numbers and the progress of community initiatives. Committee Members also asked the Borough Commander to provide comparable performance data with other similar boroughs to Brent.

- 2.17 The Committee received an update report on Brent's Employment & Enterprise Programme, which was presented by the Head of Employment & Enterprise. The report provided an update on the teams achievements to date; this included progress on the Navigator's work, key work streams and recruitment of team members. Members were concerned with the progress of the Navigator pilot scheme and whether it was achieving value for money. The Head of Employment & Enterprise was asked to provide a detailed update in the next quarterly newsletter and to come back to the Committee and provide a further update in October.
- 2.18 The next meeting of this Committee is on 22 July 2013.

Health Partnerships Overview & Scrutiny Committee

- 2.19 The Health Partnership Overview & Scrutiny Committee met on the 19 March and 11 June. Items considered by members at the March meeting included:
- 2.20 The Committee received an update on the "Shaping a Healthier Future" reconfiguration of hospital services in North West London. Discussions focussed on travelling times, ambulance services and provision of Out of Hospital care. The Committee agreed that it was right that the Secretary of State for Health should fully examine these proposals now that it has been referred by Ealing Council.
- 2.21 The scope and membership for the task group Tackling Violence Against Women was agreed and a report on provision of Palliative Care in Brent was discussed.
- 2.22 Items covered at the June meeting included a report on serious incidents that had occurred around pathology testing services and an action plan to address the issues raised by the investigation.
- 2.23 The Committee was informed of a risk summit that had taken place to address concerns over A&E services at Northwick Park Hospital, particularly in relation to the service not meeting the waiting time targets, and looked at the High Impact Action Plan agreed with the Clinical Commissioning Group (CCG) and key stakeholders to address these. Questions were raised about the proposals to accept out-of-hours ambulance admissions at Central Middlesex Hospital and whether this meant there was a possibility of reopening night time A&E services at CMH. The Committee was informed that this is currently not an option due to recruitment issues, particularly in relation to doctors and consultants; however, this would be subject to review every six months. The Committee will be monitoring progress against these action plans at future meetings.

- 2.24 The Committee also considered a report on both local and national issues with the roll-out of the NHS 111 telephone service and an update on the temporary closure of the colposcopy service at Central Middlesex Hospital.

Budget & Finance Overview & Scrutiny Committee

- 22.25 The Budget & Finance Overview & Scrutiny Committee's Final Report for 2012/13 was reported to Full Council in February. The Committee has not met since but is due to hold its first meeting of this municipal year on 23 July 2013.

4.0 Financial Implications

- 4.1 None

5.0 Legal Implications

- 5.1 None

6.0 Diversity Implications

- 6.1 None

7.0 Staffing/Accommodation Implications (if appropriate)

- 7.1 None


Background Papers

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 Brent	<p style="text-align: center;">Full Council 24 June 2013</p> <p style="text-align: center;">Report from the Interim Chief Executive</p>
For action	Wards affected: All
Brent Borough Plan 2013 - 2014	

1. Introduction

- 1.1 This report sets out – through its attached appendix – a proposed revision of the Borough Plan for 2013 – 2014. The Plan and its detailed targets have been the subject of consultation with Executive Members and Partners since March 2013.

The document builds on previous versions of the Borough Plan and comprises:

- a shared vision for the borough and the priorities for making sure that vision is achieved
- the promises and specific outcomes on which we will be concentrating over the period from April 2013 – to December 2104

- 1.2 Little of what is presented in the Plan should be new to Members. It has sought to capture the key elements of the numerous plans that currently exist. The Borough Plan constitutes a community strategy for Brent and sets out how the Council, its partner services, local residents, local business and the voluntary and community sector – will, working together, improve the quality of life for local people. The priorities and the promised outcomes identified are firmly rooted in what local people have told us they believe to be the most important things to be achieved.

2. Recommendation

Council is asked to agree the priorities and targets set out within the Brent Borough Plan 2013 – 2014.

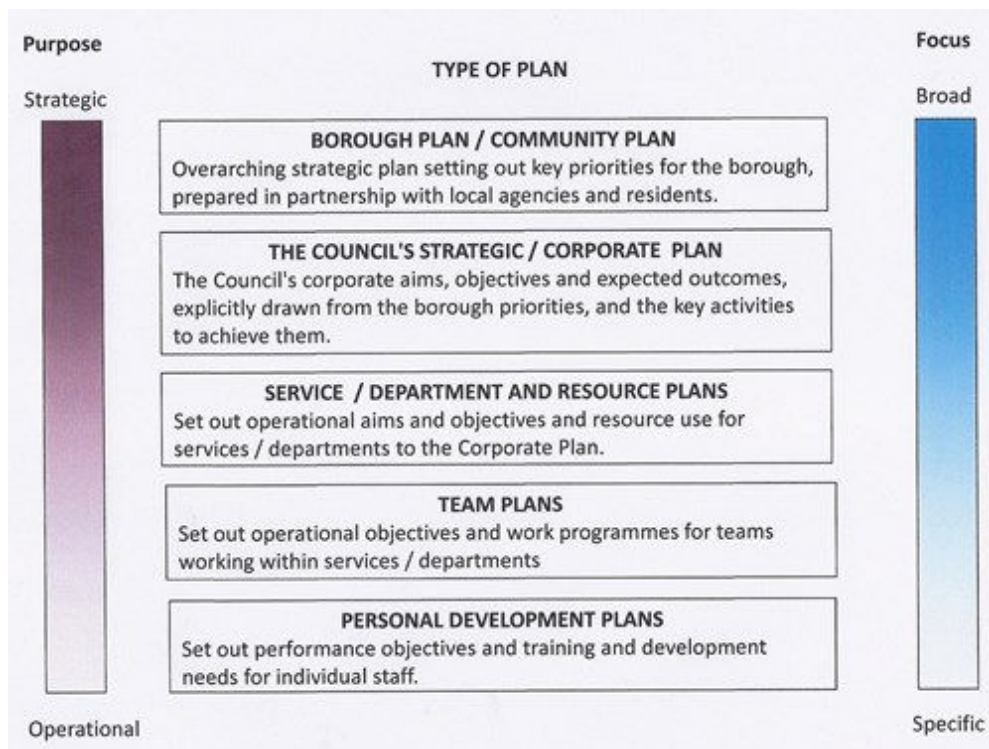
3. Detailed considerations

- 3.1 The Council has a key role in overseeing the Borough Plan for Brent, which sets out the community strategy for the borough. The borough's Local Strategic Partnership, Partners for Brent, has a key role in this.

- 3.2 The Borough Plan 2013-2014 details the priorities and specific targets on which the Council and its partners intend to concentrate for the period to December 2014.

The Borough Plan and the Planning Framework

- 3.3 Planning is a major thread running through all organisations. It enables them to set objectives and priorities, turn policy decisions into action, decide how best to allocate resources, and review results so that learning feeds back into the decision-making process.
- 3.4 It is through an effective planning framework, with clear processes for monitoring and evaluating progress, that all stakeholders can understand exactly what goals are being worked towards and assess progress towards them. An effective planning framework also reflects the role of the organisation and each of its various services and teams – and of each individual within those services and teams – in achieving those goals, and it sets out how performance will be judged.
- 3.5 There are many providers of public services in Brent, including the Council, schools, health services, the police, the voluntary and community sector, businesses. The need for better co-ordination and integration between services has become all the more important because so many of the key issues affecting local communities cut cross organisational boundaries.
- 3.6 The Borough Plan is therefore an overarching plan, which sets out the vision and priorities for the borough as a whole, and how this can be achieved by all of us – the Council, partner services, local residents, local business and the voluntary and community sector – working together.
- 3.7 The Council takes the lead in the development and co-ordination of the Borough Plan, working with local residents and partners in its preparation, implementation and review. Usually this would be an extensive process involving local people as much as possible. Given this stage in the life of the Council, the Plan has been put together from other plans that have generally gone through a detailed engagement process. The Borough Plan, to address the priorities identified by local people, is agreed through *Partners for Brent*, the borough's Local Strategic Partnership.
- 3.8 The Borough Plan is one of a series of plans, interconnected at different levels, each of which informs the other and each of which has identified mechanisms for monitoring and evaluating progress.
- 3.9 The diagram below illustrates the links between each of these plans. It is followed by a brief explanation of the purpose of each plan.



- 3.10 Each organisation involved in delivering the Borough Plan has its own plan, setting out how it is working towards the goals of the Borough Plan.
- 3.11 The Council's Corporate Plan, for example, which will be produced to support the Borough Plan, will set out corporate aims, objectives and expected outcomes – explicitly drawn from the borough priorities – and the key activities through which it aims to achieve them. The Corporate Plan is Member-led, reflects community needs, involves and informs staff, and incorporates the Council's contribution to partnerships and other joint initiatives. It should capture the Council's key strategic and operational priorities and activities. Many other statutory and local plans also both inform and are informed by both the Borough and Corporate Plans. Performance against the Council's strategic objectives and targets should be evaluated annually, along with its contribution to the Borough Plan.
- 3.12 Within the Council, each of its larger services will have its own Service Plan, through which it implements the objectives of the Corporate Plan. They include activities and outcomes against which the performance of the service can be judged.
- 3.13 Individual services are made up of different teams or sections focusing on specific areas of service delivery. Team Plans shall demonstrate through a clear, budgeted work programme how the team is working towards the strategic goals of the larger service. Each member of staff should see their work reflected in the team plan. As with Service Plans, team performance can be judged against how well objectives are met and outcomes achieved.

- 3.14 Finally, each member of staff within a team will have a personal development plan, through which s/he sets out how they intend to contribute to the achievement of service and team objectives. Personal development plans also identify specific training or professional development required to support the staff member in further improving their skills and knowledge to do their job more effectively. They are key to ensuring a skilled, motivated and effective workforce.

4. Financial Implications

- 4.1 The Borough Plan provides the strategy framework for the Council's Medium Term Financial Strategy reflecting the Administration's priorities for the borough and response to the needs of Brent residents. Over the coming period the council will face a considerable reduction in its available resources and it is critical that budget decisions are taken within the context of a clear strategic intent, while still settling ambitious targets to improve service standards and deliver value for money.

5. Legal Implications

- 5.1 Under section 4 of the Local Government Act 2000, every local authority in England must prepare a sustainable communities strategy for promoting or improving the economic, social and environmental well-being of their area and contributing to the achievement of sustainable development in the United Kingdom. A local authority may modify its sustainable communities strategy from time to time. When preparing or modifying its strategy, a local authority consult with and seek the participation of "each partner authority" it considers appropriate, and any other person the local authority considers appropriate.
- 5.2 A local authority also needs to have regard to guidance from the Secretary of State under section 4 of the 2000 Act, any arrangements for co-operation to reduce child poverty in the local area (as set out section 21 of the Child Poverty Act 2010), any local child poverty needs assessment (as set out in section 22 of the Child Poverty Act 2010) and any joint child poverty strategy for the area (as set out section 23 of the Child Poverty Act 2010). This list of what constitutes a "Partner authority" is set out in Chapter 1 of Part 5 of the Local Government and Public Involvement In Health Act 2007 and includes, inter alia, the metropolitan police district, a joint waste authority, Transport for London, a Primary Care Trust, youth offending team, local probation board, NHS trust/foundation trust and the London Fire and Emergency Planning Authority. As stated above, it is for the local authority to decide which partner authority it considers is appropriate to consult with.
- 5.3 In table 3 of Part 4 of the Council's Constitution, it states that the Executive is responsible for formulating and preparing the sustainable communities strategy and then submitting the same to Full Council for consideration and adoption or approval. The sustainable communities strategy constitutes part of the Policy Framework.

6. Equalities Implications

Reducing inequality of opportunity and improving the quality of life experienced by all local people is the central objective of the Brent Borough Plan 2013 – 2014. Individual aspects of the plan when appropriate will be supported by equality assessments.

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SUMMARY

This plan provides a vision for a better future for the borough, to be achieved by all who live and work in Brent working together, to create opportunities, to use them well and to improve lives. It sets out the key priorities for achieving that vision, and makes specific promises against which progress towards those priorities can be judged.

OUR VISION

Creating opportunities, improving lives.

PRIORITIES FOR BRENT

Priority	Outcomes promised
Building a strong community	<ul style="list-style-type: none"> • Increased participation by local people in shaping and improving the borough • Improved satisfaction with local services • A place where people from different backgrounds get on well together • An independent, inclusive and thriving local voluntary sector • Excellent sports, leisure and cultural facilities used by more people
Improving health and well-being	<ul style="list-style-type: none"> • More and better managed housing of a higher standard • More people living healthier and longer lives • A reduction in inequalities in life expectancy • More provision and more choice for people needing care and support
Better Lives for Children and Families	<ul style="list-style-type: none"> • There are places in Brent schools for all who need them • All Brent schools are good quality • Children and young people achieve well • Families needing support get it when they need it most and become more independent • Vulnerable children and young people have high quality support when they need it and become more resilient
Making Brent safer, cleaner and greener	<ul style="list-style-type: none"> • Reduced crime and antisocial behaviour • People feel safer on the borough's streets • Cleaner, safer streets and a healthier, greener environment
Promoting jobs, growth and fair pay	<ul style="list-style-type: none"> • Regeneration of the area to promote economic growth • More opportunities for local businesses • More local people in more jobs • More people supported into work • A closing of pay gaps compared with other London boroughs
Developing better Ways of Working	<ul style="list-style-type: none"> • Better quality and more efficient, value for money services • Successful partnership working and shared services • A skilled, motivated and effective workforce • Different models for providing services

INTRODUCTION

Our vision

Our vision is to make Brent a place that creates the right opportunities for all who live and work in Brent to thrive and change lives for the better. It is about creating opportunities and improving lives. This means helping to create a strong, thriving community in which people feel at ease with one another. It means making sure that all children and young people from all backgrounds have the best possible education and can achieve their potential. It means making sure that local business can prosper and grow and provide more job opportunities, which can be taken up by local people who have the skills that are needed. It means that Brent residents enjoy a safe and attractive environment together with a wide range of cultural and leisure opportunities, and that they are encouraged and supported to live healthy and independent lifestyles. And it means making sure that those who need support and help receive it when it is most needed but become increasingly independent.

The Brent Borough Plan sets out how we in Brent – the Council, partner services, local residents, local business and the voluntary and community sector – will, working together and with local people, achieve this vision. The priorities and the promised outcomes identified are firmly rooted in what local people have told us they believe to be the most important things to be achieved.

Our values as partners

- **Fairness** Our actions will reduce inequality and promote fairness and justice, in particular for the most vulnerable people in our community
We will work co-operatively to respond to the different needs of local communities and individuals ensuring cohesion and resilience in Brent
- **Respect** We will respect local people, engage them in decision –making and support their independence
- **Excellence** We will strive to ensure the best possible services are provided for local people and re-designed with local people at a fair and affordable cost

Our approach

Achieving this vision and priorities will require collaborative working, determination and a sharp focus on improving services for the people of the borough. This will mean:

- creating opportunities and using them innovatively when they present themselves
- preventing demand for public services occurring in the first place
- ensuring early intervention and a more personalised approach to meeting needs
- doing more to support independence and resilience
- integrating services around individuals
- embedding co-operation, collaboration and partnership as a way of thinking and acting
- using joint procurement with partners to ensure value for money
- exploring the potential of different structures of delivery and governance to establish new and more effective and efficient ways of working

THE CONTEXT FOR OUR PRIORITIES

Brent is a place of contrasts. Home of the iconic Wembley Stadium, and Wembley Arena and the spectacular Swaminarayan Hindu Temple, our borough is the destination for thousands of British and international visitors every year. We are served by some of the best road and rail transport links in London, and we are well accustomed to the successful staging of major events. Our population is young, dynamic and growing. There is a palpable entrepreneurial spirit about the place. We have award winning parks and fine open spaces, good schools, a vibrant cultural offer, and a reputation for fostering and celebrating community cohesion. Our long history of ethnic and cultural diversity has created a place that is truly unique and valued by those who live and work here.

In short, Brent is a great place to live, work and do business.

But we also face many challenges, especially at a time of acute economic austerity.

Brent's population is now 312,000, an increase of 18% over the past ten years, caused by a high birth rate, people living longer, and adults moving into the borough: 29,000 people have moved into Brent since 2007. Good transport links into central London and strong community and family bonds within our ethnically diverse population make the borough a popular destination. Brent is now the fifth largest London borough in terms of population, and the 14th most densely populated area in the country. Since 2001, the number of under 5 year olds has increased by 37% and those aged 5-19 years by 8%, giving Brent a young population, often living in extended families.

Our population is highly ethnically diverse with larger Indian, other Asian, Black African and Black Caribbean populations than elsewhere in London. The black and minority ethnic population now makes up 64% of the total population, and Brent is acknowledged as the most diverse community in the country. Cohesion between our communities is strong, and people in Brent say that it is a place where people from different backgrounds get on well together. We need to work hard with our various communities to make sure this continues, that all are fairly treated and receive high quality services, and that any emerging concerns are heard and addressed.

At £27,500 per annum, the median household income in Brent is the third lowest in London (Median £33,000). One in every three children in the borough is living in poverty, and this increases to 50% of children in our most deprived wards. Poverty, unemployment and adult skills levels are key challenges for the borough, underpinning the pressing need to promote growth in job opportunities, support residents to access them and to tackle inequalities.

The rapid population growth has increased the pressure on available housing, and the huge increase in the private rented sector is a major cause of concern, especially in relation to enforcement of standards, overcrowding and illegal housing – the so-called 'beds in sheds'. 29% of the population now lives in privately rented accommodation, and the number of people owning their own home has decreased by 12% in the past decade. There is a greater reliance in Brent than many other places on benefits and social housing. As a result, the government's changes to the welfare system will have a more widespread and more severe impact in Brent than in most other parts of the country and this must be tackled by getting more people into work. Without better job opportunities, people with larger families will experience a significant reduction in the benefits they receive and will find it increasingly difficult to live and thrive in London. We need more homes to be built and to be affordable, and we need to work with our various communities and with our partners to develop resilience and practical responses to the challenges of austerity.

A quickly rising population has also put pressure on school places, and Brent needs to have more primary, secondary and special places to make sure that all children get places in our schools as and when they need them. The majority of Brent's schools have been judged as good or better by Ofsted, but we need to make sure that all our schools are good. The attainment levels of our children have improved significantly in recent years, but we need to make sure that this continues, that *all* our children from *all* our communities are achieving well. And we need to make sure that our young people have the very best opportunities to improve their lives in and out of school, and are in the best possible position to move into further and higher education and employment.

Most of the employment in the borough is in small and medium sized enterprises, underlining the entrepreneurial spirit of residents. Supporting these businesses to grow, identifying opportunities and developing local supply chains is vital to the new Employment and Enterprise service. New start-up spaces will be needed to support local entrepreneurs, and there needs to be a reduction in the burden of bureaucracy for local businesses.

The development of Wembley and the designer outlet will bring 1500 new jobs and significantly increase the number of visitors to Brent. Brent Council's new Civic Centre will provide an outstanding community and cultural facility. When it opens in 2014, the Willesden Green Cultural Centre will bring a great cultural venue and better access to services in the south of the borough. These are very important developments for the borough but more still needs to be done to regenerate the area. Five growth areas have been identified across the borough with capacity for new housing, jobs and better local shops and services. Local people need to benefit from the job opportunities these create.

Living in poverty generally contributes to poorer health, wellbeing and social isolation. The statistics show that people on low incomes are more likely to have a life-limiting health condition, take less exercise and have a shorter life. This applies to many Brent residents, and more needs to be done to encourage healthier lifestyles, to promote and support more community participation in sports, physical and recreational activities, and to ensure prompt access to appropriate treatment.

The level of crime in the borough has fallen significantly over the past few years. But the fear of crime and antisocial behaviour remains a key priority for many Brent citizens. Preventing and reducing it are key tasks and so too is making sure that people feel safer and better protected on the streets and in their homes.

Brent's performance in keeping the borough's streets clean, on recycling, on maintaining our parks and open spaces in good condition, and on keeping our roads in good repair compares well with other areas. Even so, we know that we need to do better still to make sure that we achieve the highest possible standards for our public realm, which people living, working and visiting want and deserve.

The need to improve and protect our environment for future generations has never been more pressing. We must make sure that the policies and practices of public service providers are environmentally friendly and that environmentally responsible behaviour is promoted and encouraged.

We also need to recognise the impact that people's own behaviour has, to promote the role of the citizen and foster individual and collective responsibility, and to invite and support participation. We need to find ways to make it easier for people to be independent and make the positive choices that will contribute to more recycling, less littering, more use of public transport, healthier lifestyles, more exercise, and more involvement in community and public life. We need to enable people to take more control of their lives, and in the way in which local services are provided.

The reduction in public spending brought about by the austerity measures presents a real challenge in meeting the needs of an increasing population. Such challenging times require radical service redesign and really effective commissioning and procurement processes with a focus on early help and intervention, greater independence, effective partnerships and better community engagement.

In meeting these challenges and pursuing our priorities, the focus must be on equality and fairness. We need to protect the most vulnerable in our communities and improve their quality of life. This means reducing poverty levels, the inequality in wages levels, promoting the London Living wage, and supporting independence and choice. And we need to develop practical responses to issues such as fuel debt, expensive childcare, loan sharks and poor health outcomes related to poverty. An enhanced role for our voluntary and community sector partners, with their knowledge of our vulnerable residents and communities, and the ability of many to provide quality services at a good price, will be key in ensuring that these aims are met.

Letting people know how we are doing

We will make sure that residents, local businesses and others with an interest in how well the borough is doing are kept informed about our performance in keeping the promises of the Borough Plan. Progress will be monitored closely and review reports will be published at regular intervals over the period of the plan. These reports will be available – in plain language – on a number of websites, including the Council's.

OUR PRIORITIES AND PROMISES

OUR PRIORITY: A STRONGER COMMUNITY	
<p>This means:</p> <ul style="list-style-type: none"> • consistent, high quality engagement of local services with local communities • working together to achieve more • promoting cohesion and integration • providing excellent sports, leisure and cultural facilities and increasing participation 	
WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<p><i>Listen and respond to local people and communities.</i></p> <p>We will:</p> <ul style="list-style-type: none"> • Support and promote greater participation of residents in decision-making, through democratic processes such as voting and council meetings • Ensure that local services engage with local communities more effectively about the services and issues which are important to them, and promote a better understanding about how decisions are made about tough choices • Make improvements that respond to local needs and views and raise resident satisfaction about the borough as a place to live and how the council manages services • Support and promote volunteering 	<ul style="list-style-type: none"> • An improvement on the 2012 response rate for voter registration in the 2013 annual canvass • 72 young people will have been elected to Brent Youth Parliament, providing a representative voice for 72,000 Brent young people. • A significant improvement in attendance at Brent Connects Forums • Effective engagement of local people in each ward, generating views that shape local services. • An improvement in resident satisfaction <p><i>A 2012 telephone survey shows that, currently, 70% satisfied with their area as a place to live and 58% satisfied with the way Brent Council runs things.</i></p> <ul style="list-style-type: none"> • An increase in the number of volunteers in Brent through a number of high profile campaigns

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<ul style="list-style-type: none"> • Support and foster good relations between communities and address inequalities wherever they are identified 	<ul style="list-style-type: none"> • An increase in the proportion of people who say that 'Brent is a place where people from different backgrounds get on well together' to amongst the best performance in London. <p><i>A 2012 telephone survey shows that, currently, 82% believe that Brent is a place where people from different backgrounds get on well together</i></p> <ul style="list-style-type: none"> • An <i>Excellent</i> Standard on the Equality Framework for Local Government
<ul style="list-style-type: none"> • Introduce a new form of budget consultation to inform the preparation of the 2014/15 budget. 	<ul style="list-style-type: none"> • Residents will have a greater say in how public money should be spent by Brent Council
<ul style="list-style-type: none"> • Make the democratic process more transparent and accessible to residents 	<ul style="list-style-type: none"> • The introduction of live 'streaming' of all Council meetings on the website • Provision of space and time for residents to meet and interact with councillors before and after some meetings • A significant improvement in the quality and accessibility of the data and information that helps people to understand what is happening in the borough • The introduction of regular access to councillors and officers in public places like shopping centres, markets, libraries etc., through initiatives such as the 'On your side campaign'

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<p>Promote and support greater community control of neighbourhood services</p>	<ul style="list-style-type: none"> • We will have undertaken a multi-agency 'week of action' in each ward, with demonstrable improvements • We will have strengthened resident involvement in our 'Community Champions' scheme, providing annual recognition of local community leaders who have made a real difference across the Borough
<p><i>Support an independent, inclusive and thriving voluntary sector in Brent</i></p> <p>We will:</p> <ul style="list-style-type: none"> • Support and fund independent advice and training for voluntary sector organisations • Open a voluntary sector resource centre • Secure external funding for local projects that benefit local people • Fund local projects through the borough's <i>Voluntary Sector Initiative Fund</i> • Offer a clear route for voluntary sector organisations to engage with the council on a range of issues, 	<ul style="list-style-type: none"> • Increase the number of voluntary sector organisations which are members of the CVS network by 50% on the baseline for 2012. • CVS will have a new Voluntary sector resource centre and a programme of training in place for local organisations by July 2013. • An improvement of 4% in the levels of external funding secured by local groups • The investment of approximately £2 million to support local projects during 2013/2014 • Provide an updated voluntary sector webpage with all relevant information by August 2013.

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<p><i>Provide excellent sports, leisure and cultural facilities</i></p> <p>We will:</p> <ul style="list-style-type: none"> • Transform six library services into modern, fit-for-purpose libraries in high quality buildings at convenient locations across the borough, serving as council contact points with a range of information, IT facilities and public services 	<ul style="list-style-type: none"> • Increase to 280 the number of outreach services to nurseries, schools and housebound residents • 211,000 increase in the number of library visits • 34,000 increase in the number of issues • 48,000 increase in the number of electronic interactions with the library services • Programme of events and activities that reflect council priorities and resident needs
<ul style="list-style-type: none"> • Increase awareness of the cultural offer in the borough, and promote more community participation in cultural activity 	<ul style="list-style-type: none"> • Promote cultural venues and arts opportunities to encourage participation and creative expression • Partnership with the Tricycle Theatre to deliver creative learning activities to young people in Brent • High profile cultural programme for the Civic Centre and Willesden Green Cultural Centre • Working with the Culture Sport and Learning Forum to maximise the wider benefits of culture for Brent residents through strong cultural leadership
<ul style="list-style-type: none"> • Provide practical support to sports and community groups working in the borough 	<ul style="list-style-type: none"> • £250K in external funding secured for Brent community groups • Have supported 250 people in obtaining coaching, officiating and leadership qualifications • The Council will have successfully implemented the borough's Sports and Physical Activity Strategy and Planning for Recreation and Facilities Strategy

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<ul style="list-style-type: none"> Promote and support increased community participation in sports, physical and recreational activities Improve community satisfaction with the provision of leisure and sporting activities in parks and open spaces 	<ul style="list-style-type: none"> A 13,000 increase in the number of visits to Brent's sports centres above the 2012 baseline. More opportunities for both formal and informal sports and physical activities through provision of new equipment or areas, including: <ul style="list-style-type: none"> 5 outdoor gyms installed in parks Multi Use Games Areas installed at Neasden and Alperton recreation ground a cricket wicket provided at Eton Grove pitch improvements at Northwick Park a BMX track at Chalkhill Open space Reduce the proportion of people dissatisfied with the service by 2% to 9% by December 2014.

OUR PRIORITY: JOBS, GROWTH AND FAIR PAY

This means:

- driving economic opportunity and regeneration
- raising employment
- increasing income

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<p><i>Deliver our key major economic and regeneration projects to time and budget</i></p> <p>We will:</p> <ul style="list-style-type: none"> • Complete the move to the Council's new Civic Centre. • Complete the Willesden Green Cultural Centre, providing an exciting new cultural hub for the borough • Continue the expansion of the Wembley development, including the opening of the London Designer Outlet that will create new jobs in the retail and hospitality sectors • Continue the South Kilburn regeneration programme for the long term transformation of the area, offering new high quality homes and an improved living environment 	<ul style="list-style-type: none"> • The Civic Centre will open in the summer of 2013 providing integrated customer services, a state of the art library, function rooms and cafes • Opening of the Cultural Centre at Willesden by Winter 2014/15 • The London Designer Outlet will open in the Autumn 2013, creating 1500 additional local jobs • The Wembley Area Action Plan will set out proposals for further growth and physical regeneration of the Wembley area. • We will have provided 339 new homes, transferred 178 existing South Kilburn households into new properties, and planning permission granted for 200 further new homes

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<p><i>Support local people into jobs</i></p> <p>We will:</p> <ul style="list-style-type: none"> • Deliver an employment programme, with voluntary partners, to drive up employment and ensure that the most excluded households receive the support they need to move into work • Create local growth and job opportunities • Support the borough's most excluded households to access service provision that will help them overcome barriers to work • Provide more vocational training opportunities that meet employer needs, linked directly to real jobs and offer a chance to raise skill levels when in work • Implement the London Living Wage within the Council and promote it with local employers, particularly those who do business with the Council • Offer a package of support, including benefit / housing advice, budgeting support and employment provision, for those households most affected by the welfare reforms 	<ul style="list-style-type: none"> • At least 20% of people employed on these major project sites will live in Brent • An increase in the number of local people in employment by 1,700. • An increase in the employment rate for the most excluded groups and a narrowing of the gap between them and the borough average • Thriving apprenticeships • A local supply chain • A team of 6 Navigators will have placed at least 108 members of these households into work within the first year of operating • Brent Adult Community Education Service users will devise an employment action plan detailing a personalised route to work. • A rise in the weekly average salary for Brent residents and a closing of the gap with the London average • All households most affected by welfare reforms will have been offered one-to-one advice and a number of choices to mitigate the impact of the changes, with alternative affordable housing sourced for them where necessary • 735 households affected by the overall benefit cap will have been supported to retain their housing tenancies by finding employment

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<p><i>Provide opportunities for local businesses</i></p> <p>We will:</p> <ul style="list-style-type: none"> • Offer improved opportunities to local businesses to tender on our major project sites • Establish more business start-up and creative studio space within our identified growth and priority areas, building on the success of the South Kilburn Studios and Library Lab projects. 	<ul style="list-style-type: none"> • An estimated £3million of pipeline contracts will have been sourced from contractors on our Major Project sites and promoted directly to local businesses through expansion of the Supply Chain project • A creative business hub will have been established in Cottrell House on the fringes of Wembley, and 300 m² of space created for approximately 50 co-working space members

OUR PRIORITY: MAKING BRENT SAFER, CLEANER AND GREENER

This means:

- reducing crime & fear of crime
- improving & protecting our environment for future generations

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<p><i>Reduce crime and antisocial behaviour</i></p> <p>We will:</p> <ul style="list-style-type: none"> • Reduce the level of violent crime, robbery and residential burglary. • Deal with anti-social behaviour quickly and prevent future incidents through early intervention services • Implement a robust partnership strategy to tackle gangs and serious youth violence • Make more arrests for domestic violence incidents. • Reduce the impact and recurrence of domestic violence on families by providing and signposting specialist services • Reduce the number of people reoffending • Protect vulnerable service users by investigating all <i>Adult Safeguarding</i> alerts 	<ul style="list-style-type: none"> • A 2% reduction in violent crime with injury • A 1% reduction in personal robbery • A 6% reduction in residential burglary • A 10% reduction in the number of incidents of serious youth violence • To increase by 50 the number of known gang members subject to a positive intervention. • An increase in the number of known gang members successfully exiting gang involvement. • An increase in the proportion of domestic violence offenders arrested to 80%. • All women and children referred to Multi Agency Safeguarding Hub for domestic abuse will have been referred on to specialist support services, including Independent Domestic Violence Advocates and specialist children's workers for those receiving social care services • A reduction of 10% in the number of offences committed by repeat offenders • A reduction of 10% in the number of first time young offenders entering the criminal justice system • 100% of safeguarding alerts will be examined and investigated where appropriate; remedial actions will be put in place as necessary

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<p><i>Take action to improve and protect our environment</i></p> <p>We will:</p> <ul style="list-style-type: none"> • Implement <i>The Green Charter</i>, demonstrating how the Council goes about improving the environment when delivering its services 	<ul style="list-style-type: none"> • Have worked with local communities to deliver the targets set out within the Council's Green Charter to reduce the impact of climate change • A reduction in the Council's carbon emissions by 25% from the 2009/10 baseline • 60% of waste diverted from landfill • Have developed a Flood Risk Management Plan, which delivers drainage improvements and the installation of new gullies at over 80 locations • Retention of the borough's Fairtrade status • An increase from 63% to 70% in the percentage of designated biodiversity sites meeting the Government standard.
<ul style="list-style-type: none"> • Make sure that the borough is clean and attractive and feels safe and secure by maintaining streets and neighbourhoods to a high standard and protecting the quality of parks and open spaces. 	<ul style="list-style-type: none"> • Fewer than 10% of streets below standard for litter • A reduction in number of graffiti incidents • A 10% reduction in the incidence of fly-tipping and dumped waste • The successful prosecution of those who commit nuisance, dump rubbish and damage through graffiti • Have improved waste arrangements and tidiness in place at houses in Multiple Occupation, through partnership work with landlords and tenants • Have improved public satisfaction with cleanliness of streets, parks and open spaces as measured by the residents' attitude survey.

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<ul style="list-style-type: none"> • Improve the built environment and open spaces of the borough through the rigorous application of policy and design guidelines and specifications 	<ul style="list-style-type: none"> • Investment of over £7m of our £10m investment budget to improve our roads, pavements and transport infrastructure schemes • A reduction in congestion by improving traffic flow, and increased footfall and improved pedestrian, cycling and public transport facilities in town centres (e.g. Sudbury, Harlesden) • The resurfacing of over 7 miles of the boroughs roads in over 26 streets, and the renewal of over 5 miles of pavements in more than 11 streets by March 2014 • Road safety education will have been provided to all infants and junior schools • Performance in road safety will be amongst the best in London
<ul style="list-style-type: none"> • Design, develop and implement, a programme for the public realm that delivers the borough's environmental, economic and social objectives 	<ul style="list-style-type: none"> • A change in public perception and behaviours, showing residents and visitors take responsibility for and pride in the appearance of the borough's public places as measured through the Resident's Attitude Survey. • A significant reduction in the cost of providing public realm services
<ul style="list-style-type: none"> • Improve compliance with business regulations and prosecute rogue traders to ensure a safe, fair and equitable trading environment both for consumers and for commerce 	<ul style="list-style-type: none"> • 85% of food businesses will be compliant • Communities will be effectively safeguarded against the risk of food poisoning including outbreaks • Premises that are licensed to safeguard communities against the risk of infectious diseases • Health and safety visits will have reduced the number of accidents in commercial premises • All events at Wembley Stadium will be safe and free from major incidents.

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<ul style="list-style-type: none"> • Tackle environmental causes of poor health and encourage low carbon modes of transport to reduce emissions 	<ul style="list-style-type: none"> • A reduction in air pollutants and respiratory diseases • 39 cycle training courses will have been provided for over 600 school children in the borough, and over 300 lessons for adults • 75 new street trees will have been planted as part of highway improvement projects • Investment of over £30,000 to improve cycle routes and parking in the borough • Work Place and School Travel plans in operation, with more people travelling by walking, by bicycle, and public transport

OUR PRIORITY: IMPROVING HEALTH AND WELL-BEING

This means:

- improved access to affordable housing
- addressing health and inequalities and the gap in life expectancy
- supporting greater personal choice and control

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<p><i>Improve the management of local housing</i></p> <p>We will:</p> <ul style="list-style-type: none"> • Raise living standards in the private rented sector by working more closely with landlords to improve the quality and overall management of their properties • Ensure better management of houses deemed to be overcrowded • Clamp down on the number of illegal “beds in sheds” <p><i>Raise the standards of local housing supply</i></p> <p>We will:</p> <ul style="list-style-type: none"> • Improve the quality and safety of council properties • Use grants effectively and efficiently to support older and disabled people to live at home • Tackle fuel poverty and support affordable warmth across all housing sectors 	<ul style="list-style-type: none"> • The improvement of 650 properties through enforced action • Explore with private landlords the possibility of a licensing scheme and other innovative options to drive up standards in the sector • 40 additional shared properties will have been licensed to ensure they are fully safety checked, not overcrowded and in a good state of repair • The closure of up to 80 illegally converted outbuildings <ul style="list-style-type: none"> • £3 million spent to good effect upgrading and repairing Brent Housing Partnership properties • 530 properties will have been improved to support both older and disabled people to live at home • At least 500 properties will have been assessed for new energy measures and 135 will have received energy saving measures.

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<p><i>Increase the supply of local housing</i></p> <p>We will:</p> <ul style="list-style-type: none"> • Increase the supply of local accommodation, including affordable homes • Bring back empty properties into use to help house those most in need of accommodation 	<ul style="list-style-type: none"> • The completion of 1950 new homes, of which 975 will be affordable • At least 50 empty properties will have been brought back into use
<p><i>Address health and inequalities and the gap in life expectancy</i></p> <p>We will:</p> <ul style="list-style-type: none"> • Integrate Public Health and Council Services and improve performance for key programmes • Reduce the number of people living with preventable ill-health and dying early, especially in our most deprived communities. • Carry out a comprehensive review of Brent Mental Health Service in order to improve access and user outcomes 	<ul style="list-style-type: none"> • An increase in the annual rate of uptake of the <i>NHS Health Checks</i> programme to 65%. • An increase of 5% in the number of people successfully completing the 4-week <i>Quit Smoking Programme</i> • A reduction of 225 in the number of 4 to 5 year olds who are overweight • Improve the proportion of people successfully completing drug treatment programmes to 2% above the London average • A new operating model will be in place, which focuses on prevention and person-centred support
<ul style="list-style-type: none"> • Offer every new service user the option of self-directed support in Adult Social Care to maximise independence and personal choice 	<ul style="list-style-type: none"> • The proportion of service users receiving direct payments will have increased by 10%

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<ul style="list-style-type: none"> • Put in place a Sports and Physical Activity Strategy and a Planning for Recreation and Facilities Strategy to increase participation in physical activities • Review all care packages for 'children in transition' between the ages of 14 to 24 • Improve the cost-efficiency of Supporting People services • Develop, with external partners, alternatives to residential care provision for Older and Disabled People • Develop a more efficient operating model for the future delivery of Adult Social Services In Brent • Develop a single point of access which provides the full co-ordinated range of rehabilitation and reablement options for adult social care service users 	<ul style="list-style-type: none"> • A reduction in the zero participation rate in sport and physical activity from 58% to 57%, as measured by the annual Active People survey • An increase in the proportion of adults participating in at least 30 minutes of sport at moderate intensity at least once a week from 31% to 32% • Reviews will have been completed for 100% of the Transitions cohort • A £1.5m budget saving by March 2014, and better use of resources to improve preventative outcomes • 600 extra care units in the borough • A new and improved operating model will be in place by December 2014 • Service users requiring rehabilitation or reablement will have a single point of access by December 2014
<ul style="list-style-type: none"> • Implement the Joint Strategic Needs Assessment and Health and Wellbeing Strategy 	<ul style="list-style-type: none"> • We will put in place actions that limit the availability and advertising of tobacco • Increase the number of prosecutions for underage sales of tobacco • We will have improved prevention and management programmes for the most common health conditions in Brent particularly, diabetes, heart disease, cancer and Tuberculosis.

OUR PRIORITY: BETTER LIVES FOR CHILDREN AND FAMILIES

This means:

- good quality schools where all pupils achieve
- supporting families when they need it most and developing their resilience

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<p><i>Make sure that all Brent schools are good quality and that all pupils achieve well</i></p> <p>We will:</p> <ul style="list-style-type: none"> • Make sure there is a school place for every child in the borough through a school building and expansion programme and effective administration of admissions • Work in partnership with headteachers and governors to ensure that all schools in the borough provide a high quality education • Support and challenge providers to ensure high quality early years provision in the borough • Ensure high attainment in Brent primary schools 	<ul style="list-style-type: none"> • Every child between the ages of 4-16 years registered as living in Brent will have a school place • At least 700 additional primary school places by September 2014 • Plans in place by September 2013 for sufficient secondary school places to meeting the rise in demand in 2017. • 85% primary, secondary and special schools in the borough will be rated 'good' or 'outstanding' if inspected by Ofsted • 72% of the Private, Voluntary and Independent early years settings will be judged as 'good' or 'outstanding' • 70% of childminders will be judged as 'good' or 'outstanding' • All children's centres will be judged as 'good' or outstanding • An increase in the number of staff with Level 3 qualifications. • At least 84% of 11 year olds will have achieved Level 4+ in both English and mathematics • No primary school will be below the floor standard (65% Level 4+ in both English and mathematics) • No primary school will be below the national median for progress Key Stage 1 – Key Stage 2

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<ul style="list-style-type: none"> • Ensure high attainment in secondary schools • Ensure that our 18 year olds get the qualifications they need to go to university • Support and challenge all our schools to make sure that all pupils, including those in groups at risk of underachievement, achieve well • Support young people to make informed choices, to enter and remain in learning, training or employment and to make effective transitions to adult and working life 	<ul style="list-style-type: none"> • 66% of 16 year olds will have achieved 5 A* to C grades, including English and maths, at GCSE (London average is 62.3) • No secondary school will be below the standard (40% 5A*-C grades including English and mathematics) • The Level 3 Average Point Score per student will be 15 points above the London and national averages • 100% of 16-19 education and training providers will be above the minimum threshold standards at Key Stage 5 • The percentage of Somali pupils achieving L4+ in both English and mathematics will be in line with the national average for all pupils • The gap between the percentage of Black Caribbean pupils and White pupils receiving Free School Meals pupils achieving L4+ in English and mathematics and all pupils nationally will be narrowed by 3 percentage points • The gap between the percentage of Black Caribbean and Somali pupils achieving 5A*-C grades at GCSE, including English and mathematics, and that of all pupils nationally will be narrowed by 4 percentage points • A reduction in the young people not in employment or training (NEET) to 4.7%, measured as an average November 2013 to January 2014 • All 16 and 17 year olds have an offer of education or training by the end of September. 2012 performance was 97.8% Year11 and 97.6% Year 12

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<ul style="list-style-type: none"> • Provide a high quality education for children with special educational needs and disabilities through expanding inclusive provision, both in mainstream and special schools, and focusing resources more efficiently and effectively on the pupils' needs 	<ul style="list-style-type: none"> • There will be 109 additional special school and additionally resourced places within the borough by September 2014. • All pupils needing a statement of special educational needs will receive it within the on time and to a high quality. • All pupil with statements of SEN will receive a secondary school place at secondary transfer on time • All special schools will be 'good' or 'outstanding' and inclusion provision in mainstream schools will be judged as good or better. • A coherent approach to support and provision from age 0 to 25, including a diverse and high quality offer for 16 to 25, will have been agreed with partners and stakeholders and put in place.
<p><i>Support families when they need it most</i></p> <p>We will:</p> <ul style="list-style-type: none"> • Improve the lives of our families with the most complex needs through direct family support and bringing together services around the family • Make sure that looked after children get the support they need in a local family environment by recruiting more foster carers in Brent and providing high quality support and training • Make sure that all children in need of it are adopted with minimum delay • Behave as a caring, responsible and creative corporate parent to improve the lives of our 'looked after children' 	<ul style="list-style-type: none"> • Families with complex needs will have been worked with to gain employment / address school attendance issues and meet other criteria with successful outcomes for 100 families by December by 2014. • The number of Brent foster carers will have increased • Average adoption timescales will have reduced from the current 565 days to 475 days, against a national average of 635 days. This target will be reduced to 365 when new government framework is introduced.


WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<ul style="list-style-type: none"> • Make sure that high quality safeguarding arrangements are in place to keep children and young people safe • Provide high quality, positive activities and targeted support for young people 	<ul style="list-style-type: none"> • At least 38% of looked after children will have achieved 5 or more A* to C grades (excluding English and Maths) at GCSE (July 2014) Current performance 27% London average 37%. • At least 54% of looked after children will have stayed on in education, training or have obtained employment at age 17 • Local services for looked after children will be rated as 'good' or 'outstanding' by Ofsted in Looked After Children inspection • The new Multi-Agency Safeguarding Hub, put in place in July 2013, will be rated as 'good' or 'outstanding' by Ofsted in safeguarding Inspection • A programme of high quality activities (including arts, outdoor pursuits, sports and guidance) will be directing young people away from crime and gang-related activities using Roundwood Myplace as a hub.

OUR PRIORITY: BETTER WAYS OF WORKING	
<p>This means:</p> <ul style="list-style-type: none"> • using partnership working to ensure high quality services • working our money harder • changing the way we deliver services to make them more efficient 	
WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<p><i>Make services better and more efficient</i></p> <p>The Council will :</p> <ul style="list-style-type: none"> • Improve access to its services and achieve greater consistency in the level of service provided, however residents make contact. 	<ul style="list-style-type: none"> • A significantly improved website will be in place which enables residents to easily access a range of services and information on a 24/7 basis • We will have increased the range of services which can be accessed from our website and have increased take up of on-line services for targeted services: (Parking, schools admissions, pest control bookings) • We will have established two modern and multifunctional Customer Services Centres based in the Civic Centre and Willesden Green Cultural Centre – these . will enable residents to access all Council Services and facilities, alongside a range of other facilities • New Customer service standards and performance measures will be supporting consistency in performance across all services and facilitating improvements Council wide for all channels of access
<ul style="list-style-type: none"> • Build a customer focused organisation that puts residents at the heart of its work 	<ul style="list-style-type: none"> • We will have responded to 100% of complaints within our publicised targets, and the Council will remain within the top quartile across London for its performance in handling Ombudsman complaints

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<ul style="list-style-type: none"> Significantly reduce the number of buildings occupied by Council staff and make better, more effective use of remaining buildings Streamline support services to remove duplication and improve efficiency Develop and improve our procurement practices. 	<ul style="list-style-type: none"> The Civic centre will have replaced 12 Council buildings, with significant cost savings that will keep council tax down and fund improved services The Civic Centre will be the greenest building in the UK, having obtained outstanding BREAM status The new Willesden Green Cultural Centre will be complete and open on schedule Staff will be able to work effectively from remote locations, with desk use optimised within Council buildings through shared desk working arrangements A new centralised business support function will be in place for the Civic centre, reducing the number of administrative staff by 35 and providing much greater flexibility in aligning resources to support service delivery We will have implemented a programme of automation and streamlined processes in a range of services We will have a new contract providing facilities management for all Council buildings, delivering a more consistent level of service Our procurement practices will demonstrate the best value for money, as well as benefiting the social and economic well being of the borough We will have implemented shared systems for finance, human resources and payroll, and self-service facilities for both financial and HR processes. We will be sharing the costs for hosting of the new Oracle system application support with 6 other partner authorities Brent and Barnet will be formally sharing services for Registration and Nationality services

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<ul style="list-style-type: none"> • Improve efficiency of service delivery through partnership working to provide shared services and collaborative procurement <p><i>Employ the best possible workforce to meet the needs of the people of Brent</i></p> <ul style="list-style-type: none"> • Make sure we recruit, support, involve, train, develop and manage our people in a way that nurtures a skilled, motivated and effective workforce • Make sure that our workforce provides the best possible services for local people <p><i>Explore and develop partnership and workshare opportunities between service providers in Brent</i></p> <ul style="list-style-type: none"> • Improve efficiency of service delivery through partnership working to provide shared services and collaborative procurement 	<ul style="list-style-type: none"> • We will have procured, developed and implemented tri-borough leisure centre provision for Vale Farm Leisure Centre • We will be working collaboratively with two other boroughs to deliver parking transformation • We will have implemented the collaborative London Highways Alliance Contract <ul style="list-style-type: none"> • The Council will have achieved gold in Investors In People accreditation, confirming the excellent quality of local authority service workers in Brent <ul style="list-style-type: none"> • Through the West London Alliance work with our regional partners to develop collaborative services models which both improve services and reduce costs. • The Council will have secured a number of national awards for quality

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 Brent	<p>Full Council 24 June 2013</p> <p>Report from the Director of Regeneration and Growth</p>
<p>Wards affected: Wembley Central, Tokyngton, Barnhill, Preston, Stonebridge</p>	
<p>Wembley Area Action Plan – Submission for Examination in Public</p>	

1.0 Summary

- 1.1 On 11 March the Executive agreed the Wembley Area Action Plan for public consultation and then, subject to Full Council approval, to submit the draft Plan to the Planning Inspectorate for Examination. In light of the consultation three relatively small amendments are proposed to enable a sound draft Plan to be formally submitted. Full Council is asked to approve the amendments set out in paragraph 3.3 below and to agree the Plan be formally submitted. The draft Plan is attached as Appendix 1.

2.0 Recommendations

- 2.1 That Full Council agree the three proposed changes set out in paragraph 3.3 of this report.
- 2.2 That Full Council agree the draft Wembley Area Action Plan, together with the proposed changes, be submitted on 1 July to the Planning Inspectorate for Examination.
- 2.3 That the Director of Regeneration and Growth be authorised to agree any necessary changes to the document during the Examination process to facilitate the adoption of a sound Plan.

3.0 Detail

Introduction

- 3.1 The reasons for producing the Area Action Plan (AAP) derive from the need to bring UDP policy, particularly the Wembley Regeneration Area chapter, first drafted in 2000 and adopted in 2004, up-to-date. It is a logical step in drawing up the folder of Development Plan Documents (DPDs) that will make up the borough's development plan and ultimately supersede the UDP. The AAP also consolidates detailed policy and guidance currently contained in a number of documents, including the Wembley Masterplan 2009, the Wembley Link Supplementary Planning Document (SPD) 2011 and the Wembley West End SPD 2008.

Public Consultation

- 3.2 The Council has engaged in three rounds of consultation on the Wembley Area Action Plan. First the Council sought initial views on the planning issues in September 2011 and then consulted upon a draft Plan known as the Preferred Options. Public consultation on the Preferred Options was carried out August - October 2012. Wide publicity was given to the public consultation. It was advertised in the local press as well as the Brent Magazine and a video about the Plan was shown, and leaflets handed out, at a road show in Wembley Central Square over 1 week in August 2012. It was made available in Brent libraries and One Stop service offices as well as online. A public meeting was held at the Town Hall and a vacant shop unit at Wembley Triangle was used for drop-in sessions. The Plan was finally published and made available during April and May 2013 for representations to be made before submission for Examination. It is a requirement of the regulations that Full Council approves the draft Plan for submission for Examination.

Current Stage

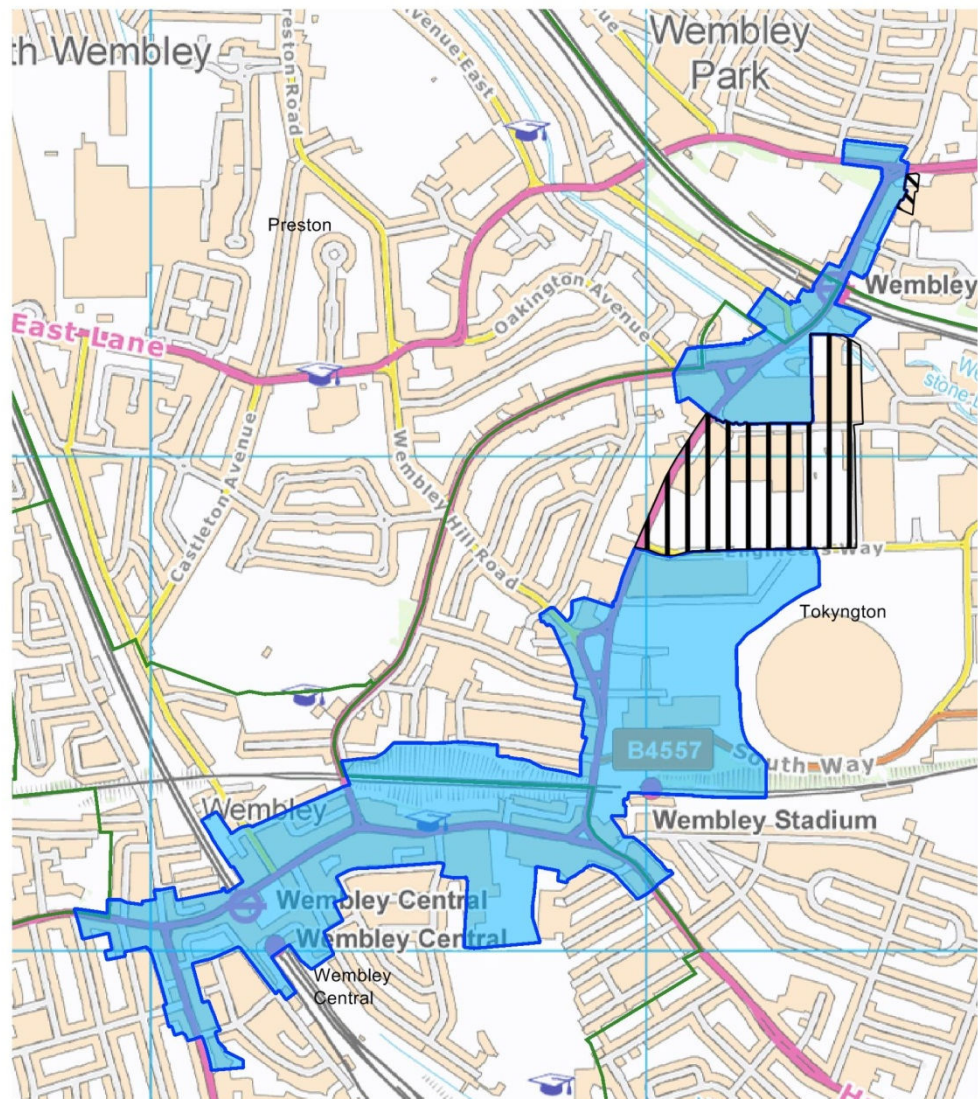
- 3.3 It is now proposed that, in light of comments received in the final consultation stage, 3 relatively small changes are made as part of the submission. These proposed changes are set out below:
1. The GLA have pointed out that, in order to conform to the London Plan, separate designations for Wembley Park as a District Centre and Wembley Town Centre as a Major Centre should be retained. The published Plan had proposed that, because planning consent had been given to a major new shopping street linking Arena Square with Wembley Park, that one large town centre be designated from Bridge Road through to Ealing Road. After discussions with GLA officers it is now accepted that the most appropriate course of action will be to retain two distinct boundaries for Wembley Park and Wembley centres (although these will be adjoining one another) and that these designations will be reviewed through the London Plan review when that commences next year.

This means that Wembley Town Centre is proposed to extend northwards to include the consented North West Lands scheme whilst Wembley Park includes

the Torch and Kwik Fit sites. The revised town centre boundaries are shown below:

Proposed change to be reflected in Maps 2.1, 8.1, 21.1 and 21.2

Wembley Major Centre extension (vertical lines) and Wembley Park District Centre extension (diagonal lines)



There will also be consequential amendments to the supporting text.

- 2 The second proposed change concerns policy WEM18 on Housing Mix. The GLA consider that as expressed in the pre-submission draft, the proposed policy would not reflect the policy for affordable rent housing as set out in the National Planning Policy Framework. It is proposed that policy be amended as follows (new text in bold and deleted text struck through).

Housing Mix

The housing mix guidance provided in table 7.1 will be applied in the relevant parts of Wembley. Additionally, new Affordable Rent that ~~meets~~ **addresses** the needs of households eligible for social housing, with eligibility determined with regard to local incomes and local house prices, will be ~~accepted~~ **encouraged** as part of the tenure mix.

The council will encourage intermediate affordable housing tenures, such as discounted market sale products, where the council **or other registered providers** can secure future equity payments that can be recycled into new affordable housing.

The maximum amount of affordable housing, subject to viability and the achievement of other planning objectives, will be sought..

- 3 The final proposed change relates to the Indicative Housing Capacity shown for site W12 North West Lands. It is proposed that this be changed from 815 units to 1300 units, which is the maximum housing numbers granted planning consent in 2011.

Submission

- 3.7 Appendix 1 sets out in full the draft submission version of the document. Full council is asked to agree this for submission along with the proposed changes to it set out above. After Examination the council will receive an Inspector's report which may find the Plan sound without modifications or may, if the local planning authority request, recommend modifications that would make the Plan sound and then it can be adopted.

Timetable for Adopting the Area Action Plan

- 3.9 The timetable for taking the Area Action Plan forward is set out below:

Submission	July 2013
Examination Hearings	Oct 2013
Adoption	Feb 2014

4.0 Financial Implications

- 4.1 The preparation and ultimate adoption of an Area Action Plan will provide a more up to date statutory Plan which carries greater weight in making planning decisions, which leads to fewer appeals and reduced costs associated with this. It also provides greater certainty for developers who are more likely to bring forward sites for development in the knowledge that schemes which comply with the requirements of the Plan have a good chance of receiving planning consent.
- 4.2 The costs of preparing the WAAP will be met mainly from the Planning & Development budget. However, additionally there has been a need for studies, particularly dealing with transport matters, which provide evidence to support new policies and proposals. Virtually all of this work has already been undertaken, or is underway, and funded. Any additional funding will be sought from existing budgets in the Regeneration and Growth Department. To date the total cost of studies has been estimated at about £100,000.

- 4.3 It is not possible to estimate at this stage how much Examination will cost. It is anticipated it will be in the region of £50,000. The Examination will be funded by the departmental projects budget.
- 4.4 There will also be costs associated with road widening and junction improvements proposed in the Plan. These will be funded largely by S106 and/or CIL funding. It is also possible that any gap in funding can be met by other sources of funding such as the London Growth Fund.

5.0 Legal Implications

- 5.1 The preparation of the borough's local plan, including the Wembley AAP, is governed by a statutory process set out in the Planning and Compulsory Purchase Act 2004, and associated Government planning guidance and regulations. Once adopted the Plan will have substantial weight in determining planning applications and will supersede part of the UDP.

6.0 Diversity Implications

- 6.1 Full statutory public consultation is being carried out in preparing the DPD and an Impact Needs / Requirement Assessment (INRA), which assessed the process of producing the LDF, was prepared and made available in 2008 and has recently been updated.

7.0 Staffing/Accommodation Implications

- 7.1 The timetable for progressing the Plan to adoption depends upon staffing levels.

8.0 Environmental Implications

- 8.1 The DPD deals with the development of the Borough's main regeneration area and thus will have a significant effect on controlling impacts on the environment including requiring measures to mitigate climate change. Sustainability appraisal is undertaken and updated at all stages of preparing the DPD.

9.0 Background Papers

Brent Core Strategy July 2010

Brent Site Specific Allocations Development Plan Document, July 2011

Wembley Masterplan, June 2009

Wembley Link SPD, July 2011

Wembley AAP, Issues & Options, September 2011

Wembley AAP Preferred Options, August 2012

Contact Officers

Any person wishing to inspect the above papers should contact Ken Hullock, Planning & Development 020 8937 5309

Andy Donald

Director, Regeneration & Growth

Appendix 1 – Wembley Area Action Plan – Proposed Submission Version for Publication

Separately circulated

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Foreword

Brent Council ~~has started~~ is in the process of preparing a new development plan for Wembley, called the Wembley Area Action Plan. It will be important in determining how Wembley develops over the next 15 years or so. Building on the council's vision to develop Wembley as a destination which will drive the economic regeneration of Brent, the plan includes key planning objectives and policies and provides guidance for the development of over 30 sites in the Wembley area. Our aim, reflected in the Plan, is to provide new homes, jobs and shopping and leisure facilities, whilst ensuring that important infrastructure and services, such as transport improvements and new schools, are delivered to meet the needs of local people.



(Cllr) George Crane

Lead Member for Regeneration and Major Projects

At Brent we are committed to full community involvement in the important decisions that are made and particularly in bringing forward plans that are likely to affect the local community.

Two stages of consultation have been undertaken on the Area Action Plan to date. A final stage of consultation is to be undertaken before the plan is submitted to the Secretary of State for Examination. I hope you will take this opportunity to participate in the process of drawing up the new plan. If we are to shape Wembley the way you want to see it then we need to hear from you. Please tell us what you think.

Foreword

How to Give Your Views

Contact us with any questions or for copies of this document. All the documents relating to the Wembley Area Action Plan can be found on the council's website www.brent.gov.uk/ldf. Copies are also available at libraries and one stop service offices.

You can get copies and more information by contacting the Planning and Transport Strategy team on 020 8937 5230. You can also contact the team by e-mail at ldf@brent.gov.uk or in writing at the address below:

Planning and Transport Strategy Team
Planning & Development
London Borough of Brent
Brent House
349 High Road
Wembley
Middlesex
HA9 6BZ

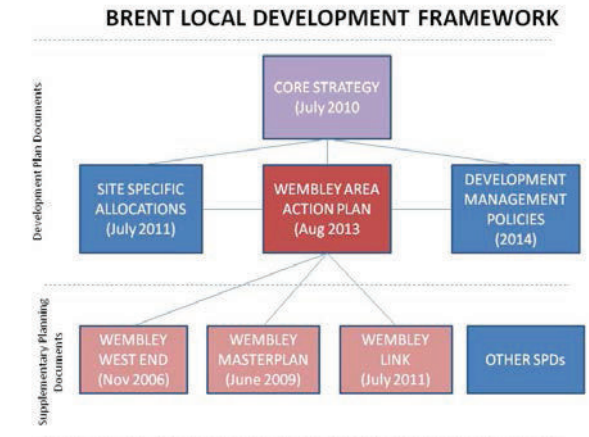
Introduction 1

What is the Wembley Area Action Plan?

1.1 The Wembley Area Action Plan (AAP) sets out the strategy for growth and regeneration in Wembley for the next 15 years, once adopted. It is an important part of the development plan for the Borough. Ultimately, the development plan will be made up of a number of documents, two of which, the Core Strategy and the Site Specific Allocation document, have been adopted already by the council. The Core Strategy sets out the spatial planning strategy for the development of the Borough focusing growth and development in 5 key Growth Areas, the largest of which is Wembley. The Site Specific Allocations document identifies 70 sites around the borough where new development is likely to take place, and provides planning guidance for those sites. The Wembley Area Action Plan complements these documents by providing a detailed Plan for development in the Wembley Area and brings up-to-date, and consolidates, existing planning policies for Wembley in a single development plan document.

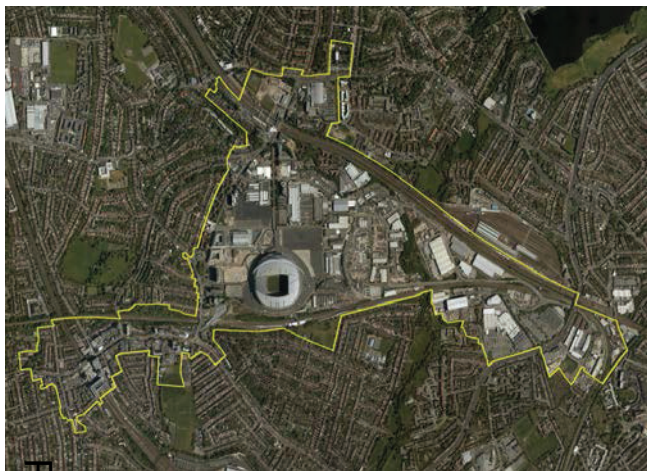
1.2 The council's Core Strategy, adopted in 2010, sets the context for development of the Wembley Area by establishing a vision for the future of the borough as a whole, a set of objectives to be achieved by development and a set of core policies to achieve those objectives. For this reason, much of the vision and most of the objectives for Wembley are already established and are, therefore, incorporated into an updated vision and set of objectives in section 2 of this Development Plan Document (DPD).

1.3 In addition, the Site Specific Allocations DPD, adopted in 2011, has established the planning guidance for some of the development sites. Relevant site guidance from this has been carried forward into the draft Area Action Plan and supplemented by new or reviewed planning guidelines for the remaining key opportunity sites in the area. The plan, when adopted, will supersede policies and proposals currently included in the Wembley Regeneration Area chapter of the Brent Unitary Development Plan 2004. The Wembley Masterplan, which deals with the 70 hectare main regeneration area around the stadium, continues to provide detailed planning guidance on matters such as scale and massing, the public realm, streetscape and design quality for this area. In addition, the Wembley Link Supplementary Planning Document (SPD) provides similar guidance for the development of the eastern end of the High Road and the Wembley West End SPD guides development on the Curtis Lane car park site behind the High Road. Those parts of the Unitary Development Plan (2004) and the Site Specific Allocations DPD (2011) that will be superseded by the Area Action Plan are listed in Appendix A.



1.4 The area covered by the Plan is essentially the part of Wembley where most of the regeneration is needed and is likely to take place. This covers the existing town centres of Wembley and Wembley Park, the Wembley Masterplan area, including the Stadium and key development sites around it, and the industrial area extending as far as the North Circular Road, which is also the main gateway to the area by road. It covers an area of approximately 230 hectares. Although this is a tightly defined area, its future is extremely important to the borough as a whole. Half of the borough's projected new housing and most of its new commercial floorspace will be located here. Consequently, it is important that the wider community, including residents, businesses and other interested organisations, is involved in the preparation of the Plan.

1 Introduction



Picture 1.1 Area Action Plan Boundary

How does the 'Preferred Options' consultation stage fit into the process of preparing the AAP?

1.5 The Plan has undergone two rounds of consultation. The first round was a public consultation on 'Issues and Options' during which views were expressed about which options should be taken forward into a draft Plan. Views expressed on the options put forward and the draft policies informed the council's preferred options for planning the Wembley area. This round of consultation is the second stage of public consultation on the proposed Plan. The first round was a public consultation on 'Issues and Options' during which views were expressed about which options should be taken forward into a draft Plan. In preparing this document account has been taken of views expressed on the options put forward and the draft policies are therefore the council's preferred options

for planning the Wembley area. The council has also provided an explanation as to why certain options have not been pursued. In addition, a Sustainability Appraisal has been carried out to assess, in general terms, the sustainability of the chosen options. A report setting out the appraisal results is also available as part of the consultation, and comments on this are welcome. You can view the Sustainability Appraisal report at www.brent.gov.uk/ldf.

1.6 A second round of consultation was then undertaken on the preferred options Plan. Comments received during the consultation have been considered and taken into account in producing a Pre-submission version of the Plan. There is now an opportunity to comment on the Pre-submission Plan before it is finally submitted to the Secretary of State for Examination by an independent Planning Inspector. ~~Views are being sought on the draft Plan. Where there are objections to a particular policy or paragraph then this should be clearly indicated along with how it should be changed, e.g. an alternative wording. In order to help people respond to the consultation, a questionnaire has been included at appendix 1 of this document. Separate copies of this are also available.~~

Next Steps

1.7 The council will submit comments received to the Secretary of State for consideration. The submission to the Secretary of State will also include comments received during all previous

consultations. There is likely to be an opportunity to make verbal representations to the Inspector at an informal hearing session. Comments will be taken into account in producing a version of the Plan that can be submitted to the Secretary of State for Examination. At this time, estimated to be about January 2013, the Plan will be published and there will be an opportunity to comment on it before it is finally submitted. Comments at this stage will be made available to an independent Inspector for his/her consideration in examining the Plan. There is likely to be an opportunity to make verbal representations to the Inspector at an informal hearing session.

1.8 Part of the process of preparing the Plan is the gathering of information or evidence to provide justification for the policies and proposals. The evidence base in support of the Plan has largely been compiled in support of the Core Strategy and Site Specific Allocations DPD's. This has been supplemented by more recent information where this is available and by further studies commissioned to inform the AAP. All the evidence is available for viewing on the council's website at www.brent.gov.uk/ldf.

Finding your way around this report

1.9 The report is arranged into different sections:

- An explanation about what the Area Action Plan is and how it sits with existing policy is in section 1
- The strategic planning context is set out in section 2

Introduction 1

- What will Wembley be like in 2026? A vision and a set of objectives for the area is in section 3
- A set of planning policies and proposals together with the justification for these is included in sections 4 - 17

How to respond

1.10 You can submit comments on the Pre-submission version of the Plan by using the consultation tool, by e-mail or in writing to the address shown on page 8. At this stage comments should relate to whether you consider that the Plan is 'sound' - To be 'sound' a plan should be positively prepared, justified, effective and consistent with national policy. You can respond to any aspect of the document online by using the consultation tool or just send in your comments on the draft Plan by e-mail or in writing to the address shown on page 7. We would like to know whether you think the draft policies are appropriate or, if not, how you think they should be changed. Let us know as well whether you think there are policies that have not been included which should be.

2 Strategic Planning Context

Spatial Development Strategy

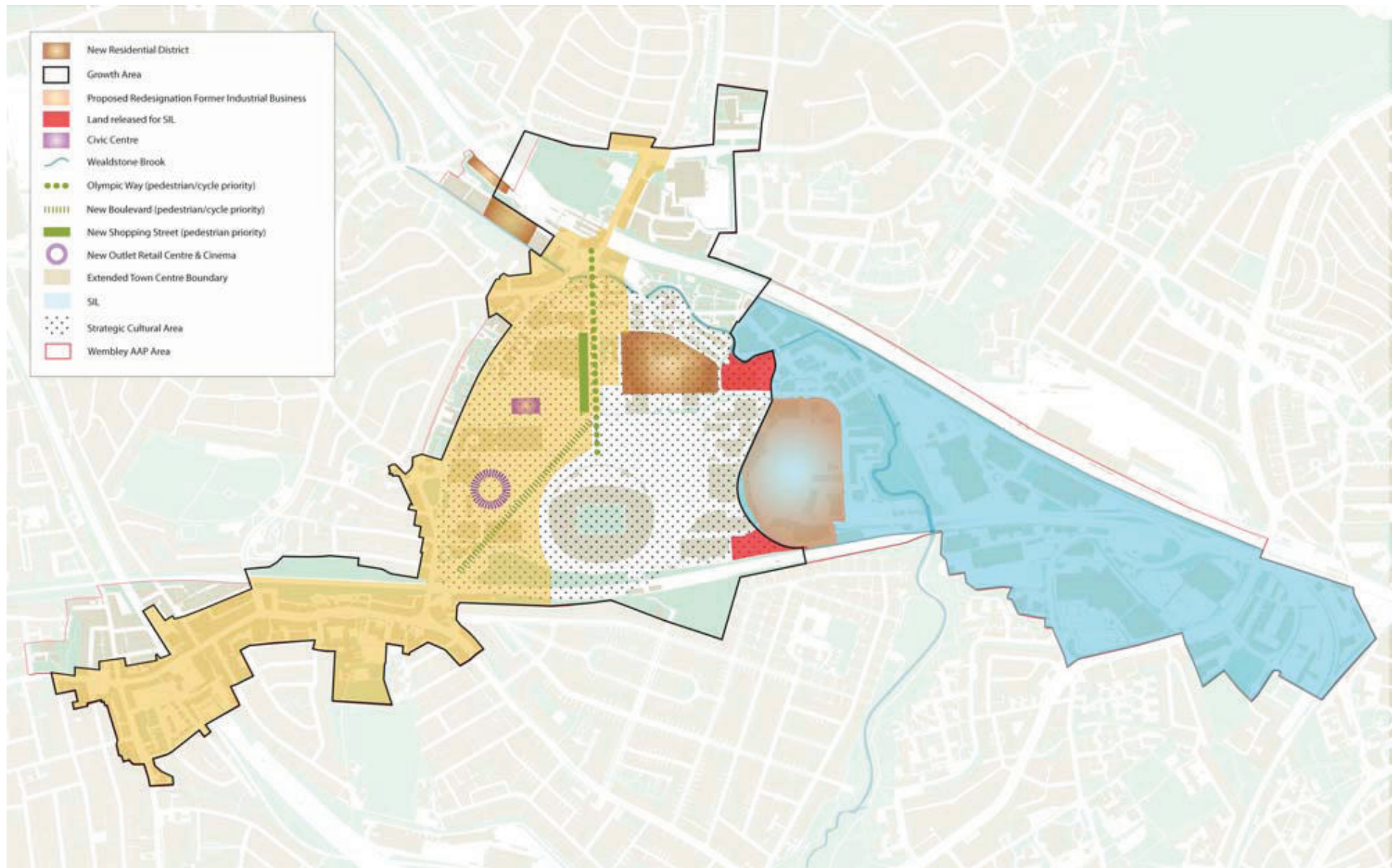
Growth Area

2.1 Wembley is designated as a Growth Area

and is expected to deliver around 11,500 new homes, 10,000 new jobs and 30,000 sq.m of new retail floorspace. Core Strategy policy CP7 sets out the strategic direction for development in Wembley which includes new infrastructure to

support growth. The Wembley Area Action Plan provides the details of what, where, how and when this growth will be delivered. A summary is provided below and Map 2.1 shows the key elements of the strategy.

Strategic Planning Context 2



Map 2.1 Key Diagram

2 Strategic Planning Context

Regeneration Context

2.2 In 2004 the London Borough of Brent granted outline planning permission to Quintain.

2.3 Estates and Development plc for a major mixed-use regeneration scheme covering 17 hectares of land surrounding the new Wembley Stadium. Much of the approved scheme called Quintain Stage 1 is still to be delivered, including infrastructure required by planning obligations attached to the phased delivery of the development.

2.4 In 2011 permission was granted for a second stage of mixed-use redevelopment to provide up to 160,000m² of floorspace in the area north of Engineers Way, from Olympic Way to Empire Way. It is likely now that the main focus for the Quintain regeneration will remain to the east of the Stadium and Olympic Way. The focus of development to date has been to the west of the Stadium.

2.5 In addition to the major regeneration being brought forward on the Quintain development, there are a number of other large scale developments underway across the Wembley area. Permission has been granted for hotels, residential development, student accommodation, retail and educational facilities, all of which will continue the momentum of change in the area.

Housing

2.6 New homes will be built near to main transport hubs such as Underground and rail stations. Good transport links means that higher densities can be supported. Homes in much of the area will be part of mixed use schemes above active ground floor uses. A large area will become a new residential district supplying a substantial proportion of family housing, including dwellings at ground level. At least 25% of all new homes will be family sized, with three bedrooms or more, and 10% will be wheelchair accessible, or easily adaptable for wheelchair users. The borough has a target that 50% of new homes should be affordable. Student accommodation will also feature in the area.

Jobs

2.7 New jobs will be created across a range of sectors including retail, offices, hotels, conference facilities, sports, leisure, tourism, creative industries and educational facilities. Offices and hotels are proposed around Olympic Way. The Wembley industrial estate will continue to be protected for business uses. There will be a small release of land from the Strategic Industrial Land designation and a realignment of that boundary to Second Way.

Shops

2.8 Retail floorspace will be located in an extended Wembley town centre which will connect the existing centres of Wembley and Wembley Park. The new designer outlet centre, next to the

Hilton hotel, includes around 85 shops, restaurants and cafés, and a nine screen cinema. A new pedestrian and cycle priority boulevard will create a link through the heart of the growth area to a new shopping street north of Engineer's Way.

Leisure

2.9 Additional leisure facilities will help create a destination for visitors to complement the existing uses such as the stadium, refurbished Wembley Arena and Fountain TV studios. New uses include a new multiplex cinema. Leisure, tourism and cultural uses will be located in the town centre or in the Strategic Cultural Area near the Stadium.

Civic Centre

2.10 Brent's new Civic Centre when open will bring together the many services of Brent Council under one roof, incorporating a state-of-the-art modern library and a range of civic and community spaces. The new Civic Centre will be located on Engineers Way, adjacent to Arena Square and Wembley Arena and will be an important destination for local people. It will provide the impetus and opportunity for further public services to locate here and could help stimulate a high quality office market.

Nature

2.11 New open spaces, landscaping and a minimum of 1,000 trees will be delivered as part of developments. The council will also seek the re-naturalisation of the River Brent and Wealdstone

Strategic Planning Context 2

Brook where possible. Flood risk has been taken into account when developing the plan and mitigation measures will form part of all developments in areas at risk of flooding.

Transport

2.12 Travel by foot, cycle and public transport will be promoted in Wembley by prioritising these modes of travel into and throughout the area whilst maintaining good vehicle access on designated routes. A hierarchy of routes will be established to facilitate access by foot, cycle, public transport and vehicles. Pedestrian permeability will be encouraged throughout. A new route for pedestrians and cyclists will link two of the three Wembley stations through the extended town centre along the new Boulevard and Olympic Way. There are opportunities to encourage cycling through Cycle Hubs and by linking new local routes to the wider cycle network. Key corridors and junctions will be upgraded and legibility will be improved through the creation of gateways into the area. Wembley's accessible location provides the basis for aiming to reduce the share of journeys by car.

Priorities for Investment

2.13 Priorities for infrastructure investment in the Wembley Growth Area include open space, play facilities, accessibility and cycling routes, wildlife enhancements, health, schools and community facilities. These are set out in the council's Infrastructure and Investment Framework (IIF). This document is subject to regular review.

2.14 The AAP also sets out priorities for developer contributions, appropriate to the scale of the proposed development that would normally be secured through planning obligations. Essential requirements include flood mitigation, transport improvements and affordable housing. Developers will also be encouraged to provide low-cost business start-ups, public realm improvements, public art, and connection to a decentralised energy system, particularly in view of the introduction of the Community Infrastructure Levy.

2.15 Delivery of these investment priorities is dependent on resources and viability. Major infrastructure will be delivered through the Community Infrastructure Levy mechanism, and the IIF includes opportunities for funding sources to complement CIL contributions. Priorities for contributions to infrastructure investment will be considered on a site by site basis. The council will work closely with delivery partners such as developers, Greater London Authority and Transport for London.

2.16 The Community Infrastructure Levy (CIL) will be applied on development from 1st July 2013. It is the council's intention to produce a Strategic Infrastructure Plan (SIP) that will set out infrastructure requirements, sources of funding including CIL and then prioritise their delivery. This will take the IIF, which sets out all likely infrastructure needs and turn it into a deliver strategy. The SIP will prioritise infrastructure delivery over time for all of the growth areas.

Because funding and priorities change over time it is considered sensible to put this in a separate document that can be more regularly updated.

Timescales and Delivery

2.17 The Wembley Area Action Plan identifies 31 sites for redevelopment over the next 15 years. The council is working closely with key stakeholders who will help deliver the Plan, including major landowners and developers. Transformational change is already well underway.

2.18 As the Plan is being published there is already permission for more than 5,000 residential units together with new retail, offices, leisure, student accommodation and hotel uses. In 2012 new homes, student accommodation, a health facility and a number of hotels, such as the four star Hilton, were already built. In 2013 the London Designer Outlet Centre, cinema and Civic Centre will be completed. Into the medium-term, development is more likely to take place in the north west of the area, subject to economic conditions.

2.19 By 2030 Wembley will be have become the economic engine for Brent and a key contributor to the London economy. It will be a sustainable, lively and distinctive destination, exploiting its excellent public transport and links. Building upon its international brand for sport with Wembley Stadium at its heart, a thriving city quarter will be developed, generating a new identity for the borough, a national and international destination, a key contributor to the London economy and the beating heart of the London Borough of Brent. It will be a world class

2 Strategic Planning Context

~~destination, a beacon of sporting and architectural excellence and will boast a comprehensive range of high quality hotels, leisure, commercial, residential and retail activities all in a contemporary, lively and distinctive setting.~~

Policy Context History of the Area

2.20 4.5 Wembley has a tradition of masterplanning and design. The 1924 Empire Exhibition layout introduced a strong formal character to the area. A broad avenue was established on a north-south axis from Wembley Park Railway Station to the Empire Stadium. Cutting across this route was a large rectangular lake and garden/park running on an east-west axis.

2.21 The Empire Exhibition closed in 1925 and subsequent development has slowly moved away from the Exhibition layout. The historic east-west grain is still in evidence, particularly along Engineers Way and Fulton Road but the park has been lost and the formal ceremonial route to the Stadium – Olympic Way – has no sense of enclosure.

2.22 Although there have been many significant improvements in the Wembley area over recent years, the general pattern of development over the last 80 years has removed any clear sense of urban form across the area. The Stadium area is currently functionally disconnected from the High Road and surrounding residential development by two railway lines at the north and south that converge in the east.

2.23 The Wembley Industrial Estate, located to the east of the Stadium, consists of a number of smaller industrial estates of differing ages and forms. The dominance of heavy industrial uses and the presence of 'bad neighbour' activities means that the area has never been well integrated with the residential, retail and leisure uses that surround it. The area has a poor quality environment with many underused sites and premises that turn their backs on the Stadium.

2.24 Wembley Town Centre, at its height in the 1960's, is the product of years of decline, and the gradual loss of major retailers created a limited shopping environment. However, recent improvements to the public realm and the approval and build out of a series of large scale schemes have added to the climate of change in Wembley. The town centre is now experiencing higher development pressures but this is generally occurring on a piecemeal, ad hoc basis.

Planning Context

2.25 A key requirement of local plans, such as the Area Action Plan (AAP), is that they must conform with national and regional planning policy. The key policies are contained in the National Planning Policy Framework published in March 2012 and the London Plan adopted in July 2011. The relevance to planning policy in Wembley is explained in individual sections of the AAP.

National Planning Policy Framework

2.26 The new National Planning Policy Framework (NPPF) sets out national planning policy and provides general guidance on a wide range of planning matters. Of general importance is the introduction of a presumption in favour of sustainable development.

Presumption in favour of sustainable development

2.27 When considering development proposals, the council will take a positive approach that reflects the presumption in favour of sustainable development. It will work proactively with applicants to find solutions which mean that proposals can be approved wherever possible, and to secure development that improves the economic, social and environmental conditions in the area.

2.28 Planning applications that accord with the policies in this Plan will be approved without delay, unless material considerations indicate otherwise.

2.29 Where there are no policies relevant to the application, either within this Plan or other relevant and up-to-date plans for the area, then the council will grant permission unless material considerations indicate otherwise – taking into account whether:

- Any adverse impacts of granting permission would significantly and demonstrably outweigh

Strategic Planning Context 2

- the benefits, when assessed against the policies in the NPPF taken as a whole; or
- Specific policies in that Framework indicate that development should be restricted.

London Plan

2.30 The AAP must be in general conformity with the London Plan. Wembley is important in helping to ensure that London "retains and extends its global role as a sustainable centre for business, innovation, creativity, health, education and research, culture and art and a place to live visit and enjoy..." (policy 2.1 of the London Plan). There are a number of strategic policies and designations that are particularly pertinent to Wembley. These key policy areas are summarised below:

- London - Luton - Bedford Co-ordination Corridor (2.3) - Wembley forms part of this corridor, where there should be co-operation between authorities to deliver infrastructure needed to support development.
- Opportunity Area (2.13) - Wembley is one of 43 Opportunity Areas identified across London with an indicative employment capacity of 11,000 new jobs and where a minimum of 11,500 new homes can be delivered.
- Strategic Outer London Development Centres (2.16) - Wembley is identified as a potential Strategic Outer London Development Centre with a strategic function of greater than sub-regional importance for leisure/tourism/arts/culture/sports. This

includes bringing forward adequate development capacity.

- Strategic Industrial Locations (SIL)(2.17) - Wembley and Neasden industrial estates are designated as SIL which are the main reservoirs of industrial and related capacity.
- Arts, Culture, Sport and Entertainment (4.6) - Wembley is identified as one of nine Strategic Cultural Areas which are London's major clusters of visitor attractions.

2.31 Relevant strategic policy within the London Plan is also referred to in each topic chapter.

Brent Core Strategy

2.32 The Core Strategy, adopted in July 2010, is the spatial strategy for the development of the borough as a whole and was prepared with regard to national planning policy and the London Plan in force at the time. Although the NPPF has been published and a revised London Plan adopted since the Core Strategy was prepared, the council considers that the Core Strategy remains fundamentally in conformity with these documents. The Core Strategy, therefore, continues to provide the main planning policy context for the preparation of more detailed policies and proposals in the Area Action Plan. The key objectives from the Core Strategy that are important for Wembley have been set out in the following section on 'Vision and Objectives for Wembley'. The spatial context provided by the Core Strategy for the AAP are also explained in each section of the Plan.

3 Vision and Objectives for Wembley

3.1 It is important that the council has a realistic vision as to what Wembley should be like in 15 years time. The council's vision for the growth area was launched in 2002 in the document "Our Vision for Wembley, it was refreshed in 2007 with the launch of the "Vision to Reality" document and updated for the AAP.

Vision

Wembley

A new place, a new home and a new destination - modern, urban, exciting and sustainable. At its core Wembley will be a comprehensive range of leisure and commercial facilities, exploiting excellent public transport connections to the rest of London and the United Kingdom, all in a contemporary, lively and distinctive setting. Wembley will have a modern, service based economy. Hotels, restaurants, offices, shops, leisure uses, creative industries and an array of other businesses will provide thousands of new jobs and meet the needs of both visitors and local residents. All of Wembley will be well connected, with a new pedestrian boulevard linking Wembley Park to the High Road.

Objectives

3.2 The objectives for Wembley build on the vision for the area, setting out in more detail how the council aims to achieve the vision. The objectives are drawn from the Core Strategy and are shown below by theme.

Regeneration through leisure, sport and mixed use development

- To promote the regeneration of the area for sporting, leisure, tourism and mixed-use development, including the provision of at least 11,500 new homes between 2010 and 2026, so that Wembley is developed as a major visitor destination as well as a major new community.
- To complete three large scale hotels in the Wembley area and one large regional visitor attraction.
- To increase newly approved retail floorspace in Wembley by 25%.
- To ensure that the local community benefits from development, including training and access to 10,000 additional full-time jobs created by 2031.

Town centres, shopping and existing and new uses

- To ensure that the development around the National Stadium is compatible and co-ordinated with regeneration proposals in the surrounding area, and that Wembley town centre, the main focus for new retail and town centre uses in the borough, is expanded eastwards into the Stadium area.
- To enhance the vitality and viability of Wembley's town centres by maintaining their position in the retail hierarchy and maintaining a range of local services.

Modern, service based economy

- Generate 10,000 jobs across a range of sectors including retail, leisure, office and other businesses.
- Increase the supply of modern subsidised workplace developments for the arts and creative industries.
- Ensure sufficient sites and premises are available for commercial activity and that industrial/ warehousing floorspace is renewed.

Promoting Wembley as a global and distinctive tourist destination

- To provide a world class setting for a world class Stadium by creating a distinctive place with high quality building design and a positive sense of identity that is sustainable and enables progress to a low carbon future.
- Promoting new public art to support regeneration.

People's needs and associated infrastructure

- To meet social infrastructure requirements by securing provision for needs arising from new housing development, especially the provision of new education, health and community facilities.
- To provide community facilities to meet the needs of Brent's diverse community.
- To promote sports and other recreational activities by placing particular emphasis on the provision of new facilities to address

Vision and Objectives for Wembley 3

existing deficiencies and to meet the needs of new population.

- To promote healthy living and create a safe and secure environment.

Housing Needs

- To achieve housing growth and meet local housing needs by promoting development that is mixed in use, size and tenure.
- To achieve 50% (approx.) of new housing as affordable.

Promoting improved access and reducing the need to travel by car

- To create a well connected and accessible location where sustainable modes of travel are prioritised and modal share of car trips to Wembley is reduced from 37% towards 25%.
- To ensure that the infrastructure of Wembley is upgraded so that it supports new development and meets the needs of the local community.
- To complete first class retail and other facilities in Wembley that reduces the need to travel to other centres and improving key transport interchanges.
- To promote access by public transport, bicycle or on foot and reduce car parking standards because of Wembley's relative accessibility.

Protecting and enhancing the environment

- To preserve open spaces for recreation and biodiversity and create new and enhanced

open spaces to address deficiencies where possible, but particularly to meet the needs of additional population commensurate with current levels of provision.

- To increase the amount of public open space (at least 2.4ha within Wembley) and the amount of land with enhanced ecological value.
- To enhance green and blue infrastructure by tree planting, returning rivers to their more natural courses and mitigating the pollution effects of development.
- To achieve sustainable development, mitigate and adapt to climate change.
- To reduce energy demand from current building regulation standards and achieve exemplar low carbon schemes and combined heat and power plants.

4 Urban Design & Place Making

Strategic Policy

4.1 The London Plan section on London's Living Spaces and Places provides the strategic context for urban design and place making in Wembley. Policies 7.1 to 7.8, dealing with matters such as building communities, design, local character, public realm, architecture, the location and design of tall buildings and heritage assets, are particularly pertinent. For example, policy 7.7 states that tall and large buildings should be part of a plan-led approach to changing or developing an area by the identification of appropriate, sensitive and inappropriate locations.

4.2 Brent's Core Strategy also includes policies which deal with urban design, place making and the public realm. Policy CP5 states that in considering major development proposals, regard shall be had to the contribution towards the creation of a distinctive place with a positive sense of identity which is well connected and accessible. Consideration should also be given to the heritage of the area and the means of introducing continuity through urban design measures should be investigated as well as the possibility of reusing and restoring buildings of merit.



Picture 4.1 Wembley Arena is an example of a historic building that has been successfully revitalised

4.3 Policy CP6 deals with density and tall buildings and states that where design is of the highest or exemplary standard, higher densities will be considered. Higher densities may be acceptable where PTAL levels would be raised as a result of development or through committed transport improvements. Sites should contribute towards wider public realm improvements commensurate with the scale of development and development in growth areas should take into account the suburban interface. Tall buildings are acceptable in the Wembley Growth Area.



Picture 4.2 Central Square Development

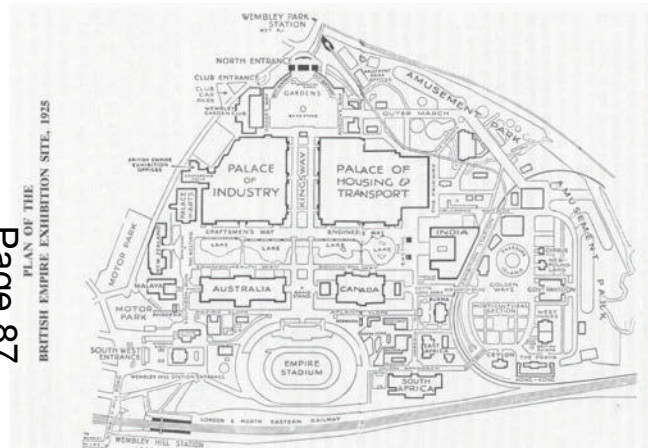
4.4 Policy CP7 states that Wembley will drive the economic regeneration of Brent and that it will become a high quality, urban, connected and sustainable city quarter. Wembley town centre will be extended eastwards.

4.5 Given that Wembley is an area where suburban residential development interfaces with a much more urban character of development it is

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important to consider Policy CP17 which states that the suburban character of Brent will be protected from inappropriate development.

Policy Context Local Character



Picture 4.3 Plan of British Empire Exhibition

4.6 Wembley has a tradition of masterplanning and design. The 1924 Empire Exhibition layout introduced a strong formal character to the area. A broad avenue was established on a north-south axis from Wembley Park Railway Station to the Empire Stadium. Cutting across this route was a large rectangular lake and garden/park running in an east-west axis.

4.7 The Empire Exhibition closed in 1925 and subsequent development has slowly moved away from the Exhibition layout. The historic east-west grain is still in evidence, particularly along

Engineers Way and Fulton Road but the park has been lost and the formal ceremonial route to the Stadium — Olympic Way — has no sense of enclosure.

4.8 Although there have been many significant improvements in the Wembley area over recent years, the general pattern of development over the last 80 years has removed any clear sense of urban form across the area. The Stadium area is currently functionally disconnected from the High Road and surrounding residential development by two railway lines at the north and south that converge in the east.

4.9 The Wembley Industrial Estate, located to the east of the Stadium, consists of a number of smaller industrial estates of differing ages and forms. The dominance of heavy industrial uses and the presence of 'bad neighbour' activities means that the area has never been well integrated with the residential, retail and leisure uses that surround it. The area has a poor quality environment with many underused sites and premises that turn their back on the Stadium.



Picture 4.4 Wembley Stadium & Industrial Estate

4 Urban Design & Place Making



Picture 4.5 Wembley High Road

4.10 ~~Wembley Town Centre, at its height in the 1960's, is the product of years of decline, and the gradual loss of major retailers created a limited shopping environment. However, recent improvements to the public realm and the approval and build out of a series of large scale schemes have added to the climate of change in Wembley. The town centre is now experiencing higher development pressures but this is generally occurring on a piecemeal, ad hoc basis.~~

Buildings of Historic or Architectural Merit

4.11 Historic buildings and areas provide a depth of character to the urban experience that cannot be underestimated. They provide continuity and connection with an area's past ~~provides the building blocks for~~ which helps establish the developing local identity and ~~establishing a unique character in~~ of an area.

4.12 The Plan area ~~does not have a significant amount of historic buildings or buildings that are considered to be of an exemplary architectural quality. There are~~ contains five ~~four~~ buildings within the area that are considered to have significant historic or architectural merit (shown on Map 4.1):

- Church of St John – ~~Grade II~~ Originally constructed in 1846 this flint building with stone dressings was designed in the Early English style (Grade II). The front boundary wall and lynch gate of St John's Church has a separate (Grade II) listing. It is a brick structure, contemporary with the church, with decorative cast-iron boundary railings on a dwarf wall with a picturesque wooden lych-gate to the main road. Any new development within the vicinity of this building should consider how the use of materials and architectural detailing responds to the historic character of the building.
- St Andrew's Presbyterian Church, Ealing Road – A former Presbyterian church built in 1904, in a style strongly influenced by the Arts and Crafts manner. Currently in use as a Mosque (Grade II). New development must not detract from the key role that this building plays within the streetscape.
- The Empire Pool (Wembley Arena) - Designed by Sir E Owen Williams and built in 1934, it has a reinforced concrete frame which was the largest concrete span in the world at that time. The original pool was 200 feet long and 60 feet wide and was used for the 1948 Olympic Games. The building has recently been refurbished and is currently predominantly utilised as an entertainment venue (Grade II). The building has an important role due to its historic associations, its location at the heart of the regeneration area, and its associated public space (Arena Square). Development in close proximity to the Arena must be designed to respect the scale, proportions and materiality of the building.
- Brent Town Hall - Built in 1935-40 as Wembley Town Hall to designs by Clifford Strange. It is a brick-clad steel frame building expressed in T-shaped plan set around central entrance hall with a Scandinavian style 3-storey front (Grade II). Given the role that this building has historically played within the borough along with its highly visible location and attractive

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landscape setting, any new development, extensions or alterations must seek to preserve or enhance the existing building.

- Wembley National Stadium – Designed by Foster & Partners, the building was completed in 2007. Although not Statutorily Listed the building is nationally and internationally recognised for its iconic arch. Due to the defining role that the stadium plays across the AAP area, the council will seek to preserve its imposing presence through the sensitive scaling of surrounding buildings in line with the approved Quintain Stage 1 development and the 2009 Wembley Masterplan SPG.



Picture 4.7 Brent Town Hall (Grade II)

4.13 There are two Conservation Areas on the fringes of the plan area (shown on Map 4.1):

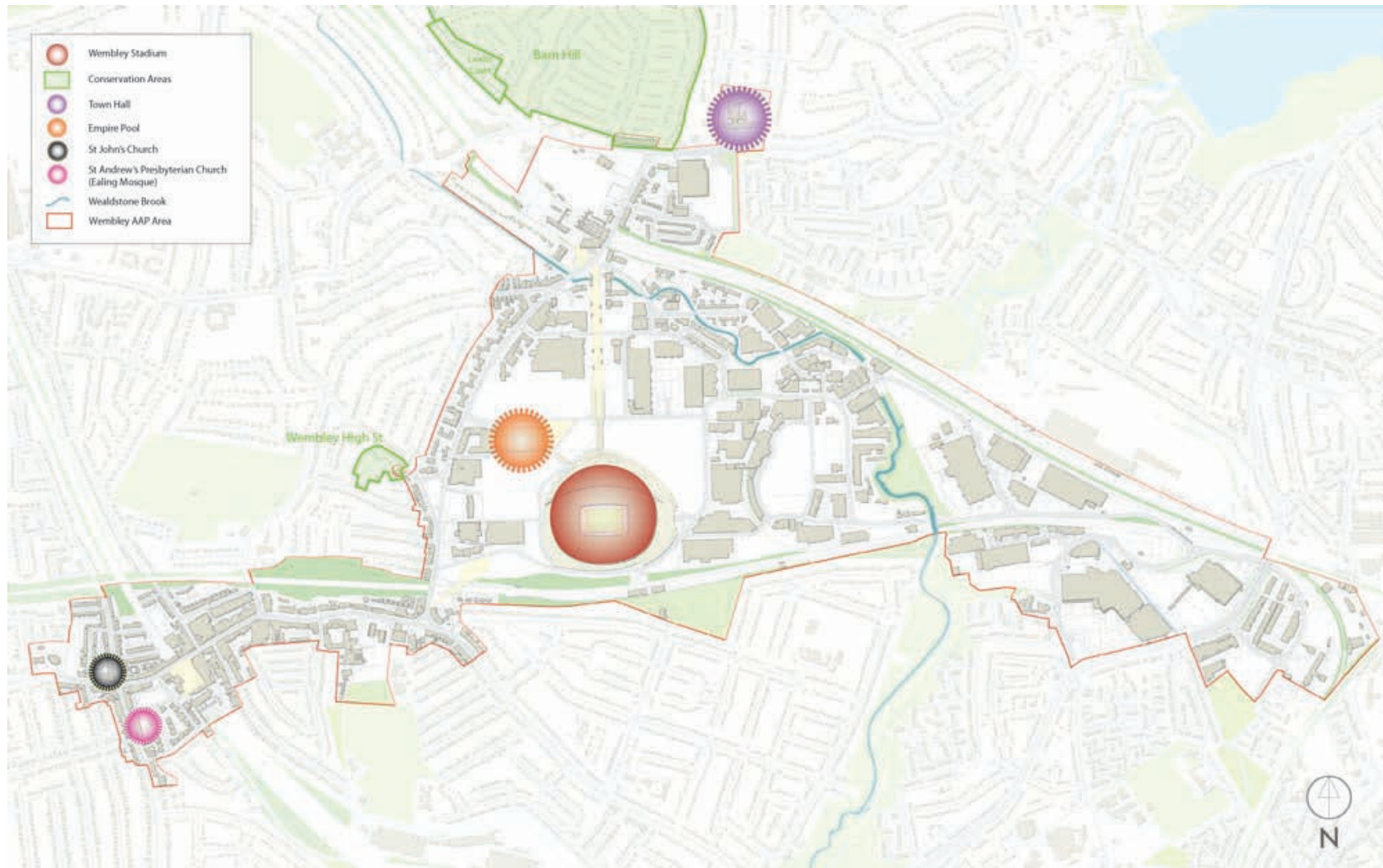
- Barn Hill Conservation Area
- Wembley High Street Conservation Area

4.14 As well as development within close proximity to these Conservation Areas, consideration should also be given to the impact on views into and out of these areas.



Picture 4.6 The Empire Pool (Wembley Arena) Grade II

4 Urban Design & Place Making



Map 4.1 Heritage Assets

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4.15 Although there are only four important buildings in the area, it is the significance of these buildings at a local, regional and national level, and their role in the townscape, that has a real impact on the character and future development of Wembley.

4.16 Although there are few listed buildings in the area, there are a number of locations where a building or a collection of buildings are considered to add to the richness of the urban fabric, for example along Wembley High Road. Any redevelopment proposals will need to fully justify the removal or replacement of such buildings.



Picture 4.8 View of Wembley Stadium from Barn Hill Conservation Area

Regeneration Context

4.17 In 2004 the London Borough of Brent granted outline planning permission to Quintain Estates and Development plc for a major mixed-use regeneration scheme covering 17 hectares of land surrounding the new Wembley Stadium. Much of the approved scheme called Quintain Stage 1 is still to be delivered, including infrastructure required by planning obligations attached to the phased delivery of the development.

4.18 In 2011 permission was granted for a second stage of mixed-use redevelopment to provide up to 160,000m² of floorspace in the area north of Engineers Way, from Olympic Way to Empire Way. It is likely now that the main focus for the Quintain regeneration will remain to the east of the Stadium and Olympic Way.



Picture 4.9 Quintain Estates NW Lands scheme



Picture 4.10 Artist's Impression of New Development on Elizabeth House

4.19 In addition to the major regeneration being brought forward on the Quintain development, there are a number of other large scale developments underway across the Wembley area. Permission has been granted for hotels, residential development, student accommodation, retail and educational facilities, all of which will continue the momentum of change in the area.

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4.20 Brent's new Civic Centre when open will bring together the many services of Brent Council under one roof, incorporating a state-of-the-art modern library and a range of civic and community spaces. The new Civic Centre will be located on Engineers Way, adjacent to Arena Square and Wembley Arena and will be an important destination for local people. It will provide the impetus and opportunity for further public services to locate here and could help stimulate a high quality office market.



Picture 4.11 Image of Brent's New Civic Centre

4.21 By 2030 Wembley will be a national and international destination, a key contributor to the London economy and the beating heart of the London Borough of Brent. It will be a world class destination, a beacon of sporting and architectural excellence and will boast a comprehensive range of high quality hotels, leisure, commercial, residential and retail activities all in a contemporary, lively and distinctive setting.



Picture 4.12 Heavy Industry Located in the East of the Area

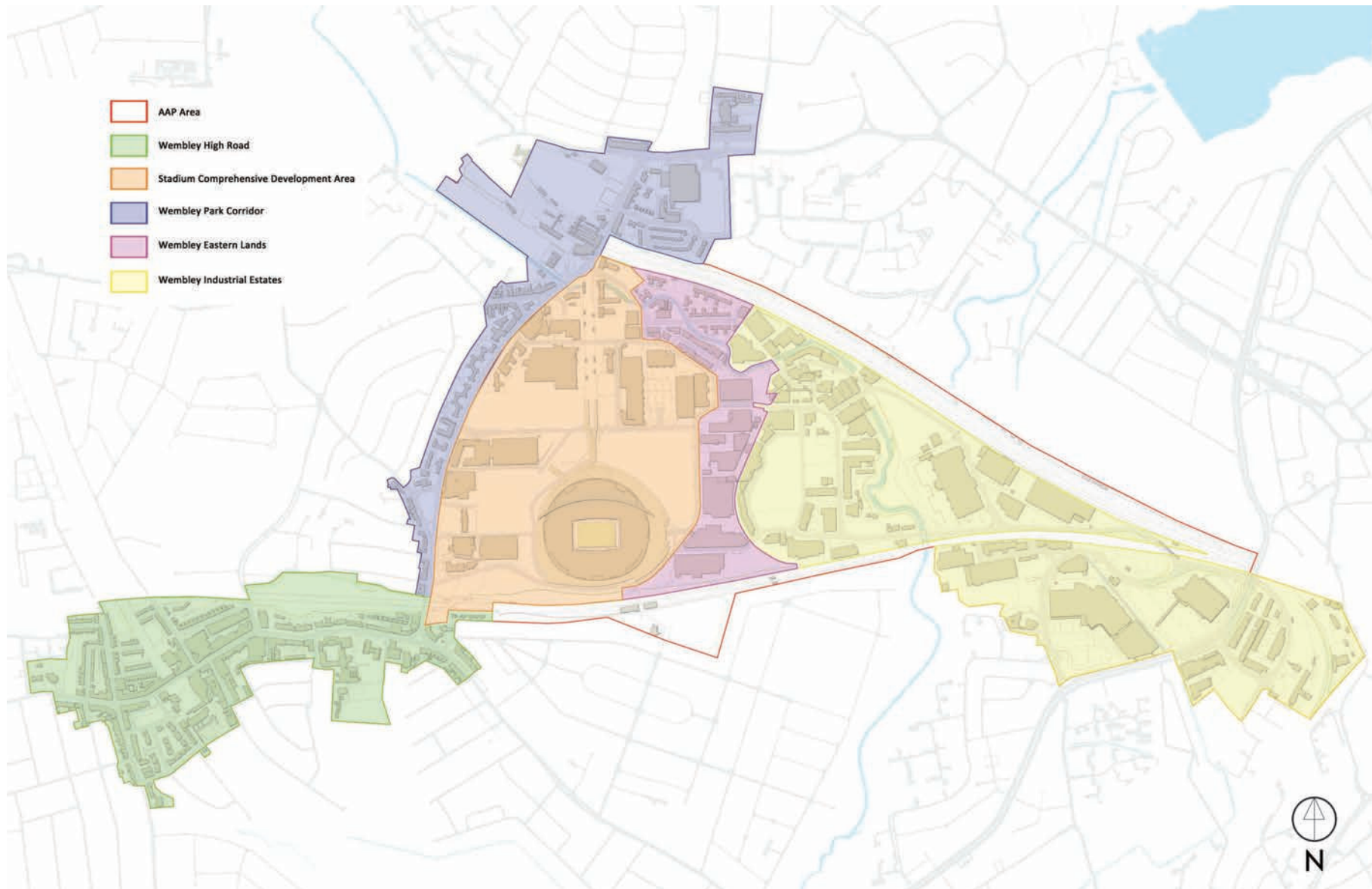


Picture 4.13 New Apartment Blocks in the Quintain Stage 1 Development

Local Character Areas

4.22 The Wembley AAP area has been divided into 5 localities that have broadly distinctive characteristics of building typology, movement infrastructure and urban grain. This provides the basis for understanding the existing character of each area and how to develop this will form the basis for a distinctive identity into the future. The following section will outline the broad principles that ~~should to~~ guide development in each locality and provide an indication of the range of building typologies that the council views as acceptable.

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Map 4.2 Character & Urban Form: The Five Localities

4 Urban Design & Place Making

Wembley High Road



Picture 4.14 Wembley High Road Locality

4.23 The Wembley High Road locality comprises the existing town centre and its immediate context. Although the area developed incrementally since the 1920's, the majority of the High Road frontage development happened post-war.

4.24 The pattern of development is broadly focused on the east-west spine of Wembley High Road with three key junctions (Ealing Road, Park Lane and Wembley Hill Road) which mark out the beginning, middle and end of the town centre and provide a visual narrative to the experience of the area.

4.25 In order to build upon and enhance the existing town centre character of this locality, the council will seek to strengthen the retail frontage on to the High Road, particularly between Park

Lane and Wembley Hill Road. Active ground floor uses will be sought with a range of alternative uses on upper floors.

4.26 Strengthening the connections between the existing town centre and the Comprehensive Development Area around the Stadium will be fundamental in securing the success of Wembley as a whole. Any new development around the Triangle junction (High Road/Wembley Hill Road) must demonstrate how the strengthening of such connections has been considered.



Picture 4.15 Artist's Impression of Wembley High Road



Picture 4.16 Artist's Impression of Residential Development from the Wembley Link SPD

4.27 Given that public transport accessibility is high, the council will support a relatively dense form of residential development, particularly in close proximity to the stations. However, given the existing suburban character around and the significant number of flats already permitted in the area, the council would look favourably on low-rise high density options including houses on sites adjacent to existing suburban areas.

4.28 The council may support development of the Chiltern Cutting sites, but only where the majority of the development is focused to the south of the railway lines and significant measures are taken to preserve the ecological value of the area. There are two supplementary planning documents

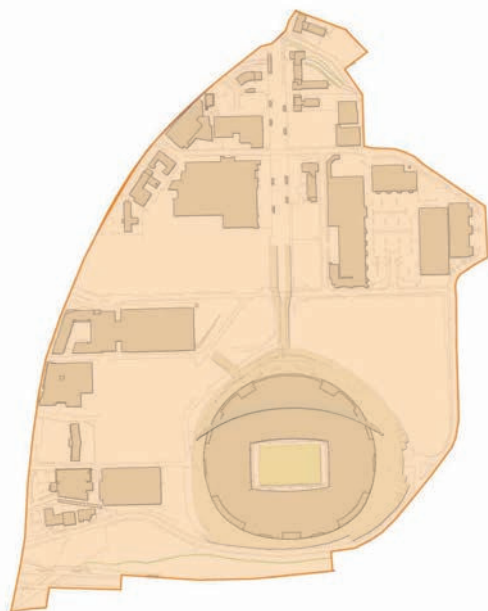
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(SPD) to guide development in the Wembley High Road area: Wembley Link SPD (2011) and Wembley West End (South) SPD (2006).

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Stadium Comprehensive Development Area

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Picture 4.17 Stadium Comprehensive Development Area Locality

4.29 Currently the townscape character of the Comprehensive Development Area offers little in the way of consistency. There are a range of building typologies that have no real relationship to one another and the area currently lacks the appropriate quality for the setting of an international icon such as Wembley Stadium. The grade II listed Empire Pool (Wembley Arena) is one of the most significant historic buildings in Wembley. Given the

scale of planned regeneration it is more appropriate to analyse this area based on the development that has already been permitted.



Picture 4.18 Artist's impression of new public space to be created to the north of the Civic Centre

4.30 The Quintain Stage 1 and NW Lands outline planning permissions will dramatically alter the overall character and urban form of this locality into a much more rigorously planned, dense urban townscape, and a new Civic Centre will create a vibrant civic heart to the north west of this locality.

4.31 Olympic Way will become the principal organising structure of the locality as a grand new public space and processional route for Stadium crowds. It will also serve to delineate areas of slightly differing urban forms. To the west of Olympic Way will be a new shopping street, a

landmark Civic Centre and a new public square, creating a new town centre identity, whilst east of Olympic Way will have a more residential character focused around a newly created park.

4.32 Much of the area is designated as a Strategic Cultural Area where leisure, tourism and cultural uses are particularly encouraged.

4.33 Proposals for new development fronting Olympic Way should reflect the scale and proportions of existing and proposed buildings in order to establish a formal character for this processional route. Any development north of Fulton Road should seek to maintain a regular set back from the principal pedestrian route which has already been established by the existing building lines (Stadium Retail Park & Crescent House).

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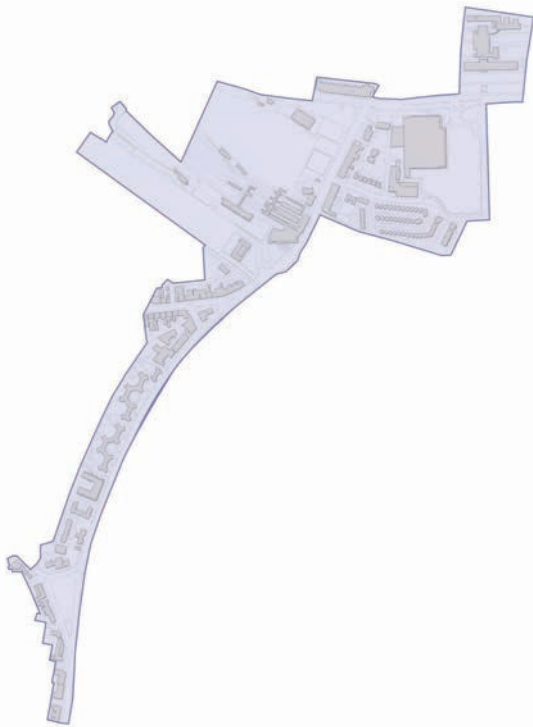
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Picture 4.19 Artist's Impression of Olympic Way

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Wembley Park Corridor

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Picture 4.20 Wembley Park Corridor Locality

4.34 The area designated as Wembley Park Corridor contains a wide variety of building typologies generally organised around the north/south spine of Wembley Hill Road/Empire Way/~~Wembley Park Drive~~ Bridge Road. Although there are a number of key buildings in this locality, Wembley Park Station is the main activity generator and principle focus for the area. Much of this locality

operates as a physical transition in scale from the large format development in the Stadium area to the wider residential suburbia.



Picture 4.21 Wembley Park Station

4.35 The council will seek to strengthen the role of Wembley Park Station as a key gateway into the area and development around the station should reflect this. Given the scale and form of development already approved in the Comprehensive Development Area, it is even more important that this locality operates as a transition in scale and character into the suburban hinterland.

4.36 Development in this locality should seek to create a strong built frontage along the corridor with a range of uses and a consistent approach to the public realm. Although the scale of development should act as a transition between the larger scale of building in the Stadium area and the suburban

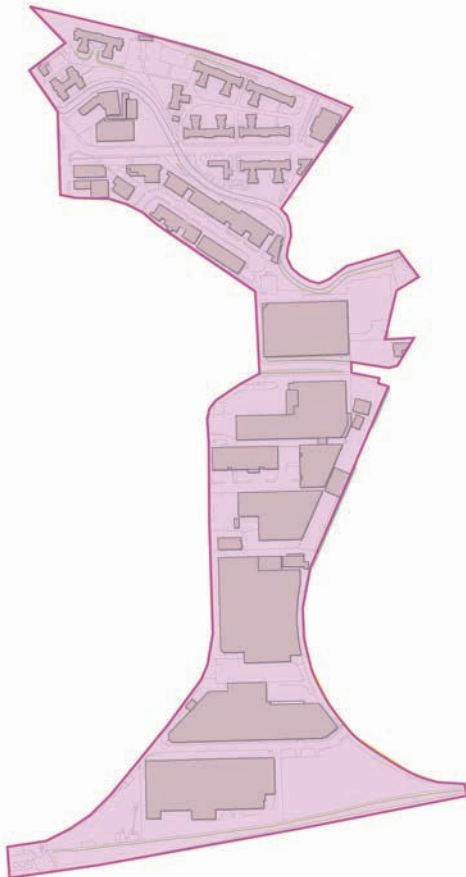
residential context, there are also opportunities to strengthen the role of key nodes through the incorporation of signature buildings and junction improvements.



Picture 4.22 Artist's Impression of Empire Way

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Wembley Eastern Lands



Picture 4.23 Wembley Eastern Lands Locality

4.37 The Wembley Eastern Lands locality lies on the eastern fringe of the Comprehensive Development Area. To the north of the area is Watkin Road – a tight grained, small scale industrial

estate, whilst the remainder of the area is predominantly made up of larger scale industrial uses with some storage and cash and carry. The quality of buildings is generally low with poor public realm.



Picture 4.24 Buildings at the south of the Wembley Eastern Lands Locality

4.38 The aspiration for this area is to introduce a wider variety of uses in order to provide a careful transition from the broader offer of mixed used development in the west, through to the Strategic Industrial Locations in the east. Much of the area

is designated as a Strategic Cultural Area where leisure, tourism and cultural uses are particularly encouraged.



Picture 4.25 Artist's Impression of Wembley Eastern Lands

4.39 There should also be a transition in scale from the larger scale development around the Stadium to the lower rise industrial buildings in the Strategic Industrial Locations. There may be opportunities for taller development to enhance legibility at key locations.

4.40 The council will support proposals that enable greater east-west movement by increasing the permeability between blocks.

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Wembley Industrial Estate



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Picture 4.26 Wembley Industrial Estates Locality

4.41 The Wembley Industrial Estate has an important regional and local function, offering a Strategic Employment Location for London and providing valuable jobs for the existing and future residents of Brent. It is the eastern gateway to the AAP area and the primary vehicular access to the Stadium.

4.42 The buildings range in typology and scale, including large scale retail units near the North Circular Road, but are predominantly large footprint industrial units. The public realm is traffic dominated with an extremely poor pedestrian experience. Brent River Park runs through the area but is difficult to find and is thus under utilised as a valuable resource for the area.



Picture 4.27 View of Stadium from the Wembley Industrial Estate

4.43 Due to its designation as a Strategic Industrial Location much of the area will remain in employment uses. The council will seek improvements to the overall quality of development with more efficient use of plots enabling higher employment densities and buildings that address the streets more appropriately.

4.44 As one of the key entrance points to the area the council will seek significant enhancements to the public realm, primarily through incorporation of soft landscaping and tree planting. Any opportunity to enhance the visibility of the Brent River Park through creation of better connections and safe, legible access will be supported.



Picture 4.28 Artist's Impression of Wembley Industrial Estates

Urban Design & Place Making 4

Character & Urban Form

4.45 Across the AAP area there are a variety of different urban conditions that have evolved as a number of distinctive localities. Although in close physical proximity, currently the areas are functionally disconnected from one another and, other than the Stadium, there is nothing which defines Wembley as a whole. Policies elsewhere in this Plan, such as Gateways, Public Realm and transport will help address this.

4.46 The vast amount of development already undertaken or given permission in Wembley is of a similar large scale and typology (larger blocks of predominantly 1 & 2 bed flats). The area near the Stadium is being transformed into a high density urban destination, with taller buildings and a mix of uses. Other areas, such as the Strategic Industrial Location, will not experience such significant change during the Plan period. Wembley town centre will provide both continuity, by maintaining its role and function as a Major Centre, and contribute to a new local character, for example along the new pedestrian and cycle priority route.

If Wembley is to genuinely become an attractive and sustainable mixed-use district of London it is vital that it can offer residents and visitors a range of facilities, attractions and accommodation in a variety of urban settings.

WEM 1

Character and Urban Form

Development within each Wembley character area should ~~seek to reinforce and emphasise~~ have regard to the broad development principles set out above for distinctive character of each locality through well considered building and public realm design.

Development should seek and exploit opportunities to whilst strengthening the connections between each of the areas.

The council will require planning applications for development affecting buildings of historic or architectural merit to demonstrate how proposals will conserve their significance and setting.

A Legible Wembley Gateways



Picture 4.29 An example of clear signage in the AAP area

4.47 Gateways increase legibility in an area by providing a recognisable point of entry. Wembley attracts many first-time visitors and it is important to create a comprehensible area for those arriving by public transport, foot, bicycle and road. The principle gateways into Wembley are shown on Map 4.3; these are Wembley Central Station, Wembley Stadium station, Wembley Park Station and the entry to the industrial estate from the North Circular Road. The junction at Engineers Way and Olympic Way is also an important node in terms of legibility. Architecture and public realm design should reinforce the role of these gateways and nodes as important elements of the urban experience. New development should contribute to a sense of arrival and legibility of the area.

4 Urban Design & Place Making

Three Stations

4.48 In order to create distinctive, safe and attractive arrival points into Wembley, Brent Council has pursued a 'Three Stations Strategy' that has seen the transformation of Wembley's three stations to ensure visitors are able to arrive and depart quickly and comfortably, whilst minimising potential negative impacts on local residents and businesses.

4.49 Improvements include:

- A major refurbishment and extension of Wembley Park Station completed in 2006, increasing its capacity to 37,000 passengers per hour on Stadium event days.
- The iconic White Horse Bridge and a new public square at Wembley Stadium Station, completed in 2006, designed to link the Stadium and its surrounding regeneration area with the existing town centre.
- Modernisation of Wembley Central Station as part of a large mixed use development that has seen the creation of a new public square and lively heart to the town centre (improvements ongoing).



Picture 4.30 Wembley Park Station

4.50 The work undertaken to date on the three stations has made a genuine difference to the perceptions of the area. Although there have been significant improvements to the three stations, there still needs to be more work undertaken at these arrival points, particularly Wembley Stadium Station. The council will continue to prioritise and improve these gateways through policies such as WEM17 (Walking and Cycling) and WEM3 (Public Realm).

Arrival by foot/bicycle

4.51 The strategy for walking and cycling in the area is set out at WEM17. Gateways can help improve the pedestrian and cyclist experience of the area by providing a landmark and focal point, an aid to navigation and orientation, safe cycle parking, and areas for meeting and resting.

4.52 The key focal points for pedestrians are the three stations and the node at the junction of Olympic Way and Engineers Way. Once the Wembley Boulevard (shown on Map 13.1 and key diagram) is complete, a pedestrian priority spine will run through the heart of the area - from Wembley Park Station (via Olympic Way) to Wembley Stadium Station (via Wembley Park Boulevard) and on into the town centre and Wembley Central station. The junction of Olympic Way and Engineers Way has been highlighted as a Principal Gateway node due to its central location and potential role in linking together the currently disparate areas of Wembley. This will of course ~~only be realised~~ be reinforced if an appropriate alternative to the ~~Pedway~~ pedestrian ramp is delivered (see para 6.35).

4.53 While cyclists mostly access the area by road, there will be greater permeability into the area along this pedestrian and cycle priority route. Some of the key gateways will be appropriate for cycle hubs (see WEM17) and as nodes for connections to the wider strategic cycle network.

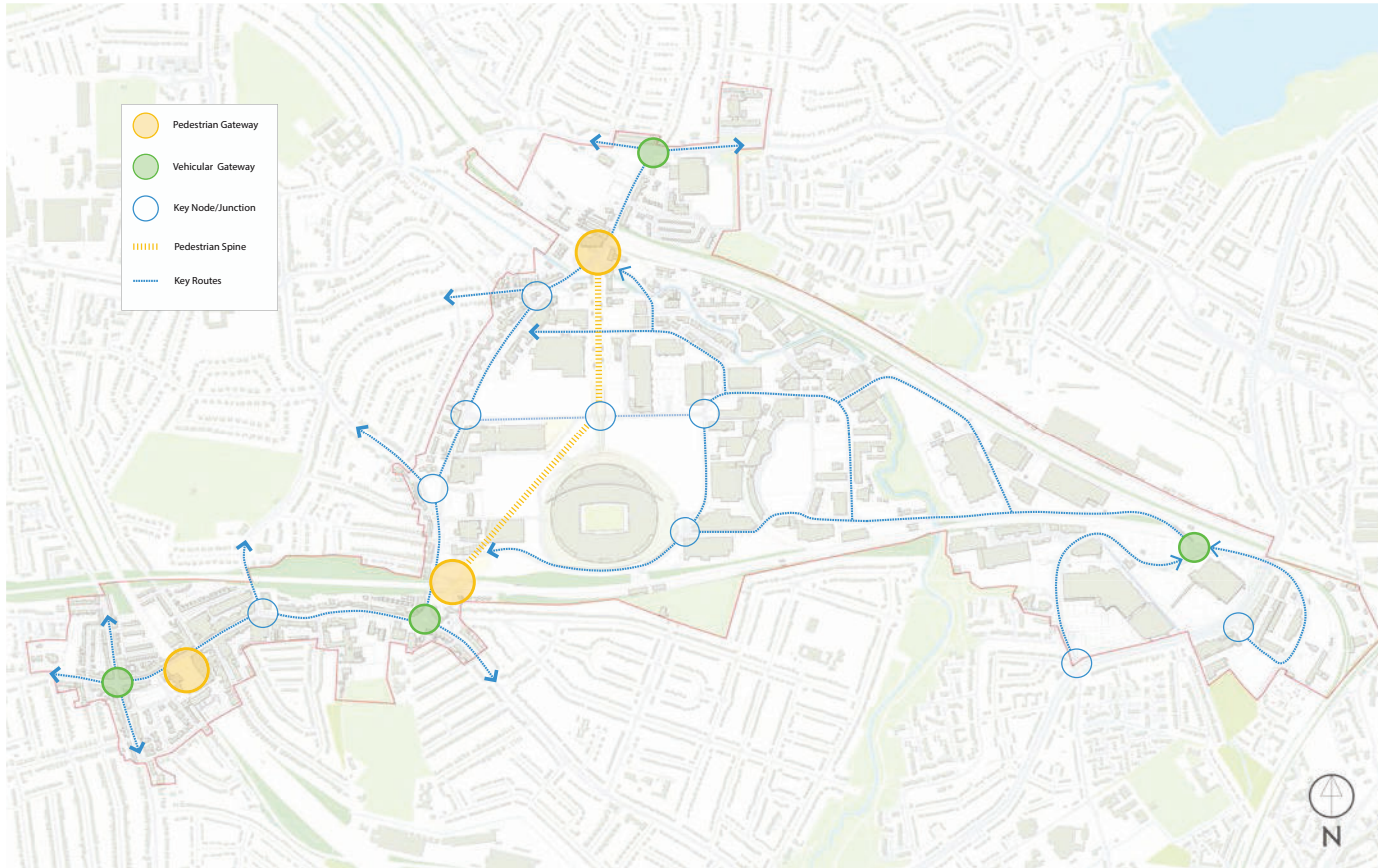
Urban Design & Place Making 4



Picture 4.31 Great Central Way towards South Way, known as the Stadium Access Corridor

4.54 ~~As well as improving the public transport infrastructure, a two-way tidal carriageway linking Wembley Stadium with the North Circular Road has been created for most of the route and, although the improvements have significantly eased traffic flows on event days, there is still no real sense of arrival when entering Wembley from the east.~~

4 Urban Design & Place Making



Map 4.3 A Strategy for Gateways

Urban Design & Place Making 4

A Strategy for a Legible Wembley

Picture 4.32 View of the Stadium from the White Horse Bridge

region, the council will continue to focus on the three stations as hubs of activity and foci for development in the area.



Picture 4.33 View of Wembley Stadium from the east

Arrival by Road

4.55 However, a significant amount of people (on both event days and non-event days) arrive in the area by bus, car or other modes of road transport and the experience of coming to Wembley should equally cater for these people. The Plan's approach is one which balances the need to discourage car use by prioritising walking, cycling and public transport whilst ensuring that the area is accessible to traffic such as event-related coaches, waste collection and delivery vehicles, emergency services and disabled drivers (see 6.8). Given the scale of planned regeneration, the desire to create a sustainable mixed-use community and the relative ease of access to the wider London

4.56 As well as improving the public transport infrastructure, a two-way tidal carriageway linking Wembley Stadium with the North Circular Road has been created along most of the route and, although the improvements have significantly eased traffic flows on event days, there is still no real sense of arrival when entering Wembley from the east.

4.57 Given the scale of planned regeneration, the desire to create a sustainable mixed-use community and the relative ease of access to the wider London region, the council will continue to focus on the three stations as hubs of activity and foci for development in the area.

4.58 Although some significant improvements have been made, access into Wembley by road, particularly from the North Circular Road (A406) lacks any real sense of identity or arrival. Given that the eastern area will remain focused on employment uses, the principal means for improving legibility and public perception of the area will be to improve the public realm and way finding throughout the industrial estate. Opportunities for new development to enhance main routes into and through the area should be exploited. The quality of development along key routes and the potential to enhance important junctions will be given significant weight when considering applications in these locations.

WEM 2**Gateways to Wembley**

The enhancement of nodes around key junctions will be sought, particularly to the east of the AAP area. Architecture and public realm design should seek to reinforce the role of these gateways and nodes as important elements of the urban experience.

Any new development around the Triangle junction (High Road/Wembley Hill Road) must demonstrate how the strengthening of connections through the area has been considered.

4 Urban Design & Place Making

Development at principal gateways and key nodes will be expected to add to the sense of arrival and legibility of Wembley.

The quality of development along key routes will be given significant weight when considering applications in these locations.

Urban Design & Place Making 4

Public Realm: Places for People



Picture 4.34 Wembley High Road

4.59 The public realm strategy for Wembley centres on the legibility of the pedestrian and cycle priority route which runs between the three station gateways, and connectivity between different character areas. To ensure a high quality public realm, the council will apply London Plan public realm policies when considering applications for new development.

4.60 Public realm improvements are essential to improving the urban environment. The Wembley Masterplan identifies a number of public realm aims which development proposals should incorporate into the design, where practicable. These are:

- De-cluttering and rationalisation of street furniture
- Widening of footways
- Legible signage
- Placing street lighting on buildings, subject to preserving residential amenity
- Removal of unnecessary barriers to pedestrian and cycle movement
- Tree planting in the vicinity of new development, where possible.
- Integrating existing natural assets into the new streetscape, where possible
- Public toilets and services should be fully integrated into design of public realm
- Public realm should include places for people to linger, rest and socialise

4.61 The legibility of the pedestrian and cycle priority route from Wembley Park station along Olympic Way and the Boulevard to Wembley Stadium station, across White Horse Bridge and the Triangle junction, and down Wembley High Road to Wembley Central station will be delivered substantially through a consistent approach to the public realm design, including hard and soft landscaping, signage and street furniture.

4.62 ~~It is envisaged that the design philosophy for the public realm could reflect local character and the land uses of a specific AAP area, rather than an area-wide corporate signature. Street paraphernalia should be kept to a minimum and, where possible, grouped and/or rationalised to minimise its cumulative impact on the public realm.~~

4.63 Wembley requires a safe, connected and inclusive public realm which reduces the need for physical barriers for pedestrians and cyclists (see WEM17). The relationship between pedestrian and vehicular circulation will have to be carefully designed to enable pedestrian predominance and movement. Shared space similar to Home Zones can be used to improve the public realm and environment for pedestrians. Shared space will only be appropriate in areas that have low levels of traffic, such as the new residential district (Site W18). It will not be supported in through-routes. High quality public realm around key gateways and nodes will be particularly important in creating better connections between the different character areas of the Plan area. Shared surfaces and dual use surfaces similar to Home Zones will be encouraged, particularly in residential locations.

4.64 ~~The council will seek to reduce the need for physical barriers and let the quality and character of spaces control circulation, speed and direction. Safety through consideration, rather than regulation, will be the guiding principle. Vehicular speeds could be significantly reduced through passive measures rather than relying upon barriers, high kerbs and~~

4 Urban Design & Place Making

excessive signage. Consideration will be given to the removal of existing barriers to pedestrian movement wherever possible.



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Picture 4.35 Street trees can dramatically enhance the urban environment

4.65 The Core Strategy sets a target of planting 1,000 trees in the Wembley Growth Area and these will mainly be delivered through developer contributions. Street trees and other planting offer an opportunity to create a local character by the careful selection of complementary species relative to their setting and location. Choosing the right tree for the right place is vital as urban streets are hostile places and plants can suffer from vandalism, vehicle damage, wind damage, drought, water logging, sun scorch. Large buildings also cause a micro climate altering rain patterns and buffering and tunnelling winds.

4.66 Trees require as much soil rooting volume as possible which creates various problems when competing with underground services. Where

possible, new development should exploit opportunities to run utility services in common channelling, leaving adequate space for tree planting.

4.67 Species selection should be made in consultation with the council's tree officer. The council will encourage the use of more mature specimens to accelerate the greening of existing hard urban environments.

WEM 3

Public Realm

~~Public realm improvements will be sought that reflect local character as an integral element of proposals for new development.~~

The council will seek a consistent approach to the public realm along the pedestrian and cycle priority route between the three station gateways.

New development will be expected to contribute to connectivity in the area through public realm improvements at key nodes and junctions.

The council will require development to contribute to new tree planting.

Urban Design & Place Making 4

Public Art: A Creative Urban Environment

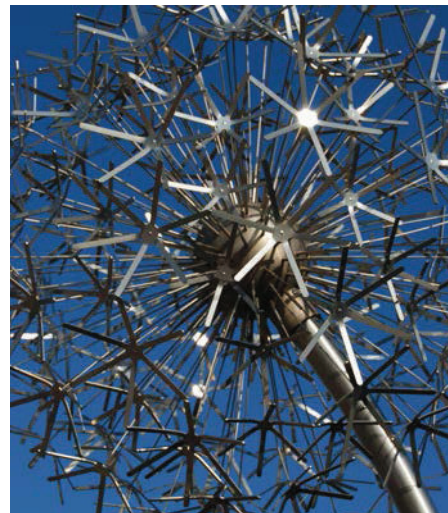


Picture 4.36 Sculpture next to Wembley Park Station

4.68 The council recognises the role that public art can play in the creation of attractive and distinctive places and spaces. Public art engenders legibility in the landscape and promotes local identity, instilling civic pride and encouraging inclusive environments. As well as being a hub of sporting and architectural excellence, Wembley has the capacity to accommodate some significant permanent artworks as part of a coordinated approach to public realm and open space design.

4.69 Public art should connect both local people and visitors to Wembley as a destination and a “place”; it could recognise and celebrate the diversity of Brent’s population; it could enliven

buildings, spaces and places; it should stimulate, surprise, delight and amuse; and, it should enrich the lives of those who live, work and visit Wembley. The council will seek contributions towards a range of permanent art works across the area. This could take the form of a single large piece, or alternatively number of linked, smaller scale interventions into the public realm. Public art is not only considered to be permanent installations or artworks, but also music, dance, festivals and one-off occurrences. The design of public spaces should always consider how infrastructure such as stages, stalls and access to power and water for events could be provided where appropriate. This will influence the choice of materials as they will need to be robust enough to deal with heavy loads.



Picture 4.37 Public Art at Entrance to Brent River Park

4.70 Where proposals emerge around Principal Gateways or Key Nodes (Policy WEM2) consideration should be given to the incorporation of public art as a means of enhancing legibility and a local sense of identity. Provision must be made for the setting of public art as part of the design process – areas considered suitable for installations should be identified early, to enable supporting infrastructure to be provided. The opportunity and potential for buildings and landscapes to be pieces of art in themselves should not be missed.

4.71 There are a number of existing open spaces in the AAP area and the Wembley Masterplan SPG 2009 proposes a series of new public open spaces. Where development proposes the creation of new open spaces, provision should be made for the setting of public art as part of the design process.

WEM 4

Public Art

Where appropriate, the design of public spaces should allow for event infrastructure.

The council will seek contributions towards public art from development within the AAP area, particularly at key gateways or where new open spaces are proposed.

The design of new open space should include a place for public art.

4 Urban Design & Place Making

Tall Buildings in Wembley

4.72 A range of policy documents have been produced that provide indicative building heights expected by the council. The Wembley Masterplan identifies a range of locations for tall buildings (over 30m) including 3 locations for buildings of 15-20 storeys (approx 45-75m). The Wembley Link SPD advocates a fresh approach to building heights within the town centre whereby a number of taller buildings will be considered at key locations - none of which should be higher than at Wembley Central Square.



Picture 4.38 Wembley Central Square Development

4.73 Recent planning consents, as well as existing tall buildings, provide a context for assessing where new tall buildings may be appropriate. In order to provide a thorough assessment of the area, it was considered necessary to undertake the production of a strategy for tall buildings, 'Tall Buildings in Wembley' in order to provide a rigorous and co-ordinated approach to building heights. This document forms the basis for the policy below and should be read in conjunction with the Area Action Plan.

4.74 The principal conclusions of the Tall Buildings Strategy are:

- Much of the scope for tall buildings has already been utilised with a number of major applications already approved or under construction.
- The focus for tall buildings should be restricted to key nodes and around the pedestrian spine between Wembley High Road and Wembley Park Station due to its accessibility, topography and the location of existing and consented tall buildings.
- Areas designated as 'appropriate' will still be required to demonstrate how they do not negatively impact on key views of the Stadium as set out in WEM 6.
- Areas designated as 'sensitive' may have some scope for a tall building, but due to adjacent properties, site assembly or location of the site (orientation, etc.) will require further

work to establish an appropriate form of development.

- Protection of views of the Stadium should focus on local views and the role of the Stadium in enhancing local identity.

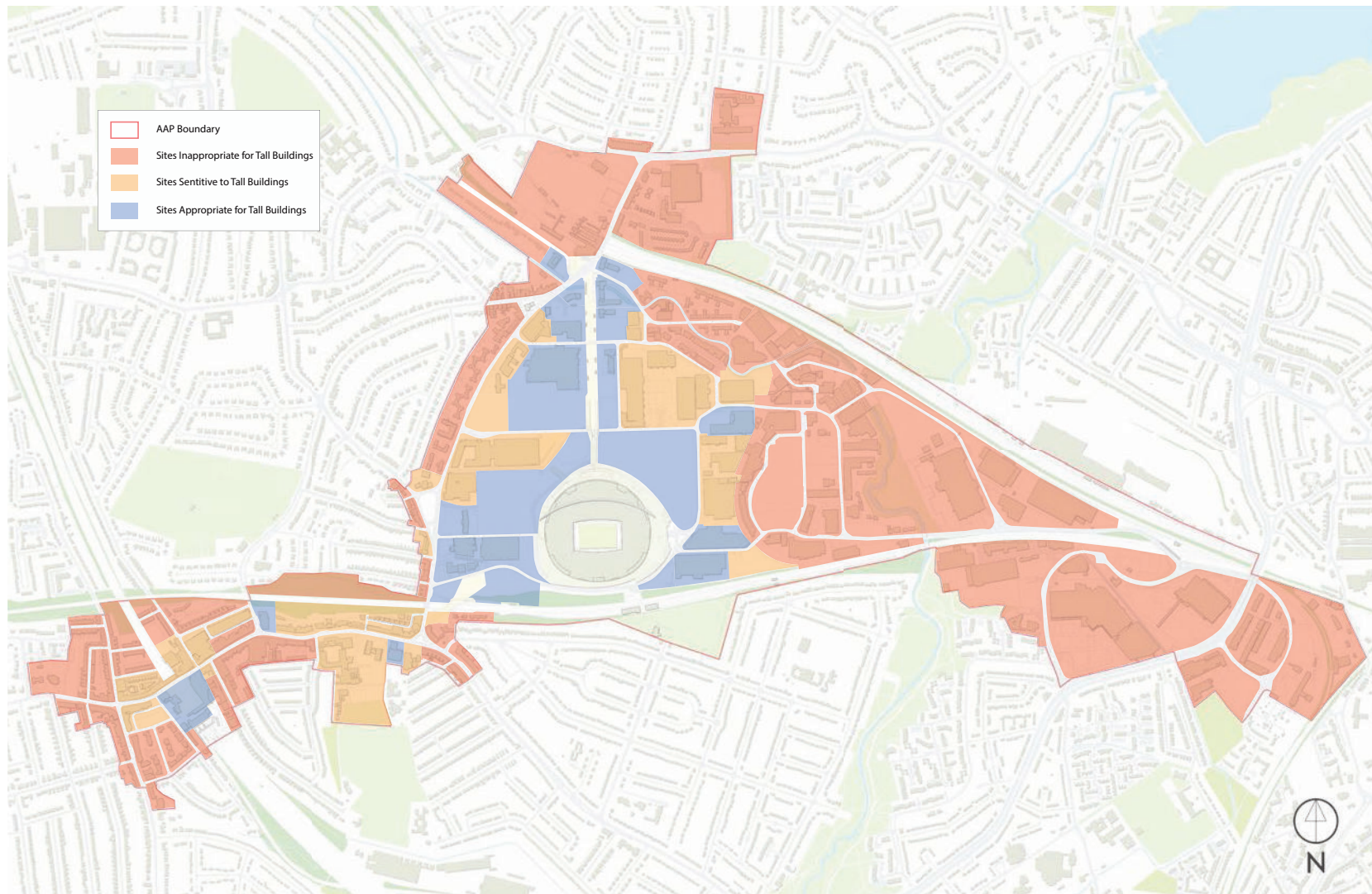
4.75 In line with WEM1, the council requires planning applications for tall buildings affecting listed buildings and buildings of architectural merit to demonstrate how proposals will conserve their significance and setting.

WEM 5

Tall Buildings

Tall buildings will be acceptable in a limited number of locations within the AAP area, where they can demonstrate the highest architectural quality. Where tall buildings are proposed in areas designated as 'appropriate' and 'sensitive' the council will require the submission of a key views assessment to accompany planning applications ~~proposals must also fully demonstrate their impact on key views of the Stadium.~~ Any application for a tall building within Wembley will be required to submit a three dimensional digital model in a format specified by the council.

Urban Design & Place Making 4



Map 4.4 A Strategy for Tall Buildings

4 Urban Design & Place Making

Protection of Stadium Views

4.76 The National Stadium plays an important role locally, regionally, nationally and in an international context. It is a major venue for world class events, and attracts millions of visitors each year. It is an iconic landmark, a large employer and a significant revenue generator for current and future local businesses. The impetus provided by the Stadium has now provided a shift in perceptions of Wembley into a global brand worthy of substantial investment.

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Picture 4.39 View of Wembley Stadium from Chalkhill Park

4.77 The Stadium is undoubtedly the most significant building in Wembley. It simultaneously creates a strong and distinct identity for the area, whilst also being somewhat alien to its suburban residential context in terms of scale and function.

4.78 Views of the Stadium contribute a significant amount to the perception of Wembley as a whole, performing a range of functions that add a layer of depth to the visual experience of the area.

4.79 These functions include:

- Civic pride
- A sense of local identity
- A prominent local way finding device
- Stimulating sporting aspiration
- A sense of arrival: event crowds
- Aiding legibility across the wider area

Brent's UDP (2004)

4.80 Policies BE34, WEM18 and WEM19 of the UDP seek to The council will therefore protect a range of short, middle and long distance views of the National Stadium. ~~Although the initial assessment was based on the original Stadium, the protection of such views extends to the new Stadium.~~ A fundamental element of the development of a Strategy for Tall Buildings for Wembley was the evaluation of the views set out in the UDP. The study recommended the removal, retention and addition of a number of important views that will need to be considered as part of any application for tall buildings.

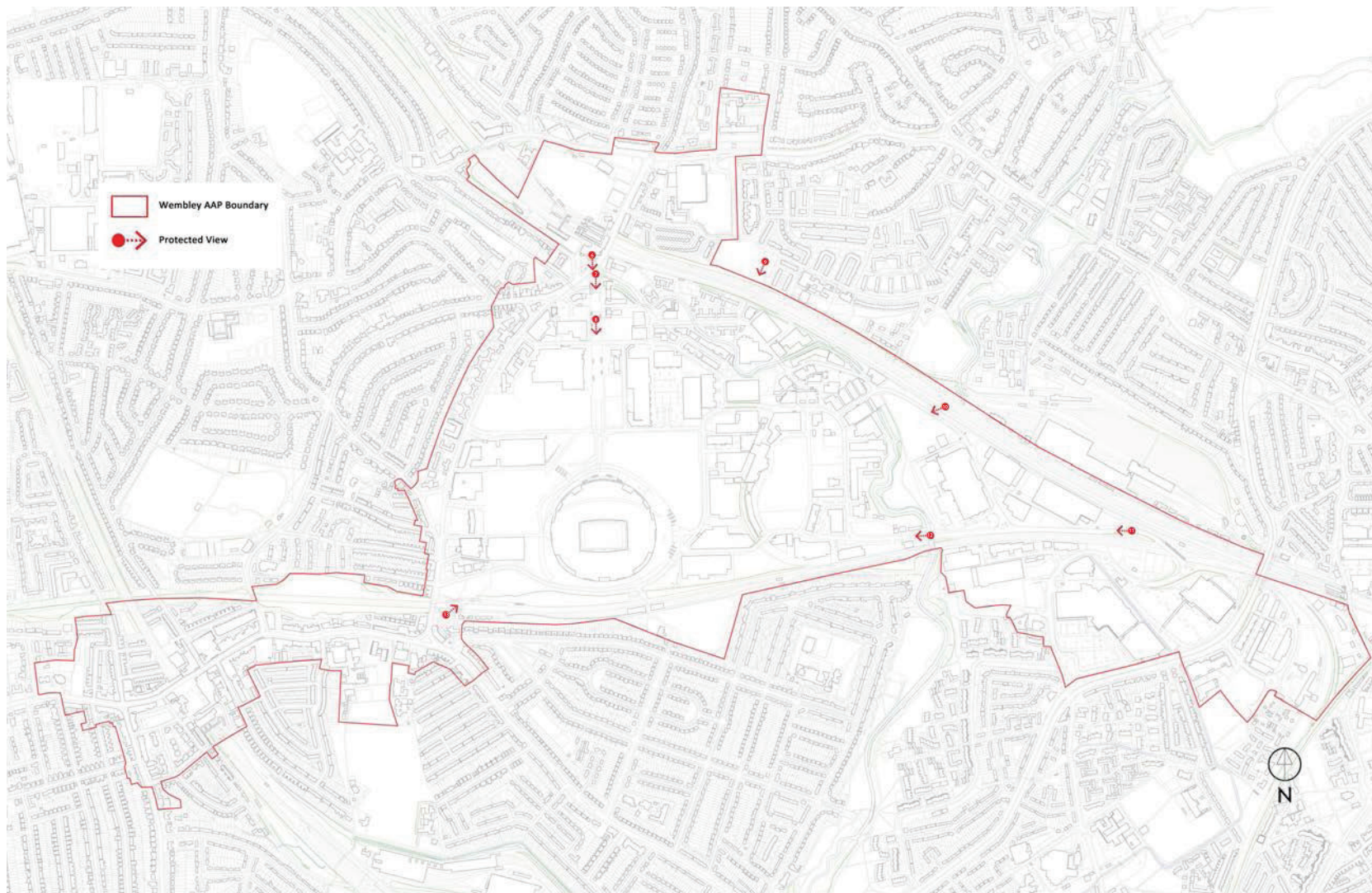
WEM 6

Protection of Stadium Views

Regard should be had to the impact of development on the following views of the National Stadium:

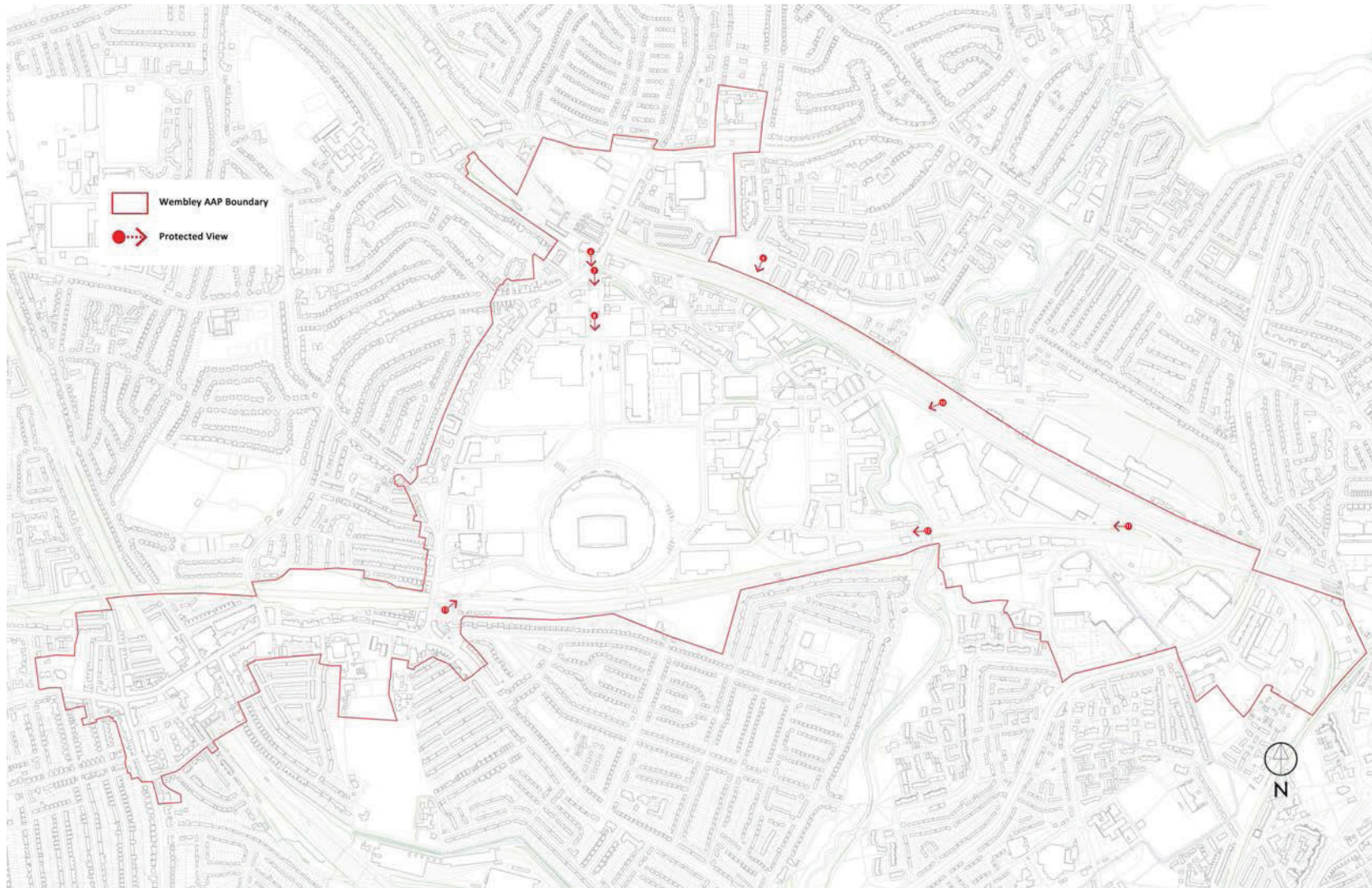
1. Barn Hill, Wembley
2. Elmwood Park, Sudbury
3. Horsenden Hill, Perivale
4. Welsh Harp Reservoir
5. Wembley Park Station
6. South Way at the River Brent Bridge
7. The Bobby Moore Bridge
8. Olympic Way North of Fulton Road
9. Chalkhill Park, Wembley
10. The White Horse Bridge
11. Great Central Way
12. Metropolitan & Jubilee Line north of Neasden Station

Urban Design & Place Making 4



Map 4.5 Protected Local Views of the Stadium

4 Urban Design & Place Making



Map 4.6 Wider Protected Views of the Stadium

Urban Design & Place Making 4

Protecting the Special Character of Olympic Way

4.81 The importance of Olympic Way for the successful regeneration of Wembley cannot be underestimated. It is an internationally recognised processional route and perhaps one of the most important streets in Brent. It is an integral part of the visitor experience for Stadium events but it is the continued every day use of this street that is regarded as the highest priority. The creation of an exciting, active and animated Olympic Way at all times of the day and throughout the year, whilst ensuring safe access to and from Stadium events, is regarded as fundamental to the success of the area.



Picture 4.41 Artist's impression of Olympic Way

4.82 The principle of creating a number of smaller pocket spaces flanked with lower level building projections along the route has been firmly established by the Wembley Masterplan and subsequent approval of the Quintain North West Lands development. This will create a series of unique spaces with a more intimate, human scale containing a range of soft landscaping, water and lighting, as well as dedicated spaces for performance, public art and seating that will encourage people to meet, dwell and socialise. In order to establish a rigorous and consistent design approach, any proposed development flanking Olympic Way must seek to incorporate complementary pocket spaces, or otherwise demonstrate how it successfully contributes to significantly enhancing the public realm.

4.83 In line with policies WEM5 and WEM6, proposals for tall buildings must demonstrate that they have no adverse visual impacts on views of the stadium from Olympic Way.

WEM 7

Character of Olympic Way

Proposed Development on Olympic Way must be carefully designed and scaled to respect the predominance of Wembley Stadium and its arch.

Proposals for tall buildings must demonstrate that they have no adverse visual impacts on views of the stadium from Olympic Way.

The council will seek active ground floor uses either side of Olympic Way that can be appropriately managed on Event Days.

Development flanking Olympic Way will be expected to incorporate pocket spaces.



Picture 4.40 View of Wembley Stadium from Wembley Park Station

4 Urban Design & Place Making

Securing Quality Design Materials Quality



Picture 4.42 A well detailed contemporary home extension

4.84 The Council is responsible for achieving sustainable development; this includes the protection and enhancement of the borough's built environment over the long term. Pressures on the economic viability of development can result in aspects of design coming under threat during a downturn, including quality of building materials and finishes. However, it is important that the whole life costs of a development are considered and design solutions interrogated to ensure that limited resources are targeted to their best effect.

4.85 The appropriate choice of materials is an important element of sustainable development and can result in an improved built environment, greater energy efficiency, less pollution and a range of other social and ecological benefits. There is also a considerable amount of research that highlights the economic benefits of high quality design, such as increased market attractiveness, higher rent and capital values.

4.86 High quality design should be is a fundamental n-integral part of the vision for Wembley scheme development and, as such, should be built early on into all budgetary projections. This is particularly important for the more expensive elements of a scheme, such as façade materials and the amount of space and attention given to landscaping. A good building design is often a function of the materials specified for construction. All buildings, to a greater or lesser extent, are a function of their construction detail. The choice of materials is second only to the way

their connections and junctions are detailed. Such a choice should be a fundamental consideration of the development of a design proposal for a building.

4.87 All too often, the quality of materials used in the final build out of development is reduced significantly for reasons of cost after planning permission has been granted and in many cases this has adversely affected the quality of the development. The 2009 Masterplan aspires to secure quality detailing at an early stage of the design process in order to avoid such 'value engineering'. Brent Council welcomes examples of the quality and type of materials proposed at the time of application. Therefore detailed specifications of the primary materials suite, including façade materials, fixings and junctions between materials, should be submitted as part of a planning application for major developments (10+ residential units or 1000m2). And it should not be assumed that the choice can be made at a later date, It is recognised that developers may need to seek approval for alternative high quality materials after planning permission is granted.

4.88 The council encourages the provision of information on the quality of details as part of planning submissions, to illustrate and promote the overall design theme. Securing detailed specifications as part of the planning consent would give all parties the confidence that the quality of the final buildings would remain high.

Urban Design & Place Making 4

4.89 Design guidance in the form of supplementary planning documents has been prepared for a number of locations across the Plan area. Where applicable, design proposals should have regard to the Wembley Masterplan, Wembley Link, Wembley West End (South) and Brent Town Hall SPDs.

WEM 8

Securing Design Quality

The Council will ~~require~~ expect details the submission of the primary materials suite ~~detailed specifications~~ to be submitted as part of all major applications within the AAP area.

Evidence Base - Urban Design and Place Making

- Tall Buildings in Wembley (LBB, July 2012)
- Brent Town Hall SPD (LBB, March 2012)
- Wembley Link SPD (LBB, July 2011)
- Wembley Masterplan (LBB, June 2009)
- Wembley West End (South) SPD (LBB, November 2006)

5 Business, industry and waste

Strategic Policy

5.1 The Wembley area includes a significant proportion of the Borough's industrial land in two industrial areas at Wembley and Neasden. They are separately identified as Strategic Industrial Locations (SIL). This means that under policy 2.17 of the London Plan they should be promoted and protected as main reservoirs of industrial capacity and related activities such as logistics, waste management and utilities. London Plan policy is reflected by policy CP20 of Brent's Core Strategy which promotes protects SILs for industrial employment and closely related uses characterised by use classes B1, B2 and B8, or Sui Generis uses that are closely related. However, the boundaries of such areas are not sacrosanct and the level of employment land protected should reflect changed circumstances, especially changing levels of demand for industrial land. London Plan policy 2.17 recognises that flexibility over the designation of such land may be required and suggests that this may be achieved through "a strategically co-ordinated process of SIL consolidation through an opportunity area planning framework or borough development plan document".

5.2 Strategic planning policies for waste management are also important for industrial locations. London Plan policy recognises that London needs to increase its waste processing capacity and SILs are seen as a major source of new sites. The London Plan safeguards existing waste management sites by allowing their loss only where additional compensatory provision is made

(policy 5.17). Brent, together with other west London boroughs, has prepared a Joint Waste Plan which identifies new sites across the sub-region for processing waste. One new site in Brent, at Hannah Close within the Wembley SIL, has been identified and this is now operational.

5.3 London Plan and Brent Core Strategy policy seeks to promote office development and redevelopment in strategic locations such as Wembley, so that it can be ensured that, in accordance with the London Plan, there is "enough office space of the right kind in the right places to meet demand from an increasingly service based economy". However, demand in Wembley currently continues to be constrained and is unlikely to pick up in any significant way in the short to medium term. Boroughs are urged by the Mayor to renew and modernise office stock in viable locations but also to manage changes of surplus office floorspace to other uses (London Plan para. 4.12). In this context it should be noted that the London Plan identifies Wembley as a Strategic Outer London Development Centre where, if justified by demand, the renewal and modernisation of office stock is appropriate.

Policy Context

5.4 There have been substantial changes in the nature of businesses operating in Wembley over the last 20 or more years, with a significant decline in the amount of office space available as office buildings have been converted to other uses, together with a decline in manufacturing and other

industrial activity. There has been a consequent reduction in office and industrial employment. The retail sector and other services have not experienced the jobs growth that many other parts of London have so, overall, employment levels have fallen. Brent's Employment Land Demand Study 2009 estimated the likely demand for employment land across Brent up to 2026. It concluded that 13 hectares of land could be released from the existing stock of 266 hectares across the borough.

5.5 The opening of the new Stadium in 2007 gave a major boost to the local economy, although most new jobs will be delivered by the regeneration of the area around the Stadium. Quintain Estate and Development's stage 1 scheme is well underway and is expected to provide over 6,000 jobs. More recently, permission for major, mixed use residential and commercial development on the north west lands at Wembley will provide a further 2,300 jobs.

5.6 It is not possible to separately estimate the changes in employment across the industrial area (SIL). However, this is likely to have declined over the past 20 years or so as industrial activity has reduced and sites have increasingly been given over to open storage and similar uses. The level of waste management undertaken in the industrial area has also increased and ~~may be~~ is reaching a level where it is impacting upon Wembley's regeneration prospects.

5.7 Road access to the industrial area has improved now that the new estate access corridor linking to Great Central Way is open so that

Business, industry and waste 5

businesses in most of the area can benefit from a minimum of interference from events at the Stadium and Arena. However, there remain problems for those operations which are located adjacent to the Stadium or which have direct access from the one way system along Fourth and Fifth Way.



Picture 5.1 South Way approach to Wembley

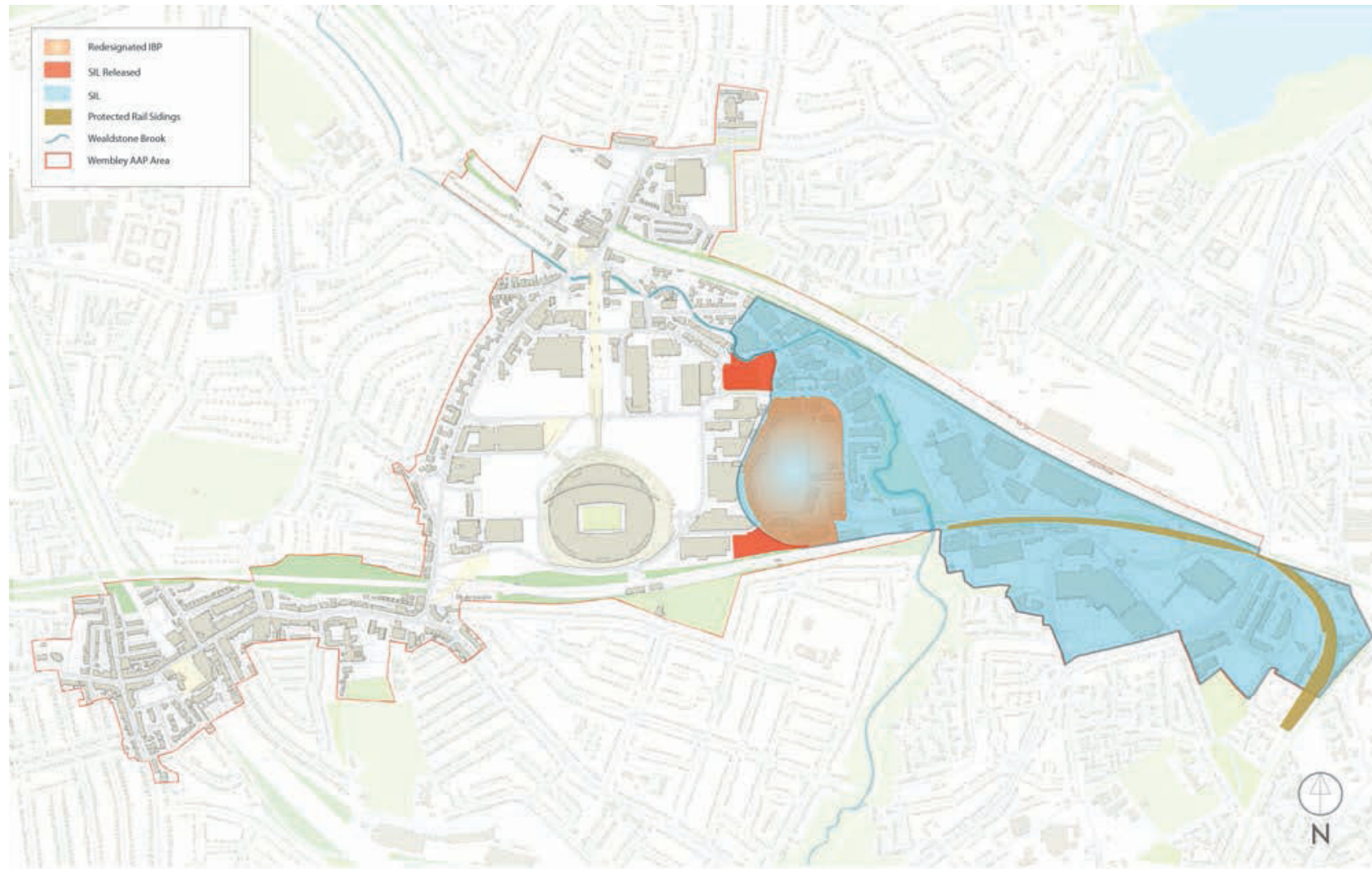
Strategic Industrial Location (SIL)

5.8 The SIL, immediately to the east of the Wembley Growth Area, was established in the 1980s when policy protecting employment land was first introduced. There has been substantial change since the current boundaries of the SIL were established in the UDP 2004. Not only have there been changes locally in terms of the use and occupation of land in the industrial estate, but also in terms of the demand for industrial premises and land as a result of the national economic downturn. By 2011 vacancy levels in the Wembley SIL had increased by 36% to 8.4 hectares from 6.2 hectares in 2003. Likewise vacancies in Neasden increased from 2.8 hectares in 2003 to 3.9 hectares in 2011. In addition to this, it is also clear that substantial areas of land are underused, particularly in terms of the level of employment provided. For example, a number of large sites are now given over to open storage, builders yards or waste transfer, some of which have only temporary planning consent. The

area of land accommodating such uses has increased from 1.71 hectares in 2003 to 3.16 hectares in 2009.

5.9 It is proposed that the SIL area will be reduced slightly to the new boundary shown in Map 5.1. In addition, the council will work with the GLA to re-designate part of the SIL from Preferred Industrial Location (PIL) to Industrial Business Park (IBP) (shown on Map 5.1). While PILs are suitable for uses including general industrial, storage and distribution, waste management and recycling, IBPs are suitable for activities that need better quality surroundings including research and development and light industrial. This will create a buffer zone between the non-industrial uses proposed for the Comprehensive Development Area and the SIL. The London Plan definitions of PIL and IBP, including appropriate uses, are set out in Appendix B. ~~Planning policy towards proposals for d Development within the SIL will be subject to London Plan policy 2.17 and Brent's Core Strategy policy CP20 together with policy WEM8 for Wembley Stadium Business Park set out below.~~

5 Business, industry and waste



Map 5.1 Business, Industry and Waste Designations

Business, industry and waste 5

Wembley Stadium Business Park

5.10 Although little business (B1) development has come forward since the business park designation was established in the UDP 2004, it remains a good option for promoting regenerative development of run-down parts of the industrial estate. In this way modern premises can be provided which can boost job generation locally as well as improving the environment and townscape on the main access route to the Stadium and to Wembley City. It is now considered, however, that a more realistic designation is that shown on the **Proposals Map** extract below. This reduces the area to that bounded by First Way and Fourth Way, and allows for more general industrial, distribution and open storage or waste management uses to locate to the north and east. Not only are waste management uses considered incompatible with business park development but their potential impact upon regeneration can be minimised by limiting them to the estate further away from key regeneration sites. It is, therefore, appropriate to limit such uses within the area designated as business park.

WEM 9

Wembley Stadium Business Park

Redevelopment for business use of the area east of the Stadium, as shown on the **Proposals Map**, will be encouraged.

Development attracting large numbers of trips should contribute towards transport improvements appropriate to the scale of the proposed development.

Development for waste management, and related uses such as aggregate storage and transfer, will not be appropriate in this area. The relocation of such uses from within the business park area will be encouraged.



Picture 5.2 Towers Business Park, Carey Way

Offices



Picture 5.3 Brent House, Wembley High Road

5.11 Increasing the number of jobs available in Wembley is a key element of the vision and objectives for the area and this is reflected in the targets for new jobs in both the London Plan and the Core Strategy. Wembley has excellent public transport access and availability of development land. According to the latest assessment of demand, the 2012⁰⁹ London Office Policy Review, there will be a lower growth in office based employment will continue to grow in London in the future. It is anticipated this will result in office stock renewal rather than net expansion. although historic performance has shown that employment growth has not translated into office floorspace demand. It is likely that there will be little demand for new purpose-built offices at Wembley for the foreseeable future and, as a consequence, other types of development are likely to drive job creation. Although permissions exist for over

5 Business, industry and waste

100,000 sq metres of new office space in Wembley, in light of past trends in take-up locally and the national economic downturn, it would be prudent to assume that significant demand will only arise if there is a major change in circumstances. Although the council will be moving into 15,000 sq metres of new space by the end of 2013 when the new civic centre is occupied, it will also be freeing up a greater amount of existing space. The London Office Policy Review 2012¹² recommends that a realistic view is taken of outer London centres which are recognised as having no significant part to play in the London office market, other than providing for local needs. It is unlikely that demand will pick up in the short to medium term.

Without significant demand for office development, if current planning permissions are built out it is likely that there will be a significant excess of office floorspace in the Wembley area. The London Office Policy Review 2012 recommends a flexible approach is taken to the re-use of redundant of and underutilised office floorspace. In accordance with London Plan and existing UDP policy, it is reasonable that, if there is shown to be a surplus of office floorspace, and that there is no prospect of re-use in the medium term, to allow this to be converted to appropriate alternative uses such as hotel, education use or housing. Lack of effective demand for occupation as offices will normally be demonstrated by, for example, the vacancy of similar premises in the area or by the lack of success in finding an occupier after vigorous marketing efforts. The vacancy of

buildings for at least two years, despite marketing efforts, would generally be seen as confirming a lack of effective demand.

5.13 On 6 September 2012 the Government announced, as part of a package of measures to support economic growth, that permitted development rights would be introduced to enable change of use from office (B1a use class) to residential (C3 use class) without the need for planning permission. The Chief Planner confirmed by letter on 24 January 2013 the new rights will come into force in Spring 2013 and initially be time limited to a period of 3 years. There is a concern this will lead to a loss of viable office space within the Wembley area. The council intends to seek an exemption to the permitted development rights for Wembley to apply to the SIL, Opportunity Area and town centre.

WEM 10

Offices

The development of new office floorspace will be encouraged, particularly where it can form part of major mixed use development.

The re-use or redevelopment of redundant, purpose-built office buildings for appropriate alternative uses will generally be permitted subject to evidence to demonstrate that there are no prospects of occupation in the medium term.

5.14 There are currently few sites or premises where low-cost space for new business start-ups (i.e. new or emerging businesses) is available. It is appropriate therefore, as an alternative to office-based employment, to encourage the provision of new low-cost space for business start-ups, subject to demand.

WEM 11

Low-cost Business Start-up Space

The provision of new low-cost space for business start-ups will be encouraged in the SIL and as part of major mixed use development.

Protected Rail Sidings

5.15 Brent's Core Strategy identifies Neasden Stone Terminal and Neasden Drury Way rail sidings as strategic sites that should be safeguarded, in accordance with London Plan policy 6.14. These sidings are shown on the Business, Industry & Waste Map 5.1.

Business, industry and waste 5

WEM 12**Protected Rail Sidings**

The rail sidings known as Neasden Stone Terminal and Neasden Drury Way, and as shown on the Proposals Map, are safeguarded as strategic sites.

Evidence Base - Business, Industry and Waste

- London Office Policy Review (GLA, September 2012)
- Employment Land in Wembley (LBB, August 2012)
- West London Waste Plan: Proposed Sites and Policies Consultation Document (Mouchel, February 2011)
- London Office Policy Review (GLA, November 2009)
- Brent Employment Land Demand Study (URS, February 2009)

6 Transport

Strategic Policy

6.1 The London Plan and the Mayor's Transport Strategy seek improvements to public transport, walking and cycling capacity and accessibility where it is needed, including areas designated for development and regeneration. Although national planning policy, as expressed in the NPPF, no longer requires that maximum parking standards be applied, the London Plan specifies maximum parking standards for new development with the aim of encouraging a move to sustainable transport modes and reducing the need to travel by private car. Currently, Brent's parking standards, as provided in the adopted UDP, do not mirror those in the London Plan. For Wembley, parking standards have been modified to align with those in the London Plan 2011, bearing in mind the regeneration objectives of the Wembley Growth Area as well as the potential negative impact that this could have on Wembley's town centres.

6.2 London Plan policy for the Wembley Opportunity Area sees upgrades to the 3 stations as important and recognises that "improvement of public transport will play a key role in managing heavy demand for mass movement" and that "links between the stations and strategic leisure facilities should be improved".

6.3 One of the main objectives in Brent's Core Strategy is that access by public transport, bicycle and on foot should be promoted and car parking standards reduced in Growth Areas because of

their relative accessibility. A specific aim for Wembley is to reduce modal share of car trips from 37% towards ~~24~~ 25%.

6.4 Policy CP7 of the Core Strategy highlights a need for new road connections and junction improvements in the Wembley regeneration area, these include:

- North End Road/Bridge Road junction;
- The Triangle junction of the High Road, Harrow Road and Wembley Hill Road;
- Widening of the bridge on Wembley Hill Road over the Chiltern Railway; and
- Conversion from one way to two way operation of South Way and Fifth Way to the east of the Stadium.

6.5 Policy CP14 highlights a need to enhance the key interchanges at Wembley Central and Wembley Stadium. It also states that the council will promote improvements to orbital transport routes which link strategic centres in North West London and the Growth Areas, making use of contributions from development where appropriate. Improved links from Wembley towards Brent Cross and Ealing (via Park Royal) are sought. Improvements to the distribution of buses through the Wembley area are a priority.

Policy Context

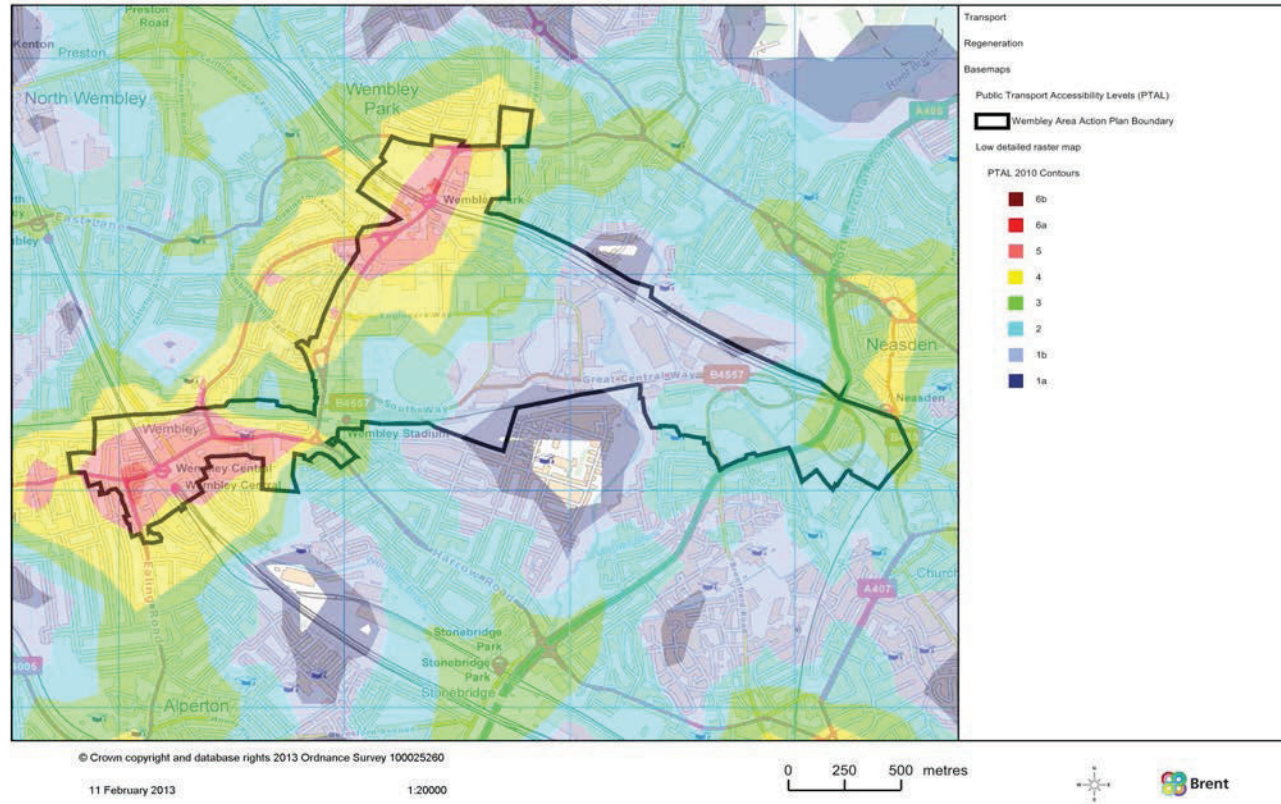
6.6 Wembley is a generally well connected area, particularly by public transport and radial links to Central London. Wembley is served by ~~with connections from~~ the Metropolitan and Jubilee lines at Wembley Park, the Chiltern line at Wembley Stadium station, and from London Overground and the Bakerloo line at Wembley Central, ~~all of which provide key access gateways into Wembley for public transport users.~~ Orbital links are primarily provided by bus, of which a large number of routes pass through Wembley. However, walking and cycling links within and from Wembley to the rest of Brent are either poor or non-existent. Largely due to the rail and underground links, ~~Wembley is therefore~~ Wembley is therefore can be thought of as a very sustainable location for major trip generating development (80% of events crowds choose to use public transport). but to support this, better pedestrian and cycle access will be sought in line with Brent's wider transport strategy. When the level of bus services is added, the area has a Public Transport Accessibility Level (PTAL) rating of up to 6 (out of 6) ~~which means it is one of the most accessible locations in London.~~ However, the PTAL for the Wembley Area (shown on Map 6.1) decreases towards the east with a PTAL of 1 or 2 in the Eastern Lands and Industrial Estate. Nevertheless, orbital public transport connections, for example linking to Brent Cross or Ealing, are not as good as the radial connections into central London or outer London and beyond. This is identified as a key area to be addressed by the Core Strategy although it should be recognised that the council

Transport 6

is not the responsible authority for such service improvements. These reside with Transport for London, Network Rail and the train operating companies, although the council can promote new or improved services and also introduce supporting infrastructure improvements.



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Map 6.1 Public Transport Accessibility Level (PTAL) Zones

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6.7 In addition, public transport connections in the east of the area are less than satisfactory. Some improvements to Wembley Central and Wembley Stadium stations remain outstanding. Those at Wembley Central are being progressively implemented over the next few years, with the first stage providing improved access between the ticket hall and National Rail platforms. Those at Wembley Stadium station are dependent on development of adjacent lands, the timescale for which depends on the pace of progress of site promoters.

6.8 Although road connection via the North Circular Road (NCR) is generally good, there are concerns about operational effectiveness and potential congestion on the road network within, around and through the Wembley area when major development is delivered in Wembley, alongside developments further afield at Brent Cross. Road connections to the NCR and through the main regeneration area, planned prior to the stadium redevelopment have not been completed because of funding difficulties / security concerns. Congestion occurs regularly on main roads through the area and at key junctions. Also, there are few dedicated routes for cyclists within the area and the main rail lines provide barriers to pedestrian and cycle movements. Studies which have just been completed address some of these issues to reduce through traffic, improve the environment for to encourage more pedestrians, cyclists and public transport users, while providing convenient access for motor vehicles served by better located car parks. The approach to facilitating the level of development ~~that has been estimated as~~ likely to

come forward in Wembley, therefore, is one which balances the need to ~~minimise~~ discourage car use by prioritising walking, cycling and public transport whilst ensuring that the area is ~~also attractive~~ accessible to essential traffic ~~those who wish to come by car~~ such as event-related coaches, emergency services, waste and delivery vehicles, and disabled drivers.

Approach to Transport Improvements in Wembley

In investing in new transport infrastructure in Wembley, a balance will be struck between providing major infrastructure improvements which benefit car access and the needs of pedestrians, cyclists and public transport users.

Road and Junction Improvements

6.9 The Wembley Area Action Plan includes a small part of the Transport for London controlled North Circular Road (A406) which is part of the Transport for London Road Network (TLRN). The North Circular provides strategic highway access from Wembley particularly to the M25 and wider TLRN. the A404 (Harrow Road – High Road) is part of the Strategic Road Network (SRN) which TfL have a strategic interest over and, hence, will be consulted upon highway alterations. The rest of the roads in the Wembley Area Action Plan are borough controlled roads.

6.10 The Wembley Masterplan Transport Review, Nov 2008 concluded that the level and type of growth proposed could be accommodated providing that it was primarily based on public transport access. However, it was concluded also that there would be a need for some additional junction and access improvements, particularly the effectiveness of the junction at the Wembley Triangle and the South Way junction complex. Subsequently, the Transport Strategy Key Component Study, February 2009 re-affirmed the conclusions of the initial study and recommended potential measures to both minimise the need for travel and secure a substantial travel mode shift away from the private car towards the use of sustainable transport modes. Through the provision of enhanced bus services and facilities, improvements to pedestrian and cycling infrastructure, and the implementation of a range of travel demand management measures, sufficient reduction in development related traffic would be achieved to allow the level of development envisaged in the Masterplan.

6.11 The roles of South Way and the Wembley Hill Road/Empire Way/Forty Lane corridor are pivotal in providing the best balance of accessibility into Wembley by each mode. Issues of access for pedestrians and cyclists along Wembley Hill Road, and traffic congestion affecting bus reliability will be addressed through a strategy for this corridor. At the same time, access into Wembley via Great Central Way and South Way will be developed in a way which does not encourage through traffic

6 Transport

through Wembley High Road. This will be supported by parking in locations which supports these objectives.

6.12 It should be recognised also that for new major trip-generators such as shops and leisure facilities to be attracted to the area, then some dedicated parking provision for customers who wish to use their car is also necessary. A parking strategy has recently been concluded which has started to address this issue.

6.13 There is a need to encourage housing and commercial growth, and to promote the vitality and vibrancy of town centres in Wembley, without giving rise to unacceptable environmental conditions and levels of traffic congestion. It is also important that travel choices contribute towards sustainability objectives, including that modal share of car trips be reduced from 37% in 2009 towards 24%.

6.14 There are a number of road improvements that could be implemented, some of which are necessary to enable development. There are also specific road proposals which were included in the UDP in 2004 and which have been completed only in part, the remaining parts being potentially unnecessary to deliver the growth proposed but which would help to promote the regeneration of the area and lead to environmental improvements. For example the UDP includes a proposal to re-align South Way, the main route to the Stadium from the North Circular Road. The proposal is referred to as the Stadium Access Corridor.

6.15 A Highways and Bridge study has been completed which recommended ~~changes and improvements to South Way~~ the restoration of two way working to the Eastern Lands and Industrial estate gyratory to improve accessibility as development builds out. This will improve car access and movement within the Masterplan area and to ~~access stadium~~ car parks, but in a way which does not encourage through-traffic through the existing Wembley town centre. A number of short stretches of land are required to deliver these improvements, and are shown in Appendix C.

6.16 A number of junctions have been identified as needing improvements to mitigate ~~against~~ the impacts of traffic generated by development to maintain highway reliability for existing users, including public transport users. Some of these junction improvements have already been delivered using funding secured through extant planning permissions, as shown on Map 6.3. All junction improvements will take into account the needs of pedestrians and cyclists, with these users specifically prioritised along the Western Highway Corridor, which runs from Forty Lane to Wembley High Road. The junction of Wembley Hill Road and Empire Way was recently converted from a gyratory to a roundabout to provide a more attractive and easily accessible public space for the community ~~has recently been improved.~~ A number of junction improvements have been secured through existing Outline Planning Permissions. These are listed below together with other junction improvements to support future development not currently consented. The following junctions are expected

~~to require improvement.~~ Where applicable, land take to undertake these improvements is identified on the proposals map at Appendix C. Potential improvements include:

- Wembley Hill Road / Harrow Road / High Road – known as Wembley Triangle – capacity improvements can be delivered within the public highway and this improvement has been secured through existing Outline Planning Permissions.
- Widening of the road bridge over the Chiltern Railway – would support a junction improvement at Wembley Triangle which improves urban realm and condition for pedestrians and cyclists, land take required.
- Wembley Hill Road / South Way – capacity improvements and associated land take have been secured through an existing Outline Planning Permission. Additional land take for further enhancement is identified at Appendix C.
- High Road / Park Lane
- High Road / Ealing Road
- Empire Way / Engineers Way - capacity improvements have been secured through an existing Outline Planning Permission. Agreed land take is identified at Appendix C.

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- Empire Way / Fulton Road - capacity improvements have been secured through an existing Outline Planning Permission. Agreed land take is identified at Appendix C.
- Wembley Park Drive / Empire Way - capacity improvements have been secured through an existing Outline Planning Permission. Agreed land take is identified at Appendix C.
- New junction between North End Road / Bridge Road – land take required
- Bridge Road / Forty Lane – Feasibility study required underway and a contribution for the junction improvement has been secured through an existing Outline Planning Permission.

6.17 Any improvements to the Transport for London Road Network (TLRN) or the Strategic Road Network (SRN) will have to be consulted and approved by TfL.

6.18 In addition, to enable two way operation on Fifth Way and South Way a number of junction improvements will be required. These include:

- Fifth Way/Atlas Road
- Fifth Way/Fulton Road
- Fifth Way/First Way/Engineers Way (land take required)
- South Way/First Way

6.19 Plans showing the land required for these improvements are shown in Appendix C. Where land outside of the highway boundary is sought for improvements the acquisition will be sought by agreement, but Compulsory Purchase procedures may be utilised where it is considered necessary to address existing deficiencies and deliver the council's Core Strategy objectives.

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Road and Junction Improvements to Stadium Access Corridor and Western Access Corridor

The council will develop improved highway access for car travel from the North Circular Road by improving the Stadium Access Corridor (Great Central Way/South Way) and the Western Access Corridor (Atlas Way/Fifth Way/Fulton Road) with South Way being widened, and two way working restored to both South Way and Fifth Way. The remaining parts of the gyratory system will be returned to two-way working as development comes forward on adjacent sites. A new road connection will be provided from North End Road to Bridge Road to provide an alternative route through Wembley Park.

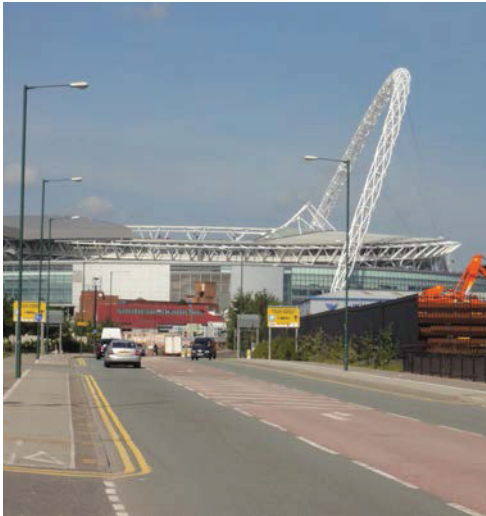
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Western Highway Corridor

The council will develop improved access for public transport, pedestrians and cyclists, especially from Forty Lane to Ealing Road via Empire Way and Wembley High Road. Junction and highway improvements along this route are required to facilitate development and will be designed to ~~favour these non-car users as well as~~ improve general highway performance, including for non-car users. Any improvements would need to be supported by modelling.

Land for improvements will be determined and secured when planning consent is granted for re-development of the site. This will ensure that on re-development, improvements for public transport users, pedestrians and cyclist will be secured.

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Picture 6.1 Great Central Way towards South Way - 'Stadium Access Corridor'

to travel by car whilst encouraging people to use other modes of travel, particularly public transport. The aim is to achieve an appropriate balance between restraint on car use, by allowing fewer parking spaces associated with development, and promoting regeneration, with more generous allowances for parking. The London Plan establishes the parameters within which levels of parking required can be varied.

6.21 A study of parking has just been completed which recommends a strategy which provides parking in locations which support the key approaches promoted for access by car. The main parking locations will be on the edges of the town centre, so that the central parts of the town can be protected to support their use by pedestrians and allow public realm improvements to be delivered to reduce the impact of through traffic routing through the town centre. The future locations for parking will also support the use of the boulevard in providing improved walking and cycling accessibility between the Masterplan area and Wembley town centre.

6.22 The council will continue to develop the car park strategy for the area by encouraging car parking for town centre uses, in locations on the edge of the town centre to reduce the negative impact of traffic along Wembley High Road.

6.23 Car parking dedicated for events at the stadium is officially limited to 2,900 spaces. This is down from 7,200 spaces for the old stadium because the aim is to encourage a more

sustainable mode of travel to events and reduce congestion on local roads. Unfortunately, pirate contract parking is undermining the objectives of limiting parking. Priorities for vehicular access to the stadium need to balance the use of the area by all vehicles and pedestrians. The Wembley transport strategy identifies priorities for different road users along the approaches into Wembley. Working with key stakeholders, the Council will seek to minimise the negative effect of the use of pirate contract car parking.

Car Parking in Wembley

Parking Strategy

6.20 Parking provision can be used as a mechanism for implementing a policy of restraint on car usage and promoting other more sustainable modes of travel. At the same time, however, there is a need to promote successful regeneration. In Wembley, success will be measured in part by the amount of retail floorspace and other visitor attractions that are provided, and the number of visitors to the area. In order to promote such development it is necessary to provide a level of car parking similar to other competing centres and development that can attract those people that wish

WEM 15**Car Parking Strategy**

The Council will continue to develop the car park strategy for the area by encouraging car parking for town centre uses, in locations on the edge of the town centre to reduce the negative impact of traffic along Wembley High Road

6.26 The tables below show the residential, employment and retail parking standards for the Borough.

PTAL	Housing Type		
	1-2 beds	3 beds	4+ beds
1-3	0.5 spaces per unit	0.75 spaces per unit	1 space per unit
4-6	0.4 spaces per unit	0.6 spaces per unit	0.6 spaces per unit

Table 6.1 Wembley Area Action Plan: Residential Maximum Car Parking Standards

PTAL	Use Class		
	B1	A2	B2 and B8
1-3	1 space per 200m ²	1 space per 200m ²	1 space per 200m ²
4-6	1 space per 400m ²	No additional parking	1 space per 400m ²

Table 6.2 Wembley Area Action Plan: Employment Maximum Car Parking Standards

	PTAL 1-3	PTAL 4-6
Food - up to 500m ²	1 space per 100m ²	1 space per 200m ²
Food - up to 2,500m ²	1 space per 60m ²	1 space per 120m ²
Food - over 2,500m ²	1 space per 30m ²	1 space per 60m ²
Non-food	1 space per 50m ²	1 space per 100m ²
Garden Centre	1 space per 50m ²	1 space per 100m ²
Town Centre, Shopping Mall, Department Store	1 space per 50m ²	1 space per 100m ²

Table 6.3 Wembley Area Action Plan: Retail Maximum Car Parking Standards

Page 31 Parking Standards

6.24 An updated set of parking standards has been developed for Brent, for regeneration areas, and specifically for Wembley. The revised parking standards offer greater flexibility for approving appropriate parking levels for Wembley taking account of different PTAL levels, land uses, existence of CPZs and the role of car free developments while promoting inward investment because Wembley is a regeneration area.

6.25 The council aims to restrain car use by applying low maximum standards and direct resources towards improving public transport and walking and cycling routes. The standards seek a balance between the London Plan standards, the existing Borough standards and the need to ensure new development is served adequately in keeping with the regeneration initiatives for the Wembley Growth Area.

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Car parking standards

The council will adopt car parking standards in Wembley as set out in the tables above.

The council will promote the implementation of car-free development where it can be associated with good public transport accessibility.



Picture 6.2 Wembley Park underground station

6.28 While rail and underground provides good radial connections, orbital access and in particular connections to the major centres of Ealing and Brent Cross, ~~and the major employment areas of Wembley Park and Park Royal is poor~~ are provided by bus. Many of the orbital routes suffer from high levels of congestion making bus a less attractive option for these journeys.

6.29 As development intensifies, and in order to encourage investment in ~~appropriate development in line with regeneration initiatives~~ and further regeneration, improvements to orbital connectivity and linkage with key centres will be pursued. Brent, together with neighbouring local authorities and partnerships, has been supportive of new and/or improved connections and is promoting such initiatives ~~with Transport for London as part of its involvement in~~ through the councils input into the West Sub Regional Transport Plan. However, it

must be recognised that such initiatives require the council to justify to Transport for London that any improvement proposals are compatible and consistent with the West Sub Regional Transport Plan. Proposals may subsequently require funding support for Transport for London, and requests for additional services will need to be prioritised against ~~other requests.~~ In addition, the council is currently working with Transport for London on developing future Bus Strategy for Wembley which will identify a viable future bus network which supports future development phasing together with identifying the bus infrastructure required to support that network. It is recognised that any changes to the bus network will have to be agreed with TfL and that changes will not be restricted to the proposals set out in this AAP.

6.30 There is currently work being undertaken by Transport for London Rail to explore options for links between Old Oak Common and Brent Cross via the Dudding Hill line in relation to the development of Old Oak Common interchange station between High Speed Rail 2 (HS2) and Crossrail. A station could potentially be located at Neasden providing interchange with the Jubilee line. In addition, Transport for London and Network Rail are exploring the potential from some Crossrail services to run from Old Oak Common onto the West Coast Mainline and onwards to Hertfordshire and beyond. These services would likely call at Wembley Central.

Public Transport

6.27 The implementation of the Three Stations Strategy over the last 10 years means that the area, which was already a destination where the primary means of access was by public transport, is even better served by its rail and Underground stations. In assessing the likely travel impacts of future development, it has been concluded that a further modal shift towards public transport usage will be necessary if the level of development planned for is to be accommodated without resulting in excessive congestion around the road junctions.

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Picture 6.3 Bus 182

6.31 In response to the above requirements, to orbital connectivity challenges identified within the West London Sub Regional Plan, a Strategic Corridor study has just been completed for a consortium known as WestTrans (on behalf of all West London Boroughs in West London) which has highlighted specific issues relating to the Brent Cross - Wembley Corridor, and the Wembley - Ealing corridor. These include congestion issues affecting buses serving the Wembley Hill Road/ Forty Lane corridor, and reliability issues for bus services between Wembley and Ealing. The study

recommends a number of improvements which assist with facilitating better orbital connectivity, and improving movement for non-car modes.

6.32 Significant progress towards implementing the improvements needed to fulfil the objectives of the “Three Stations” strategy had been made by the time the National Stadium opened in 2007. The refurbishment and increase in capacity at Wembley Park station had been completed; major access improvements had been made to Wembley Stadium station through the construction of the White Horse Bridge; and at Wembley Central a new passenger bridge delivered for use during major events, improved access between the ticket hall and platforms with refurbishment at the station continuing.

6.33 These improvements have gone a long way towards cementing Wembley’s position as a public transport destination and, consequently, a location where major visitor attractions can be developed in a sustainable way. Nevertheless, there continues to be a need for improvements such as an improved ticketing hall when development takes place on sites adjacent to Wembley Stadium station. The Wembley Stadium station improvements have been secured through the extant outline planning permission on land surrounding Wembley Stadium Station.

6.34 In the meantime, improvements to orbital public transport are identified in the Core Strategy as being necessary if Wembley is to be enhanced as an accessible destination. Improvements to

orbital public transport are also seen by neighbouring authorities, Barnet and Ealing, as essential to facilitate growth in suburban outer London. It is Brent Council’s view that such orbital improvements should be focused on bus services and, along with Park Royal Partnership and Ealing Council, has been promoting a proposed new express bus service linking Wembley with Park Royal and Acton. Recent work undertaken by Transport for London, in association with West London Boroughs and key stakeholders/agencies/partnerships, and encapsulated in the Mayor’s West Sub-Regional Transport Plan, gives further credence to this approach with key links targeted for investigation between Ealing and Wembley and Ealing and Brent Cross.

6.35 There is an issue also about how far into the new urban quarter of Wembley that buses should penetrate, and whether they should be routed along the new Boulevard and shopping street or Olympic Way given the potential conflicts with shoppers and other pedestrians.

6.36 Furthermore, the availability of funding is a major consideration when considering alternative options for new public transport infrastructure. A strategy for bus services and infrastructure enhancements is continuing to be developed to further develop these priorities for improvement.

6.37 The council's priorities for bus service and infrastructure improvement are shown in the following table.

6 Transport

Priorities for Bus Service Improvement

The council will:

- Further investigate options for providing improved interchange facilities at Wembley Stadium Station.
- Focus on significant bus service improvements to improve orbital access, including reducing journey times.
- Implement more bus priority schemes and improve interchange facilities between bus and rail.
- Seek the routing of buses into the heart of the new urban quarter along the proposed new Boulevard and shopping street.
- Promote the environment for public transport users along Wembley Hill Road and Empire Way.
- Seek further bus service enhancements in the east of the area to provide improve connectivity to Wembley town, Wembley Stadium and Wembley Park stations.

Walking and Cycling

Pedestrians

6.38 If a modal shift away from the car is to be achieved, then enhancement of the pedestrian environment, together with public transport improvements, will encourage people to choose alternatives to the car. ~~Also;~~ The provision of interconnected, safe, well designed routes and attractive spaces where people can gather free from the intrusion of vehicles will help secure a pedestrian-friendly environment promote walking. A number of new public spaces have already been provided, such as an expanded Central Square in Wembley and the new Stadium and Arena Squares close to the stadium. ~~Further~~ Additional public spaces are required when further development takes place, as set out in the Core Strategy. ~~Clearly, Exclusively~~ Pedestrian streets will also provide a safe and attractive environment, especially for shoppers. The needs of all pedestrians, including disabled and older people, should be incorporated into the design of public space. While there is a general presumption that cycling may be acceptable in pedestrianized areas, an assessment of the overall risk will be necessary. ~~It is important also to recognise the benefits of cycling; both walking and cycling which can bring health benefits as well as delivering modal shift to help reduce carbon emissions.~~

6.39 Shared space can also be used to improve the public realm and environment for pedestrians. Shared space is a design approach that seeks to

change the way streets operate by reducing the dominance of motor vehicles, primarily through lower speeds and encouraging drivers to behave more appropriately towards pedestrians. Shared space is only appropriate in low-trafficked areas, such as the new residential district (Site W18). It will not be supported in through-routes.



Picture 6.4 Cycle Route

6.40 The needs of spectators coming to the Stadium are also important. There are still some locations where there is potential conflict between crowds and traffic, such as along Wembley High Road and the crossing of Wembley Hill Road by the White Horse Bridge. ~~It is also an~~ The option to remove the pedestrian ramp over Engineers Way to the Stadium from Olympic Way and replace it with steps could be considered as part of future development. This would mean, however, that an alternative east – west through-route for vehicular traffic would be needed, especially for event days. The council ~~considers that~~ supports the removal of the ~~pedway~~ pedestrian ramp and its replacement

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with an improved access arrangement between Olympic Way and the Stadium would greatly enhance the southern part of Olympic Way and remove what is currently a poor street environment. It would be supportive of the removal of the pedestrian ramps whilst ensuring providing that access to the Stadium and emergency egress are integral to the design, remains adequate and that any changes help address what is currently a poor street environment.

Cyclists

6.41 The provision of shared surfaces, where all the users of streets share the public realm, is a recognised way of improving the environment and safety of pedestrians and cyclists as it leads to much more considerate use by drivers of motor vehicles. Clearly, exclusively pedestrian streets will also provide a safe and attractive environment, especially for shoppers, and Brent is one of the Mayor's 'biking boroughs' with the intention of increasing cycling levels in outer London. There is an existing network of dedicated signed cycle routes (shown on Map 6.2) and stretches of secondary local routes which will provide a degree

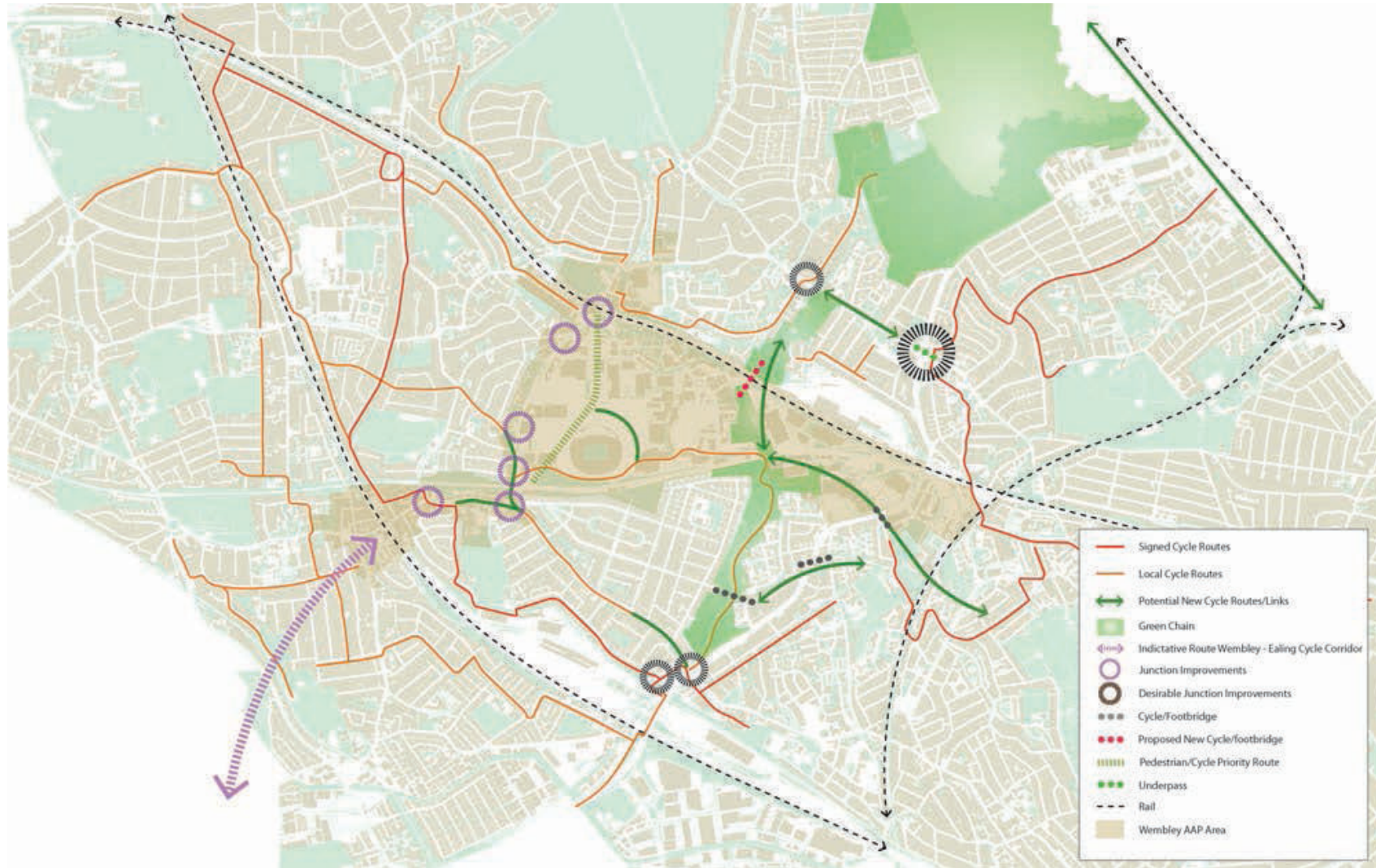
of encourage people to access into the area Wembley by bicycle. However, cycle links into Wembley are poor or non-existent with a number of physical barriers such as railways, the North Circular and the River Brent. Connections between Wembley and Willesden are particularly limited.



Picture 6.5 Cycle path, Great Central Way

6.42 The London Cycle Network (LCN+) aims to provide Map 6.2 shows existing cycle infrastructure, proposed improvements within the AAP area, and identifies possible new links across major barriers. The Wembley to Ealing cycle corridor is identified as a priority for infrastructure investment in Brent's Local Implementation Plan 2011-14 (LIP2). Improvements and new cycling infrastructure will be planned through the Local Implementation Plan, Strategic Infrastructure Plan, and Transport Strategy. Funding will be secured through developer contributions, the Biking Boroughs Programme, TfL and other future funding streams. convenient, safe and accessible radial and orbital linkages throughout London. Wherever possible, these should be segregated and protected from major road traffic. Limited facilities and routes exist in the Wembley area, therefore further enhancements would be desirable.

6 Transport



Map 6.2 Cycling Infrastructure

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6.43 New cycling infrastructure should be safe and attractive to cycle users with varying levels of confidence and experience. Bikes and pedestrians travel at very different speeds and have conflicting priorities, and there should be clear differentiation of cycle and pedestrian space. Therefore, shared use routes, where cyclists and pedestrians share the same off-carriage way route without segregation, will not normally be appropriate.

6.44 Wembley's industrial estate attracts heavy good vehicles (HGVs) which are a particular threat to cyclists' safety, accounting for half of all cyclist deaths in London. Given that a primary function of the industrial estate is circulation and parking of HGV traffic, further work is needed to assess the suitability of cycle routes through the industrial area. Cycle routes are unlikely to be appropriate unless there is a segregated, protected cycle-only facility with cyclists given priority in space and time at junctions.

6.45 All routes which affect cyclists should be designed in line with prevailing best practice guidance. In particular, cycle lanes and junction improvements should address the vulnerability of cyclists through segregation and protection from major road traffic.

6.46 The council will work in partnership with key stakeholders, such as TfL, cycling groups and developers, to deliver and promote cycling initiatives. This includes creating effective local links to key destinations such as open spaces, town centres and strategic cycling corridors. Developers

will be required to integrate the needs of cyclists into the design of their schemes and provide cycle parking in line with London Plan policies. The council will liaise with TfL to increase the provision of secure public cycle parking at Wembley Park, Wembley Stadium and Wembley Central stations. Wembley regeneration area was identified as a potential Cycle Hub within the TfL Brent Biking Borough programme. Cycle Hubs are locations that have potential to increase cycling levels, and can be a focus for cycling investment and initiatives. The council will continue to promote Wembley as an area suitable for a Cycle Hub. Where appropriate, cycle hire initiatives will be supported, and options for a public cycle hire scheme, such as the Central London scheme, could also be considered.

6.47 Although some improvements to pedestrian and cycle facilities have taken place, there are still barriers to movement across the main rail lines which bound the eastern part of the area. A study into additional bridge crossings recommended a bridge over the railway lines (Underground and Chiltern) near St David's Close to overcome existing deficiencies as it was both feasible and offered substantial connectivity benefits by linking green spaces, for example from Fryent Country Park through at Chalkhill to development sites and provides a strategic link between existing and future footpaths along the River Brent and Wealdstone Brook. This proposed bridge is shown on the Proposals Map 6.2, and a plan showing the land take required to support this improvement is shown in Appendix C.

6.48 To ensure Wembley is a legible destination for visitors and tourists, the area will be made more accessible to pedestrians and cyclists through improvements to signage; particularly to local attractions, open spaces, cycle routes and canal.

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Walking and Cycling

~~Measures~~ The council will ~~seek to implement~~ to encourage walking and cycling by: ~~are~~:

1. Allowing shared surfaces in low trafficked areas in the new urban quarter close to the Stadium.
2. ~~Promote~~ Prioritising space for pedestrians, cyclists and public transport users in ~~Wembley the traditional~~ town centre and reducing the proportion of through traffic using routes through ~~Wembley the~~ town centre in ways that maintain capacity for vehicles on the wider network.
5. Ensuring e that any junction/ highway improvements and new streets are designed to prioritise take due account of pedestrian/ cycle access, convenience and ease of movement, and the need to ensure a high quality public realm.
3. ~~Provide exclusively pedestrian streets in locations with the heaviest footfall, and restrict servicing to early morning only.~~

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Ensuring that streets and spaces are designed so that conflict between road users is reduced and vulnerable users are protected

Requiring appropriate cycling facilities, such as parking, showers and storage, as part of all major new developments and refurbishments.

Identifying new cycle routes and signage opportunities for commuting, leisure and local cycling trips

Maximising cycling investment in Wembley from all sources.

Providing a new pedestrian and cycle bridge over the Metropolitan/Jubilee/Chiltern rail lines near St David's Close to address existing deficiencies.

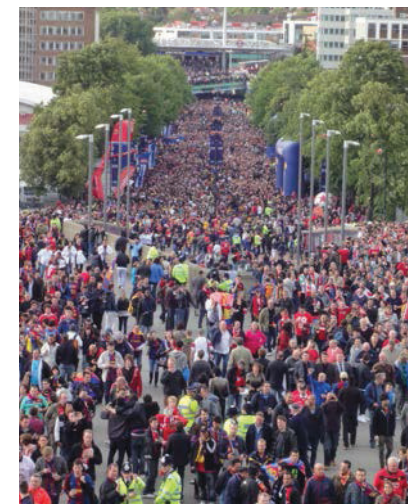
6. Enhance existing Increasing the provision of secure cycle parking and introducing a Cycle Hub within the area.

7. Continue to progress feasibility work on the Western Footbridge

area around the Stadium and Arena is currently subject to major redevelopment including housing, shopping, leisure and commercial uses with further significant development planned over the next 10-20 years. Most travel to events is by public transport but with crowds completing the last leg of their journey on foot. 2,900 car parking spaces are provided on major event days and key events can attract as many as 450 coaches. A temporary traffic and crowd management plan is activated on event days and the partial completion of the Stadium Access Corridor provides a tidal flow traffic system to be operated for vehicular travel to and from the North Circular Road.



Picture 6.6 Event day coach parking



Picture 6.7 Event day crowds

6.50 The key issues to be addressed include ensuring the safety and security of residents and visitors alike, providing a high quality pedestrian environment, and managing car and coach access and parking effectively. In many respects, a significant amount has already been achieved including increased public transport capacity and access improvements at Wembley Park Station and improvements for passengers queueing after events at Wembley Central and Wembley Stadium Stations, improved access through the development of the White Horse bridge linking the Stadium to Wembley town centre, and better vehicular access to and from the North Circular Road. However, there are still concerns over matters such as coach access and parking, maintenance and improvement of pedestrian facilities and crossings; maintenance and enhancement of the public realm; and providing

Major Event Related Activity

6.49 Wembley Stadium is a world renowned centre for sporting and other events regularly attracting crowds of up to 90,000 spectators. In addition, other attractions take place at Wembley Arena with a capacity of 12,500 attendees. The

Transport 6

a balance to maintain public security and safety whilst allowing major development to function and prosper.

6.51 Our strategy aims to make use of available additional capacity which is provided for event days, but use of which may not be maximised during non-event times for access to and mobility within Wembley town.

6.52 Other measures the council will seek to implement to improve event day transport are:

1. Introduce more effective signage for pedestrian and vehicular travel
2. Provide an enhanced pedestrian environment and introduce high quality public realm improvements without detriment to residents and visitors alike
3. Provide new crossing facilities, primarily for spectators walking to the stadium, across Wembley Hill Road.
4. Efforts will be made by the Council to reduce the impact of pirate car parking.
5. The Council will work with the Stadium to review and develop the current event day traffic management arrangement to optimise traffic flow along the Harrow Road route.

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Event Related Transport

In considering the location of new coach parking for Wembley Stadium, any new facility should:

- Be within 960m crow fly distance from the centre of the Stadium;
- Vehicular access and egress from the coach park must not conflict with event day pedestrian movements
- Have an appropriately sized dedicated pedestrian route to the Stadium
- Be easily accessible from the major highway network especially the North Circular Road
- Be located away from the town centre to avoid the need for coaches to use town centre roads
- Be sufficiently large to allow coaches to manoeuvre easily
- Be flexible to allow use by cars if required

Priorities for Investment

6.53 The range of transport improvements that can be promoted as part of an overall package of improvements in the Wembley area will require a significant level of investment. Some of this investment will be delivered as part of the development process and some will be drawn from

local and regional funding e.g. [LIP](#), TfL, [s106](#), [CIL](#), [London Growth Fund](#). However, there are limits as to the amount of funding available and the council has, therefore, identified priorities for scheme funding and will produce a programme for implementation alongside other priorities in key areas such as education, housing and community infrastructure.

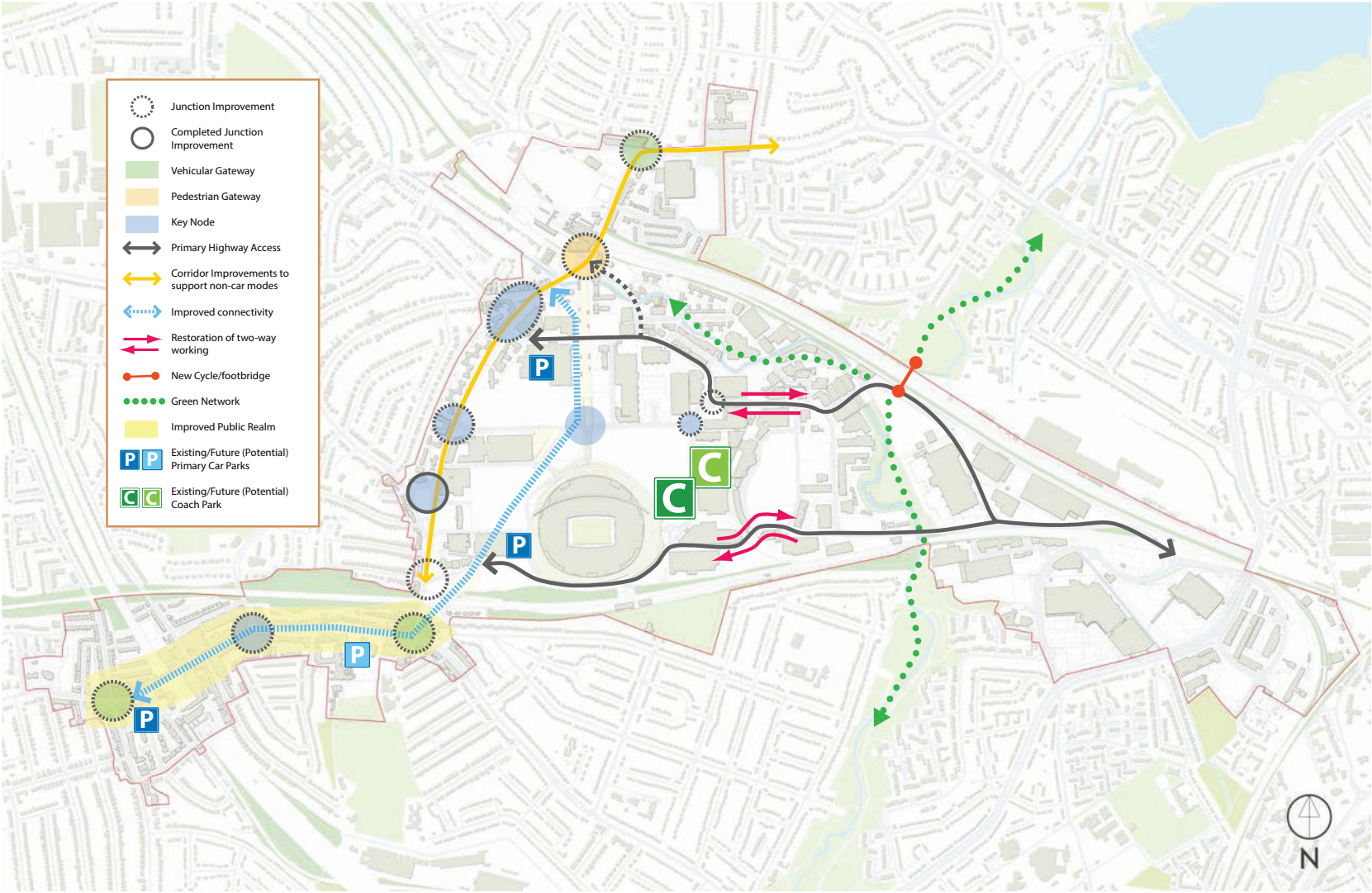
Evidence Base - Transport

- Wembley Parking Standards (Steer Davies Gleave, December 2012)
- Gearing Up: An investigation into safer cycling in London (GLA, November 2012)
- Wembley Highways and Bridge Study (Atkins, July 2012)
- Wembley Parking Strategy (MVA, July 2012)
- Strategic Corridor Study (WestTrans, March 2012)
- Brent's Local Implementation Plan 2011-2014 (LBB, July 2011)
- West Sub-Regional Transport Plan (GLA, November 2010)
- Mayor's Transport Strategy (GLA, May 2010)
- Mayor's Cycle Safety Action Plan (GLA, March 2010)
- Wembley Masterplan (LBB, June 2009)
- Wembley Transport Strategy Key Component Study (MVA, February 2009)

6 Transport

- Wembley Masterplan Transport Review (MVA, November 2008)

- Draft London Cycling Design Standards (TfL,)



Map 6.3 Transport Improvements

7 Housing

Strategic Policy

7.1 The National Planning Policy Framework (NPPF) aims to deliver a wide choice of high quality homes and to boost significantly the housing supply. Local planning authorities should identify deliverable sites and set out an approach to housing density which reflects local circumstances.

7.2 The London Plan sets out a target for housing provision for Brent, and the Core Strategy has reflected this in policy CP2 which provides for at least 22,000 additional homes between 2007 and 2026, of which 11,500 are to be delivered in Wembley. The borough also aims to achieve a target that 50% of new homes should be affordable and that at least 25% of new homes should be family sized in accordance with London Plan policy 3.8 on Housing Choice.

7.3 The council promotes additional housing as part of mixed use development in town centres where public transport access is good.

7.4 Policy CP21 of the Core Strategy seeks to maintain and provide a balanced housing stock in Brent by ensuring that new housing appropriately contributes towards the wide range of borough household needs including:

- An appropriate range and mix of self contained accommodation types and sizes, including family sized accommodation on suitable sites
- Non-self contained accommodation to meet identified needs

- Care and support accommodation to enable people to live independently
- Residential care homes which meet a known need in the borough

7.5 Policy CP22, Sites for Nomadic Peoples, protects the existing Lynton Close Travellers site and sets criteria that proposals for new sites should meet.

7.6 The Mayor of London has recently consulted on draft alterations to the London Plan to amend policy to take account of affordable rent in the definition of affordable housing.

Policy Context

7.7 Wembley is a residential neighbourhood as well as a visitor destination. In bringing forward new development it is important to bear in mind that the Wembley area should also become a healthy and sustainable community. Over 5,000 homes have already been granted planning consent in Wembley and there is scope to accommodate more than double this number. Critical to the success of Wembley as a residential area is the need to ensure a suitable balance of unit size and tenure. Whereas the sites immediately adjacent to the Stadium were not considered particularly appropriate for family accommodation, this is not the case for subsequent phases of the area's development and, accordingly, there is scope for greater provision of family housing.

Housing Need & Mix

7.8 Brent's Housing Needs Survey 2004 and the West London Strategic Housing Market Assessment 2010 show an affordable housing requirement that outstrips total housing supply. The high demand for affordable housing is unlikely to change over the lifetime of the Core Strategy. In order to meet current and future demand for housing, the council expects that a significant amount of residential provision will be met within the Wembley area. The majority of new buildings within the Wembley area are likely to contain a mix of uses, with commercial and retail uses at ground floor and residential above. This will create areas that are animated throughout the day and allow for sustainable environments where people can live and work in the same building, thus reducing the need to travel. Introducing residential uses at lower levels may be appropriate in selected buildings as a means of establishing a variety of character on certain streets, particularly in the North East area where more family homes could be located.

7.9 The Wembley Masterplan identifies the North East District as being appropriate for a higher proportion of family housing. Table 7.1 gives indicative proportions for the different areas. Typically (based on 60:40 market to affordable ratio) the North West and First Way districts could deliver around 19% family housing and the North East District around 30% family housing. The council recognises that a mixed and balanced community should contain a range of homes for groups that are often socially disadvantaged and

Housing 7

considers that there will be locations where market provided sheltered housing will be suitable. One of the council's current priorities is the provision of extra care housing for the elderly.

7.10 It is not always easy to accommodate families in higher density housing and it will be essential to make sure that, where possible, ground floor units are provided. At higher levels, balconies, terraces and roof spaces will be required for amenity provision to supplement that provided at ground level.

7.11 Brent Council supports the current Mayor of London's desire for more affordable family sized homes. There is a need to provide for family housing to encourage people to stay and contribute to the establishment of a long term mixed and sustainable community. It is not the intention of the council to build a large transitional location for single people and childless couples who may be forced to move on because there is no choice of family homes available. The proportion of larger social rent units set out below follows the proportions set out in the West London Affordable Housing (WLAH) Investment Guide 2008-11, and is broadly in line with the London Housing Strategy target that 42% of social rent and 16% of intermediate homes be family sized homes having three bedrooms or more, but recognises the practical difficulty of providing such a high proportion of social rented 4 bed+ homes in Wembley. Instead, a split with a higher proportion of 3 bed units is proposed.

Beds	%* of units Social/ Affordable Rent		%* of units Intermediate		%* of units Sale/Market		WLAH Investment Requirement Social Rent (2008-11)
	NW/ First Way	NE	NW/ First Way	NE	NW/ First Way	NE	
1	15	10	45	40	30	30	15
2	35	40	45	40	55	45	35
3	45	40	10	20	15	25	25
4+	5	10					25

Table 7.1 Indicative new household sizes by tenure (% refer to units)

7.12 New Affordable Rent that meets the needs of households eligible for social housing, with eligibility determined with regard to local incomes and local house prices, at a cost low enough for them to afford will be accepted as part of the tenure mix in order to maintain a new supply of affordable housing in Wembley. A policy on Affordable Rent will form part of the borough's Development Management policy document. Introduction of different affordable housing tenures into the Wembley housing mix, for example market sale

~~products, will be considered where demonstrable housing need can be met and viability grounds evidenced.~~

Affordable Housing

Proportion of Affordable Housing

7.13 Brent Council will seek the maximum amount of affordable housing in line with London Plan policy 3.11, subject to viability and the achievement of other planning objectives.

7.14 The council will work closely with its partner Registered Providers (RPs), who are key stakeholders in Wembley and across Brent. Partners are selected on the basis of their wide range of community development services and their experience of supporting regeneration initiatives to create sustainable communities. They will build affordable homes to high design and quality standards, promote resident involvement in their activities and support initiatives to promote training, employment, community development and quality of life within the new Wembley.

Affordable Rent

~~**7.15** The reduction in capital funding for affordable housing under the Comprehensive Spending Review 2011-15 will significantly curtail the delivery of traditional new build social rented housing at target rents in the short to medium term. In June 2011 a new category of affordable housing was added for planning purposes.~~

7 Housing



Picture 7.1 Forum House, Empire way

7.16 Affordable Rent is subject to rent controls that require a rent of no more than 80% of the local market rent, including service charges. Affordable rent now forms part of the tenure mix in Wembley in order to maintain a new supply of affordable housing in Wembley in the short to medium term, and support regeneration and growth in the borough. In line with the NPPF and the London Plan, the council will require Affordable Rent housing to meet the needs of households eligible for social housing at a cost low enough for them to afford, determined with regard to local incomes and local house prices. Affordable Rents, inclusive of service charge, will need to be set well below 80% of the local market rents in certain cases in order to meet this affordability requirement, for example, on development of larger family accommodation which will be occupied by households with a greater

number of dependents. The council will provide further guidance on new Affordable Rent in its Tenancy Strategy.

WEM 19

Affordable Rent

Affordable Rent subject to rent controls that require a rent of no more than 80% of the local market rent, including service charges, are an appropriate part of the tenure mix in Wembley.

Affordable Rent will be required to meet the needs of households eligible for social housing at a cost low enough for them to afford, determined with regard to local incomes and local house prices.



Picture 7.2 Ada Lewis House, Empire Way

Housing Mix (tenure and unit size)

7.17 In line with the London Plan and the Core Strategy, the maximum reasonable amount of affordable housing will be sought on individual private residential and mixed use schemes, having regard to a number of considerations, including financial viability. London Plan Policy 3.11 sets a strategic objective that new affordable housing be provided at a 60:40 social rent to intermediate housing ratio. In Brent, because of local need, a broad objective of 70:30 has been set and, within this, different affordable housing tenure ratios can be better suited to specific circumstances, informed by such factors as the need to balance existing area tenure profiles to support sustainable

Housing 7

communities, the character of an area and the form and density of new development, financial viability and funding availability.

7.18 Table 7.1 is based upon the Wembley Masterplan housing mix and provides specific guidance for First Way / North West Lands and North East Lands unit size mix. However, permissions granted already, which will provide the bulk of the delivery in the area, are failing to deliver against this in certain respects.

7.19 The current Wembley housing mix has been informed by Brent's Housing Needs Survey 2004 and the West London Strategic Housing Market Assessment 2010 and is considered appropriate to meet the wide range of household needs in the borough. The current Wembley housing mix guidance will therefore be adopted by the Wembley Area Action Plan. However, as indicated above, new Affordable Rent will be part of the tenure mix in order to maintain a new supply of affordable housing in Wembley. Site proposals will also provide specific guidance on mix where sites are located outside the Wembley Masterplan districts, or where sites are viewed as being more suited to a particular housing mix. The council will encourage intermediate affordable housing tenures, such as discounted market sale products, where the council can secure future equity payments that can be recycled into new affordable housing

WEM 20

Housing Mix

The housing mix guidance provided in table 7.1 will be applied in the relevant parts of Wembley. Additionally, new Affordable Rent that meets the needs of households eligible for social housing, with eligibility determined with regard to local incomes and local house prices, at a cost low enough for them to afford, will be accepted as part of the tenure mix.

The council will encourage intermediate affordable housing tenures, such as discounted market sale products, where the council can secure future equity payments that can be recycled into new affordable housing.

Proportion of Family Housing

7.20 Given the limited supply of larger family housing and high levels of overcrowding in the borough, there is a pressing need to deliver larger family housing of three bedrooms and greater. This is reflected in the Core Strategy, that development should achieve at least 25% 3 or more bedrooms. Consideration will be given to the suitability of sites in the Wembley area to be dedicated to more suburban, low to mid rise, terraced housing, or possibly stacked maisonettes, such as at:

- North East Lands

- Brent House / Copland School site
- Chiltern Line Embankment

7.21 The Core Strategy target that at least 25% of new homes should be family sized with 3 bedrooms or more is an overall borough-wide target. Given the significant capacity for new housing identified in the Wembley Growth area this target will apply in Wembley. Further guidance on the appropriate unit size mix for new housing in Wembley is set out in Table 7.1, which identifies the North East District as able to provide a higher proportion of family housing.

7.22 An analysis of sites within the Wembley area has identified a number that are considered suitable for development of family housing. These sites are detailed in the Site Proposals section of the Plan and are predominantly located in more peripheral areas and adjacent to existing low rise housing and close to open space.

WEM 21

Family Housing

At least 25% of new homes in Wembley should be family sized, with 3 bedrooms or more.

The North East Olympic Way district is identified as suitable for a higher proportion of larger family housing. See also Site Proposals W25 and W26, where a higher proportion of family housing is sought.

7 Housing

Supported Housing

7.23 Supported housing need in the borough accommodates a wide range of client groups, which include some of the most vulnerable people in the borough, including frail elderly people and individuals and households with multiple, complex needs. The provision of new care and support accommodation, as well as the remodelling of existing facilities to enable people to live more independently, is a strategic priority for the borough. As the lead growth area, Wembley is expected to deliver a new supply of predominantly self-contained one and two bedroom accommodation that can help address these needs.

Extra Care Housing

7.24 Brent's Extra Care Housing Strategy identifies demand for 300 units of Extra Care accommodation over the period 2010-15. Extra Care housing comprises self-contained homes with design features and support services available to enable self-care and independent living, with the level of care and support tailored to individual needs. Extra care housing is popular with people whose disabilities, frailty or health needs make ordinary housing unsuitable but who do not need or want to move to long term care in the form of residential or nursing homes. Older people make up the majority of users of Extra Care. However, people with disabilities that are not age related are increasingly making use of this type of housing. 20 units are currently under construction at Charles Goddard House, High Road, Wembley. The only

other site in the Wembley area identified for extra care housing is in Vivien Avenue. The most suitable sites within the Action Plan area are likely to be those on the periphery of the main regeneration area, such as in the North-East District shown in the Masterplan, where amenity and access to open space are better. An example of such a site, should housing development be brought forward, is Watkin Road (see site proposal WEM 26).

WEM 22

Extra Care Housing

An element of extra care housing will be sought on appropriate sites. These will generally be sites where proposed development is primarily residential, where residential amenity is good and where it is near to open space.

Housing Needs of Disabled People

7.25 Information from the 2001 Census indicates that 15.6% of Brent's population and 14.6% of the West London population had a limiting long term illness or disability.

7.26 The West London Strategic Housing Market Assessment refers to recent Local Authority survey data in West London that indicates that 14% of all households contain someone who has a special need, including 9.3% of households which contained at least one member with a physical

disability. Other special needs groups prevalent in households include frail elderly people, as well as people with mental health problems, impaired sight or hearing, and people with learning disabilities.

7.27 In line with London Plan policy 3.8, Brent requires all homes be built to Lifetime Homes standards and 10% to be wheelchair accessible or easily adaptable for residents who are wheelchair users. This will be applied to all relevant proposals in Wembley. Where there is an ostensible difficulty or failure in the private sector to deliver more than only new homes easily adaptable for residents who are wheelchair users, the council may take the position of concentrating wheelchair housing in new affordable homes in order to provide fully wheelchair accessible housing for physically disabled people.

7.28 Loss of existing supported housing schemes will be resisted under Core Strategy policy CP21, which protects existing accommodation that meets known needs. In such cases where existing facilities cater for a particular supported housing need for which there is currently no demand, efforts should be made to remodel and adapt such facilities to current supported housing needs. More generally, new supported housing facilities should be designed wherever possible with a view to flexibility and the need to adapt to changing and future patterns of supported housing demand.

Housing 7

WEM 23

Wheelchair Housing and Supported Housing

10% of new housing in Wembley should be designed to be wheelchair accessible or easily adaptable for residents who are wheelchair users.

Loss of existing supported housing schemes in Wembley will be resisted.

The council will support proposals for smaller supported housing schemes for more specialist groups that are designed to provide self contained accommodation and communal facilities, and which are sufficiently flexible to accommodate a range of support and care services so they can be adapted to meet different needs as priorities change over time.

Private Rent Sector

7.29 Brent has one of the largest private rent sectors in London, with approximately 20,000 dwellings representing over a fifth of the private sector stock. The private rented sector market consists mainly of assured shorthold tenancy lettings that meet demand from a diverse group of households and offers a great deal of choice due to its high turnover, thus enabling tenants to live in the best quality housing that they can afford,

allowing for constraints over location. The private rented sector is an essential resource with a number of constituent niche markets that meet a variety of housing needs, from high income renters in corporate lettings, economically active people unable to access home ownership opportunities, homeless families receiving housing benefit and in temporary accommodation, to slum rentals at the bottom of the sector where landlords accommodate often vulnerable households in extremely poor quality properties.

7.30 Effective partnership with landlords under private sector leasing arrangements has been central to the council's work in tackling homelessness, in terms of both temporary and permanent solutions. At the same time, the sector is dominated by smaller landlords and, while many of these provide a good service to tenants, the sector still contains some of the worst conditions and poorest standards of management. In essence, the priorities are to facilitate access and sustain occupation in the private rented sector while improving supply on the one side and enforcing standards on the other.

7.31 Wembley is a town centre location that represents an opportunity to deliver a new type of private rented accommodation. The council is keen to see private rented accommodation delivered at a scale that can support more professional and less fragmented management, as well as greater stability and longer rental periods. The council recognises the financial challenges of delivering a new supply of high quality private rented sector

accommodation and will, therefore, seek to stimulate greater institutional investment in private rented accommodation that can offer a quality housing option accessible to people on low incomes, but also form part of a truly mixed housing solution open to people in a wide range of circumstances. The council is prepared to take a flexible approach to housing unit size mix and the proportion of affordable housing on viability grounds, where it is assured that such provision can deliver high standards of accommodation and housing management at affordable rents, and that appropriate long term financial and nominations arrangements can be secured.

WEM 24

Private Rented Sector

The council will encourage the development of purpose-built private rented sector accommodation where dwellings are of demonstrably good design and there are suitable long term financial, management and nominations arrangements. Where such accommodation can be delivered, the council will be flexible on housing unit size mix and the proportion of affordable housing, if that accommodation, or a reasonable proportion thereof, can be made available at or below local housing allowance levels.

7 Housing

Student Accommodation

7.32 Policy 3.8 of the London Plan states: “Londoners should have a genuine choice of homes that they can afford and which meet their requirements for different sizes and types of dwellings in the highest quality.” The policy, which acknowledges that London’s universities make a significant contribution to its economy and labour market, aims to ensure that London’s universities attractiveness and potential growth are not compromised by inadequate provision for new student accommodation.

APPLICATION	STATUS	ROOMS
Quintain North West Lands	Cttee approved 12.05.11 subject to s106 and GLA approval	up to 880
Dexion House	Consent granted 14.06.11	661
Quintain iQ	To be completed by summer 2012	660
Kelaty House	Consent granted 26.10.12	599
Victoria Hall	September 2011	435
	Total	2,636

Table 7.2 Permissions for student accommodation in Wembley

7.33 The situation in Wembley can reflect the continuous growth of the student accommodation sector. Over the past few years, a number of major planning applications for Wembley have involved student accommodation. By 2012, 1,095 new

student rooms will be completed. Further student accommodation proposals are in the pipeline which would provide 2,636 bedrooms in total.

7.34 The student accommodation sector in the UK has been growing particularly when other investment sectors are still volatile. The situation in Wembley can reflect the continuous growth of this sector. Wembley is well served by public transport and it takes only 10 minutes by rail to get to Central London where most of the higher educational institutions are based. Over the past few years, a number of major planning proposals in Wembley have involved student accommodation that would provide around 2,600 student bedrooms in total if all are implemented. This will result in almost 10% of the new population for Wembley Growth Area being students.

7.35 The London Plan recognises that London’s universities make a significant contribution to its economy and labour market. It is important that their attractiveness and potential growth are not compromised by inadequate provision for new student accommodation. New provision may also reduce pressure on other elements of the housing stock currently occupied by students, especially in the private rented sector. Nevertheless, the requirements for student housing should not compromise capacity for conventional homes.

7.36 Brent acknowledges that students can contribute significantly to the local economy. However, an increase in student population can also put pressure on some types of services and

facilities such as leisure and health facilities. Another issue is that student accommodation use is competing with other land uses which can provide more employment opportunities or relieve identified housing need within the borough. If purpose-built student accommodation developments are to be successful, they must be located and managed to minimise adverse impacts on the surrounding community and also be in locations which will be attractive to students. Appropriate locations include, for example, Chesterfield House and Dexion House.

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Picture 7.3 Student housing under construction in North End Road

WEM 25

Student Accommodation

To avoid over-concentrations of purpose-built student accommodation, and to meet conventional housing need, an element of student accommodation will normally be allowed at locations where major mixed use

development is appropriate, subject to consideration of whether it would undermine the delivery of conventional housing.

In order to maintain a balanced community the development of purpose-built student accommodation will be controlled. Student accommodation developments will not be allowed once the total number of approved student bedrooms exceeds 20% of the projected increase in population in the Wembley Growth Area.

Nomadic People

7.37 The existing Lynton Close travellers site is located within the Wembley Area Action Plan area and is the only travellers site within the borough. The site provides 45 pitches and is adjacent to an aggregates transfer depot.

7.38 The London Boroughs' Gypsy and Traveller Accommodation Needs Assessment (GTANA) identifies the need for between 7 and 13 additional pitches in Brent over the period 2007 to 2013.

7.39 Brent's entire current provision of accommodation for nomadic peoples is on the existing Lynton Close travellers site. With 45 pitches, the GTANA identifies Brent as having the second highest number of pitches amongst London boroughs. Therefore, whilst there may be an identified need for additional pitches in Brent, an increase in the provision of accommodation for

nomadic peoples locally would be considered an over-concentration of such accommodation within the Wembley area.

Evidence Base - Housing

- West London Strategic Housing Market Assessment (Opinion Research Services, November 2010)
- London Housing Strategy (GLA, February 2010)
- Brent Extra Care Housing Strategy 2010-2015 (LBB, draft 2010)
- Wembley Masterplan (LBB, June 2009)
- Brent Gypsy and Traveller Accommodation Needs Assessment (Fordham Research, March 2008)
- West London Affordable Housing Investment Guide 2008-11 (West London Housing Partnership, July 2007)
- Brent Housing Needs Survey (Fordham Research, June 2004)

8 Town centres, shopping, leisure and tourism

Strategic Policy

8.1 The Wembley area currently includes two town centres; Wembley town centre to the south west and Wembley Park to the north. Wembley and Wembley Park are designated as a Major Centre and a District centre respectively within the London Plan and the council's Core Strategy. A fundamental aspect of both National Policy, as set out in the National Planning Policy Framework, and in London Plan policy 4.7, is the sequential approach to development whereby development should be focused on sites in town centres first and, only if no in-centre sites are available, on sites on the edges of centres. Policy 2.15 of the London Plan also promotes the extension of existing centres where appropriate, and providing that it is co-ordinated strategically, and policy 4.8 states that borough LDFs should take a proactive approach to planning for retailing, including bringing forward capacity for additional comparison goods retailing.

8.2 The London Plan identifies Wembley as a Strategic Cultural Area where London's major clusters of visitor attractions are located. Policy 2.16 promotes Wembley as a Strategic Outer London Development Centre with a strategic function related to leisure, tourism, arts, culture and sports which is considered to be an economic function of greater than sub-regional importance.

8.3 The strategic policies outlined above are reflected in Brent's Core Strategy. This promotes Wembley as the main focus of new retail and town centre uses where the town centre will be expanded

eastwards into the Stadium area in accordance with the sequential approach (CP16). Policy CP1 states that Wembley will deliver most of the borough's new development, including retail and office growth as well as being the primary location for new hotels and the focal point for tourism and large scale visitor attractions. Policy CP7 highlights the key role of Wembley in driving economic regeneration including development of the range of uses appropriate to an expanding town centre and Strategic Cultural Area. A further 30,000 sq m net of new retail floorspace is proposed over and above that granted planning consent up to July ~~2010~~ 2011.

Policy Context

Wembley Park

8.4 Wembley Park is designated as a District Centre, extending both north and south of Wembley Park underground station. Wembley Park contains almost 16,400sqm of floorspace, of which 95% (15,600sqm) was in retail (A class) use in 2008. The presence of Asda, Lidl and other smaller grocery stores means that Wembley Park is dominated by convenience goods accounting for 60% of the total floorspace in the centre (10,000sqm). The centre contains a high proportion of food and drink uses, mostly restaurants, cafes and takeaways (10% of total floorspace).

8.5 There are no development opportunities identified within the centre itself - currently approved applications lie outside the town centre boundaries.

South of the centre, construction has started on a new Wembley designer outlet centre and cinema and food and drink complex alongside the new Wembley pedestrian boulevard. Also, in 2011 planning consent was granted for a new retail street which will link the Boulevard with Wembley Park centre. This will be a further extension of Wembley town centre as the new boulevard will extend from close to Wembley Stadium station eastwards to Engineers Way.

Wembley Town Centre

8.6 Wembley town centre has approximately 67,850 sq m of retail floorspace. The nearest Metropolitan town centres of Ealing and Harrow as well as Brent Cross regional shopping centre are substantially bigger. Wembley, however, has considerable scope for expansion as there is a large amount of potential development land, particularly to the east of the centre. In 2009, the GLA Town Centre Health Check survey, estimated that unimplemented planning permissions accounted for 2.88 hectares – the ninth largest amount of land in London.

Town Centre Hierarchy

8.7 In 2003-04, data from an index of the rank of shopping centres in the UK showed that Wembley was a declining centre and has been falling down the UK shopping centre index ranking. In 2003-04 Wembley was ranked in 491st place in the UK shopping index, which represents a fall of more than 200 places from its position in 1995-96. However, Wembley's vacancy rate has been falling;

Town centres, shopping, leisure and tourism 8

18.4% in 2005 to 4.7% in 2007. Despite the recession, the vacancy rate has marginally decreased further to 4.3% in 2009. The council's adopted Core Strategy seeks to continue to reverse this decline, improve its position in the shopping hierarchy and increase the amount of floorspace in the centre in line with capacity and growth forecasts.

Convenience and comparison floorspace

8.8 In 2009, 17,700 sq m of Wembley town centre's floorspace was comparison goods, accounting for 26% of total floorspace.

Convenience floorspace accounted for only 6,670 sq m (9.8%) whilst 17,430 sq m (25%) was service floorspace.

8.9 Strategic Industrial Area

8.10 The SIL contains established out-of-centre retail uses which provide employment and economic benefits to the local area. Proposals to improve these existing retail facilities will be supported providing they remain local in nature.

Potential for retail growth in Wembley

8.11 Brent Retail Needs and Capacity Study 2008 reviewed the level of retail growth that could be accommodated across Brent's town centres. For the comparison goods allocation, it was recommended that 27,000 sq m would be required up to 2026, to be located primarily in Brent's two major town centres. However, given the lack of

available sites in Kilburn, the approach in the Core Strategy is to identify Wembley as the main location for this growth.

8.12 For the convenience goods allocation, the total requirement of 12,500 sq m up to 2026 was considered to be sufficient for at least two new medium sized food stores within the borough as a whole.



Picture 8.1 Central Square

Civic, leisure, hotel and conferencing uses

8.13 Brent council's new Civic Centre is to be located within the heart of the new Wembley, close to the stadium. The Civic Centre will provide civic and community uses, as well as some conferencing facilities. Other new developments will also contribute to this offer including two schemes which are currently being constructed including the new Hilton Hotel and Shubette House. A new swimming pool has also been approved as part of an application for a mixed use scheme at Dexion House. Wembley Stadium provides conferencing accommodation on non-event days.

8.14 Although conferencing facilities have been a key part of the council's vision for Wembley, conferencing facilities have been scaled back in recent years following the loss of the Wembley Conference Centre and associated exhibition space, and the council's vision for Wembley is to re-provide these uses in the form of a Convention Centre. While many of the land owners within Wembley do not consider these uses to be overly profitable, there is some appetite to provide these on a smaller scale, creating an agglomeration of these uses which could collectively meet the council's vision for the area.

Wembley as a cultural destination

8.15 Wembley has a number of cultural assets, including the National Stadium, Fountain TV Studios and Wembley Arena, with the area hosting some events for the 2012 Olympics. The Wembley

8 Town centres, shopping, leisure and tourism

AAP seeks to build upon this cultural and artistic offer and further promote Wembley as a cultural destination.



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Picture 8.2 New cinema & retail outlet stores

Expansion of the Town Centre

8.16 Wembley's town centres currently perform roles in providing primarily for the local community as well as to visitors for events at the Arena and Stadium. Core Strategy policy seeks to extend Wembley's retail offer, and this could potentially impact on existing centres if it is allowed to develop in an unplanned way. The vision for Wembley identifies a number of specific town centre uses across the area, including meeting local convenience needs within the existing Wembley town centre, providing service related retail at

Wembley Park for Stadium visitors and providing more specialist or niche retail uses across the new part of the centre extending to the east of the High Road.

8.17 Planning policy for the town centre should be sufficiently flexible to allow for appropriate development to be attracted to the area, which will expand the town centre, whilst protecting the key roles that different parts of the area perform, especially in meeting the needs of the local community. For this reason it is considered important that these different roles are made explicit and that they should be protected and enhanced where appropriate.

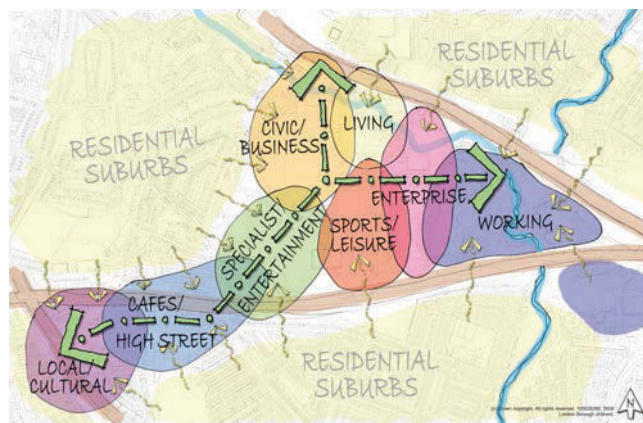
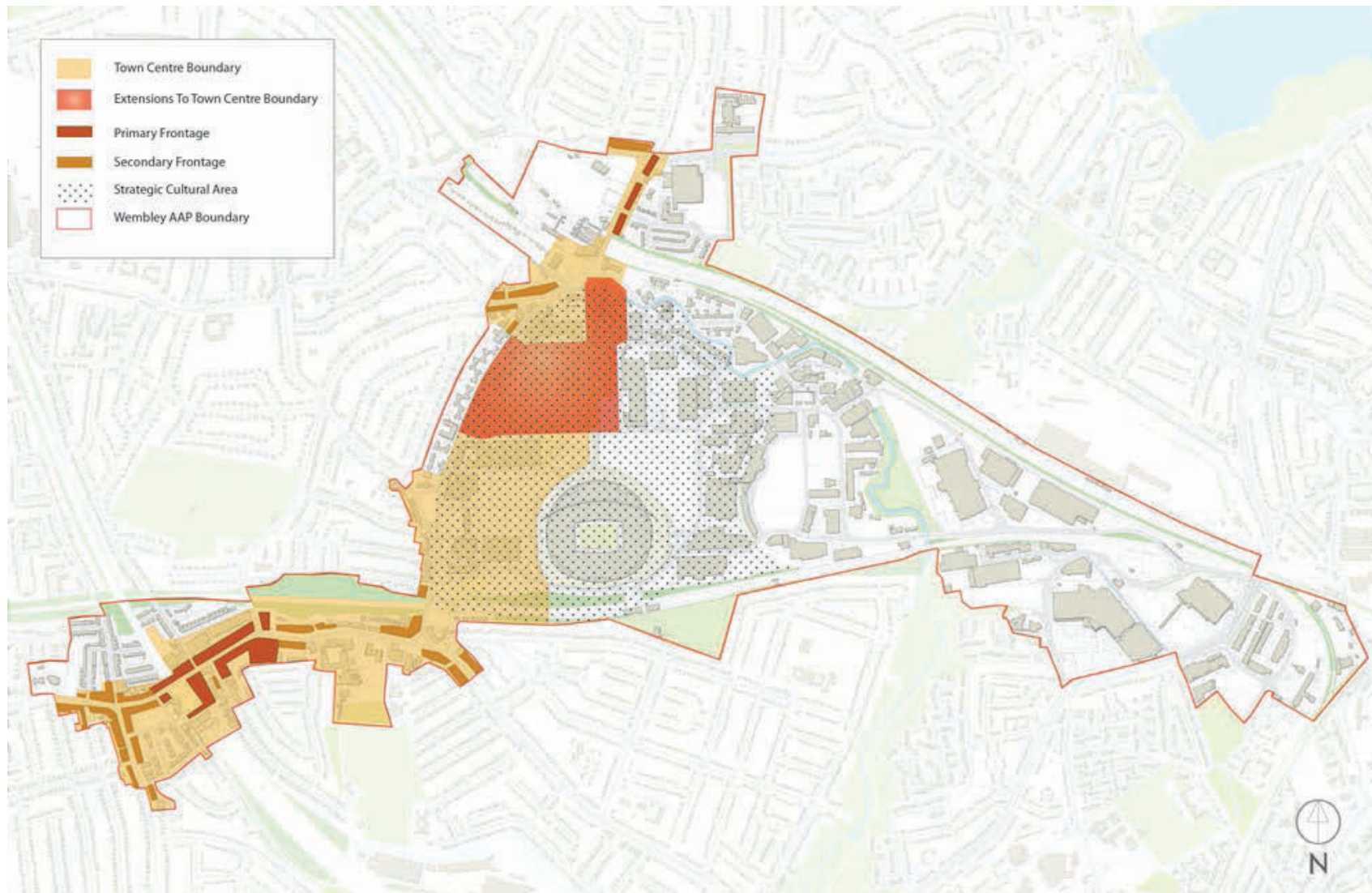


Figure 8.1 Diagram from Wembley Masterplan showing indicative roles for parts of the area

8.18 The boundary of Wembley town centre defined in the Core Strategy takes account of, and includes, land where consents have been granted for retail expansion. This includes land at South Way close to Wembley Stadium station as well as the proposed outlet centre, cinema, etc., currently under construction to the west of the Stadium. However, since the Core Strategy was adopted in 2010, consent has been granted for a further 30,000 sq m of new floor space on the NW Lands to provide a new shopping street between the two centres. When all schemes are implemented, there will be largely continuous active frontage from Ealing Road to Bridge Road. It is logical to define the town centre from Wembley Park to Ealing Road as shown on Map 8.1. This includes the office buildings and hotel on the east side of Olympic Way. Within this, the long-standing designated Primary and Secondary frontages will remain largely as currently defined for the present, although the council is committed to reviewing these once the new retail and leisure developments (Quintain stage 1 and North West Lands) are built out and open.

Town centres, shopping, leisure and tourism 8



Map 8.1 Town Centre Designations

8 Town centres, shopping, leisure and tourism

WEM 26

New retail, ~~leisure and office~~ development

New retail, ~~leisure and office~~ development will be directed to the town centre as defined on the Proposals Map. Edge of centre retail ~~and leisure~~ development will be considered appropriate only when existing town centre sites have been developed or where the proposed use, because of its size, is incapable of being accommodated on an existing town centre site.

Outside of the town centre, ancillary retail function as part of a major leisure, tourism or cultural use may be acceptable in the Strategic Cultural Area.

Large foodstores (over 2,000 sq m gross) will be directed to sites within or adjoining Wembley High Road.

Improvements to existing local retail uses in the SIL are supported.

Shops (Use class A1) will not generally be appropriate on the eastern side of Olympic Way.



Picture 8.3 Specialist jewellery shop in Wembley



Picture 8.4 Wembley Big Dance Event

Leisure, Tourism and Cultural uses

8.19 Wembley has long been a focal point for leisure, tourism and cultural uses and is identified in the London Plan as a Strategic Cultural Area where this type of development is encouraged. These include sports and leisure provision, tourist and visitor attractors, hotels and conference facilities. Often these uses are of a scale, and consequently have a level of impact, which is may not be conducive to a traditional town centre location. However, land to the east of the area, including the current stadium car park, for example, is capable of accommodating such uses and as such is designated as Wembley Strategic Cultural Area. Development in this area can also help create a buffer against the impact from waste operations and other 'bad neighbour' uses to the east.

WEM 27

Leisure, Tourism and Cultural uses **Strategic Cultural Area**

Major leisure, tourism, and cultural uses are encouraged within the Strategic Cultural Area area shown on the Proposals Map. Major leisure, tourism and cultural development is appropriately located on sites to the east of Olympic Way as shown on the Proposals Map. Leisure, tourism, and cultural uses can form part of a mixed use scheme, including office and residential, where appropriate. Significant

Town centres, shopping, leisure and tourism 8

improvements to public transport will be required where development will attract a large number of trips.



Picture 8.5 Wembley Arena

Hot Food Takeaways

8.20 Wembley has a large number of takeaways and fast food outlets, partly as a result of demand generated by those attending events at the Stadium

and Arena. While takeaways can make a positive contribution to the local economy and community, there is evidence that large concentrations of fast-food takeaways contribute to unhealthy lifestyles particularly amongst young people and, consequently, they are considered to be a particular problem when located close to schools because of links with childhood obesity. There is some evidence that suggests that "increased geographic density of fast food restaurants and convenience stores is also related to increased BMI". ⁽¹⁾ It is becoming more widely accepted that it is appropriate to control such uses in certain locations to help reduce the impacts on the health of the local population, particularly school children. However, it is also recognised that the Stadium and Arena in particular will give rise to particular demand for fast-food close to these facilities. Policy must, therefore, seek to balance the needs of visitors to the area with the impacts that fast food restaurants can give rise to, including for example, increased levels of litter and noise as well as on the health of local people. Borough -wide policy (as currently set out in the UDP 2004, policies SH6 - SH8) limits the amount of frontage in the primary parts of town centres that can be occupied by non-retail uses. This will continue to apply in Wembley. However, there is a need for policy to further limit the level of A5 uses, particularly in secondary frontages where there are currently no limits.

WEM 28

Hot Food Takeaways (A5 Uses)

In recognition of the specialist role that the town centres in Wembley have in meeting the needs of visitors to the area, outside of primary and secondary frontages applications for new A5 uses will be considered on their merits.

There will be a limit of 7% on the proportion of units in A5 use in any single length of primary or secondary frontage of Wembley / Wembley Park town centres. No further A5 uses will be permitted within 400 metres of a school entrance/exit point.

Conferencing Facilities

8.21 Conferencing facilities have been scaled back locally following the loss of the Wembley Conference Centre and associated exhibition space. The council's vision for Wembley is that these uses be re-provided in the form of a Convention Centre. In the current climate there appears to be little appetite for the private sector to provide such a purpose-built facility. Nevertheless, Wembley, particularly because of the Stadium but also the Arena and hotels, remains an important conference venue. It may be possible, through collaboration between different providers such as the Stadium, Arena, hotels and the council,

1 United States Department of Agriculture's Nutrition Evidence Library

8 Town centres, shopping, leisure and tourism

to develop in partnership a form of "virtual conference centre" where major conferences or exhibitions can be held by making use of the various facilities that will be available in the area.

WEM 29

Conferencing Facilities

The development of new conferencing facilities within existing or new buildings is promoted in Wembley, either purpose-built or as part of a major mixed-use development. Good access to public transport will be important in determining proposals.

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Temporary Creative Uses

8.22 The regeneration programme for Wembley reaches beyond 2026, and the impact of the recession has meant that the realisation of regeneration will be slower than anticipated. Meanwhile, there are a number of locations which could be exploited to create temporary creative uses at Wembley which could make use of what are likely to be long-term vacant or underused land and buildings, boost jobs, promote the cultural offer and increase the number of visitors to Wembley.

WEM 30

Temporary Creative Uses

The use of vacant sites or buildings will be promoted for occupation by temporary creative uses, especially creative industries that will benefit Wembley's retail, leisure, tourism and creative offer.



Picture 8.6 Performance art at Arena Square

Evidence Base - Town Centres

- Takeaways Toolkit (GLA, November 2012)
- Takeaways Evidence for Wembley Area Action Plan (LBB, August 2012)
- GLA Town Centre Health Check (GLA, December 2009)
- Brent Retail Needs and Capacity Study (Roger Tym, December 2008)

Social infrastructure 9

Strategic Policy

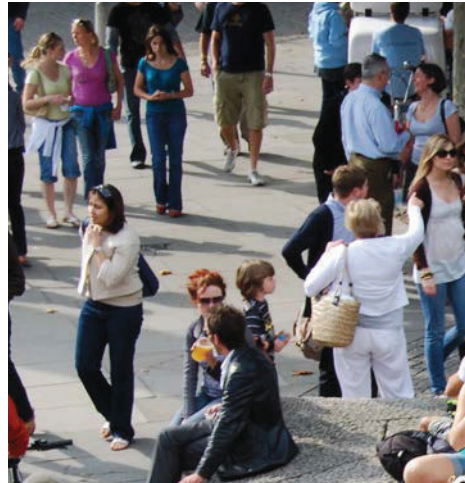
9.1 London Plan policy 3.16 recognises the need for additional and enhanced social infrastructure provision to meet the need of a growing and diverse population and suggests that boroughs should ensure that adequate social infrastructure provision is made to support new developments.

9.2 Policy 3.18 requires that boroughs should provide the framework for assessing education provision needs and to secure sites for future provision whilst policy 3.17 states that boroughs should work with the NHS, social care services and community organisations to regularly assess the need for health and social care facilities.

9.3 Policy CP7 of the Core Strategy anticipates need for the following infrastructure;

- 2 new 2-form entry primary schools
- Extensions to existing schools
- Nursery places
- Health facilities with space for 14 GPs and 11 new dentists
- New multi use community facilities

9.4 Policy CP15 states that before granting planning permission for major proposals, the council will have to be satisfied the infrastructure requirements arising from the scheme will be met by the time it is needed. Additionally policy CP23 protects existing new Community and Cultural Facilities and further states that new multi-functional community facilities should be provided at 370m² per 1000 population.



Policy Context

9.5 Social infrastructure such as schools, health centres, community facilities and leisure / recreation facilities ⁽²⁾ are essential in supporting sustainable communities. As new development leads to population growth, it is vitally important that supporting infrastructure is adequate. Existing

social infrastructure in Wembley is under pressure, particularly school provision, although this has been addressed in part recently by the opening of the new Ark Academy. Further school places will be needed as the population grows and the Infrastructure and Investment Framework (IIF) identifies the anticipated future level of demand.

9.6 In terms of health provision, the borough is well served by two large hospitals, but local treatment centres will be needed in Wembley as the population grows. Space for new health facilities can be secured in new development. However, fitting out and opening new health facilities will rely on the resources of the local health service.

9.7 Brent's diverse communities require a range of community, social and cultural facilities. There is a range of existing community space in Wembley including religious and non religious facilities. Some facilities successfully rent out community space to provide revenue for management and maintenance; however, others lack revenue funding and are in need of renovations. Dennis Jackson Centre and Wembley Youth Club have closed due to cuts in funding.

9.8 The Infrastructure and Investment Framework, prepared on behalf of the council to support the policies and proposals in the LDF, identifies specific infrastructure needs, including social infrastructure, for Wembley as well as the rest of the borough. This was updated in 2011 and

2 see also the open space and sports chapter

9 Social infrastructure

the council is committed to further updates on a regular basis so that the necessary provision to meet needs arising from development are known.

9.9 S106 funding has made, and continues to make, a significant contribution to the infrastructure requirements of development in Wembley. Funding of infrastructure will shortly be replaced in the main by Community Infrastructure Levy (CIL) contributions from development in the area. A proportion of CIL collected (£35 per sq m) also contributes towards the Mayor's funding of Crossrail.

School Places

9.10 As there is an increase in local population with new housing development there will be a need for additional nursery and school places. Providing for additional primary school places needs to be addressed urgently. Currently there are 124 primary schools in the Wembley area, including Preston Manor High School which is due to open in September 2011. Population growth with housing development will need further primary school provision, which could be met by building new and/or expanding existing primary schools in the area. New secondary school places are also needed. However, pressure on existing secondary schools is currently less critical and as their catchment area is larger, these do not necessarily need to be located directly within the area of population growth. As new nursery and other day

care provision have limited space requirements, these can be accommodated relatively easily within the AAP area as and when demand grows. Likewise nursery facilities have small space requirements and could be combined with other new or expanded primary school facilities.

Health

9.11 Population growth from new housing development will need additional space for primary health facilities. The Core Strategy sets out that affordable floorspace to accommodate 1 new GP for every 1,500 people will be required from new housing development. In Wembley, the IIF estimates that space for 17 GPs and 12 dentists will be needed by 2019. In recent years the Primary Care Trust have developed expanded health facilities at Chalkhill and Monks Park Clinics, so there is not an immediate need for additional provision. Quintain built a 1469 sq m health facility as part of Quadrant House which is currently vacant. Strategic decision making within the health sector is at the present time going through a period of uncertainty as the government implements healthcare reform.



Picture 9.1 Monks Park health clinic

9.12 It is therefore proposed that these two health facilities should absorb the current population growth and thereafter new supply will be required in the Wembley Growth Area to pick up increased demand for new housing.

Community and Cultural Facilities

9.13 Wembley's diverse population should be supported by a range of community facilities including facilities for young people, cultural, community and religious use. While the council can only provide a limited amount of space directly to help meet these needs, new development provides an opportunity to improve and expand provision. The Core Strategy commits to providing multi-functional community facilities (excluding schools and health facilities) at a rate of 370m² per 1000 new population. Part of this will be met by the new Civic Centre which includes a 750m² community library. There are a number of existing community facilities in Wembley, some of these

Social infrastructure 9

lack sufficient funding or have recently closed. Funding derived from new development could provide investment for these existing facilities. Additional new community space will be needed as demand from a growing population increases and could be provided in a number of shapes and forms and through different mechanisms.

9.14 The scale of development within the Wembley Growth Area will require enhancements to neighbourhood policing facilities. In order to ensure that the Wembley area remains a safe and secure place for residents and visitors, it is important that the diverse nature of policing needs as a result of development and intensification can be met. The London Borough of Brent will, therefore, work alongside the Mayor's Office for Policing and Crime and Metropolitan Police Service to ensure the delivery of necessary policing facilities in Wembley so that the impact of new development upon policing can be mitigated.

9.15 The diversity of Wembley's population means there is additional pressure for places of worship to meet demand from different faiths. Faith groups can find it difficult to find sites for new or expanded places of worship which are affordable. As there is a lack of suitable sites or premises the faith groups are encouraged to make use of shared space.

9.16 One of the most pressing problems is affordability which often condemns community groups to poor quality facilities without the means to improve them. To address the problem of

affordability, the council in approving the North West lands application has secured a lower quantum of community space than expressed by the Core Strategy but at no rent. The council will be prepared therefore to reduce the overall quantity of community floor space requirements where this is reflected in substantially affordable rents. Most if not all council facilities will be multi-use community facilities for the whole community. The council will however support the provision of community and religious groups bringing forward its own community facilities provision in accessible locations.

WEM 31

Community Facilities

In considering the needs for Community Facilities provision the council will:

1. Secure at least four forms of entry at primary level to be secured on development sites within the Wembley area, noting provision of one site in site proposal W 18.
2. Secure contributions for secondary school provision through planning obligations and then through the use of the Community Infrastructure Levy.

3. Require new GP/dentists provision in the AAP where other local capacity (e.g. Chalkhill Health Centre) is used up in the longer term as population grows.

4. Seek the provision of multi-use community facilities at the rate set out in the Core Strategy accepting a lower provision when costs of provision or rents are substantially reduced;

5. Support the provision of community facilities social infrastructure including religious, community and cultural provision in locations accessible to all sections of the community and within easy reach by walking, cycling and public transport within the AAP area; and

6. Actively support the provision of meanwhile and temporary uses that will provide opportunities for social interaction.

Evidence Base - Social Infrastructure

- Brent Infrastructure and Investment Framework (LBB, October 2011)

10 Response to climate change

Strategic Policy

10.1 As the scientific understanding of climate change and its likely impacts become clearer since the Kyoto protocol was drawn up in 1997 to implement the United Nations Framework Convention for Climate Change, there have been various international, EU, national, London and local climate mitigation targets set to tackle climate change collectively. The NPPF acknowledges that planning plays a key role in helping shape places to secure radical reductions in greenhouse gas emissions, minimising vulnerability and providing resilience to the impacts of climate change, and supporting the delivery of renewable and low carbon energy and associated infrastructure.

10.2 UK Climate Projections predict that summer average temperatures in London will, given a low emissions scenario, rise by 1.6°C over 30 years between 2010 and 2039, that summer rainfall will decrease by 7% in 2020 and that winter rainfall will increase by 6% in the same time period. The main climate change impacts on London will be overheating (urban heat island effect), water scarcity, increases in the frequency of flooding, severe weather events and more frequent heat waves. Increasingly it is acknowledged that a certain level of climate change is inevitable and development will need to be built to cope with a changing climate.

10.3 The London Plan sets out a comprehensive range of policies to underpin London's response to climate change. It concludes that the effects of

climate change could seriously harm Londoners' quality of life, particularly the health and social and economic welfare of vulnerable people. The Mayor's Climate Change Mitigation and Energy Strategy contains further proposals to reduce carbon dioxide emissions and to tackle climate change through decarbonising London's energy supply, reducing the energy consumption of London's existing building stock and moving towards zero emission transport in London.

10.4 Nearly all residential development will be within the Wembley Growth Area where major residential proposals are required to achieve a minimum rating of Code for Sustainable Homes Level 4 in line with policy CP19 of Brent Core Strategy. A rating of BREEAM "Excellent" is expected for major non-residential developments.

Policy Context

10.5 Wembley AAP covers a diverse mix of residential, industrial, shopping, leisure, entertainment, community and office land uses in fragmented land ownership, such that the area presents challenges when trying to achieve social, economic and environmental sustainability. There are mechanisms to reduce carbon emissions from new developments in Wembley through the London Plan, UDP and LDF planning policies, building regulations and other initiatives. The first step in reducing carbon emissions from development in Wembley is to ensure new development uses less energy in line with the Mayor's energy hierarchy to "be lean, be clean and be green."

10.6 Climate change will have a significant impact on the economic, social and environmental well being of Wembley. Hotter summers will have a bigger impact in Wembley because of the predominance of concrete and buildings. Heat waves will mean more people are likely to suffer from illnesses and could also lead to damage to roads, railways and buildings. Heavy thunderstorms and intense winter downpours will become more common, and will lead to flash flooding where the drainage system cannot cope with the increased rainfall. It is therefore crucial that future development in Wembley addresses these impacts and limits its contribution to climate change by minimising carbon emissions.

10.7 Specific issues for Wembley include the legacy of industrial use in the area which led to a lack of green and 'cool' spaces. Much of Wembley is deficient in open space and there are few mature trees. Land adjacent to the Wealdstone Brook is most at risk of flooding, although much of Wembley is also prone to surface water flooding. In addition, the majority of the sewer network in the Wembley area is undersized. The whole of the AAP area is an Air Quality Management Area (AQMA). Any proposals for new development will have to comply with London Plan policy 7.14: Improving Air Quality which seeks to minimise increased exposure to existing poor air quality and make provision to address local problems of air quality, particularly within AQMAs.

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Climate Change Mitigation

Decentralised Energy

10.8 Under policy 5.5 of the London Plan, the Mayor expects 25 per cent of the heat and power used in London to be generated through the use of localised decentralised energy systems by 2025.

Currently schemes coming forward are proposing site-wide combined heat and power (CHP) solutions, however greater efficiencies could be achieved if a wider Wembley network was established. This would need to overcome barriers of connecting different sites to one another and finding a site for a single energy centre. There is a significant financial risk in pursuing a single energy centre solution for Wembley and this would require substantial viability testing. It is considered more appropriate to ensure developments within Wembley are network ready by installing the appropriate infrastructure to connect to any future district energy network should it be forthcoming in the future.

WEM 32

Decentralised Energy

Major developments will be expected to connect to or contribute towards a decentralised energy system unless it can be demonstrated that such provision is not feasible or the proposed heating system is 100% renewable. Developments completed

prior to the implementation of the energy centre should be designed so that they can switch to the energy centre once it is available. Decentralised energy systems incorporating energy from waste will be supported.

Energy from Waste

10.9 The London Plan supports possible decentralised energy opportunities to utilise energy from waste. The EU Waste Framework Directive clearly ranks the 'waste hierarchy'. Prevention, which offers the best outcomes for the environment, is at the top of the priority order, followed by preparing for re-use, recycling, other recovery and disposal, in descending order of environmental preference. Brent will continue to support initiatives to reduce waste generated. CP19 of Brent Core Strategy requires major proposals to submit a Sustainability Statement that include the indication of reusing recycled aggregates and construction materials. Good progress is being made to recycle more in Brent; however, there is still some left over waste, known as 'residual waste', which cannot be recycled and is currently disposed of to landfill. Waste to energy (in the form of electricity and/or heat) or energy from waste conversion is an increasingly recognised approach to resolving two issues in one - waste management and sustainable energy. Facilities to recover energy from waste particularly if combined with heat recovery for a decentralised energy network to provide heat to residential, commercial and community units in

Wembley will make Wembley self-sufficient. There are a number of new and emerging technologies that are able to produce energy from waste without direct combustion. Any proposed technologies must not pose a threat to human health or the environment. A high standard design of the building and chimney stack must be achieved.

WEM 33

Energy from Waste

Major energy from waste facilities will be allowed only in the area east of Fourth Way. Environmental impact assessments and health impact assessments will be required to accompany the planning applications for such facilities which also have to deliver high quality design. Small scale proposals to recover energy from waste generated locally will be supported providing there will be no detrimental impact on human health and no increase in pollution emissions and greenhouse gases and the environmental impacts from vehicular movements are acceptable.

10 Response to climate change

Climate Change Adaptation

Greening Wembley

10.10 Brent Council seeks to increase the amount of surface area greened in the area and 1,000 new trees are expected to be planted by 2026. The roofs of existing buildings are mostly underused. Policy 5.10 of the London Plan encourages the use of planting, green roofs and walls and soft landscaping that can mitigate the effects of climate change, such as the urban heat island while bringing in health and social benefits. Green roofs also support sustainable urban drainage by absorbing rainfall to reduce flooding, enhance biodiversity, provide amenity space, provide opportunities to grow food and improve appearance. Encouraging green infrastructure through redevelopment will help to improve the ecological connectivity between sites for the benefit of local wildlife.

WEM 34

Urban Greening

Development proposals must incorporate urban greening measures such as green roofs, green walls, trees and soft landscaping. Wherever possible, opportunities to connect new green spaces to existing green spaces should be maximized to help create green infrastructure. Where site constraints limit the level of urban greening that can be provided

on site, a financial contribution will be required. Local food growing facilities will be supported as stated in (see policy WEM 38 in the Open Space chapter).



Picture 10.1 Living wall & planted balconies

Flooding

10.11 There are two main types of floods in the area, one is associated with the river when the actual amount of river flow is larger than the amount

that the channel can hold, and river will overflow its banks and flood the areas alongside the river. Land adjacent to the Wealdstone Brook is the area at risk of flooding. Map 10.1 shows the areas at risk of flooding. Brent seeks to ensure that all new development in flood risk areas is appropriately flood resilient and resistant and that any residual risk can be safely managed.

10.12 As required by the National Planning Framework, the council has undertaken a sequential approach should be used in areas known to be for sites at risk from any form of flooding including fluvial and surface water flooding. Planning recommendations are provided for sites at risk of flooding in the Site Proposals chapters. ~~Inappropriate~~ The council has a proactive approach to risk reduction when considering the suitability of sites for future development in the Wembley Area Action Plan, in line with the recommendations of the Strategic Flood Risk Assessment (SFRA). New development in areas at risk of flooding will be required to apply a site-level sequential test to ensure should be avoided by directing development is steered away from areas at highest risk and located in line with the NPPF flood risk vulnerability classification but where development is necessary, making it safe without increasing flood risk elsewhere.

10.13 In most of the urban area, roads and land are usually impermeable which can lead to surface water flooding. ~~Much of Wembley is prone to surface water flooding. The Flood and Water Management Act 2010 requires local authorities~~

Response to climate change 10

across England and Wales to develop, maintain, apply and monitor a Brent's Surface Water Management Plan (SWMP) provides a strategy for local flood risk management in the borough, their areas. Brent Surface Water Management Plan (BSWMP), which contains the Preliminary Flood Risk Assessment and a Flood Risk Management Plan. The document identifies and designates a Critical Drainage Area (CDA) for the Wembley Stadium area which has several areas of surface water flooding affecting property and critical infrastructure. Three WAAP sites fall into a Local Flood Risk Zone (LFRZ). aims to help manage and reduce surface water flood risk in Brent.

W3-W4, W6-W20 and W25-W29. Specific SUDS requirements for sites in the LFRZ are set out in the appropriate Site Proposals.



Picture 10.2 Sustainable urban drainage scheme

10.14 The Act also introduces the requirements for Developers are required to construct include sustainable urban drainage systems (SUDS) in their schemes. The SWMP identifies specific SUDS measures for the Wembley Stadium CDA to relieve pressures on the drainage system, reduce flood risk and the demand for fresh water. These include rainwater harvesting and grey water recycling, can help relieve pressures on the drainage system, It can reduce flood risk and the demand for fresh water. SUDS such as green roofs, filter strips and swales, storm water storage tanks, permeable and porous pavements, re-profiling of ground levels, basins, ponds, reed beds can help reduce the volume and speed of water flowing into drains and eliminate surface water flooding. BSWMP favours the application of SUDS. Measures to alleviate surface water flooding through SUDS will be required as part of the development of sites

10.15 In addition, Most of the sewer network in the Wembley area is undersized. Careful consideration must be given to issues of sewer flooding, both on and off site, as a result of new development. Developers may be required to carry out studies to ascertain whether proposed development will lead to overloading of the existing sewer infrastructure.

10.16 Specific flood risk reduction measures and Flood Risk Assessment requirements are set out for each site proposal (chapters 12-16). This includes recommendations from the SFRA, SWMP and site-specific sequential considerations. From

2013 all new developments will be required to submit information to Brent's SUDS Approval Board (SAB) which has a duty to ensure that all new developments have incorporated SUDS to deal with the surface water run off from the development.

WEM 35

Flood Risk

All proposed development in Flood Zones 2 and 3 will require a detailed Flood Risk Assessment (FRA), in accordance with Section 6.7 of Brent's Strategic Flood Risk Assessment.

Applications will be assessed against the site-specific flood risk mitigation requirements set out for individual Site Proposals.

Development is not suitable in Flood Zone 3b.

Application of a site-level sequential approach will be expected to locate development towards areas of lowest risk within the site. More vulnerable development will not usually be appropriate in Flood Zone 3a. Where it is proposed in exceptional circumstances, an Exception Test will be required.

Proposals within Flood Risk Zones 3a (High Probability and Climate Change) and 2 (Medium Probability) will be required to pass the Sequential Test, and where a site is affected by Flood Zone 3a, the Exception Test

10 Response to climate change

must be applied. Proposals will need to demonstrate how flood risk is reduced by sequential layout of the site and form of development. All proposals for development in Flood Zones 2 and 3a&b will require a full Flood Risk Assessment (FRA). Proposals in Flood Zone 1 which are over 1 hectare in size will also require a site specific FRA.

Development proposals in the area above must demonstrate that there will be no net loss in floodplain storage nor an increase in maximum flood levels, within adjoining properties as recommended by Brent's Strategic Flood Risk Assessment Report Level 1 (2007).

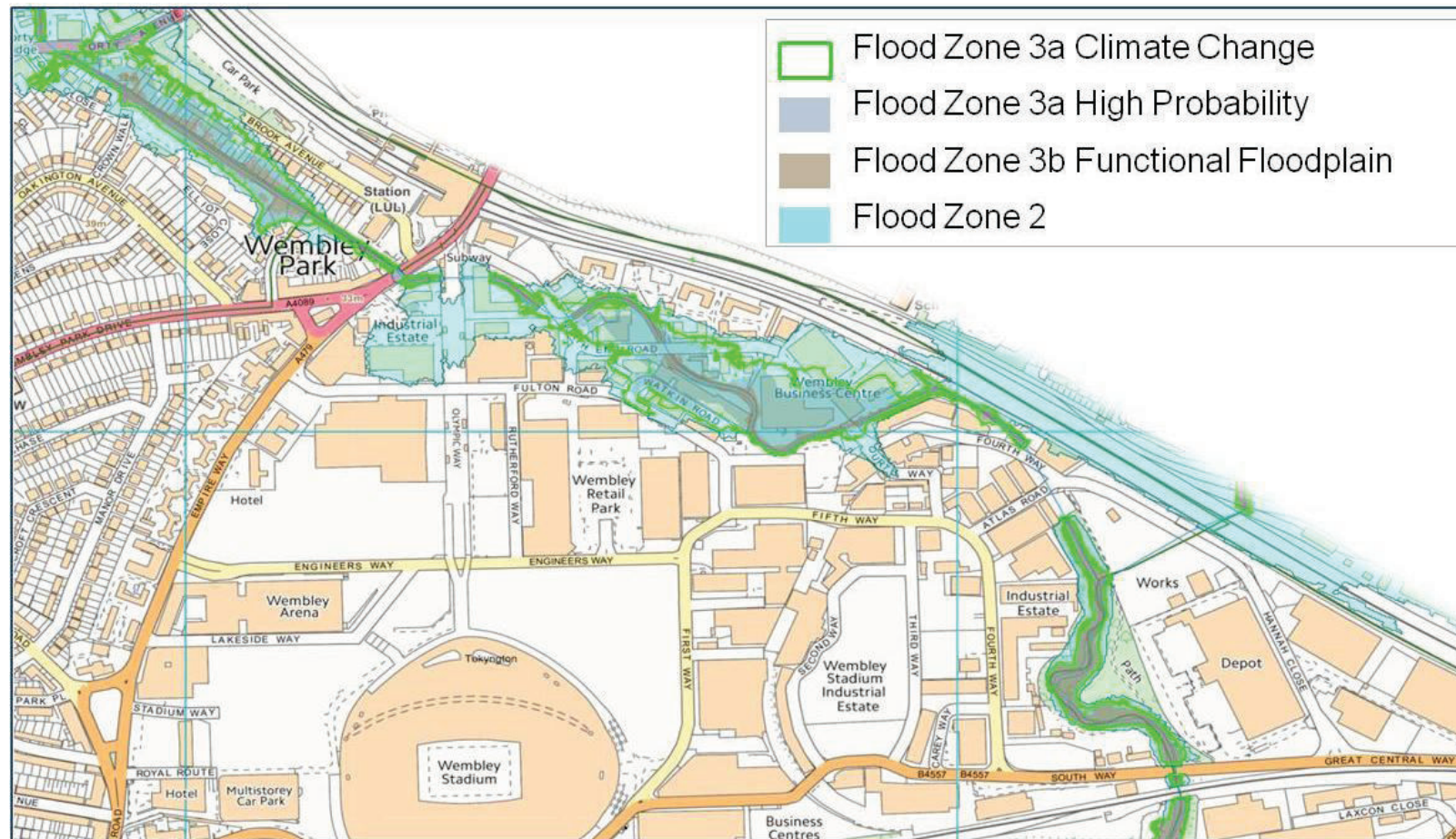
Developments will be required to implement SUDS to ensure that runoff from the site (post redevelopment) does not exceed Greenfield runoff rates. In order to reduce surface water flood risk in the area, all major proposals will be required to apply SUDS in accordance with Brent Surface Water Management Plan.

Developers will also be required to demonstrate whether there is sufficient capacity both on and off site in the foul sewer network to support development. Where insufficient capacity exists developers will be required to identify how any necessary upgrades will be delivered ahead of the occupation of development.

Evidence Base - Climate Change

- WAAP Flood Risk Analysis for Site Proposals (LBB, December 2012)
- Mayor's Climate Change Mitigation and Energy Strategy (GLA, October 2011)
- Brent Surface Water Management Plan (Hyder, October 2011)
- Brent Strategic Flood Risk Assessment (SRFA) Level 2: Wembley Masterplan (Jacobs, November 2008)
- Brent Sustainable Energy Infrastructure: Wembley Feasibility Study (Arup, September 2008)
- Brent Strategic Flood Risk Assessment (SRFA) Level 1 (Jacobs, December 2007)

Response to climate change 10



Map 10.1 Flood Zones in Wembley

11 Open space, sports and wildlife

Strategic Policy

11.1 There is a lack of open space in Wembley and access to existing open spaces is limited. Biodiversity and the natural environment can lead to opportunities, not just for wildlife activity and connection, but also health, recreation, contributing to climate change adaptation and improving quality of life. The strategic policies set out in the London Plan support the protection of local open space and require open space deficiencies to be addressed (policy 7.18). The River Brent forms part of the Blue Ribbon Network, London Plan policy 7.24 recognises the Blue Ribbon Network as an important series of linked spaces and policy 7.28 seeks the restoration and enhancement of rivers. Improving people's accessibility to nature and the protection of wildlife habitats is supported in London Plan policy 7.19, whilst policy 7.22 protects existing allotments and supports identification of spaces for community food growing and innovative approaches to providing space to grow food. Furthermore, access to good quality play and informal recreation provision for children and young people is supported in London Plan policy 3.6. Although Wembley Stadium is home to international and national football, Brent has one of the worst participation rates in England for sport and physical activity (Sport England's Active People Survey 2011-12 2005-6). London Plan policy 3.19 encourages the enhancement and increased provision of sports facilities.

11.2 Wembley's deficiency in open space and lack of participation in sports is reflected in the Brent Core Strategy objectives to protect and enhance Brent's environment and to promote sport and other recreational activities with new facilities in areas of deficiency, including at least one new pool. Policy CP18 Protection & Enhancement of Open Space, Sports & Biodiversity seeks new parks in Wembley and contributions from development will be sought towards sports facilities. The Core Strategy policy CP7 Wembley Growth Area identifies the need for a new park (1.2ha) and 3 pocket parks (0.4ha each), improve quality & accessibility of existing open spaces, a new community swimming pool, indoor & outdoor sports facilities, play areas and the planting of a minimum of 1,000 trees. The Core Strategy Wembley Growth Area Key Diagram shows existing open spaces and indicates the location of 4 new public open spaces and proposed pedestrian links to open space.

Policy Context

11.3 The majority of the Wembley area is more than 400m walking distance from either King Edward VII Park or Brent River Park and is therefore considered to be deficient in public open space. There are also few small public open spaces in the Wembley area. The nearby Sherren's Farm and Chalkhill open spaces are separated from the main regeneration area by the Metropolitan, Jubilee

and Chiltern railway lines. The nearest playgrounds at King Edward VII and Brent River Park are outside the area. The area south of the High Road and Harrow Road is a priority area for new play provision.

11.4 Sports facilities are available at King Edward VII Park (tennis, football and bowls) and the new sports hall, synthetic turf pitch, netball, basketball and tennis courts are located at Ark Academy school are available for community use. In addition, Power League 7 a-side and 5-a-side football pitches are situated next to Wembley Arena. The council is supportive of the provision of commercial owned sports and recreational facilities. Brent Planning for Sports and Active Recreation Facilities Strategy 2008-2010 identifies a significant lack of swimming pool provision in the borough and recommends a new pool is needed to serve central areas of the borough. Other sport facility improvements also sought in Wembley include:

- New and upgraded sports halls
- Pitch and changing facilities at King Edward VII Park and Chalkhill open space
- New multi use games areas (MUGAs) at King Edward VII Park, Sherren's Farm and Chalkhill Youth Centre
- Refurbished BMX track at Chalkhill

Open space, sports and wildlife 11



Map 11.1 Existing Open Spaces

11 Open space, sports and wildlife



Picture 11.1 King Edward VII Park

Open Space in Wembley



Picture 11.2 New park - artists impression

11.7 A new 1.2ha park will be the principal new open space in the Plan area. It is required to meet the needs of the increased resident and working population of the area. The expected population growth would normally require a 2ha public open space. However, it is recognised that this would be impractical to deliver. The Core Strategy therefore states that the new park should be at least 1.2ha in size. In addition to the new 1.2ha park, a series of well connected pocket parks are required to provide sufficient open space within a densely populated area.

WEM 36

Open Space Provision

The council will require a new park in Wembley to be at least 1.2 ha in size, located adjacent to Engineers Way, orientated East to West. The new park will provide for a range of sporting activities and play facilities. It should create pedestrian links/strong physical connections between the eastern and northern districts, linking with Olympic Way and other major spaces. A further three pocket parks of 0.4ha each will be sought in the Wembley area.

Development proposals which fall within an area of open space deficiency will be expected to provide new open space in line with the requirements set out in the council's Infrastructure and Investment Framework document.

11.8 The Infrastructure and Investment Framework document sets out infrastructure requirements principally in the borough's housing growth areas and some of its key regeneration areas, specifying open space provision required to support new housing growth.

The Wembley Masterplan identifies the future role of Olympic Way as the centrepiece to the open space network with good pedestrian links to the rest of the area. The provision of open space at Olympic Way would help meet the open space needs for the Wembley area.

11.6 There has been some progress towards the increase of open space in Wembley. In 2011, an outline planning permission which was granted to Quintain Estates and Development PLC at the former Palace of Arts & Palace of Industry Site included a new public open space of 0.4 hectares. The expected population growth within Wembley will require new public open space and sports provision. Anticipated facilities needs are set out in the Infrastructure and Investment Framework.

Open space, sports and wildlife 11

Open Space Improvements

11.9 The need to enhance and improve public open space in Wembley is established in the Core Strategy. Open space improvements will also have wider health and well-being benefits providing opportunities for active and informal recreation. Chalkhill Park, is a new park where community consultation played a key role in the design of the development and is currently under construction. This area was previously used as a health centre and car park. As part of the redevelopment of these temporary facilities, a community park was required under a Section 106 Agreement. The new public open space will provide amenity green space, formal recreational areas, play area, a sculpture area, along with habitat creation and enhancement of the wildlife corridor.



Picture 11.3 Green Flag award

11.10 There are a number of options for achieving this including creating new public open space and improving access to existing open spaces ([shown on Map 11.2](#)). Any improvements will require [consultation with key stakeholders](#), initial investment and ongoing maintenance and management. Development contributions towards open space improvements will be included in appropriate site allocations.

WEM 37

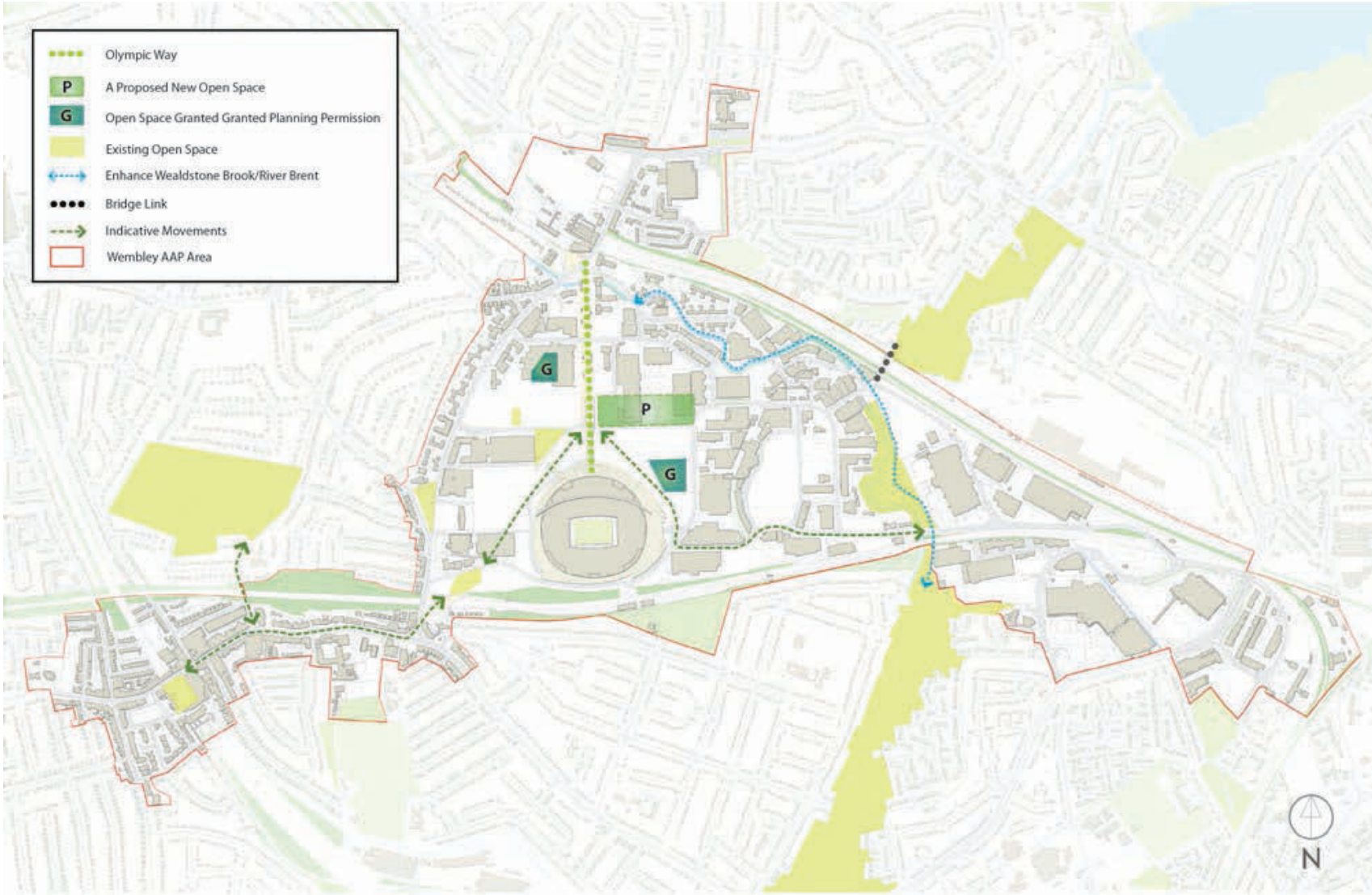
Open Space Improvements

The council will support the enhancement and improvements of open space in the Wembley area including:

- Creation of public access to Copland playing fields
- Creation of a new woodland walk along Chiltern Embankments
- Semi-naturalisation of the Wealdstone Brook and the creation of a linear open space for informal recreation
- A new pedestrian bridge across the Metropolitan, Jubilee and Chiltern railway lines to link to Chalkhill Open Space at St David's Close

Where appropriate, contributions from development proposals will be sought towards local open space improvements.

11 Open space, sports and wildlife



Map 11.2 New Public Open Space Links

Open space, sports and wildlife 11

Food Growing

11.11 Local food growing supports healthy living and has environmental and community benefits. In the Wembley area, there are public allotments available at Cecil Avenue, Lyon Park Avenue, Bovington Avenue and a small number of private allotments at Vivian Avenue. However, these allotments have long waiting lists, are not located within the Wembley AAP boundary and so consequently are not easily accessible to much of the area. Limited development is promoted at Vivian Avenue to enable improvements to the allotments and existing tennis courts and club house (SSA25 of the Site Specific Allocations DPD). The Brent Open Space Report – PPG17 Assessment identifies a local standard of 1 new allotment plot per 200 new residents. The report recognises the constraints in providing new allotment plots and promotes allotment gardens in new housing developments that can be placed on flat roof spaces where large beds can provide for food growing and recreational use.

for food growing will be encouraged. The council will seek contributions from development at Vivian Avenue to enable allotment expansion.



Picture 11.4 Example of food growing

Sports Facilities

11.12 The council has secured a new community swimming pool and health and fitness centre as part of the redevelopment of Dexion House, Empire Way. The council's Sports department is implementing the priorities of the Facilities Strategy and has recently laid out football pitches at King Edward VII park and installed a new MUGA. Other sports facilities will be needed and these could be

delivered in a number of ways including council capital investment, access to school facilities and funding from development.



WEM 39

Sports Facilities

The council will seek contributions from development and use these to improve the provision of sports facilities in Wembley and will work in partnership with schools to make new or upgraded sports facilities available for the local community use out of school hours, e.g. Copland Community School.

WEM 38

Food Growing

The council will promote local food growing by encouraging major new residential development, to include space for residents to grow their own food and/or for the establishment of gardens for community food growing. The use of vacant spaces temporarily

11 Open space, sports and wildlife

Play Provision

11.13 As with other forms of open space, there is a shortage of play provision in Wembley. The only existing equipped play areas are at King Edward VII and Brent River parks. However, there are other opportunities for informal play such as the water fountains at Arena square. New development will increase demand for play facilities. In line with the Mayor of London Providing for Children and Young People's Play and Informal Recreation SPG (2008), the Infrastructure and Investment Framework identifies the need for 5 new neighbourhood play areas by 2026. It highlights the importance of links to open space and play areas critical in an area of high density in the absence of certainty regarding open space provision. It will be further supplemented by formal play provision in public open space.

WEM 40

Play Provision

The council will require new, major housing development to provide children's play space according to the following standards:

- A minimum of 10m² per child (5-17 years) of 'neighbourhood playable space'.
- A minimum of 10m² per child (0-5 years) of 'doorstep playable space'.

11.14 The standards required in the Play Provision policy are in line with the Mayor of London's Providing for Children and Young People's Play and Informal Recreation SPG (2008) and set out in the Wembley Masterplan. With the expected density level, a minimum of 10m² per child (5-17 years) of 'neighbourhood playable space', could be partly accommodated within the three district open spaces of at least 0.4 hectares. However, the provision of 'doorstep playable space' should be an integral part of development proposals.

Access to Nature

11.15 There are limited areas of nature conservation value in Wembley, reflecting its built up urban character. The main areas of habitat are the Chiltern line embankments, Wealdstone Brook and Brent River Park. There are also smaller wildlife pockets at St John's churchyard, Oakington Manor Primary School, Copland Community School, Ark Academy and the Metropolitan Line embankment. Much of Wembley is considered to be When improving areas for wildlife, a careful balance should be struck between ensuring separate undisturbed habitat zones and areas that people can enjoy and relax in.



Picture 11.5 Example of a green roof

WEM 41

Access to Nature

The council will seek public access on the northern side of the Chiltern railway line embankments to enhance the nature conservation value. Naturalisation of the River Brent and the Wealdstone Brook will also improve access to nature (see Policy WEM 42 River Brent and Wealdstone Brook). Where appropriate, the council will require new development proposals to include wildlife enhancements, e.g., green roofs, living walls, tree planting, landscaping, bat and bird boxes.

Open space, sports and wildlife 11

11.16 Detailed requirements for providing or improving public access to nature conservation is set out in the site proposal W 3 Chiltern Line Cutting North in the Wembley High Road chapter and site proposals; W 25 Amex House, W 26 Watkin Road and W 27 Euro Car Parts in the Wembley Eastern Lands chapter.

The River Brent and Wealdstone Brook

11.17 The River Brent and the Wealdstone Brook natural open spaces have an important role in providing open space provision, increasing biodiversity and reducing flood risk. They provide a natural landscape in an urban setting and offer a different type of open space in Wembley. The enhancement and improvement of these natural open spaces will contribute towards combating the deficiency in the provision of open space in Wembley.

11.18 The River Brent is a Site of Borough Nature Conservation Importance Grade I and the Wealdstone Brook is a Site of Borough Nature Conservation Importance Grade II. The River Brent open space is poorly connected to the surrounding area and is under used. Opportunities to improve links and naturalise the River Brent will be considered through the development management process. The Brent Feeder, which is partly culverted underground, is owned and managed by landowners across the AAP area. It is essential that the Feeder is maintained appropriately. Historically the Wealdstone Brook has been canalised and culverted along its length to make

way for development. Future regeneration should use the opportunity to restore the natural river corridor by partial naturalisation.

11.19 The Wealdstone Brook is a Site of Borough Nature Conservation Importance Grade II. Historically the Wealdstone Brook has been canalised and culverted along its length to make way for development. The Wealdstone Brook Restoration Study contains proposals for the improvements and restoration of the Wealdstone Brook. The proposals include the partial naturalisation of the Wealdstone Brook, tree planting to identify its location, a brook side walk, and ecological improvements. These proposals are accompanied by an indicative costing for each one put forward. Future regeneration should use the opportunity to restore the natural river corridor by partial naturalisation.

11.20 Improvements to the River Brent and the Wealdstone Brook would help meet the requirements of the Thames River Basin Management Plan and the need to improve water quality. Under the Water Framework Directive (WFD), rivers and river bodies are assessed on their water quality. The assessment classified the River Brent as having a poor ecological status and the Wealdstone Brook as having a moderate status. The WFD has set the objective for these to achieve a good status or good potential by 2027.

11.21 The London Rivers Action Plan includes restoration projects for the Wealdstone Brook and River Brent. Two of these projects are within

Wembley and any improvements to the rivers should be in line with this plan and the Brent River Valley chapter of Natural England's publication London's Natural Signatures.

WEM 42

River Brent and Wealdstone Brook

The council will work in partnership with the Environment Agency and use development contributions to aid the restoration of the River Brent and the Wealdstone Brook. The development of sites adjacent to the Wealdstone Brook should undertake the opportunities to provide amenity space, improve biodiversity, public access, and semi naturalisation. Development proposals adjacent to the River Brent and Wealdstone Brook should contribute to the naturalisation of the river ~~have regards to its natural setting~~ and enhance biodiversity.

11.22 The flood risk policy in the Climate Change chapter should be referred to in conjunction with this policy. In addition the detailed requirements of sites located in close proximity to the Wealdstone Brook are set out in site proposal W 21: 21- 31 Brook Avenue in the Wembley Park/Empire Way Corridor chapter and site proposals: W 25 Amex House, W 26 Watkin Road and W 27 Euro Car Parts in the Wembley Eastern Lands chapter.

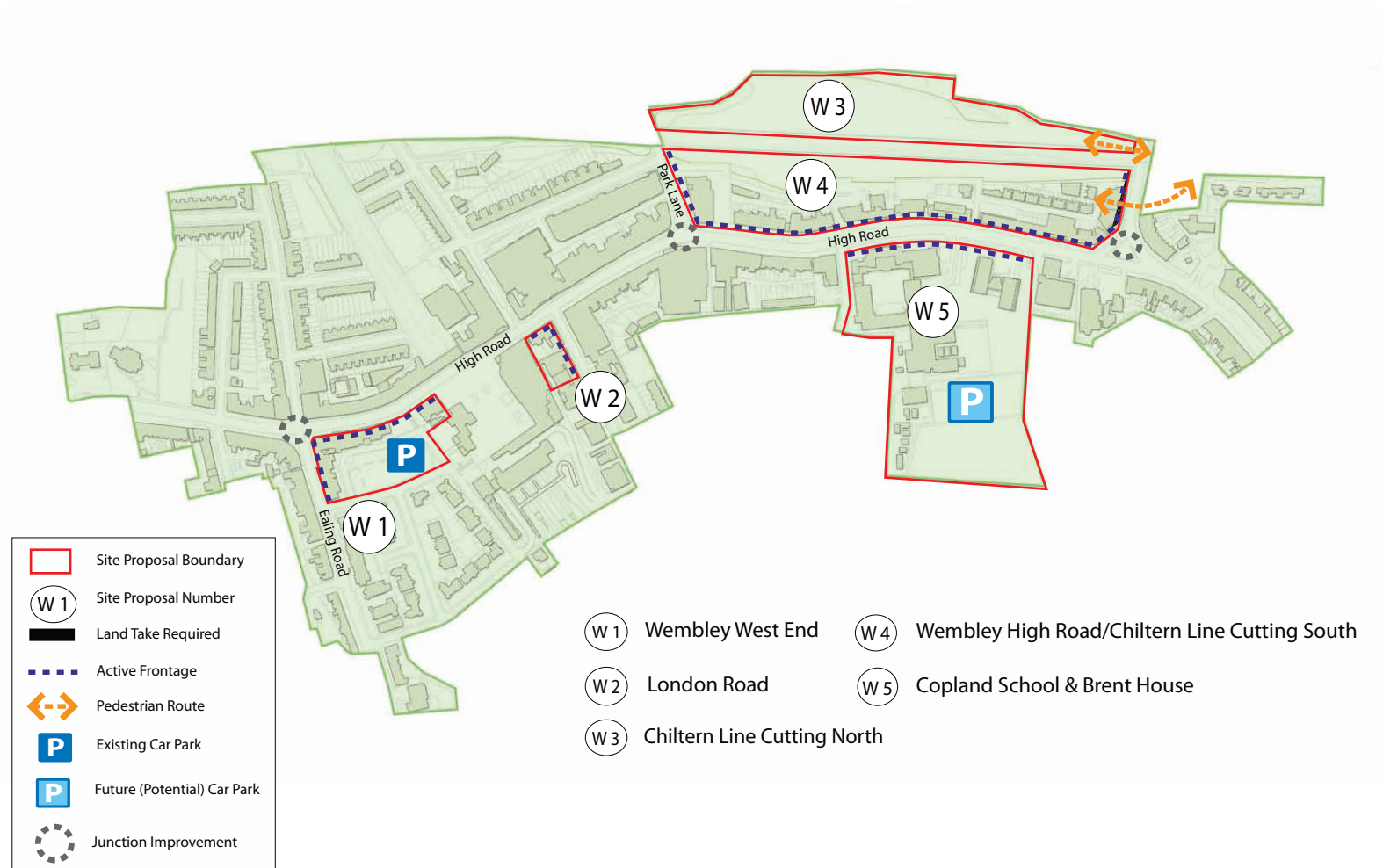
11 Open space, sports and wildlife

11.23 The London Rivers Action Plan includes restoration projects for the Wealdstone Brook and River Brent. Two of these projects are within Wembley and any improvements to the rivers should be in line with this plan and the Brent River Valley chapter of Natural England's publication London's Natural Signatures.

Evidence Base - Open Space

- Active People Survey (Sport England, December 2011)
- Infrastructure and Investment Framework (LBB, October 2011)
- London's Natural Signatures (Natural England, January 2011)
- Thames River Basin Management Plan (Environment Agency, December 2009)
- Brent Open Space Report: PPG17 Assessment (LBB, 2009)
- Wembley Masterplan (LBB, June 2009)
- London Rivers Action Plan (Rivers Restoration Centre, January 2009)
- Brent Planning for Sports and Active Recreation Facilities Strategy 2008-2010 (LBB, 2008)

Wembley High Road: Site Proposals



Map 12.1 Wembley High road

12 Wembley High Road

12.1 Wembley High Road forms a vital connection between the new Wembley Masterplan areas and Wembley town centre. At the same time as the development within the Masterplan area builds out, the High Road link will be developed in a way which provides an improved public realm and pedestrian environment, and reducing the effects of through traffic. By doing this, pedestrian movement will be facilitated between the stadium area and attractions within the existing town centre, thereby retaining the vitality and viability of the town centre. The route needs to accommodate a number of different movements along its length, including movement of spectators for Wembley events between Wembley Central and Wembley Stadium.

12.2 To support these objectives, the eastern section will be developed for street cafés and restaurants, and high quality retail and leisure facilities, with more local retail and local attractions being offered along the western stretch. Preference will be given to development which supports the objectives of maintaining vitality and developing a vibrant town centre, as they will benefit from the good quality public transport access and space for people afforded by the improvements to public realm.

Wembley West End

Context

12.3 The western end of Wembley town centre is not subject to the same development pressures as the masterplan area, but is a designated

Opportunity Area, and is seen to be key to the continued improvement of the town centre. Due to the complexity of the site, the change in levels between the High Road and Montrose Crescent (up to two storeys) and the multiplicity of ownership, a series of development schemes have not been progressed, resulting in steady decline over a number of years.

12.4 Wembley West End site has a Supplementary Planning Document to support development on the site at the junction of Wembley High Road and Ealing Road. Although the site is not the only potential for regeneration, it is the next major potential development site within the town centre.

12.5 The council considers this area to be suitable for a mixed use redevelopment scheme, incorporating new residential and retail uses. This will develop the site as a key gateway to the town centre and create sufficient development to stimulate the regeneration of the west end of Wembley High Road, complementing the development of Central Square.

Planning History

12.6 No relevant planning history exists for this site.

Site W 1

Wembley West End

(0.8 hectares)

This site is suitable for comprehensive mixed use development including retail or other town centre uses and residential. A replacement town centre car park and amenity/open space should be provided. The development should improve and diversify Wembley's retail offer and include active frontages to Wembley High Road and Ealing Road.

Land for a bus lane and an improved footway is required along Wembley High Road to provide better pedestrian access along the High Road to Wembley Central Station. Provision for pedestrian access between the High Road and Ealing Road should either be provided along the alignment of the High Road or Ealing Road, or be incorporated within the ground floor design for any new development on this site. The provision of improved highway access by providing easier turning movement left from High Road into Ealing Road should be built into the development design, and potential use of the land behind the development to provide increased capacity at the Montrose Crescent car park, serving the western gateway to the town centre.

Indicative Development Capacity - 250 units

Wembley High Road 12

Justification

12.7 The site is identified within the adopted Wembley West End Supplementary Planning Document 2006. The council's 2006 retail capacity study concluded that Wembley Town Centre is suffering decline and identified this site as a retail opportunity. In line with national and regional policy, the site proposal promotes the mixed use redevelopment of a brownfield site for uses that are suitable for a town centre location. This is an opportunity to establish a regenerative anchor at the western end of Wembley town centre.

12.8 The Ealing Road section has been included to encourage a comprehensive approach to development. The transport and mobility elements of the allocation are a critical element of providing a western gateway into the town. Better pedestrian access between Ealing Road onto High Road and up to Wembley Central will help cater for the large volume of pedestrian movements in this area, and connects into the pedestrian route onward to Wembley Stadium. Providing this, in combination with improved highway accessibility, and potential improved parking to cater for demand at this western end of the town, will help enhance the effectiveness of public realm enhancements within the town centre.

London Road

Context

12.9 The northern part of this site is situated on the High Road and consists of a 3 storey building which contains five ground floor units made up of retail, financial/professional services, take away and restaurant uses. There is some office space available on the first floor and residential use on the second floor. Adjacent to this building is a mixed use development forming part of Wembley Central square. The eastern side of the site is located along London Road and there are eight single storey units making up Sevenex Parade. They are used for a mixture of retail, financial/professional services, take away, cafe and restaurant uses.

Planning History

12.10 There is no relevant planning history for this site.

Site W 2

London Road

(0.19 hectares)

Mixed use development. Appropriate uses include retail and other town centre uses on the ground floor and residential uses above. There should be active frontages to both the High Road and London Road.

Indicative Development Capacity - 50 units

Justification

12.11 This site is currently underused and could accommodate higher density development. The site is suitable for housing as well as town centre uses because it is located in a town centre close to a predominantly residential area and in an area of very good public transport accessibility. The provision of housing on this site will support the council's growth policy.

Chiltern Line Cutting North

Context

12.12 The site comprises steep railway embankments to the north of the Chiltern Line tracks. It is adjacent to existing dwellings along Mostyn Avenue. Much of the embankment is covered by vegetation, including woodland, and is identified as a Site of Importance for Nature Conservation as well as a Wildlife Corridor in Brent's UDP 2004. Consequently, the site can support only a very limited amount of new development.

12.13 More detailed planning guidance for the site is contained within the Wembley Link SPD adopted in July 2011

12 Wembley High Road

Planning History

12.14 There is no relevant planning history for the site.

Site W 3

Chiltern Line Cutting North

(2.3 hectares)

This area would support only a very limited amount of new housing development. The scale of any new development should relate to, and respect the adjacent existing neighbourhoods to the north of this area. The Council will seek to maintain and enhance the nature conservation value of the site and mitigation and compensation measures will need to be provided to ensure that there is no overall net loss to biodiversity value and a continuous wildlife link is provided through the site. Public access through part of the site will be sought on development.

Site W3 is in a Local Flood Risk Zone (LFRZ) in the Wembley Stadium Critical Drainage Area (CDA) which has several areas of surface water flooding affecting property and critical infrastructure. Brent's Surface Water Management Plan (SWMP) identifies mitigation measures for the LFRZ which include road side rain gardens, detention basins and re-profiling ground levels.

Measures to alleviate surface water flooding will be required as part of the development of this site.

Indicative Development Capacity - 15 units

Justification

12.15 As the whole of the cutting on the north side is identified as an Area of Nature Conservation Importance as well as a Wildlife corridor, then significant development would be appropriate only if there were substantial benefits in terms of the regeneration of the town centre as well as major compensatory provision for the loss of habitat. The existing residential areas to the north are predominantly two storey which limits also the scale of development that would be appropriate. Consequently, only a limited development can be accommodated.

High Road/Chiltern Line Cutting South

Context

12.16 This site covers the section of land set alongside the north side of Wembley High Road currently occupied by small office blocks (some vacant) and small retail units, as well as the southern portion of the Wembley Chiltern Embankments site, behind the existing office and retail units along the High Road. The cutting is

designated as a Site of Nature Conservation Importance in Brent's UDP 2004, and development at the site needs to take account of this.

12.17 More detailed planning guidance for the site is contained within the Wembley Link SPD adopted in July 2011.

Planning History

12.18 For the Chesterfield House site, planning permission renewal (LPA ref: 06/1864) was given in February 2008, for demolition of the existing building and erection of part 11-storey and part 17-storey building, comprising retail/restaurant use on ground and first floors fronting the High Road and Park Lane, and remaining accommodation as Class B1 offices, with basement parking for 28 cars.

Site W 4

High Road / Chiltern Line Cutting South

(4 hectares)

A key aspect of the development of the High Road area is maintaining viability and vitality of Wembley town centre. Development should support these objectives and will need to be in keeping with providing improved public realm and pedestrian access through this area.

Wembley High Road 12

Development should also support the objective of creating a link to encourage movement to and from the new Wembley re-development via the White Horse Bridge and the forthcoming Wembley City Boulevard.

The council's objective is to transform the Wembley Link area into a sustainable mixed use community. This would be best delivered through developing the concept for cafés, restaurants and bars and appropriate retail along the frontage, potentially with office above these, and residential above this, where appropriate. Student accommodation or hotel would also be appropriate within this site. Development proposals should include active frontages.

Land will be required at Wembley Triangle for road widening on redevelopment of the site, as shown on the Proposals Map. In the longer term, if there was comprehensive re-development on this site, the council would seek to acquire this small portion of land to facilitate additional junction improvements beyond those already identified for Wembley Triangle as part of existing permissions.

Part of Site W4 is in a Local Flood Risk Zone (LFRZ) in the Wembley Stadium Critical Drainage Area (CDA) which has several areas of surface water flooding affecting property and critical infrastructure. Brent's Surface Water Management Plan (SWMP) identifies mitigation measures for the LFRZ which

include road side rain gardens, detention basins and re-profiling ground levels. Measures to alleviate surface water flooding will be required as part of the development of this site.

Indicative Development Capacity - 890 units

Justification

12.19 The existing units are located within a prime position between the emerging Wembley City and the existing town centre. They currently present, however, a disparate environment and a low quality townscape. A high quality redevelopment, having regard for other local proposals, will contribute to the regeneration of Wembley at a prominent site within the town centre. New retail activity and vitality will help to secure the regeneration of the existing town centre in the light of activity around the Wembley Stadium. New affordable offices can provide local employment and enterprise opportunities. The site benefits from excellent public transport accessibility with a selection of rail and bus services within walking distance

12.20 Development along the Wembley Chiltern Embankments needs to have careful regard to existing dwellings. It should be subject to an assessment of the nature conservation value of the embankments and include mitigation measures for its loss, including public access and a green link through the site.

Copland School and Brent House

Context

12.21 The site comprises Copland School, including a small northern part of the playing fields, together with the adjacent Brent House office building and car park.

12.22 More detailed planning guidance for the site is contained within the Wembley Link SPD adopted in July 2011.

Planning History

12.23 Outline planning consent (LPA ref: 02/2699) for

Site W 5

Copland School and Brent House

(4 hectares)

Mixed use development on the High Road frontage with new / rebuilt school to the rear.

The ground floor on the High Road frontage should be commercial retail development, potentially including a medium sized food store (approximately 6000m²) with associated car parking. Residential development either above or adjacent to the retail should include a high proportion of family housing.

12 Wembley High Road

Development of the school to the rear of the site should accommodate, if possible, an additional form of entry on current capacity.

The scale of new development near to Cecil Avenue should respect the adjacent suburban character.

Car parking on the retail site should have shared use for town centre parking. There should be an active retail frontage with servicing off Wembley High Road. Access from Cecil Avenue will be limited to residential access only.

In the event of the school not coming forward as part of a joint scheme, proposals may be brought forward for the Brent House site as a standalone development.

Indicative Development Capacity - 370 units

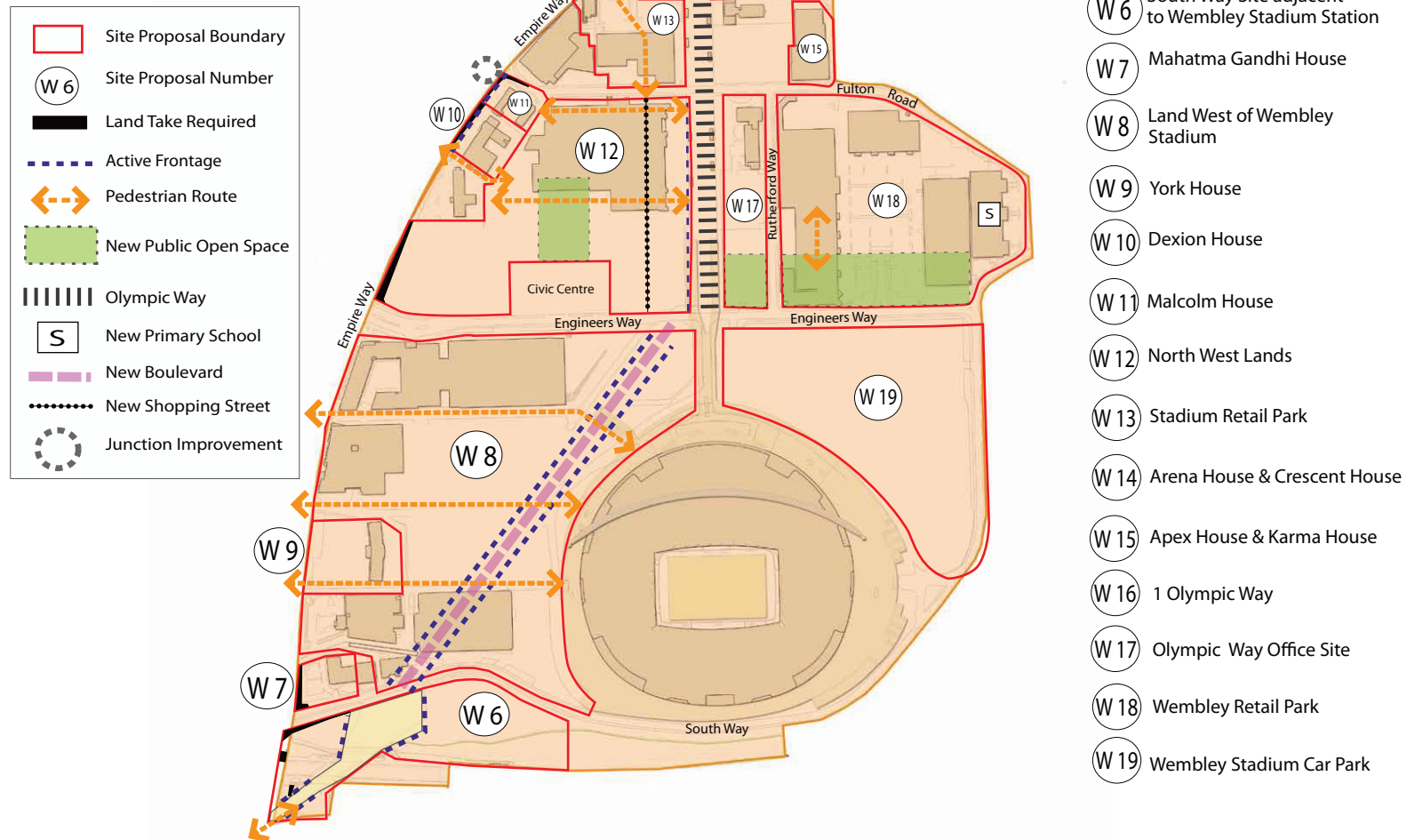
as residential. A large foodstore with parking for the town centre is the favoured option for the Brent House site.

Justification

12.24 Copland Community School buildings are badly in need of renewal and, consequently, are best re-provided at the rear of the existing buildings. This provides an opportunity to regenerate with an active frontage on the High Road helping to link the existing town centre with the regeneration area into the east. Brent House is also to be vacated by the council in 2013. This creates an opportunity for a comprehensive development of both sites to include uses appropriate to a town centre location as well

Comprehensive Development Area 13

Comprehensive Development Area: Site Proposals



Map 13.1 Comprehensive Development Area: Site Proposals

13 Comprehensive Development Area

13.1 This section deals with sites within the main regeneration area around the Stadium west of the industrial estate and east of Empire Way/Wembley Hill Road/Wembley Park Drive. It comprises of about 40 hectares of land and buildings and most of the new development in Wembley is focused here and a number of sites are already built-out, under construction or have planning consent. The Stadium itself, including its operation particularly on event days, has a major influence on how nearby sites can be developed. All of these sites are within the Wembley Growth Area. The sites within this comprehensive development area have been further divided up into distinct districts.

LAND AROUND WEMBLEY STADIUM STATION/HIGH ROAD LINK

Context

13.2 These sites present one of the more challenging issues relating to the regeneration and development of Wembley - how to effectively link the High Road and Town Centre to the Stadium and surrounding development sites. This link is vital to ensure that event day pedestrian traffic can be properly accommodated at both Wembley Central and Wembley Stadium stations and to properly integrate new town centre development to the east with the High road. All the sites are within the defined town centre and the Wembley Growth Area. Many of the sites are in the Strategic Cultural Area in which major leisure, cultural and tourism uses are encouraged.

13.3 The Land Around Wembley Stadium Station site includes a number of potential development areas which are under different ownerships. This, together with the irregular shapes of some of the development sites constrains potential development.

13.4 There is potential to re-align South Way to enable a larger development parcel including both the LDA Land and Mahatma Gandhi House.

13.5 A key requirement for the site is to ensure that it forms one of the gateways to the new development and stadium while integrating it with the existing town centre and high road.

13.6 As developments progress in the immediate and wider area, road junctions adjacent to this site are likely to come under pressure. Therefore, it will be necessary to identify and safeguard suitable land to widen the road at the bridge and improve the junction layouts at Wembley Triangle and between South Way and Wembley Hill Road.

South Way Site adjacent to Wembley Stadium Station

Planning History

13.7 Outline planning permission (LPA ref: 04/0379) granted in 2004 for mixed-use redevelopment to include:

- Business and employment uses: up to 21,747sqm
- Retail and Food and Drink: up to 7,475sqm

- Residential apartments: up to 43,160sqm (up to 495 units)
- Community cultural and leisure facilities: up to 12,961sqm

13.8 The proposal also included new station facilities at Wembley Stadium Station including a new bridge and platform access, and a new public square.

13.9 Phase 1 of the work, which provided a new town square and a new pedestrian bridge link, "The White Horse Bridge", over Wembley Stadium Station with new stairs and lifts to platforms, was completed in 2006. The rest of the site remains cleared and vacant.

13.10 Alternative proposals to that detailed above will be considered equally acceptable by the council providing that they are in accordance with the site proposal below and with other policies in the Plan.

Site W 6

South Way Site adjacent to Wembley Stadium Station

(1.29 hectares)

The location of this site means that it is ideally suited for major mixed use development, with a limited scale of development on the south side of White Horse Bridge. A retail component will be important in providing a link between the High Road and Wembley Park

Comprehensive Development Area 13

Boulevard. Pubs, bars or cafés would also be appropriate along with other town centre uses such as residential and student accommodation. Residential uses would be best suited to areas away from the main pedestrian thoroughfare while an employment hub would be encouraged for the land to the east of the square. Consideration would need to be given to access arrangements to this part of the site on event days due to the need for the public square to act as a holding area for passengers boarding rail services from Wembley Stadium railway station.

Active frontage should be provided at ground floor level on both the public square and the pedestrian link between The Triangle and Wembley Stadium. Car park access to the site should not conflict with pedestrian movements and the closure of South Way on event days.

New station facilities, including ticket office, should be provided together with an improved bus interchange

The height of buildings should not block the view of the stadium from Wembley Triangle with a 6-7storeys maximum height on the south side of site.

Land is required for bridge/road widening and junction improvement as shown on the Proposals Map and in Appendix C.

Site W6 is in a Local Flood Risk Zone (LFRZ) in the Wembley Stadium Critical Drainage Area (CDA) which has several areas of surface water flooding affecting property and critical infrastructure. Brent's Surface Water Management Plan (SWMP) identifies mitigation measures for the LFRZ which include road side rain gardens, detention basins and re-profiling ground levels. Measures to alleviate surface water flooding will be required as part of the development of this site.

Indicative Development Capacity - 341 units

Mahatma Gandhi House

Context

13.11 Mahatma Gandhi House is an office building on the north side of the junction of South Way and Wembley Hill Road which is to be vacated by the council early in 2013. It is to be available for re-occupation, conversion or redevelopment.

Planning History

13.12 No recent, relevant planning history.

Site W 7

Mahatma Gandhi House

(0.29 hectares)

Suitable for redevelopment or conversion for residential or office use. Any redevelopment should include an active ground floor onto South Way.

This site is adjacent to the Ibis Hotel therefore a building of a similar scale is appropriate.

Land is required to improve South Way/Wembley Hill Road junction, as shown on the Proposals Map, and Appendix C.

Indicative Development Capacity - 76 units (if residential)

Justification

13.13 The land around Wembley Stadium station is well served by public transport and provides a vital link and opportunity for development along the High Road and around the Stadium. It is therefore suitable for mixed-use development with a retail component to provide a link between the High Road and Wembley Park Boulevard retail areas.

13.14 Most of the land is vacant and White Horse Bridge provides a new high quality pedestrian link over the railway alongside a new public space.

13 Comprehensive Development Area

13.15 Mahatma Ghandi house provides an opportunity for conversion or redevelopment. There has been little demand for offices therefore alternative use is considered appropriate.

Land West of Wembley Stadium

Context

13.16 Quintain Estate and Development's Wembley City Scheme, which covers the largest part of this area, is currently being built out. It is creating a number of new employment and leisure opportunities and helping to create a year-round destination in the heart of Wembley. Forum House and Quadrant Court on Empire Way, providing housing as part of mixed use schemes, were completed in 2008 and 2010 respectively whilst a new student block and a Hilton Hotel were completed in summer 2012. Currently under construction is a further phase which will provide a major new designer outlet shopping centre and new leisure complex including a multi-screen cinema, due to open in 2013. Prior to this the Arena was completely refurbished and re-orientated to face onto a new Arena Square at the northern end of a new pedestrian boulevard. It hosted its first concert in April 2006.

Planning History

13.17 In 2004 the London Borough of Brent granted outline planning permission (LPA ref: 03/3200) for a major mixed-use regeneration scheme covering 42 acres of land surrounding the

new Wembley Stadium. The permission covered land to the west and east of the stadium; this site deals only with the area west of the Stadium.

Site W 8

Land West of Wembley Stadium

(8.4 hectares)

A key component of this area is the Boulevard connection which runs from the north east to the south west through the development site. This is critical in ensuring a connection to, and therefore integration with, the High Road as well as to Wembley Park to the north. The Boulevard connection should enable the use of buses, taxis and cycles. To integrate the Boulevard with the rest of the development area and existing developments to the west, it is important that pedestrian links are provided east/west through the site to ensure permeability.

Outstanding parcels of undeveloped land should provide a mix of uses appropriate to a town centre location such as retail, leisure, office, community and residential. At ground level there should be active frontages to the boulevard. Development of sites to the east of the boulevard should allow for easy pedestrian access to the stadium.

The council will support proposals to relocate the existing 5-a-side football centre should be relocated to a nearby site on development of its current site.

Royal Route should provide an at-grade crossing with the boulevard to provide for public transport access.

The grade II listed Empire Pool (Wembley Arena) is one of the most significant historic buildings in Wembley. Any new development within close proximity of this building must provide a full and adequate assessment of potential impacts as part of a planning application.

Indicative Development Capacity (remaining)
- 1,500 units

Justification

13.18 Most of this area has been built out or is under construction. It is important that the development of remaining parcels is in accordance with a town centre location and maintains the boulevard connection through the area, thus building upon the huge changes that are being made to ensure that Wembley is a destination 365 days a year. Development in the area should also continue to contribute towards meeting the new housing target figures for the borough.

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York House

Context

13.19 The York House office building is immediately adjacent to the Designer Outlet centre development currently under construction. It is currently occupied and is unlikely to come forward for development in the near future. It has a large open car park fronting onto Empire Way

Planning History

13.20 Planning permission (LPA ref: 08/0827) granted in July 2008 to integrate the outlet centre into York House.

Site W 9

York House

(0.76 Hectares)

It is unlikely that York House will be redeveloped in the timescale of this Action Plan. However, there may be an opportunity to build on the car park. Any proposed development on the car park should be relatively low rise, mixed use and include a substantial area of open space. It should integrate with public realm improvements in the vicinity.

Indicative Development Capacity - 60 units

Justification

13.21 There is an opportunity to take advantage of the large open car park in front of York House to enhance the area and to provide new commercial space or to meet housing need.

NORTH WEST DISTRICT

Context

Area: 9.7 hectares

13.22 The North West District of Wembley's main regeneration area will provide a new heart for Wembley, with the 21st century Civic Centre and a major new shopping street linking through to the existing district centre at Wembley Park. It will be a new residential quarter forming part of a major mixed commercial and residential development supported by new public open space, car parking and good links to public transport. The northern part of the area, being close to Wembley Park station, is well located for business development where new purpose-built offices are an appropriate part of the mix.

13.23 Although much of the area is available for development, and there are existing planning consents for most of it, there are also some existing buildings which are unlikely to come forward for development in the foreseeable future such as the Fountain TV studios and the Quality Hotel. Additionally, the new Civic Centre is under construction and will be completed early in 2013.

Dexion House

Context

13.24 A part-occupied office building with potential for redevelopment. Within the designated Wembley Growth Area and town centre.

Planning History

13.25 Planning permission (LPA ref: 11/0142), granted in June 2011, for the development of a building ranging in height from 9 - 18 storeys, consisting of 661 bed spaces of student accommodation, 2,499sqm of community swimming-pool and fitness facilities and 530sqm of commercial units.

13.26 The council would support a comprehensive approach to the redevelopment of Dexion House and Malcolm House together should development of each site individually not come forward.

Site W 10

Dexion House

(0.37 hectare)

Mixed use development. Appropriate uses include retail, office, leisure, residential, student accommodation and hotel. The provision of a community swimming pool is a requirement for the site. Active frontage should

13 Comprehensive Development Area

be provided at ground level onto Empire Way. Height should not exceed 18 stories. Public pedestrian access from Empire Way to the rear of the site should be provided on redevelopment. Some landtake will be required at this site along Empire Way for the footway widening, as shown on the Proposals Map and in Appendix C.

Indicative Development Capacity (if residential)
– 129 units.

Justification

13.27 Although currently part occupied, the building is no longer attractive for occupation for office use and is appropriate for redevelopment meeting a variety of needs. Brent Planning for Sports and Active Recreation Facilities Strategy 2008-2010 identifies a significant lack of swimming pool provision in the borough and recommends a new pool is needed, including substantial need arising at Wembley associated with population growth from new housing, to serve central areas of the borough. The outstanding planning consent commits the community pool to this site.

Malcolm House

Context

13.28 Cleared site which was formally an office building at the junction of Fulton Road with Empire Way. Within the designated Wembley Growth Area

and town centre. It is very close to Wembley Park station so benefits from excellent public transport accessibility. It is, therefore, within the area identified as appropriate for purpose-built office development.

Planning History

13.29 Detailed planning permission (LPA ref: 08/2633) granted in 2008 for a part 7-storey and part 11-storey hotel with 262 rooms and ancillary restaurant/bar/meeting room with basement parking for 53 spaces, totalling a 10,791sqm of floor space.

13.30 As stated above, the council would support a comprehensive approach to the redevelopment of Dexion House and Malcolm House together.

Site W 11

Malcolm House

(0.21 hectare)

Mixed use development. Appropriate uses include retail, office, leisure, residential, hotel and community use. Active frontage should be provided at ground level onto Empire Way. Land will be required on redevelopment of the site for the junction improvement as shown on the Proposals Map.

Indicative Development capacity (if residential)
– 62 units.

Justification

13.31 It is a vacant site in need of development which could meet a range of needs. The junction improvement is necessary to help facilitate the density of development proposed for the area.

North West Lands

Context

13.32 This site comprises the formerly listed Palace of Arts and Palace of Industry, most of which have been demolished. Part of the site, fronting onto Engineers Way, is being developed as Brent Council's new Civic Centre, including an open space at the western end, scheduled to open in April 2013. Much of the remainder of the site is laid out as temporary car, with temporary accommodation for the Olympics also erected on the Engineers way frontage. The remaining development area, at 5 hectares, is the largest single development site outstanding in Wembley.

Planning History

13.33 Outline planning permission (LPA ref: 10/3032) granted in 2011 for 160,000sqm of mixed use development across 5.71 hectares including:

- Retail/financial and professional services/food and drink: 17,000sqm to 30,000sqm
- Office: up to 25,000sqm
- Hotel: 5,000sqm to 20,000sqm
- Residential: 65,000sqm to 100,000sqm (815 to 1,300 units)

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- Community: 1,500sqm to 3,000sqm
- Leisure and Entertainment: up to 5,000sqm
- Student accommodation/ serviced apartments/ apart-hotels: 7,500sqm to 25,000sqm

Site W 12

North West Lands

(5 hectares)

Mixed use development. Appropriate uses include retail, office, leisure, residential, student accommodation, hotel and community use.

A key element of the development of the North West Lands is the provision of the shopping street parallel to Olympic Way to the east of the Civic Centre to ultimately extend north of Fulton Road. It is important also that pedestrian links are provided east / west through the site to provide permeability between areas and onto Olympic Way. Active frontages should be provided at ground level to Olympic Way. A public open space of at least 0.4 hectares should be provided in the centre of the area. Development should include a publicly accessible car park.

Proposals should be accompanied by a flood risk assessment.

Land is required for the junction improvement at Engineers Way / Empire Way, as shown on the Proposals Map and in Appendix C.

Indicative Development Capacity - 815 units.

Justification

13.34 This is a key development site which will contribute to creating, alongside the Civic Centre, a new heart for Brent. A major new shopping street and park will give a focus to the area as well as providing new shops and services meeting the needs of the local community as well as visitors. It will also make a big contribution to meeting housing need.

Stadium Retail Park

Context

13.35 The site is dominated by two relatively large retail sheds and is adjacent to the Fountain TV studio complex. To the north of the site is Crescent House, a part of the College of North West London. There is also a McDonald's restaurant within the retail park. The buildings form a perimeter around a large car park that services the shops and the restaurant. There is potential to redevelop with a range of uses at significantly higher densities. The site is within the designated Wembley Growth Area and town centre.

Planning History

13.36 The Stadium Retail Park has no outstanding planning permissions and is currently occupied by retail and restaurant uses. There is no relevant planning history for this site.

Site W 13

Stadium Retail Park

(1.1 hectares)

Mixed use development with predominantly commercial uses. Appropriate uses include retail, office, leisure, student accommodation, hotel and community use with a limited amount of residential.

It is important that redevelopment of the site should allow for the extension of the pedestrian route from the shopping street to be developed in the North West Lands site south of Fulton Road. Active frontages should be provided onto Olympic Way.

Development should contribute towards environmental improvements, including road and junction adjustments on the gyratory at the junction of Wembley Park Drive, Empire Way and Bridge Road. Landscape improvements fronting onto Empire Way, and especially Olympic Way, should also be included.

13 Comprehensive Development Area

The site is in flood zones 1 and 2. All proposed development will require a detailed Flood Risk Assessment (FRA), in accordance with Section 6.7 of the Brent Borough SFRA. The 'sequential approach' at site level should be applied to steer more vulnerable development such as residential, student accommodation, hotels, and certain community uses towards areas of lowest risk within the site; north west area and southern edge. Density should be varied to reduce the number of vulnerable units in high risk areas. Further site-specific details are set out in the sequential test assessment for the WAAP.

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Indicative Development Capacity - 50 units

Justification

13.37 The site offers substantial development potential albeit in the longer term. The Wembley Masterplan suggests that there are a number of mixed use options where creative office and other accommodation can be combined with educational and commercial accommodation at lower levels with residential development in upper storeys. Proposals should maximise opportunities for development that would benefit from a town centre location with excellent public transport access and the close proximity to bus, rail and underground transport interchanges.

Arena House and Crescent House

Context

13.38 Arena House is located on the northern side of North End Road and is currently used by the College of North West London. It is a former office block converted to educational use in 1994. The site is close to Wembley Park station and therefore has good public transport links. The site is set back from Bridge Road on the western side, is bordered by the Metropolitan and Jubilee Lines to the rear and the new student accommodation block to the east. It is within both the designated Growth Area and the town centre.

13.39 Crescent House is currently vacant as the College has consolidated in nearby Arena House. The intention of the College now is to reoccupy the building without redevelopment and to vacate Arena House. Should redevelopment proposals come forward then account needs to be taken of Flood Risk Zone 2 across most of the site and the opportunity that may be presented to semi-naturalise, and provide better access to, the Wealdstone Brook which runs through the site in a concrete channel.

Planning History

13.40 Crescent House has detailed planning permission (LPA ref: 08/2672) granted in 2009 for the erection of an 8 and 9 storey educational facility. There is no relevant recent planning history for Arena House.

Site W 14

Arena House and Crescent House

(Arena House - 0.29 hectares and Crescent House - 0.37 hectares)

This site lies within the Strategic Cultural Area where leisure, tourism and cultural uses are particularly encouraged.

At least one of the buildings should be retained in educational use.

On redevelopment or conversion of either building appropriate uses include offices, education, student housing or hotel, providing active frontages on the ground floor.

Arena House is a suitable location for a tall building subject to preserving views of Wembley Stadium from Barnhill. A small area of land on North End Road and Bridge Road is required, as shown on the Proposals Map and Appendix C, to allow North End Road to be re-opened. Any new development should create a main entrance on Bridge Road.

The site is in flood zones 1-3. All proposed development will require a detailed Flood Risk Assessment (FRA), in accordance with Section 6.7 of the Brent Borough SFRA. While the council considers that developing the site provides wider sustainability benefits to the community that outweigh flood risk, a

Comprehensive Development Area 13

'sequential approach' at site level should be applied to steer more vulnerable development such as education, student accommodation and hotels uses towards areas of lowest risk within the site; to the western area. None of the proposed uses are compatible with flood zone 3b. Density should be varied to reduce the number of vulnerable units in high risk areas. A minimum 8 metres buffer zone must be provided for the waterway and development should contribute to the re-naturalisation of Wealdstone Brook. Further site-specific details are set out in the sequential test assessment for the WAAP. Any redevelopment of Crescent House should have regard to flood risk and flood risk assessment will be required. Opportunities to semi-naturalise the Brook and provide for public access will be sought on redevelopment of the site.

Justification

13.41 Because of the noise generated by the railway and station, ~~and the limited residential amenity, long term residential development of Arena House is not~~ will only be considered appropriate on the site if it meets outdoor amenity space requirements and provides sufficient noise and vibration attenuation against the railway line. Potential heights set out in the Wembley Masterplan need to be considered in the light of protection of local stadium views. The North End Road

connection is justified by the scale of development in the regeneration area and is a priority for funding from existing and new planning obligations/CIL.

13.42 Opportunities to enhance the brook by giving it a more natural appearance and improving tree cover should be taken. Providing public access alongside the brook will enhance open space provision locally as well.

NORTH EAST OLYMPIC WAY

13.43 The area includes a number of sites / land parcels which vary in terms of their potential for redevelopment. The most advanced is the former Shubette House site where a major scheme for a 225 bed hotel and 158 residential units is now under construction. South of this, Olympic House (0.28ha) is a recently refurbished 1980's office building with a large undeveloped space to the south whilst to the east there is Apex House (0.14ha), an industrial premises in multiple occupation by businesses, Karma house (0.17ha) which is currently occupied for business use but has planning consent for major redevelopment and to the north, at 1 Olympic Way, is the Olympic Office Centre (0.68ha) which is considered unlikely to come forward for redevelopment in the short to medium term.

13.44 The council is keen to retain office floor space, particularly on the well-located northern part of this area in order to maintain important employment generating floor space in a very accessible location. The council is also looking to

support employment generating and active uses for the east side of Olympic Way, limiting retail uses so that there is not a distraction from the new main shopping street on the west side of Olympic Way. There should also be active uses on to Engineers Way and Albion Way.

Apex House & Karma House

Context

13.45 These two adjoining industrial buildings are to the east of the former Shubette House site and face onto Albion Way. They are close to Wembley Park station and therefore they can benefit from higher densities enabled by very good public transport access. The site is within the Wembley Growth Area.

Planning History

13.46 Karma House has an unimplemented permission for a 120 bed hotel and 108 room apart-hotel (LPA ref: 05/0626).

Site W 15

Apex House & Karma House

(0.3 hectares)

This site lies within the Strategic Cultural Area where leisure, tourism and cultural uses are particularly encouraged.

13 Comprehensive Development Area

The Apex House and Karma House sites are suitable for hotel or residential development, providing commercial uses such as affordable work space on the ground floor. In spite of the extant permission on Karma House a courtyard type development, as illustrated in the Wembley Masterplan, is favoured for the site.

The site is in flood zones 1 and 2. All proposed development will require a detailed Flood Risk Assessment (FRA), in accordance with Section 6.7 of the Brent Borough SFRA. The ‘sequential approach’ at site level should be applied to steer more vulnerable development such as residential, and hotel uses towards areas of lowest risk within the site; area from north west to south. Density should be varied to reduce the number of vulnerable units in high risk areas. Further site-specific details are set out in the sequential test assessment for the WAAP.

Indicative Development Capacity (if residential)
- 85 units

Justification

13.47 A well-located site outside the designated SIL. Two relatively low-grade industrial buildings with ancillary offices which could be redeveloped at substantially higher densities.

1 Olympic Way

Context

13.48 1 Olympic Way is a prominent, refurbished 14 storey office building at the northern end of Olympic Way close to Wembley Park station and, consequently, with excellent public transport access. The proximity of Wealdstone Brook at the rear means that it is in flood zone 2.

Planning History

13.49 None relevant.

Site W 16

1 Olympic Way

(0.68 hectares)

This site lies within the Strategic Cultural Area where leisure, tourism and cultural uses are particularly encouraged.

Any redevelopment of the existing offices is expected to follow the form set out in the masterplan in order to maintain Olympic Way as an internationally recognised processional route to the stadium. Redevelopment should re-provide office floor space.

The site is in flood zones 1-3. All proposed development will require a detailed Flood Risk Assessment (FRA), in accordance with Section

6.7 of the Brent Borough SFRA. While the council considers that developing the site provides wider sustainability benefits to the community that outweigh flood risk, a ‘sequential approach’ at site level should be applied to steer more vulnerable development towards areas of lowest risk within the site; to the north. None of the proposed uses are compatible with flood zone 3b. Density should be varied to reduce the number of vulnerable units in high risk areas. A minimum 8 metres buffer zone must be provided for the waterway and development should contribute to the re-naturalisation of Wealdstone Brook. Further site-specific details are set out in the sequential test assessment for the WAAP.

~~The council would wish to improve the setting of the Wealdstone Brook and the tree belt through the north of the site. Opportunities to semi-naturalise the Brook and provide for public access will be sought on any redevelopment of the site. Redevelopment proposals must be accompanied by a flood risk assessment.~~

Development of this site should contribute to an upgrading of the northern part of Olympic Way including the underpass to Wembley Park underground station.

A small area of land on North End Road is required, as shown on the Proposals Map, and in Appendix C, to allow the road to be re-opened at the junction with Bridge Road.

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Justification

13.50 The building is ideally located for continued use as offices.

Olympic Way Office Site**Context**

13.51 The site includes the Olympic office block with a significant area of car parking to the south. It is a prominent site on the eastern side of Olympic Way and is within the Wembley Growth Area and the office block, which has recently been refurbished, is within the designated town centre.

development, while residential development should be confined to upper floors as set out in the Wembley Masterplan. The council will strongly encourage active ground floor uses such as cafés, restaurants and bars on the Olympic Way side. The building at the southern end should complement the park and the plot should provide a generous open space connecting to the new public open space on Engineers Way.

Development of this plot should also ensure that buses can be accommodated on Rutherford Way, turning in and out of Engineers Way and Fulton Road.

Indicative Development Capacity: 250 units

Justification

13.52 The main departure from the Wembley Masterplan is that the council is now proposing that buses are run up and down Rutherford Way and, therefore, the council accepts that a more formal building at the southern end of the Olympic office block site that marks the end of plot would be acceptable with a clear, generous and formal public open space link to the main park that will be laid out on the other side of Rutherford Way.

Wembley Retail Park**Context**

13.53 The site comprises the main retail park, containing retail and restaurant uses along with car parking, together with the Wembley Industrial Park to the east. The site is located on the north side of Engineers Way, to the east of Rutherford Way and to the south of Fulton Road. The site is almost equidistant from Wembley Stadium and Wembley Park stations. Development will come forward as leases on the retail park expire. The proposals are long term as the current leases have a long unexpired term. The council will shortly complete an option to secure the Wembley Industrial Park for a new primary school (to be provided when leases expire in 2017).

Planning History

13.54 The retail park was substantially re-built after consent was granted in 2004 (LPA ref: 04/2158). A further planning consent granted in 2011 (LPA ref: 11/1566) removed the restriction of bulky goods retail to the eastern part of the retail park subject to certain requirements which included a limit on the sub-division of units.

Site W 18**Wembley Retail Park**

(4.9 hectares)

Site W 17**Olympic Way Office Site**

(1.2 hectares)

This site lies within the Strategic Cultural Area where leisure, tourism and cultural uses are particularly encouraged.

The redevelopment of this site should largely mirror the development pattern on the western side of Olympic Way in scale and form - these are detailed and illustrated in the Wembley Masterplan. This requires the pulling back of taller elements to secure an 80m zone with maximum projections of 25m separated by 'outdoor rooms'. Office and hotel development would be acceptable throughout the

13 Comprehensive Development Area

This site will provide a new residential district supplying a high proportion of family sized housing including dwellings at ground level. The Wembley Masterplan sets out general 4-6 storey heights with taller elements (8-12 storeys) on identified corner plots on key junctions. Development should include a new public open space orientated east/west and facing onto Engineers Way. The emphasis is on a much more domestic scale and character than the regeneration area to the west of Olympic Way.

A new primary school will be provided on the site of the Wembley Industrial Park. If the site is not required for a new school then it will provide affordable housing as an alternative.

Indicative Development Capacity - 500

Justification

13.55 The council is looking to provide a mix and balance of housing types, hence the emphasis on family housing closer to the main open space and the potential provision of a new school. The retail businesses will be moved westwards into the defined town centre and the area best served by public transport, thus freeing up this site for lower density family housing. The Infrastructure and Investment Framework identified the need for new public open space, as well as a new school, to help develop and provide for a new community.

WEMBLEY STADIUM CAR PARK

Context

13.56 This site is currently the main Stadium car / coach park. It is immediately adjacent to the Stadium to the south of Engineers Way and west of First Way. It also accommodates Wembley Sunday Market on the northern part next to Engineers Way.

Planning History

13.57 Outline planning permission (LPA ref: 03/3200) granted in 2004 as part of Quintain's Stage 1 proposals to include major office and residential development and public space over a basement car / coach park.

Site W 19

Wembley Stadium Car Park

(4.5 Hectares)

This site lies within the Strategic Cultural Area where leisure, tourism and cultural uses are particularly encouraged. The site currently has permission for mixed use development including residential. A major leisure attraction as part of the mixed use regeneration is also sought to complement and add to Wembley's offer on stadium non event days. The Wembley Masterplan seeks the development of a major leisure attraction that will

~~complement and add to Wembley's offer on stadium non event days.~~ It is likely that the site is large enough, and in such close proximity to the Stadium, that a multi use complex can be accommodated and serviced. The physical and operational relationship between any new development and the Stadium will require careful policy management and planning.

Any development on the site which would result in the loss of coach and car parking would need to provide replacement coach and car parking elsewhere nearby (see policy WEM 17).

Justification

13.58 Since outline planning permission was granted for this site, concerns about the the security of basement coach parking being situated so close to the Stadium have arisen; this means that the consented basement coach / car parking is no longer suitable for this site. There is also no certainty that, without an upturn in demand for offices, major new office development will come forward on this site given that sites closer to Wembley Park station, because of the high level of public transport access, are more appropriate for offices.

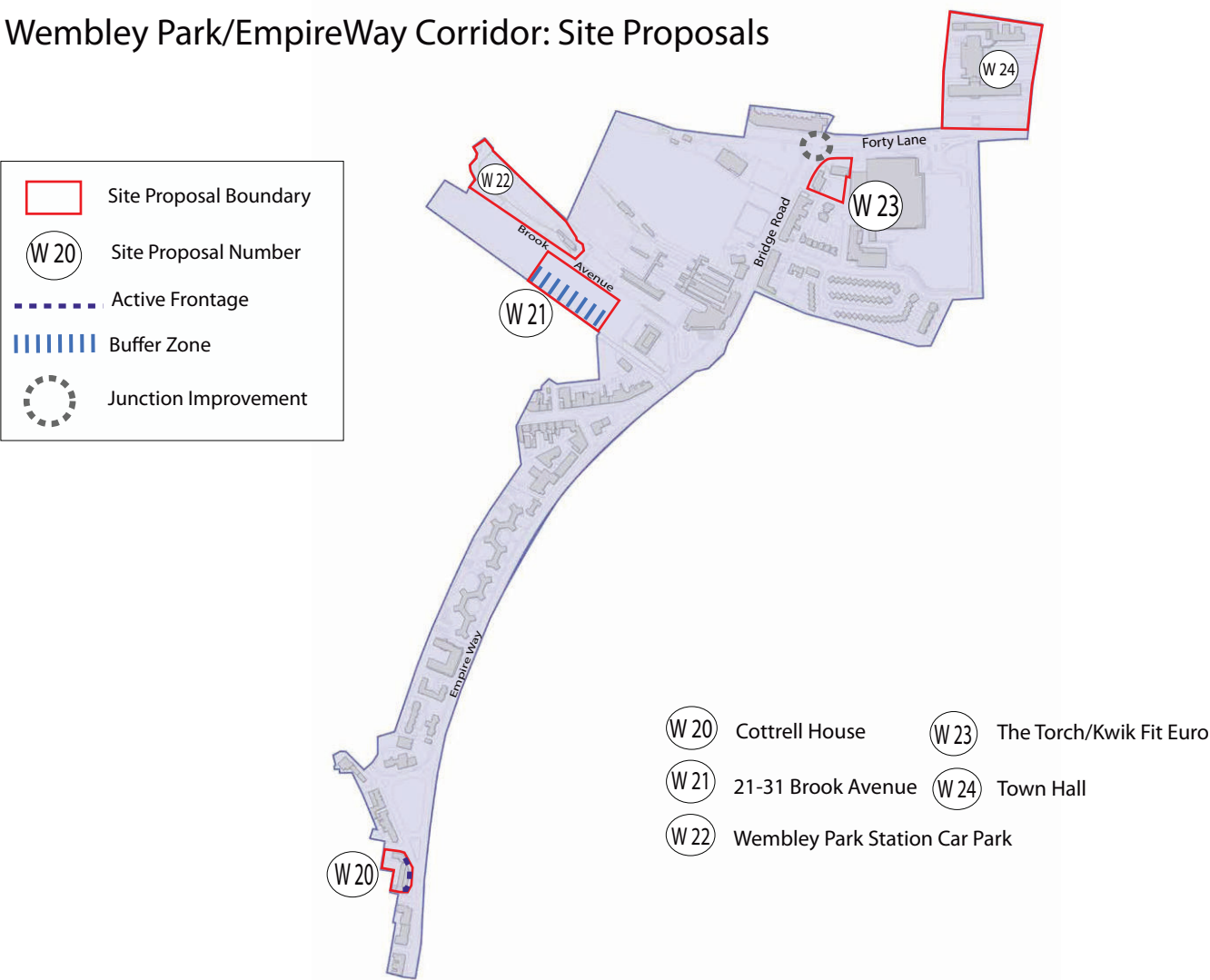
13.59 The scale of the stadium adjacent suggests building that may be up to 9 or 10 commercial storeys which would keep the majority of any new buildings mass beneath the lip of the main bowl of

Comprehensive Development Area 13

the Stadium. The site is a particular opportunity within Stage 1 of the Wembley Masterplan and the nature of the potential future uses means that the building form and scale will have to respond to the volumetric requirements of the use that it is intended to accommodate. A new attraction is important in keeping Wembley a busy and economically sustainable area. Events at the Stadium have helped to develop the local economy but Wembley needs to be attractive to potential visitors all day every day. A new complex may provide a snow or surf dome, a free fall wind tunnel or other sports facility. A major attraction of this type is appropriate to the east of Olympic Way because of the potential availability of sites and ease of access from the North Circular Road for the likely traffic generation. The site offers a significant challenge to designers but with innovative approaches there may be a potential, subject to access and servicing, for a new form of residential development above a large volume podium.

14 Wembley Park/Empire Way Corridor

Wembley Park/EmpireWay Corridor: Site Proposals



Map 14.1 Wembley Park/Empire Way Corridor: Site Proposals

Wembley Park/Empire Way Corridor 14

14.1 This section deals with potential development sites located outside of the comprehensive development area from Wembley Park towards Wembley Triangle.

Cottrell House & Norman House

Context

14.2 This site is located to the west of Wembley Hill Road. It comprises of Cottrell House which has residential, office and restaurant uses with a disused forecourt located on the ground floor and a car park at the rear. Adjacent to Cottrell House, is the Norman House office building which is located on the corner of Wembley Hill Road and Dagmar Avenue. There is an empty parcel of land located to the rear of this building. It is within the Wembley Growth Area.

Planning History

14.3 There is no relevant planning history for this site.

Site W 20

Cottrell House & Norman House

(0.2 hectares)

Mixed use development. Appropriate uses include residential, retail, commercial and community facilities. Residential development

should provide amenity space. The design of new development on this site could be integrated with Norman House.

Indicative Development Capacity - 55 units

Justification

14.4 This site is currently underused and could be redeveloped or refurbished. It is suitable for housing because it is located in a residential area with good transport accessibility. The provision of housing will support the council's growth policy.

21-31 Brook Avenue

Context

14.5 These are detached and semi-detached houses opposite the station car park of Wembley Park which backs onto the Wealdstone Brook, hence part of the land is at risk from flooding. To the east is the major new residential development of 5-7 storeys. The proximity of Wembley Park station presents an opportunity to redevelop suburban housing at significantly higher density.

Planning History

14.6 In June 2011, planning permission was granted for a part 5,6 and 7 storey buildings comprising of 33 flats (planning ref: 10/2814).

Site W 21

21-31 Brook Avenue

(0.6 hectares)

Redevelopment for residential use including at least as many family sized units as would be lost and associated amenity space. ~~Development should provide a buffer to the brook of at least 8 metres and semi-naturalisation of the brook will be sought.~~

The site is in flood zones 1-3. All proposed development will require a detailed Flood Risk Assessment (FRA), in accordance with Section 6.7 of the Brent Borough SFRA. While the council considers that developing the site provides wider sustainability benefits to the community that outweigh flood risk, a 'sequential approach' at site level should be applied to locate homes towards area of lowest risk within the site; along Brook Avenue. The proposed use is not compatible with flood zone 3b. Density should be varied to reduce the number of vulnerable units in high risk areas. A minimum 8 metres buffer zone must be provided for the waterway and development should contribute to the re-naturalisation of Wealdstone Brook. Further site-specific details are set out in the sequential test assessment for the WAAP. Proposals in Flood Zones 2 and 3 must be accompanied by a flood risk assessment and the sequential test and

14 Wembley Park/Empire Way Corridor

exception test should be applied. Development should not impede flood water flows and should not increase surface water run-off or reduce water storage. Basement dwellings will not be allowed in flood Zone 3.

Indicative Development Capacity - 160 units

Justification

14.7 This site is currently under used and it has excellent public transport accessibility, it is therefore suitable for high density residential development. Redevelopment of this site can contribute towards an improved setting for the Wealdstone Brook, including the delivery of open space and river restoration work to improve ecological diversity and climate change adaptation and help meet the requirements of the Water Framework Directive. This is supported by policy on Flood Risk in the Climate Change chapter and the Wealdstone Brook and River Brent policy in the Open Space chapter.

Wembley Park Station Car Park

Context

14.8 The site borders the railway line to the north, the remainder of the car park to the east, Brook Avenue to the south and Forty Avenue to the west. There are a number of mature trees along the southern and north western boundaries. Beyond

the site's north western boundary stands the Origin Housing Association three storey apartment block Pargraves Court.

Planning History

14.9 The site has no relevant planning history.

Site W 22

Wembley Park Station Car Park

(0.92 hectares)

The site is considered suitable for residential development including a significant proportion of family housing and appropriate amenity space. Mitigation for noise and vibration from the railway line to the north will be necessary.

Indicative Development Capacity - 100 units

Justification

14.10 The site is located in a predominantly residential area, outside the Wembley town centre, and is, therefore, considered suitable for residential development, which will contribute towards delivery of the council's growth strategy.

The Torch/Kwik Fit Euro

Context

14.11 This site is located on the corner of Bridge Road and Forty Lane. The Torch public house fronts Bridge Road and Kwik Fit Euro fronts Forty Lane. The Torch is located opposite the Ark Academy, with a pay and display car park located to the rear and to the south is a small parade of shops. Adjacent to Kwik Fit Euro is the Asda supermarket.

Planning History

14.12 There is no relevant planning history for this site.

Site W 23

The Torch/Kwik Fit Euro

(0.37 hectares)

Mixed use development. Appropriate uses include residential with retail at ground floor level. An active frontage should be provided at ground level on Bridge Road and Forty Lane. Any residential development should have regard to the neighbouring uses and provide amenity/open space. Proposals should take account of potential junction improvements.

Indicative Development Capacity - 100 units

Wembley Park/Empire Way Corridor 14

Justification

14.13 This site is suitable for housing because it is located in a predominantly residential area and in an area of good transport accessibility. Retail or other town centre uses on the ground floor is appropriate within the town centre. The provision of housing on this site will support the council's growth policy.

Town Hall**Context**

14.14 The site comprises of a Grade II Listed Building and is situated in a residential suburban area. There are outbuildings to the rear which have been added over time and these are not subject to the Listing. To the east, the site is bounded by The Paddocks, which is lined by two storey large suburban houses. Kings Drive runs along the western boundary, which is flanked by four storey apartment blocks. To the South are new multi storey housing units in Chalkhill.

14.15 More detailed guidance on the redevelopment of this site is contained in the Draft Town Hall Planning Brief 2011.

Planning History

14.16 The Town Hall was built in 1940 and was built in a modern art deco style. Planning permission was granted for a single storey detached building facing Kings Drive, planning ref: 05/0011.

Site W 24**Town Hall**

(2.1 hectares - 0.5 assumed developable area)

Mixed use development. Appropriate uses include offices, retail (for local needs only), residential, hotel and community facilities ensuring the retention of the Listed Building. Any change of use and/or development should enhance and not detract from the character and importance of the Town Hall, and have regard for existing traffic problems to surrounding residential areas and seek to improve these conditions. Due to the Listed Building status, the entire area has not been used to estimate the indicative development capacity. The area to the rear of the building could possibly be used for development. Height should not exceed the current height of the Town Hall of 5 storeys. A Flood Risk Assessment will be required as the site area is over 1 hectare.

Indicative Development Capacity - 156 units

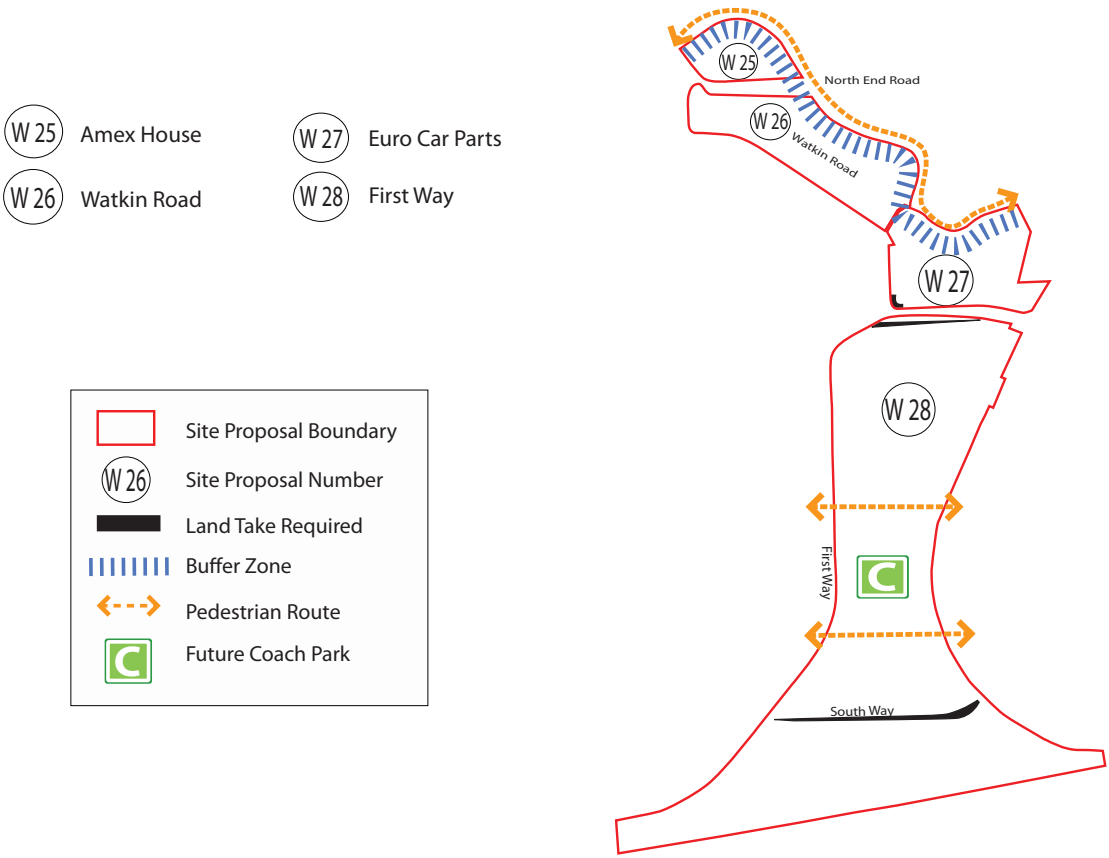
Justification

14.17 Brent Council is currently building a new Civic Centre on land off Engineers Way in Wembley and plans to vacate the Town Hall by mid 2013. The site allocation for the Town Hall is in keeping with the planning guidance set out in the Draft Brent

Town Hall Planning and Development Brief 2012 and with the council's adopted Site Specific Allocation W3. Brent Town Hall in the Site Specific Allocations DPD.

15 Wembley Eastern Lands

Wembley Eastern Lands: Site Proposals

Site Proposal Boundary

W 26

Map 15.1 Wembley Eastern Lands: Site Proposals

Wembley Eastern Lands 15

15.1 These sites are mainly industrial in character but are outside the designated Strategic Industrial Location (SIL) and, being adjacent to the main regeneration area with relatively good access to public transport, provide an opportunity for sustainable redevelopment. Amex House, Watkin Road and Euro Car Parts sites have a common feature – the Wealdstone Brook which is part of the Blue Ribbon Network as designated in the London Plan. Currently the concrete channel is hidden and forgotten. The canalised brook, a tributary of River Brent, divides this site and the residential area, Dane and Empire Courts. The London River

Restoration Action Plan has identified this as an opportunity to restore and enhance the Blue Ribbon Network and, additionally the council have commissioned a study called 'Wealdstone Brook Restoration Proposals'. The Wealdstone Brook should be opened up so that it can become a focus and valuable asset to the area. The development of sites adjacent to the Brook will offer a significant opportunity for the creation of a “green network” to provide a continuous footpath system – a riverside walk and wildlife corridor. The improved setting will provide a better environment for those who are going to live or work there.

Amex House

Context

15.2 A mix of industrial storage, ancillary office buildings and car repair garages adjacent to the Wealdstone Brook within the northern section of

the Wembley regeneration area and within the Wembley Growth Area. The whole site is in Flood Zones 2 and 3.

Planning History

15.3 There is no relevant planning history for this site.

Site W 25

Amex House

(0.5 hectares)

Amex House site is appropriate for mixed use development, including residential, office and managed affordable workspace for creative industries, to support the wider regeneration of the Wembley Park area. Family housing should form part of the housing mix.

Biodiversity improvements and flood risk adaptation measures will be sought when development proposals come forward. A buffer strip of at least 10 metres wide should be retained for a publicly accessible brook-side park to allow for a cycle way/footpath, associated landscaping, tree planting and street furniture, as agreed in consultation with the Environment Agency and Brent Council.

Development should allow for a nodal point on the brook where the buffer strip should be widened to about 20 metres. Removal of part

of the canalised wall and regrading of the bank to provide a more natural setting will be sought. The site would be suitable for housing facing the brook providing the restoration work is carried out.

The site is in flood zones 2-3. All proposed development will require a detailed Flood Risk Assessment (FRA), in accordance with Section 6.7 of the Brent Borough SFRA. While the council considers that developing the site provides wider sustainability benefits to the community that outweigh flood risk, a 'sequential approach' at site level should be applied to steer more vulnerable development such as residential uses towards areas of lowest risk within the site; northern and southern areas. None of the proposed uses are compatible with flood zone 3b. Density should be varied to reduce the number of vulnerable units in high risk areas. Further site-specific details are set out in the sequential test assessment for the WAAP.

~~Proposals in Flood Zones 2 and 3 must be accompanied by a flood risk assessment and the sequential test and exception test should be applied. Development should not impede flood water flows and should not increase surface water run-off or reduce water storage. Basement dwellings will not be allowed in flood Zone 3.~~

Indicative Development Capacity - 150 units

15 Wembley Eastern Lands

Justification

15.4 This is an opportunity for a mixed use scheme in an important location delivering a mix of employment opportunities and meeting residential need. The site is well served by public transport and is close to existing and planned shops and services. Development at this site can bring forward an improved setting for the Wealdstone Brook including the delivery of open space and river restoration work to improve ecological diversity and climate change adaptation and help meet the Water Framework Directive.

Watkin Road

Context

15.5 The site is dominated by car repair garages, accompanied by a mix of industrial, storage and ancillary office buildings. It is in the Wembley Growth Area. The site is adjacent to Wealdstone Brook and predominantly in Flood Zones 2 and 3.

Planning History

15.6 There is no relevant planning history for this site.

Site W 26

Watkin Road

(1.5 hectares)

Watkin Road is appropriate for mixed use development including office, leisure, residential, managed affordable workspace (including for creative industries), and community use. Extra care housing or family housing could form part of any housing mix.

The site lies within the Strategic Cultural Area where leisure, tourism and cultural uses are particularly encouraged.

Biodiversity improvements and flood risk adaptation measures will be sought when development proposals come forward. A buffer strip of at least 10 metres wide should be retained for a publicly accessible brook-side park to allow for a cycle way/footpath, associated landscaping, tree planting and street furniture, as agreed in consultation with the Environment Agency and Brent Council.

Development should allow for two nodal points on the Brook where the buffer strip should be widened to about 20 metres. Removal of part of the canalised wall and regrading of the bank to provide a more natural setting will be sought. The site would be suitable for housing facing the brook providing the restoration work is carried out. Development of parts of the site outside of Flood Zone 3a will be required to contribute towards the restoration work.

The site is in flood zones 1-3. All proposed development will require a detailed Flood Risk Assessment (FRA), in accordance with Section

6.7 of the Brent Borough SFRA. While the council considers that developing the site provides wider sustainability benefits to the community that outweigh flood risk, a 'sequential approach' at site level should be applied to steer more vulnerable development such as residential, residential care homes, and certain community uses towards areas of lowest risk within the site; western and southern areas. None of the proposed uses are compatible with flood zone 3b. Density should be varied to reduce the number of vulnerable units in high risk areas. Further site-specific details are set out in the sequential test assessment for the WAAP. ~~Proposals in Flood Zones 2 and 3 must be accompanied by a flood risk assessment and the sequential test should be applied. Development should not impede flood water flows and should not increase surface water run-off or reduce water storage. Basement dwellings will not be allowed in flood Zone 3.~~

Indicative Development Capacity - 400 units

Justification

15.7 This is an opportunity for a mixed use scheme in an important location delivering a mix of employment opportunities and meeting residential need. The site is well served by public transport and is close to existing and planned shops and services. Development at this site can bring forward an improved setting for the Wealdstone

Wembley Eastern Lands 15

Brook including the delivery of open space and river restoration work to improve ecological diversity and climate change adaptation and help meet the Water Framework Directive.

Euro Car Parts

Context

15.8 The site consists of the retail warehouse of Euro Car Parts, its car park and the adjacent vehicle /skip site for Generay. The site is adjacent to Wealdstone Brook and is within the Wembley Growth Area.

Planning History

15.9 There is no relevant planning history for this site.

Site W 27

Euro Car Parts

(1.35 hectares)

The site is appropriate for mixed use development including office, leisure, residential, student accommodation, managed affordable workspace (including for creative industries), hotel and community use. The creation of an appropriate buffer between the existing industrial and new non-industrial uses will be required.

The site lies within the Strategic Cultural Area where leisure, tourism and cultural uses are particularly encouraged.

Biodiversity improvements and flood risk adaptation measures will be sought when development proposals come forward. A buffer strip of at least 10 metres wide should be retained for a publicly accessible brook side park to allow for a cycle way/footpath, associated landscaping, tree planting and street furniture, as agreed in consultation with the Environment Agency and Brent Council.

Development should allow for a nodal point on the brook where the buffer strip should be widened to about 20 metres. Removal of part of the canalised wall and regrading of the bank to provide a more natural setting will be sought. The site would be suitable for housing facing the river providing the river restoration work is carried out. Development will be required to contribute towards the restoration work.

The majority of the site is in flood zone 1; however there are small sections of flood zone 2 adjacent to the Wealdstone Brook. The buffer strip will remove the developable area of the site wholly into flood zone 1. Proposals must be accompanied by a Flood Risk Assessment. Development should not impede flood water flows and should not increase surface water run-off or reduce water storage.

Land is required for junction improvement at Fulton Road / Fifth Way / Engineers Way on redevelopment of the site as shown on the proposals map, and in appendix C.

Indicative Development Capacity - 360 units

Justification

15.10 This is an opportunity for a mixed use scheme in an important location delivering a mix of employment opportunities and meeting residential needs. The site is directly opposite the proposed primary school site. Development at this site can improve the setting for the school and the Stadium and can contribute towards an improved setting for the Wealdstone Brook, including the delivery of open space and river restoration work to improve ecological diversity and climate change adaptation and help meet the requirements of the Water Framework Directive.

First Way

Context

15.11 A mix of industrial, storage, warehouse uses and a waste facility to the east of Wembley Stadium. The site is in Wembley Growth Area and borders the Wembley Strategic Industrial Location. It is currently accessed at various points from the one way, gyratory system.

15 Wembley Eastern Lands

Planning History

15.12 A full planning application (12/1293) was received on 22 May 2012 for the redevelopment of Kelaty House at the northern end of the site. Proposals comprise the erection of 5 buildings ranging in height from 4 to 13 storeys for a mix of uses including hotel/serviced apartments, student accommodation and flexible business/retail/community/leisure uses and ancillary development including basement car park.

15.13 A full planning permission (10/2680) was granted to Generay on 18 January 2011 for the construction of an extension to existing waste transfer station to enclose existing operations.

Site W 28

First Way

(9 hectares)

The site lies within the Strategic Cultural Area where leisure, tourism and cultural uses are particularly encouraged.

The site is appropriate for mixed use development including leisure, hotels, offices, amenity/open space, residential development and student accommodation. The council is seeking the delivery of complementary land use relationships across the site. Alternatively, the creation of an appropriate buffer between the existing industrial and new non-industrial

uses will be sought. In particular, new development will be required to have careful regard for the relationship with, and impact of, the waste facility on Fifth Way and industrial units set along Second Way. Public transport accessibility improvements will be sought for development of this site. New streets/pedestrian routes are sought to create east-west links through the site. Short stretches of land, as shown on the Proposals Map and in Appendix C, will be required to enable the introduction of two way traffic on South Way/ First Way and improvements on Fifth Way and junction improvement at Fifth Way / Fulton Road / Engineers Way.

A Transport Assessment will be required to assess the impact of trip generation on the local and wider road network.

As the site is within easy walking distance of the Stadium, part of the site may be appropriate to meet the need for coach parking. Any new coach park should be used for non parking activities outside of event days to maximise job opportunities.

Proposals must be accompanied by a Flood Risk Assessment as the site is over 1ha in size.

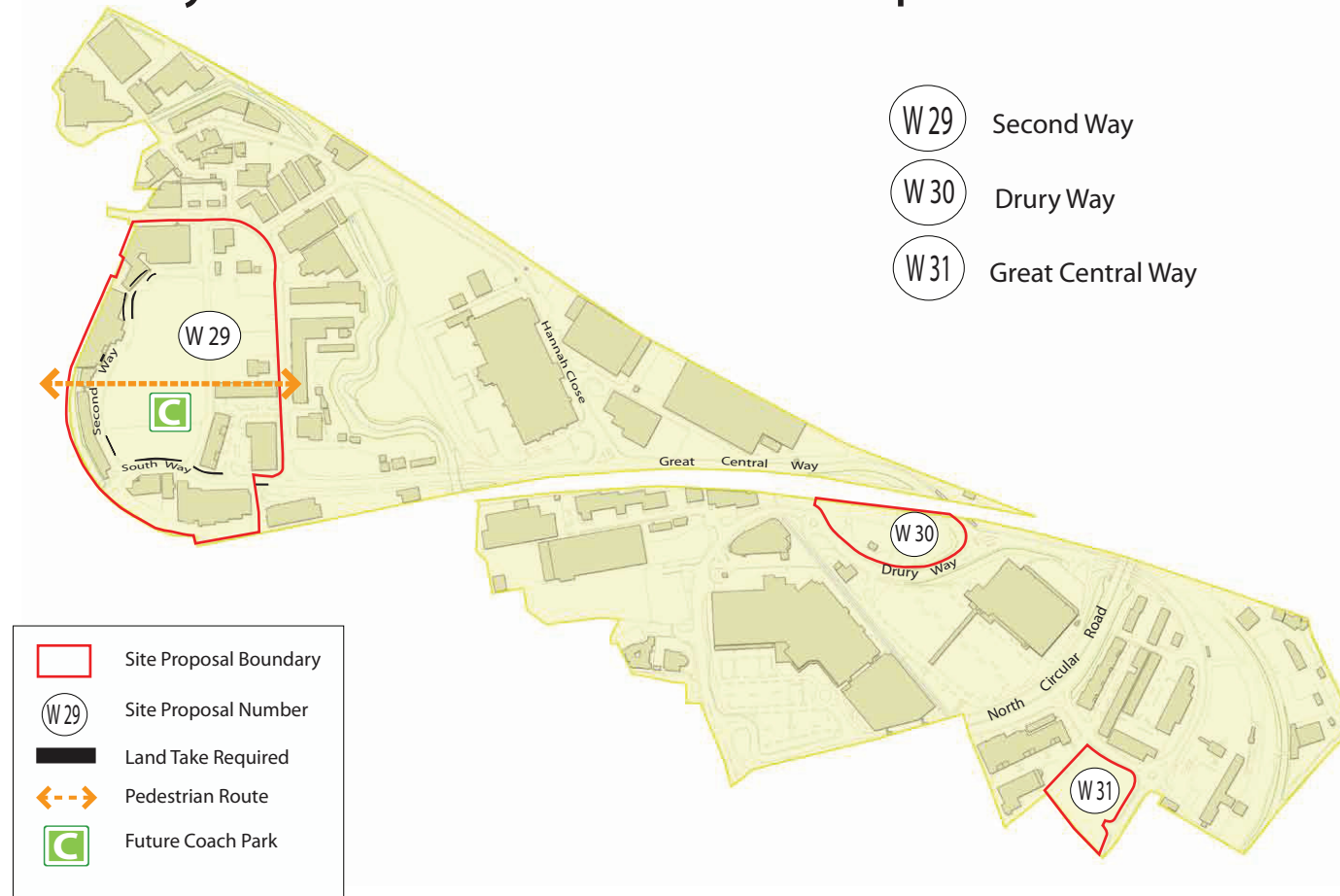
Indicative Development Capacity - 1,500 units

Justification

15.14 Wembley is the main focus for growth and economic development in the borough. This is a major opportunity for a new urban quarter with new floor space for jobs, new homes and hotel bedrooms, taking advantage of the new Stadium and public transport accessibility. A mix of uses will deliver jobs and homes and bring about greater movement for pedestrians and cyclists. Development will help to define a regenerated employment area to the east and deliver a managed land use relationship between higher and lower value land uses.

Wembley Industrial Estates 16

Wembley Industrial Estates: Site Proposals



Map 16.1 Wembley Industrial Estates: Site Proposals

16 Wembley Industrial Estates

16.1 All three sites in this section fall within the SIL so there are constraints on the type of uses that are acceptable in accordance with policy CP21 of the Core Strategy and Policy 2.17 of the London Plan. Additionally the specific location of two of the sites gives rise to further constraints on the nature of uses acceptable. The sites do benefit from good access to the North Circular Road.

Second Way

Context

16.2 The main feature dividing the First Way site and the Second Way site is the former railway loop which was constructed for the British Empire Exhibition held at Wembley in 1924 -1925 but which has since been partly used for waste management. The site once had an important regional and local function when major food manufactures were located here. Apart from light industry and offices occupying Metro Trading Centre, Pyramid House and the Tower Business Park, the rest of the area is used for open storage, depot, car parks and storage for recycling materials. The site is within the area proposed as a business park.

16.3 This site should continue to provide jobs whilst capitalising on the development potential of industrial plots. It is the Eastern Gateway to the Stadium. A large proportion of people coming to Wembley by car travel directly past this site, and first impressions are likely to be lasting. It is Brent Council's aspiration to see the site transformed so that it provides a better setting and environment for

workers and visitors. South Way was once proposed to be straightened and widened to improve traffic flow on event days. However circumstances have changed and now only minor road alignments are needed to return the road to two way operation.

Planning History

16.4 In January 2011 planning permission (10/2367) was granted for a change of use of Unit 4, Second Way, from warehouse to waste transfer station for a limited period of five years.

Site W 29

Second Way

(10.21 hectares)

The site is considered suitable for uses in line with CP20 including offices, light industrial and higher value general industrial, utility and transport functions, wholesale markets, small scale distribution and Sui Generic uses that are closely related offices, light industry, storage and distribution, some transport related functions, utilities and wholesale markets. Given the proximity of potential residential uses on First Way, the site is not considered suitable for long term occupation by waste management uses, including aggregate storage and transfer. The relocation of such uses to the Preferred Industrial

Location (PIL) north and east of Fourth Way will be encouraged. In view of the site being within walking distance of the Stadium, part of the site is maybe appropriate as a "satellite" coach park if replacement or additional coach parking is needed. Any new coach park should be used for non parking activities on non event days. If part of the site were to be used as a coach park then a dedicated, safe pedestrian route to the Stadium should be created. Several short stretches of land (as shown on the Proposals Map and in Appendix C) would be required to enable the introduction of two way traffic on South Way and wider highway improvements within the area.

Justification

16.5 This site is in a SIL and currently designated as a Preferred Industrial Location (PIL) in the London Plan. The council is proposing a change of designation to Industrial Business Park which is more in keeping with its location adjacent to a non-industrial area of regeneration. ~~It is also designated as a business park.~~ The proposed uses are compatible with ~~these~~ this designations.

Drury Way

Context

16.6 The site, currently used as a builder's storage yard and depot, is located within a designated SIL and is on a main route to the

Wembley Industrial Estates 16

Stadium an regeneration area. To the north of the site is the Chiltern Railway Line, Metropolitan and Jubilee lines. There is a small area of open space to the west and is a road junction where Great Central Way meets Drury Way to the east of the site. To the south of the site is Tesco super store and Ikea.

Planning History

16.7 There is no relevant planning history for this site.

sidings is supported by the London Plan Policy 6.14 which requires the protection of existing sites which enable transfer of freight to rail or water. Waste management use is inappropriate because of the environmental impacts on one of the main access routes to the Stadium and the rest of the regeneration area.

Great Central Way

Context

16.9 The site, located east of the North Circular Road on the corner of Great Central Way and Yeats Close, is currently vacant. It is diamond shaped and borders Great Central Way and the North Circular Business Park to the north east, Brent Trading Estate to the north west, allotments to the south west and the residential Lynton Close and Yeats Close to the south east. Access to the site is via a roundabout off Yeats Close. The site is in a Strategic Industrial Location. The western part of the site is of Borough (Grade II) Nature Conservation Importance.

Planning History

16.10 In 2004, a planning application granted for the erection of two buildings for B1, B2 and B8 use, a single large industrial unit of 3,730sqm, and a smaller 600sqm two storey building.

Site W 31

Great Central Way

(0.96 hectares)

The site is considered suitable for industrial, warehousing or other business uses, subject to a full ecological appraisal and appropriate mitigating measures. Given the proximity of residential uses on Lynton Close and Yeats Close to the south east of the development, the site is not considered suitable for waste management use.

Justification

16.11 The site is in a SIL and designated for employment uses, but proximity to residential uses constrains the range of uses that are appropriate. It is also on a major route to the Stadium and regeneration area.

Site W 30

Drury Way

(1.21 hectares)

Industrial and employment uses are suitable for this site. Waste management will not be acceptable in this location. This site is adjacent to protected railway sidings and proposals could make use of these railway sidings. The site is not within an identified flood zone however proposals must be accompanied by a Flood Risk Assessment as the site area is over 1ha.

Justification

16.8 This site is in a SIL. The council is seeking industrial or other employment development uses for this site. The promotion of the use of the railway

17 Delivery and Monitoring

Delivery

17.1 Achieving the council's vision for Wembley will mean that the area is transformed from that which pre-dates the rebuilding of the Stadium. This transformational change is already well underway with substantial major development completed, under construction or committed. Also important in delivering regeneration, and new development in particular, is the provision of the necessary infrastructure, both to meet the needs of the increasing resident population but also to meet the needs of the increasing number of visitors to the area. Much of this new infrastructure has been completed, such as the rebuilding of Wembley Park station and improvements to the Jubilee line which have increased capacity. A much needed new secondary school, the Ark Academy, has also been provided. However, much remains to be done as outlined in this Plan.

17.2 The section of Brent's Core Strategy which deals with Monitoring and Implementation explains how the strategy for development in the borough as a whole is to be delivered. This obviously applies to Wembley so it is unnecessary to repeat it all here. However, it is worth highlighting again that an Infrastructure and Investment Framework (IIF) was produced alongside the Core Strategy. This sets out the requirements resulting from the implementation of the growth and regeneration strategies of the LDF as a whole. There is a section on Wembley within the IIF which details the infrastructure requirements of the Wembley Growth Area. It includes information about potential funding sources. Opportunities will be sought from a variety of these sources to complement the private sector development funding to help facilitate the delivery of enabling infrastructure. The IIF was updated in 2011 to take account of changing circumstances and it will be reviewed periodically during the plan period.

17.3 As the council has very few land or property holdings in the area aside from its own offices, achieving the vision is reliant upon implementation of the Plan by private sector developers and landowners. The council has formed and will continue to form therefore, partnerships with key developers such as Government Agencies, the Mayor of London, neighbouring boroughs and RSLs as well as helping to facilitate development by the private sector. Key to this are the plans and planning guidance for Wembley which form part of the borough's Local Development Framework.

Monitoring

17.4 In order to assess progress in the delivery of the Plan it is necessary to monitor development in the area against the objectives that have been set. This involves the setting of targets and measuring progress against those targets in the council's Annual Monitoring Report. Given that Wembley is providing half of the borough's new housing growth and most of the commercial growth, nearly all of the monitoring indicators set out in the Core Strategy are relevant to Wembley and, therefore, development in Wembley is monitored as part of those measures. There are also some targets and performance measures that have been specifically established for Wembley in the Core Strategy. These are set out below:

Delivery and Monitoring 17

STRATEGIC OBJECTIVE 1

Promoting Economic Performance & Regeneration - by creating five main growth areas of mixed use, mixed tenure development, the largest being Wembley which will be the main focus of new retail and town centre uses (expanding the town centre eastwards into the Stadium area).

Delivery Agencies: Developers, Brent Council

Performance Measure	Target	Monitoring Point	Specific Policies to be monitored
Local Indicators:			
Local employment change.	10,000 new jobs within Wembley to 2026.	Net increase of 500 jobs p.a. in Wembley area. When: Annually	Policies CP1, CP3 and CP7
Amount of new retail floorspace developed by type in Wembley.	30,000 m ² increase in the new retail floorspace in Wembley, on that currently existing or consented, by 2026.	Percentage and amount of completed gross retail floorspace by type in Wembley. When: Annually	Policies CP1, CP7 and CP16

STRATEGIC OBJECTIVE 8

Reducing the Need to Travel and Improved Transport Choices – by completing first class retail and other facilities in Wembley that reduces the need to travel to other centres. Improving key transport interchanges of Wembley, Alperton, First Central and Queen's Park. Promoting access by public transport, bicycle or on foot and reducing car parking standards for growth areas because of their relative accessibility. Reducing modal share of car trips to Wembley from 37% towards 25%. Completing at least 5 car- free schemes per annum in the Plan period.

Delivery Agencies: Brent Council, Greater London Authority (GLA), Highways Agency & Transport for London (TfL)

Performance Measure	Target	Monitoring Point	Specific Policies to be Monitored
Local Output Indicators:			

17 Delivery and Monitoring

<p>Proportion of trips made by public transport.</p> <p><u>Reducing proportion of car trips.</u></p> <p>Page 208</p>	<p>Reducing proportion of car trips as a result of Wembley development from a baseline (currently estimated at 37%), <u>towards 25%</u> by a minimum of 10% over the life of the development.</p>	<p>MVA model currently calculates modal share if no intervention of 37% car use. Re-run model to refine estimates as land uses become more certain. Monitor targets through the travel plan process.</p> <p><u>The transport target to reduce the mode share of car trips from 37% towards 25% will be monitored using the outcomes of travel plan monitoring which is undertaken annually as part of the obligation on developers to report on progress made towards their travel plan targets.</u></p> <p>When:<u>annually</u> every 3-5 years</p>	<p>CP7</p>
<p>Secure interchange improvements.</p>	<p>Secure major improvements at Wembley Stadium and Wembley Central stations by 2017.</p>	<p>Record Planning Obligations and direct works that secure improvements.</p> <p>When: Annually</p>	<p>CP14 and CP15</p>

STRATEGIC OBJECTIVE 9

Protecting and Enhancing Brent's Environment - by preserving the borough's open spaces for recreation and biodiversity and creating new and enhanced open spaces to address deficiencies where possible, but particularly to meet the needs of additional population commensurate with current levels of provision. To increase the amount of public open space in the borough (and at least 2.4ha within Wembley) and the amount of land with enhanced ecological value. Enhance the borough's green and blue infrastructure by tree planting, returning rivers to their more natural courses and mitigating the pollution effects of development. To protect the borough's built heritage.

Delivery Agencies: Brent Council, Greater London Authority (GLA), Environment Agency, Developers.

Delivery and Monitoring 17

Performance Measure	Target	Monitoring Point	Specific Policies to be Monitored
Local Output Indicators:			
Provision for new or extended public open space.	To meet open space targets in growth areas Wembley - 2.4ha.	Measure new open spaces created and laid out as a result of development. When: Annually	CP7, CP8, CP9, CP11, CP12 and CP18
New Tree Planting for new neighbourhoods.	To meet tree planting targets in growth area set out in IIF, by 2017 Wembley 1,000.	Count of new trees planted in growth areas. When: Annually	CP7, CP8, CP9, CP10, CP11 and CP12

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STRATEGIC OBJECTIVE 10

Achieving Sustainable Development including mitigating and adapting to climate change - By promoting mixed use, mixed tenure development in growth areas integrating infrastructure and housing provision, reducing energy demand in the growth areas from current building regulation standards and by achieving exemplar low carbon schemes and CHP plants.

Delivery Agencies: Brent Council, Greater London Authority (GLA), PCT

Performance Measure	Target	Monitoring Point	Specific Policies to be Monitored
Local Output Indicators			
Secure district wide CHP in Wembley Area.	Complete one CHP plant.	To meet GLA energy hierarchy on very large regeneration schemes. When: Annually	CP7

17.5 In addition, the council will monitor the following indicators which relate to policy / proposals which are specific to the Wembley AAP which are not covered by indicators set out in the Core Strategy.

17 Delivery and Monitoring

OBJECTIVE Promoting Wembley as a global and distinctive tourist destination -To provide a world class setting for a world class Stadium by creating a distinctive place with high quality building design and a positive sense of identity that is sustainable and enables progress to a low carbon future. Promoting new public art to support regeneration.			
Delivery Agencies: Brent Council, Greater London Authority (GLA)			
Performance Measure	Target	Monitoring Point	Specific Policies to be Monitored
Output Indicators			
All buildings	None in areas deemed inappropriate.	Measure number of consents When: Annually	WEM5

OBJECTIVE Promoting improved access and reducing the need to travel by car - To create a well connected and accessible location where sustainable modes of travel are prioritised and modal share of car trips to Wembley is reduced from 37% towards 25%. To ensure that the infrastructure of Wembley is upgraded so that it supports new development and meets the needs of the local community. To complete first class retail and other facilities in Wembley that reduces the need to travel to other centres and improving key transport interchanges. To promote access by public transport, bicycle or on foot and reduce car parking standards because of Wembley’s relative accessibility.			
Delivery Agencies: Brent Council, Greater London Authority (GLA), TfL			
Performance Measure	Target	Monitoring Point	Specific Policies to be Monitored
Output Indicators			

Delivery and Monitoring 17

Road / Junction Improvements	All those proposed implemented in lifetime of the Plan.	Number of schemes completed. When: Annually	WEM13 & 14
Roads pedestrianised or with shared surface	Provided with redevelopment in Comprehensive Development Area.	Length of street pedestrianised or with shared surface When: Annually	WEM17

OBJECTIVE

Housing Needs - To achieve housing growth and meet local housing needs by promoting development that is mixed in use, size and tenure.

To achieve 50% (approx.) of new housing as affordable.

Delivery Agencies: Brent Council, Greater London Authority (GLA)

Performance Measure	Target	Monitoring Point	Specific Policies to be Monitored
Output Indicators			
Family-sized units	Achieve at least 25% of total new units in Wembley.	Number of units consented When: Annually	WEM21
Extra care housing	At least 1 scheme delivered in Wembley by 2017.	Number of units consented When: Annually	WEM22
Student accommodation	No more than 5,000 student bedspaces by 2026.	Number of beds consented When: Annually	WEM25

OBJECTIVE

17 Delivery and Monitoring

People's needs and associated infrastructure - To meet social infrastructure requirements by securing provision for needs arising from new housing development, especially the provision of new education, health and community facilities.

To provide community facilities to meet the needs of Brent's diverse community.

To promote sports and other recreational activities by placing particular emphasis on the provision of new facilities to address existing deficiencies and to meet the needs of new population.

To promote healthy living and create a safe and secure environment.

Delivery Agencies: Brent Council, Greater London Authority (GLA)

Performance Measure	Target	Monitoring Point	Specific Policies to be Monitored
Output Indicators			
Hot food take-aways	No more than 7% in any length of frontage.	Shop unit survey When: Annually	WEM28

OBJECTIVE

Protecting and enhancing the environment - To preserve open spaces for recreation and biodiversity and create new and enhanced open spaces to address deficiencies where possible, but particularly to meet the needs of additional population commensurate with current levels of provision.

To increase the amount of public open space (at least 2.4ha within Wembley) and the amount of land with enhanced ecological value.

To enhance green and blue infrastructure by tree planting, returning rivers to their more natural courses and mitigating the pollution effects of development.

To achieve sustainable development, mitigate & adapt to climate change.

To reduce energy demand from current building regulation standards and achieve exemplar low carbon schemes and a combined heat and power plants.

Delivery Agencies: Brent Council, Greater London Authority (GLA), West London Waste Authority, Environment Agency

Delivery and Monitoring 17

Performance Measure	Target	Monitoring Point	Specific Policies to be Monitored
Output Indicators			
Energy from waste	1 energy from waste plant in Wembley in the plan period.	Planning permission When: Annually	WEM33
Improvements to access to open space	Various proposals implemented in the plan period.	Completed schemes When: Annually	WEM36
Food growing	At least 1 scheme established as part of new development by 2017.	Completed schemes When: Annually	WEM38
Semi-naturalisation of Wealdstone Brook	150 metres semi-naturalised by 2022.	Completed schemes When: Annually	WEM42

17.6 Monitoring of site proposals will also be measured in the Annual Monitoring Report. No phasing of development has been estimated. The vast majority of sites are privately owned and will be brought forward for development by private developers so there is little opportunity for the council to intervene directly to ensure implementation. Where it is apparent that development is not being brought forward as anticipated then the council will seek to establish with land owners or agents what the obstacles to delivery are.

17.7 Sites will be monitored to not only establish whether development is being brought forward but also whether it is in accordance with the guidance set out in this Plan.

18 Appendix A: Superseded Policies

18.1 Chapter 14 of Brent UDP 2004, Wembley Regeneration Area, will be replaced in its entirety (i.e. policies WEM1 - WEM31) by the Wembley Area Action Plan when it is adopted.

18.2 In addition, the table below sets out those allocations in the Site Specific Allocations DPD, July 2011, of the Local Development Framework that will be superseded by new site proposals in the Wembley Area Action Plan

Site Specific Allocations DPD, July 2011. Allocations Superseded	Superseded by Wembley Area Action Plan Policy/Proposal
W1. Wembley West End	Site W1 Wembley West End
W3. Brent Town Hall	Site W24 Town Hall
W4. Shubette House/Karma House/Apex House	Site W15 Apex House & Karma House
W5. Wembley Eastern Lands	Site W28 First Way
W6. Amex House	Site W25 Amex House
W7. Chesterfield House	Site W4 High Road / Chiltern Line Cutting South
W8. Brent House and Elizabeth House	Site W5 Copland School & Brent House
W9. Wembley High Road	Site W4 High Road / Chiltern Line Cutting South
W10. Wembley Chiltern Embankments	Site W3 Chiltern Line Cutting North

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Affordable Housing

Housing, whether for rent, shared ownership or outright purchase, provided at a cost considered affordable in relation to incomes that are average or below average, or in relation to the price of general market housing.

Amenity Space

External amenity space comprising gardens (private and communal), roof terraces and balconies should normally have some sunlight, and should normally be directly accessible from a room other than a bedroom. The ground level amenity space should be mainly grassed and landscaped. For family housing and category 1 elderly person's accommodation, amenity space should mainly be provided in the form of gardens (in the latter case wheelchair accessible planting bays should be provided).

Areas of Low Townscape & Public Realm Quality

Priority design areas where a higher level of positive design policy and development control is required to ensure improvement of areas which currently have a low quality of architecture and landscape.

Blue Ribbon Network

Mayor's spatial policy which includes the Thames, the canal network, the other tributaries, rivers and streams within London and London's open water spaces such as docks, reservoirs and lakes. It includes culverted (or covered over) parts of rivers, canals or streams.

Brownfield Sites (see also previously developed land)

Previously developed urban land. Government strategy is to maximise new development on Brownfield sites.

Community Infrastructure Levy (CIL)

As set out in the Planning Act 2008, it is a levy allowing local authorities to raise funds from owners or developers of land undertaking new building projects in their area. The rates are set locally and are charged on new developments on the basis of £ per square metre. It would normally be charged on developments which result in a net increase of more than 100sqm on a site, or the creation of one or more new dwellings.

Density (Housing)

The number of dwellings per net residential area, normally measured in Habitable rooms per hectare but sometimes by dwelling per hectare.

Development Plan

It sets out the objectives, policies for development in an area. Prior to the commencement of the Planning Compulsory and Purchase Act 2004, London boroughs were required to prepare a Unitary Development Plan for their areas under the Town and Country Planning Act 1990. The London Plan now forms part of Brent's Development Plan.

Family Housing

A self-contained dwelling that is capable of providing 3 or more bedrooms.

Green Chains

These are areas of linked but separate open spaces and the footpaths between them. They are accessible to the public and provide way- marked paths and other pedestrian and cycle routes.

Industrial Business Park (IBP)

Strategic Industrial Locations that are particularly suitable for activities that need better quality surroundings including research and development, light industrial and higher value general industrial, some waste management, utility and transport functions, wholesale markets and small scale distribution. They can be accommodated next to environmentally sensitive uses. These are areas of linked but separate open spaces and the footpaths between them. They are accessible to the public and provide way- marked paths and other pedestrian and cycle routes.

Key Diagram

The diagrammatic interpretation of the spatial strategy as set out in the Core Strategy. (As distinct from a Structure Plan Key Diagram prepared to explain its policy content).

Kyoto Protocol

The Kyoto Protocol signed in 1992, was designed to take the United Nations Framework Convention on Climate Change (agreed in 1992) aspiration of stabilising greenhouse gas emissions a step further. It was the first ever international treaty to set legally binding emission reduction targets on developed countries that have ratified it. Developed countries agreed to targets that will reduce their overall emissions of six greenhouse gases (carbon dioxide,

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methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons and sulphur hexafluoride) by 5.2% below 1990 levels over the period 2008-2012.

Major Proposal

10 or more residential units, 1000sqm (or more) gross commercial space, also includes new schools and hospitals.

Major Retail Development

Development for retail use which provides for more than a purely local service such as a superstore (over 2,500sqm).

Major Town Centres

They are the principal centres in a local authority's areas which function as important service centres, providing a range of facilities and services for extensive catchment areas.

National Planning Policy Framework

Published in March 2012, it sets out the government's planning policies for England and how these are expected to be applied. It must be taken into account in the preparation of local and neighbourhood plans, and is a material consideration in planning decisions.

Open Space

Open space is land, airspace, or a body of water or a combination of these elements which is relatively free of buildings and/or surface infrastructure. It can be both public or private. The broad range of open spaces that may be of public value include: parks and gardens; natural and semi-natural urban greenspace; green corridors;

outdoor sports facilities; amenity greenspace; provision for children and teenagers; allotments, community gardens, and city farms; cemeteries and churchyards; accessible countryside in the urban fringe areas; and civic spaces, including civic and market squares, and other hard surfaced areas designed for pedestrians. There is a general presumption against the loss of open space, and it will therefore be protected from inappropriate development. Inappropriate development in this context is defined to be any development harmful to the use or purpose as open space.

Opportunity Areas

Areas designated in the London Plan as offering opportunities for accommodating large scale development to provide substantial numbers of new employment and housing, each typically more than 5000 job and/ or 2500 homes, with a mixed and intensive use of land and assisted by good public transport accessibility.

Planning Permission

Formal approval given by a local planning authority for Development requiring planning permission, usually valid for three years for a full permission or three years for an outline permission in which details are reserved for subsequent approval.

Play Space

A dedicated safe area for children and young person's to play. New housing developments with family sized accommodation should provide external communal children play space, either

through new provision or enhancement of existing facilities as appropriate in relation to the scale of the family sized accommodation.

Public Realm

Public realm is the space between and within buildings that are publicly accessible, including streets, squares, forecourts, parks and open spaces.

Preferred Industrial Locations (PIL)

Strategic Industrial Locations that are particularly suitable for general industrial, light industrial, storage and distribution, waste management, recycling, some transport related functions, utilities, wholesale markets and other industrial related activities.

Public Transport Accessibility Levels (PTAL)

PTAL, as adopted by TfL, indicate public transport accessibility represented on Map 6.2. They assist boroughs in assessing appropriate parking provision. The PTAL score ranges from 1 (very poor) to 6 (excellent). 'Good' public transport is defined by TfL as being PTAL levels 4 and above.

Section 106

Is the section under the Town and Country Planning Act 1990 provides for the creation of 'Planning Obligations'. A Planning Obligation is a legal undertaking entered into in connection with a planning permission under Section 106 of the Town and Country Planning Act 1990. Such obligations may restrict development or use of land; require operations or activities to be carried out in, on, under or over the land; require the land to be used

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in any specified way; or require payments to be made to the planning authority either in a single sum or periodically. Planning obligations may be created by agreement or by unilateral undertakings on the part of the developer/ owner of the land.

Sequential Approach

The National Planning Policy Framework encourages the effective use of land by reusing land that has been previously developed (brownfield land), provided that it is not of high environmental value. A sequential test should be applied to planning applications for main town centre uses that are not in an existing centre and are not in accordance with an up to date Local Plan. The sequential approach requires the allocation or development of certain types or locations of land before others e.g. town centre locations before edge of centre locations before out of town locations.

Sites of Importance for Nature Conservation

A series of sites identified by the Greater London Authority and Brent Council that represent the best wildlife habitats and nature conservation sites in the borough. Sites are classified into Sites of Metropolitan, Borough (Grade I and II) and Local Importance for Nature Conservation.

Social Infrastructure

Covers facilities such as health provision, early years provision, schools, colleges and universities, community, cultural, recreation and sports facilities, places of worship, policing and other criminal justice or community safety facilities, children and young people's play and informal recreation facilities.

Strategic Cultural Area

An area with internationally important cultural institutions, which are also major tourist attractions.

Strategic Industrial Location (SIL)

Coherent areas of land within the main industrial estates which are, in terms of environment, road access, location, parking and operating conditions, well suited for retention in industrial use.

Supplementary Planning Document (SPD)

Guidance additional and supplementary to the Local Development Framework on how to implement its policies, similar to the former Supplementary Planning Guidance for the UDP.

Sustainable Development

Development which meets the needs of the present without compromising the ability of future generations to meet their own needs and aspirations (Resolution 42/187 of the United States General Assembly)

Sustainable Urban Drainage System (SUDS)

SUDS is an alternative approach to conventional urban drainage which have been developed to cope with drainage water in an environmentally save way. SUDS can reduce pressure on the existing

drainage systems, prevent or reduce the likelihood of flooding and may also help clean up pollutants in run-off.

Tall Buildings

Buildings or structures that are more than 30 metres in height or significantly taller than surrounding development.

Transport nodes

Major transport interchanges, where people can easily transfer from one mode of transport to another. i.e. where buses, mainline rail services, and tube lines meet.

Travel Plans (Sometimes called Green Travel or Commuter Plans)

A document submitted as part of a transport impact assessment setting down proposed measures by the developer to deliver sustainable transport objectives, including: measures for reducing car usage (particularly single occupancy journeys) & promoting and securing increased use of walking, cycling and public transport.

Waste Hierarchy

The order of the most desirable waste management options, in which the prevention and reduction of waste are prioritised, then the reuse and recycling options and lastly the optimisation of its final disposal. The concept is described by the "3Rs" – Reduce, Reuse, Recover – followed by unavoidable disposal.

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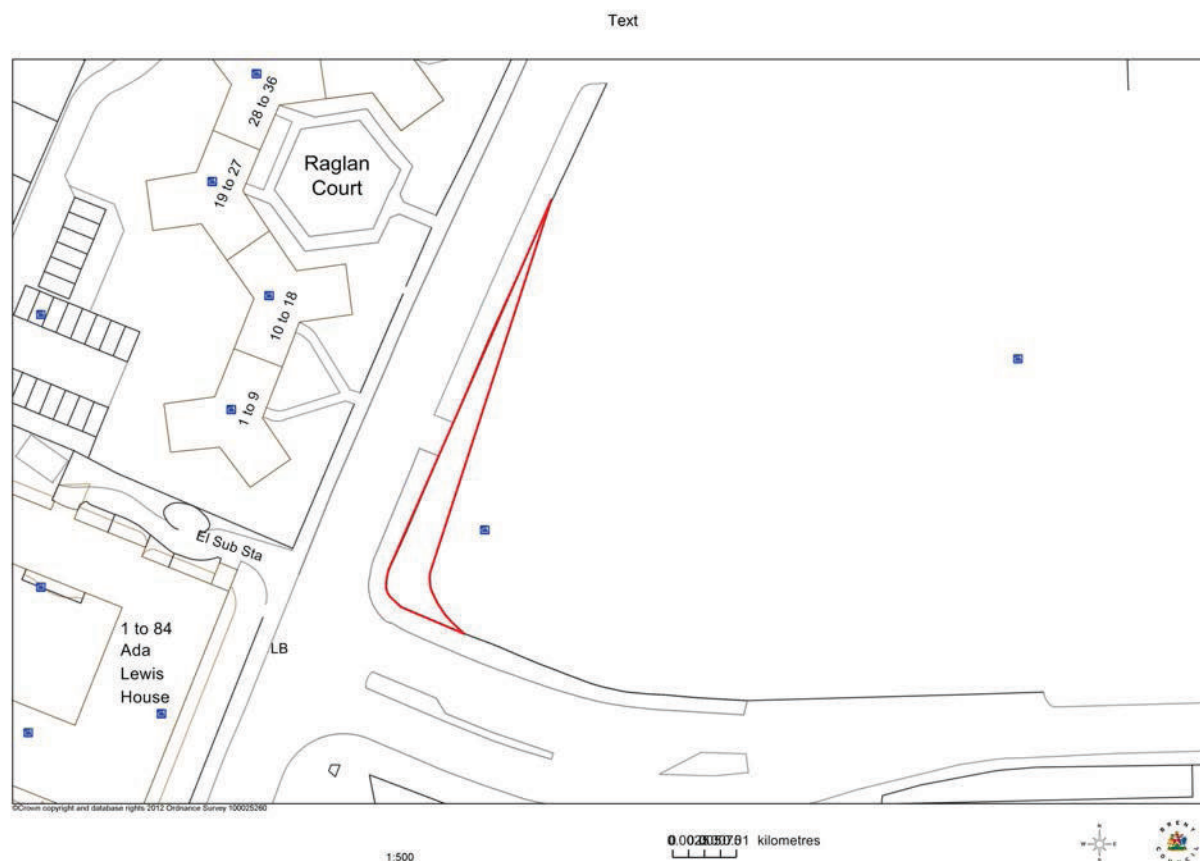
LIST OF ABBREVIATIONS

AAP Area Action Plan	NCR North Circular Road
BREEAM Building Research Establishment Environmental Assessment	NPPF National Planning Policy Framework
CHP Combined Heat & Power	LPA Local Planning Authority
CLIL Community Infrastructure Levy	S106 Section 106
CO2 Carbon Dioxide	SIL Strategic Industrial Location
DPD Development Plan Document	SPD Supplementary Planning Document
EA Environment Agency	SPG Supplementary Planning Guidance
FRA Flood Risk Assessment	SSA Site Specific Allocation
GLA Greater London Authority	SUDS Sustainable Urban Drainage System
GTANA London Boroughs Gypsy & Traveller Accommodation Needs Assessment	UDP Unitary Development Plan

LDA London Development Agency	WFD Water Framework Directive
LDF Local Development Framework	

Appendix C: Land Take Maps 20

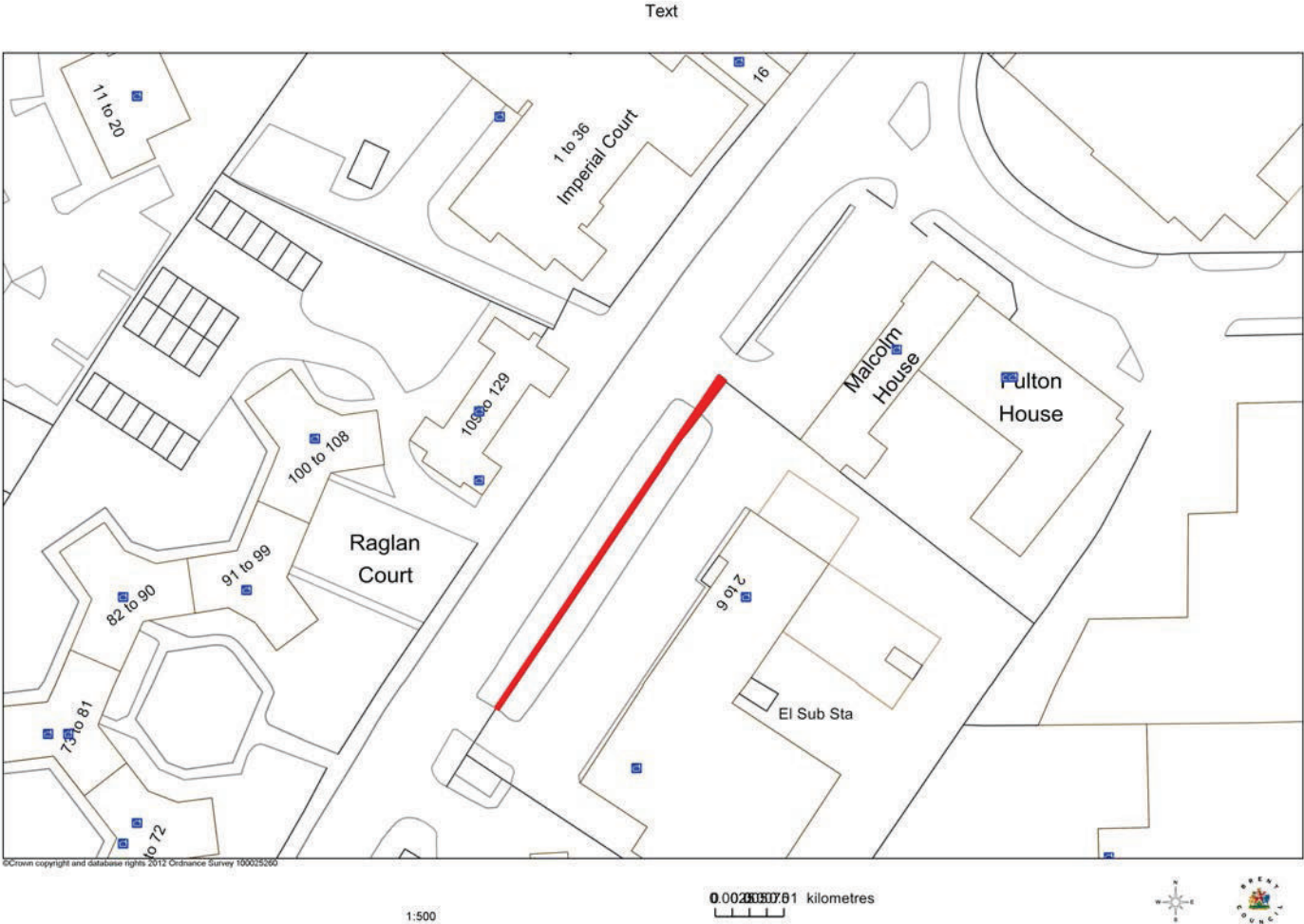
20.1 The following are maps detailing the land take requirements for highway and junction improvements which form integral parts of the longer term transport strategy for Wembley, which is required to facilitate development and regeneration within the action plan area. Certain land requirements are already being progressed, whilst others will be required on re-development of the sites. The specific details of the land required for transport improvements associated with each site are described in chapters 12-15. Map 20.1 shows the land required for the junction improvement at Empire Way / Engineers Way, which affects Site W12 (North West Lands).



Map 20.1 Land take required from W12

20 Appendix C: Land Take Maps

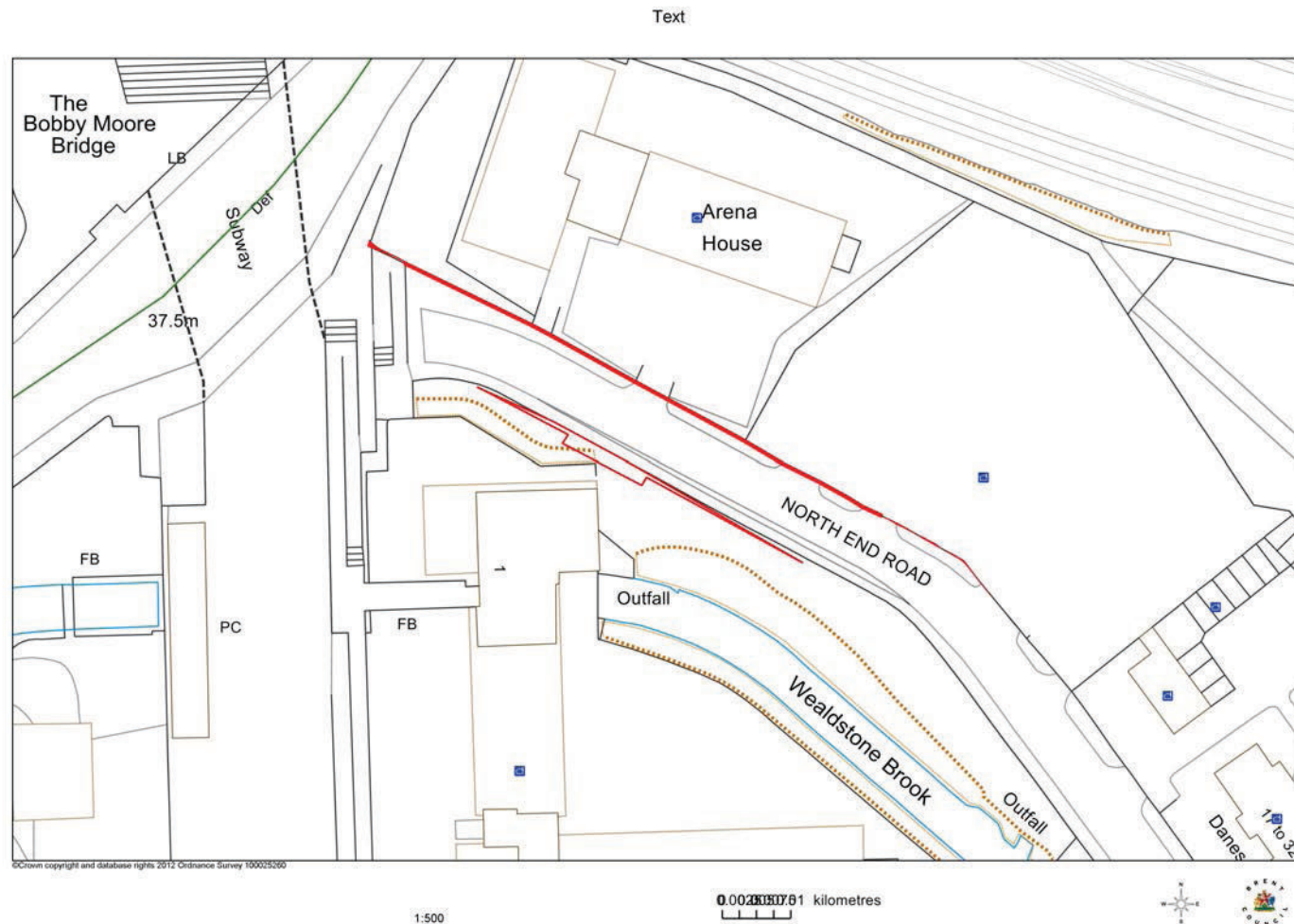
20.2 Map 20.2 shows land required to provide the widened pedestrian footway which affects Site W10 at Dexion House.



Map 20.2 Land take required at W10

Appendix C: Land Take Maps 20

20.3 Map 20.3 shows the land take required for improvements to North End Road as they affect Arena House (W14) and 1 Olympic Way (W16).

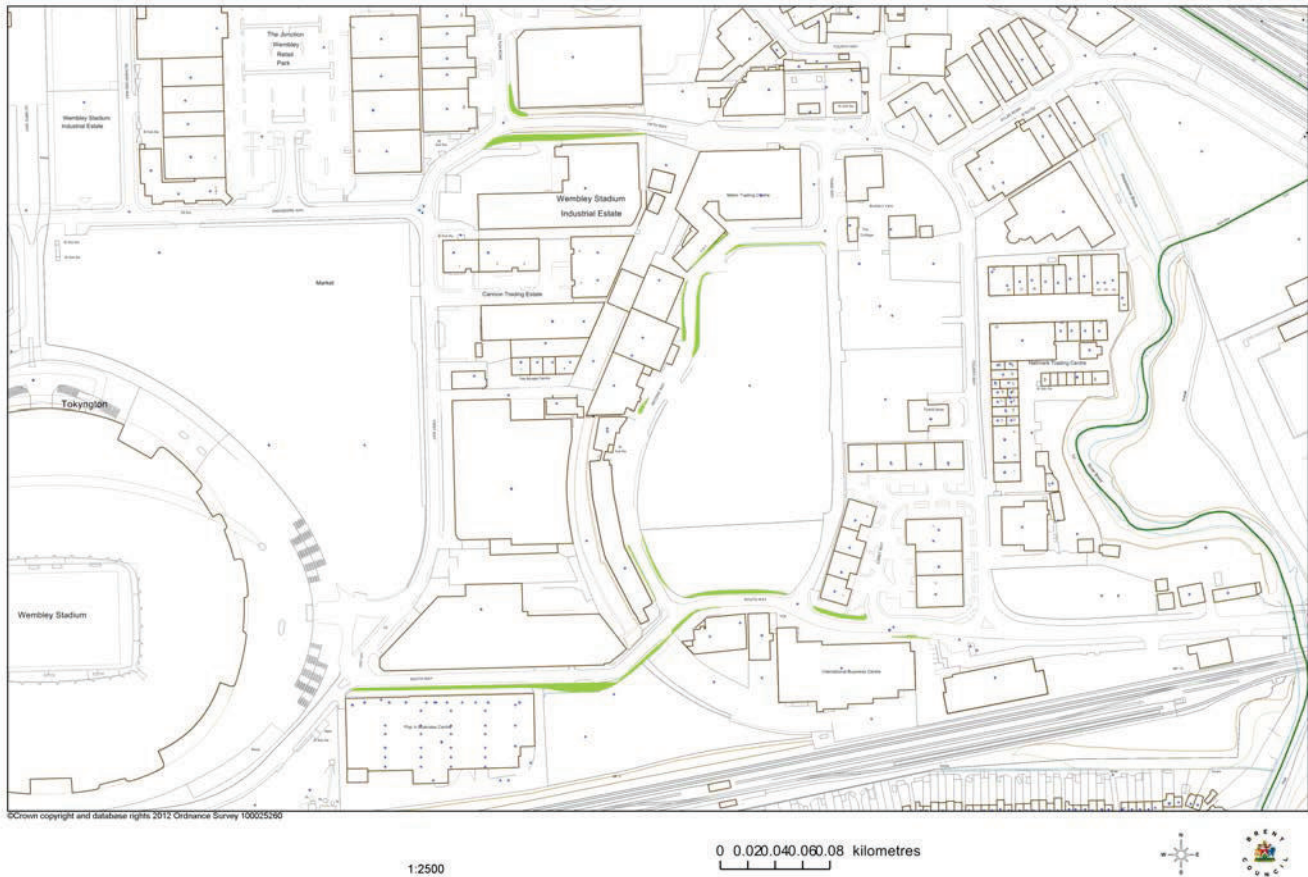


Map 20.3 Land take required at W14 and W16

20 Appendix C: Land Take Maps

20.4 Map 20.4 shows the land required to support a package of improvements within the eastern lands area of Wembley. These affect sites W27 (Euro Car Parts), W28 (First Way) and W29 (Second Way). This map shows alternative options, so that if development come forward in this location, then some flexibility if built in to providing the transport improvements.

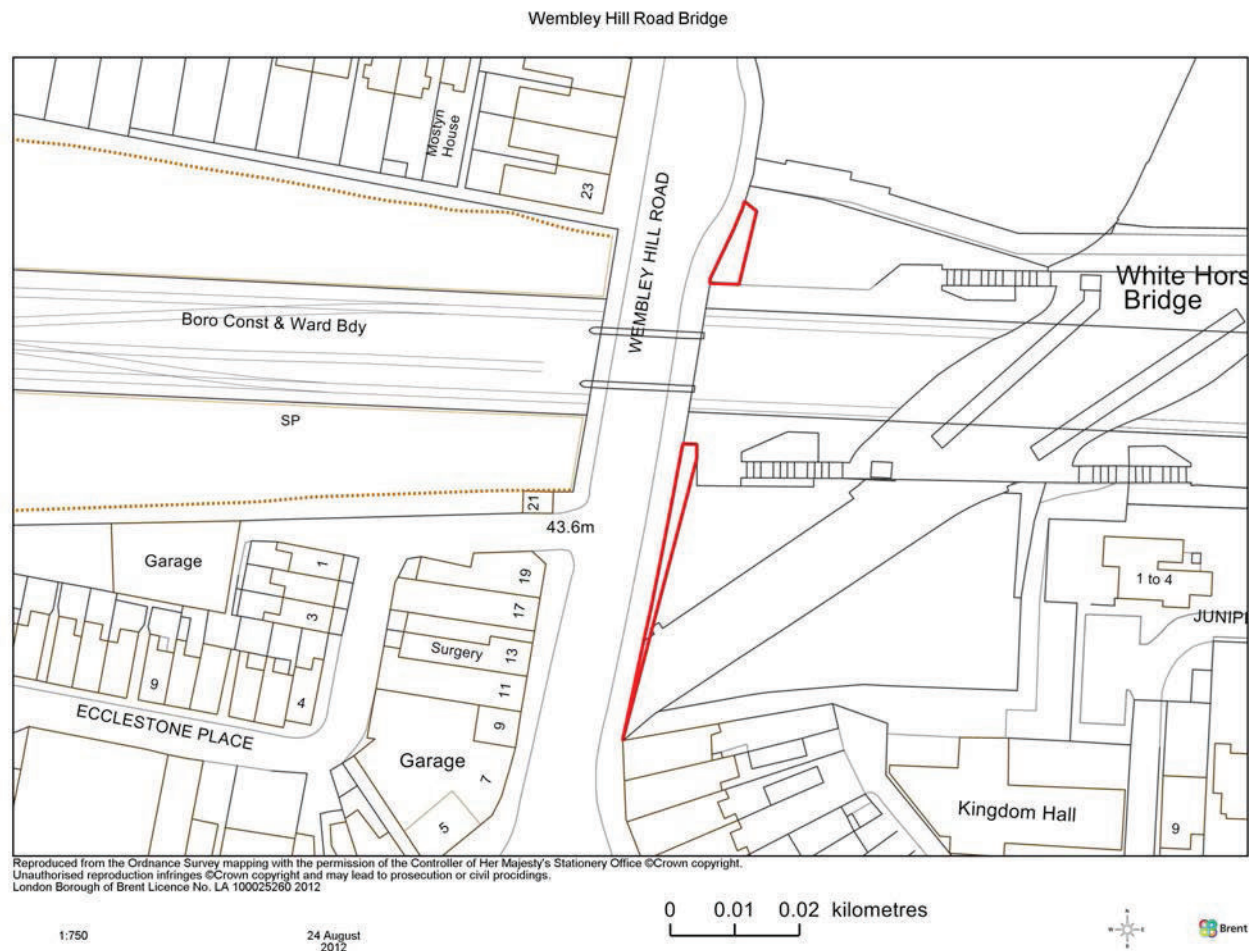
Text



Map 20.4 Land take required from W27, W28 and W29

Appendix C: Land Take Maps 20

20.5 Map 20.5 shows the land required to support highway improvements on Wembley Hill Road, particularly the widening of Wembley Hill Bridge, as it affects Site W6 (South Way site adjacent to Wembley Stadium Station).



Map 20.5 Land take required at W6

20 Appendix C: Land Take Maps

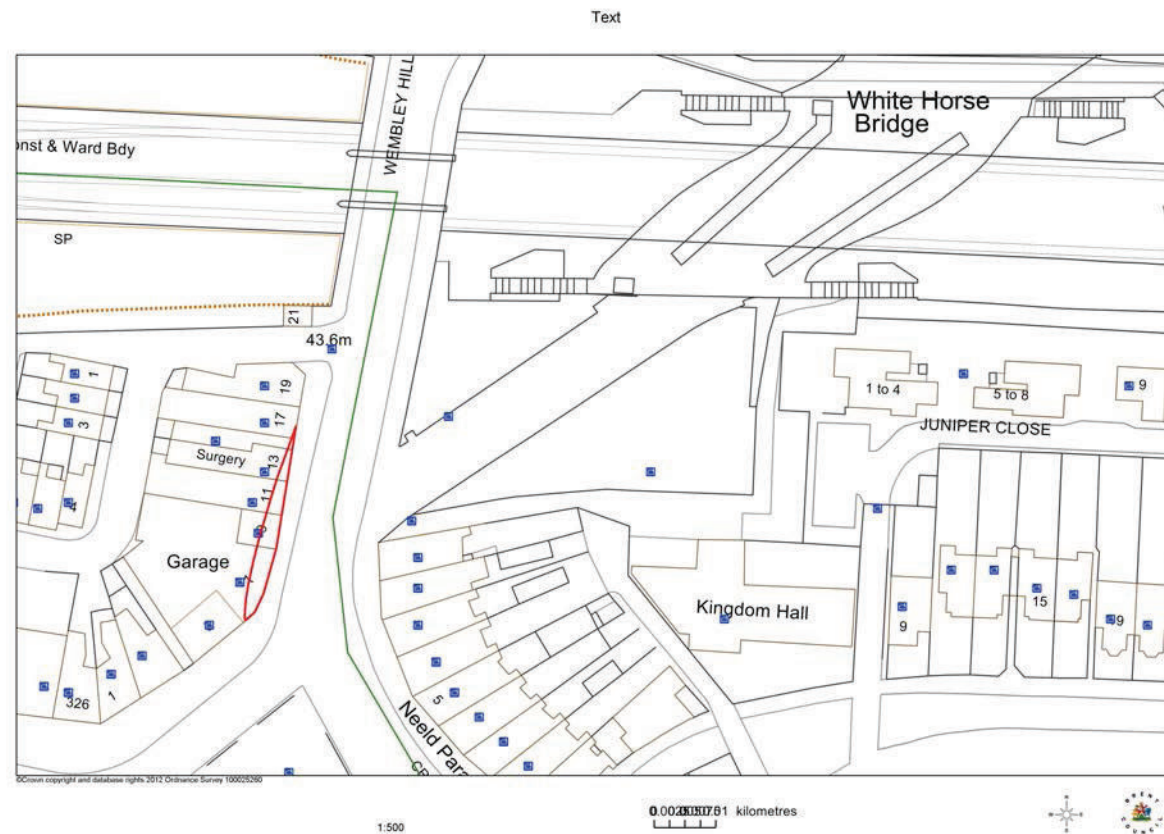
20.6 Map 20.6 shows the land required to support junction improvements at Wembley Hill Road / South Way as it affects Site W6 (South Way site adjacent to Wembley Stadium Station) and Site W7 (Mahatma Gandhi House). Current outline permission on the LDA Lands provides for the improvements at the Triangle, and South Way / Wembley Hill Road. Some further land may be required along South Way for other transport facilities including bus stops and taxi drop offs.



Map 20.6 Land take required at W6 and W7

Appendix C: Land Take Maps 20

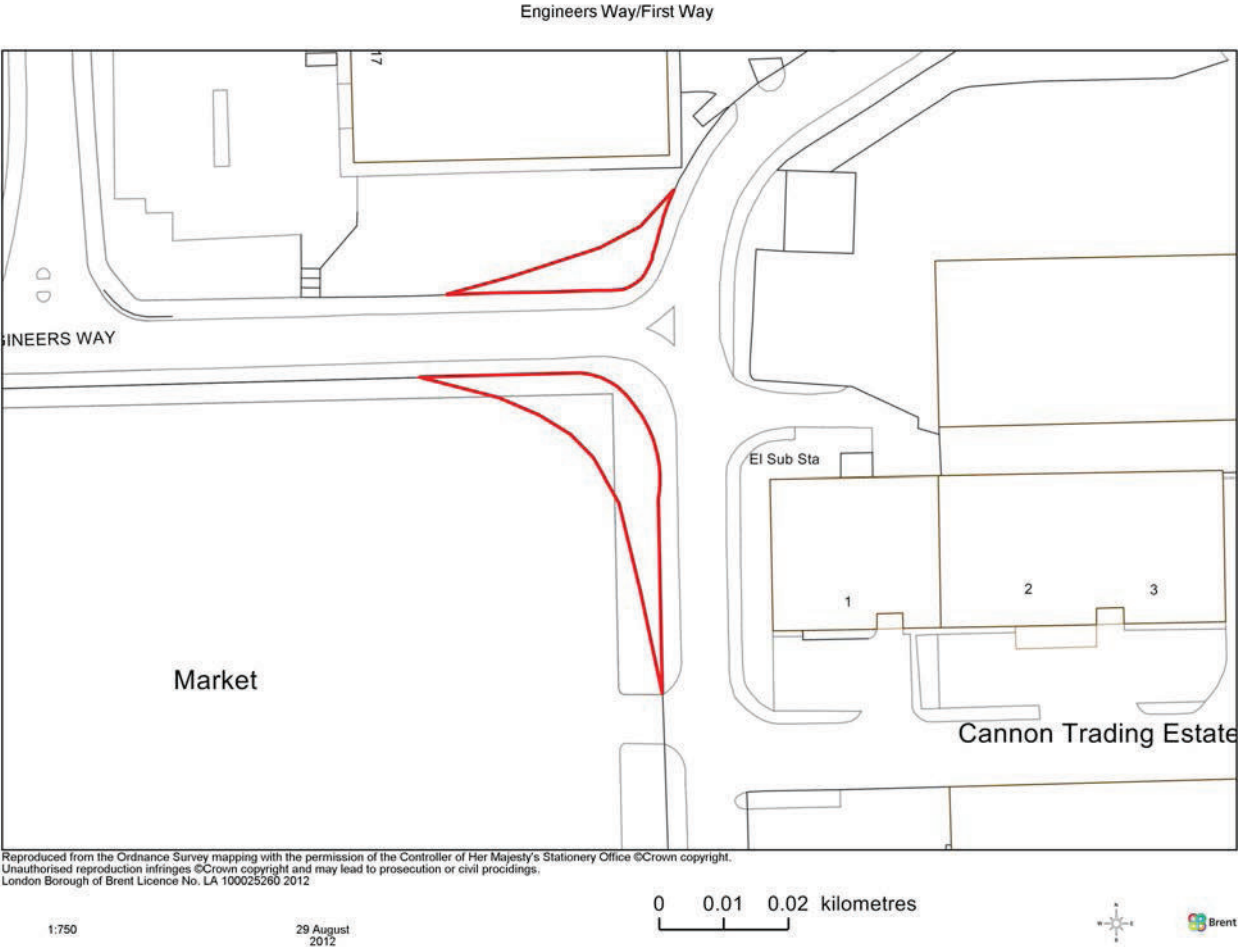
20.7 Map 20.7 below shows land required to support longer term improvements on Wembley Hill Road to provide additional capacity through Wembley Triangle junction, as this will affect Site W4 (High Road / Chiltern Line Cutting South). In the longer term, if there was comprehensive re-development on this site we would look to use this small portion of land (shown in red). This would be used to facilitate additional junction improvements beyond those already identified for the Wembley Triangle as part of existing permissions.



Map 20.7 Land take required at W4

20 Appendix C: Land Take Maps

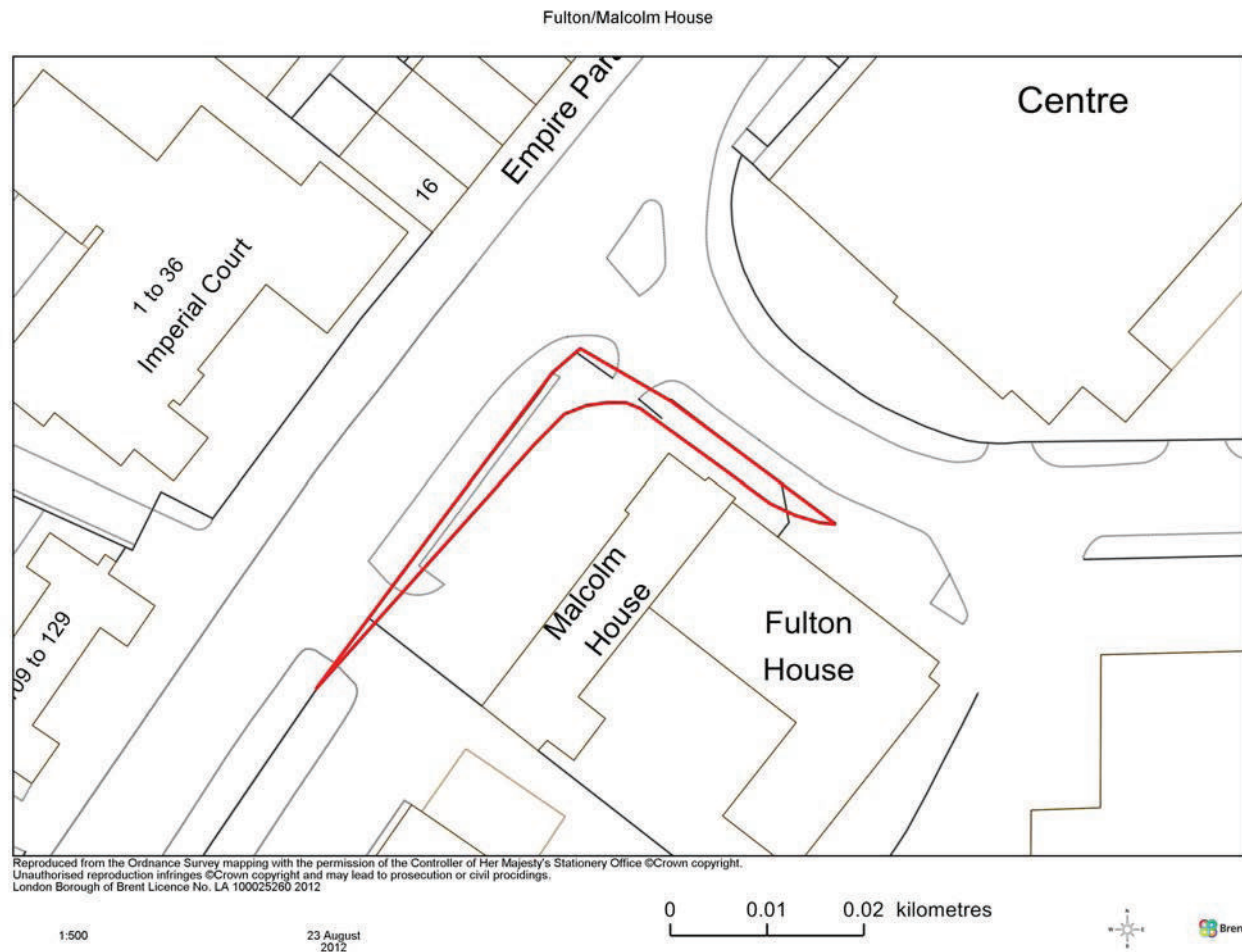
20.8 Map 20.8 below shows land required for junction improvements at Engineers Way/First Way on redevelopment of sites W 18 and W 19.



Map 20.8 Land take required at W18 and W19

Appendix C: Land Take Maps 20

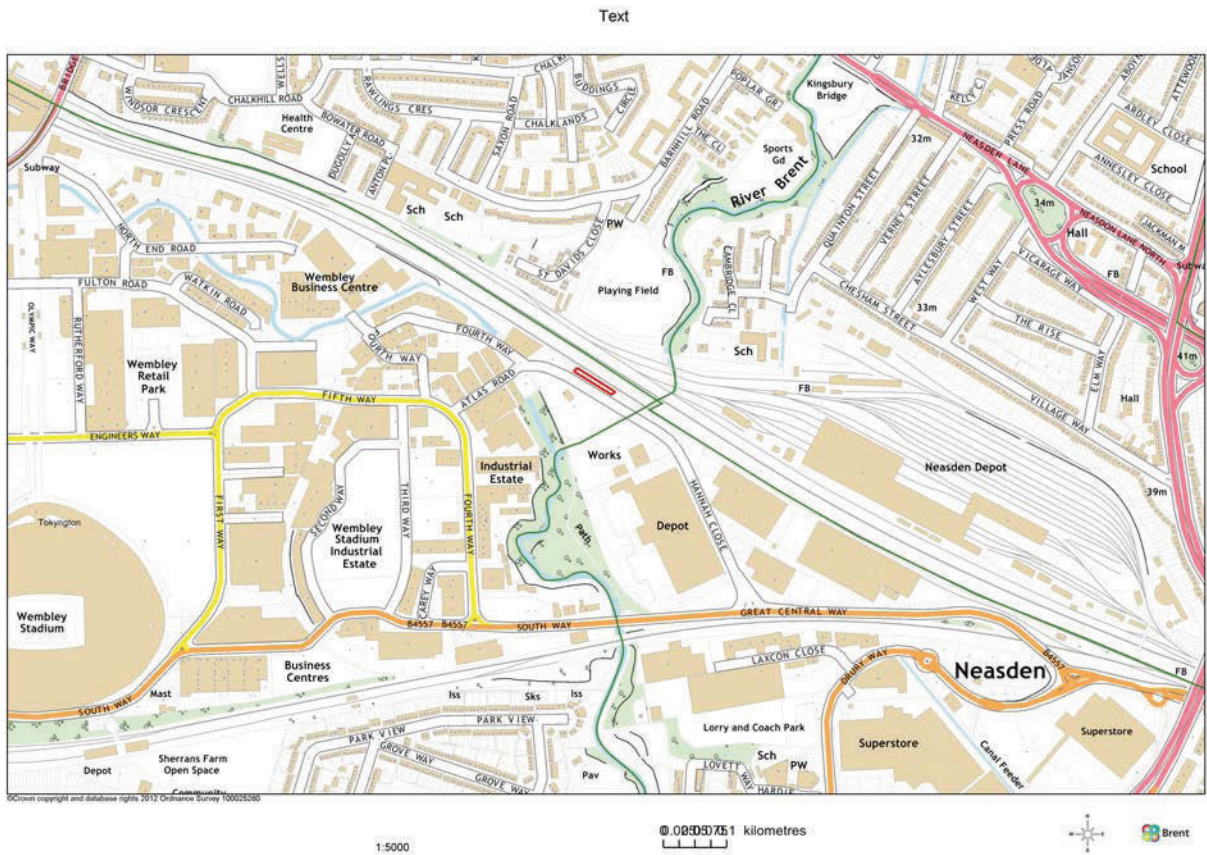
20.9 The map below shows the land take required at Malcolm/Fulton House, as this will affect site W11.



Map 20.9 Land Take Required at W11

20 Appendix C: Land Take Maps

20.10 Map 20.8 below is different from the maps shown above as it details the land take required for a pedestrian and cycle bridge crossing the railway lines (Underground and Chiltern) near St. David's Close, which will provide improved accessibility into the Wembley Area Action Plan area. Although this improvement does not affect a specific site, this land will be required as part of the Wembley Area Action Plan Transport Strategy.



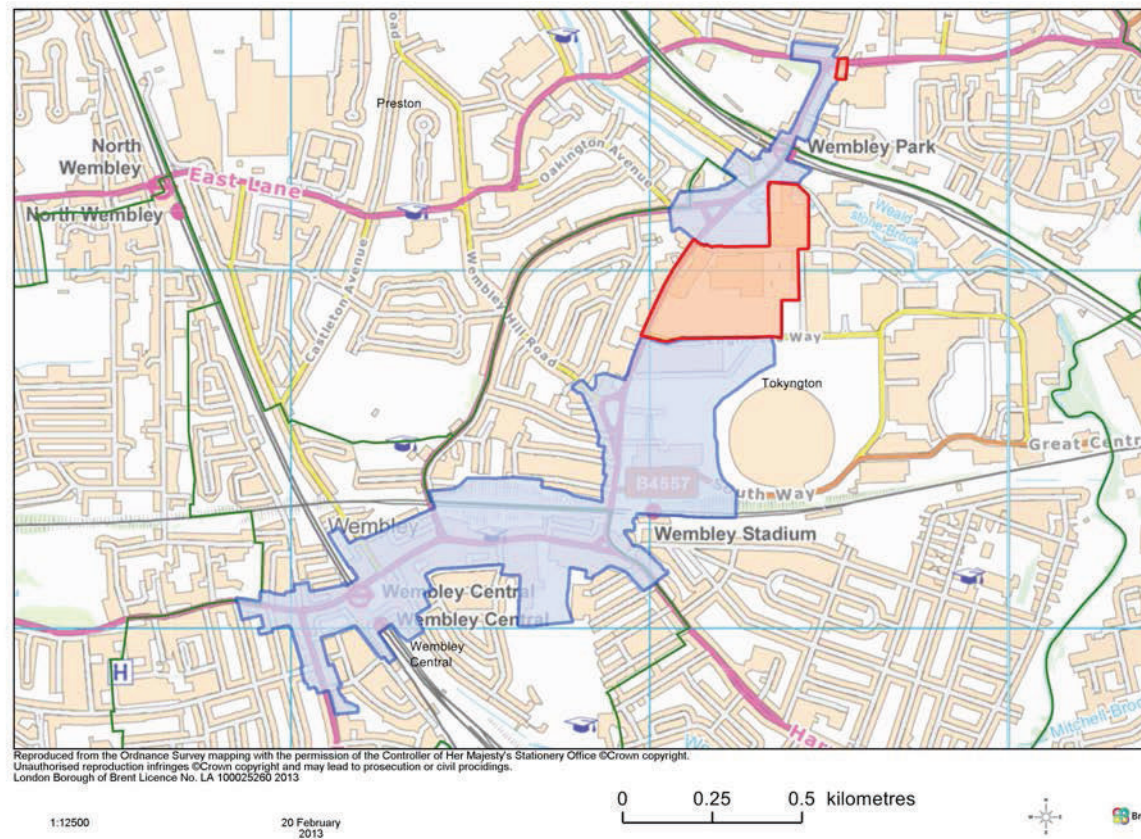
Map 20.10 Land take required at Fourth Way (East) Metropolitan Line

Changes to Proposals Map 21

21.1 The following maps show the detailed changes to the Proposals Map as a result of the Wembley Area Action plan. These include the town

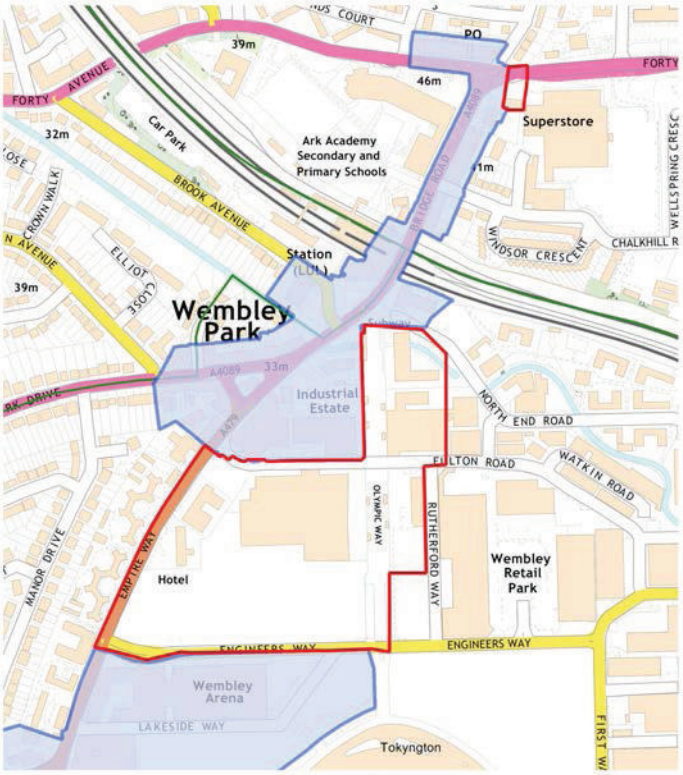
centre boundary extension which combines Wembley and Wembley Park into one town centre, release of two sites from the Strategic Industrial

Land (SIL), and the SIL area proposed for change from Preferred Industrial Land to Industrial Business Park.



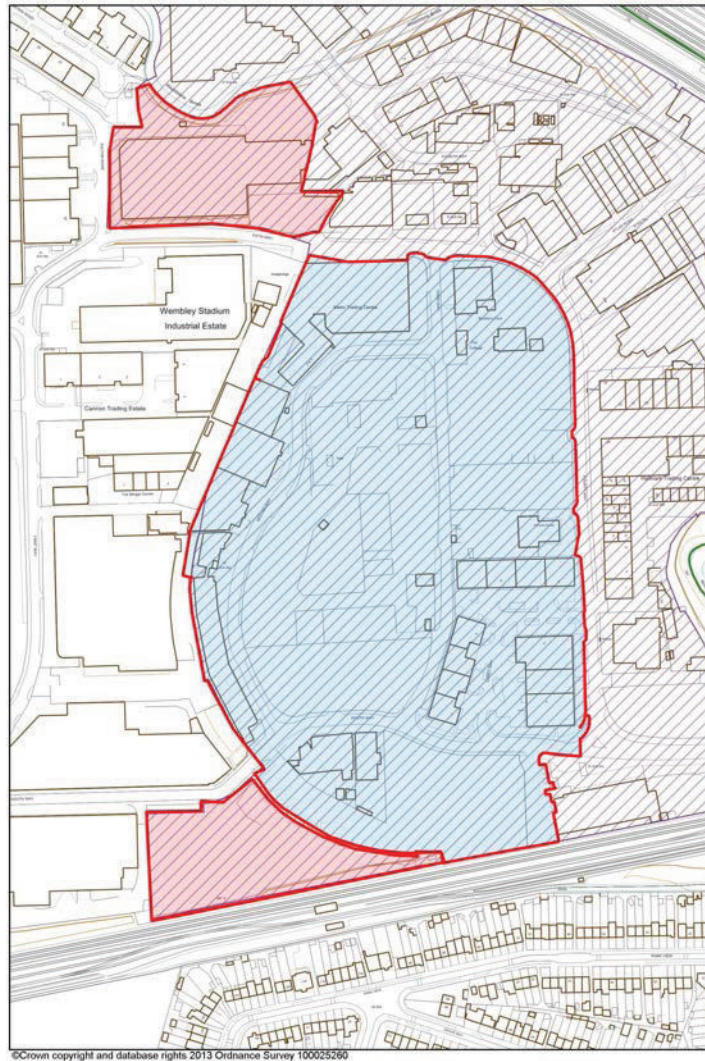
Map 21.1 Changes to Wembley Town Centre Boundary (additions in red)

21 Changes to Proposals Map




Map 21.2 Changes to Wembley Town Centre (Detail)

Changes to Proposals Map 21



Picture 21.1 Land for release from Strategic Industrial Land (SIL) and SIL area proposed for redesignation from Preferred Industrial Land (PIL) to Industrial Business Park (IBP)

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 Brent	<p style="text-align: center;">Full Council 24 June 2013</p> <p style="text-align: center;">Report from the Assistant Director of Strategy, Partnerships and Improvement</p>
For Action	Wards Affected: ALL
<p style="text-align: center;">Establishment of the Brent Health and Wellbeing Board</p>	

1. Summary

- 1.1 The Health and Social Care Act 2012 requires that the Council appoints a Health and Wellbeing Board, the membership of which is largely set out in statute. The purpose of the Board is to assess the health needs of the Brent population and produce a strategy to address those needs and to encourage the provision of integrated health and social care services.

2. Recommendations

- 2.1 Full Council is recommended to:

- (i) Agree that the Health and Wellbeing Board be established as a Committee of the Council with the Terms of Reference and Membership set out in paragraphs 3.7.1 and 3.5.2 below.
- (ii) Agree that the proportionality rules are dis-applied to the Health and Wellbeing Board.
- (iii) Agree that the Health and Wellbeing Board be consulted on the proposed voting arrangements for the Board set out in paragraph 3.3.6.
- (iv) Agree that the consequential amendments to the Council's constitution arising as a result of this report be made by the Director of Legal and Procurement upon the final decision being made regarding voting arrangements.

3. Details

3.1 Policy Context

- 3.1.1 Section 194 of the Health and Social Care Act 2012 requires that every upper-tier local authority establish a Health and Wellbeing Board ('HWB').

Collaboration is at the heart of Health and Wellbeing Boards; they provide new opportunities for local government to work in partnership with the NHS and communities to understand local need and develop a shared strategy to address the issues that matter most to local people.

3.1.2 Brent's shadow Health and Wellbeing Board has been meeting since February 2011. In developing the Board, the Council has followed the spirit of the original NHS White Paper, "Liberating the NHS" and subsequent Health and Social Care Act 2012. Existing terms of reference reflect the Government's ideas around the roles of Health and Wellbeing Boards, that they should be forums of collaboration and partnership working. Brent's approach has been informal, focussing on building relationships between councillors and GPs. However, it has overseen the development of a new Joint Strategic Needs Assessment for Brent and a Joint Health and Wellbeing Strategy, two of the board's statutory functions.

3.1.3 The main functions of Health and Wellbeing Boards are to:

- Assess the needs of the population through the Joint Strategic Needs Assessment (JSNA)
- Agree and produce a Health and Wellbeing Strategy to address needs, which commissioners will need to have due regard to in developing commissioning plans for health care, social care and public health. Commissioning plans can be referred to the Clinical Commissioning Group (CCG), local authority executive or NHS Commissioning Board if they do not reflect the JSNA and Health and Wellbeing Strategy
- Promote joint commissioning between health and social care
- Promote integrated provision, joining up social care, public health and NHS services with wider local authority services
- Participate in the development of CCG commissioning plans including commenting on the CCGs readiness to take on commissioning responsibilities and become authorised
- Provide advice to the NHS Commissioning Board in authorising and assuring CCGs

3.1.4 Health and Wellbeing Boards need to move out of their "shadow" form and become properly constituted by 1st April 2013. Regulations on the operation of Health and Wellbeing Boards were published in February 2013. As a result it has only been possible to bring this report to Full Council at this time. The relevant regulations are The Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013.

3.2 Legal Context

3.2.1 In order to fit Health and Wellbeing Boards within local authority structures, the Government has used section 102 of the Local Government Act 1972 as their legislative framework which governs the Council's ordinary Committee arrangements. By using this established legislation there are consequences that have become apparent regarding the operation of this Board and the recent Regulations seek to address the various issues which arise. For

example, under normal circumstances a section 102 committee only permits elected members of the council to vote on decisions and requires committees to be proportional in line with the overall proportionality of the council. It has always been the explicit policy intention that Health and Wellbeing Boards will, as a forum for collaborative local leadership, be very different to a normal local authority committee. The regulations permit a move away from these ordinary rules in relation to Health and Wellbeing Boards.

3.2.2 As a section 102 committee, Full Council needs to take the decision to formally establish the Health and Wellbeing Board. There are some membership requirements that are statutory. The statutory members of the health and wellbeing board are:

- At least one elected member (appointed by the Leader)
- Director of Adult Social Care
- Director of Children's Services
- Director of Public Health
- A representative of the local Clinical Commissioning Group
- A representative of Health Watch

3.2.3 Section 194(2)(g) of the Health and Social Care Act 2012 allows additional members beyond the statutory minimum to be appointed to the Board by the Local Authority and Section 194(8) enables the board itself to appoint additional members.

3.2.4 It is worth reinforcing the key underlying issue facing councils that are establishing Health and Wellbeing Boards - the need to strike a delicate policy balance between utilising the local accountability that is expected by establishing a Health and Wellbeing Board as a statutory committee, with the objective of providing the flexibility and support needed to empower local authorities to shape boards that are focused and effective, which work for them and really make a difference. The Health and Wellbeing Board may be delegated other functions but it cannot be responsible for overview and scrutiny functions.

3.3 Health and Wellbeing Board Regulations and choices for the Council

Establishment of Sub Committees and Delegations

3.3.1 Current legislation enables the Council to arrange for the discharge of functions by a committee, sub committee, officer or another local authority. The Department of Health is clear that Health and Wellbeing Boards are being established to bring together key health and social care commissioners and they want the core functions of the boards to remain within the collective ownership of the whole board. The Regulations allow the Health and Wellbeing Board, unless the Council directs otherwise, to establish a sub committee and delegate functions to a sub committee, if it wishes to do so. It is not suggested that the Council direct otherwise.

Political proportionality requirements

- 3.3.2 The Local Government and Housing Act 1989 imposes political balance requirements on Section 102 committees. In essence this means that not all seats are allocated to the same party group but that the majority of seats are given to the majority group. The Health and Wellbeing Board regulation 7 dis-applies this provision, meaning that the Board does not have to be politically proportional.
- 3.3.3 Councils are able to delegate executive functions to Health and Wellbeing Boards and the Boards will have their own statutory responsibilities such as developing the borough's health and wellbeing strategy. It is important that the board has stability and that it is able to lead this agenda with colleagues from the NHS without decision making or activity being compromised. For this reason it is recommended that proportionality rules are not applied to the Board. It is proposed that four Executive members will be nominated by the Leader of the Council to sit on the Board and a fifth place will be available for an opposition councillor.

Voting restrictions

- 3.3.4 Ordinarily S102 of the Local Government Act 1972 prevents non members of the Council from voting at section 102 committees except in relation to a specified set of committees. However, regulation 6 of the Regulations provides that unless the Council chooses to restrict voting rights to certain members of the Health and Wellbeing Board, all members of the Health and Wellbeing Board will have voting rights.
- 3.3.5 Although Health and Wellbeing Boards have a unique role and membership requirement, the voting regulation presents a problem to local authorities. It is highly unusual to have officers of the council and (potentially) external partners voting on a council committee since this goes against the principles of local democracy and decision making by elected representatives.
- 3.3.6 That said, Health and Wellbeing Boards are supposed to act as the leaders of health and social care services in their area. Health and Wellbeing Boards were intended to be collaborative groups that work to implement a shared agenda for health and social care in each council area. If a collaborative board is to be established, setting up a board where only elected members can vote would seem to go against the original intention. It is recommended that representatives of the Council and the Clinical Commissioning Group should be at the table as equals if the Board is to work and genuinely improve health and wellbeing through its strategic influence and powers. For this reason, it is appropriate to give the three CCG representatives voting rights on the Board, as well as elected councillors. However, other members of the Board, including officers of the Council, Health Watch representatives, and any others appointed to the Board (including any additional CCG members), should not be given voting rights.

- 3.3.7 The regulations require councils to consult with Health and Wellbeing Boards before making any direction on voting rights at the board. The Brent Health and Wellbeing Board will be consulted on this proposal and its views reported back to Council in order that a decision on Health and Wellbeing Board voting arrangements can be taken.

3.4 Disqualification for membership

- 3.4.1 Currently persons who are disqualified from being councillors are disqualified from being a member of the local authority or committee or joint committee. The grounds of disqualification include being an employee of the Council. The regulations have amended these restrictions to allow officers to become members of the board.

Application of a code of conduct and declaration of interest

- 3.4.2 Part 1, Chapter 7 of the Localism Act 2011 sets out provisions on the new standards regime for local authorities. This includes provisions in relation to the Code of Conduct and the disclosure of pecuniary interests. The Act requires co-opted members of committees to disclose pecuniary interests. A co-opted member is a person who is not a member of the authority but who is a member of any committee or sub-committee and who is entitled to vote on any question that falls to be decided at any meeting of that committee or sub-committee. These provisions will therefore apply to all voting members of the Health and Wellbeing Board. Accordingly arrangements will need to be made for the disclosure of pecuniary interests and training and guidance will be provided to members regarding the Code.

Application of transparency provisions

- 3.4.3 The Health and Wellbeing Board is subject to the same access to information rules as other council committees.

3.5 Membership of the Board

- 3.5.1 Given the points made above about membership (both statutory and non-statutory), Full Council is advised to agree the membership of the Board as set out below in order to ensure it is able to properly fulfil its functions as a leader of the health and social care system in the borough.
- 3.5.2 The recommended membership of the Health and Wellbeing Board is:

Statutory members

- Five elected councillors, with voting rights, to be nominated by the Leader of the Council. Four councillors will be Executive members from the majority party. The fifth member will be from an opposition party. An elected councillor will chair the Health and Wellbeing Board
- Director of Adult Social Care
- Director of Children's Services

- Director of Public Health
- A representative of Brent CCG, with voting rights
- A representative of Health Watch

Non-statutory members

- Chief Executive, London Borough of Brent
- Director of Environment and Neighbourhood Services
- Two additional representatives from Brent Clinical Commissioning Group with voting rights
- Brent Clinical Commissioning Group Borough Director

At least one of the Brent CCG members shall be a GP

- 3.5.3 As well as nominating five members to the Board, the Leader of the Council will also nominate five alternate members. The members of the Health and Wellbeing Board should not be members of the Health Partnerships Overview and Scrutiny Committee.

3.6 Quorum

- 3.6.1 Although the membership of the Board is wider than just councillors and CCG representatives, as it is proposed they be the only voting members, the Health and Wellbeing Board will only be quorate if three elected members and one CCG representative from the Brent Clinical Commissioning Group is present.

3.7 Terms of Reference

- 3.7.1 The proposed terms of reference for the Health and Wellbeing Board are set out below. They recognise that operational activities sit with the individual organisations represented on the Health and Wellbeing Board. The Board's role is to set the strategic direction and influence commissioning processes prior to operational decisions being taken.

Brent's Health and Wellbeing Board will:

- Lead the improvement of health and wellbeing in Brent, undertaking duties required by the Health and Social Care Act 2012
- Lead the needs assessment of the local population and subsequent preparation of the borough's Joint Strategic Needs Assessment and Joint Health and Wellbeing Strategy and ensure that both are updated at regular intervals
- Oversee the implementation of the priorities in the borough's health and wellbeing strategy and other work to reduce health inequalities in Brent
- Develop initiatives between the council and health service partners to improve health and wellbeing, focussing on tackling Brent's health inequalities
- Promote integration and partnership working between health, social care and public health by developing joined up commissioning plans

- Provide steer and oversight to CCG and social care commissioning plans to ensure they meet the borough's health needs and the wider strategic plans for health and social care
- Consider the wider determinants of health including (but not limited to) housing, education, and the environment to ensure that there is an integrated response to tackling health and wellbeing priorities and health inequalities in Brent
- To oversee the borough's plans to respond to a health related emergency
- Oversee the development of the borough's pharmaceutical needs assessment, which requires updating every three years
- Agree an annual work programme for the Board

4. Legal Implications

4.1 The legal implications are included in the body of the report.

5. Finance Implications

5.1 None

6. Diversity Implications

6.1 None

7. Staffing/Accommodation Implications


7.1 There are no specific staffing implications. The Shadow Board has been provided with administrative support including that from Democratic Services and the policy unit and this will continue.

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 <p>Brent</p>	<p>Full Council 24 June 2013</p> <p>Report from Director of Legal and Procurement</p>
<p>For Action Wards Affected: ALL</p>	
<p>Changes to Health Scrutiny</p>	

1.0 Summary

- 1.1 The Health and Social Care Act 2012 and the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013 which came into force on 1 April 2013 make some changes to the Council's health scrutiny role and the Council now has a choice about how those functions are carried out by the Council.

2.0 Recommendation

- 2.1 That members agree the recommendations in paragraphs 3.2 and 3.9 and that the Director of Legal and Procurement make the consequential changes to the Constitution.

3.0 Detail

- 3.1 Health Overview & Scrutiny Committees were set up by the Health and Social Care Act 2001 and those committees were given the power to scrutinise and review any matter relating to the planning, provision and operation of health services in their area, and make reports and recommendations to NHS bodies and local authorities.
- 3.2 The Health & Social Care Act 2012 and Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013 ('the Regulations') now provide that the health scrutiny functions to review and scrutinise any matter relating to the planning, provision and operation of the health service in its areas are conferred directly on the local authority and not directly to the overview and scrutiny committee. This means that each local authority can decide how it discharges these health scrutiny functions including through Full Council, an Overview and Scrutiny Committee of the Council, or another committee or sub-committee of the Council. The local authority cannot discharge its health scrutiny function through the Health and

Wellbeing Board. Having regard to the nature of the functions it is recommended that these continue to be carried out by the Health Partnerships Overview and Scrutiny Committee.

- 3.3 The scope of health scrutiny and those who can be required to attend meetings has been extended to:
- The NHS Commissioning Board,
 - Clinical Commissioning Groups,
 - NHS trusts or foundations trusts
 - Other relevant health service providers providing NHS services in the area
 - Providers of NHS and Public Health Services
- 3.4 Special rules apply to the involvement of Local Health Watch in terms of referrals they may make for scrutiny and the committee taking into account information provided by it.
- 3.5 The powers relating to consultation, and the referral of proposals for substantial variation of the health service in the local authority's area to the Secretary of State, are given to the Local Authority. This power can be delegated by the Council to an overview and scrutiny committee but cannot be delegated to other committees.
- 3.6 The Regulations provide that an NHS body or relevant health service provider must consult the Council where it is considering any proposal for a substantial development of the health service in the Council's area. The Council may make comments on the proposals and where those comments include a recommendation that the NHS or health body disagrees with, the Council and that body must take such steps as are reasonably practicable to reach agreement.
- 3.7 The Regulations also provide that the Council may report a matter to the Secretary of State in certain circumstances, which includes where the Council is not satisfied with the consultation arrangements, or it considers that the proposal would not be in the interests of the health service in its area. However, such a report may not be made where the Council has engaged with the consultation unless the Council is satisfied that resolving differences has been attempted in accordance with the Regulations, but agreement has not been reached within a reasonable period of time. Other rules apply where the Council wishes to refer the matter to the Secretary of State, but the Council has not sought to make comments on the proposal.
- 3.8 As explained above, under the legislation it is the Council that must be consulted and is given the power to respond, and it is the Council that is given the power to refer matters to the Secretary of State. It is therefore for the Council to decide whether, and if so on what basis, these functions are delegate to an overview and scrutiny committee. The Health Partnerships Overview and Scrutiny Committee is likely to have detailed knowledge of the relevant matters and the time to give detailed attention to the consultation response. However, the implications of any proposals for substantial

development of the health service are such that consultation feedback, and decisions as to whether a matter should be referred to the Secretary of State, are likely to be such that the Council as a whole has a significant contribution to make.

- 3.9 It is therefore recommended that consultation responses to an NHS proposal for a substantial development of the health service in the Council's area be delegated to the Health Partnerships Overview and Scrutiny Committee, but that the Committee's comments and recommendations be referred to Full Council for final consideration. Likewise, where agreement has not been reached with the NHS body on any substantial change, or there are other reasons why the Council may wish to refer a matter to the Secretary of State, such steps should be reserved to Full Council. The Health Partnerships Overview and Scrutiny Committee may make recommendations to Full Council to refer, or not refer, a matter but the final decision will be a matter for Full Council.

4.0 Financial Implications

- 4.1 There are none arising directly from this report.

5.0 Legal Implications

- 5.1 These are contained in the body of this report

6.0 Diversity Implications

- 6.1 There are no diversity issues arising from this report.

Background Papers

The Brent Constitution

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 <p>Brent</p>	<p>Full Council 24 June 2013</p> <p>Report from Director of Legal and Procurement</p>
<p>For Action</p>	<p>Wards Affected: ALL</p>
<p>Review of and changes to the Constitution</p>	

1.0 Summary

- 1.1 This report is in two parts; the first part sets out changes recommended following a detailed review of certain parts of the Constitution; most particularly delegations to officers, operation of Full Council, and call in arrangements. The second part addresses recommended changes of a more administrative nature and those arising from changes in the law.

2.0 Recommendations

2.1 That Members

- (i) Agree the recommended changes to the Constitution shown as track changes in **Appendix 1** which reflect the changes recommended under the review and such changes to come into immediate effect save for those in recommendation (ii) below;
- (ii) Agree the recommended changes in paragraphs 3.3.6 and 3.3.7 in respect of changes to the thresholds for officer decisions in respect of contracts and property to come into effect from 1 October 2013;
- (iii) Agree the recommended changes to the Constitution shown as track changes in **Appendix 2** which reflect the changes recommended to accord with administrative or legal changes.

3.0 Detail

- 3.1 An independent review of the Council's constitution was commissioned at the end of 2012. The consultant was satisfied that the Constitution is regularly updated and is consistent with those used by other councils (subject to local variation). The aspects of the Constitution the subject of the review were therefore those which do pose some local difficulties, or which it is considered could be improved. The recommended changes set out in Part 1 below have

been discussed in detail at a meeting of the Constitutional Working Group which included the Leaders of each political group, the Chief Executive and senior officers. The amendments in Part 2 are more routine matters which have arisen as a result of changes in the law or other procedural or administrative matters which require or warrant changes to the Constitution.

PART 1

3.2 The specific areas considered by the review are delegations to officers, council meetings, and call in arrangements.

3.3 *Delegations to officers*

3.3.1 The Council has a scheme of delegation to Directors and specific senior officers. There are no notable difficulties in its day to day operation and continuation of the present style of delegation therefore seems appropriate. However, for the sake of clarity it is proposed to make it clear in the Constitution that the Council's delegation of powers includes delegation to those appointed to a named post on an acting, interim, or temporary basis.

3.3.2 Under the present constitutional arrangements the appointment of Directors, Assistant Directors and other specified senior officers on an interim or fixed term appointment are a matter for the Chief Executive or a Chief Officer appointed by him or her. It is proposed that the arrangements be more specifically detailed in the Constitution for the purposes of clarity and that in relation to the interim appointment of Directors, and some statutory officer appointments that General Purposes Committee be informed of such appointments, and of any extensions of such arrangements beyond a year. Interim Chief Executive arrangements are also clarified.

3.3.3 For historical reasons the Constitution includes very wide powers to the Chief Executive, these are no longer required and it is recommended that delegation to the Chief Executive be amended accordingly.

3.3.4 In Brent, officers have been delegated powers and functions subject to exemptions and restrictions which, when they arise, require member decisions through the Executive or another committee body. The criteria or threshold for determining which decisions should be made by members, or involve members, and which could be taken by officers was part of the review.

3.3.5 A review and comparison of financial thresholds used to limit delegated authority to officers in relation to property and contract matters shows that the limits in Brent allow greater officer decision making than is available in a number of the other Councils surveyed. When deciding any new thresholds for Brent some caution should also be exercised in the comparison with other councils, since it is not clear how recently these limits were reviewed in other boroughs, and there may be other local factors which have some bearing on the limits, for example local land and property prices are relevant in deciding the limit to be set on officer delegation to obtain or dispose of land.

- 3.3.6 While there are some other conditions and terms attached to some financial limits, broadly speaking, of those surveyed (Barnet, Ealing, Hammersmith and Fulham, Hounslow, Kensington and Chelsea and Tower Hamlets), the limit for officer decision on supply and service contracts ranges from up to £500k (which includes Brent), to up to £100k, with many in the middle at £250k as the limit for officer decision making. In relation to works contracts the Brent Constitution requires member approval for works contracts of over £1 Million. It is recommended that the contract value for Executive approval in relation to works be reduced to £500K and supplies and services be reduced to £250K thus enabling significantly greater Member involvement in the decision making process regarding contracts.
- 3.3.7 Changes are also recommended in relation to land transactions delegated to officers. The powers given to Directors are very restricted but those given to the Assistant Director of Property and Assets are much wider; Executive approval is required for grant or disposal of an easement, licence, or leasehold where the value of the interest in the land exceeds £100K p/a rental or, if acquired, disposed of, or granted at a premium exceeds £300k in value. Most of the Councils surveyed provide for Executive decision making on disposal or acquisition of property in excess of £250k. Some require Executive agreement to leases of over 25 years, and some provide for consultation with lead member for lower value transactions. It is recommended that disposal or acquisition of an interest in land or buildings at a premium exceeding £250k in value be a matter for the Executive. With regards to such disposals or acquisitions over £150K and below £250K the Lead Member be consulted. Property transactions are now reserved to the Assistant Director of Property and Assets and the powers of Directors are removed. The detail of the proposed changes is shown at **Appendix 1**.
- 3.3.8 It is proposed that the changes in relation to the process for decision making on property and contract matters should be introduced on 1 October 2013 to allow those matters which are already being decided under the current regime to be completed. The change in process proposed may also affect time scales and planning for such matters and the immediate introduction of new rules with no transitional period may have a negative impact on council business.
- 3.4 *Procedure for Council Meetings*
- 3.4.1 There are several matters relating to the arrangements for the procedures at meetings of Full Council which it is suggested be amended:
- i) *Motions. Standing Order 45.* The present arrangement is for advance notice of the motions 3 days before the meeting and the motions are circulated to members at least 1 day before the meeting. It is proposed that it be made clear that this be written notice of the wording of the motion to the Democratic Services Manager and that the notice be extended to 5 clear working days in advance of the meeting, with motions being circulated to all members at least 2 clear working days before the meeting. Currently only 3 motions are debated, but a further 7 motions may be presented. It is proposed that only the 3 motions to

be debated may be presented, with the continued arrangement that there be one from each group.

- ii) *Debate on key issues affecting the borough (Standing Order 40).* The present arrangements allow for a themed debate to take place on issues affecting the Borough. This has been useful for specific issues such as the civic centre build and the Olympics. However, going forward, it is agreed that this provision will only be used with the agreement of all group leaders.
- iii) *Council tax setting (Standing Order 34).* As part of this process the Leader of the Council presents a report to the budget meeting setting out the Executive's proposals for the budget and the Chair of the Budget and Finance Overview and Scrutiny Committee is allowed 10 minutes speaking time. It is proposed that the Standing Order be modified to make it clear that a procedural motion should address the speaking rights of key members in the budget debate.
- iv) *Rules of Debate for Meetings of Full Council (Standing Order 46).* It is proposed that paragraph 46(d) is amended so that where a motion or an amendment to a motion, which has not been circulated in advance, is to be debated, the Mayor may require that the motion or amendment is written down and handed to him/her.
- v) *Removal or exclusion of members of the public (Standing Order 50).* For the sake of clarity it is proposed that specific powers of exclusion be included.

3.5 *Call in*

- 3.5.1 Finding the balance between call in for proper scrutiny purposes on major issues that affect the borough, and avoiding use of that process on matters which are not appropriate for call in or could be resolved by alternative means is a complex matter. Having reviewed the provisions it is recommended that the criteria be relaxed, but that call in should only apply to key decisions as defined in the legislation, and not all decisions made by the Executive (the Council currently defines all decisions of the Executive as 'Key Decisions' and has a more 'generous' definition for officer key decisions requiring in the second limb of the statutory test that only one ward be affected). Furthermore, that call in should not apply to decisions which are being referred to Full Council, nor operational decisions by officers. The detail of the change to the call in arrangements is set out in **Appendix 1**.

Part 2

Area and Service User Consultative Forums

Following a review of area and service user forums, chairs and lead managers recommended the adoption of a programme of improvements to the management and content of area and user forums under the new general banner 'Brent Connects'. The Brent Connects programme is essentially about

improving the internal management of and stakeholder experience at all the consultative forums.

BME Service User Forum

Chairs and lead managers recommended that the remit of the current Black and Minority Ethnic service user consultative forum be widened to cover a more general equalities brief, that this forum is renamed the Equality Forum, and its terms of reference be amended accordingly. It was recognised that the variety of stakeholder groups who potentially fall within the remit of the Black and Minority Ethnic Service User Consultative Forum is so wide and diverse, they could not be adequately represented under the current structure. Furthermore this forum had suffered from chronically low attendances over the last two years. The group felt that a re-focusing of this forum with a more general equalities brief should be recommended and that this change would more accurately reflect new equalities legislation and the Council's commitment to equalities. Some limited consultation has taken place on the proposed changes; with chairs and lead managers in their joint meetings; at area and user forums and specifically with members of the Black and Minority Ethnic Service User Forum. The proposals have been generally welcomed. The recommended changes to the consultative forums is shown in **Appendix 2**.

Changes to the Adoption Panel

Prior to 1 September 2012, local authority adoption panels were legally required to consider the suitability of a child for adoption for cases that were subject to court proceedings. Under the Adoption Agencies Amendment Regulations 2012, this requirement has been removed and for those cases that are subject to court proceedings, adoption agencies are now prohibited from referring these to the Adoption Panel before a decision has been made by the agency on whether to place a child for adoption. The Adoption Panel retains responsibility for considering the approval of adopters and the suitability of matches between prospective adopters and a child.

School Exclusions

The School Discipline (Pupil Exclusions and Reviews) (England) Regulations 2012 which came into effect in September 2012 replaced School Exclusions Appeal Panels with Independent Review Panels. The obligations of the Local Authority in convening these panels for cases relating to schools maintained by the LEA remain largely unchanged.

Schools Admissions Forum

The new Schools Admissions Code introduced in February 2012 no longer contains a requirement to have a Schools Admissions Forum and accordingly these no longer take place.

The suggested amendments brought about by the changes in the law are shown at **Appendix 2**.

4.0 Financial Implications

4.1 There are none arising directly from this report.

5.0 Legal Implications

5.1 The Local Government Act 2000 Section 9P requires Councils to have a Constitution, which must include Standing Orders and such other matters as the Council considers appropriate.

6.0 Diversity Implications

6.1 This report has been screened by officers and there are not considered to be any diversity implications arising from it.

Background Papers

The Brent Constitution

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APPENDIX 1

DEFINITIONS OF TERMS USED IN THE CONSTITUTION

- The **Head of Paid Service** is the officer appointed by the Authority in accordance with section 4 of the Local Government and Housing Act 1989 who has overall corporate management and operational responsibility within the Council. In the London Borough of Brent the Head of Paid Service is the officer appointed to the position of Chief Executive.
 - An **Independent Member** is a member of the Standards Committee and/or its sub-committee who is not a councillor or officer of the Council or any other body having a Standards Committee.
 - A **Joint Committee** is a committee comprising members of two or more local authorities created under section 102(1) of the Local Government Act 1972.
 - The term **Key Decision** is defined in the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012. ~~In Brent the Council will treat as a Key Decision all decisions taken at a meeting of the Executive or a committee of the Executive whether or not the decision would be classed as a Key Decision according to the statutory definition. Further, an officer A decision will be a Key Decision if it relates to an Executive function and is likely:~~
 - (a) to result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates; or
 - (b) to be significant in terms of its effects on communities living or working in an area comprising ~~one~~two or more wards or electoral divisions in the area of the local authority ~~(notwithstanding that the statutory definition specifies an area comprising two or more wards).~~
- ~~Thus, the Brent definition of a Key Decision is more generous than the statutory definition.~~ Further guidance on Key Decisions is included in the Access to Information Rules which form part of this Constitution.
- The **Leader** is a councillor, not being the Mayor or Deputy Mayor, elected by the Council to the position of Leader of the Executive.
 - The **Licensing Code of Practice** means the document which has been adopted by the London Borough of Brent to regulate the performance of its licensing function. The main objectives of the Code are to guide Members and officers of the Council in dealing with licensing related matters and to inform potential licensees and the public generally of the standards adopted by the Council in the exercise of its licensing powers.
 - **Mayor** means a councillor, not being a member of the Executive, elected by the Council at the Annual Meeting to the position of chair of the Council. The Mayor, if present at a meeting of the Council, will preside and have a second or casting vote in the event of equality of votes on any question coming before a meeting of the full Council.

The Mayor of Brent Council is a symbol of the Authority and as such, the Mayor will normally carry out the ceremonial duties of the Council.

Article 14 – Decision Making

Responsibility for decision making

- 14.1 The Council will issue and keep up to date a record of which part of the Council or individual has responsibility for particular types of decisions or decisions relating to particular areas or functions. This record is set out in Part 4 of this Constitution.

Principles of decision making

- 14.2 All decisions of the Council will be made in accordance with the following principles:
- (a) proportionality (i.e. the action must be proportionate to the desired outcome);
 - (b) due consultation and the taking of professional advice from officers;
 - (c) respect for human rights;
 - (d) a presumption in favour of openness;
 - (e) clarity of aims and desired outcomes; and
 - (f) explaining the reasons for a decision and the options considered.

Key decisions

- 14.3 A Key Decision is defined in statute as an Executive decision which is likely:
- (a) to result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates; or
 - (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.

- 14.4 ~~Number not in use. The Council is of the view that a Key Decision includes a decision (whether taken by the Executive, its committees or officers) which is likely to be significant in terms of its effect on a community or communities living or working in an area comprising one or more wards or electoral divisions in the Borough. The Council will also treat as if they were Key Decisions any other decision taken or to be taken at a meeting of the Executive or a committee of the Executive.~~

- 14.5 A decision maker or decision making body may only make a Key Decision in accordance with the requirements of the Access to Information Rules set out in Part 6 of this Constitution.

The Forward Plan

- 14.6 A Forward Plan shall be prepared by the Democratic Services Manager giving not less than 28 days notice of any decision to be taken by the Executive and this will be updated and republished 28 days before each meeting of the Executive.. The

- (b) Any request under Standing Order ~~18~~20 shall be made in writing and submitted in person, by letter, by email or by facsimile and:
- (i) In the case of a request submitted in person, by letter or by facsimile shall be signed and the signature(s) shall be the original signature of the member(s).
 - (ii) In the case of a request submitted by facsimile, it shall be sufficient if the signature is not photocopied or a stamp signature.
 - (iii) In the case of a request submitted by email, the email shall be from a member's individual address and not from that member's group office.
 - (iv) Shall include the reason(s) for the request being made. For the avoidance of doubt, there is no requirement that the same reason be given in respect of each request when calculating whether the threshold specified in Standing Order ~~18~~20 has been reached.
 - (v) Maybe made on the Call-in form available from member's group offices, and may include members' suggested alternative proposals, action, or resolution.

7. Interpretation

- (a) References to the Mayor shall include the Deputy Mayor when acting in his or her absence (or in relation to Chairing a meeting of Full Council any other member selected at a meeting of Full Council to chair it if not the Deputy Mayor).
- (b) References to the Leader shall include the Deputy Leader when acting in his or her absence and shall include any other member of the Executive who in the absence of the Leader and the Deputy Leader is nominated by the Leader to act or if no such nomination is made the person nominated by the Deputy Leader to so act.
- (c) References to days shall unless otherwise specified be to clear working days. Clear working days means excluding the day on which the notice is given and the day of the meeting or other event or action to which it relates.
- (d) Other words and phrases shall unless the contrary intention is clear have the meaning given in the definitions section of the Constitution.
- (e) Except as provided in Standing Order 4 the Director of Legal and Procurement shall advise on the construction, interpretation or application of any part of the Constitution.

8. Access to Information

The Access to Information Rules which apply to meetings and documents are set out in the separate Access to Information Rules forming part of the Constitution.

9*. *Motions relating to confidential or exempt information*

If any matter arises at a meeting of Full Council or the Executive (or a committee or sub-committee thereof) and in respect of which any confidential or exempt information may be disclosed or discussed then in the case of confidential information that matter shall not be the subject of further discussion; and in the case of exempt information that matter shall not be the subject of further discussion until Full Council or the Executive or the committee or sub-committee

- (c) The Executive may make in-year changes to the policies and strategies agreed as part of the Policy Framework if such change or changes are within the limits set by Full Council pursuant to paragraph (a) above. No other changes may be made unless it, or they, cannot reasonably wait until the next meeting of Full Council and if it is not reasonably practicable to call a meeting of Full Council for that purpose and unless:-
- (i) such change is necessary to ensure compliance with the law or a ministerial direction; or
 - (ii) the Council would suffer or would be likely to suffer significant financial detriment if the policy was not changed in the manner proposed; or
 - (iii) the Council would benefit or would be likely to benefit from significant financial gain if the policy was changed in the manner proposed
- and such changes shall be reported by the Executive to the next ordinary meeting of Full Council.

20. Call in of Executive decisions

- (a) If:-
- (i) an Overview and Scrutiny Committee decides; or
 - (ii) five non-executive members of the Council (for the avoidance of doubt excluding voting and non-voting co-opted and independent members) request
- that ~~any decision of the Executive or a committee of the Executive or any Key Decision made by the Executive or committee of the Executive or officers be~~ called in for scrutiny then the Call-in Overview and Scrutiny Committee shall consider that decision at its next meeting which unless otherwise determined by the Leader shall in the case of a decision made by the Executive or its committee(s) take place within 15 days of the date on which the relevant decision was made or in the case of an officer decision take place within 15 days of the date on which the record of the decision is made publicly available in accordance with the Access to Information Rules. This period will be extended by the Democratic Services Manager as appropriate to take account of any public or religious holidays identified in the Municipal Calendar.

- (b) Any such decisions or requests to call in a decision shall be made within 5 days of the date on which the relevant decision was made or in the case of a decision made by officers within 5 days of the date on which the record of the decision is made publicly available in accordance with the Access to Information Rules. Any request to call-in shall be made in accordance with Standing Orders 5 and 6 and the process set out in the call-in protocol included in Part 7 of this Constitution.

- (c) Any decision which has been called in pursuant to paragraph (a) above which has not been implemented prior to the date on which the decision maker receives notification of the call in from the Democratic Services Manager shall not be implemented until the Call-in Overview and Scrutiny Committee has met to consider the decision in accordance with paragraph (a) unless the decision, in the reasonable opinion of the Chair of the relevant Overview and Scrutiny Committee, needs to be implemented as a matter of urgency and should not be delayed. The Executive shall report to the next ordinary meeting of Full Council details of any

(j) **Appointments to committees and other bodies:**

To appoint to the membership of Council committees and joint committees and other relevant bodies, forums and panels; to appoint the Chairs and Vice Chairs of the Council Committees, forums and panels and to agree the alternates for members.

(k) **Meetings of Full Council:**

Where possible to agree the days, hour and venue for meetings of Full Council in the forthcoming municipal year.

(l) **Other meetings:**

To settle, as far as is considered advisable, the calendar of meetings for the forthcoming municipal year.

(m) * **Business required to be dealt with:**

To deal with any other business expressly required by statute to be dealt with.

(n) **Other Business**

To consider any other business including any urgent business.

Business falling under (a), (b), (c) and (d) shall not be displaced, but subject thereto the foregoing order of business may be varied by the Mayor at his or her discretion

33. Community Champion Awards

The outgoing Mayor shall, at the Annual Meeting of Full Council and prior to any business being transacted, present the Community Champion awards and may invite persons on to the floor of the meeting to collect such awards. During the presentation of the awards only the Mayor and persons invited by the Mayor to do so may speak and for no longer than the period permitted by the Mayor. The Council shall convene for the Community Champion Awards and Annual Meeting in the Paul Daisley Hall or such other venue as the Mayor shall determine.

34*. Council Tax Setting

(a) *A Meeting of Full Council shall be held each year on a day not later than 10th March or such later date as may be allowed by statute to set the level of Council Tax for the following Council Tax year and to deal with associated budgetary matters.*

(b) At an ordinary meeting where council tax setting is to be decided items h, i, j and k in Standing Order 37 shall be replaced by the following:

(c) The Leader shall present a report to the meeting setting out the Executive's proposals for the budget

(d) The Chair of the Budget and Finance Overview and Scrutiny Committee shall be allowed up to 10 minutes to present the findings of the committee ~~following which there shall be a general debate and a vote taken.~~ A

procedural motion shall address the right to speak of the Group Leaders and the Lead Member for Resources including time limits. There will then be general debate. Provision shall also be made in the procedural motion for the Leader of the Council to have the right to make closing remarks with a time limit specified. Following which a vote will be taken.

- (e) At an Ordinary Meeting where Council Tax Setting is decided there shall be no motions (item (m) under the Ordinary Council Meeting items of business).

35 [Paragraph number not in use]

36. Extraordinary meetings

- (a) An Extraordinary Meeting of Full Council may be called at any time by the Mayor, or in the absence of the Mayor, by the Deputy Mayor. References in the following paragraphs of this Standing Order to the Mayor shall include the Deputy Mayor acting in his or her absence.
- (b) If the Mayor refuses to call an Extraordinary Meeting of Full Council after a requisition for that purpose, signed by five members of the Council, has been presented to him or her, or if, without so refusing, the Mayor does not call an extraordinary meeting within seven days after the requisition has been presented to him or her, then, any five members of the Council, on that refusal or on the expiration of those seven days, as the case may be, may forthwith call an Extraordinary Meeting of Full Council.

- (c) A requisition under paragraph (b) above for an Extraordinary Meeting of Full Council may be presented to the Mayor either personally or by leaving it with the Democratic Services Manager, or a member of his or her staff, who shall be empowered to receive the requisition on the Mayor's behalf. Any such requisition shall be accompanied by notice of the motion or motions to be debated at the Extraordinary Meeting. The requisition shall be marked with the date and time of receipt by the Mayor or the officer receiving it on the Mayors behalf.

37. Ordinary Meetings

Unless otherwise provided in these Standing Orders the order of business at ordinary meetings of Full Council except those concerning a first reading debate or the Council tax setting shall be:-

- (a)* ***Absence of Mayor:***

To choose a person to preside if the Mayor is absent.

- (b)* ***Business required to be dealt with first:***

If necessary, to deal with any business required by statute to be done before any other business.

- (c) ***Minutes:***

To approve as a correct record and sign the minutes of the last meeting or meetings of Full Council.

- (d) ***Declarations:***

(vii) **Urgent decisions called in:**

Any decisions which were called in for scrutiny and which were implemented under the urgency provisions in Standing Order 20 prior to consideration of the decision by the Call In Overview and Scrutiny Committee and the reasons for urgency;

(viii) **Non-compliance with Access to Information Rules:**

Any decisions which the Executive have taken in respect of which the Executive should have but did not comply with those parts of the Access to Information Rules relating to such decisions and any decisions which the Overview and Scrutiny Committees has required the Executive to report to Full Council under the Access to Information Rules because it considers that the Executive did not comply with the Access to Information Rules relating to the decision;

(ix) **The response of the Executive to comments received:**

The response of the Executive to any other comments or recommendations received from, or being presented by, the Overview and Scrutiny Committees or Full Council;

(x) **Any recommendations to Full Council.****39. Questions from the Opposition and Non Executive Members**

- (a) A period of not more than 45 minutes shall be allowed to ask and respond to questions raised under this item.
- (b) Non executive members (except the Mayor and Deputy Mayor) will be permitted to put a maximum of 10 questions to the Executive on any matter which is the responsibility of the Executive. Each non-executive member may only put one matter to the Executive in any one question time session. The 10 questions are to be divided as follows; 5 from the main opposition group, 1 from the minority opposition group and 4 from the administration.
- (c) The party groups shall decide which of their members shall put the questions to the Executive.
- (d) Each non executive member shall have up to 1 minute within which to put their question.
- (e) A member of the Executive shall have up to 2 minutes to respond to the question.
- (f) The non executive member shall be permitted to comment further for a maximum of 2 minutes. These follow up comments must relate to the subject matter of their original question and must not involve further or supplementary questions..

40. Debate on key issues affecting the borough

- (a) With agreement of all Group Leaders A speaker shall be invited to attend and speak on an issue pertinent to the London Borough of Brent. The speech shall not exceed 10 minutes.

- (c) At the conclusion of the First Reading Debate Full Council shall note the contents of the report and any other information submitted to it, the debate concerning any questions raised and any other relevant issues. The proposal may be referred to the Chair of the Budget and Finance Overview and Scrutiny Committee or if appropriate one of the other Overview and Scrutiny Committees, in accordance with Standing Orders 25 (c) and/or 26 (b) as the case may be.

45. Motions

- (a) Members may put motions to council. A period of no more than 45 minutes shall be allowed for this item.
- (b) A maximum of 10 motions will be put to Council at any one meeting. ~~Of these 10 motions a maximum of 3 motions (one per party group) which will be debated. The remaining possible seven motions may be amended, but not debated, and then voted upon.~~
- (c) Each group must give notice in writing of their motion~~(s)~~ to the Democratic Services Manager not less than 35 days before the date of the meeting. This shall include a copy of the Motion~~(s)~~ they are intending to move at the meeting. A copy of the motion~~(s)~~ shall be circulated to all members at least 12 days before the date of the meeting.
- ~~(d)~~ (e) ~~If any group puts more than one motion forward, the group must indicate which one of their motions should be debated and list in priority order the other motions.~~
- ~~(e)~~ (f) ~~If more than a total of 10 motions are submitted a random ballot will take place to decide which 7 motions will be presented to Council.~~
- ~~(f)(d)~~ (d) The time allowed to debate and vote on each of the 3 motions ~~for debate~~ shall not exceed 10 minutes
- (e) The debate shall commence with the proposer being invited to speak for up to 3 minutes during which time they shall move the Motion notified to the Democratic Services Manager. Further speakers shall then be called by the Mayor.
- (f) Up to 6 speakers shall be allowed for each motion (2 from each group), each limited to 2 minutes
- (g) The matter shall be put to the vote ~~one minute before~~ at the end of the 10 minutes permitted for each of the three Motions ~~for debate~~.
- ~~(g)(h)~~ (h) Any amendments to the motions can be accepted provided they are set out in writing to the Mayor prior to a vote taking place
- ~~(h)~~ (i) In relation to those motions not eligible for debate the motion will be announced by the proposer, any amendments proposed, and the matter voted upon.
- #### 46. Rules Of Debate For Meetings of Full Council
- (a)* *Any motion or amendment to a motion may be moved without notice but must relate to an item of business specified in the summons for the meeting.*

- (b) Each amendment shall relate to the subject matter of the motion and shall not have the effect of negating the motion.
- (c) Motions or amendments to motions shall not be open to debate until formally moved.
- (d) Motions and amendments to motions which have not been circulated in advance of the meeting shall be read aloud before they are open to debate, and the Mayor will require that the motion or an amendment to a motion is written down, and handed to him/her.
- (e) Procedural motions shall be put to the vote without discussion, provided that the Mayor may, in his or her absolute discretion, allow or require the proposer to give (for such brief period as the Mayor may allow) reasons for proposing the motion.
- (f) A member shall stand when speaking and shall address the Mayor. If two or more members rise the Mayor shall call on one to speak.
- (g) Speeches shall be directed to the matter under discussion or to a personal explanation or to a point of order.
- (h) No speech shall exceed three minutes except where otherwise provided in these Standing Orders or by the consent of Full Council and except for a Chair or the Leader replying to a debate whose speech shall not exceed five minutes. Any motion or amendment to a motion shall be put within the time allowed for the speeches.
- (i) With the exception of an Executive Member responding to a question put to the Executive by a non-executive member, or a Chair of a committee or sub-committee replying to a debate on a report referred from the committee or sub-committee or where otherwise provided in these Standing Orders, a member shall not speak more than once on any item of business except on rising to a point of order or in personal explanation.
- (j) A member may rise to a point of order or in personal explanation, but a personal explanation shall be confined to some material part of a former speech by the member at the same meeting, which may have been misunderstood. A member so rising shall be entitled to be heard forthwith.
- (k) Subject to the provisions of Standing Order 4(b) the ruling of the Mayor on a point of order or on the admissibility of a personal explanation shall not be open to discussion.
- (l) Whenever the Mayor rises during a debate, all those present then speaking or standing shall resume their seat and Full Council shall be silent.
- (m) A motion or amendment to a motion may be withdrawn or altered by the proposer of the motion or amendment with the consent of Full Council, which shall be signified without discussion. Where a motion is withdrawn there shall thereafter be no further debate on the item.
- (n) At the commencement of a debate, any member may move that only a specified number of members from each of the political groups shall be permitted to speak before a vote is taken or at the commencement of any meeting of Full Council or during the course thereof any member may move that only a specified number of members of each political group shall be permitted to speak on each motion or amendment thereto.

and the member(s) concerned fail(s) to leave the meeting, the Chair shall take such action, as he/she deems appropriate in the circumstances to bring the member(s) concerned to order; or

- (ii) adjourn the meeting for such period, as the Chair shall consider expedient.
- (c) In the event of general disturbance which, in the opinion of the Chair of a meeting, renders the due and orderly despatch of business impossible, the Chair may adjourn the meeting for such period as the Chair shall consider expedient.
- (d) Members shall not at any time make any improper remark nor use unseemly language nor make offensive gestures nor make personal attacks on any person.
- (e) The Chair may call a member to order for irrelevance, repetition, imputation of dishonourable conduct or improper remark, unseemly language, offensive gestures or any breach of order and may direct a member if speaking to discontinue their speech.
- (f) If a member of the public interrupts the proceedings at any meeting the Chair shall warn them that if they continue to interrupt the proceedings of the meeting he or she may be removed from the Council chamber or meeting room, as the case may be. If they continue the interruption the Chair shall order their removal from the Council chamber or meeting room. In case of general disturbance in any part of the chamber or meeting room open to the public the Chair shall order that part to be cleared.

(g) Members of the press and public may be excluded from Council meetings either in accordance with the Access to Information Rules in part 6 of the Constitution or Standing Order 50(f).

51. Smoking and Mobile Phones at Meetings

- (a) No person shall smoke at any meeting of the Council or the Executive or a committee or sub-committee thereof.
- (b) Any mobile phone taken into a meeting is to be switched off for the duration of the meeting.

STANDING ORDERS RELATING TO STAFF**74. Declaration by Candidates**

- (a) The Assistant Director, People and Management will draw up a statement requiring any candidate for appointment as an officer to disclose any relationship to a councillor or employee of the Council.
- (b) No candidate related to a councillor or a Chief Officer or the partner of such a person should be appointed without the authority of the Chief Executive.

75. Seeking Support for Appointment

- (a) Any applicant who directly or indirectly seeks the support of any councillor for any appointment with the Council shall be disqualified and wording to this effect shall be included in any recruitment information.
- (b) No councillor will seek support for any person for any appointment with the Council nor give a written reference or testimonial for any person for any appointment with the Council.

76. Appointment and Dismissal of Staff not Covered by Standing Order 77 or Standing Order 81A (Director of Public Health)

- (a) Appointment and dismissal of, and taking disciplinary action against, a person appointed to or holding a paid office or employment under the Council (as defined by the Local Authorities (Standing Orders) (England) Regulations 2001) must be discharged, on behalf of the Council, by the Chief Executive or his or her nominee and may not be discharged by councillors. This is subject to paragraph (c) below and except in the case of the posts mentioned in Standing Order 77b) or in the case of a person appointed in pursuance of section 9 of the Local Government and Housing Act 1989 (assistants for political groups).
- (b) The persons who have been nominated by the Chief Executive pursuant to paragraph (a) above are those listed in Paragraph 2.4 of Part 4 of the Constitution and persons authorised by them to act on their behalf.
- (c) Members will not be involved in the dismissal of any officer except where such involvement is necessary for any investigation or inquiry into alleged misconduct, or in accordance with Standing Orders 79 or 80 or where the dismissal is required to be made by members by virtue of any legislative provision or any term or condition of any contract of employment.
- (d) In the case of the appointment or dismissal of the Assistant Director, People and Development the acts required under these Standing Orders Relating to Staff to be done by the Assistant Director, People and Development shall instead be done by the Chief Executive or a person nominated by him or her for that purpose.

77. Appointments to Senior Management Posts

- (a) The Assistant Director, People and Development shall be consulted on all appointments to posts covered by this Standing Order. 'Appointments' in this Standing Order 77 refers to permanent appointments. Fixed terms and interim appointments to Senior Management posts are addressed in Standing Order 77A below.

- (b) This Standing Order shall apply to the posts of:-

- (i) the Chief Executive;
- (ii) any director (or other senior officer) reporting directly or being directly accountable to the Chief Executive;
- (iii) statutory Chief Officers being:
 - the Director of Children and Families (acting as the Director of Children's Services appointed under section 18 of the Children Act 2004);
 - the Director of Adult Social Services (acting as the Director of Adult Social Services appointed under section 6 (A1) of the Local Authority Social Services Act 1970 as amended by the Children Act 2004);
 - the Chief Finance Officer appointed under section 151 of the Local Government Act 1972;
- (iv) any officer who, as respects all or most of the duties of his or her post, is required to report directly or is directly accountable to the Full Council itself or any committee or sub-committee of the Authority;
- (v) the Monitoring Officer;
- (vi) any assistant director or deputy director reporting directly to a Service Area Director or Corporate Director;
- (vii) the following other officers:
 - the Head of Revenues and Benefits.
- (c) The posts mentioned in paragraph (b) above may only be created, amended (other than a minor variation) or deleted by the Executive following consideration of a report from the Chief Executive or other officer nominated by him or her setting out the proposed job description and person specification for that post and/or the reasons for the creation, amendment or deletion of the post and any legal or financial or other implications arising there from.
- (d) The terms and conditions of any of the posts mentioned in paragraph (b) above and the grading structure to be applied to them may only be determined by the General Purposes Committee.
- (e) The posts mentioned in paragraph (b) above may only be appointed to by the Senior Staff Appointments Sub-Committee (*which sub-committee shall include at least one member of the Executive*), ~~save that decisions to renew fixed term contracts in respect of such posts and decisions to offer contracts with no fixed term on the expiry of such fixed term contracts may be made by the Chief Executive or another Chief Officer authorised by him or her.~~
- (f) Unless it is intended that the appointment shall be made exclusively from among existing officers (e.g. where one or more officer is entitled to a ring fenced interview under the Council's Human Resources procedures) paragraphs (g) – (i) below shall apply to the appointment to any of the posts mentioned in paragraph (b) above.
- (g) The Chief Executive or another Chief Officer authorised by him or her shall

People and Management may proceed to offer the appointment to the successful candidate.

- (o) In the case of an appointment to the post of Chief Executive the proposed appointment must be approved at a meeting of the Full Council before an offer of appointment is made.
- (p) Prior to the appointment of any person to any post within section 2(8) of the Local Government and Housing Act 1989 which is not otherwise covered by paragraph (b) above the procedure set out in paragraphs (j) to (m) shall be followed save that any references in those paragraphs to the Senior Staff Appointments Subcommittee shall be to the relevant appointing officer.

77A Interim and fixed term appointments to Senior Management posts

- (i) Decisions to appoint to Senior Management Posts as defined in Standing Order 77(b) (ii) – (v) which are not permanent appointments but are interim appointments or fixed term contracts for less than one year be made by the Chief Executive
- (ii) Upon appointment to a post as defined in Standing Order 77(b) (ii) – (v) on an interim or fixed term basis the Chief Executive shall inform the General Purposes Committee setting out the process for selection and the timescales for a permanent appointment.
- (iii) The General Purposes Committee shall be informed of any recommendation for an extension of the interim arrangements beyond a year to a post defined in Standing Order 77(b) (ii) – (v)
- (iv) Any interim appointment to the post of Director of Public Health shall be in accordance with (i) – (iii) above
- (v) Decisions to appoint to Senior Management posts as defined in Standing Order 77 (b) (vi) – (vii) which are interim appointments or fixed term contracts be made by the Chief Executive
- (vi) The appointment of an Interim Chief Executive shall be considered by a sub-committee of General Purposes Committee which shall include the Leader, Deputy Leader and a Leader of an opposition party as decided by the Leader. The proposed interim appointment shall be approved by Full Council.

78. Disciplinary action against the Head of Paid Service, the Monitoring Officer or the Chief Finance Officer

- (a) Except as described in paragraph (b) below, no disciplinary action (as defined in regulation 2 of the Local Authorities (Standing Orders) (England) Regulations 2001) may be taken in respect of the Chief Executive, Monitoring Officer or Chief Finance Officer other than in accordance with a recommendation contained in a report made by a designated independent person under regulation 7 of the Local Authorities (Standing Orders) (England) Regulations 2001.
- (b) The Chief Executive, Monitoring Officer and Chief Finance Officer may be suspended for the purpose of investigating the alleged misconduct occasioning the action. That suspension will be on full pay and will last no longer than two months from the date it took effect.

79. Dismissal from Senior Management Posts

- (a) Any proposal to dismiss a person from any of the posts mentioned in Standing Order 77(b) or (o) shall be notified to the Assistant Director, People and Management together with any other particulars that the person or body proposing the dismissal considers are relevant to the dismissal and no notice of

	Value Contracts (under which different thresholds apply for services / supplies and construction / works).
Low Value Contract	In the case of contracts for services or supplies: a contract with an estimated value over the life of the contract (including any period of extension(s) anticipated by the contract) of between £20,001 and up to the amount which is the current threshold for services and supplies contracts under the European Procurement Rules (which is currently £173,934). In the case of a contract for construction or works: a contract with an estimated value over the life of the contract (including any period of extension(s) anticipated by the contract) of between £20,001 up to £50 <u>£25</u> 0,000, provided that the contract is classified as a contract for works and not services by the European Procurement Rules.
Medium Value Contract	In the case of contracts for services or supplies: a contract with an estimated value over the life of the contract (including any period of extension(s) anticipated by the contract) of between the amount which is the relevant threshold for services or supplies contracts under the European Procurement Legislation (which is currently £173,934) and £50 <u>£25</u> 0,000. In the case of a contract for construction or works, a contract with an estimated value of between £50 <u>£25</u> 0,000 and £1,05 <u>£2</u> 00,000, provided that the contract is classified as a contract for works and not services by the European Procurement Rules.
Member	An elected member of Brent Council.
Monitoring Officer	The Director of Legal and Procurement.
Official Order	An order for services, supplies or works to the Council issued by an authorised officer using the Council's official order form.
OJEU	The Official Journal of the European Union.
Online Market Place	A web-based facility approved by the Director of Legal and Procurement which enables the procurement of specified types of services, supplies or works contracts.

1.13 In exercising any function or making any decision the decision making body or person shall take into account all relevant considerations and ignore all irrelevant considerations and shall comply with the Access to Information Rules.

1.14 A number of joint committees have been established with other London Boroughs under the umbrella of the London Councils. The London Councils Committee and the Transport and Environment Committee exercise executive and non-executive functions. The terms of reference and make up of these committees and the sub-committee are described in Part 5.

2. Powers Delegated to Officers

2.1 Those officers named in the Tables or elsewhere in the Constitution have delegated to them the powers specified therein but subject to the limitations specified therein. For the avoidance of doubt this includes an officer appointed to a named post on an acting interim or temporary basis.

2.2 References in this Part 4 to a 'director' or 'relevant director' are references to one or more of the officers specified in paragraph 2.4 below.

2.3 The Chief Executive may exercise any functions delegated to other officers and may delegate decisions or functions to one or more officers in any of the Council's directorates unless expressly prohibited by law from doing so. The Chief Executive may exercise any of the powers delegated to officers save where expressly prevented by law from doing so. The Chief Executive has delegated to him or her authority to exercise any of the Authority's functions (whether they are Council or Executive functions) in cases of extreme urgency provided that he or she is not precluded by law from doing so. The Chief Executive shall also have authority to carry out all executive functions in the interim in the event of there being no Leader, or Deputy Leader appointed and insufficient members of the executive appointed to achieve a quorum. .

2.4 The Chief Executive, directors and other officers listed below shall have responsibility for the following general and related areas:-

(a) **Chief Executive:**

Head of Paid Service, overall corporate management and operational responsibility including overall management responsibility for officers, provision of professional advice to all parties in the decision making process.

(b) **Director of Children and Families:**

Statutory Director of Children's Services, school improvement service, outdoor education, pupil referral units, education tuition service, parent partnership service, exclusion teams, education welfare service, behaviour support, SEN assessment service, education psychology, youth and connexions, family support, education, and schools organisation, child protection, adoption, fostering, placements, children with disabilities and all functions of the Local Education Authority not reserved to members including but not limited to early years education and school places, education and training provision for young people, adult and community education

(c) **Director of Adult Social Services :**

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<p>to appoint external consultants; to make minor or consequential changes to any of the documents mentioned above which were previously agreed by the Executive or the Council or their committees or sub-committees.</p>	<p>supplies (other than the supply of energy through the Local Authority Energy Buying Group administered by Kent County Council ("Laser")) if the value of the contract, agreement, deed, transaction, supply, service, work or consultancy would or would be likely or is estimated at the commencement of any procurement process to exceed £500<u>£250</u>k in respect of services or supplies or £144<u>£500</u>k in respect of works, such value to be aggregated over the life of the contract (including any possible extension) then:-</p> <p>(i) no expressions of interest shall be invited without the prior approval of the Executive (or in the appropriate cases the General Purposes Committee);</p> <p>(ii) no contract, agreement, deed or transaction shall be awarded, entered into or terminated without the prior approval of the Executive (or in appropriate cases the General Purposes Committee); and</p> <p>(iii) shortlists may only be drawn up and tenders may only be evaluated in accordance with the basis of the evaluation criteria approved by the Executive (or in appropriate cases the General Purposes Committee) in accordance with Standing Orders 88(b) and 89(vi).</p> <p>(b) in the case of an agreement where the Council is a service provider to another organisation, the contract value or cost to the Council in providing the service is less than £150,000 per year; otherwise Executive approval must be sought in accordance with Standing Order 87(c).</p>
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	<p>(c) In the case of a contract or agreement that does not fall within (a) or (b) above, such as a funding or settlement agreement, the total value passing from the Council to another organisation does not exceed £50250,000.</p> <p>(d) the award of contract or approval of the agreement would not place the Council in breach of European procurement legislation.</p> <p>(e) there is sufficient budgetary provision</p> <p>(f) admission agreements in respect of the pension fund may only be agreed by the Director of Finance and Corporate Services and in accordance with criteria adopted by the General Purposes Committee or the Pension Fund Sub-Committee.</p> <p>(g) contracts in respect of the supply of energy through LASER may only be awarded by the Director of Finance and Corporate Services</p>
<p>3(b) to extend, vary, renegotiate, novate or assign contracts, agreements, deeds or other transactions.</p>	<p>(a) provided that the extension, variation, renegotiation, novation or assignment would not be in breach of the European Procurement Legislation.</p> <p>(b) provided that the extension, variation, renegotiation, novation or assignment does not substantially alter the terms and conditions of the contract.</p> <p>(c) provided that there is sufficient existing budgetary provision.</p> <p>(d) if the extension goes beyond the period of extension provided for in the contract (if any) or is otherwise not in accordance with the extension provisions in the contract:</p> <p>(i) in the case of any contract, agreement, deed or other</p>

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	<p>transaction with a life of not more than one year (including any possible extension provided for in the contract) the extension shall not exceed a period of six months; or</p> <p>(ii) in the case of any contract, agreement, deed or other transaction with a life of more than one year (including any possible extension provided for in the contract) the extension shall not exceed a period of one year.</p> <p>(e) provided that in the case of any variation (other than an extension):</p> <p>(i) the total value of the variation is less than £50250k; and</p> <p>(ii) if the total value of the variation is more than £50k it is not more than 20% of the original contract value (calculated over the life of the contract including any extensions or possible extensions and adjusted in accordance with any price review mechanism provided for in the contract).</p> <p>(f) provided that in the case of any novation or assignment that the relevant Director is satisfied that the contractor to which the contract, agreement, deed or other transaction is to be novated or assigned meets the Council's requirements for financial standing, health and safety standards and technical expertise.</p>
<p>4. to acquire and manage land and buildings and to grant easements, licences or leases for land and buildings required or used for the purposes of their service area or corporate unit.</p>	<p>(a) subject to the rules set out in paragraph 4 below.</p>

~~4.1 Directors may acquire and manage land and buildings and may grant easements, licences or leases of land and buildings provided that the land and buildings concerned are being used and will continue to be used for the purposes of their service area and provided that:~~

~~(a) the value of the interest in the land or building, as confirmed by the Assistant Director of Property and Assets or a person nominated by him or her, does not exceed £20k in rental value per annum or, if acquired or granted at a premium does not exceed £50k in value; and~~

~~(b) the interest is an easement, a licence or a lease and is for a term which does not exceed seven years less 2 days, and~~

~~(c) The Assistant Director of Property and Assets is consulted and gives prior approval to the terms of any transaction, and~~

~~(d) The terms of any interest granted are forwarded to the Assistant Director of Property and Assets, or a person nominated by him or her, to note on the Council's asset register.~~

~~4.2 No freehold land or buildings shall be disposed of by a director.~~

~~4.3 The Assistant Director of Property and Assets may acquire any interest in land or buildings for, or in connection with, any of the Council's functions and may dispose of or grant easements, licences or leases in respect of any land or buildings, except where the value of the interest in the land or building, in his or her view, exceeds £100k in rental value per annum or, if acquired, disposed of or granted at a premium, exceeds £300k in value.~~

~~4.1 Only the Assistant Director of Property and Assets may acquire or dispose of an interest in land or buildings. The restrictions placed upon such acquisitions or disposals are set out in paragraphs 4.2 and 4.3 below.~~

~~4.2 The Assistant Director of Property and Assets may dispose of or acquire freehold land or buildings up to a value, in his or her view, of £250k. The Assistant Director of Property and Assets may acquire or dispose of leases, licences, and easements in respect of land or buildings except where~~

~~(i) the annual rental value (excluding other outgoings) exceeds 50k~~

~~(ii) if acquired or disposed of at a premium the value would, in his or her view, exceed 250k in value or~~

~~(iii) where the leasehold term exceeds 25 years~~

~~4.3 Where any disposal or acquisition of an interest in land or buildings is, in the view of the Assistant Director of Property and Assets, of a value over 150k and below 250k, or where any leasehold interest has an annual value over 25k or below 50k he or she shall consult with the Lead Member.~~

~~4.4 The Chief Finance Officer should be advised of any disposal or acquisition undertaken by this delegated authority within three months of any transaction.~~

~~4.5 All Members of the Executive will receive a report at least yearly on all these delegated authority transactions.~~

~~4.46. Neither the directors or the Assistant Director of Property and Assets. The Assistant Director of Property and Assets may not sell or grant any lease or easement, licence or otherwise dispose of any land or buildings unless the consideration~~

- (i) where appropriate, the Chair and/or Democratic Services Manager as the case may be will give preference to media representatives who obtain agreement to their proposed activity before the meeting takes place.

Notice of Meetings - The Weekly List

10. Notice of meetings shall be given at least five clear working days in advance. On Friday in each week a list shall be published at the Town Hall and on the Council's website giving notice of the meetings to be held in the week commencing on the second Monday following publication of the notice. This list should be known as "The Weekly List". If the Friday falls on a public holiday then the Weekly List shall be published the working day before the Friday.

Access to Agendas and Reports prior to Meeting

11. Except in the case of urgency (see below) or in relation to a sub-committee of the Standards Committee the agenda for, and any reports or minutes to be submitted to, meetings shall be sent to members of the Executive or the relevant committee or sub-committee at least five clear working days in advance of the meeting in question.
12. Once agendas have been sent out as above, an item may only be added if it is urgent in the opinion of the Chair.
13. The papers which do not relate to any exempt or confidential matters ("the open papers") shall also be available for public inspection at the Town Hall and on the Council's website from the date copies are sent or given to members together with the list of relevant background information (see below) and shall be despatched to any members who are not members of the committee or sub-committee upon request.
14. Where a report to the Executive or a committee of the Executive contains exempt or confidential matters such that it is likely that information will not be discussed at the meeting in public or be available to the public, the Council will give 28 days notice (at its offices and on its website) of its intention not to provide such information and the reasons for this and these details will be included in the Forward Plan. Further notice will be given 5 days before the meeting with details of any representations made, and the Council's response. Where, because of the date by which the meeting must be held, the notice cannot be given, agreement must be given by the Chair of Overview and Scrutiny and reasons for the urgency must be given and published on the Council's website.

Access to minutes and papers after a decision has been taken

15. The Council will make available for inspection during normal office hours and on the Council's website, copies of the following for six years after a decision has been taken:
 - (a) the minutes of any meeting and, in the case of any Key Decision, ~~of~~ ~~decision to be treated under these Rules as if it were a Key Decision~~, the record of the decision required to be prepared pursuant to these Rules (but excluding any minute or record which discloses any exempt or confidential information);

or confidential information, always meet in public for their regular scheduled decision taking meetings whether or not the decisions being taken at that meeting would otherwise fall within the definition of a Key Decision.

32. If the Executive or its committee(s) meet with an officer present (other than a political assistant appointed under section 9 of the Local Government and Housing Act 1989) to discuss a matter relating to a decision included in the current Forward Plan within 28 days of the date according to the Forward Plan by which the matter is to be decided, or to discuss a matter in respect of which notice has been served under Rule 38 then the meeting shall be held in public. This requirement does not apply to meetings whose principal purpose is for officers to brief members e.g. the Leader's Briefing.

33. As soon as reasonably practicable after a Key Decision ~~or a decision to be treated under these Rules as if it were a Key Decision~~ has been taken, ~~including for the avoidance of doubt any decision classed as a Key Decision taken by officers,~~ a record of that decision must be prepared in accordance with these Rules and made available for public inspection. This will be included in the minutes of the meeting.

The Forward Plan

34. A Forward Plan shall be prepared by the Democratic Services Manager to cover a period of not less than 28 days before any decision on it is to be made.

35. The Forward Plan will contain details of the matters which the Democratic Services Manager has reason to believe will be the subject of a decision to be taken by the Executive or a committee of the Executive and any Key Decisions to be taken by officers, or under joint arrangements in the course of the discharge of an executive function during the period covered by the Plan. It will describe the following particulars in so far as the information is available or might reasonably be obtained:

- (a) that a key decision is to be made on behalf of the relevant local authority;
- (b) the matter in respect of which the decision is to be made;
- (c) where the decision maker is an individual, that individual's name, and title if any and, where the decision maker is a decision-making body, its name and a list of its members;
- (d) the date on which, or the period within which, the decision is to be made;
- (e) a list of the documents submitted to the decision maker for consideration in relation to the matter in respect of which the key decision is to be made;
- (f) the address from which, subject to any prohibition or restriction on their disclosure, copies of, or extracts from, any document listed is available;
- (g) that other documents relevant to those matters may be submitted to the decision maker; and
- (h) the procedure for requesting details of those documents (if any) as they become available.

36. A Key decision must be included on the Forward Plan not less than 28 days before the decision is to be made.
37. [Number not in use].
38. Exempt information need not be included in the Forward Plan and confidential information cannot be included. In accordance with paragraph 14 above, the reasons for excluding such information shall be given on the Forward Plan.

Urgency

39. The reports which relate to an item of urgent business which is added to an agenda in accordance with these Rules after the agenda has been sent out and/or the reports which relate to an item of business which is included on an agenda but in respect of which it was not possible for the report to be sent out with the agenda in accordance with these Rules shall be sent or given to members of the Executive or the committee or sub-committee concerned as soon as reasonably practicable and shall thereafter be made available for other members of the Council and for public inspection together with the list of background information.

40. The reason(s) for urgency shall be specified in the minutes of the meeting concerned together with the reason why it was not possible for the report to be available when the agenda was published (where relevant).

Non-compliance

41. The Leader shall report to Full Council any decisions which were Key Decisions ~~(for decisions to be treated under these Rules as if they were Key Decisions)~~ in respect of which the rules applicable to such decisions were not complied with.
42. If the overview and scrutiny committees or any of their sub-committees consider that a Key Decision ~~or a decision which should have been treated (under Rules 30 or 31) as if it were a Key Decision~~, has been taken but the Rules applicable to such decisions were not complied with (and nor did any of the exceptions apply) then the committee or sub-committee may require the Executive to submit a report to the Council within such reasonable time as the committee or sub-committee may specify. The power to require a report rests with the committee and sub-committees but is also delegated to the Democratic Services Manager, who shall require such a report on behalf of the committee or sub-committee when so requested by 40% of the Members of the committee or sub-committee. Alternatively the requirement may be raised by resolution passed at a meeting of an Overview and Scrutiny Committee or a sub-committee thereof.
43. If requested to do so in accordance with the above rule the Executive will prepare a report for submission to the next available meeting of the Full Council. However, if the next meeting of the Full Council is within 9 days of receipt of the written notice or the resolution of the committee or sub-committee, then the report may be submitted to the meeting after that. The report to Council will set out particulars of the decision, the individual or body taking the decision, if the Leader is of the opinion that it was not a Key Decision ~~for a decision to be treated under these Rules as if it were a Key Decision~~ the reasons for that opinion or, if the Leader considers that the decision was a Key Decision but that the rules for taking the decision were complied with, the reasons for that opinion.

10.5.1 Service Area Directors must ensure the adequacy of security arrangements for the holding of cash including controlling access to safes and other receptacles. They must also approving the authorised signatories to all bank accounts within their control

10.5.2 The Chief Finance Officer is responsible for opening and amending details of any bank account.

10.6. Money Laundering

10.6.1 It is the responsibility of the Chief Finance Officer to put in place anti-money laundering policies.

10.6.2 All officers have a responsibility to identify possible money laundering activities, and report possible money laundering in line with the council's anti-money laundering policies.

10.7. Property, Stock and Equipment

10.7.1 Officers responsible for property, stock and equipment must ensure adequate security arrangements are made. They must maintain an inventory of, and ensure the care and custody of valuable goods and equipment.

10.7.2 The Chief Finance Officer shall maintain an appropriately valued asset register of all the Council's land and buildings.

10.7.3 The Director of Regeneration & Major Projects shall ensure records are maintained of all properties owned or managed by the Council and that where commercial rents are payable to the Council a regular review of such rents is carried out to ensure they are set at an appropriate level. The terms of any leases should generally reflect market rents. An annual review of property should be undertaken for the purpose of identifying surplus or inefficient properties

10.8. Sale of Council Assets – General Requirements

10.8.1 Officers disposing of assets must at all times have regard to the Required Financial Practices and must obtain the required consent before any disposal takes place

10.8.2 The treatment for amounts received in excess of the costs of disposal shall be determined by the Chief Finance Officer.

10.9 Disposal of Equipment and Stock

10.9.1 Service Area Directors can authorise disposals up to the value of £1000. The CFO must be consulted on any disposals expected to exceed this sum.

10.9.2 Disposal of IT hardware and software must be approved by the Head of ITU.

10.10. Disposal of Land and Buildings

10.10.1 All disposals must be agreed by the Council's Executive except in circumstances specified in the Council's Constitution ~~in relation to certain leases. These exceptions do not extend to the disposal of freehold interests.~~

10.10.2 The Director of Regeneration & Major Projects shall make arrangements for the disposal of all land and property.

10.11. Treasury Management

10.11.1 The Chief Finance Officer is responsible for the execution and administration of treasury management decisions. The CFO will act in accordance with the Treasury Policy Statement, Treasury Management Practices and CIPFA's Standard of Professional Practice on Treasury Management.

PROTOCOL ON CALL-IN

1. Introduction

1.1 The basic premise of call-in is that it is a failsafe mechanism enabling non executive Councillors to make the Executive re-consider a particular decision if it is of major concern or in Members eyes profoundly flawed.

1.2 The statutory guidance on call-in states that there needs to be an appropriate balance between effectively holding the Executive to account, being able to question decisions prior to them being implemented and allowing effective, efficient decision making. It also balances the need to make the process accessible and the need to ensure that call-in procedures are not abused or used to delay or slow down the decision making process.

1.3 As call-in can inevitably result in a delay to the implementation of decisions it should not be used for party political purposes to seek to further discuss a decision that some members do not agree with. Equally, the rights of non executive members to call-in a decision and exercise their right to question the decision, the decision maker and consider alternative options needs to be respected.

1.4 This protocol is designed to provide a locally agreed framework within which call-in can operate, a clear set of criteria against which a call-in request can be judged and a format for the effective conduct of the meeting considering the call in.

2. What is a call-in?

2.1 A decision made by the council's Executive can be called in for review before it is implemented. Decisions can be called in by five non-executive members or an Overview and Scrutiny Committee. If an Executive decision is called-in, that decision should not be implemented until it has been considered by scrutiny. Called in decisions are considered by the Call-in Overview & Scrutiny Committee. An urgency procedure is in place for any decision that cannot afford to be delayed.

2.2 The Call-in Overview & Scrutiny Committee will meet within 15 working days of the decision being made. If the Committee agrees with the reasons for the call in, the decision is referred back to the Executive along with the reasons why the Committee thinks it should be reconsidered. The Executive will then decide whether to implement the original decision or review the decision based on the views of the Call-in Overview & Scrutiny Committee. If the Committee does not agree with the reasons for call in then the matter is not referred back to the Executive and the original decision is implemented.

3. The call-in process

3.1 A call in request must be submitted within 5 days of the relevant decision being made or in the case of a decision made by officers within 5 days of the date on which the record of the decision is made publicly available in accordance with the Access to Information Rules. When submitting the call in request members must set out the following:

- an explanation as to why they are calling in the decision and if they are calling in all or part of the decision(s).

• ~~what they recommend the Call-in Overview & Scrutiny Committee to do in relation to the call in.~~ an outline of the suggested alternative course of action.

3.2 The call-in request form or a similar format should be used to ensure full information is provided.

3.3 When a call-in request is submitted the Democratic Services Manager will refer it to the Director of Legal and Procurement and the Director of Strategy, Partnership and Improvement (the council's designated scrutiny officer) who will decide whether or not the call-in conforms with this protocol. The call-in request will be assessed against the following criteria:

- Is the call-in process being used as a means of gaining information / understanding or discussing general concerns with Members and officers? If this could be achieved through the general overview and scrutiny process or by talking to the relevant officer or lead member informally the call-in will not be valid,
- Does the call-in duplicate a recent call-in on the same issue? If the call-in duplicates another call-in made within the previous 6 months it will not be valid,
- ~~Have the reasons for calling in the decision already been discussed by an overview & scrutiny committee? If the reasons for calling in the decision have been discussed by an overview and scrutiny committee prior to the decision being made the call-in will not be valid,~~
- Call-in of a decision of the Executive referring a matter to Full Council for consideration will not be valid.
- Call in of operational management decisions taken by officers will not be valid
- If the call in request is considered to be frivolous, vexatious or clearly outside the call-in provisions it may be deemed invalid. Prior to deciding the validity the Director of Legal and Procurement and the Director of Strategy, Partnership and Improvement may seek clarification from the members concerned.

~~3.4 At least one of the following will need to be included in the reasons for call-in:~~

- ~~Have the Members calling in the decision clearly identified where they believe there are any defects in the decision making process? This may include significant additional evidence that is relevant to the decision but has not been considered and alternative options / recommendations that have not been discussed but would strengthen the decision;~~
- ~~Have Members identified a serious risk associated with implementing the decision that has not already been considered?~~
- ~~Have Members identified an equalities issue that has not been considered?~~

4. The Conduct of the call-in Meeting

4.1 The Call-in Overview & Scrutiny Committee is an official committee of the council and its meeting are held in public.

4.2 The purpose of a call-in meeting is for non executive members to examine and consider the decision made by the Executive and for members of the committee to make suggestions and recommendations they consider appropriate. The Call-in Overview & Scrutiny Committee provides an opportunity for members to seek clarification of the methodology used in enabling a decision to be made, as well as explore work undertaken by officers culminating in the matter coming before the Executive.

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APPENDIX 2

The membership and terms of reference of the Executive Committee(s) are set out in Part 4 of this Constitution. The structure of the Council and Executive Committees are shown in the Decision Making Structure Chart included in this Part 1.

9. Consultative Forums

In order to give local citizens a greater say in Council affairs the Council has established a number of consultative forums.

Five Area Consultative Forums have been created. These cover Kingsbury & Kenton, Wembley, Harlesden, Willesden and Kilburn & Kensal. Four Area Housing Boards have been created. These cover (1) North Wembley and South Wembley, (2) South Kilburn, (3) North Kilburn, and (4) Harlesden, Brentfield and St Raphaels. Five Service User Forums have been created. These are Disability and Mental Health, Private Sector Housing, Pensioners, Voluntary Sector Liaison and ~~Black-Minority and Ethnic~~Equality Forum. The Council has also established a Youth Parliament.

These bodies provide a forum for residents and businesses to discuss and raise concerns about issues in their locality or which are important to the particular group for which the forum or board is designed. They also respond to consultation initiatives by the Council. The consultative forums involve relevant councillors and their meetings are generally held in public. Issues arising from the forums are fed back into the Council's decision making process.

10. The Council's Staff

The Council has people working for it (called 'officers') to give advice, implement decisions and manage the day-to-day delivery of its services. Some officers have a specific duty to ensure that the Council acts within the law and uses its resources wisely.

11. Citizens' Rights

The Council welcomes participation by its citizens in its work. Citizens have a number of rights in their dealings with the Council. Some of these are legal rights, whilst others depend on the Council's own processes. The local Citizens' Advice Bureau and Community Law Centre can advise on individuals' legal rights. Citizens have the right to:

- vote at local elections if they are registered;
- contact their local councillor about any matters of concern to them;
- obtain a copy of the Constitution;
- attend meetings of the Council and its committees except where, for example, confidential or exempt information would be disclosed;
- petition to request a referendum on an elected Mayor;
- contribute to reviews conducted by the Overview and Scrutiny Committees and/or their task groups;
- find out, from the Forward Plan, what Key Decisions are to be discussed by the Executive or decided by the Executive, its committees or officers, and when;

Register of Members of the Brent Executive

Address for Executive Members

The address for all correspondence to the Executive members is Town Hall, Forty Lane, Wembley, Middlesex, HA9 9HD.

Post Title	Name	Portfolio	Ward	
Leader	Councillor Muhammed Butt	Corporate Strategy & Policy Co-ordination	Stonebridge	
Deputy Leader	Councillor Ruth Moher	Corporate Resources	Tokington	
Executive Member	Councillor Mary Arnold Michael Pavey	Children and Families		Kilburn
Executive Member	Councillor Lincoln Boswick MBE Aslam Choudry	Crime <u>Prevention</u> and Public Safety		
	Harlesden			
Executive Member	Councillor George Crane	Regeneration and Major Projects	Fryent	
Executive Member	Councillor Lesley Jones James Denselow	Customers and Citizens		Willesden
Green				
Executive Member	Councillor Janice Long Margaret McLennan	Housing		Harlesden
Executive Member	Councillor Jim Moher	Highways and Transportation	Fryent	
Executive Member	Councillor Krupesh Hirani	Adults and Health	Dudden Hill	
Executive Member	Councillor James Powney Roxanne Mashari	Environment and Neighbourhoods		Kensal
Green				

Register of Members of the Highways Committee of the Executive

The members of the Highways Committee of the Executive are as follows:

Councillor Jim Moher (Chair)
 Councillor ~~James Powney~~ Roxanne Mashari (Vice Chair)
 Councillor ~~Lincoln Boswick MBE~~ Aslam Choudry
 Councillor ~~Lesley Jones~~ James Denselow
 Councillor ~~Janice Long~~ Margaret McLennan

The members of the Barham Park Trust Committee are as follows:

Councillor Krupesh Hirani

Councillor ~~James Powney~~ James Denselow

Councillor ~~Lesley Jones~~ Roxanne Mashari

Councillor Ruth Moher

Councillor George Crane

Article 10 – Brent Connects Consultative Forums

The consultative forums described in this Article are ~~not a~~ part of the Brent Connects programme. ~~They have no formal decision making structure and precesses of the council and have no decision-making powers. They are however a central part of the council's approach to consultation and engagement. strategy. Five forums cover specific geographic areas and a further five cover service users or specific interest groups.~~ Representations and recommendations may be made by these ~~consultative~~ forums to a committee or sub-committee of the council or to the executive or to officers. The chairs of the Brent Connects area consultative forums ~~and the service user consultative forums~~ shall be appointed by full council.

BRENT CONNECTS AREA CONSULTATIVE FORUMS

10.1 The Council is committed to involving the community through effective consultation and two-way communication.

10.2 The Council recognises that meaningful participation can only take place:

- in an environment where people are better informed about local services;
- where community spirit is fostered so that people care enough to want to take part, and are encouraged to do so; and
- where council decisions can be seen to reflect the views and concerns of local residents.

10.3 Area consultative ~~F~~forums provide an important opportunity for members of the public to access, participate in and influence the council's decision-making process and those of the Council's partner organisations. Consultation, participation and community engagement have become increasingly important for all organisations and are at the heart of central government policy to improve and modernise local services.

Consultative forums are central to Brent Council's response to these issues.

10.4 Five area consultative forums were set up in 1997 to give local people a say about the issues which matter to them. ~~These area consultative~~ forums are public events, meeting four times per year. At each meeting local people are able to ask questions and comment on services provided by both the Council and partner agencies in Brent.

10.5 Chaired by a local councillor and assisted by a lead manager, each area forum meeting is open to the public, and is always held during a weekday evening in an accessible venue central to the community.

10.6 Agendas are determined prior to each forum meeting. Local people, the forum chair and lead manager, other local councillors, partner organisations and council officers are all invited to participate in the agenda setting process. The agenda setting process is coordinated by officers from the Council's consultation team and the draft agenda is published on the Council's internet pages.

10.7 At each meeting local people have the chance to listen to and question the Council and partner agencies such as the police and health authority about services they provide. There is also a 'soapbox slot' for residents to express their

views and concerns on an issue of their choice. The five area consultative forums are listed below and each is made up of the electoral wards as shown:

<u>Brent Connects</u> Harlesden	<u>Brent Connects</u> Kilburn & Kensal	<u>Brent Connects</u> Kingsbury & Kenton	<u>Brent Connects</u> Willesden	<u>Brent Connects</u> Wembley
Harlesden Stonebridge Kensal Green	Brondesbury Park Kilburn Mapesbury Queens Park	Barnhill Fryent Kenton Queensbury	Dollis Hill Dudden Hill Welsh Harp Willesden Green	Alperton Northwick Park Preston Sudbury Tokington Wembley Central

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10.8 The ward boundaries delineate the area covered by that particular forum although residents may choose to attend a forum other than that in which they live.

10.9 The area consultative forums will be supported by officers from the council's consultation team, the forum lead manager and officers from other council service areas as appropriate.

| Functions of **Brent Connects** Area Consultative Forums

10.10 (a) To consider and comment on Brent Council services, policies and practices, and those of it's partners in the Brent area, and to influence practices and policies which determine the provision of council services by submitting reports on views expressed and issues raised at forum meetings to the appropriate lead officer, the Executive or a member of the executive and/or the overview and scrutiny committees or other council committees, or full council.

(b) To provide information to the community about the services, policies and the practices of Brent Council and other partner organisations in Brent.

(c) To seek out the opinions and views of the community with regard to needs and aspirations for the area, sharing council draft reports and budget plans as appropriate and relay them to council decision making bodies.

(d) To develop and support partnership and inter-organisational discussion, consultation and participation between the statutory and voluntary sectors and business, in relation to local issues.

(e) To consider and participate in arrangements for public consultation regarding council services and policies which directly or indirectly affect the area, and/or those requiring 'local consultation'..

(f) To consider all matters of relevance and/or interest to residents of the area including any related to the activities of other organisations. Area consultative forums shall not however discuss individual or personal cases relating to the authority's regulatory functions, planning, licensing etc., with the exception of major developments, significant planning applications, environmental improvements and traffic management issues.

(g) To request the attendance of members of the executive, other members, council officers and representatives of other partner organisations to listen to residents' concerns and/or report on matters of local interest.

(h) Notwithstanding the above, the Brent Connects area consultative forums are consultative only and have no formal decision making powers within the Council's formal decision making processes.

| Structure and Membership Brent Connects of area consultative forums

| 10.11 Each Brent Connects area consultative forum:

(a) shall meet at least four times per year. Notwithstanding, a forum may meet more than four times per year, subject to identifying suitable funding, as appropriate.

(b) will be chaired by a councillor appointed by the Council and supported by a councillor in the role of vice-chair, also appointed by the Council.

(c) has an appointed lead manager. Lead managers are council officers appointed as 'community champions' because of their close professional and personal links with the forum area they serve.

(d) will be open to attendance by residents, councillors and council officers, local businesses and traders, representatives of community groups and associations, voluntary and other public and statutory/partner organisations, and other relevant outside agencies.

Talkback - AREA HOUSING BOARD FORUM

Area Housing Board Forum Structure

10.12 The Council's Area Housing Board Forum, *Talkback*, has been established with the aims and roles set out below.

Areas covered

10.13 The boundaries of the Council's Area Housing Board Forum, *Talkback*, will be those of the landlord service area.

Aims of the Forum

10.14 (a) To involve customers in the provision of housing services.

(b) To monitor the performance of housing management and contractors of the housing management service and other parts of the housing services.

(c) To develop new ideas and methods for solving Council housing problems.

(d) To influence practices and policies that determines the provision of housing services.

(e) To influence practices and policies that determine the provision of housing services.

- (f) To advise the housing management service on local priorities for the provision of housing services and the allocation of resources.
- (g) To advise the housing management service in the development of an area strategy/business strategy.
- (h) To liaise with other groups and organisations.

Membership of the Forum

10.15 Membership of the Council's Area Housing Board Forum, *Talkback*, will be open to all residents in tenant and leasehold properties that are managed on behalf of the Council by the housing management service.

10.16 There will be no voting rights for any attendees at the Council's Area Housing Board Forum.

10.17 Members of the Council will be eligible to attend meetings of the Area Housing Board Forum.

Meetings of the Forum

10.18 (a) Meetings of the Council's Area Housing Board Forum, *Talkback*, will be open to the public and to the press, and at the discretion of the person facilitating/co-ordinating/chairing the meetings, any person may speak.

(b) The Council's Area Housing Board Forum shall meet at least four times a year and once in every quarter and the meetings will be held on a rotational basis in the following geographical areas: Wembley; East Brent (formerly North Kilburn); South Kilburn; and Harlesden, Brentfield and St Raphaels.

(c) There will be no formal chair or quorum requirements or restrictions.

(d) In June each year, one representative from each registered tenants' and residents' association may be put forward to join a forum organising team to seek advice on the composition of agendas, the format of the Council's Area Housing Board Forum meetings and shaping outcomes from sessions of the Forum. This Forum organising team will meet at least eight times a year.

(e) Meetings shall be conducted in accordance with any rules agreed in respect of the conduct of those meetings.

Paragraph numbers 10.19 and 10.20 are not used.

BRENT CONNECTS SERVICE USER FORA

10.21 The Council has established the following Service User Fora with the aims and roles set out below:

- Brent Connects ~~Brent~~ Disability User Forum
- Brent Connects Private Sector Housing Forum
- Brent Connects Pensioners Forum

- Brent Connects Voluntary Sector Liaison Forum
- Brent Connects Equality Black and Minority Ethnic Forum

Brent Connects - Disability Disabled User Forum

- 10.22 (a) To provide the focal point for disabled people and mental health service users, their carers, advocates, service providers, advisors, officers, Council members and representatives from voluntary organisations and community groups to meet together on a quarterly bi-monthly basis to exchange views and to learn from each others experiences.
- (b) To consider all aspects of the Council's policies as they relate to the needs of disabled people and mental health service users and their carers living in Brent.
- (c) To influence members to make the best and most efficient use of resources available in the borough for disabled people and mental health service users within the framework of Best Value.
- (d) To ensure that the Council is aware of current and forthcoming legislation and the demands and expectations of disabled people and mental health service users who live and/or work within the borough.
- (e) To be a formal point of consultation for the Council on services provided for disabled people and mental health service users.
- (f) To encourage and identify opportunities for the Council to work in partnership with other agencies and voluntary groups on issues relating to disabled people and mental health service users.
- (g) To be empowered to make formal representations through the Council's decision-making structure on matters relating to disabled people and mental health service users.
- (h) To ensure suggestions and recommendations agreed are incorporated as part of the Council's annual service planning process.
- (i) Where necessary, the Forum to request reports from officers on matters relating to disability and mental health services.
- (j) To identify and manage differences between disabled people, their carers and other agencies.
- (k) The Council will be encouraged to utilise the forum to keep disabled people and mental health service users informed of current and forthcoming policies, practices and procedures that may affect them.
- (l) To acknowledge and campaign for equal access to service provision for those people who have disability and mental health support needs.

Brent Connects - Private Sector Housing Forum

- 10.23 To raise and/or respond to issues and concerns and to make representations and recommendations to the Executive and relevant Council Committees or Sub-Committees (including Overview and Scrutiny) concerning:

- (a) the development of policies and procedures in consultation with users which promote and support the availability of good quality owner occupied in rented accommodation in the private sector;
- (b) topics of general interest on private sector housing;
- (c) performance of services offered to elderly and disabled people; and
- (d) any other matters affecting residents and stakeholders involved in the provision of residential accommodation in the private sector in the borough.

Brent Connects - Pensioners Forum

- 10.24 (a) To ensure that the Council is aware of the policies and aspirations of older people within the borough.
- (b) To consider at a draft stage all aspects of Council policy as it relates to the needs of older people.
- (c) To encourage the Council to make the best and most efficient use of resources available in the borough for older people and to publicise them to the residents of Brent.
- (d) To be a formal point of consultation for the Council on services provided for older people.
- (e) To encourage and identify opportunities for the Council to work in partnership with other agencies and voluntary groups on issues relating to older people.
- (f) To raise and/or respond to issues and concerns and to make representations and recommendations to the Executive and relevant Council committees or sub-committees (including Overview and Scrutiny) concerning matters relating to older people.

Brent Connects Voluntary Sector Liaison Forum

- 10.25 (a) To provide a vehicle for effective voluntary sector input into Council policy development and to promote more active partnership working between the Council and the local voluntary sector.
- (b) To oversee the ongoing development, implementation and review of Brent Council's Voluntary Sector Strategy.
- (c) To maintain a strategic overview of voluntary and statutory service provision in Brent, including the identification of gaps and overlaps in service provision.
- (d) To consider Council policy and practice as it relates to voluntary sector issues.
- (e) To provide advice to the Council on possible areas of grant funding priority and consider how these reflect the Council's overall strategic aims and objectives.

- (f) To consider and promote mechanisms thorough which the voluntary sector can become more effectively involved in regeneration within Brent.

Brent Connects - Equality Forum Black and Minority Ethnic Forum

- 10.26 (a) To focus on partnership working and building resilience within Brent's underrepresented and vulnerable communities, with the aim of reducing inequality.
- (b) To actively support the progress, achievement and development of initiatives to ensure that residents have equal access to services, resources and amenities.
- (c) To help the authority to develop strategies that contribute to reducing inequality across the borough and across all 9 protected characteristics.
- (d) To empower communities with knowledge and confidence to build capacity and reduce inequality.
- (e) To focus on partnership working and knowledge sharing with underrepresented communities and vulnerable groups, with the aim of building resilience reducing inequality.
- (f) Gls an open form open to any member of the public.
- (g) Will meet quarterly – meeting dates to be set annually as part of the Brent Council's Committee calendar.
- (h) Will be chaired by an elected Brent Council member appointed annually by full council.
- (i) The Equality Forum will be supported by officers from the Council's Diversity Team.
- (i) The Diversity Team will publicise and develop contacts to encourage participation from officers, members, the community and Brent's voluntary and Private sectors.
- (i) Officers to engage across the community to try to ensure representation across all 9 characteristics protected under the Equality Act 2010
- ~~10.26 (a) To raise and/or respond to issues and concerns, and make representations and recommendations to the Executive and relevant Council Committees concerning the needs of black and ethnic minority ('BME') communities.~~
- ~~2 To provide a vehicle for effective BME communities input into Council policy development and to promote more active working partnership between the Council and the BME voluntary and community sector.~~
- ~~3 To present suggestions to the Council as to how services and programmes can be developed or changed to meet the needs and aspirations of black and ethnic minority communities.~~
- ~~4 To promote community cohesion by promoting the development of strong and positive relationships between our diverse communities.~~

- ~~5 To consider and participate in arrangements for public participation regarding Council services and policies which directly or indirectly affect BME communities e.g. the Council's Race Equality Scheme, the Community Plan and relevant Best Value service reviews.~~

~~To encourage and identify opportunities for the Council to work in partnership with other agencies and voluntary groups on issues relating to BME communities.~~

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YOUTH PARLIAMENT

10.27 The Council has established a Youth Parliament to give children and young people a genuine voice in the affairs of the Borough, and to implement the Council's obligations under the Children Act 2004.

The terms of reference of the Youth Parliament are:

- (a) To discuss and debate issues that affect children and young people and explore potential solutions within the context of formal and informal meetings.
- (b) To represent these views and receive responses from the Council's Executive, Scrutiny and Children & Young People's Strategic Partnership Board.
- (c) To evaluate the performance of service provision, recommending areas for improvement in the context of the Children and Young People's Plan.
- (d) To plan two consultation events per annum for children and young people to raise awareness of issues as agreed by the Youth Parliament.
- (e) To ensure that decisions taken as a result of young people's participation are fed back to young people through a variety of methods e.g. visits to schools, newsletters and websites.
- (f) Develop a training programme and materials for Youth Parliament members to enable effective participation.
- (g) To monitor progress towards implementation of the Hear by Rights standards across Council departments and other partner agencies represented on the Children & Young People's Strategic Partnership Board.
- (h) To consider possible options for the distribution of the Youth Opportunities Fund.

10.28 Members of the Youth Parliament will be chosen as follows:

- (a) 10 members from locality based youth groups,
- (b) 24 members from school councils,
- (c) 19 members from target and community groups.
- (d) 2 councillors appointed by Full Council

10.29 One member of the Youth Parliament together with one member of the Council will act as Co-Chairs. One further member of the Youth Parliament together with one further member of the Council will act as Co-Vice Chairs.

STAFF FORA

- Trading Standards Joint Advisory Board
- Schools Forum
- Admissions Forum
- Brent Housing Partnership

Adoption and Permanency Panel

- 11.2 (a) The Adoption and Permanency Panel ("the Panel") fulfils the role of the statutory Adoption Panel required by the Adoption Agencies Regulations 2005 (as amended by the Adoption Agency and Independent Review of Determinations (Amendment) Regulations 2011 and the Adoption Agencies (Panel and Consequential Amendments) Regulations 2012.
- (b) The purpose of the Panel is to make recommendations to the Assistant Director Children's Services as to:
- (i) Whether or not a relinquished child should be placed for adoption in accordance with Regulation 18 of the 2005 Regulations, whether or not the child should be placed for adoption in accordance with Regulation 18 of the Regulations
- (ii) whether any advice should be given to the agency in terms of the matters which fall to be considered under Regulation 18(3) (subject to the amendments by 2012 Regulations)
- (iii) suitability of prospective adopters to adopt in accordance with the terms of Regulation 26 of the Regulations
- (iv) whether any advice should be given to the adoption agency in respect of the number of children the prospective adopter may be suitable to adopt, their age range, sex, likely needs and background in accordance with Regulation 26(3)
- (v) whether the child should be placed for adoption with particular prospective adopters in accordance with Regulation 32 of the Regulations
- (vi) whether any advice should be given to the adoption agency in respect of the provision of support services, the plan for contact and the exercise of parental responsibility in accordance with Regulation 32(4)
- (vii) any other matter that it is required by law to consider.
- (c) Where recommendations are made in respect of an adoption with a foreign element then the Panel recommendations must take into account any modifications made to the Regulations by The Adoptions with a Foreign Element Regulations 2005-(as amended by the adoptions with a foreign element (amendment) regulations 2009 and the 2012 Regulations).
- (d) The Council must maintain a list of persons who are considered by it to be suitable to be members of an adoption panel ("the Central List"), including-

- (i) one or more social workers who have at least three years' relevant post-qualifying experience, and
 - (ii) the medical adviser to the adoption agency (or at least one if more than one medical adviser is appointed).
- (e) The Assistant Director Children's Services will appoint officers and other persons to the Central List and appoint members from that list to the Panel. Full Council or the General Purposes Committee will appoint elected members to be included in the Central List and appoint elected members to the Panel.
- (f) The Assistant Director Children's Services must appoint a Chair who is an independent person and who has the necessary skills and experience to chair an adoption panel and who is not a disqualified person under the Regulations.
- (g) The Assistant Director Children's Services must also appoint a vice-chair to act in the Chair's absence
- (h) A person included on the Central List and or appointed to the Panel may at any time ask to be removed from the Central List or Panel by giving one month's notice in writing to the Council.
- (i) In accordance with the provisions of the Regulations, a list/panel member's tenure may be brought to an end by the Council.
- (j) The Panel may not conduct its business unless its meeting includes the chair or vice-chair, at least one of the social workers, three other members, and where the Chair is not present and the vice chair is not an independent person, at least one other independent panel member.
- (k) The panel also carries out functions under the Fostering Regulations 2011 and will consider the following:
- ~~(i) whether long term fostering is in a child's best interest;~~
 - ~~(ii)(i) whether a prospective long term fosterer is suitable to be a long term fosterer;~~
 - ~~(iii)(ii) whether a prospective long term fosterer is suitable to be a long term foster carer of a particular child;~~
 - ~~(i) The Panel also considers and makes recommendations in respect of:~~
 - ~~(i) applications from foster carers who wish to apply for a Residence Order under section 8 of the Children Act 1989, or a Special Guardianship Order under S14A of the Children Act 1989, in respect of the child/children they are fostering; and~~
 - ~~(ii) applications for Residence Order or Special Guardianship allowances, both as to whether an allowance should be paid and at what level;~~

Fostering Panel

- at least one member with experience in education who has knowledge of educational conditions in the area of the authority, or is a parent of a registered pupil at a school; and
- at least one member who is a lay person, that is, someone without personal experience in the management of a school or the provision of education in a school (other than experience gained in a voluntary capacity or as a school governor).

- (d) The LEA retains a list of potential panel members. After an appeal has been submitted the LEA must arrange for three (or less often five) appropriate panel members, including a Chairperson from the list, to constitute the panel and hear the appeal.

Schools-Exclusions-Appeal-Independent Review Panel

- 11.7 (a) The Independent Review ~~Schools-Exclusions-Appeal~~ Panel is established under the School Discipline (Pupil Exclusions and Reviews) (England) Regulations 2012~~the School Standards and Framework Act 1998~~. Its purpose is to review ~~determine~~ appeals against any the decision of a governing body not to reinstate a pupil who has been permanently excluded from a school maintained by the LEA if the parent of that pupil makes an application for review within the legal time frame.

- (b) The membership requirements for the Independent Review ~~Schools-Exclusions-Appeal~~ Panel are that there must be three or five members (as decided by the LEA). The Panel must contain :

- the Chair who must be a lay member, defined as someone who has not worked in a school in any paid capacity; and
- at least one person who has been a governor of a maintained school provided that they have served in this capacity for at least 12 consecutive months in the last 6 years; and
- at least one person who must be, or have been within the last five years, a head teacher of a maintained school.

- (c) The LEA retains a list of potential panel members. After a pupil has been excluded and an application for review appeal is submitted the LEA must arrange for three (or less often five) appropriate panel members, including a Chairperson, to constitute the panel and review the matter~~hear the appeal~~.

Trading Standards Joint Advisory Board

- 11.8 Brent Council has agreed to carry out Trading Standards services for the London Borough of Harrow. In order to oversee and review these arrangements the two authorities have established a Trading Standards Joint Advisory Board which will:-

- (a) consider the operation, extent and management of the Trading Standards service;

- (iv) three Secondary Governors;
- (v) one Special School Head;
- (vi) one Special School Governor;
- (vii) one Nursery School Head;
- (viii) one Nursery School Governor;
- (ix) one Voluntary Aided Sector representative; and
- (x) one Trade Union representative.

Admissions Forum

~~11.10 Not in use (a) The Admissions Forum is established under the School Standards and Framework Act 1998. The role of the Admissions Forum is to:~~

~~consider how well existing and proposed admission arrangements serve the interests of children and parents within the area of the authority;~~

~~promote agreement on admission issues;~~

~~consider the comprehensiveness and accessibility of the admission literature and information for parents produced by the authority;~~

~~consider the effectiveness of the authority's proposed co-ordinated admission arrangements;~~

~~consider the means by which admissions processes might be improved and how actual admissions relate to the admission numbers published;~~

~~monitor the admission of children who arrive in the authority's area outside a normal admission round with a view to promoting arrangements for their fair distribution around schools;~~

~~promote the arrangements for children with special educational needs, looked after children and children who have been excluded from school; and~~

~~any other admissions issues which may arise.~~

~~(b) The membership of the Admissions Forum is:~~

~~five councillors;~~

~~two parent governors;~~

~~three representatives of the Westminster Roman Catholic Diocese;~~

~~three representatives of the London Church of England Diocese;~~

~~three representatives of Community Schools in Brent;~~

~~three representatives of Foundation Schools in Brent;~~


~~three representatives of Voluntary Aided Schools in Brent;~~

~~one representative of the Capital City Academy; and~~

~~two representatives of faith groups other than in (iii) and (iv) above.~~

Brent Housing Partnership

- 11.11 (a) Brent Housing Partnership Limited ("BHP") is a limited liability company wholly owned by the Council, which was established as part of central government's programme of Arms Length Management Organisations.

 <p>Brent</p>	<p>Full Council 24 June 2013</p> <p>Report of the Director of Legal and Procurement</p>
<p>For Action/Information</p>	<p>Wards affected: ALL</p>
<p>Appointment of Permanent Chief Executive</p>	

1.0 Summary

- 1.1 This report concerns the proposed timescale for the appointment to the Chief Executive post and consequential interim arrangements.

2.0 Recommendations

- 2.1 Full Council is asked to agree to the proposed timescale for the recruitment to the permanent Chief Executive role; and
- 2.2 that the interim Chief Executive continues in post, as set out in the body of this report, until that permanent appointment is made.

3.0 Detail

- 3.1 Council will be aware that the previous permanent Chief Executive left the Council in September 2012. Interim arrangements were immediately made to ensure that the duties and responsibilities of the Chief Executive and the Head of Paid Service were discharged. The current interim arrangements end in July 2013. Since this agreement was entered into, there has been significant organisational change, most importantly and most recently, the review of the broad senior management structure within the Council. Additionally, work is in train to meet the challenging budget reductions required in coming years which require immediate action to ensure savings are realised at the appropriate time.
- 3.2 In light of the current interim arrangements expiring in July 2013, it was necessary to consider appointing to the permanent post and a contract was let to Gatenby Sanderson to recruit to all the Council's senior vacancies, including to the post of Chief Executive. Advice was taken from them and

also from other recruitment consultants in the sector. As a result of these discussions, a number of operational and strategic considerations have emerged.

- 3.3 At this point in time, the potential market for suitable candidates is not at the optimum level to proceed to a permanent appointment. A large part of the reason for this is that currently three Chief Executive roles are being advertised within London Boroughs. The three roles currently being advertised are in neighbouring boroughs namely, Barnet and Westminster and a joint chief executive appointment across Hammersmith & Fulham and the Royal Borough of Kensington & Chelsea. The recruitment processes for all three posts are already under way and potential candidates will be focusing on those roles and the best candidates are likely to be appointed. A delay in the recruitment to the permanent Chief Executive's role would result in a better field of candidates and therefore, a more successful appointment to the permanent role.
- 3.4 In considering this advice, further advantages were identified in not proceeding to a permanent appointment at this point in time.
- 3.5 Council will be aware that the current interim Chief Executive has initiated a review of the senior management within the Council spanning the top tiers of management within the organisation. This process is still continuing and represents a key corporate objective to achieve improved service delivery and significant budget reductions. There would be obvious practical benefits if the current interim Chief Executive were to continue in post to ensure successful implementation. It is also important to ensure that continuity is provided at the top of the officer structure at a time when there is significant change.
- 3.6 Further, the Council has been advised by its recruitment consultants that it is important for candidates applying for senior posts within the Council, at Corporate Management Team (CMT), Operational Director and Head of Service levels, to know that there will be medium term continuity in terms of the Chief Executive. Candidates are likely to be dis-incentivised in applying for a senior role within the Council if there is uncertainty around the identity of Chief Executive. Extending the existing interim arrangements for an identified period of time would provide the stability candidates would be seeking.
- 3.7 There are benefits to the Council in continuing the current interim Chief Executive's arrangements in terms of delivering the broader budget reductions, some of which are under preparation and some are currently being delivered. Clearly, the current preparations for budget reduction will entail the delivery of significant and substantial projects in order to achieve the required savings. The interim Chief Executive would be best placed to ensure there is continuity in overseeing the current arrangements to achieve those business critical savings.
- 3.8 With the move to the new Civic Centre now underway and with its new ways of working, continuity and stability at the most senior level will support smooth transition to the new environment.

- 3.9 Council will be aware that there will be an election in the Borough in May 2014 when all Council seats will be up for election and this is clearly an important matter for the authority not only in terms of operational management but also in relation to reputation management. The continuance of the current interim arrangements will ensure that the overall planning and management for that election can be organised and properly overseen by an interim Chief Executive who has developed a full understanding of the organisation.
- 3.10 Taking these factors into account and taking a strategic view in relation to the optimum time to commence the permanent recruitment process, it is proposed that recruitment for a permanent Chief Executive commences after the May 2014 elections and that the current interim arrangements continue until a permanent appointment has been made and the individual is in post. This approach is fully supported by the Executive.
- 3.11 The proposals contained in the report will result in a fixed term appointment being made in accordance with the salary levels already agreed by Council for the Chief Executive.

4.0 Financial Implications

- 4.1 The pay policy agreed by Council in March 2013 showed a reduction on the salary of the Chief Executive compared with previous arrangements. The interim Chief Executive will be paid on the Hay 1 scale.
- 4.2 The report also points to the support for achieving overall Council budget reductions if continuity is maintained at a time of downsizing.

5.0 Legal Implications

- 5.1 Standing Order 77 of the Council's Constitution sets out the position regarding the permanent appointment of senior officers, including the post of Chief Executive. The Standing Orders reflect the requirements set out in the Local Authorities (Standing Orders) (England) Regulations 2001. Members are advised that an appropriate and proportionate process for the interim arrangements proposed in this report is a decision by Full Council.

6.0 Diversity Implications

- 6.1 There are not any specific diversity implications.

7.0 Staffing/Accommodation Implications (if appropriate)

- 7.1 The body of this report relates to staffing matters.

Background Papers

Report to Council 25/2/13 re Localism Act 2011 pay policy statement

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