



## Resources and Public Realm Scrutiny Committee

**Wednesday 30 November 2016 at 8.00 pm**  
Boardrooms 5-6 - Brent Civic Centre

### Membership:

#### Members

Councillors:

Kelcher (Chair)  
Davidson (Vice-Chair)  
Aden  
S Choudhary  
Ezeajughi  
M Patel  
Stopp  
Tatler

#### Substitute Members

Councillors:

Chan, Harrison, McLeish and Naheerathan  
  
Councillors:  
Colwill and Kansagra

**For further information contact:** Bryony Gibbs, Governance Officer  
020 8937 1355; [bryony.gibbs@brent.gov.uk](mailto:bryony.gibbs@brent.gov.uk)

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**The press and public are welcome to attend this meeting**

# Agenda

Introductions, if appropriate.

Apologies for absence and clarification of alternate members.

Item	Page
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<b>1</b>	<b>Declarations of interests</b>	
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Members are invited to declare at this stage of the meeting, any relevant disclosable pecuniary, personal or prejudicial interests in the items on this agenda.


<b>2</b>	<b>Deputations (if any)</b>	
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<b>3</b>	<b>Call-In of Executive Decision - South Kilburn Regeneration Programme</b>	<b>1 - 52</b>
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Decisions made by the Cabinet on 15 November 2016 in respect of the South Kilburn Regeneration Programme (Carlton and Granville Centres Site) – Development Options Report by the Council’s Strategic Director of Regeneration and Environment have been called-in for consideration by the Resources and Public Realm Scrutiny Committee, in accordance with Standing Order 20.



- 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.

 <p><b>Brent</b></p>	<p><b>Resources and Public Realm Scrutiny Committee</b> Wednesday 30 November 2016</p> <p><b>Report from the Head of Executive and Member Services</b></p>
<p>Wards affected: ALL</p>	
<p><b>Call-In of Executive Decision – South Kilburn Regeneration Programme</b></p>	

## 1.0 Summary

- 1.1 Decisions made by the Cabinet on 15 November 2016 in respect of the South Kilburn Regeneration Programme (Carlton and Granville Centres Site) – Development Options Report by the Council’s Strategic Director of Regeneration and Environment have been called-in for consideration by the Resources and Public Realm Scrutiny Committee, in accordance with Standing Order 20.

## 2.0 Recommendation

- 2.1 That the Committee considers the call-in and agrees to one of the following conclusions:
- i. The Committee does not wish to refer the matter back to the decision-maker or to Council, at which point the decision is deemed to be confirmed and takes effect immediately following the meeting; or
  - ii. The Committee decides to ask the Cabinet to reconsider its decision, in light of any observations of the Committee; or
  - iii. Having had regard to the advice of the Chief Legal Officer or Chief Finance Officer, the Committee considers the decision is contrary to the Council’s Budget or Policy Framework, at which point it refers the matter to the next practicable meeting of the Council, subject to the provisions of Standing Orders.

## 3.0 Background

- 3.1 At the meeting held on 15 November 2016, the Cabinet considered the report from the Strategic Director of Regeneration and Environment, “South Kilburn

Regeneration Programme (Carlton and Granville Centres Sites) - Development Options” where it was **RESOLVED** that:

- i) Cabinet agreed to the Phase 1 of the Carlton and Granville Centres site redevelopment being the refurbishment and reconfiguration of the Granville Centre to allow for an interim Enterprise Hub to be established.
- ii) Cabinet delegated authority to Head of Estates Regeneration in consultation with the Lead Member for Regeneration, Growth, Employment and Skills to enter into all agreements with the Greater London Authority in respect for the funding for the refurbishment of the Granville Centre.
- iii) Cabinet delegated authority to the Chief Executive in consultation with the Lead Member for Regeneration, Growth, Employment and Skills to enter into legal agreements, including any lease with the South Kilburn Trust (SKT) and also with the GLA to secure their funding contribution in return for project delivery of the interim Enterprise Hub by March 2018.
- iv) Cabinet delegated authority to the Chief Executive in consultation with the Lead Member for Regeneration, Growth, Employment and Skills to oversee scheme development through further viability testing, local consultation, and planning consent;
- v) Cabinet approved the procurement of an architecturally led multidisciplinary design team to develop a detailed planning application for redevelopment of Carlton and Granville Centres site as Phase 2 of the work by either:
  - calling off the Greater London Authority (GLA) and Transport for London (TfL) Architecture, Design and Urbanism Panel (ADUP) or such other appropriate OJEU compliant framework; and evaluating those tenders in accordance with the relevant Framework; or alternatively
  - carrying out an OJEU compliant procurement process and inviting tenders on the basis of the pre-tender considerations set out in paragraph 3.30 of this report and evaluating the tenders on the basis of the evaluation criteria set out in that paragraph
  - The cost of the design team and associated consultants is anticipated to be in the region of £1m. £350,000 has already been assigned to this project so the balance will be up to £650,000 to be funded “up-front” by the Council.
- vi) Cabinet noted that irrespective of which procurement option detailed in 2.5 above is selected, officers will report back to Cabinet to seek Members’ approval to award the proposed contract, once a preferred design team has been identified.

3.2 Details of the call-in received by the Head of Executive and Member Services are attached at Appendix A to this report.

3.3 The report “South Kilburn Regeneration Programme – Carlton & Granville Centres Site - Development Options”, considered by Cabinet at its meeting on 15 November 2016, is attached at Appendix B to this report.

3.4 Appendix C, a response from the Cabinet Member for Regeneration, Growth, Employment and Skills and the Strategic Director of Regeneration and Environment to the issues raised in the call-in, will be circulated prior to the meeting.

3.5 The procedure for the conduct of the meeting is attached at Appendix D.

#### **4.0 Financial Implications**

4.1 There are no financial implications arising from this covering report.

#### **5.0 Legal Implications**

5.2 There are no legal implications arising from this covering report.

#### **6.0 Equality Implications**

6.1 There are no equality implications arising from this covering report.

### **Background Papers**

Appendix A – Details of the call-in submitted.

Appendix B – Cabinet Report: South Kilburn Regeneration Programme – Carlton & Granville Centres Site - Development Options.

Appendix C – Response from Lead Member and Strategic Director.

Appendix D – Procedure for call-in scrutiny committee meeting.

### **Contact Officers**

Thomas Cattermole  
Head of Executive and Member Services  
4<sup>th</sup> Floor, Brent Civic Centre  
Engineers Way  
Wembley  
HA9 0FJ  
[Thomas.cattermole@brent.gov.uk](mailto:Thomas.cattermole@brent.gov.uk)  
020 8937 5446

THOMAS CATTERMOLE  
Head of Executive and Member Services.

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## **Call-In of Executive Decision - South Kilburn Regeneration Programme**

### **Reasons for call-in included:**


- That the process has been flawed with mistakes, warnings not heeded and lack of early consultation.
- That insufficient notice has been given to the views of the two Centres, local Councillors and other interested parties.

### **A member who has supported the call-in has provided further reasons for the call-in:**

- The failure of the Cabinet to ensure that consultation took place with the users of the Granville Centre including the Granville Plus Nursery School.
- The failure of the Cabinet to consider (ignored) warnings from a local councillor, that no consultation had taken place with the local community the Head of a popular local school and the parents who use it. Therefore putting valuable community assets under the unnecessary threat of closure and demolition.
- The failure of the cabinet to adequately question the officer (consultant) who prepare the report on whether proper consultation had taken place, as it seem likely the consultant ever visited The Granville /Carlton centres or spoke to stakeholders.
- The failure of the cabinet to engage with the South Kilburn Trust putting £2 Million at risk for a local employment Hub.
- The failure of the Lead member for Regeneration to visit Kilburn or talk to stakeholders from May to the present day to re-assure local residents that there would be adequate consultation.
- The failure of the Lead Member for regeneration to response to email requests for a meeting between Local councillors the Leader and CEO, between July and November.

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 <p><b>Brent</b></p>	<p style="text-align: center;"><b>Cabinet</b> 15 November 2016</p> <p style="text-align: center;"><b>Report from the Strategic Director of Regeneration &amp; Environment</b></p>
For Action	Wards affected: Kilburn
<p style="text-align: center;"><b>South Kilburn Regeneration Programme – Carlton &amp; Granville Centres Site – Development Options</b></p>	

## 1 Summary

- 1.1 This report provides an update to the 25 July 2016 Cabinet report – Carlton and Granville Centres, Granville Road, NW6 5RA – redevelopment and investment proposals.
- 1.2 This report provides Members with feedback from the public consultation which has been carried out in respect of the Carlton and Granville Centres site.
- 1.3 This report provides Members with feedback from the engagement events conducted by officers with the current occupiers of the Carlton & Granville Centres
- 1.4 This report seeks approve to progress with Phase 1 of the redevelopment and approval to commence the procurement of a Design Team to progress Phase 2.

## 2 Recommendations

That Cabinet:

- 2.1 Agree to the Phase 1 of the Carlton and Granville Centres site redevelopment being the refurbishment and reconfiguration of the Granville Centre to allow for an interim Enterprise Hub to be established.
- 2.2 Delegate authority to Head of Estates Regeneration in consultation with the Lead Member for Regeneration, Growth, Employment and Skills to enter into all agreements with the Greater London Authority in respect for the funding for the refurbishment of the Granville Centre.
- 2.3 Delegate authority to the Chief Executive in consultation with the Lead Member for Regeneration, Growth, Employment and Skills to enter into legal agreements, including any lease with the South Kilburn Trust (SKT) and also with the GLA to secure their funding contribution; in return for project delivery of the interim Enterprise Hub by March 2018.

- 2.4 Delegate authority to the Chief Executive in consultation with the Lead Member for Regeneration, Growth, Employment and Skills to oversee scheme development through further viability testing, local consultation, and planning consent;
- 2.5 Approve the procurement of an architecturally led multidisciplinary design team to develop a detailed planning application for redevelopment of Carlton and Granville Centres site as Phase 2 of the work by either:
- i) calling off the Greater London Authority (GLA) and Transport for London (TfL) Architecture, Design and Urbanism Panel (ADUP) or such other appropriate OJEU compliant framework; and evaluating those tenders in accordance with the relevant Framework; or alternatively
  - ii) carrying out an OJEU compliant procurement process and inviting tenders on the basis of the pre-tender considerations set out in paragraph 3.30 of this report and evaluating the tenders on the basis of the evaluation criteria set out in that paragraph
  - iii) The cost of the design team and associated consultants is anticipated to be in the region of £1m. £350,000 has already been assigned to this project so the balance will be up to £650,000 to be funded “up-front” by the Council.
- 2.6 Note that irrespective of which procurement option detailed in 2.5 above is selected, Officers will report back to Cabinet to seek Member approval to award the proposed contract, once a preferred design team has been identified.

### **3 Detail**

#### **Background**

- 3.1 A report went to Cabinet on 25 July 2016 in respect of the Carlton and Granville Centres site and an option for the redevelopment of the Carlton and Granville Centres site was approved by Cabinet. The approval included that the site be included within the wider Masterplan Review and for there to be local consultation, amongst other recommendations.
- 3.2 The full decisions were:
- (i) that approval be given to Option 2 for redeveloping the Carlton & Granville Centres, Granville Road, London, NW6 5RA (the subject site) to deliver 95 new homes, an Enterprise Hub and 3274sqm of additional community use space;
  - (ii) that a further update be provided to formally approve final scheme plans and the required capital investment to bring forward the phased redevelopment of the Carlton and Granville Centres and ensure continuity of occupation for the Enterprise Hub within the site;
  - (iii) that the site be included within the scope of the South Kilburn Masterplan review to ensure wider place making considerations are incorporated;
  - (iv) that the Strategic Director for Resources in consultation with the Strategic Director for Regeneration and Environment, Chief Legal Officer and Chief Finance Officer enter into a legal agreement with the South Kilburn Trust and the GLA to secure their funding contributions in return for project delivery of the Enterprise Hub by March 2018, and setting out Council commitment to underwrite the shortfall in project funds;
  - (v) that authority be delegated to the Strategic Director for Resources in consultation with the Strategic Director for Regeneration and Environment, Chief

Legal Officer and Chief Finance Officer to oversee scheme development through further viability testing, local consultation, and planning consent;

(vi) that authority be delegated to the Strategic Director for Resources in consultation with the Strategic Director for Regeneration and Environment, Chief Legal Officer and Chief Finance Officer in respect to any works and/or professional services contracts for scheme development to agree pre-tender considerations, invite tenders and thereafter award the contract.

3.3 The project was also moved from the Property Team to the Estates Regeneration Team in order to fulfil the requirements for it to be included within the wider South Kilburn Masterplan Review.

#### **South Kilburn Masterplan Review 2016**

3.4 The Masterplan aims to change South Kilburn into a sustainable and mixed community, through a series of phased and sequential developments. The Masterplan aims to deliver 2400 new high quality homes, around half of which will be made available to existing South Kilburn secure tenants, while the balance will be high quality homes for private sale, to maintain the viability of the regeneration programme in the long term.

3.5 The Council has appointed an urban design-led team to undertake a comprehensive strategic review of the current Masterplan in collaboration with the community. This is involving reviewing the current phasing proposals, timelines, public realm, and much more to ensure that the revised Masterplan will address current community needs, programme requirements, new planning policies and the latest standards set by institutions such as the GLA (Greater London Authority). The proposals will need to be viable and deliverable. The review is currently on-going with the Final Public Exhibition due at the end of 2016.

3.6 The Council will also be revising the South Kilburn Supplementary Planning Document 2005 which is a planning policy document and sets the design and policy requirements for South Kilburn. The Masterplan Review will also impact the revisions to SPG17, another Planning Policy Document. Consultation on the South Kilburn Supplementary Planning Document 2005 is due to start following the conclusion of the Masterplan Review 2016. This will have a formal consultation process and will report to Cabinet in mid-2017.

3.7 The Carlton and Granville Centres site has historically not been included within the regeneration proposals for the Masterplan. However the opportunity to secure external funding for an Enterprise Hub together with the current low level usage of these centres has brought forward an opportunity to consider the longer term future for this site. This initially culminated in the July report to Cabinet but which, given the time constraints of responding to the GLA time frame for LRF funding, did not provide an opportunity to consider the site in the context of the masterplan. Therefore whilst the conclusions from the wider public consultation will be presented at the end of the year this report specifically addresses the issues of the Carlton & Granville Centres site opportunities.

3.8 Consequently there has been a site specific public consultation which has run in parallel to the wider master plan consultation process. The first public exhibition (19 July 2016) included the possibility of including the Carlton and Granville Centres site, this was prior to the 25 July 2016 Cabinet paper. Following the Cabinet paper the site was included as a site within the Masterplan Review. It was decided that a public consultation event should be held specifically on the Carlton and Granville Centres site to provide the community with an opportunity to be consulted on the proposal which went to Cabinet ahead of the next public exhibition on the 13 September 2016. The latest date which was feasible to allow for some initial feedback to be fed into the event on the 13 September was the 1 September 2016.

## Consultation

3.9 A series of consultation events were carried out:

### Public Consultation

- Public Consultation Event held on 1 September 2016 for the Proposed Redevelopment of the Carlton and Granville Centres site. This event was widely leafleted to the local community. A feedback form was available at the event.
- South Kilburn Masterplan Review 2nd Public Exhibition – included the Proposed Redevelopment of the Carlton and Granville Centres site. This event was widely leafleted to the local community. A feedback form was available at the event.
- The public consultation for the Carlton and Granville Centres site ran from 1-27 September. Information was available on the Council website along with an online feedback form.

One to One meetings with Occupiers of the two Centres were held, the consultation response for occupiers was extended beyond the public consultation date to give them time to have a one to one meeting and respond:

- Brent Start – 6 September 2016
- Granville Plus Nursery School – 8 September 2016 (meeting with Headteacher). 23 September 2016 (meeting with parents). 3 October 2016 (Governors meeting)
- Barnardos Children Centre – 15 September 2016
- Granville Kitchen and Otherwise Club – 21 September 2016
- Concorde Café – 5 October 2016

3.10 Consultation material for the event is attached as part of appendix 1. The option which was agreed by Cabinet on 25 July 2016 was shown alongside how this could be taken into the Masterplan adhering to the principles of the earlier Cabinet report.

3.11 The results of the public consultation are in appendix 1 and appendices 2-6 include notes on the Councils engagement with the occupiers of the two centres.

### Carlton and Granville Centres site Feedback

3.12 Overall there has been a negative reaction to the proposals for the two Centres, with respondents not believing the proposals are good enough. There was more concern reported in the consultation response than support for the proposal.

Information from a maximum of 76 respondents showed (numbers in brackets below show the number of specific response to that item):

#### Top support

1. More housing and community facilities and for the community (9)
2. Employment opportunities created by the Enterprise Hub with a permanent location for SK Studios (5)
3. Creation of a comprehensive community hub (5) through the Enterprise Hub combined with other uses such as an arts centre, live/work housing, education facilities, a cafe, small shops and flexible community spaces

#### Top concerns

1. Mix of uses not clear neither seen as ideal (31)

2. Demolition of a heritage building and community asset such as the Nursery School (30)
3. Biased consultation and unclear communication (24)

#### **Top suggestions**

1. Including all current uses in the project especially the Nursery School (21)
  2. Including affordable facilities and housing typologies (19)
  3. Refurbishing the building instead of redeveloping it (19)
- 3.13 Key feedback from the consultation and through officer meetings has been that the community has been upset that there has been a lack of consultation prior to the 25 July 2016 report and that they were not presented with options for the site. It should be noted that the 25 July 2016 Cabinet paper was focused on meeting timescales in order to adhere to a tight timescale for the Greater London Authority (GLA) funding (described below). There has been upset that the occupiers were not engaged and that the services which are being delivered were not understood by the Council. There was a large response that would not wish to see the buildings being demolished and for the current facilities to stay within the buildings. The current occupiers, whilst also wishing the building not to be demolished, would be amenable to development as long as they stayed on the site.
- 3.14 The outcome of what housing types was preferred, was that there was a clear desire for rented property either social or private, with other forms of affordable, co-living and live-work housing also popular.
- 3.15 The outcome for mix of community space and enterprise hub was for Nursery School, Childcare, Community Kitchen, Community Hall/Large Flexible space (to rent) and Community Area/Space.

#### **South Kilburn Masterplan Review Second Public Exhibition**

- 3.16 The Wider South Kilburn Masterplan Review exhibition had as the top concern - Carlton & Granville Centres demolished and not hosting a nursery and its third highest suggestion - Retain Carlton & Granville Centres and the nursery(7)
- 3.17 Comments for the Carlton and Granville Centres site redevelopment (28 comments or dots):
- **Support (7)** : Relocate SK Trust and Studios, community commercial space, more facilities
  - **Concerns (13)**: Nursery School future, historic building, educational garden removed
  - **Suggestions (7)**: Affordable spaces for local businesses & creatives, keep facades, facilities for the ones with special needs, include Global Skills Centre

#### **Enterprise Hub**

- 3.18 Since the 25 July 2016 there has been ongoing dialogue with the Greater London Authority (GLA) in respect of the funding for the Enterprise Hub, who initially were to provide £1.8m towards an Enterprise Hub, however, this came with a tight timescale of delivery of March 2018.
- 3.19 Officers reviewed the timescale to determine what could be delivered with the GLA's March 2018 timescale. It was evident that a new build could not be achieved, and as a result officers, working with the South Kilburn Trust (whom, it is proposed will manage and operate the Enterprise Hub subject to terms being agreed by Brent's Property Services), looked at delivering a Phase 1 option of refurbishing the Granville Centre in the immediate

term to provide for a location for the Enterprise Hub which would meet the GLA timetable. With a Phase 2 option which looks at the wider redevelopment of the Carlton and Granville Centres being developed in due course.

- 3.20 The GLA is supportive of this and has approved for the Council to have £749,058 funding for the Enterprise Hub project phase 1. This figure is greater than the initial proposal which was for £350k for phase 1. In respect of the Phase Two comprehensive scheme the GLA remains supportive but any further funding bid would have to be made through a future funding programme around enterprise and workspace.
- 3.21 The delivery of Phase 1 will allow for the Nursery School and Barnardos Children Centre to stay on site in their current locations. The Granville Kitchen and Otherwise Club would have to make arrangements with the South Kilburn Trust for the space they use and will use within the proposed Enterprise Hub, but to date this is expected to be achievable. The Concorde Café is discussed below.

## **Phase 2**

- 3.22 The Council is seeking to review options for Phase 2 in light of the consultation provided within this report. The Council would seek to engage with a Design Team to take forward a review of the options for the site and to conduct in-depth engagement with the local community. The Council would envisage that the site would still deliver an Enterprise Hub, Education/Community Space and Housing, with the priorities being: to secure a permanent enterprise hub, to secure the future of the Nursery School, to secure the future of the Barnardo's operated Children's Centre (within the South Kilburn area although not necessarily on this site) and to secure the future of the Granville Kitchen and Otherwise Club as being incorporated into the Enterprise Hub space.
- 3.23 The Council would seek that a Nursery School would remain on site, though the location within the site may change as part of a redevelopment. One important aspect to note in regard to the Nursery School is the importance placed on the external area which, in an urban area such as South Kilburn where a number of the children can be expected to live in flats with no external play area, provides a safe environment for them to explore; it is also an integral part of the educational aspect of the Nursery School Therefore the re-provision of suitable external space, if this area is to be utilised in any redevelopment, will be highlighted in the specification provided to the appointed team.
- 3.24 The Council would anticipate that the Granville Kitchen and the Otherwise Club would integrate within the Enterprise Hub space. The Council would envisage that a Children's Centre would continue to be operated within the South Kilburn area, but that this may not necessarily be from the Carlton and Granville Centres Site, though the intention at this time is that it would stay on this site until more detailed options are examined.
- 3.25 Brent Start is due to leave the Carlton Centre in 2017 as they are developing their own property strategy which will see them reduce their permanent physical presence whilst maintaining their offer to residents and a more detailed separate report will be brought to Members in due course to outline this strategy. However for the purposes of this report it is believed reasonable to presume that a future Brent Start function operating within this site is not envisaged beyond mid-2017. As the Concorde Café does appear to be linked with Brent Start, when Brent Start vacates the Carlton Centre, officers would need to consider if the café can continue to operate and it may not be suitable to accommodate this on site. In the longer term the Council would need to consider if a café function is appropriate in this building, especially as a new café is proposed as part of the "Peel" site. Therefore officers will need to enter into discussions with Concorde Café regarding the future of their operation post vacation by Brent Start.

- 3.26 Taking the site forward with a Design Team, the Council would seek to ensure that:
- There is robust consultation
  - Would review the viability of a complete demolition versus retaining all/parts of the building
  - Consult with English Heritage

### **Design Team Procurement**

3.27 The procurement of a design team to develop a detailed planning application for the comprehensive redevelopment of the Carlton and Granville Centres site will be undertaken by either:

- i) calling off the GLA and TfL ADUP or such other appropriate OJEU compliant framework; or alternatively,
- ii) inviting tenders using a Restricted procedure under the Public Contracts Regulations 2015 (“PCR 2015”) on the basis of the pre-tender considerations set out in paragraph 3.30 below commencing by placing a notice in the Official Journal of the European Union (OJEU).

3.28 The decision on which of these options will be pursued will be taken by the Strategic Director of Regeneration and Environment.

3.29 Should calling off the GLA and TfL ADUP be the preferred procurement route, officers will conduct a mini-competition under Lot 2 (Architecture) and report back to Cabinet to seek Member approval to award the proposed contract, once a preferred design team has been identified. A similar process will be adopted should the council select an alternative framework.

3.30 Should using a Restricted procedure under the PCR 2015 be the preferred procurement route, in accordance with Contract Standing Orders 88 and 89, pre-tender considerations have been set out below for the approval of the Cabinet.

<b>Ref.</b>	<b>Requirement</b>	<b>Response</b>
(i)	The nature of the service/ works.	To procure an architecturally led multidisciplinary design team to prepare a detailed planning application for the comprehensive redevelopment of the Carlton and Granville Centres site
(ii)	The estimated value.	The value of this contract will be determined through the competitive tender process but it is anticipated the value will be approximately £850k.
(iii)	The contract term.	The contract period will be approximately twelve months.
(iv)	The tender procedure to be adopted including whether any part of the procedure will be conducted otherwise than by electronic means and whether there will be an e-auction.	PCR 2015 compliant restricted procedure procurement route, in which parts of the procedure may be conducted by electronic means but there will not be an e-auction.

Ref.	Requirement	Response
v)	The procurement timetable.	The procurement would be undertaken during start 2017. Indicative milestones/timescales are: <ul style="list-style-type: none"> <li>• Contract Notice placed</li> <li>• Expressions of interest/Pre Qualification Questionnaire (PQQ) period – 30 days</li> <li>• Evaluation of PQQ responses in accordance with the Council's approved criteria – 10 days</li> <li>• Invitation to tender period – 35 days</li> <li>• Panel evaluation, interviews and panel decision – 10 days</li> <li>• Seek Cabinet approval to award contract</li> <li>• Standstill period – 10 calendar days</li> </ul>
(vi)	The evaluation criteria and process.	Shortlists are to be drawn up in accordance with the Council's Contract Procurement and Management Guidelines namely the PQQ and thereby meeting the Council's financial standing requirements, technical capacity and technical expertise. <p>Officers will evaluate the tenders from the shortlisted bidders on the basis of "most economically advantageous tender criteria" (MEAT) on the basis of percentage quality and percentage price, with a weighting of 30% applied to price and 70% applied to quality criteria.</p> <p>The quality criteria will consider how submissions perform in respect of:</p> <ul style="list-style-type: none"> <li>- Design Approach and Vision (30%)</li> <li>- Expertise and Resource Allocation (25%) and</li> <li>- Consultation and Stakeholder Management (15%)</li> </ul>
(vii)	Any business risks associated with entering the contract.	The Council will ensure the form of appointment and collateral warranty with the preferred design team is drafted to minimise all business risks.
(viii)	The Council's Best Value duties.	The procurement process will seek to ensure best value is achieved.
(ix)	Consideration of Public Services (Social Value) Act 2012.	See Paragraph 8 below.
(x)	Any staffing implications, including TUPE and pensions.	No staffing implications relating to TUPE or pensions.
(xi)	The relevant	See Paragraphs 4 and 5 below. This proposed



Ref.	Requirement	Response
	financial, legal and other considerations.	procurement process would be in line with the Council Standing Orders and the Public Contract Regulations 2015.

3.31 The Cabinet is asked to give its approval to these proposals as set out in the recommendations and in accordance with Standing Order 89.

#### 4 Financial Implications

4.1 The Council is seeking approval to enter into the financial agreement with the GLA to deliver phase 1. The Council would not be seeking to put any of its own costs into the Phase 1 works with the exception of officer time and design work (£25k approximately) carried out to date.

4.2 This report is seeking a budget of £1million to engage a full design team and associated consultants including a quantity surveyor to progress phase 2. A budget of £350k has previously been approved, as such this would be an additional £650k. Irrespective of the procurement process to be undertaken, it is anticipated that the value of the proposed contract will be in excess of £500k and thus classed as a High Value Contract under the Council's Standing Orders and Financial Regulations. Therefore, approval will be sought from Members to award the proposed contract, once a preferred design team has been identified. This budget should form part of the eventual capital scheme and as such does not represent a Capital project in and of itself.

4.3 There is no current rental agreement and the lack of a tenant in the Granville Centre poses a financial risk to the Council and direct financial pressure on Property Services. There is no budget in Property to pay for regular maintenance or health and safety in the Granville Centre, as these are expected to be funded by external income. The scale of that pressure has not currently been calculated, but it is worth noting that Property Services operates either on a full cost recovery basis, or on a profit margin basis for commercial dealings.

4.4 There is also the potential for foregone rent due to the fit-out of the Granville Centre. This has not been calculated to date because of a lack of an agreed rent between the Council and its main tenant.

#### 5 Legal Implications

##### ***Carlton and Granville Centre Site – Design Team Procurement: use of GLA and TfL ADUP or such other appropriate PCR 2015 compliant framework***

5.1 The Council's Contract Standing Orders state that no formal tendering procedures apply where contracts are called off under a framework agreement established pursuant to PCR 2015 by another contracting authority and where call off under the framework agreement is recommended by the relevant Chief Officer (to include confirmation that there is sufficient budgetary provision for the proposed call-off). However, this is subject to the Chief Legal Officer advising that participation in the framework agreement is legally permissible and approval to participate in the framework being obtained from the Chief Legal Officer. Should calling off the GLA and TfL ADUP or such other appropriate OJEU PCR 2015 compliant framework be the preferred procurement route, approval will be sought and given from the Chief Legal Officer prior to doing so.

## ***Carlton and Granville Centres Site – Design Team Procurement: use of a Restricted Procedure under the PCR 2015***

- 5.2 The value of this proposed procurement over its lifetime will be higher than the EU threshold for Services and the procurement of the contract is therefore governed in full by the PCR 2015. The estimated value of the procurement is in excess of £500k and therefore it will be classed as a High Value Contract under Contract Standing Orders and accordingly the Cabinet must approve the pre-tender considerations set out in paragraph 3.30 above (Standing Order 89) and the inviting of tenders (Standing Order 88).
- 5.3 Once the procurement process has been undertaken (whether the Council is using a framework or a Restricted Procedure under the PCR 2015, officers will report back to the Cabinet in accordance with Contract Standing Orders, explaining the process undertaken in tendering the contracts and recommending award.
- 5.4 Should the use of the Restricted procedure under the PCR 2015 be the preferred procurement route, the Council must observe the requirements of the mandatory minimum ten calendar days standstill period imposed by the PCR 2015 before the contract can be awarded. The requirements include notifying all tenderers in writing of the Council's decision to award and providing the prescribed information which includes the reasons for the decision and the characteristics and relative advantages of the winning bid. The standstill period provides unsuccessful tenderers with an opportunity to challenge the Council's award decision if such challenge is justifiable. However if no challenge or successful challenge is brought during the period, at the end of the standstill period the Council can issue a letter of acceptance to the successful tenderer and the contract may commence.
- 5.5 Section 122 Local Government Act 1972 (LGA 1972) allows the Council to appropriate land from one purpose to another which would also allow the Council to override any third party rights currently enjoyed by other parties on the site subject to payment of compensation.
- 5.6 Prior to applying Section 122 LGA 1972 the Council must have concluded that the Property is no longer required for its existing purpose and provide evidence to show how it has arrived at this decision.

## **6 Diversity Implications**

6.1 This report seeks Cabinet approval of Phase 1 of the Carlton and Granville Centres site redevelopment which involves the refurbishment and reconfiguration of the Granville Centre to allow for an interim Enterprise Hub to be established. In the meantime, the Council will review the options for Phase 2 in light of the consultation provided within this report and will conduct in-depth engagement with the local community and affected stakeholders who are currently occupying the site, namely the Nursery School, Barnardo's operated Children's Centre, Granville Kitchen and Otherwise Club, Brent Start and the Concorde Cafe.

6.2 The Cabinet is also asked to approve Officers' intention to progress the procurement of an architecturally led multidisciplinary design team to develop a detailed planning application for redevelopment of Carlton and Granville Centres site as Phase 2 of the work. The work of the design team will also include proactive consultation and engagement with affected stakeholders, service users and residents with protected characteristics such as:

- the diverse group of children, the majority of whom are from BAME backgrounds and with English as a second language, attending the Nursery School and Barnardo's operated Children's Centre and their parents/families
- SEND children and service users with disabilities
- Residents, elderly and economically disadvantaged groups who use the Granville Kitchen and Otherwise Club.

6.3 A full equality analysis, informed by the consultation findings and the potential/likely equality implications arising from the proposal, will support future Cabinet reports related to the redevelopment of the Carlton and Granville Centres site.

## **7 Staffing/Accommodation Implications**

- 7.1 There are Council staffing and accommodation implications. The Granville Plus Nursery Staff are all Council employees. Some staff at the Barnardos Children's Centre transferred pursuant to the Transfer of Undertaking (Protection of Employment) Regulations 2006 (TUPE) from Brent Council to Barnardos. Brent Start are Council employees, however, their decision to move from the Carlton Centre has been taken independent of these proposals and as such they are not considered here. In addition there are occupiers of the centre, whilst they are not Council employees will be affected by these proposals.
- 7.2 In Phase 1 there will be accommodation implications for the Granville Kitchen and Otherwise Club as they will need to discuss their requirements with the South Kilburn Trust, as such their accommodation space/access may change. The Concorde Café may not be able to continue to operate when Brent Start moves from the building.
- 7.3 The Phase 2 implication for both staffing and accommodation are currently unknown.

### **Property Implications**

- 7.4 The available space in the Granville Centre is about 915 sqm and has not been marketed due to ongoing resistance, although there would be a market for this space. A modest reasonable rent of £49,245 per annum £53.82 per sq m (£5psf) for a short term lease had been negotiated with SKT, this equates to about £5/sqft representing very good value for money for SKT. Due to the likely level of rent for this space the final terms and conditions of this lease between Brent Council and SKT can be dealt with by way of Delegated Authority by the Head of Property Services. The lease envisages that Brent will need to retain responsibility for a number of common elements including the building envelope. A complicated arrangement would have to be set up in the lease to enable cost recovery by the Council. This is likely to be management intensive and is less than satisfactory particularly given the age of the building.
- 7.5 The Granville building is somewhat complicated, it has Barnardos and Granville Plus both in part of the building and heating, electrical wiring and water are all interlinked. In addition the Otherwise Club have continued to hire space on a part-time basis within the complex. The building if marketed and offered for a period of at least 5 years would attract offers most likely from school and religious groups. There is an urgent need to secure an occupant as health and safety, empty holding costs have not been budgeted for. There is an outstanding requirement for the building including the adjacent Carlton Centre to have a nominated Fire Controller. The London Fire Brigade are aware of this situation. If this is not resolved shortly the Otherwise Club will have to cease operations.

- 7.6 The Carlton Centre will also require the securing of an occupant as no budget exists to hold this building vacant. Here the vacant holding costs will also be substantial. Any occupant is also likely to prove problematic if they are required to vacate the building at lease end. This property was built as a school and could prove attractive to school use. Again this building provides management challenges although most of the services are separate from the Granville Complex apart from fire detection. The Carlton Centre will be marketed in the next few months.
- 7.7 In respect of other users, Barnardos have a crèche within the main Granville Centre held on a lease, albeit terminable on 1 years notice, there is a service contract that is the primary agreement between Brent and Barnardos that may give commitments to re-provide provision should their use in Granville terminate.
- 7.8 The Otherwise Club have an informal hire arrangement on a part time basis and they would pay us £600 per month, we haven't however billed them since 1 April 2016, when the youth service moved out.

## **8 Public Services (Social Value) Act 2012**

- 8.1 The Council is under duty pursuant to the Public Services (Social Value) Act 2012 ('**the Social Value Act**') to consider how the services being procured might improve the economic, social and environmental well-being of its area; how, in conducting the procurement process, the Council might act with a view to securing that improvement; and whether the Council should undertake consultation. This duty applies to the procurement of the architecturally led multidisciplinary design team for the proposed redevelopment of Carlton and Granville Centres site
- 8.2 The services being procured aim to improve the economic, social and environmental well-being of residents of South Kilburn through the preparation of a planning application for the comprehensive redevelopment of Carlton and Granville Centres site to deliver a high quality development.
- 8.3 Where possible the contract will require that the Design Team:
1. provide opportunities for local people or prioritise local people for the employment opportunities that may arise during this contract (e.g. apprenticeships, work placements for disabled people or BAME groups, etc.);
  2. pay the London Living Wage as part of the Council's commitment to reduce socio-economic disadvantage;
- 8.4 Consultation will form part of the Design Teams' work and will form a scored element of the procurement process, including identifying how the Design Team will target engagement of disabled people, young people, older residents and BAME groups on the development of an inclusive and accessible design; easy read communications materials; translation and interpreting services, etc.

## **9 Background Papers**

25 July Cabinet Report: Carlton and Granville Centres, Granville Road, NW6 5RA – redevelopment and investment proposals  
Maintained nursery schools: hubs for quality in the early years (Early Education: The British Association for Early Childhood Education)  
Maintained nursery schools: the state of play report (March 2015, Early Education: The British Association for Early Childhood Education)  
<https://reports.ofsted.gov.uk/inspection-reports/find-inspection-report/provider/ELS/101492>

## 10 Contact Officers

Richard Barrett  
Estate Regeneration Manager  
Tel: 020 8937 1330  
Email: [Richard.barrett@brent.gov.uk](mailto:Richard.barrett@brent.gov.uk)

AMAR DAVE  
Strategic Director Regeneration and Environment

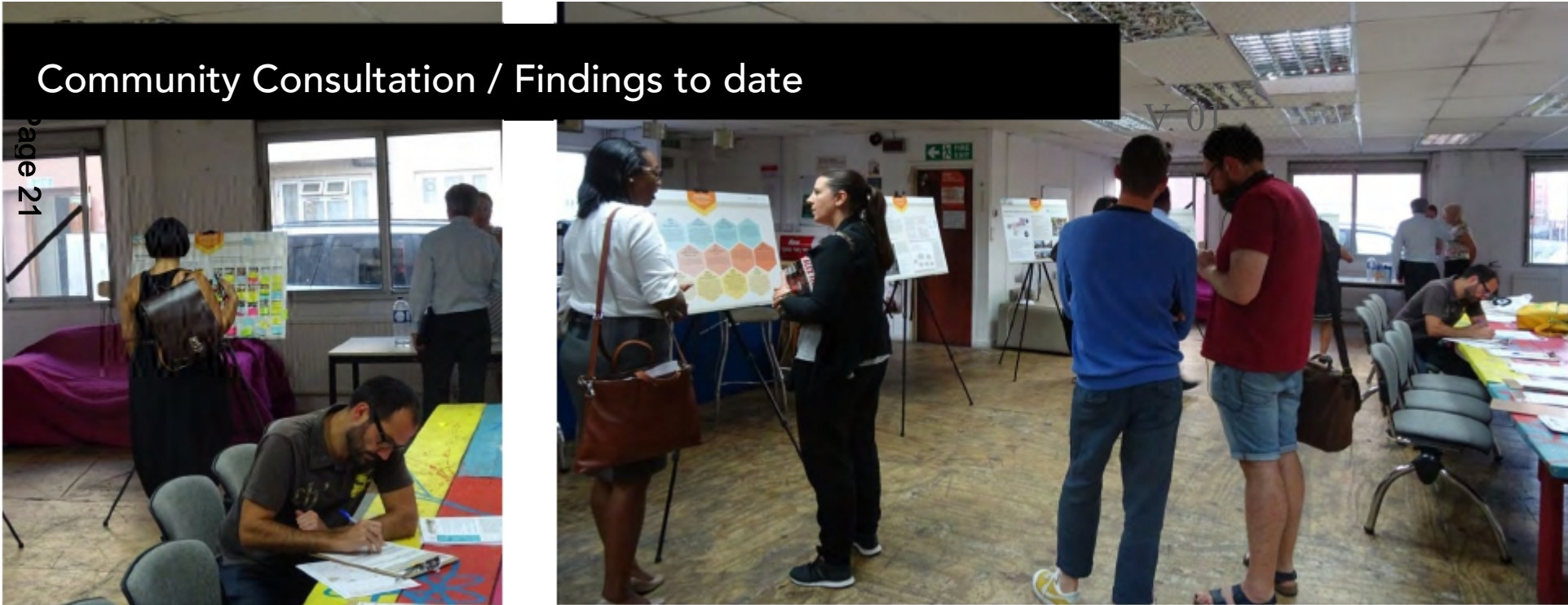
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OCTOBER 2016

SOUTH KILBURN MASTERPLAN REVIEW

# CARLTON & GRANVILLE CENTRES SITE CONSULTATION

September 2016



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# 1. Facts & figures

## Communication

**c.2300 flyers** distributed around the site

**3 Mailchimp e-newsletter** to 90 contacts

**Feedback forms** distributed to users of the centres by Brent

## Participation

Page 23  
approx. **35 attendees** to the Dedicated Public Consultation (1<sup>st</sup> September/SK Studios)

approx. **55 attendees** to the 2<sup>nd</sup> Masterplan Review Public Exhibition that displayed a dedicated board on the site (13<sup>th</sup> September/SK Studios)

**80+ post-it notes** (on boards / mix of uses for Carlton & Granville Centres site)

**84 dedicated forms** completed (63 paper + 21 online survey)

**660+ comments** in total

**165+ people engaged**

# 2. Representativity check

## What is the link of the participants to SK?

(information from 32 people)

1. Council tenant (11)
2. Employee / worker (8)
3. Visitor (5)
4. Volunteer (4)
5. Private tenant (3)
6. Local organisation representative (3)
3. Private leaseholder (2)
4. Landowner (2)
7. Housing association tenant (1)

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## What age?

(information about 18 people)

- |                    |                  |
|--------------------|------------------|
| 1. 45-64 (8 – 44%) | 1. 25-44 (35.6%) |
| 2. 25-44 (4 – 22%) | 2. 45-64 (21.1%) |
| 3. 65+ (3 – 17%)   | 3. 0-9 (13.2%)   |
| 4. 16-24 (3 – 17%) | 4. 16-24 (12.5%) |
| 5. 0-9 (0)         | 5. 65+ (10.6%)   |
| 6. 10-15 (0)       | 6. 10-15 (7%)    |

Census data for comparison against the Kilburn Ward in Brent

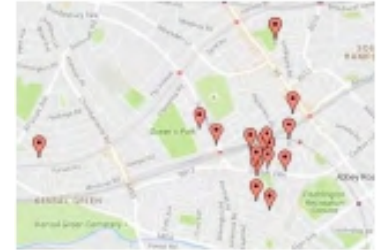
Ref. Office for National Statistics

© Crown Copyright 2012

## Where do they come from?

(24 postcodes)

1. Within SK area (10 – 42 %)
2. Living elsewhere (10 – 42%)
3. Within 1 minute walk of SK (4 – 17 %)



## What gender?

(information about 49 people)

1. Female (33 – 67%)
2. Male (16 – 33%)

Ref. Kilburn census 2011: Female (50.4%) / Male (49.6%)

## What ethnicity?

(information about 38 people)

- |                     |                  |
|---------------------|------------------|
| 1. White (22 - 58%) | 1. White (50%)   |
| 2. Other (8 - 21%)  | 2. Black (24.6%) |
| 3. Black (3 – 8%)   | 3. Asian (11.4%) |
| 4. Asian (3 – 8%)   | 4. Other (7.1%)  |
| 5. Mixed (1 - 3%)   | 5. Mixed (6.9%)  |

Census data for comparison against the Kilburn Ward in Brent

Ref. Office for National Statistics

© Crown Copyright 2012

# 3. Top comments on the proposal

## Comments nature

(information from max 76 participants)

### Top support

1. More housing and community facilities and for the community (9)
2. Employment opportunities created by the Enterprise Hub with a permanent location for SK Studios (5)
3. Creation of a comprehensive community hub (5) through the Enterprise Hub combined with other uses such as an arts centre, live/work housing, education facilities, a cafe, small shops and flexible community spaces

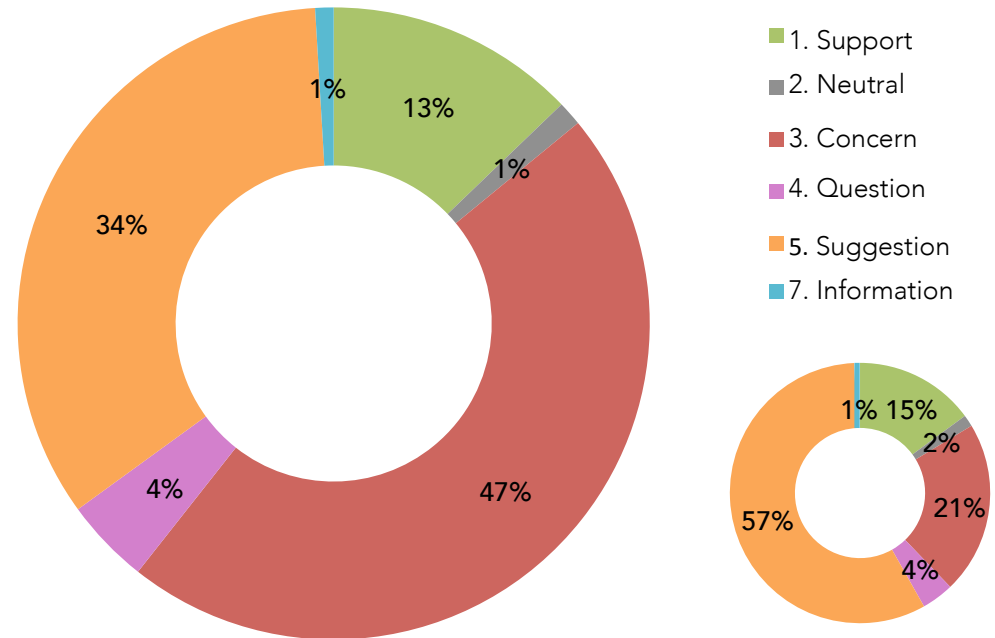
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### Top concerns

1. Mix of uses not clear neither seen as ideal (31)
2. Demolition of a heritage building and community asset such as the Nursery School (30)
3. Biased consultation and unclear communication (24)

### Top suggestions

1. Including all current uses in the project especially the Nursery School (21)
2. Including affordable facilities and housing typologies (19)
3. Refurbishing the building instead of redeveloping it (19)



### General comments on the proposal

The diagram above shows the nature of the comments on the proposal only, therefore the following comments are excluded:

- Comments on the Analysis of the Existing (to find p.10)
- Votes on Housing & Community Spaces typologies (to find p.11 & 12)

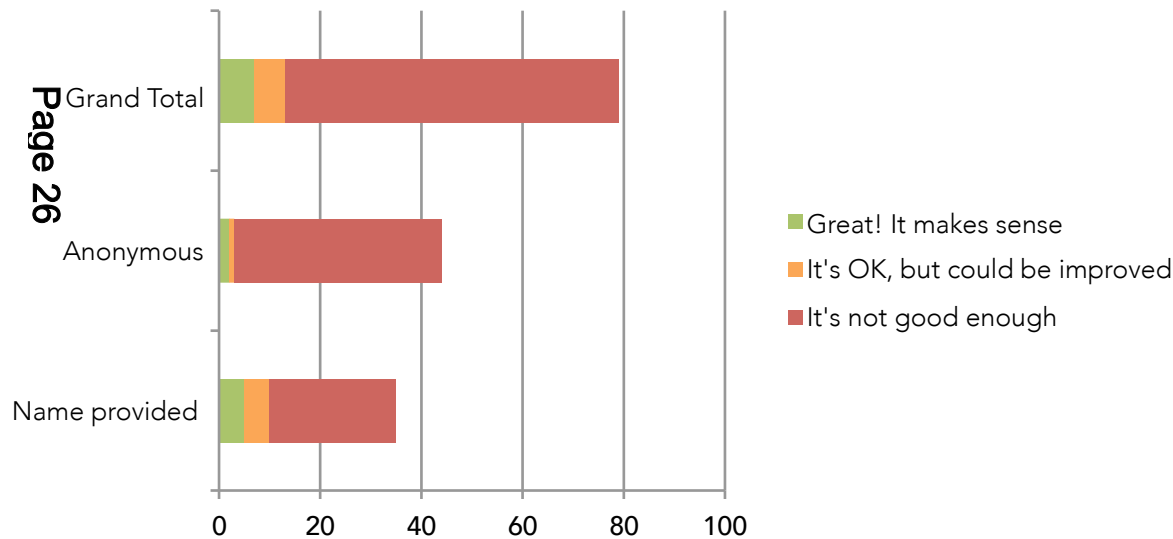
### Same comments excluding the ones of some directly impacted users on the proposal

To understand the influence of the 51 forms received via the Centres users, the diagram above shows the nature on the comments on the proposal excluding the responses from the 51 directly impacted that responded.

# 4. Comments on the idea

## What do you generally think about this proposal for the redevelopment of the Carlton & Granville Centres site?

(comments from 66 people including 17 anonymous)



“ Please don't  
destroy our community  
kitchen ”

“ Please don't tear the  
building down  
because it is very important  
to us!”

“I and our local community will fight  
these changes.”

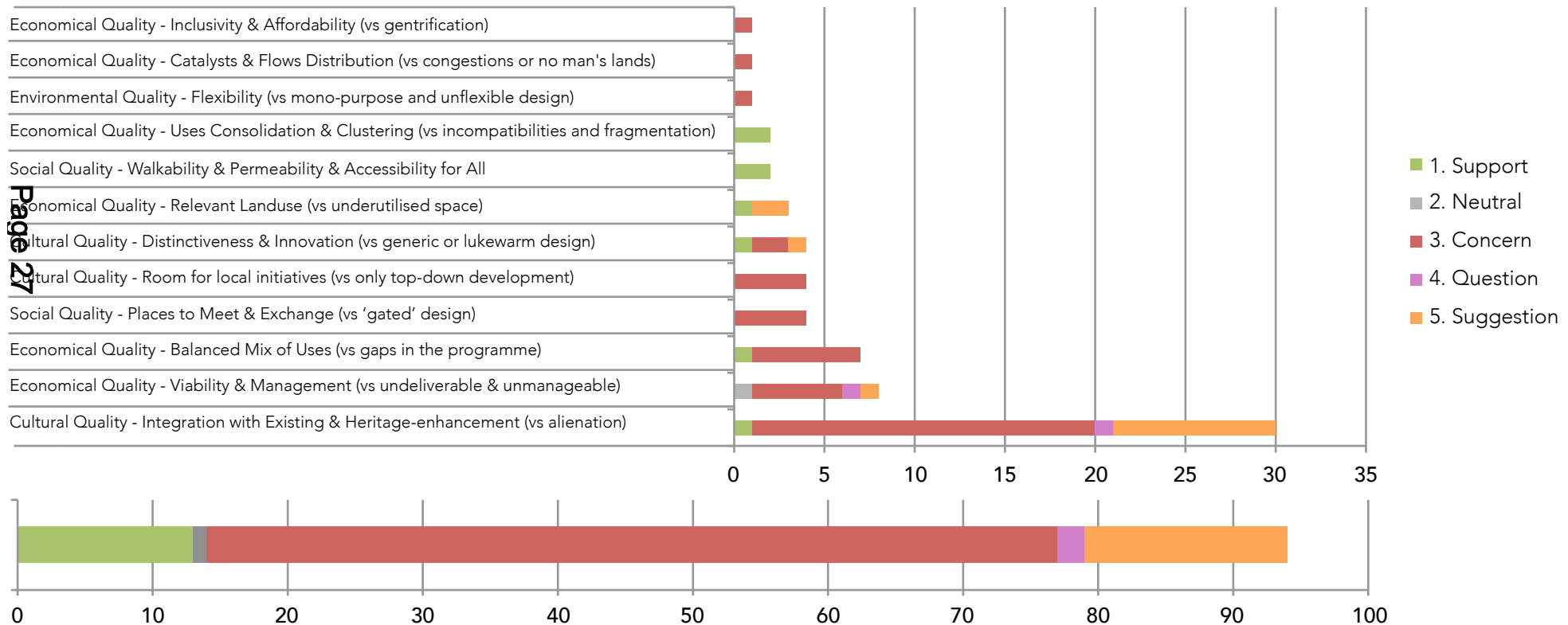
“To ruin this beautiful building is  
heartbreaking.”

# Analysis of the comments about the redevelopment of the site

(comments from 54 respondents)

## Why such a result?

1. No good integration in the plan of the current community buildings and heritage elements that represent the C&G Centres
2. Understanding that the Council is selling common ground and partly renovated and awarded community buildings to make profit
3. No clear inclusion of the current diverse uses and users in the plan
4. Destruction of a South Kilburn significant and historic hub / place to meet where there is local support and inclusion to find
5. Disappointment regarding the consultation especially how current users haven't been approached beforehand



Comments on the high-level idea of redeveloping the site – details & grand total

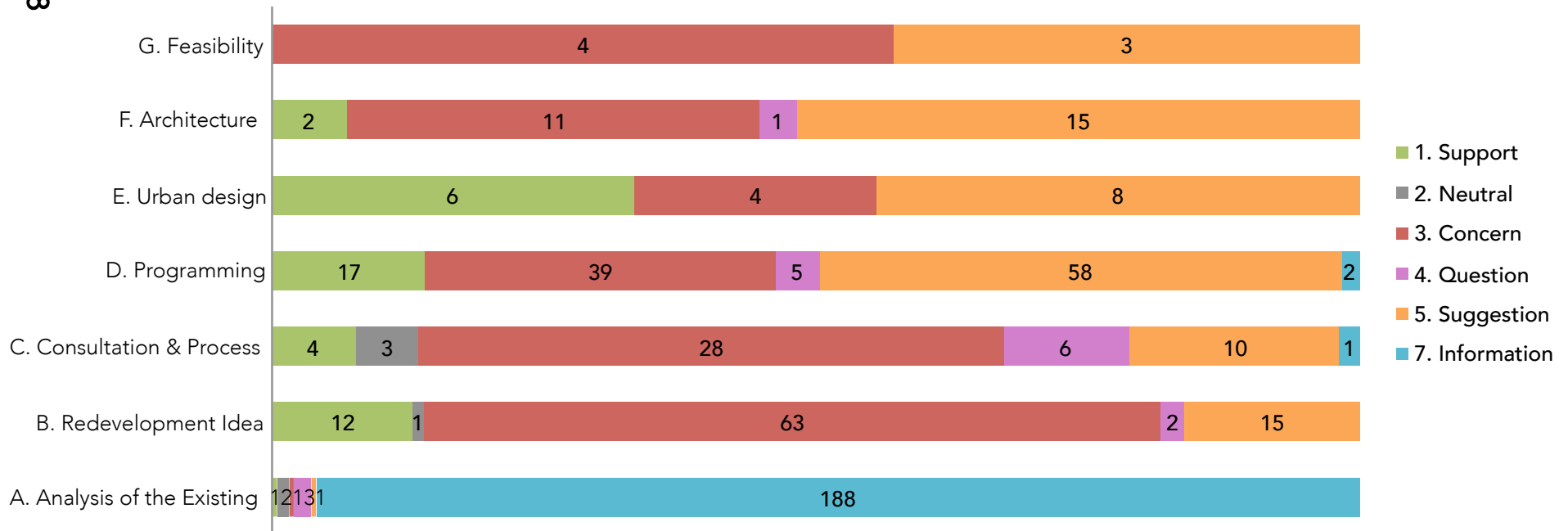
# 5. Comments by process steps

(information from max 76 participants)

## Top comments

- **Analysis of the Existing:** Lots of participants expressed their satisfaction and strong need in the current uses in the centres especially the multi-uses Granville Nursery School and Community Kitchen
- **Redevelopment Idea:** Many are worried of loosing Education, Health and Community assets for always more housing.
- **Consultation & Design Process:** Origin and purpose of the redevelopment idea not understood by many.
- **Programming:** agreement on the need of reprovding space to the SK Trust & Studios somewhere and on the need of improving, multiplying and diversifying community facilities in South Kilburn, but not to the detriment of the current Carlton & Granville Centres uses and buildings.
- **Urban Design:** Some people would like the accessibility to the Centres improved and the open spaces within and around the Centres better designed. Some like the idea of opening up Granville Road and creating a street along the new building.
- **Architecture:** Many suggest to keep the low-rise characterful historic buildings and at minimum (part of) their facades.
- **Feasibility:** Some people believe that is it a pity to spend taxpayer money in such a project.

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Comments sorted by process step to understand which step to work on before going further in the design process

## About the consultation

(information from 35 people)

### Top support

1. Visibility (1)
2. Organisation (1)
3. Community input within the plan (1)

### Top concerns

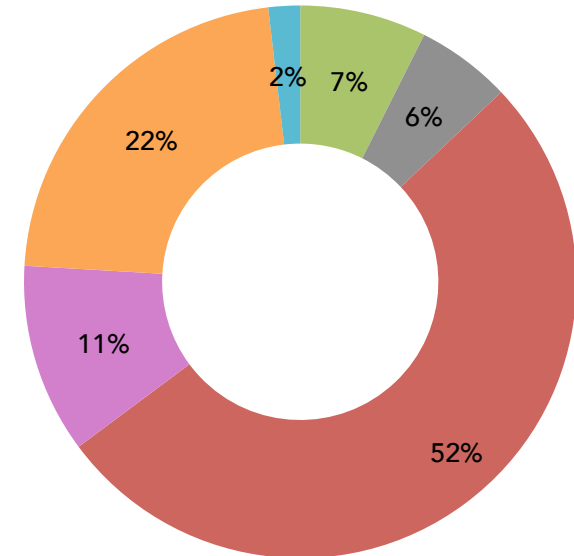
1. Community not taken in consideration (ref. 1st South Kilburn Masterplan Review Exhibition- results on the opportunity sites) (12)
2. Directly impacted users not approached and informed beforehand (also short consultation & during holidays) (6)
3. Unclear redevelopment idea and origin and no option including keeping the buildings and all uses (4)

### Top questions

1. Why no more options? (5)
2. Why no workshops and focus groups? (2)
3. Why Carlton & Granville Centres not in original Masterplan? (1)

### Top suggestions

1. Co-creation of options with the Carlton & Granville users (4)
2. Consultation more accessible (location, form, language) (2)
3. More time for participation and studies (2)



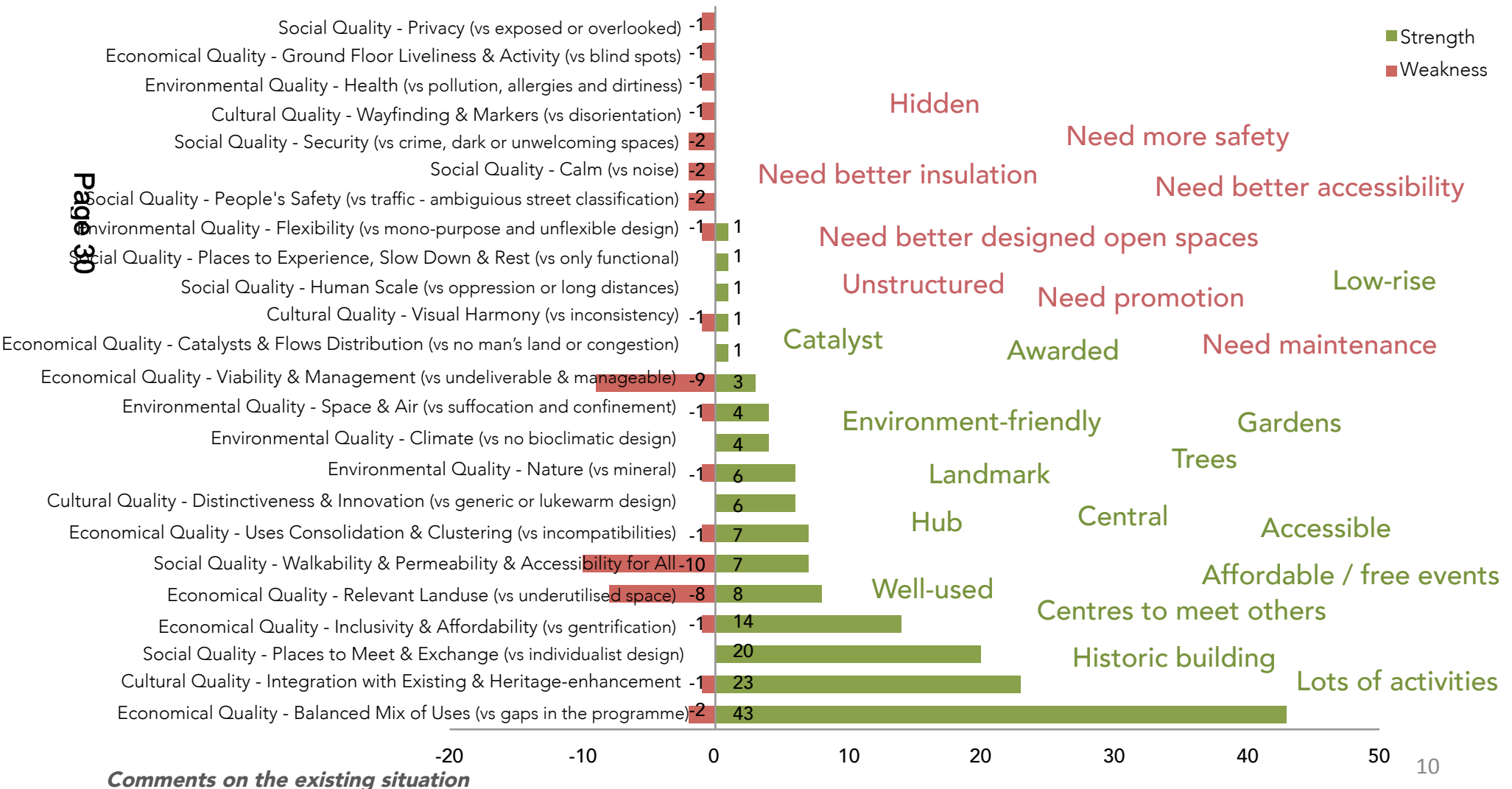
■ 1. Support   
 ■ 2. Neutral   
 ■ 3. Concern  
■ 4. Question   
 ■ 5. Suggestion   
 ■ 7. Information

### Comments on the public consultation

# 6. Comments on the existing situation

## Comment analysis by design quality

(comments from max 52 participants)

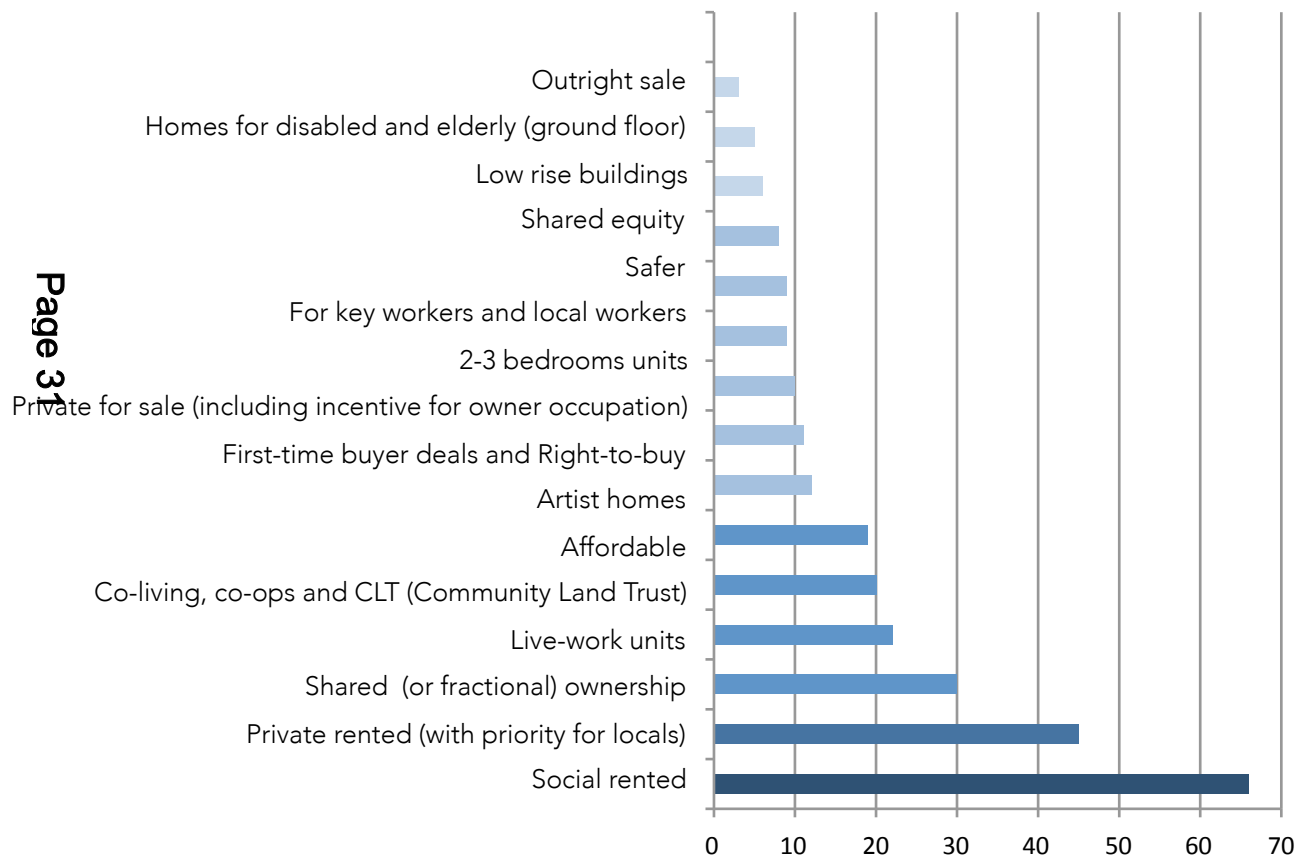




# 7. Comments by use

## Comment analysis / priority in terms of housing

(comments / types of housing / post-its notes and forms – from about 50 participants)



### Top 5

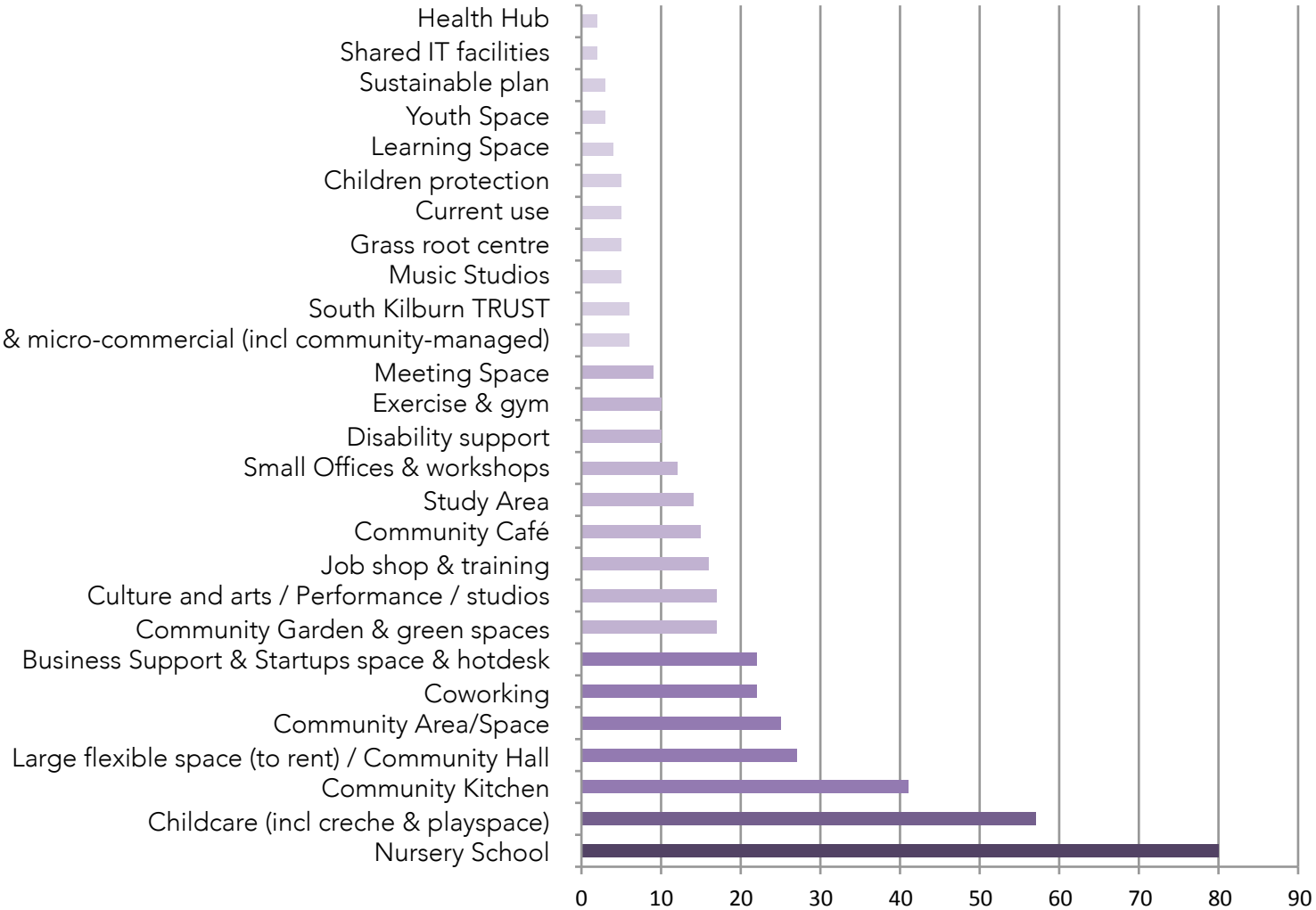
1. Social rented (score 66)
2. Private rented (score 45)
3. Shared ownership (score 30)
4. Live-work units (22)
5. Co-living, co-ops & CLT (Community Land Trusts) (20)

*Note: the score has been calculated by multiplying the number of comments by the level of priority (1, 2 or 3) chosen by the participants*

# Comment analysis / priority in terms of community spaces

(comments / types of community spaces/ post-its notes and forms – from about 50 participants)

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## Top 5

1. Nursery School (Score 80)
2. Childcare (Score 57)
3. Community Kitchen (Score 41)
4. Community Hall (Score 27)
5. Community Area (Score 21)

# 8. Consultation and communication tools

## Proposed Redevelopment Carlton and Granville Centres site

To include Housing, an Enterprise Hub and Community Space



Page 33

We are consulting on the proposal for the Carlton and Granville Centres site as part of the South Kilburn Masterplan Review 2016.

The South Kilburn Regeneration Programme aims to transform the area into a sustainable neighbourhood and create a real sense of place and belonging.

Help us shape the future of your neighbourhood and tell us what you think.

**South Kilburn  
Masterplan Review 2016**  
Get involved and have your say



### INVITATION TO A PUBLIC CONSULTATION

Come along, learn more about the proposal and give us your views.

#### DATE & TIME

Thursday 1 September 2016  
Drop-in between 3-8 pm

#### LOCATION

South Kilburn Studios  
2A Canterbury Road  
London NW6 5SW



### FOR MORE INFORMATION

**WEB** [www.brent.gov.uk/southkilburn](http://www.brent.gov.uk/southkilburn)

**TEL** 020 8937 2556 (Jill Rennie  
- Estate Regeneration Team)

**EMAIL** [jill.ennie@brent.gov.uk](mailto:jill.ennie@brent.gov.uk)



FLUID  
ARCHITECTURE  
URBANISM  
PARTICIPATION



# South Kilburn Future Matters - Carlton & Granville Centres site Redevelopment Proposal

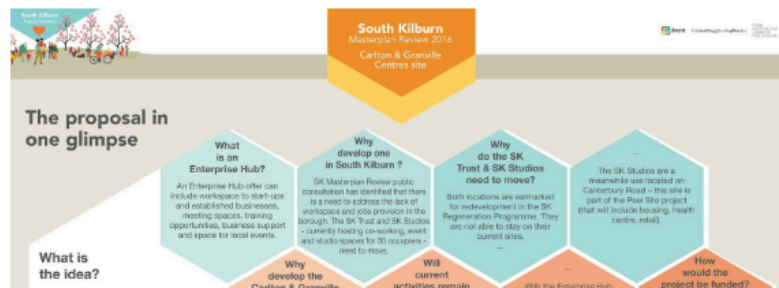
## C&G Consultation Feedback Form - September 2016

Welcome and thank you for completing this survey as soon as you can. Responses received by Tuesday 6th September will be considered ahead of the Masterplan Review Exhibition on Tuesday 13th September. The final deadline is Tuesday 27th September 2016 at midnight.

Thank you very much for your contribution.

### Before you complete the feedback form, please take time to read the information below

You can zoom in and view each slide in detail via this link: ([goo.gl/AZy8k3](http://goo.gl/AZy8k3))  
You can also refer to the individual slides under each question in the form.



Extract from the online survey (opened from 1 to 27 September 2016)

The public consultation on South Kilburn Masterplan Review 2016 is part of a large comprehensive survey of the area including spatial, economic and environmental studies. The design team and council officers welcome your opinions on the proposals, and will consider how suggestions received could work to help finalise a viable and deliverable reviewed Masterplan.



### Seven Consultation Stations

If you can't make the exhibition, from mid-next week you can pick up the new feedback form from the 7 colourful signs located around South Kilburn.

[Download the map of the sign locations](#) ...or see if you can spot all 7 yourself!

The form will also be available online.



### Carlton & Granville Centres site proposal

It was great to see so many people at the special consultation event about the Carlton and Granville Centres Site last week.

If you are yet to take part, [the information and feedback form is available online via this link.](#)

The final deadline for submitting your feedback is **Tuesday 27th September.**

Thank you for your input.  
If you'd like more information, please contact us

Extract from the e-newsletter (sent on 8, 20 & 26 September 2016)



**South Kilburn**  
Masterplan Review 2016  
Carlton & Granville Centres site

**The proposal in one glimpse**

**What is the idea?**

Brent is seeking to work in partnership with the South Kilburn Trust to deliver an Enterprise Hub. The proposal has progressed to one of using the Carlton and Granville Centres site to deliver housing, an Enterprise Hub and Community Space.



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# South Kilburn Masterplan Review 2016

## Carlton & Granville Centres site

## Background

### South Kilburn Regeneration - Masterplan Review 2016

The regeneration of South Kilburn (SK) is a fifteen year self-funded programme that is approximately half way through. It aims to transform the area into a sustainable and mixed neighbourhood and create a real sense of place and belonging.

The original Masterplan from 2005 is currently being reviewed by the Council with the help of the appointed multidisciplinary design team.

The programme will re-build around 1,200 affordable homes for social rent for existing SK

secure Council tenants. In order to deliver these homes to a high standard, the same number of market-rate private homes will also be built.

The Council's objective is to provide high quality new homes with values driven from market sales in order to maintain the viability of the Regeneration Programme in the long-term, and to achieve a substantial improvement in the living conditions of existing SK secure Council tenants.

### Current Masterplan sites & potential additional sites



The South Kilburn Programme is split into four phases. Carlton & Granville Centres site is one of the additional sites the Council is considering to incorporate in the Masterplan. This is to improve the area in a more comprehensive and complete way.

#### Additional sites currently being explored

- A. William Dunbar House & William Saville House site
- B. West Kilburn Baptist Church site
- C. UK Albanian Muslim Community & Cultural Centre site
- D. Carlton House site
- E. Canterbury Court, Gorefield House & Royal Mail Kilburn Delivery Office site
- F. Salvation Army site
- G. S' Mungos site
- H. The Educational and Cultural Center I.R. Iran site
- I. Carlton & Granville Centres sites
- J. Malvern Road / Radburn Layout Houses site

### South Kilburn Future Matters - Public Consultation

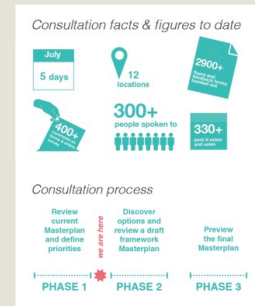
The Council strongly believe in engaging the community throughout this process to help make South Kilburn a better place to live. That is why we keep you updated and ask for your input throughout the whole process of the Masterplan review.

Thank you to everyone who visited us at the popups and the first public exhibition which were held between 9-23 July

2016. We have collected over 730 comments to date, during events, through the first feedback form and online survey.

#### Save the date

The second public exhibition will be held on Tuesday 13 September from 3 to 8pm (drop-in event) at the South Kilburn Studios. We are looking forward to seeing you there!



### Consultation findings & link to the Carlton & Granville Centre site

#### Selection of the consultation findings to date

#### A common vision for South Kilburn in 2026

**"A friendly and inclusive neighbourhood, With a unique and fresh cosmopolitan style, Buzzing and vibrant with activities for all, Providing a comfortable, green & peaceful living environment"** through...



Find out more on the Masterplan Review 20016 infoletter n°2

The consultation findings are part of a larger comprehensive survey of the area including spatial, economic and environmental studies that ensure that the options and proposals developed are the best possible while remaining viable and deliverable.

Please find on the left a selection of key consultation findings to date. You will notice how our early stage proposal for the Carlton & Granville Centres site is helping deliver many of the needs raised by the community so far.

# Carlton & Granville centres site now



Please tell us on the feedback form if there are features to add and which ones you believe are:

- Strengths or opportunities to seize.
- Weaknesses or characteristics to improve.

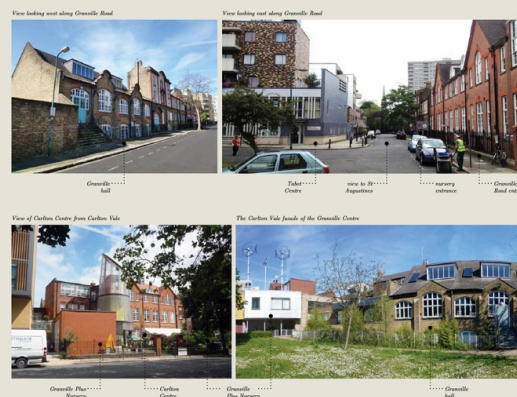
## Site, location & access



1. Located within the heart of the South Kilburn Masterplan.
  2. Near the Peel site which is proposed to include residential, a health centre, retail facilities and a new public space.
  3. Not far from South Kilburn Conservation Area comprising a series of parallel residential streets culminating at Cambridge Gardens.
  4. Nearby South Kilburn Open Space, the largest green space within the South Kilburn Regeneration boundary.
  5. Relatively large site of 0.398 hectares.
  6. Owned by Brent Council.
  7. Between two urban scales: Carlton Vale (boulevard character) and Granville Road (residential character).
  8. Close to The Educational and Cultural Center I.R. Iran site, also identified as an opportunity site (see board 2).
  9. Double access, from Carlton Vale & Granville Road.
- ...

## Buildings, spaces & architecture

10. Two main buildings from the 19th century were a Victorian school and mission.
  11. South-facing gardens.
  12. Large windows, architectural rhythm and ornate brick and gable details.
  13. Recent extensions include a small glass tower and low block (Carlton Centre), a colourful 2-storeys block with wind turbines (Granville Centre).
  14. The buildings present an impermeable line along Granville Road that can be considered at odds with the open nature of a community centre.
  15. Set back and hidden by trees on Carlton Vale.
  16. Architectural style very different from the rest of Granville Road.
  17. Ancient insulation and acoustics features.
- ...



## Uses, events & activities



18. Currently 2 identified users within Carlton Centre:
    - Brent Start Services
    - Brent Start Cafe (Concord Cafe)
  19. Currently 4 identified users within Granville Centre:
    - Granville Plus Nursery School
    - Barnados Children Centre
    - Granville Community Kitchen
    - Otherwise Club (education)
  20. The Cabinet approved the proposal for the Carlton and Granville Centres to be redeveloped, to deliver new homes, an Enterprise Hub and additional community use space.
  21. Granville Centre is locally listed as an Asset of Community Value.
  22. Buildings significantly under-utilised.
- ...

# Early design principles

## Spatial principles

Please find on the right the early spatial principles identified for the redevelopment of the Carlton & Granville Centre site within the context of the Masterplan Review 2016.



Please let us know your thoughts about the proposal on the feedback form.

Reference: Cabinet Report 25 July 2016 Proposal



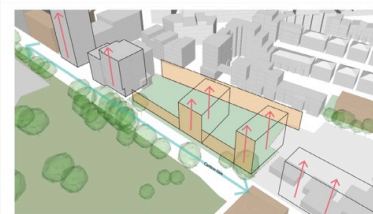
A – The current proposal as per the Cabinet report 25 July 2016. Community use at the West side and fronting Carlton Vale, with a connection through the site. Towers of up to 12 storeys along Carlton Vale.

Masterplan proposal - integrated in new Masterplan



B – The location of the site in the Masterplan revision proposals. The community uses should be located close to the Peel site and in relation with Kilburn Open Space.

Masterplan proposal - Heights & street frontage



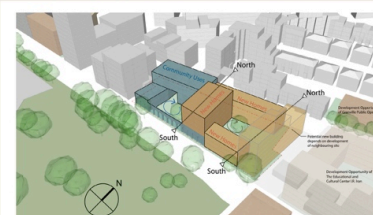
C – Identified heights along Carlton Vale and a continuous street frontage at the front and back of the development.

Masterplan proposal - Usages & connections



D – A new Enterprise Hub and Community Space for South Kilburn connected with Kilburn Open Space and the new Peel development. Housing sits on top of the communal use in the centre of the site.

Masterplan proposal - Orientations & views



E – The taller residential buildings follow a North-South orientation to optimise the sunlight use. Lower residential building along Carlton Vale makes sure the courtyard will receive sufficient sunlight. The potential building along the East side of the plot depends on development of the neighbouring site.

## Phasing principles

### Phase 1



Phase 1 would include an immediate move of South Kilburn Trust (SKT) and South Kilburn Studios (SKS) to the Granville Centre. This would allow for delivery of workspace and allow SKT to immediately operate the Enterprise Hub and accommodate the SKS's businesses.

A temporary Nursery building could be accommodated in the space in front of the Granville Centre. Carlton Centre site could then be redeveloped.

### Phase 2



Phase 2 seeks to maximise the redevelopment potential of the Carlton & Granville Centres site for housing, an Enterprise Hub and Community Spaces.

The new residential development proposes to use the Granville Centre site and the Educational and Cultural Center I.R. Iran site and to include a through access to Granville Road.



# Ideal mix for a new place

## Programme

The future Carlton and Granville Centres site would combine three types of uses:

- Housing,
- an Enterprise Hub,
- Community spaces.

Please find to the right a series of ideas for different Enterprise Hub / Community uses and housing types that could be included in the new development. The desired programme will be tested and adapted to make sure the usage mix is viable and address market and community needs.

## Housing

The Council is starting with a 50% affordable housing target. The remainder is proposed to be private rented accommodation - the option will be tested in terms of viability and wider housing need.

Rental options	<b>Social rented</b> 	<b>Private rented</b> 	<b>Other</b> Please bear in mind that some things are not physically or financially deliverable.	<b>Other</b> Please bear in mind that some things are not physically or financially deliverable.
Sales options	<b>Outright sale</b> in once	<b>Shared equity</b> help to buy	<b>Shared ownership</b> buy + rent	<b>Other</b> Please bear in mind that some things are not physically or financially deliverable.
Specials	<b>Co-living</b> 	<b>Live-work units</b> 	<b>Other</b> Please bear in mind that some things are not physically or financially deliverable.	<b>Other</b> Please bear in mind that some things are not physically or financially deliverable.

## Community Spaces & Enterprise Hub

Below some early ideas to address different community needs on Carlton & Granville Centres site. They would need to be tested in terms of viability to be included in the programme.

<b>Coworking</b> 	<b>Small offices</b> 	<b>Community cafe</b> 	<b>Music studios</b> 	<b>Other</b> Please bear in mind that some things are not physically or financially deliverable.	<b>Other</b> Please bear in mind that some things are not physically or financially deliverable.
<b>Community area</b> 	<b>Business support</b> 	<b>Learning space</b> 	<b>Community kitchen</b> 	<b>Childcare</b> 	<b>Other</b> Please bear in mind that some things are not physically or financially deliverable.
<b>Study area</b> 	<b>Youth space</b> 	<b>Community garden</b> 	<b>Shared IT facilities</b> 	<b>Meeting space</b> 	<b>Other</b> Please bear in mind that some things are not physically or financially deliverable.

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Tell us what you think of the Carlton and Granville Centres site used as a location for housing, an enterprise hub and community space on the feedback form.

Do you want to see other types of housing such as the ones above? Tell us your priorities and why by using the post-it notes. Tell us more on the feedback form.

Which activities above would you want to see on the Carlton and Granville Centres site or if not possible, in the nearby area within South Kilburn? Tell us your priorities and why by using the post-it notes. Tell us more on the feedback form.

Your 1<sup>st</sup> priority

Your 2<sup>nd</sup> priority

Your 3<sup>rd</sup> priority

Your 1<sup>st</sup> priority

Your 2<sup>nd</sup> priority

Your 3<sup>rd</sup> priority

Your 4<sup>th</sup> priority

Your 5<sup>th</sup> priority



**South Kilburn**  
Masterplan Review 2016  
Carlton & Granville  
Centres site

Public Consultation

**Feedback Form**  
September 2016

Date:

Welcome and thank you for your participation. Please read through the information presented on each consultation board, and give your feedback by filling out and returning this form.

It is also possible to take this survey online on [goo.gl/HYMV4S](http://goo.gl/HYMV4S)

**Board 1. The proposal in one glimpse**

1. What do you generally think about this proposal for the redevelopment of the Carlton & Granville Centres site?

Great! It makes sense  It's OK, but could be improved  It's not good enough

Please explain why...

**Board 2. Background**

2. Do you have any comments or questions on the Masterplan Review and public consultation so far?

**Board 3. Carlton and Granville Centres site now**

3. Please tell us about any current features you would like to ADD to the lists, and what you think are the current STRENGTHS or WEAKNESSES of the Carlton & Granville Centres site.

Site, location & access	Buildings, spaces & architecture	Uses, events & activities
<p><input type="checkbox"/> Additional existing features are:</p> <p><input type="text"/> <input type="text"/></p> <p><input type="checkbox"/> Strengths (or opportunities to seize / things to keep) are:</p> <p><input type="text"/> <input type="text"/> <input type="text"/></p> <p><input type="checkbox"/> Weaknesses (or characteristics to improve / things to change) are:</p> <p><input type="text"/> <input type="text"/></p>	<p><input type="checkbox"/> Additional existing features are:</p> <p><input type="text"/> <input type="text"/></p> <p><input type="checkbox"/> Strengths (or opportunities to seize / things to keep) are:</p> <p><input type="text"/> <input type="text"/> <input type="text"/></p> <p><input type="checkbox"/> Weaknesses (or characteristics to improve / things to change) are:</p> <p><input type="text"/> <input type="text"/></p>	<p><input type="checkbox"/> Additional existing features are:</p> <p><input type="text"/> <input type="text"/></p> <p><input type="checkbox"/> Strengths (or opportunities to seize / things to keep) are:</p> <p><input type="text"/> <input type="text"/> <input type="text"/></p> <p><input type="checkbox"/> Weaknesses (or characteristics to improve / things to change) are:</p> <p><input type="text"/> <input type="text"/></p>

For more information please call the Estate Regeneration Team on 0208 937 2556 or e-mail: [jill.rennie@brent.gov.uk](mailto:jill.rennie@brent.gov.uk)

**Board 4. Early design principles**

4. Please tell us what you think about the principles proposed for the redevelopment of the Carlton & Granville Centres site.

<input type="checkbox"/> What do you like best and think will work well? Why?	<input type="checkbox"/> Anything you are unsure about? Why?	<input type="checkbox"/> Any improvements or additions you would make? Why?
<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>

**Board 5. Ideal mix for a new centre**

5. What do you think of the Carlton and Granville Centres site redeveloped as a location for housing, an enterprise hub and community spaces?

6. Please let us know your priorities for what you would like to see in terms of HOUSING, COMMUNITY SPACES and the ENTERPRISE HUB on this site, and why.

Housing types	Community Spaces & Enterprise Hub	
Priority 1 <input type="text"/>	Priority 1 <input type="text"/>	Priority 4 <input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>
Priority 2 <input type="text"/>	Priority 2 <input type="text"/>	Priority 5 <input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>
Priority 3 <input type="text"/>	Priority 3 <input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>

**About you**

**7. Your profile**  
Your link to South Kilburn: I am a...  
 Landowner  Leaseholder  Visitor  
 Council secure tenant  Housing association tenant  
 Private tenant  Worker  Business owner  
 Volunteer  Representative of a local organisation  
 Other:   
 Do you have any specific needs or interests in making further links in the area? e.g. you're keen to open a business in the area, buy a property, start a community project, etc.  
  
 Age:  Sex:  F  M  Prefer not to say  
 Is your gender identity different to that you were assumed at birth? Yes  No  Prefer not to say  
 Do you consider yourself to have a disability?  
 Yes  No  Not sure  Prefer not to say  
 How would you describe your ethnicity?  
  
 What is your sexual orientation?  
  
 What is your religion or faith?

Thank you for telling us a bit more about you to help us ensure that all our services are delivered fairly. We appreciate that some of these questions are personal. We ask for this information to help us ensure that we are meeting the needs of all our service users. If you do not wish to answer please select 'prefer not to say'. The information will be treated confidentially in line with the Data Protection Act 1998.

**8. Your details**  
 First name   
 Last name   
 Name of local organisation or business in SK (if applicable)  
  
 Address (house name or number)  
  
 Postcode (required)   
 Email address (please write clearly)  
  
 Phone number   
 Tick here if you do not want to receive news about the project.

**Thank you for your contribution.**

- Please return your feedback ASAP
- Forms received by **Tuesday 6 September** have been considered for the Masterplan Review Exhibition Tuesday 13 September.
- Final deadline is **Tuesday 27 September 2016.**

**How to return the form?**  
**A** The best way: give it back to a staff member at the exhibition on the 13th of September  
**B** Take a photo of it or scan it and send it by email to: [SKFutureMatters@fluidoffice.com](mailto:SKFutureMatters@fluidoffice.com)  
**C** Post to Fluid, 148 Curtain Road, London, EC2A 3AT  
**D** Alternatively, complete online: [goo.gl/HYMV4S](http://goo.gl/HYMV4S)

For more information please call the Estate Regeneration Team on 0208 937 2556 or e-mail: [jill.rennie@brent.gov.uk](mailto:jill.rennie@brent.gov.uk)

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This interim consultation report has been produced by:

**Fluid**  
148 Curtain Road  
London EC2A 3AT  
**E** | [mail@fluidoffice.com](mailto:mail@fluidoffice.com)  
**W** | [www.fluidoffice.com](http://www.fluidoffice.com)

Any queries should be referred to the  
**South Kilburn Regeneration Team**  
**E** | [jill.rennie@brent.gov.uk](mailto:jill.rennie@brent.gov.uk)  
**T** | 0208 937 2556



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## Appendix 2 Background Information on Granville Plus Nursery School

Granville Plus Nursery School is a Nursery School, Nursery Schools have a different distinction from a nursery. The Maintained nursery schools: the state of play report (March 2015, Early Education: The British Association for Early Childhood Education) identifies that “maintained nursery schools are local authority funded schools, with a headteacher and qualified teachers leading a team of specialist early years practitioners”, they also identify that just over 400 remain in England. Within Brent only a few Nursery Schools remain.

The latest Ofsted inspection report for the Nursery School (they are inspected under two separate Ofsted frameworks, in the Nursery School (including Horizon, their Additionally Resourced Provision for children with autism), and in their Rainbow provision), both received a “Good” from Ofsted. The Maintained nursery schools: hubs for quality in the early years (Early Education: The British Association for Early Childhood Education) report states that “Nursery Schools are inspected under the Ofsted criteria used for primary schools, rather than those used for early years settings in the private and voluntary sector, with inspections lasting two days rather than half a day.”

Council Officers visited with the Nursery School Headteacher on the 8 September and were shown around the building which includes a recent extension. Key points highlighted included the importance of the outdoor space as an educational tool and for children who live in the surrounding area which is predominantly flat accommodation. The Nursery School has an identified offer for children with Special Education Needs and Disabilities. Below is information provided from the Headteacher in regards to the Nursery School.

Officers also met with the parents and with the Governors on two separate events. Information from these meetings are imbedded into this report. From all three meeting the clear message was that they wish to stay on their current site and would not wish to be part of a nursery attached to another school (this is driven partly by not wishing to lose the status of being a Nursery School).

Information provided by the Headteacher:

- 74% of the children are from NW6, with a further 14% from NW10 (Harlesden).
- 94% are from ethnic minorities, and 86% have English as an Additional Language.
- 17% of our children have significant Special Educational Needs and Disabilities (SEND), including 11 in our additionally resourced provision for children with autism, and a further 8 places for children with a range of significant needs including physical disabilities and medical needs.
- The children with SEND are fully integrated within our mainstream environment, and our SEND provision, including the autistic provision, was judged outstanding in our latest Ofsted.
- 8% of places are for Children in Need (usually with social care needs, including child protection)
- All these specialist places are allocated by a borough-wide panel.
- We are open 8am to 6pm for 48 weeks of the year, with a flexible fees structure, to support parents back to work or college.
- 51% of places are babies and 2-3 year olds, with nearly all the 2-3 year olds funded by the "vulnerable 2 year olds" NEG2 funding.

- We provide training placements for NVQ Level 3, and in partnership with the Institute of Education have trained staff to become qualified teachers.
- We employ a number of local people, some of whom had their children here and whom we supported back into employment.
- Many families have a long association with the school, emphasising their sense of community, so that ex-pupils bring their children to us, and in some cases their grand-children, due to our early years education specialism and ethos.
- We equally welcome new arrivals, providing a place and an approach that connects them into a community network.
- The Nursery garden is an integral part of our early years curriculum, and an oasis within a highly urban environment for children that do not have gardens and who are reliant on public space.

**Appendix 3**  
**Background Information on Brent Start**

Brent Start is currently based within the Carlton Centre. Through other unrelated re-organisations of the service, there will shortly no longer be a Brent Start presence within the Carlton Centre.

**Appendix 4  
Background Information on Barnardos Children’s Centre**

Barnardos received a contract in 2016 to deliver Children’s Centres for Brent Council. Barnardos are based within the Granville centre. They are commissioned to deliver 14 Children’s Centres in the borough for a 4 year period with an option for a fifth year.

During a meeting with officers from Barnardos they stated a preference that they wished to stay within the Granville Centre, as the families which they work with come from the local area. They also explained that children’s centres could not “just be closed down”.

Information provided by representative of Barnardo’s following the meeting

**Granville Plus Children’s Centre, Granville Road, Kilburn  
NW6 5RA**

Supporting all families in the local area with children aged 0-4.  
Services delivered By Barnardo’s on behalf of Brent Local Authority.

The purpose of our Children’s Centres is to support families of children from conception to 5 years to improve outcomes for the future by supporting the earliest years of a child’s life where there are opportunities to enhance their development. Centres promote outreach services to engage families in their communities rather than expect them to access buildings. Varied programmes and activities are offered that include working with partner agencies including Health Visiting, Midwifery, Citizen’s Advice Bureau Services and Speech and Language Therapists.

The vision for Barnardo’s Children’s Centres in Brent is to provide excellent support, guidance and services for all of our children and their families so they achieve their full potential. We want to ensure that their intervention has a positive and lasting impact on each and every family that they are in contact with, for better outcomes and to improve their life chances.

**Information regarding numbers of children under 5 in the Granville Plus  
Children’s Centre Catchment area**

**Registration and attendance figures (Children 0-4years) at Granville Plus CC**

Number of children living in Granville Plus reach	(Mar 2016)	1172
Children aged 0-5 registered with centre	(Oct 2016)	902
Individual children seen in past year	(Oct 2015-Oct 2016)	755
Individual children seen in past month	(Sept 2016–Oct 2016)	99
Number of “target” (vulnerable 70%IMD) children living in reach (Sept 2015)		417
Individual target children seen in past year (Contact)		345

**Number of children under 5 by LSOA**

Lower Super Output Area (LSOA)	Under 1	Age 1	Age 2	Age 3	Age 4	Grand Total	IMD Category
Granville Plus Children's	241	246	245	245	195	1172	



<b>Centre</b>							
<b>E01000544</b>	<b>33</b>	<b>25</b>	<b>21</b>	<b>24</b>	<b>8</b>	<b>111</b>	<b>30% IMD</b>
E01000547	36	23	39	30	24	152	70% IMD
<b>E01000548</b>	<b>26</b>	<b>36</b>	<b>14</b>	<b>35</b>	<b>25</b>	<b>136</b>	<b>30% IMD</b>
E01000549	17	31	29	26	25	128	70% IMD
<b>E01000550</b>	<b>26</b>	<b>28</b>	<b>31</b>	<b>22</b>	<b>25</b>	<b>132</b>	<b>30% IMD</b>
<b>E01000551</b>	<b>40</b>	<b>38</b>	<b>42</b>	<b>42</b>	<b>40</b>	<b>202</b>	<b>30% IMD</b>
<b>E01000552</b>	<b>32</b>	<b>33</b>	<b>40</b>	<b>32</b>	<b>24</b>	<b>161</b>	<b>30% IMD</b>
E01000583	31	32	29	34	24	150	70% IMD

#### Granville Plus Children's Centre Catchment – Claimant Households

Description	February 2011	December 2012	December 2013	December 2014	December 2015
Number of 0-4 year olds in claimant households	204	207	206	210	178
Households with a claimant lone parent	121	127	124	136	113
Households with a claimant teenage parent	0	2	0	1	0
Households with a claimant on disability benefit(s)*		27	13	13	14
- Total number claiming disability benefit(s) within these households*		28	14	13	14

## Appendix 5

### Background information on the Granville Kitchen and Otherwise Club

The Granville Kitchen and Otherwise Club occupy space within the Granville Centre. During the meeting the following was discussed in regards to the range of activities carried out by the two functions:

- Providing free meals to those in need – they receive food donations from local retailers including the newly opened Mark and Spencer's Simply Food in South Kilburn. This can be up to 150 meals at a time.
- Provide donated items for people to take freely such as clothes
- Provide children's activities
- Provide fitness activities
- Has a community garden where people can learn about food and where food used in the kitchen is grown
- Provide meeting space
- Provide access to computers

One of the key points raised in regards to the Granville Kitchen and the meals it provides was that the space that they operate from was welcoming and that people felt comfortable to come into the space to have a meal.

Information provided directly by representative following the meeting:

The Otherwise Club has 50-60 families a year who are members since we started at the Granville Plus Centre in February 1993. We also have at least 2 families each month who just visit.

That amounts to more than 250 individuals using our services a year; as a family is made of at least 2 people and often up to 6 or 7. One long term member family has 9 people in it.

We are mostly self-funded but also receive some small grant and volunteer run. We are a registered charity for over 15 years (Charity number 1071831)

Last year we had 8 young people taking 20 GCSEs between them, with 90% passing with B or above. We have done numerous trips within the UK including an annual trip for 30 people to a farm outside of Glastonbury.

We have taken groups of young people to Germany 4 times, Spain twice, France, 3 times, Italy 4 times and are planning a trip to Cuba in December 2016

We started Granville Community Kitchen over 2 years ago

It is now serving 120-150 meals at our weekly free community dinner.

We have regular film nights and dance nights with up to 30 people attending these evenings

We serve lunch on Thursdays in term time serving 30-50 meals each week.

The Kitchen ran a Summer Scheme in July -August 2016 with 85 children and young people attending mostly from the South Kilburn area

We collect surplus food from the local Marks and Spencers since the day it opened and from M&S Kilburn for nearly a year.

We also receive surplus food drops from food redistribution charity City Harvest London.

We are seeing our numbers increasing weekly, and expect these to rise further with the coming benefit cap.

The Granville Kitchen and Otherwise Club would want to stay on site.

## **Appendix 6**

### **Background information for the Concorde Café**

The Concorde Café is situated in the Carlton Centre. The Concorde Café sits as an axis of the National Algerian Centre, previously it was located at Albert Road. The Café believes it complements Brent Start as it sits within the building and can offer opportunities to those studying in the food sector opportunities to engage with the café. The café believes that it provides more than a café service through having volunteers (some with special needs) engaged to work within the café, and run a number of community events. Local supermarkets donate food to the café. The café would wish to remain on site. They would also wish to see improvement to the visibility of the café.

A feedback form has been received from the Concorde Café.

**Procedure for a Scrutiny Committee meeting convened to consider a call-in of executive decisions.**

1. Cabinet Member to state the reasons why the Cabinet took the decision, options considered etc.
2. Members of the Committee and Members who called-in the decision shall have the opportunity to ask questions of the Cabinet Member on what he or she has said.
3. A representative of the Members who called in the decision will be invited to present the reasons for the decision(s) being called-in.
4. Members of the Committee and the Cabinet Member shall have the opportunity to ask questions of the Members who called-in the decision on what they have said.
5. The Committee will consider the report summarising the decision taken by Cabinet, and the Cabinet report upon which the decision was taken and will include advice from the Chief Legal Officer as to whether or not, in her opinion, the decision was contrary to the Council's Budget or Policy Framework.
6. The Cabinet Member and Members who called-in the decision and any relevant officers will be invited to respond to the issues raised in the call-in.
7. The committee must then consider how it wishes to proceed by adopting one of the options outlined in the covering report.

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