



Resources and Public Realm Scrutiny Committee

Tuesday 14 September 2021 at 6.00 pm

Conference Hall - Brent Civic Centre, Engineers Way,
Wembley, HA9 0FJ

Please note that this meeting will be held as a socially distanced physical meeting with all members of the Committee required to attend in person.

Guidance on the safe delivery of face-to-face meetings is included at the end of the agenda frontsheet.

Due to current restrictions and limits on the socially distanced venue capacity, any press and public wishing to attend this meeting are encouraged to do so via the live webcast. The link to attend the meeting will be made available [here](#).

Membership:

Members

Councillors:

Mashari (Chair)
Kansagra (Vice-Chair)
S Choudhary
Johnson
Kabir
Hassan
Long
Miller
Shah
Conneely
Hylton

Substitute Members

Councillors:

Aden, Daly, Ethapemi, Hector, Lloyd, Sangani,
Shahzad and Thakkar

Councillors:

For further information contact: Craig Player, Governance Officer
Tel: 020 8937 2082; Email: craig.player@brent.gov.uk

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Notes for Members - Declarations of Interest:

If a Member is aware they have a Disclosable Pecuniary Interest* in an item of business, they must declare its existence and nature at the start of the meeting or when it becomes apparent and must leave the room without participating in discussion of the item.

If a Member is aware they have a Personal Interest** in an item of business, they must declare its existence and nature at the start of the meeting or when it becomes apparent.

If the Personal Interest is also significant enough to affect your judgement of a public interest and either it affects a financial position or relates to a regulatory matter then after disclosing the interest to the meeting the Member must leave the room without participating in discussion of the item, except that they may first make representations, answer questions or give evidence relating to the matter, provided that the public are allowed to attend the meeting for those purposes.

***Disclosable Pecuniary Interests:**

- (a) **Employment, etc.** - Any employment, office, trade, profession or vocation carried on for profit gain.
- (b) **Sponsorship** - Any payment or other financial benefit in respect of expenses in carrying out duties as a member, or of election; including from a trade union.
- (c) **Contracts** - Any current contract for goods, services or works, between the Councillors or their partner (or a body in which one has a beneficial interest) and the council.
- (d) **Land** - Any beneficial interest in land which is within the council's area.
- (e) **Licences** - Any licence to occupy land in the council's area for a month or longer.
- (f) **Corporate tenancies** - Any tenancy between the council and a body in which the Councillor or their partner have a beneficial interest.
- (g) **Securities** - Any beneficial interest in securities of a body which has a place of business or land in the council's area, if the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body or of any one class of its issued share capital.

****Personal Interests:**

The business relates to or affects:

- (a) Anybody of which you are a member or in a position of general control or management, and:

- To which you are appointed by the council;
- which exercises functions of a public nature;
- which is directed is to charitable purposes;
- whose principal purposes include the influence of public opinion or policy (including a political party or trade union).

- (b) The interests of a person from whom you have received gifts or hospitality of at least £50 as a member in the municipal year;

or

A decision in relation to that business might reasonably be regarded as affecting the well-being or financial position of:

- You yourself;
- a member of your family or your friend or any person with whom you have a close association or any person or body who is the subject of a registrable personal interest.

Agenda

Introductions, if appropriate.

Item	Page
1 Apologies for absence and clarification of alternate members	
2 Declarations of interests Members are invited to declare at this stage of the meeting, the nature and existence of any relevant disclosable pecuniary, personal or prejudicial interests in the items on this agenda and to specify the item(s) to which they relate.	
3 Deputations (if any) To hear any deputations received from members of the public in accordance with Standing Order 67.	
4 Minutes of the previous meeting To approve the minutes of the previous meeting held on 13 July 2021 as a correct record.	1 - 8
5 Matters arising (if any) To consider any matters arising from the minutes of the previous meeting.	
6 Regeneration and Housing Zones in Brent To receive a report on regeneration and housing zones across the borough.	9 - 78
7 Brent Council Legal Services To receive a report which provides an introduction to the Council's legal service, giving an overview of its work and operation.	79 - 88
8 Progress Report To receive a report on on issues previously considered at the Resources & Public Realm Scrutiny Committee, including responses to information requests made by the Committee, updates on resolutions made by the	To follow

Committee, including reports and recommendations to the Executive and the Executive Response and executive decision made in respect of scrutiny reports and recommendations.

9 Forward Plan of Key Decisions

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To review the Forward Plan of Key Decisions and to consider any issues that may be considered by the Committee.

10 Any other urgent business

Notice of items to be raised under this heading must be given in writing to the Head of Executive and Member Services or his representative before the meeting in accordance with Standing Order 60.

Date of the next meeting: Wednesday 10 November 2021

Guidance on the delivery of safe meetings at The Drum, Brent Civic Centre

- We have revised the capacities and floor plans for event spaces to ensure they are Covid-19 compliant and meet the current social distancing guidelines.
- Attendees will need to maintain the necessary social distancing at all times.
- Signage and reminders, including floor markers for social distancing and one-way flow systems are present throughout The Drum and need to be followed.
- Please note the Civic Centre visitor lifts will have reduced capacity to help with social distancing.
- The use of face coverings is encouraged with hand sanitiser dispensers located at the main entrance to The Drum and within each meeting room.
- Those attending meetings are asked to scan the coronavirus NHS QR code for The Drum upon entry. Posters of the QR code are located in front of the main Drum entrance and outside each boardroom.
- Although not required, should anyone attending wish to do book a lateral flow test in advance these are also available at the Civic Centre and can be booked via the following link:
<https://www.brent.gov.uk/yourcommunity/coronavirus/covid-19-testing/if-you-dont-have-symptoms/>



MINUTES OF THE RESOURCES AND PUBLIC REALM SCRUTINY COMMITTEE Tuesday 13 July 2021 at 6.00 pm

PRESENT: Councillor Mashari (Chair), Councillor Kansagra (Vice-Chair) and Councillors Choudhary, Johnson, Kabir, Long and Hylton

Also Present: Councillor M Butt (Leader of the Council), Councillor McLennan (Deputy Leader and Lead Member for Resources), Councillor Krupa Sheth (Lead Member for Environment), Councillor Knight (Lead Member for Community Safety and Engagement) and Councillors Chan, Shah and Ketan Sheth

1. Apologies for absence and clarification of alternate members

Apologies for absence were received from Councillors Conneely and Miller.

2. Declarations of interests

Councillors Long, Johnson and Shah declared a non-pecuniary interest in Item 7 because they were members of the Redefining Local Services Working Group.

3. Deputations (if any)

None.

4. Minutes of the previous meeting

It was **RESOLVED** that the minutes of the previous meeting held on 10 May 2021 be approved as a correct record.

5. Matters arising (if any)

None.

Topical Item

Councillor Mashari, as Chair, introduced the topical item discussion on the safety concerns at Wembley Stadium in light of the scenes at the EURO 2020 Final. The Committee was then invited to raise questions on the topical item, which focused on a number of key areas as highlighted below:

- It was noted that the Council was responsible for a range of functions before, during and after an event at Wembley Stadium. This included street cleaning and litter collection, parking enforcement, stadium safety inspections, highways control, upholding public protection orders, liaising with local businesses, brand protection work and public health measures.
- Regarding the typical Council-led safety arrangements on event days at Wembley Stadium, it was explained that officers would monitor the stadium's

arrangements on the morning of an event, including the effectiveness of various arrangements to control crowds. As the event neared, officers would be present at the entrances to the stadium to ensure relevant safety arrangements were being undertaken safely and effectively. Once the event began, officers would monitor how attendees interacted within the stadium and how this was being managed by stewards. After the event, officers would work closely with its partners to ensure a safe flow of attendees out of the stadium.

- It was noted that the Football Association (FA), UEFA and the Metropolitan Police would all be undertaking separate reviews into what happened during the EURO 2020 Final. Partners would need time to understand the circumstances around the event and, as such, it was too early to give a view on what went wrong. A Safety Advisory Group (SAG) meeting would be convened on 20 July 2021 in which relevant partners would meet to discuss the event. Members were assured that relevant scrutiny would be undertaken at the appropriate time.
- The Council's operational plan for event days was signed off by the Operational Director, Environment and shared with the Chief Executive and Leader of the Council. Partners had their own operational plans which would contribute to the wider event day operation.
- In response to a question regarding alcohol consumption on event days, it was noted that Wembley Stadium was licensed to sell alcohol as soon as it opens for an event.
- The number of officers on duty at an event was determined by the risk categorisation of the event. The risk categorisation was determined by local partners and informed any decision on stewarding and policing. It was noted that there were more stewards present for the EURO 2020 Final than any other match during the tournament.
- In response to a question regarding emergency assistance at Wembley Stadium, it was noted that any injured person would receive immediate medical assistance. Should a serious injury take place within the stadium's parameters, a review would be undertaken to ascertain the circumstances of the injury and the effectiveness of the response.

Following the discussion it was **RESOLVED:**

1. That it be recommended to Cabinet;

- (i). To hold a public review into the Council's actions taken before, during and after the Euro 2020 Final to establish the lessons learnt.

2. To make the following information requests;

- (i). To receive a report on the outcome of the Safety Advisory Group for Wembley National Stadium meeting to be held on Tuesday 20th July 2021 at the next meeting of the Committee.

6. CCTV Deployment in Brent

Councillor Knight, Lead Member for Community Safety and Engagement, and Colin Wilderspin, Community Safety Manager, introduced a report on the provision and deployment of CCTV within Brent. The report presented information on the location of static CCTV cameras, the process for reviewing locations of cameras, the impact on savings, partnership work and the potential use of strategic CIL and other resources to fund further infrastructure.

The Committee was then invited to raise questions on the update provided, which focused on a number of key areas as highlighted below:

- It was noted that the current CCTV strategy was agreed in 2015. A revised strategy was set to be agreed in 2022, and work would begin in September 2021 to establish it. The main issues to be addressed in the revised strategy would be around integration and partnership working. The Committee was assured that the Council maintained strong working relationships with relevant partners such as the police.
- In relation to the utilisation of CCTV data, it was noted that most of the data was comparable now to what it was in 2015, although there had been a slight reduction in crime during that time. In terms of CCTV outcomes, it was noted that whilst the Council was informed of the result of high-level investigations, it was not routine for the police to share all outcomes of successful prosecutions.
- Regarding the integration of CCTV owned by Housing Associations into the borough CCTV Control Room, it was noted that a number of large Housing Associations had been engaged with to explore the possibility of such an integration. Conversations had been held with CCTV maintenance providers to ascertain the cost of integration, however it was apparent that some Housing Associations used older systems which would be costly to operate or may not be compatible. Further conversations were due to be held in September 2021.
- It was noted that CCTV at Brent Civic Centre was run by Facilities Management and fed directly into a security room at the Civic Centre rather than the borough CCTV Control Room. Regarding CCTV provision at libraries, it was noted that each library had their own provision.
- Community Protection were exploring wider uses for the borough CCTV Control Room and an options paper was being developed for Autumn/Winter 2021 for consideration as part of the revised strategy. The team were keen to explore the possibility of generating income to support its running costs and widening the integration approach.
- It was noted that static cameras were placed in areas of high crime and anti-social behaviour, as well as areas of high footfall. Crimes were still committed in those areas with static cameras, and as such they were deemed an effected means of detection. Static cameras were also generally of a better quality and led to better outcomes.
- It was noted that deployable CCTV units were regularly moved around the borough to target specific hotspots of anti-social behaviour, fly-tipping and other community safety issues. Deployment was reviewed on a monthly basis depending on intelligence and provided reassurance to residents, as well as crime prevention and detection.

- In response to a question regarding data protection, it was noted that any CCTV scheme owned and operated by the Council must comply with a number of forms of legislation including the General Data Protection Regulation 2018, Freedom of Information Act 2000 and Regulatory and Investigatory Powers Act 2000. GDPR also applied because CCTV cameras captured personal information that could identify an individual. The Council also followed a Surveillance Camera Code of Practice which provided guidance on the use of cameras.
- In relation to a question regarding public engagement in determining CCTV locations, it was noted that communities were consulted as part of the deployment planning process. For example, deployable cameras took into consideration key hotspots within the borough and the concerns of local residents. It was noted that local communities would be engaged with regarding the strategy refresh after September 2021.
- It was noted that any Council officer, police or partner agency (including Housing Associations) could submit a referral form to the Community Protection team to be assessed. Referrals were considered at monthly panel meetings.
- It was explained that CCTV alone was not a complete solution to any problem and was only one of the many measures the Council and its partners used to address issues being experienced by communities. The Council therefore had to ensure that the limited CCTV resources available were used where appropriate to the best effect.
- The locations of CCTV cameras were determined by a variety of factors. These included control room usage, enforcement usage, impact on equality, legitimate aim and pressing need (including the intensity of criminal activity in the area) and their contribution to community safety.
- In relation to the effectiveness of deployable mobile CCTV cameras, it was noted that these cameras were moved into hotspot locations as part of a response to a crime and disorder trend. The modern technology allowed for high-resolution imagery and a close operator control of mobile cameras. These cameras were most effective when used for a short period of time, for example when identifying fly tipping offenders.
- Regarding CCTV use on private property, it was noted that systems that were set up to capture only images within the boundary of a private domestic property did not need to comply with data protection laws. However, if the system captured images of people outside the boundaries of a private domestic property they should. If a CCTV user failed to comply with these laws, they may be subject to enforcement action which could involve a fine or compensation.

It was **RESOLVED:**

1. That the following areas for improvement be noted;
 - (i). To make the annual review of CCTV deployment in Brent more accessible to the public.
 - (ii). To ensure public perception be used as a metric to determine the location CCTV cameras.
2. To make the following information requests;

- (i). To provide a timetable for the work in progress to expand the available use of CCTV in the borough.

7. Redefining Local Services

Councillor Sheth, as Lead Member for Environment, introduced a report on the final delivery model for the Redefining Local Services (RLS) programme ahead of its Cabinet approval in August. The report presented both the result of a consultation on delivery model options for how the services in the scope of the programme would be commissioned and delivered, as well as the proposed overarching RLS delivery model.

The Committee was then invited to raise questions on the update provided, which focused on a number of key areas as highlighted below:

- A question was raised regarding the key opportunities for aligning the provision of the Special Needs Transport (SNT) Inter-Authority Agreement with Harrow Council with the RLS programme. It was noted that this related to the opportunity to relocate busses from Harrow to Brent depots to reduce journey time and running costs, and the coordinated management of a council-owned fleet should the RLS programme lead to more insourcing in the future.
- Commercial and business waste collections are included in the Public Realm contract and the proposed competitive dialogue process will help us identify the best solution for this sector.
- In response to a question regarding fleet procurement, it was noted that all options were under consideration, including the use of electric vehicles, which would take into account both the economic and environmental priorities of the Council. Regarding the procurement of a waste and recycling fleet specifically, it was explained that all companies engaged with would prefer the Council to purchase the fleet, with the contractor to specify, procure and maintain the fleet at their own risk. This was largely due to the favourable borrowing rates in the public sector compared to the private sector. There was no operational need to replace the SNT fleet because it had only recently been replaced by Harrow Council and complied with all standards.
- Concerning insourcing, it was noted that the Council had considered this as an alternative delivery model. There were a variety of reasons as to why this was not deemed suitable, including financial viability. The additional recurring revenue cost above current budgets was estimated as over £11 million and, while it would enable a fully integrated neighbourhood delivery, it was considered unaffordable given the Council's current and predicted finances.
- It was noted that a clean and green environment was a key priority for the RLS programme and every opportunity was being explored to ensure that future services and depot arrangements were aligned to the Council's commitments to tackle the climate emergency, air pollution, waste and enhance green spaces and biodiversity.
- In response to a question regarding local employment, it was noted that the RLS programme would deliver better Social Value outcomes via the

Council's Social and Ethical Procurement Policy including opportunities for local suppliers and jobs for local people.

- It was noted that three out of 19 invited individuals attended the residents and service users' focus group session in the evening of 16 June 2021, which was run by officers and attended by the Cabinet Member for Environment. It was accepted that this turnout was low, especially in comparison to online consultation, and that more needed to be done to ensure a higher turnout in the future. Members were advised that the focus groups were over and above the statutory consultation requirements and assured that, despite the low turnout, the conversations had been constructive and that the views of those in attendance were in alignment with the feedback from the online consultation.
- It was proposed that a further stage of consultation with the public would be undertaken this autumn on future street cleansing, waste collections and winter services, which would comprise an online consultation questionnaire, Brent Connects sessions, a session with businesses and local third sector organisations and resident focus groups with randomly selected residents.

It was **RESOLVED**:

1. That the following areas for improvement be noted;

- (i). To consider small and medium-sized enterprises and community and voluntary organisations for delivery contracts.
- (ii). To review the first consultation process being undertaken on delivery model options and endeavour to improve the process going forward.
- (iii). To ensure that biodiversity and habitat concerns be prioritised in the delivery model.
- (iv). To further examine the effect of Brent's pension costs on insourcing.
- (v). To review the current arrangements for special needs transport and to identify areas of improvement.

2. To make the following information requests;

- (i). To provide a view on the financial impact of insourcing.

9. **Resources & Public Realm Scrutiny Committee Work Plan 2021-22**

It was **RESOLVED** that the Resources and Public Realm Scrutiny Committee Work Plan 2021-22 be agreed.

10. **Budget Scrutiny Task Group**

It was **RESOLVED** that a Budget Scrutiny Task Group be established with the following members:

- (i). Councillor Mashari
- (ii). Councillor Kansagra
- (iii). Councillor Ketan Sheth
- (iv). Councillor Thakkar
- (v). Councillor Kabir
- (vi). Councillor Hylton

- (vii). Councillor Long
- (viii). Councillor Georgiou
- (ix). Councillor Choudhary
- (x). Councillor Johnson

11. Scrutiny Recommendations Tracker

The Scrutiny Recommendation Tracker table, which tracks the progress of recommendations made by the Committee, was noted.

12. Forward Plan of Key Decisions

The Forward Plan of Key Decisions was noted.

13. Any other urgent business

Councillor Hassan raised an issue regarding the recent flooding in Kilburn. She raised concern regarding the effectiveness of communication from the Council to its residents, including the availability of the customer services telephone line. Members agreed to consider the issue of flood management at a later meeting of the Committee.

The meeting closed at 8.35pm

R MASHARI
Chair

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	<p>Resources and Public Realm Scrutiny Committee 14th September 2021</p>
	<p>Report from the Strategic Director of Regeneration & Environment</p>
<p>Regeneration & Housing Zones in Brent</p>	
<p>Wards Affected:</p>	<p>ALL</p>
<p>Key or Non-Key Decision:</p>	<p>Non-Key</p>
<p>Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small></p>	<p>Open</p>
<p>No. of Appendices:</p>	<p>Ten Appendix 1 – Growth Areas Map Appendix 2 – Priority Town Centres Map Appendix 3 – Regeneration Projects Map Appendix 4 – Regeneration Projects Map Key Appendix 5 – Alperton Housing Zone boundary Appendix 6 – Wembley Housing Zone boundary Appendix 7 – NCIL Projects List Appendix 8 – Church End Initial Consultation Appendix 9 – Morland Gardens Consultation Appendix 10 – Cecil Avenue Design Influence</p>
<p>Background Papers:</p>	<p>See Footnotes</p>
<p>Contact Officer(s): <small>(Name, Title, Contact Details)</small></p>	<p>Jonathan Kay Head of Regeneration Tell: 020 8937 2348 Jonathan.Kay@brent.gov.uk</p> <p>Ciara Whelehan Spatial Planning Manager Tel: 020 8937 6473 Ciara.Whelehan@brent.gov.uk</p>

1.0 Purpose of the Report

- 1.1 To provide an overview and update on Regeneration across the borough
- 1.2 To set out progress with achieving the objectives for the two housing zones in Brent, meeting our obligations to the GLA as partial funders

2.0 Recommendation(s)

- 2.1 That the Committee note the context and progress for Regeneration across the borough
- 2.2 That the Committee is assured that progress is being made in the Alperton Housing Zone, in line with project plans and funding requirements
- 2.3 That the Committee is assured that progress is being made in the Wembley Housing Zone, in line with project plans and funding requirement.

3.0 Detail

Regeneration : Vision and Policy

- 3.1 Brent's approach to regeneration extends far beyond the provision of new buildings. The Council seeks to take a holistic approach to regeneration that supports placemaking. Mixed use regeneration and development must deliver new homes and affordable homes, but also bring opportunities for businesses, in commercial and affordable workspaces, community facilities, and other aspects of social value through employment and training plans, and working with local schools and residents. Community Infrastructure Levy (CIL) and S106 planning obligations secure infrastructure for transport, education, health, open space, and measures for sustainability, energy and water use in new developments, to reduce carbon emissions and environmental impacts.
- 3.2 Brent's Regeneration policy framework is set out in a number of core documents, whose delivery flows down and is managed and monitored through corporate service planning and performance targets.
- 3.3 Brent's Inclusive Growth Strategy (IGS) 2019-2040¹ provides the evidence base, policies and actions to deliver the overarching vision for more inclusive regeneration and growth for businesses, residents and the wider benefit of the borough. The IGS is a long term strategy developed corporately, and identifies choices available to meet the challenges and seize the opportunities of regeneration and growth over the next 20 years. Progress delivering the IGS over 2020 was assessed and IGS actions to aid an inclusive recovery prioritised in the IGS 2020 Review².
- 3.4 Brent's latest Borough Plan 2021-22³⁴ sets the vision and strategic priorities for the next 12 months. *A future built for everyone, an economy fit for all* sets objectives for physical, economic and social regeneration, and outcomes of new homes, jobs, infrastructure and place-making. Departmental annual service planning sets detailed activities, milestones and targets aligned to the

¹ Brent Inclusive Growth Strategy 2019-2040 <https://www.brent.gov.uk/media/16418069/8383-igs-report-updated-contents-page-2021.pdf>

² Brent Inclusive Growth Strategy 2020 Review <https://www.brent.gov.uk/media/16418073/8649-inclusive-growth-strategy-spreads.pdf>

³ Brent Borough Plan 2021-2022 <https://www.brent.gov.uk/media/16417953/borough-plan-2021-22.pdf>

⁴ Brent Borough Plan 2019-2023 <https://democracy.brent.gov.uk/documents/s78452/08.%20Borough%20Plan%202019-2023.pdf>

Borough Plan. Other corporate strategies of relevance to regeneration are the Black Community Action Plan⁵ and Climate Emergency Strategy 2021-2030⁶.

- 3.5 Brent's draft Local Plan⁷ was examined Autumn 2020 and is scheduled for adoption Autumn 2021. The Plan addresses the significant challenges that the Council faces to meet the needs of a growing population. It sets the vision and policies for development in the borough to 2041, including 23,250 new homes to 2028/29 alongside necessary supporting infrastructure. It seeks to protect existing employment areas and increase jobs through intensification of business floorspace and as part of mixed use developments. Town centres are promoted as priority locations for retail and leisure uses, but with flexibility to ensure that they can diversify in response to changing shopping patterns.

Growth Areas & Town Centres

- 3.6 Key to accommodating an increasing population are 8 growth areas (Appendix 1 – Growth Areas Map) viewed as the most sustainable spatial expression for growth, exploiting brownfield land, good access to public transport and higher densities to deliver the majority of new homes (minimum target of 33,785 new homes across the growth areas to 2040/41) alongside regeneration benefits and infrastructure. Regeneration focus to attract investment to these areas includes instruments such as detailed masterplans and planning frameworks to support mixed use regeneration, placemaking and promotion materials, and leverage of council assets and finance.

Wembley (15,000 homes)

Brent's largest growth area. London Plan Opportunity Area and GLA Housing Zone. Major mixed use regeneration surrounding Wembley Stadium at Wembley Park, and key development sites along Wembley High Road.

Alperton (6,800 homes)

GLA Housing Zone. Mixed use regeneration around local centre and former employment land along the Grand Union Canal. Includes St George major regeneration of former Northfields industrial site.

South Kilburn (2,100 homes)

Brent's largest remaining Council housing estate. Council-led regeneration of 1960s concrete tower blocks. Roughly halfway through 20 year programme. Award winning architecture and public realm. Masterplan review in 2016 saw over 400 consultation responses. Ballot in 2019 saw residents overwhelmingly back regeneration, with 84% residents voting Yes, on 72% residents turnout.

Burnt Oak / Colindale (2,100 homes)

Mixed use development along the A5 Edgware Road and low density commercial sites. Potential to link into regeneration of wider opportunity area.

Church End (1,300 homes)

⁵ Brent Black Community Action Plan https://www.brent.gov.uk/media/16418880/appendix-1-streamlined-brent-black-community-action-plan_accessible.pdf

⁶ Brent Climate Emergency Strategy 2021-2030 <https://www.brent.gov.uk/media/16418130/appendix-a-brent-climate-ecological-emergency-strategy-2021-2030-1.pdf>

⁷ Brent Draft Local Plan https://www.brent.gov.uk/media/16415859/core_01-regulation-19-draft-brent-local-plan.pdf

Mixed use regeneration around revitalisation of local centre and new market square. Draft Local Plan extends growth area eastward to take in low density employment sites. Masterplan being drawn up.

Neasden Stations (2,000 homes)

Draft Local Plan designates for mixed use regeneration. Large development sites in single ownership. New Overground Station proposed as part of West London Orbital line. Masterplan SPD out for public consultation.

Northwick Park (2,285 homes)

Draft Local Plan designates as a new growth area. Brent Council, Northwick Park Hospital, University of Westminster and Network Homes One Public Estate partnership project, supported by £10m Housing Infrastructure Fund. Planning Committee 2021 approved masterplan for 1,600 new homes, plus a local hub, university sports and teaching facilities, and student accommodation.

Staples Corner (2,200 homes)

Draft Local Plan designates at growth area. Ambition to link into Brent Cross regeneration. Strategic Industrial Location, with growth subject to co-location and intensification of employment uses.

- 3.7 Brent's Town Centres are not only critical to the local economy but are hubs that fulfil important civic, retail, leisure, transport and community functions. Cabinet April 2017 agreed 9 priority town centres (Appendix 2 – Priority Town Centres Map) be designated. Development and action plans focus council and external investment, with Town Centre Managers providing additional support.

Regeneration Projects

- 3.8 An [interactive regeneration projects map](https://www.brent.gov.uk/your-community/regeneration/regeneration-map/)⁸ best viewed in Internet Explorer browser is published on Brent Council website.
- 3.9 The regeneration projects map (Appendix 3) marks borough growth areas in yellow. 123 major regeneration projects are listed, categorised as 'Completed', 'In Progress' and 'Pipeline'. The majority of schemes are mixed use regeneration or housing developments, but infrastructure, town centres and meanwhile use projects are also listed. The attached map key (Appendix 4) provides a headline summary of the regeneration projects on the map, grouped by growth areas, and including indicative timescales. Further details and links for each project are available online. Regeneration projects are constantly changing and information and forecasts may quickly become dated.

Background to the Housing Zones

- 3.10 The London Housing Strategy 2014 proposed to create ten Housing Zones to accelerate housing delivery in areas with high development potential. Housing Zones would be supported by financial and planning and interventions, promote partnership working, and be underpinned by delivery frameworks, described as *a simple plan listing the sites in the relevant zone, the number of homes each could deliver, what the blockages are to delivery, what interventions might therefore be appropriate, and in what timeframe delivery could be achieved*⁹.

⁸ Regeneration Projects Map <https://www.brent.gov.uk/your-community/regeneration/regeneration-map/>

⁹ Mayor of London (June 2014) Homes for London, The London Housing Strategy, p.75

- 3.11 Boroughs were invited to submit proposals, with the prospectus committing £400m funding for twenty Housing Zones to deliver up to 50,000 new homes across London in ten years. Brent Cabinet September 2014 resolved that bids be submitted for Alperton and Wembley to become Housing Zones.
- 3.12 The planned significant increase in new homes and associated improvements within the Wembley and Alperton Housing Zones forms a major part of the Council's regeneration and growth ambitions.

Alperton and Wembley Housing Zone designations

- 3.13 The Alperton Housing Zone (AHZ) bid proposed to increase the number of homes in the Alperton growth area from 1,600 to 3,572 by :
- 1) unlocking sites in the central character area by improving accessibility, connectivity and site specific interventions
 - 2) de-designation of Strategic Industrial Land (SIL) at Northfields Industrial Estate for residential development.
- £21.34m Housing Zone grant and loans were sought to deliver these strategies.
- 3.14 The Wembley Housing Zone (WHZ) bid proposed 1,570 new homes, supported by transport infrastructure, plus a rolling programme of development around the Wembley Triangle area, anchored by Council-owned land at the east of Cecil Avenue. £20m Housing Zone grant and loans were sought.
- 3.15 Both bids emphasised the importance of clear vision for each area and a supportive planning framework. Strong partnership working between the Council, landowners and developers would be required, given private control and in place fragmented ownership of development land within the zones, and a number of landowners and developers wrote letters of support for the bids. Council regeneration officer resource would be committed to programme manage the zones and facilitate their delivery.
- 3.16 GLA officers visited Alperton and Wembley, and LB Brent's bids were reviewed at Challenge Panels chaired by the Deputy Mayor for Housing & Land. Ultimately both bids succeeded. GLA announced the AHZ and WHZ designations July 2015 and LB Brent was the first borough to secure two Housing Zones (AHZ and WHZ boundaries, Appendix 5 and 6). Grant and loans were however less than set out in the bids, with the GLA notably not prepared to allocate £10m for proposed transport infrastructure for Wembley.

Alperton and Wembley Housing Zone funding agreements

- 3.17 Brent Cabinet July 2015 resolved to enter into funding agreements with the GLA for the Alperton and Wembley Housing Zones. Overarching Borough Agreements (OBAs) were signed January 2016. The OBAs set overarching principles, available funding for interventions, and expected outputs to be delivered by the end of March 2025. LB Brent also agrees to use reasonable endeavours to ensure any of its employees engaged in directly delivering

housing zone outputs are paid the London Living wage, and to subscribe to the Mayoral Concordat that new homes for sale be available for sale to Londoners before or at the same time as they are available to buyers from other countries.

- 3.18 For AHZ £17.9m funding was allocated to support delivery of 3,213 new homes (34% affordable). For WHZ £8m funding was allocated to support delivery of 2,380 new homes (38% affordable). New homes are to be delivered across a number of predominately private development sites in the zones. New homes coming forward on sites in receipt of Housing Zone funding are described as “direct” outputs, new homes coming forward without funding are “autonomous” outputs. The OBA AHZ and WHZ outputs are detailed below in Tables 1 and 2.
- 3.19 Brent Cabinet July 2016 also resolved to enter into an additional WHZ funding agreement with the GLA to drawdown £4.76m grant to fund acquisition of Ujima House. To this end a Borough Intervention Agreement (BIA) was signed March 2018, which secures the £8m WHZ funding for land acquisition within the WHZ to enable and facilitate deliver of the WHZ outputs.

Table 1: AHZ OBA January 2016			AHZ Status June 2021		
Borough Direct Zone Outputs					
Site Name	Homes	AH%	Current Status	Homes	AH%
Sunleigh Road	324		Local Plan Site Allocation	395	tbc
Woodside Avenue	445		Planning Committee Resolution	681	35%
Mount Pleasant	251		Partial Completion	162	25%
Northfields	1331		On Site	3030	35%
TOTAL	2351	37%	TOTAL	4268	35% to date
Borough Autonomous Zone Outputs					
	Homes			Homes	
TOTAL	862	25%	TOTAL	1408	54% to date
Provisional list of sites :					
Alpertown House			Planning Permission	474	35%
Minavil House			On Site	251	90%
255 Ealing Road			Completed	125	30%
2 Atlip Road			Planning Permission	99	23%
2 Atlip Centre			Local Plan Site Allocation	335	tbc
Bridgewater Road			Planning Permission	124	100%
AHZ TOTAL HOMES	3213	34%	AHZ TOTAL HOMES	5676	39% to date
Table 2 : WHZ OBA January 2016			WHZ Status June 2021		
Borough Direct Zone Outputs					
Site Name	Homes	AH%	Current Status	Homes	AH%
Fairgate, Ujima, Lanmor, Brent House Annex	242		Local Plan Site Allocation / Partial Complete	200	15% to date
Copland School site	180		Planning Permission	250	35%
Mahatma Gandhi House	94		Completed	198	20%
St Joseph's Social Club	108		Local Plan Site Allocation	60	tbc
Wembley Hill Road	27				
TOTAL	651	33%		708	23% to date
Borough Autonomous Zone Outputs					
	Homes			Homes	
TOTAL	1729	39%		2194	35%
Provisional list of sites :					
Canada Court			Complete	743	44%
Quintain South West Lands			Partial Complete	900	30%
Chesterfield House			Complete	239	28%
Brent House			Complete	248	30%
Cottrell House			Complete	64	25%
WHZ TOTAL HOMES	2380	38%	WHZ TOTAL HOMES	2902	32%

Governance & Delivery Progress

- 3.20 Cabinet has regularly received reports and made the key decisions to progress the Housing Zones. Cabinet September 2014¹⁰ approved submission of the application to the GLA to establish Housing Zones in Alperton and Wembley, then July 2015¹¹ to enter into contract with the GLA for funding and delivery. Reports were taken to Cabinet July 2016¹² to acquire Ujima House, July 2017¹³ to enter into a delivery partnership, January 2018¹⁴ for the Council to lead on design and planning for its own development land. Cabinet March 2020¹⁵ approved in principle Compulsory Purchase Order use to support regeneration at Abbey Manufacturing Estate and Grand Union (formerly Northfields). Cabinet August 2021¹⁷ approved procurement of a delivery partner to redevelop the Council's sites at Cecil Avenue and Ujima House. The Lead Member for Regeneration, Property & Planning is regularly briefed on the Housing Zones.
- 3.21 AHZ and WHZ delivery is overseen by a joint Council and GLA Investment Board, and by the Council Regeneration Board and Capital Programme Board as part of the Council's capital programme. The Operational Director, Regeneration, Growth and Employment is the Housing Zone Sponsor.

Alperton Housing Zone

- 3.22 Housing delivery within the AHZ has been strong since designation in 2015. Latest data shows planning permission granted for 5411 new homes (38% affordable), with 3389 homes started and 125 homes surveyed as completed. Table 1 (3.9. above) on the left compares plans for AHZ OBA listed sites in 2015, with on the right their current status today. Progress on AHZ OBA listed sites is good, with the sites delivering more homes, and more and a higher proportion of affordable homes.
- 3.23 The Alperton Masterplan SPD (2011) provided an initial planning framework for mixed use regeneration for the area, setting out a vision, place-making improvements, and key connections to and along the canal and through new development, but is now superseded by Brent's draft Local Plan, which identifies potential for greater development capacity and delivery for the area.
- 3.24 The Council works closely with developers across AHZ to promote mixed use regeneration. Significant progress is observed in planning and developing major schemes on the land identified for development under the AHZ bid and elsewhere in the zone. Landowners and developers were approached regarding GLA AHZ funding to support development of their sites, however the AHZ funding allocation was not taken up and was withdrawn in 2018, albeit Alperton retains its AHZ status.

Image 1 : Grand Union (formerly Northfields) Masterplan (18/0321 DAS)

¹⁰ Cabinet September 2014 Decision <https://democracy.brent.gov.uk/ieDecisionDetails.aspx?Id=2948>

¹¹ Cabinet July 2015 Decision <https://democracy.brent.gov.uk/ieDecisionDetails.aspx?AllId=16430>

¹² Cabinet July 2016 Decision <https://democracy.brent.gov.uk/ieDecisionDetails.aspx?AllId=21140>

¹³ Cabinet June 2017 Decision <https://democracy.brent.gov.uk/ieDecisionDetails.aspx?AllId=27166>

¹⁴ Cabinet January 2018 Decision <https://democracy.brent.gov.uk/ieDecisionDetails.aspx?AllId=31502>

¹⁵ Cabinet March 2020 Decision <https://democracy.brent.gov.uk/ieDecisionDetails.aspx?AllId=47599>

¹⁶ Cabinet March 2020 Decision <https://democracy.brent.gov.uk/mglIssueHistoryHome.aspx?Id=50432>

¹⁷ Cabinet August 2021 <https://democracy.brent.gov.uk/ieListDocuments.aspx?CId=455&MId=6571>



Council support for regeneration in AHZ since designation in 2015 includes :

- Landowner and developer engagement
- Planning permission for 5411 new homes (38% affordable)
- Work with SEGRO to develop a Masterplan prior to Northfields disposal
- Northfields SIL de-designation for major mixed use regeneration
- St George Masterplan on site for c3,000 new homes (35% affordable) with s106 package including 19,000sqm employment floorspace, highways works, healthcare, community and nursery facilities, c5.7 acres public open space
- Alperton Community School 2FE expansion
- Junction, pedestrian and cycle improvements
- Public realm and road safety improvements at Alperton Station
- Canal towpath improvements
- Article 4 directions to prevent permitted development changes of employment space to residential use
- In principle Compulsory Purchase Order use agreed to support regeneration at Abbey Manufacturing Estate and Grand Union (formerly Northfields)
- Transport assessment to identify infrastructure requirements to support growth
- Artist Studio Company affordable workspace
- £0.7m S106 contributions
- £7.3m Community Infrastructure Levy

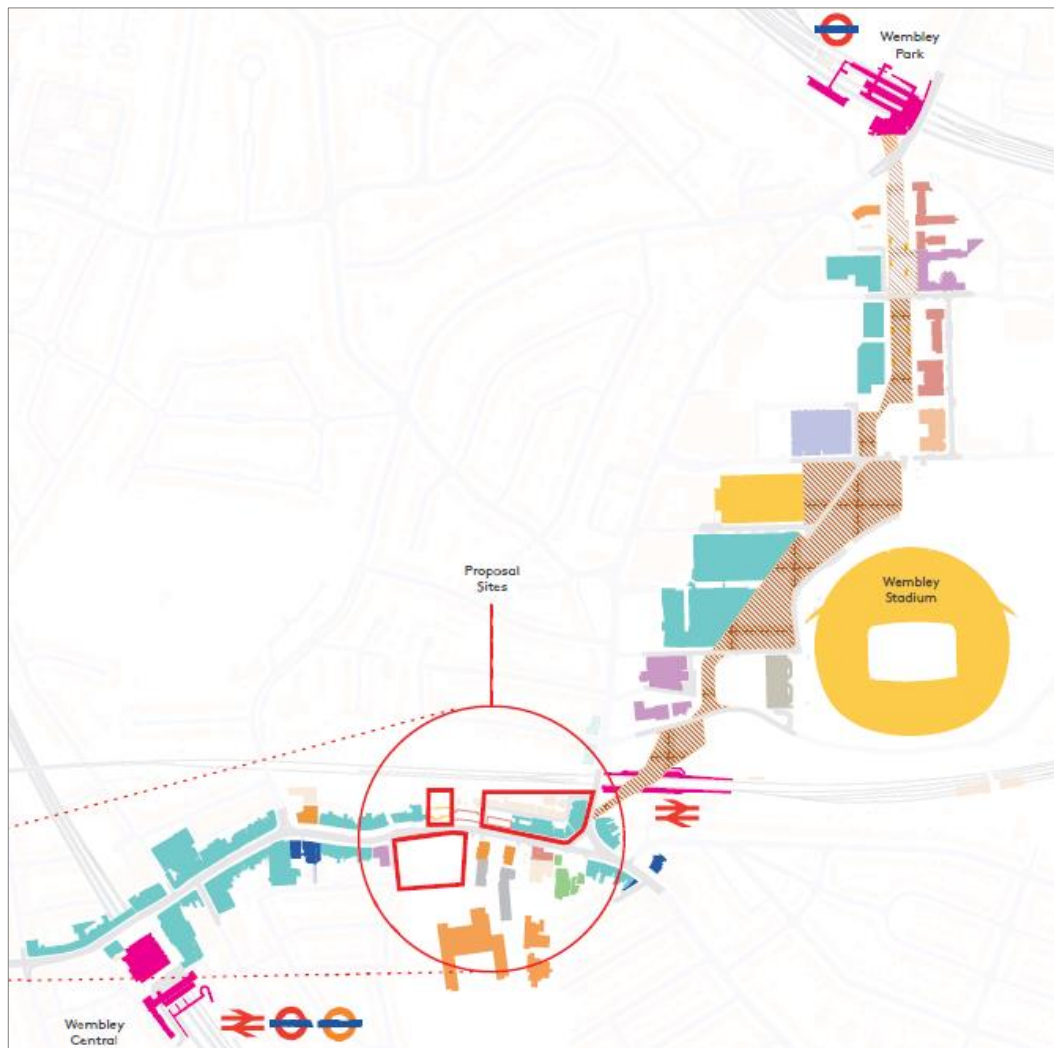
Delivery Progress : Wembley Housing Zone

- 3.25 Housing delivery within the WHZ has been strong since designation in 2015. Latest data shows planning permission granted for 13073 new homes (27% affordable), with 4736 homes started and 1669 homes surveyed as completed.

Table 2 (3.9. above) on the left compares plans for WHZ OBA listed sites in 2015, with on the right their current status today. Progress on WHZ OBA listed sites is good, with the sites delivering more homes and more affordable homes, albeit a slightly lower proportion of affordable homes.

- 3.26 The Wembley Area Action Plan (WAAP, 2015) provides the planning framework for mixed use regeneration, setting out the vision and objectives for Wembley, and providing policies and site allocations across its distinctive character areas. A new Wembley Calling (2015) vision for regeneration was also produced to promote the opportunity for new homes, jobs, infrastructure and places.
- 3.27 Council WHZ focus is upon regeneration around the Wembley Triangle area. The vision is to revitalise the eastern stretch of Wembley High Road, with high quality housing led-schemes. Commercial and community uses will create an active frontage in this gateway location, linking established Wembley Central Town Centre with the new Wembley Park regeneration. Planning permissions for regeneration of Council land are now secured, and Cabinet July 2021 approved procurement of a delivery partner and redevelopment of the sites. Council intervention via i4B has also included exercising strategic S106 options to acquire a block of 152 flats for keyworkers within the Quintain regeneration.

Image 2 : Wembley Housing Zone / Triangle context



Council WHZ intervention at Wembley Triangle delivery progress includes :

- Land owner and developer engagement
- Council acquisition of Ujima House with GLA WHZ grant
- Council appointment of KCA architects and design team
- Masterplan for key sites and improvements around Wembley Triangle
- Planning permissions for high quality mixed use development of Council land for 304 new homes (min. 35% affordable), 4200sqm commercial and community space, publically accessible green space, improved public realm
- Cabinet recommended to approve Council-led delivery of Cecil Avenue and Ujima House sites for mixed use regeneration, including 50% affordable homes
- Meanwhile use of Ujima House to support local community and business use
- School arts project for Cecil Avenue site hoarding
- Highways repairs and new lighting at Ark Elvin school entrance
- Article 4 directions to prevent permitted development changes of employment space to residential

CIL / S106

- 3.28 Brent collects Community Infrastructure Levy (CIL) and a smaller amount of S106 contributions from new developments which pay for local infrastructure. Legally CIL must be spent on infrastructure needed to support development in Brent and the Council is required to produce an Infrastructure Funding Statement (IFS) each year. The IFS sets out the infrastructure or types of infrastructure the Council intends to fund either wholly or partly by CIL or S106.
- 3.29 Strategic Community Infrastructure Levy (SCIL) pays for major infrastructure. SCIL approved spend for placemaking, transport, health and education infrastructure within AHZ and WHZ since 2015 is detailed below in Table 3.

Table 3: Approved SCIL (since 1st April 2015)

Approved Project	Housing Zone	Allocated SCIL Budget	Spend	Remaining Budget
Olympic Way	Wembley	£17.8m	£17.8m	£0
North End Road Connection	Wembley	£4.24m	£3.15m	£1.09m
Wembley Two Way Working	Wembley	£1.76m	£1.69m	£0.07m
Medical Centres	1 in Alperton	£2.33m	£0	£2.33m
	1 in Wembley			
United Colleges Group	Wembley	£6.50m	£0	£6.50m
Onside Youth Zone	Wembley	£2.15m	£0	£2.15m
Morland Gardens	Stonebridge*	£15.20m	£0	£15.20m
Total		£49.98m	£22.64m	£27.34m
* Main LB Brent START facility				

- 3.30 Neighbourhood Community Infrastructure Levy (NCIL) provides grants for community projects to support regeneration in the borough. Since 2017, 33 NCIL projects in the Wembley and Alperton area have received grant totalling £1.82m (NCIL Projects List, Appendix 7), with a further 6 NCIL projects not listed provisionally allocated grant totalling an additional £0.46m. Further details regarding NCIL are published on the Brent Council website¹⁸.
- 3.31 S106 Employment and Skills planning obligations play an important role in promoting the availability and variety of jobs and workspaces in the borough, including ensuring local residents have the skills and experience necessary to take advantage of the job and business opportunities created by regeneration. Developers of major schemes are required under S106 to submit an 'Employment and Training Plan' which sets how employment opportunities can be maximised and enhance the employability skills of Brent residents. The Brent Works team work with applicants on the plan and its implementation.

¹⁸ Neighbourhood Community Infrastructure Levy (NCIL) <https://www.brent.gov.uk/your-community/community-grants-and-voluntary-sector-support/funding-finder/neighbourhood-community-infrastructure-levy-ncil-fund/>

- 3.32 Since 2016, Brent Works have worked alongside the Planning team to support the creation and implementation of over 50 Employment and Training Plans. These have supported the creation of over 400 job and Apprenticeship opportunities for local people across the borough.

Community Engagement

- 3.33 Brent's Borough Plan commits to working closely with local communities to strengthen existing relations and build new ones, by engaging effectively with communities and increasing resident satisfaction and involvement. Regeneration can change physical, economic and social characteristics of local communities. Effective community engagement therefore requires existing communities be given opportunities to shape and influence regeneration from beginning to end, whilst at the same time acknowledging the benefits regeneration brings for new communities coming into the area.
- 3.34 Brent's Statement of Community Involvement (2017)¹⁹ sets out the Council's approach to community engagement for Development Plan and Supplementary Planning Documents, Neighbourhood Plans and Planning Applications. Methods employed including Council Publications, Community Events, Direct Mail/Emails, Exhibitions, Documents, Press Notices/ Releases, Meetings, Site Notices, Social Media/Digital, User Forums, Surveys, Websites, Workshops.
- 3.35 For major regeneration projects, dedicated community engagement and consultation strategies and plans are typically drawn up in advance of implementation. The following examples illustrate how consultation with local community groups and residents influences major regeneration projects, and detail the range of outreach and consultation methods employed to that end.

Example 1 : Brent Draft Local Plan Consultation (2017-2021)

- 3.36 Brent's draft Local Plan has been developed through extensive consultation at all stages with Brent's communities and key partners. Investment in infrastructure and the need for new affordable, family and specialist homes is recognised, and overall the draft Plan has been well received. Initial engagement to raise awareness of key challenges and opportunities took place in 2017 with a focused 'Issues and Options' consultation in 2018. The digital platform 'Commonplace' was used to engage with residents and stakeholders. A 'preferred options' consultation followed in 2018/19 with a final draft Plan published for consultation in 2019. This version was submitted for examination, after report from the Planning Inspectorate and further consultation on final modifications, we anticipate adoption of the Plan to take place in Autumn 2021.

Example 2 : Carlton and Granville Centre (2016-)

¹⁹ Brent Statement of Community Involvement 2017 <https://www.brent.gov.uk/media/16408316/statement-of-community-involvement-final.pdf>

- 3.37 To inform the South Kilburn regeneration proposals for the Carlton and Granville Centre a local stakeholder group comprising representatives from existing occupiers and the local community was formed at the start of the development of the Phase 2 proposals. The group works with the Council and the architects of the new scheme, to ensure designs and proposals fully reflect their needs and community asks. Community and workspace elements include:

- Children's Centre/Family Hub
- Granville Plus Nursery School
- Enterprise Space managed by South Kilburn Trust
- Community Space managed by South Kilburn Trust
- Granville Community Kitchen

The group has been involved at every step of the journey to date and will continue to do so, including with procurement of the contractor who will build out final scheme.

Example 3 : Morland Gardens Redevelopment (2019-)

- 3.38 Following public consultation events and meetings with Stonebridge Ward Members, a Community Steering Group was established to inform scheme design and delivery (Appendix 8 – Morland Gardens Consultation). Representatives from local community organisations include local churches, BANG Edutainment, Crisis, local housing associations, and residents. Input from the steering group shaped the overall design of the building including how the Education and Skills centre should be a community asset, have space for local entrepreneurs to operate from (affordable workspace) and discussion around accommodation centred around affordability (social housing), size (3 and 4 bedrooms) and priority (local residents to have priority placement). The steering group is being re-engaged to help with procurement of contractors.

Example 4 : Church End Growth Area Masterplan SPD (2021-)

- 3.39 Brent's draft new Local Plan extends the existing Church End Growth Area and sets the ambition for regeneration around the local town centre and employment sites, for at least 1,000 new homes, new employment floorspace, community facilities, market, green space and a new secondary schools by 2041. Regeneration lead production of a Masterplan SPD to set the vision and detailed planning policy and urban design framework to ensure change is planned, coherent and supported by infrastructure.
- 3.40 Church End is home to a diverse range of existing residents, businesses and community groups, and is an area hit particularly hard by the COVID-19 pandemic. Early consultation was quickly identified as needed as part of the phased consultation strategy. Given the COVID-19 pandemic a hybrid approach was adopted. Online consultation, interviews and workshops, complemented by flyers and posters, were used for initial consultation, but as restrictions eased, more face to face engagement was undertaken with an outdoor public consultation event at the local market, a visit to Leopold primary school, and a local business survey. Engagement with young people in the area

also included collaboration with charity United Borders to produce a short video²⁰, interviewing local residents to consider what regeneration means and whether it can benefit them. Lead Member and Ward Councillors were regularly updated during the initial 4 month consultation.

- 3.41 All feedback is recorded and is now being used to inform the draft vision, urban design framework and development options, which will be taken back to Church End in the form of two public exhibitions at the end of the summer. More detail on the Church End Growth Area Masterplan SPD initial consultation is appended (Appendix 8 – Church End Initial Consultation).

Example 5 : Wembley Housing Zone : Land east of Cecil Avenue (2018)

- 3.42 The Regeneration team submitted Wembley Housing Zone planning applications on council-owned land to the east of Cecil Avenue and Ujima House August 2019, and were subject statutory consultation. Typical for council-led regeneration projects pre-planning consultation was undertaken, with two public exhibitions, engagement with stakeholders including the adjacent Ark Elvin School, and a workshop with local school children. The design team also worked with Stephen Lawrence Charitable Trust to engage young people and provide work experience and mentoring opportunities.
- 3.43 For the proposed scheme at Cecil Avenue, local residents and stakeholder's opinion focused on transport, affordability, local impacts and public space issues. How did the consultation influence proposals? Consultation directly influenced design of the public realm, play and community spaces in the scheme taken forward for planning and which Cabinet has now resolved to be built out. (Appendix 9 – Cecil Avenue Design Influence).

4.0 Financial Implications

- 4.1 No financial implications resulting from this report.

5.0 Legal Implications

- 5.1 No legal implications resulting from this report.

6.0 Equality Implications

- 6.1 No equalities implications resulting from this report.

7.0 Consultation with Ward Members and Stakeholders

- 7.1 Lead Member for Regeneration, Property & Planning briefed on this report.

²⁰ United Borders : Regeneration Gap : <https://www.youtube.com/watch?v=yG2RDP2Ahal>

8.0 Human Resources/Property Implications (if appropriate)

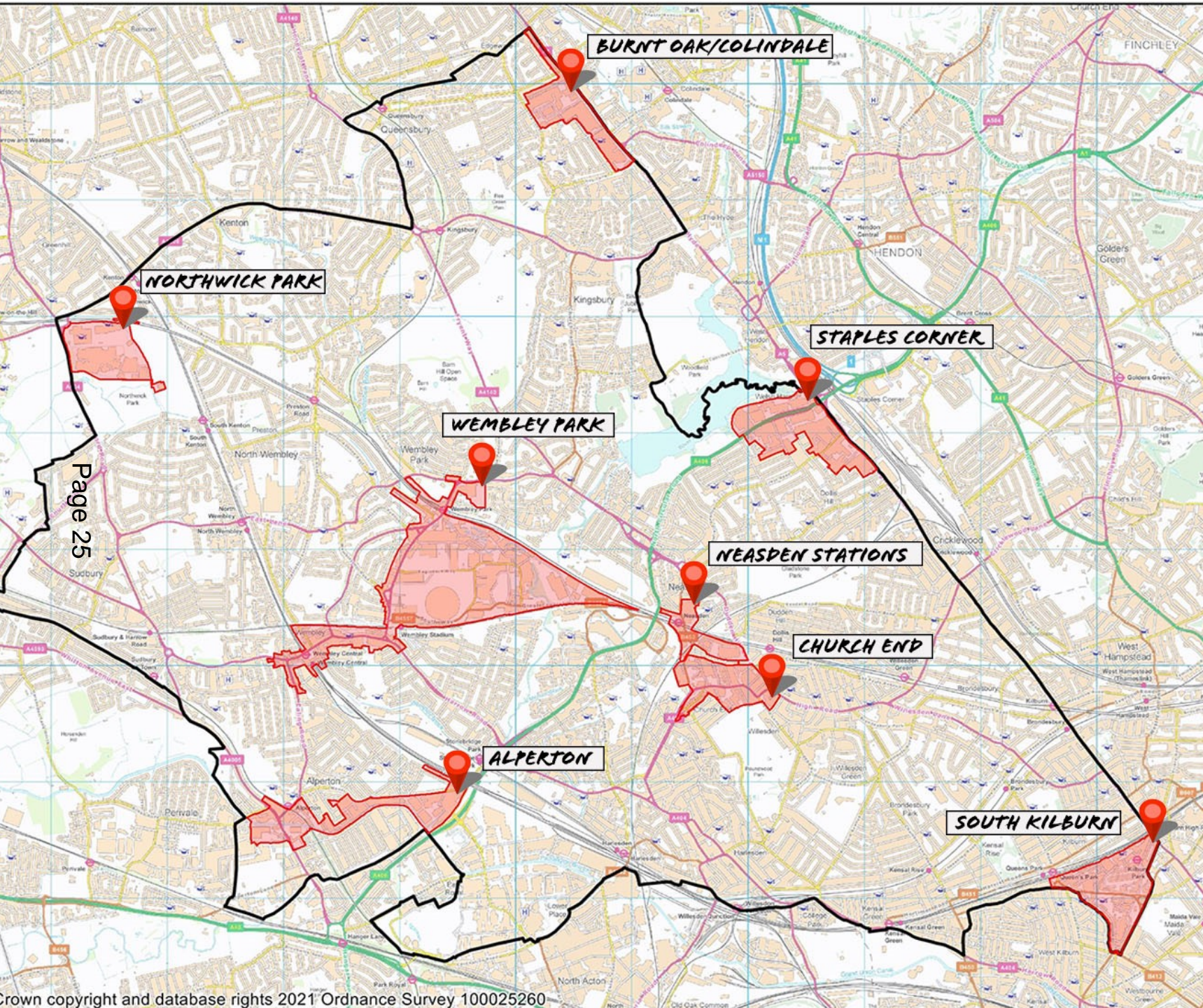
8.1 Regeneration and Spatial Planning staff produced this report.

Report sign off:

ALAN LUNT


Strategic Director of Regeneration &
Environment

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KEY

 Growth Area boundary
(as identified in the Draft
Brent Local Plan)

 Borough Boundary

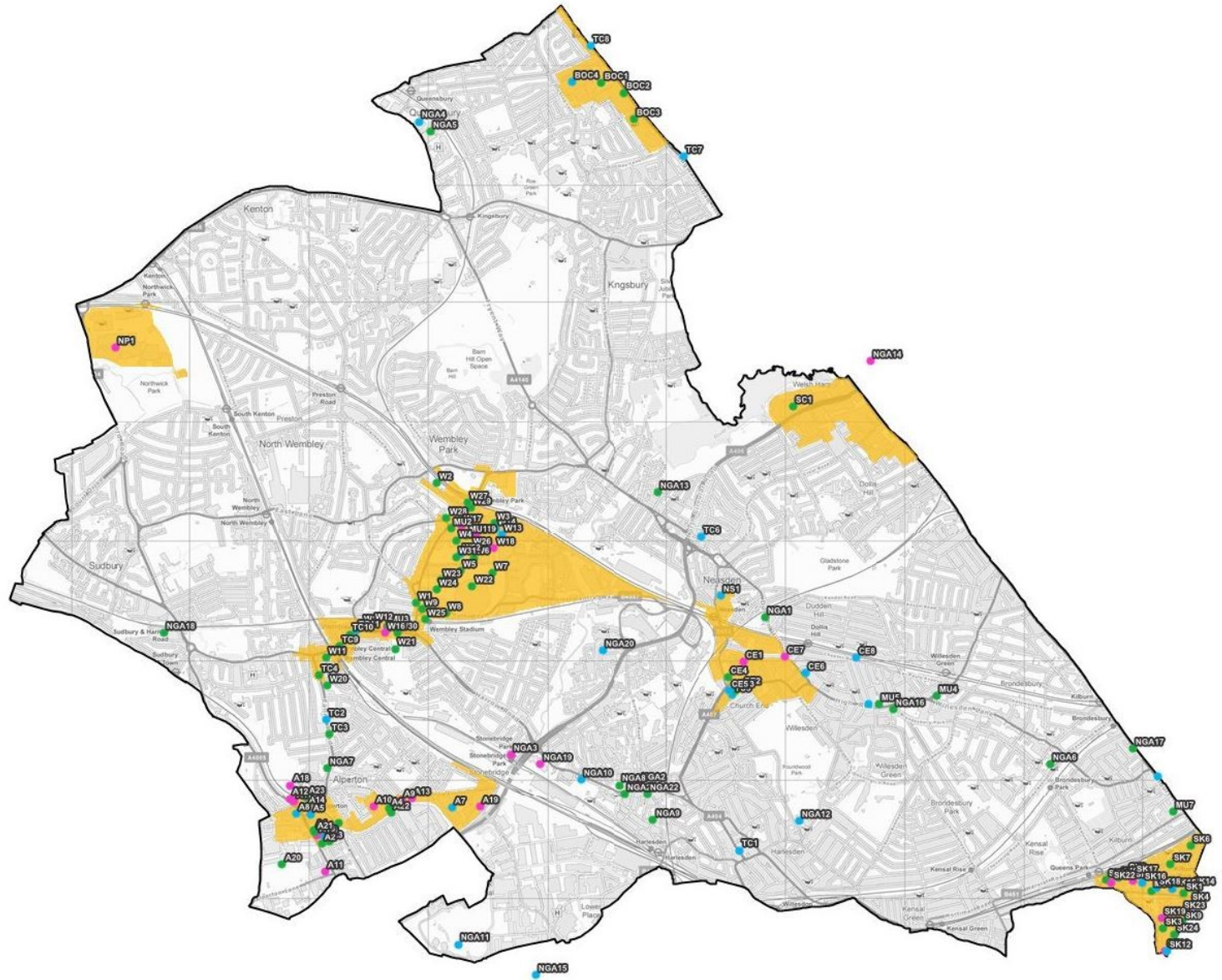
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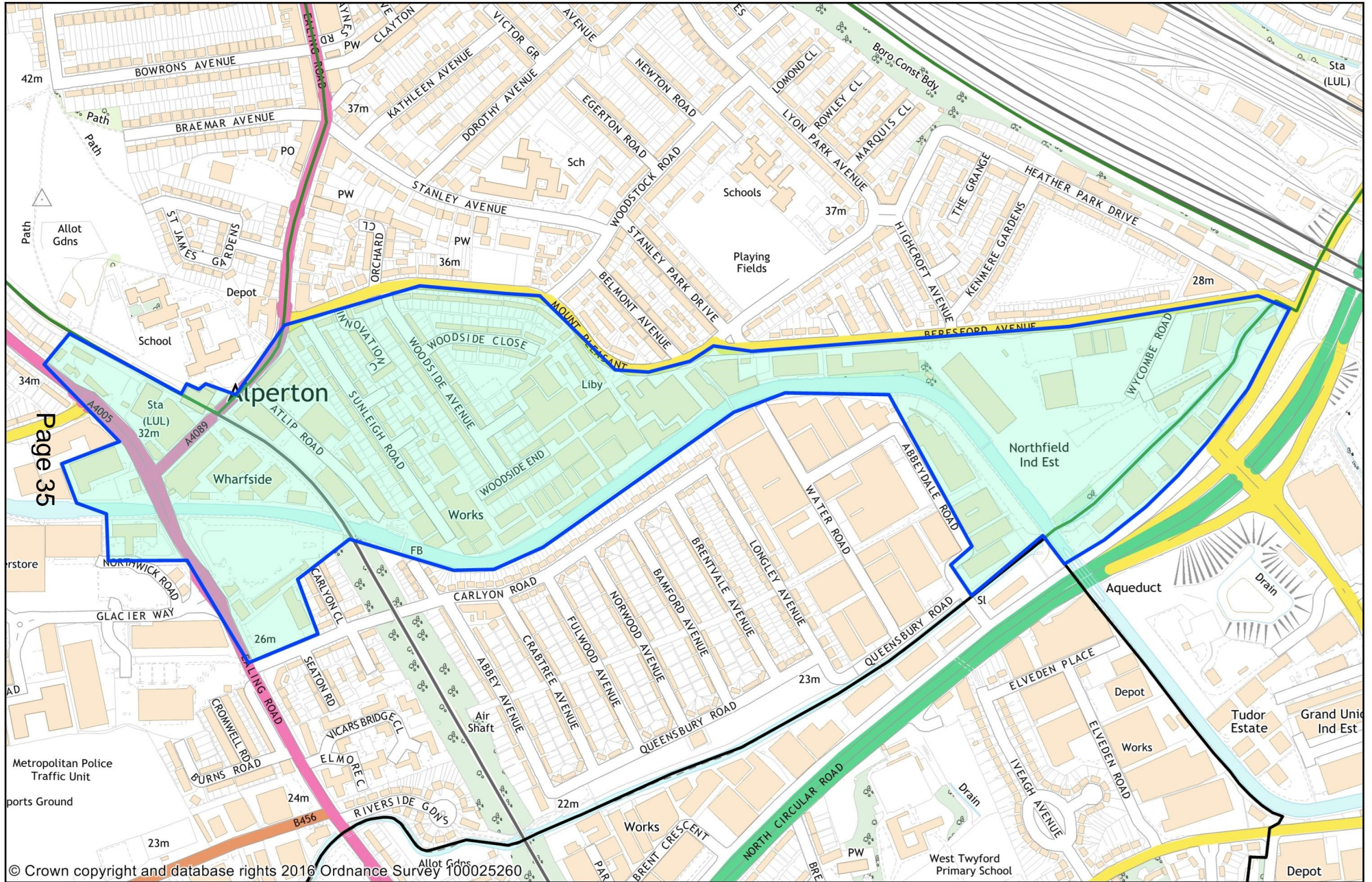
SCHEME	AREA	DESCRIPTION	HOMES	STATUS	EST. COMPLETION	MAP REF.
WEMBLEY						
Cottrell House	Wembley	Mixed use scheme	55	Completed	2020	W1
Brook Avenue	Wembley	Mixed use scheme	111	Completed	2016	W2
Amex House	Wembley	Mixed use scheme	195	Completed	2019	W3
Quintain North West Lands	Wembley	Major regeneration scheme	1195	Partial Completed	2028	W4
Quintain West Lands	Wembley	Major regeneration scheme	340	Completed	2021	W5
Wembley Park Gate	Wembley	Mixed use scheme	211	Completed	2017	W6
Quintain East Lands	Wembley	Major regeneration scheme	1834	Completed	2021	W7
Quintain South West Lands	Wembley	Major regeneration scheme	900	Partial Completed	2022	W8
Mahatma Gandhi House	Wembley	Mixed use scheme	198	Completed	2020	W9
Brent House	Wembley	Mixed use scheme	248	Completed	2020	W30
Chesterfield House	Wembley	Mixed use scheme	239	Completed	2021	W10
Montrose Crescent + land at 499, 509 High Road	Wembley	Mixed use scheme	186	Completed	2020	W11
Hub Wembley Link Phase 1	Wembley	Mixed use scheme	256	In progress	2023	W12
Hub Wembley Link Phase 2	Wembley	Mixed use scheme	250	Pipeline	2026	W12
1, 2, 3 & 9 Watkin Road, Wembley, HA9 0NL	Wembley	Mixed use scheme	174	In progress	2022	W13
10 & 11 Watkin Road HA9 0NL	Wembley	Mixed use scheme	217	In progress	2022	W14
Wembley Housing Zone Cecil Av. & Ujima House	Wembley	Council led mixed-use scheme	304	Pipeline	2025	W15 & W16
Quintain Fulton Quarter	Wembley	Major regeneration scheme	995	Pipeline	2031	W17
Quintain North East Lands	Wembley	Major regeneration scheme	2180	Pipeline	2028	W18
Olympic Office Centre	Wembley	Major regeneration scheme	253	Pipeline	2030	W19
			10341			
Ealing Road Library	Wembley	Workspace + public realm	N/A	Completed	2019	W20
Ark Elvin Academy Rebuild	Wembley	Education	N/A	Completed	2018	W21
Wembley Stadium	Wembley	Stadium	N/A	Completed	2007	W22
Hilton Hotel	Wembley	Hotel	N/A	Completed	2012	W23
London Designer Outlet	Wembley	Retail / Shopping Outlet	N/A	Completed	2013	W24
White Horse Bridge	Wembley	Transport Infrastructure	N/A	Completed	2006	W25
Olympic Way Improvements	Wembley	Placemaking / public realm	N/A	Completed	2021	W26
BOXPARK	Wembley	F&B / Leisure	N/A	Completed	2018	MU1
Wembley Park Station Improvements	Wembley	Transport Infrastructure	N/A	Completed	2007	W27
Wembley Park Drive Shopfront Improvements	Wembley	Town Centre regeneration	N/A	Completed	2017	W28
North End Road Connection	Wembley	Transport Infrastructure	N/A	Completed	2021	W29
Brent Civic Centre	Wembley	Council Office	N/A	Completed	2013	W31

ALPERTON						
243 Ealing Road Residential	Alperton	Mixed use scheme	440	Completed	2016	A1
255 Ealing Road	Alperton	Mixed use scheme	125	Completed	2018	A2
Carlyon Rd	Alperton	Residential scheme	28	Completed	2021	A3
Abbey Wharf / Delta Centre	Alperton	Mixed use scheme	135	Completed	2020	A4
Minavil House	Alperton	Mixed use scheme	251	In progress	2022	A5
253a Ealing Rd	Alperton	Residential scheme	20	In progress	2022	A6
Grand Union Site	Alperton	Major regeneration scheme	3350	In progress	2038	A7
Alperton House	Alperton	Mixed use scheme	474	In progress	2025	A8
Afrex House	Alperton	Residential scheme	31	In progress	2023	A9
Abbey Manufacturing Estate	Alperton	Mixed use scheme	684	Pipeline	2032	A10
416 Ealing Road	Alperton	Mixed use scheme	132	Pipeline	2026	A11
Dowlings Parade, Bridgewater Road	Alperton	Mixed use scheme	28	Pipeline	2026	A12
100 Beresford Avenue	Alperton	Mixed use scheme	100	Pipeline	2026	A13
330 Ealing Road (Alperton Bus Depot)	Alperton	Mixed use scheme	461	Pipeline	2027	A14
245-249 Ealing Road	Alperton	Mixed use scheme	92	Pipeline	2026	A16
2A Bridgewater Road	Alperton	Mixed use scheme	124	Pipeline	2026	A17
1-7 Bridgehill Close	Alperton	Residential scheme	12	Pipeline	2023	A18
			6487			
Grand Union - The Generator	Alperton	Industrial floorspace (19,000sqm)	N/A	Pipeline	2026	A19
Alperton Sports Ground Public Sculpture	Alperton	Public Art	N/A	Completed	2020	A20
243 Ealing Road Affordable Workspace	Alperton	Affordable Workspace	N/A	Completed	2018	A21
Grand Union Canal Towpath	Alperton	Public realm	N/A	Completed	2020	A22
Alperton Community School	Alperton	School expansion	N/A	Completed	2018	A23
BURNT OAK & COLINDALE						
The Northern Quarter	Burnt Oak & Colindale	Mixed use scheme	460	Completed	2015	BOC1
399 (Former Oriental City)	Burnt Oak & Colindale	Mixed use scheme	183	Completed	2019	BOC2
Silverworks (Former Sarena House)	Burnt Oak & Colindale	Mixed use scheme	227	Completed	2019	BOC3
1-8 Capitol Way	Burnt Oak & Colindale	Mixed use scheme	501	In progress	TBC	BOC4
1371						

SOUTH KILBURN						
Phase 1a - Bourne Place	South Kilburn	Council led estate regeneration	133	Completed	2016	SK1
Woodhouse Park	South Kilburn	Council led estate regeneration		Completed	2016	SK2
McDonald House	South Kilburn	Council led estate regeneration	26	Completed	2011	SK3
Phase 1a - Watling Place	South Kilburn	Council led estate regeneration	153	Completed	2012	SK4
Phase 1b - Cambridge and Wells Court	South Kilburn	Council led estate regeneration	101	Completed	2015	SK6
Phase 1b - Ely Court	South Kilburn	Council led estate regeneration	43	Completed	2015	SK7
Phase 1b - Wood, Bond and Hicks-Bolton House	South Kilburn	Council led estate regeneration	64	Completed	2015	SK8
Phase 2a - Bronte and Fielding House	South Kilburn	Council led estate regeneration	229	Completed	2017	SK9
Phase 2a - (Site 11b) Queens Park Place	South Kilburn	Council led estate regeneration	114	Completed	2016	SK10
Kilburn Quarter	South Kilburn	Council led estate regeneration	229	Completed	2017	SK23
Argo House	South Kilburn	Council led estate regeneration	65	Completed	2016	SK24
Phase 3a - Land north of Chippenham Gardens	South Kilburn	Council led estate regeneration	52	In Progress	2022	SK12
Phase 3a - Queens Park, Cullen	South Kilburn	Council led estate regeneration	137	In Progress	TBC	SK13
Phase 3a: Gloucester House + Durham Court (Unity Place)	South Kilburn	Council led estate regeneration	235	In Progress	2021	SK14
Phase 3b - Hereford & Exeter	South Kilburn	Council led estate regeneration	247	In Progress	2025	SK15
Phase 3b - Peel	South Kilburn	Council led estate regeneration	308	In Progress	2025	SK16
Phase 4 - Neville, Winterley, 113-128 Carlton House/Carlton Hall	South Kilburn	Council led estate regeneration	219	In Progress	2025	SK17
Phase 4 - Carlton & Granville	South Kilburn	Council led estate regeneration	18	In Progress	2025	SK18
Phase 5 - Austen, Blake	South Kilburn	Council led estate regeneration	157	Pipeline	2027	SK19
Phase 6 - Crone Court, Craik Court, Zangwill House, Dickens	South Kilburn	Council led estate regeneration	226	Pipeline	2029	SK20
Phase 7 - John Ratcliffe	South Kilburn	Council led estate regeneration	35	Pipeline	2030	SK21
Phase 8 - William Dunbar, William Saville	South Kilburn	Council led estate regeneration	221	Pipeline	2030	SK22
3012						
NEASDEN STATIONS						
60 Neasden Lane	Neasden	Mixed use scheme	121	In progress	2022	NS1
NORTHWICK PARK						
Northwick Park Hospital	Northwick Park	One Public Estate regeneration	1600	Pipeline	2034	NP1
STAPLES CORNER						
717 North Circular Road	Staples Corner	Warehouse (3951 sqm)	N/A	Completed	2021	SC1

NON-GROWTH AREAS						
Warranty House	Dudden Hill Lane	Mixed use scheme	136	Completed	2021	NGA1
Morland Gardens, NW10 8DY	Harlseden	Council-led mixed use scheme	65	Pipeline	TBC	NGA2
Argenta House	Stonebridge	Mixed use scheme	130	Pipeline	2024	NGA3
Morrisons Car Park, Honeypot Lane	Queensbury	Mixed use scheme	194	In progress	2021	NGA4
Alpine House	Queensbury	Mixed use scheme	144	Completed	2015	NGA5
Former Manor School, 3-7 The Avenue	Brondesbury	Residential scheme	74	Completed	2019	NGA6
Shri Vallabh Nidhi Mandir	Wembley	Religious Temple	0	Completed	2010	NGA7
Hyde Spring Schemes - Site 10	Stonebridge	Mixed use scheme	117	Completed	2017	NGA8
Hyde Spring Schemes - Sites 22 / 24	Stonebridge	Mixed use scheme	47	Completed	2015	NGA21
Hyde Sites 27	Stonebridge	Mixed use scheme	109	Completed	2019	NGA22
Hyde Sites 29 & 30	Stonbridge	Mixed use scheme	179	Completed	2016	NGA9
Milton Avenue, Hillside & Twybridge Way	Stonebridge	Council-led mixed use scheme	140	In progress	2025	NGA10
OPDC First Central Scheme	Lakeside Drive	Mixed use scheme	807	In progress	2023	NGA11
Knowles House - 92 TA, 57 NAIL and a D1 space	Kensal Green	Residential scheme	149	In progress	2021	NGA12
Press House (Printwork Apartments	Willesden	Residential scheme	74	Completed	2018	NGA13
Brent Cross Development	Stonebridge	Major regeneration scheme	7500	In progress	2040	NGA14
OPDC	OPDC	Major regeneration scheme	25000	In progress	2050	NGA15
Willesden Green Library	Willesden	Community facility	92	Completed	2015	NGA16
The Kiln	Kilburn	Theatre / Creative space	N/A	Completed	2018	NGA17
Barham Park Estate Phases 1, 2 & 3	Wembley	Council residential scheme	335	Completed	2018	NGA18
Bridge Park	Stonebridge	Community regeneration	TBC	Pipeline	TBC	NGA19
St Raphael’s Estate	Neasden	Council led mixed use scheme	TBC	In progress	TBC	NGA20
			35292			
Meanwhile Uses						
BOXPARK	Wembley	F&B / Leisure	N/A	Completed	2018	MU1
Troubadour Theatre	Wembley	Theatre	N/A	Completed	2019	MU2
Ujima House	Wembley	Workspace / Community	N/A	Completed	N/A	MU3
Queen’s Parade	Willesden	Retail / Workspace	N/A	Completed	N/A	MU4
Willesden Police Station	Willesden	Creative Workspace	N/A	Completed	N/A	MU5
Rumi’s Cave	South Kilburn	Community / Arts	N/A	Completed	N/A	MU6
Metroland Studio	Kilburn	Artist Studios	N/A	Completed	N/A	MU7
Town Centres						
Harlesden Priority High Street	Harlesden	Town Centre / Placemaking	N/A	N/A	N/A	TC1
Ealing Road Priority High Street	Ealing	Town Centre / Placemaking	N/A	N/A	N/A	TC2
Ealing Road Traders Association	Ealing	Town Centre / Placemaking	N/A	N/A	N/A	TC3
Ealing Road Jewellery Quarter	Ealing	Town Centre / Placemaking	N/A	N/A	N/A	TC4
Church End Priority High Street	Church End	Town Centre / Placemaking	N/A	N/A	N/A	TC5
Neasden Priority High Street	Neasden	Town Centre / Placemaking	N/A	N/A	N/A	TC6
Colindale Priority High Street	Colindale	Town Centre / Placemaking	N/A	N/A	N/A	TC7
Burnt Oak Priority High Street	Burnt Oak	Town Centre / Placemaking	N/A	N/A	N/A	TC8
Wembley Central regeneration	Wembley	Town Centre / Placemaking	N/A	N/A	N/A	TC9
WHRBA	Wembley	Town Centre / Placemaking	N/A	N/A	N/A	TC10
Wembley High Road Priority High Street	Wwembley	Town Centre / Placemaking	N/A	N/A	N/A	TC11

Alperton Housing Zone boundary - colour



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0 0.1 0.2 kilometres

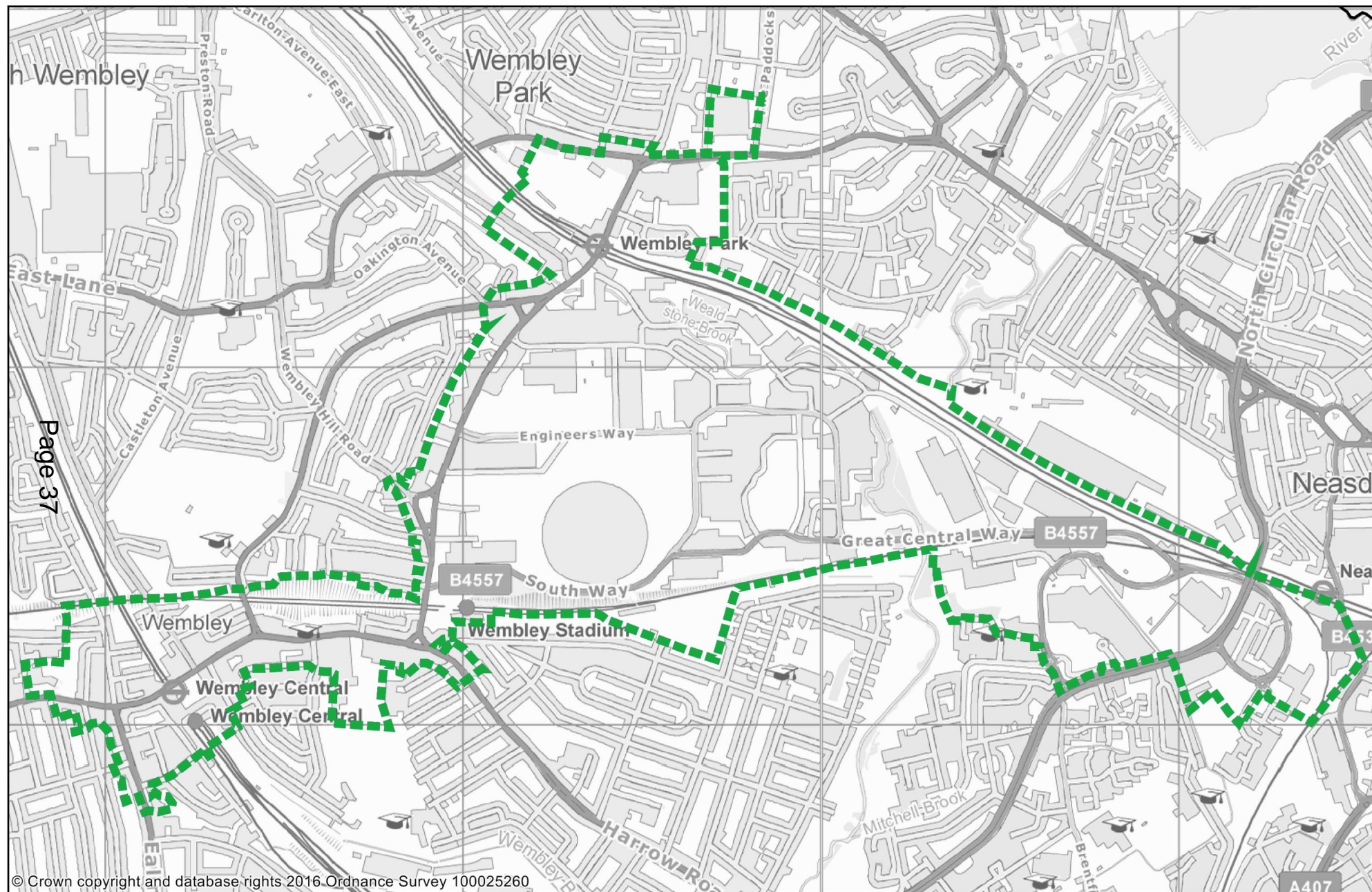
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Wembley Housing Zone boundary



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Project	Organisation Delivering	Round	Ward	Current Value
Alperton Trees	Brent Council - Landscaping	Round 1 2017/18	Alperton	£90,000.00
Creating an Open Space for the Whole Community	Brent Council	Round 2 2020/21	Alperton	£100,000.00
Preston Library Fit out	Brent Council - Property	Round 2 2017/18	Preston	£267,983.00
Refurbishment of alleyway between Blenheim Gardens and St. Augustine's Avenue	Brent Council	Round 2 2020/21	Preston	£17,500.00
Destiny House Music School	Destiny House International	Round 1 2017/18	Tokington	£25,177.37
Wembley Park Benches	Brent Council - Landscaping	Round 1 2017/18	Tokington	£7,500.00
Caritas Social Innovation & Enterprise Hub	Caritas Westminster	Round 2 2017/18	Tokington	£95,000.00
Brent Young People's Hub Option Appraisal	Young Brent Foundation	Round 2 2017/18	Tokington	£29,800.00
Brent WoRCs	Work Rights Centre	Round 2 2017/18	Tokington	£9,980.00
SEIDs (Caritas Social Innovation & Enterprise Hub)	Caritas Westminster	Round 1 2018/19	Tokington	£30,000.00
Illumination features across Wembley & Ealing Road	Brent Council	Round 1 2019/20	Tokington	£64,700.00
Aesthetic Improvements to Town Centres	Brent Council	Round 1 2019/20	Tokington	£43,572.00
UP - Unlocking Potential Homework Club, St Raphael's	UP -Unlocking Potential	Round 1 2019/20	Tokington	£31,178.00
Town Centres (Wembley)	Brent Council - Town Centre	Round 1 2017/18	Wembley Central	£10,900.00
Footfall Counters	Brent Council - Town Centre	Round 1 2017/18	Wembley Central	£32,000.00
Brent Indian Association Mural	Brent Indian Association	Round 2 2017/18	Wembley Central	£20,000.00
Repairs, maintenance and improvement works at One Tree Hill Public Open Space Wembley	Brent Council/WCARA	Round 1 2019/20	Wembley Central	£57,202.80
Brent Indian Association refurbishment and flower power	Brent Indian Association	Round 1 2019/20	Wembley Central	£35,112.00
Inspiring Decent Work Futures (IDWF)	SEIDs Hub (Caritas Westminster)	Round 2 2019/20	Wembley Central	£105,290.00
Young's Football club Community Project	YOUNGS FOOTBALL CLUB	Round 1 2020/21	Wembley Central	£78,690.00
Destiny House HW Club	Destiny House International	Round 1 2017/18	Stonebridge	£7,457.41
Holiday Activities/ Creative Learning programme - for Stonebridge children and Young people	Abundance Arts	Round 2 2017/18	Stonebridge	£29,475.00
Harlesden Town Centre Trees	Brent Council	Round 1 2019/20	Stonebridge	£85,000.00
Forest Academy	Sufra NW London	Round 2 2019/20	Stonebridge	£34,114.00
Reaching Communities	Jason Roberts Foundation	Round 2 2019/20	Stonebridge	£81,203.00
Steel Pan in The Community	Phoenix Rising	Round 1 2019/20	Stonebridge	£34,697.00
Barn Hill Trees	Brent Council - Landscaping	Round 1 2017/18	Barn Hill	£40,000.00
West Hill Trees	Brent Council - Landscaping	Round 1 2018/19	Barn Hill	£30,000.00
Street Art Expressions in Wembley and Ealing Road	Brent Council	Round 2 2019/20	Alperton Wembley Central Tokington	£88,000.00
Town Centres (Ealing)	Brent Council - Town Centre	Round 1 2017/18	Alperton Wembley Central	£10,100.00
Ansar Youth And Community Project	Ansar Youth Project	Round 1 2020/21	Tokington Wembley central	£52,974.73
Learn, Play And Development (LPAD) Programme	Hornstars Sc	Round 2 2019/20	Wembley Central Stonebridge	£77,263.00
Block Project	AFC Wembley Foundation	Round 1 2020/21	Wembley Central Tokington Barnhill	£99,226.00
				£1,821,095.31

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Appendix 8: Morland Gardens Redevelopment – Consultation Timeline and Feedback

The consultation timeline and a summary of feedback is as follows.

Phase – description	Date(s)	Notes
Students of Brent Start and residents of the local area	April 2019	<p>4 consultation events were hosted at Morland Gardens for staff, students, and the local community in April to May 2019.</p> <p>Over 100 respondents fed into the events.</p> <p>89% of consultees approved of the scheme, 3% disapproved, and the remainder neither approved or disapproved.</p> <p>Positive comments included:</p> <ul style="list-style-type: none"> - Provision of an open resource centre with self-service computers and a small library space. - More overall space and larger classrooms - Better security for students/ a controlled access point - More social space - Mixed use development with housing and workspace - Provision of a multi-faith room - College space is all on one level, ground floor - Location of a public facing café that is lacking in the area.

		<p>Negative comments, although from a minority of respondents, included:</p> <ul style="list-style-type: none"> - Less parking for staff or students - Would prefer no housing in the scheme. - No outdoor space for students - Only single entrance - Concern over decant of college during build. - One respondent, the Willesden Heritage Society, suggested retaining the Victorian Villa. <p>How the feedback has informed the scheme:</p> <ul style="list-style-type: none"> - The scheme is in an area with strong transport connectivity, it is a car free development, only with spaces for housing and education use to meet the disability access requirements. - The majority were supportive of new homes if social housing, so this has not been removed from the proposition. - Outdoor garden space has been provided within the new designs for Brent Start staff and learners. - An additional entrance has been provided via the public café to the education centre. - Decant options have been considered and disruption to staff and learners will be minimised by delivering this in holiday periods.
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		<ul style="list-style-type: none"> - The proposed scheme will remove the Victorian Villa, as it compromises delivery of the education centre and new homes. The design has been updated to provide features that reflect the existing use, such as additional use of arches throughout the façade.
Ward Member meetings	<p>April 2019</p> <p>July 2019</p>	<p>All Stonebridge Ward Members attended sessions with the architects. Feedback included:</p> <ul style="list-style-type: none"> - The need for a new high quality adult education centre, as the current building is in very poor condition and not aspirational for the local community. - New housing should be entirely social housing and should not include any market sale homes. <p>An additional meeting was held in July 2019.</p> <ul style="list-style-type: none"> - At this meeting it was agreed that a Community Steering Group would be established made up of local organisations and emphasised the need for community involvement in the scheme to ensure it fully benefits local residents and businesses.
Community Steering Group	<p>August and September 2019</p>	<p>Focus groups held in Church End, Stonebridge and Harlesden reflected the following:</p> <ul style="list-style-type: none"> - Very supportive of the building design and proposed mix of housing (particularly as social rented housing and the number of 3 and 4 bedroom homes), as well as the new education and workspace facilities. - The group want to work together with the council to create an ambitious proposal for the uses in the building that supports local partnership working, focussed on the skills and employability of residents. The space could also be utilised to support entrepreneurial skills of the local community, building on the latent skills base to generate business start-ups (likely to be a maker space, utilising skills of cooking, clothing and jewellery). - Would like the café to be utilised to support learners of Brent Start and potentially respond to other issues such as homelessness or helping residents with learning disabilities.

		<ul style="list-style-type: none"> - Interested in utilising bookable areas of the centre for functions. The group believe there is demand locally for such spaces for hire in evenings and weekends. - Agreed input ideas and feedback to the internal design to ensure accessibility for the local community. One idea is to include artwork and historic information of the area to help represent the local community. <p>How the feedback will inform the scheme:</p> <ul style="list-style-type: none"> - The existing café in Morland Gardens is utilised for Brent Start learners with learning disabilities in 'café enterprise' courses. <p>For the future public facing café, this will be encouraged through the tender for an occupant.</p> <ul style="list-style-type: none"> - The building will be utilised for hire with promotion focussed in local communities, including specific partnerships. For example, The Five Precious Wounds Church would like to promote spaces for post-funeral events on weekends, something that the state is a clear gap in the local area. - Soft market testing will be completed for the affordable workspace. The focus will be on proposals to support local entrepreneurship, to use the space as an enterprise facility that can support start-ups and training.
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Key Findings & Influence on Design

3.1 KEY THEMES

The key feedback themes can be divided into four overarching topics, as illustrated below. These topics broadly represents the conversations had with local residents and stakeholders during the consultation period.

The majority of attendees expressed concern around these four topics to a lesser or greater extent. Not all feedback expressed concern, but all feedback can be rooted in these four topic areas.

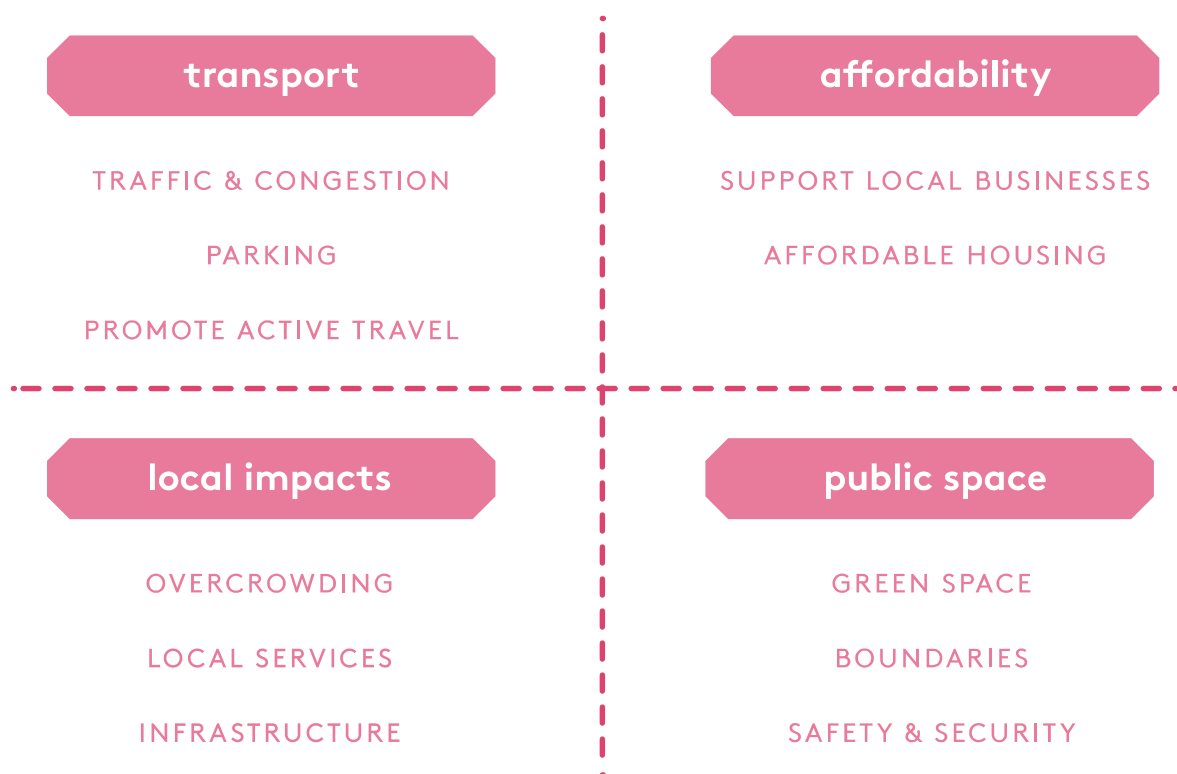
Local stakeholders and residents spoke passionately about the

changing nature of Wembley High Road - including rising costs of rents for both residents and business owners alongside availability of more amenities. There was a genuine wish to support and promote local businesses to avoid losing the areas 'Wembley-ness'.

There was also a concern about the impact of the rapidly increasing density on local infrastructure and services. Coupled with strained Council budgets it is an understandable concern that the Council is taking seriously.

Increasing density and bringing forward projects bring opportunities for public realm improvements and more investments into local services. Consultation with relevant Council departments have taken place throughout the design development to mitigate against negative impacts.

Local residents also had valid and sensible concerns around security of the public courtyard and the project team has responded to these queries by looking at access, overlooking and boundaries.



3.2 INFLUENCE ON DESIGN

PUBLIC REALM

Local residents and stakeholders had strong opinions about public realm on the High Road and within the courtyard. The design team has responded in the following way:

1. More Trees

we have added more trees on the High Road and in the courtyard

2. Access to Green Space

feedback strongly suggested local people felt there was a lack of access to green space. This influenced the decision to open the courtyard up to the public. We have worked hard to strike a balance between the sense of publicness of the space and the privacy needs of future residents

3. Greener Space

feedback suggested local residents wanted to see less hard surfacing and more green space. We have worked on finding the right balance between soft landscaping and maintenance

4. Safety & Security

we have worked with relevant Brent and Police officers to ensure the design proposals meets Secured By Design principles

PLAY

Alongside public realm and landscaping, the play spaces have been particularly influenced by local residents, children and parents by understanding what types of spaces they are missing in their local area.

When designing the proposals the landscape architects and project team took influence from:

1. Mixing Prescriptive & Imaginative catering for both traditional play equipment and imaginative play situations, with a bias towards the imaginative

2. Separating Ages providing safe place for toddlers and more adventurous and scattered play for older kids

3. Natural Play

we were surprised by the importance of trees and nature in their drawings, and have incorporated natural play elements and added additional soft landscaping

4. Space for Parents

comfortable places to sit in sun and shade

TRANSPORT

Concerns about impacts on traffic, congestion and parking were clearly heard by the project team.

We have been working with the Brent Council Highways team and Transport for London to model traffic scenarios and mitigate against potential negative impacts. Brent Council have proposals for transforming the High Road and triangle junction to the east of our site. We have been working closely with the Council teams to tie into and work within the evolving design proposals.

In particular, we have been focusing on promoting active travel modes, making it easier for residents to choose other means of travel than the car. The scheme is near car-free with blue badge spaces and some family parking in the basement. There is ample cycle storage for both residents, visitors and work space users to minimise the need for vehicles.

The workspace and community spaces have a dedicated drop-off area in the basement to avoid deliveries on the High Road.

AFFORDABILITY

Questions about the amount of affordable housing and the level of affordability were commonly raised. There were concerns expressed about rising rents for residents and businesses.

The project team has worked hard to maximise affordable housing provision, with a focus on providing family-sized units. We are providing at a minimum 35% affordable housing. These units will be split of 70% for social rent and 30% for intermediate rent or shared ownership. This is in line with policy requirement.

On top of this we are also providing at least one community space, with flexibility to provide a second community space if the demand arises, and a new public courtyard for local people.

The proposals meet policy requirements, and depending on the level of grant available from the GLA, we might be able to exceed the 35% target.

COMMUNITY SPACES

The proposal includes provision of at least one community space, with flexibility to provide a second community space if the demand arises.

The space(s) have been open for influence by the community, and engagement is ongoing to inform the final offer available.

The three most significant changes made to the spaces based on feedback received are:

1. Flexibility
Flexible and adaptable spaces to cater for different uses and groups
2. Relationship to the Courtyard
A mezzanine level was added to improve the relationship between the spaces and the courtyard. This would allow a community cafe to operate with potential seating in the courtyard and improve passive overlooking
3. Storage
To be able to be truly adaptable and flexible to a number of uses and users, storage space is required. The design was rationalised to incorporate a generous amount of storage

FEEDBACK NOT ADDRESSED

We have acknowledged and considered all feedback received during consultation events but we have not been able to address all points or comments made for various reasons.

Parking and traffic considerations are largely outside of the project scope, and much is dictated by borough, London-wide and national policy. There has been consultation with Transport for London, the Greater London Authority and Brent Council Highways department to mitigate against any potential negative impacts.

Public realm improvements to the High Road aims to make the street environment more pleasant and safe for cyclists and pedestrians to encourage active travel modes and reduce car reliance.

In terms of impacts on local services, the concerns have been fed back to relevant Council Teams to consider.

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Church End Growth Area Consultation Report

Page 49

Hawkins\Brown

With

Jan Kattein Architects

Phil Jones Associates

Ramidus Consulting

Propernomics

Introduction

Consultation for the Church End Masterplan was undertaken from February to May 2021, running throughout stages 2 to 4 of the Masterplan project and informing each stage in the development of design thinking.

As this programme coincided during the Covid-19 pandemic, there was a need to adapt to a changing regulatory context. with predominantly online means of communication early in the programme giving way to opportunities for face to face consultation as restrictions eased through the spring.

Online consultation took the format of online interviews, commonplace and interactive workshops. The stakeholder interviews were intended to begin by building an in-depth understanding and analysis of the existing social infrastructure, and to establish contacts for future consultation.

Hosting an interactive map on the CommonPlace platform provided a platform to exhibit our early findings, reach out to a wider cross-section of Brent residents to identify their priorities and attract further interest for future workshops.

Online interactive workshops presented the opportunity to involve stakeholders in process of developing the Masterplan brief. The workshops allowed us to test an emerging brief for social infrastructure and its application on the Church End Growth Area. It also helped build a nuanced picture of skills, training and employment requirements and demands in Church End.

The easing of government restrictions allowed for the safe a face-to-face consultation event in May. This took the form of a public street-side event at Willesden Market and engagement with Leopold Primary School. These events enabled the social infrastructure brief to be further tested in unison with preliminary design thinking, as well as reaching community members either reluctant or unable to engage online.



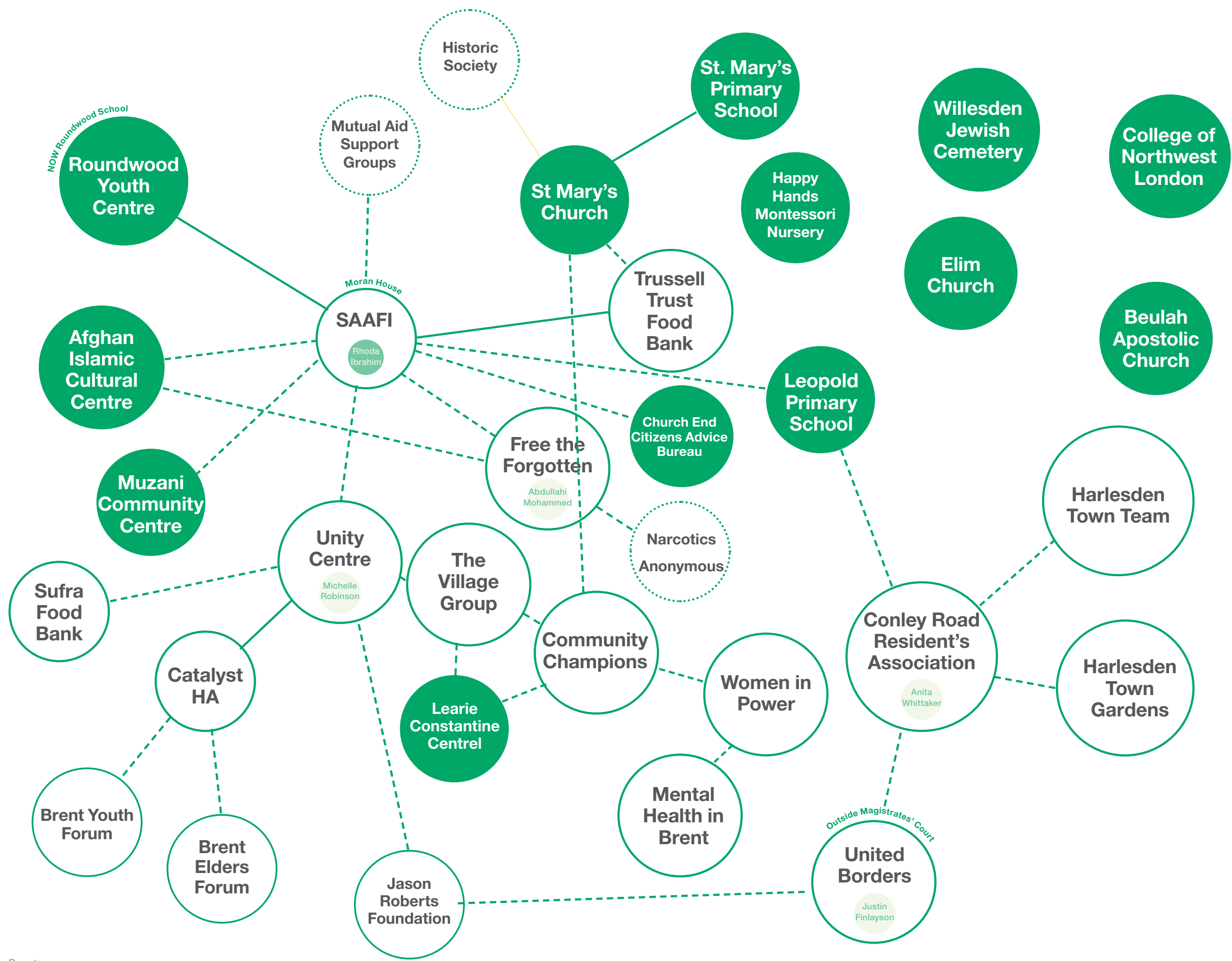
Stage 2

Social Infrastructure Baseline

- / Local Social Infrastructure Ecosystem
- / Stakeholder Interview Summary
- / Stakeholder Interviews
- / Common Place Consultation
- / United Borders Film
- / Social Infrastructure Brief

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Local social infrastructure ecosystem



Methodology

We conducted 13 interviews with local stakeholders to build a picture of the qualities of social infrastructure, including the relationships that make the town centre function as well as learning in greater detail how existing buildings and spaces are used.

Leaders of existing community and faith groups were targeted as a means of tapping into existing social networks, alongside high street businesses and a major local provider of social housing (Catalyst). As the conversations occurred through a national lockdown, all were held online.

In total, we spoke to:

- 2 voluntary community groups
- 3 local charities
- local housing association, as well as HA-run community centre
- 2 faith groups
- local market
- 2 high street businesses
- management of Willesden Market

Initial findings from this interview series were published online via the CommonPlace platform to test initial conclusions and fill any gaps in the emerging picture of social infrastructure in the Growth Area.

Summary of findings

The Growth Area spans between multiple neighbourhoods.

“Kids from Church Road would not dare walk to Neasden Studios, as they will not feel safe” - Justin Finlayson, United Borders.

This distribution of secular community spaces is reflective of the fact that the western and eastern ends function to an extent as distinct neighbourhoods. While the western end of the Growth Area relates strongly to Harlesden, the east is more strongly bound to Willesden. Connections between the two ends are connected by poor public realm along the high road. Severance is exacerbated for young people by safety concerns associated with gang territories.

The Growth Area’s high streets are still an important reference point and meeting place for local residents.

While the retail environment on Church Road and High Road is challenging, with high numbers of vacant units, the Town Centre and its marketplace remain crucial spaces where many local residential communities encounter one another. However, some ‘hidden communities’ do not use or feel the Town Centre.

There is limited secular community space within the Growth Area boundary.

To the west, the Unity Centre, and the the east, the Learie Constantine and the Dudden Hill Community Centres provide much-needed secular community space. Our conversation with the Unity Centre indicates that space is heavily in demand across demographics, while the Town Centre area features a number of faith organisations. While these provide crucial gathering and social spaces for their congregations, and in some cases are also involved in secular outreach work, members of other faith groups may be hesitant to access them. Spaces like the market and Catalyst Housing’s offices are important spaces where informal social encounters between

residents can happen, but their status is precarious and their quality limited by the built environment.

Existing community spaces are struggling to meet the full range and extent of local needs.

“There are lots of good small things going, but there are bigger problems to address.” - Michelle Robinson, Unity Centre

Local charities and voluntary groups report a lack of suitable spaces to meet and reach out to service users, while those who run community spaces find that some users struggle to access their spaces due to crime, anti-social behaviour, and poor pedestrian routes and lighting within the Growth Area. A sense of community ownership is key to the success of existing spaces and community activities, in order to ensure trust and continuity.

Local people are stepping in to fill voids in social provision, and to link existing residents to public services.

“You can’t just sit back and not do anything”

- Rhoda Ibrahim, SAAFI

Many of the organisations we have spoken with were set up by local people in direct response to urgent community needs which they experienced first-hand. In several cases, organisations have emerged to bridge the gap between residents and other public services, and their embedment in the local community is central to their purpose. (Like most of Brent, the Growth Area is in the lowest decile in terms of access to housing and services). However, while these grass-roots initiatives draw on the experience and energy of their founders, inevitably they face challenges if they seek to scale up or diversify their operations.

Social infrastructure networks are still developing.

“Church End could become more connected to the

rest of the borough and even the world.”

- Rhoda Ibrahim, SAAFI

Existing social infrastructure is linked by individuals, functional relationships and by necessity. Links between existing groups were actively fostered during planning for an outdoor festival in Church Road as part of Brent’s Borough of Culture festivities, but sadly this could not go ahead due to the pandemic. This seems to mark a point in the dialogue between faith and ethnic groups that is still in its early stages.

Working age and older residents of Church End are still getting to know one another.

“We live together, but not together”

- Anita Whitaker, Friends of Conley Road Residents’ Association

Church End’s diversity is a source of local pride, but, while young people mix well within the area, social cohesion among older generations is reportedly low. Language barriers are a significant contributing factor, as is a high rate of resident turnover alongside a core of long-standing older residents.

Existing green spaces and public spaces are under pressure.

“If you need a green space to go to with your child, there is nothing within walking distance.”

- Sharon Brown, Community Champion

In the absence of larger public spaces within the Growth Area, the green spaces around St. Mary’s Church and the pavements in the Town Centre are important social and amenity spaces. However, the pavements in the Town Centre can feel narrow and compromised, while the green space can feel dark and unsafe at night. Other, larger green spaces and play facilities are not available within easy walking distance from the Growth Area.

Stakeholder Interview Summary

The Growth Area urgently needs to provide more, and safer, opportunities for young people.

“These are kids that are from the area and we have watched grow up. We need to help them set their minds for a better future” - Rhoda Ibrahim, SAAFI

The need to provide opportunities for youth, particularly around skills, training and employment, was voiced consistently across the interviews. To work well in Church End, a successful offer needs to meet young people where they area, be attractive, and offer consistency, agency and ownership to participants.

Residents feel that there are inadequate training and employment opportunities to support a growing population.

Interviewees and consultees agree on the central importance of training and employment opportunities to improving life for everyone in the Growth Area.

The pandemic has brought about an acutely increased awareness of poor mental health and general well-being in the Growth Area.

While this is likely linked in part to overcrowded housing, and exacerbated through the pandemic by multi-generational households, anxiety and lost income through reduced employment, it can also be attributed to challenges in accessing services and getting accurate diagnoses.

Residents in the Growth Area are cautiously receptive to change.

“There are wounds that are yet to heal”

- Diane Johnson, Community Champion.

There is widespread disappointment in the failure of previous regeneration in the area to improve the lot of existing residents. There is a sense that the area is overdue for significant renewal, but also strong conviction that any future development must be accompanied by tangible improvements to the shared environment.



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United Borders
Justin Finlayson

Justin Finlayson was born and bred in Church End, and has continued to live in the area as he worked as a bus driver and in the music industry. Since his own youth, he has witnessed the impacts of gang activity and associated violence on young people in Church End and Harlesden. After the killing of James Owusu-Agyekum in 2016, Justin decided to take action.

Drawing on his own experience, Justin purchased and converted a double-decker bus into a mobile recording studio, and in 2017 United Borders was born. Now in their fourth year of operation, United Borders currently work with 30 young people at any given time between the ages of 14 and 24, who have been referred through word of mouth and also by Brent Council. Tapping into the growing popularity and success of local music culture, young people are offered a 2-3 month programme of studio sessions, ending in a musical showcase.

Music is both a tool to attract young people to take part, but also a means of offering mentorship and support to those at risk. Justin also feels strongly that there is an opportunity here to help young people gain skills and increase their employability. For this reason, he tries to offer work opportunities to graduates from the scheme wherever possible, including 8 young ‘ambassadors’ who now run sessions on the bus.

The organisation initially grew through word of mouth and links with Church End’s informal cultural landscape. Says Justin, “If they like something, they’ll come back.” Now, as well as NCIL funding, United Borders has close working relationships with local schools, Boxpark Wembley and Sonos, and receive referrals for young people with challenging personal and domestic situations.

“Church End has a lot going for it”

As a dedicated, long-time resident of Church End, Justin speaks with pride about the diversity of the area. He feels that it’s important that Caribbean and Irish cultures continue to flourish alongside South Asian and African communities. In this regard, he says ‘The market’s a cornerstone.’ Within the area, young people seem to be well-integrated, although older generations continue to face language barriers. However, Justin notes that there are few other spaces around Church End where young people can feel a sense of ownership. Existing community spaces like the Unity Centre do have a youth offer in school holidays, but can be perceived by young people as institutional and exclusive. Access to facilities in other town centres is complicated by boundaries between gang territories, and there is little to appeal to girls.

“Kids from Church Road would not dare walk to Neasden Studios, as they will not feel safe”

The mobility of the bus has allowed United Borders to work across these boundaries and into neighbouring areas such as Stonebridge, where they collaborate with charities such as the Jason Roberts Foundation. However, Justin would like to work with younger people (from 9/10 upwards) before they become involved in gang culture. He is aware that the numbers of at risk youth are beyond his organisation’s capacity, saying ‘There’s only so much we can do.’ Given the safety concerns of young people in entering adjacent neighbourhoods, the lack of available space for youth and cultural activity are key limiting factors.

There is a great lack of playspace in Church End. Justin feels that ‘We need spaces where kids and adults can interact together and with others.’ The previous housing on Church Road was arranged around open space in a way that created a better sense of community:

“Anyone could see anyone’s kid playing in the fields, anyone could act as their parent.”

United Borders have worked hard to strengthen their modes of online outreach during the Covid-19 pandemic. However, the during these times they have also witnessed the compounding effects of existing issues in the community, such as mental health and tech-poverty, on young people. However, Justin notes that the rise of local artists has given young people a real belief in their ability to take ownership of their futures and even succeed in creative careers.



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SAAFI
Rhoda Ibrahim

Rhoda Ibrahim has been living in and around Church End since 1989. She has worked overseas for the UN and NGOs, but has always called Church End home. In 2009 she started SAAFI (Somali Advice and Forum of Information) with local mothers from the Somali community. They began by translating letters for other mothers directly outside Mitchell Brook Primary School, and have since grown into a highly active community-based organisation.

SAAFI aims to provide advice, promote welfare, facilitate support and increase awareness for many communities excluded by language, in particular women, children, migrants and refugees. Rhoda had hoped that her work would be done when her children finished school, but she has seen the demand for SAAFI's services increase over the past 12 years.

Originally they were primarily working with Somali mothers for whom they still run English classes, but, identifying a lack of youth provision locally and isolation in immigrant communities, they have diversified to work with children, as well as other language groups. Their activities include homework clubs, after school clubs, mentoring and counselling for young people, as well as language classes, advice and support services for adults. The organisation now includes 8 employees, most of whom are part-time, and draws on the support of 10 volunteers.

She stresses that 'local children are susceptible to getting in trouble, getting involved in gang activity and in knife and gun crime.'

“These are kids that are from the area and we have watched grow up. We need to help them set their minds for a better future”

For this reason SAAFI has become involved in youth mentoring, coaching and have started offering self-defence oriented kick boxing classes.

For Rhoda, finding good space for community activities remains the biggest challenge to facing SAAFI, and the area in general. SAAFI has been operating out of the same office building on the High Road consistently for a number of years. However, Rhoda senses that their tenure is precarious, and, tucked far back from the High Road, it is difficult for some service users to find and access. She notes that office space in the area has become quite expensive, and there is a lack of appropriately affordable office space for an organisation such as theirs. In addition, she feels that the area has suffered as a result of being split across ward boundaries leaving 'nothing to attract people to live here.' That said, a diverse range of communities call Church End home, and Rhoda asserts that:

“Church End could become more connected to the rest of the borough and even the world.”

From the outset of the Covid-19 pandemic, SAAFI has been inundated with calls for assistance. Local families have needed guidance after losing bread-winning family members and also assistance in understanding the constant changes to rules and regulations related to the pandemic. SAAFI helped to set up a Mutual Aid Group.

“You can’t just sit back and not do anything”

In 2020 Brent was London’s Borough of Culture, where Rhoda states that SAAFI strengthened their relationship and collaboration with a number of local community groups, including other charities, organisations and spiritual groups.

Whilst short term engagement is instrumental to the community, especially during the pandemic, Rhoda has long term aspirations for Church End. They are applying for funding and have ambitions to establish a migrant women’s centre. She feels that Church End has a real lack of community space, with the Unity Centre frequently fully booked, and desperately needs more places for people to meet casually.



St Mary’s Church
Father Chris Phillips & Roger Macklen



Father Chris Phillips joined St Mary’s Church 4 years ago after relocating from Yorkshire. Roger Macklen who works as the church warden, has worked at St Mary’s since 1988, and was born and raised in Stonebridge. Both speak with great pride about St. Mary’s as an ancient structure that still provides an important point of local reference to which even those outside the Christian community feel a strong sense of attachment. Together with the graveyard and adjacent green, they feel that the ancient Church brings a ‘bit of rural Middlesex’ into this busy part of northwest London.

“People see St Mary’s as “their” church, that has been a part of Willesden life since 1938.”

Typically St Mary’s would host 50 people for anglo-Catholic worship on Sundays, however, they have not reached above 30 people since the outbreak of the Covid-19 pandemic. As restrictions have changed over

the year, and members of the public have remained cautious, fewer people attend on Sundays, but an additional 20-25 people live-stream services. Over time, Roger has seen the congregation shift from predominantly white British and Irish to include a large proportion of West Indian members while retaining a strong sense of cohesion and community. Both are keen that, although it is an important historic institution, the Church should not seem in any way exclusive. Father Chris speaks passionately about how important the act of gathering together physically to worship is, and how sorely this has been missed.

Father Chris explains that St Mary’s has a strong relationship with the Brent Food Bank who have previously operated from a hall adjacent to the Church. A core of 6-7 people from the congregation volunteer at the food bank, and they offer the church as a comforting breakout space for people queuing. Otherwise the Church hall hosts martial arts classes multiple times a week, a weekly narcotics anonymous group and a monthly local history society. Father Chris welcomes the community to use the church for more activities. But he notes that they no longer hire the Church Hall out for private events and only the local Unity Hall provides a formalised private event structure.

Father Chris is also on the board of governors of the associated St. Mary’s Primary School. With the help of Brent Council St Mary’s have been collaborating with local spiritual groups and charities through monthly meetings. Father Chris explains that Brent was London’s Borough of Culture in 2020 and this collaboration was preparing for a community led arts street festival programme. However, as the Covid-19 pandemic hit this has been indefinitely postponed.

“There’s so much to do here”

Father Chris goes on to explain that the Church End area lacks safe public outdoor green spaces, and the church grounds require improvements to lighting, maintenance and security. Father Chris and Roger witnessed the significant impacts of the Covid-19 outbreak on the local community, particularly during the first wave of 2020.

“Issues such as poverty unemployment and health, which already exist in the local community, have been made worse by the pandemic. This is reflected in a general reluctance to attend worship.”

They are worried that members of their congregation, who are vulnerable and do not feel safe attending services, do not have access to technology or the skills to use it. Additionally they have witnessed levels of numeracy and literacy drop at St Mary’s Primary School as a result of the pandemic. From March to July 2020 all churches were ordered closed by the Archbishop of Canterbury. Father Chris notes that so too were “all avenues of outreach put on hold by the pandemic.”

Now they hope to encourage the Brent Food Bank to start operating from St Mary’s again as an effort to get them out of the cold and rain while they wait in line. Father Chris has ambitions to set up a kitchen to serve warm food. He explains that the church used to have a soup kitchen so it has the facilities, but this space is currently being used by the nursery. Ultimately, he sees that the pandemic has brought community health and mental health issues to the fore, and feels that the Church has a strong role to play in helping people to retain peace of mind.



Free the Forgotten
Mr Mohamed

Mr Mohamed has been living in Church End for the past 27 years. He set up Free the Forgotten two years ago as a means to reach out to the marginalized and troubled people on the streets, such as substance abusers, who are socially isolated and need assistance reintegrating back into society.

Mr Mohamed says that while this remains an important focus to Free the Forgotten, their remit has slowly shifted over time. Today people come to Free the Forgotten for assistance with a very broad range of issues including language barriers, unemployment, mental health and housing. They primarily work with local people facing challenges with the language barrier, across the Somali, Ethiopian, Asian and Eastern European communities. He estimates that as many of 20% of the people he works with have significant mental health issues.

Much of the work that Free the Forgotten do is about helping people to interface with other institutions, access services and benefits. To do so, they work closely with SAAFI, Women in Power in West Ealing, Advice Bureau, Mental Health in Brent and a local rehabilitation centre. They rely primarily on word on mouth and social media to reach people in need. However, they are challenged by the range of needs presented by service users, and are struggling to link many of them with long-term housing solutions.

Free the Forgotten operates out of a hall space on Church Road, which according to Mr Mohamed currently meets their needs. Here they assist people through skills training, leadership workshops, and also classes in English, mathematics, IT, health and fitness. They also offer guidance and mentorship to single mothers, troubled youth, substance abusers and the unemployed. He notes that one of the biggest issues in the area is not only housing, but also communication and the language barriers they face.

“Art and signs are very important to the area. They surpass the language barrier, which is essential to communication in the area.

He stresses that during the Covid-19 pandemic people’s sources of communication, which are based on a specific location, have been removed. This had added to the significant hardships that many of the households have already suffered during the pandemic, which have included overcrowding and associated mental health problems, lost income and evictions.

After witnessing retail decline in the town centre, Mr. Mohamed believes that significant regenerative change is needed in Church End. He believes that community facilities such as a youth centre, a library and childcare provision need to be at the heart of future plans, and pinpoints year 6 as a pivotal moment for ensuring that young people do not become involved in gang violence.



Willesden Market
Nicolas Saunders

Born into a market operating family, Nicolas Saunders grew up in markets, in particular Willesden Market. Willesden Market has been operating on Church Road for up to 37 years.

“I love Willesden Market, I am very passionate about it!”

There are currently 50 traders that trade out of Willesden Market. The market is open on Saturdays and Wednesday, but Wednesday is the busiest day according to Nicolas. The market operates with a market manager, two security guards, a store builder and a cleaner that works full-time throughout the day. He describes the local people that use the market are from varied backgrounds, but they are typically an older patronage. Some of the traders are local, but a handful also come from as far as East London. Over the years he has noticed that the traders are extremely personable with their customers. Some of them have been trading for 37 years, and have long-standing relationships with the local people.

“It is so well known and used by the community that it just keeps going. It hasn’t even required social media until the outbreak of Covid-19”

He explains that Willesden Market is a very traditional style of market, and always has been. Where it differentiates from other markets is that it is a “necessity market, not a leisure market.” He feels that people can get what they need for the price they need it- there is fruit and vegetables, a fishmonger, a butcher as well as clothes and household items. He explains that the market offering has remained constant over the years. He empahises that Saunders Markets operate some of the largest and most complicated markets in the country, but he that Willesden Market is an “anomaly” and is rather supported by the local community.

Reflecting on the proposal to temporarily shift the market to Neasden while the site is developed, Nicolas states “you cannot pick up this market and place it elsewhere. If you put it in Neasden, it will fold within a week.” He knows that the market is very self contained and relies on the shopping habits of the local people of Church End. “Markets tend to carve their own path,” Nicolas explains, “they either work, or they don’t. You can spend money on marketing or infrastructure, and even that will not help a market work.” He notes that the key to Willesden Markets success and longevity is the community that relies on it.

“Some of the other markets we manage have significantly changed over time, but Willesden has never changed. It is very community oriented”

But Nicolas states that there is plenty of room for growth. They are looking to experiment with introducing a street food offering. He suspects that once Covid-19 restrictions are lifted, you will see an explosion in markets. He remembers as the restrictions eased last summer, that they couldn’t keep up with the demand for markets with an influx of new traders.

“So many people have become front room entrepreneurs during the pandemic and they all need a place to sell their wares”



Afghan Islamic Cultural Centre
Imam Siddique & Nadim

Siddique is the imam of the Afghan Islamic Cultural Centre, and is joined for the interview by Nadim, one of his congregants. The Centre is located directly on Church Road, in the heart of the centre, within three adjacent buildings on the Victorian shopping parade that lines the south side of the road, which have been knocked through and converted into a place of worship.

The Centre has been here in Church End for some 30 years now. They value the town centre location, as it's a location that people are familiar with and is well placed to serve the worship needs of the surrounding business community, but would sometimes like to have a larger space.. People who attend the mosque are typically from Afghan or Somali backgrounds and are middle or working age. Prior to the Covid-19 pandemic the mosque had a capacity of 300-500 people, would host prayer 5 times a day and offer discussion sessions after each prayer. Many of the people They also had a separate space and entrance for 50-60 women to pray.

Currently due to the Covid-19 pandemic they can only allow 10-20 people pray on-site as a result of social distancing guidelines, and they have not been streaming prayers online. They have also had to cancel Friday prayers for the public.

Siddique and Nadim relate that the mosque began as a small institution which functioned well within its space. As the numbers of people attending services have grown, they have split Friday prayer into two sessions, and have even physically extended the mosque.

As their numbers have grown they have also begun facing problems with access to the Mosque. It takes some time for all attendees to find their way into the mosque, resulting in long queues outside on the Church Road pavement during peak times.

“Sometimes people even pray on the footpath because there is no space.”

Fortunately, there is a rear access to the mosque, which has allowed them to implement a one way system during the pandemic. Whilst local residents and workers walk to the mosque, over the years, more people have started commuting from areas further afield to pray. Nadim is keen to see more parking, but also safer roads, especially for the elderly and less mobile people who attend the mosque. He and Siddique explain that the buses and traffic which pass through Church Road make the pedestrian environment feel constrained and unsafe when people are accessing or waiting outside the Centre.

They maintain good relationships with the surrounding businesses located on the high street, which are predominantly Somali-owned. Nadim explains that the streets are typically left quite dirty, and they have begun organising 8 people to regularly clean the streets before morning prayer.

“My son is 9 years old and even he wants to help make the streets clean”

Siddique and Nadim explain that the Islamic Centre retains a strong focus on the Muslim community and the teaching of Islam. But they had been in recent collaboration with other local spiritual groups and charities as Brent was London's Borough of Culture in 2020. This was intended to manifest as a community led street festival programme, but has been indefinitely postponed due to the Covid-19 pandemic.

They offer education on Islamic studies to children in the evenings during the week between 5-7pm, which tie into school curriculum requirements for cultural learning, but have not been able to get students to attend online classes during the pandemic. They have plans to expand their education services by renovating the upper levels of the building, and have already submitted a planning application for this.



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Friends of Conley Road Residents' Association
Anita Whittaker

Anita Whittaker is a third generation resident of Church End, and has lived here for most of her life. Her grandparents were a part of the Windrush generation and moved to the area after immigrating to London. Since her own youth, she has witnessed the area change socially, culturally and physically. She remembers an original mixed Irish and Caribbean community, and a bustling vibrant high street of shops, pubs and bakeries that stretched all the way to the middle of Church Road.

“When I was about 10 years old there was a vibrant community here. Everybody knew everybody, everyone knew me and my mum”

It was around the age of 17 that she remembers the local dynamic changing. There was an influx of crime and violence on Church Road, the shops on the bustling high street started leaving and many of the houses in the area became HMOs. However, she praises how multicultural Church End has become. There are thriving Somalian, Afghan, Portuguese, Brazilian and Polish communities. She feels that one of the major challenges facing Church End is to bring together the various communities that have made their homes here to engender greater social cohesion, and speaks of the existence of ‘hidden communities’ of residents who are not represented in the town centre.

“We live together, but not together”

Other than the Post Office, B&M and Morgan Cash & Carry on Church Road, shops tend to focus on particular communities. Anita regularly travels to Brents Cross or Harlesden Town Centre to access the shops she needs.

By contrast, younger people are coming together and mixing culturally to a greater degree. However, having raised three sons in the area, and grown up in the area herself, Anita is acutely aware of the pressures that local gang activity can place on young people, and feels strongly expresses that there is a need to encourage and support young people in education, sport and enterprises. Her sons have attended chess classes at the Unity Centre, but she wants more to be offered to

the local young community. She states that “we need to find purposeful space for youth in the area” and also offer more help to local parents in navigating local issues.

For Anita, cultural activity could play a significant role in addressing social cohesion. She remembers local music festivals, and the area’s strong reggae, dancehall and jungle music scenes.

“There is a wealth of local experience and skill, but Church End is crying out for something to help channel young talent into something positive for the community.”

As a founding member of the Friends of Conley Road Residents’ Association, Anita highlights that finding space to gather has been difficult, especially during the Covid-19 pandemic., compounded by a broader lack of communal outdoor space in Church End. The Residents’ Association has worked to foster relationships with the local business community and police to counteract issues like anti-social behaviour and fly-tipping. They are also actively engaged in plans for a community garden for Church End, inspired by the precedent in Harlesden.



High street trader #1
Mike, Owner of Classic Brent Auto

Mike opened Classic Brent Auto on Conley Road 31 years ago. When he started his business he lived around the corner in George Landsbury House, but he has since moved out of the area and cycles to work from Harrow.

“I cycle to the garage every day, its really easy!”

Mike’s garage is located on Conley Road where he works with his wife. His garage focuses on providing repairs for modern and classic cars. Although he performs small odd repairs for locals in the area, he says that his customers typically come from outside Church End. They typically come from areas such as Queen’s Park, Kensal Rise and Kilburn, but also even as far as South Africa.

He notes that there is a handful of garages in the area including Barry’s Garage and Willesden MOT Centre who he has built a strong relationship with over the years. However, he finds it difficult to access daily

essentials in the area and has resorted to bringing his lunch from home. The only local shops he visits regularly are Dolly’s Newsagent and Dylan’s Bakery. He has a great long standing relationship with the owners of these shops and even does work for them regularly.

His business is recovering well from a quiet period during the peak of the Covid-19 pandemic, however he is still having some difficulties accessing the parts he needs for repairs. He plans on staying in the area for at least 5 more years and does not have any plans to significantly grow his business. However, he does want to improve his garage by extending into the roof to create much needed storage space.



High street trader #2

Ms Peters has been working in her shop for 17 years and has been living in Church End since she immigrated to the United Kingdom. She has two children who attend St Mary’s Primary School.

She has a small shop just off Church Road and opposite the market. Most of her customers are local, but she explains that she does have some customers that commute from Luton or Watford. She operates by appointment only and typically attracts new customers through word of mouth. Her customers also enjoy the privacy she offers. They want to relax and chat when they visit, so for this reason Ms Peters does not have any employees. Having worked in the area for years, she explains that all the shop owners and traders know each other.

“The shop owners are like a family. We go to each others shops and share our facilities. We are a little team.”

Ms Peters explains that she has everything she needs to live comfortably is located in the area. There is a park for the kids, a post office, a medical centre and good school. If there is something she can’t get in the town centre, she says she can just jump on a bus.

“Its a lovely place. But more can be done with it!”

However she also describes a lot of empty outdoor spaces in Church End that are in need of surveillance. The green spaces around St Mary’s Church and the market, when it is not operating, attract anti-social behaviour such as drinking, shouting and the dumping of rubbish.

At the moment she has no intentions of growing her business further. Her shop is her livelihood, and she is just hoping she can make it through the Covid-19 pandemic.

Stakeholder Interviews

Catalyst Housing

Kemy George, Community Manager

Catalyst housing manages some 3000 properties in Brent, including significant assets in the Church End area, following a stock transfer in the late 90's. This initially included the marketplace and adjacent retail frontages in the town centre, but these have since been sold back to Brent. Kemy manages Catalyst's relationships with tenants across much of the growth area.

Catalyst's residents include a core of long-standing, deep-rooted residents who are now aging. Overall, she says, there is "a good sense of community in the area, and people who are passionate about it." However, the area's notoriety for high levels of crime and social deprivation are a challenge to renting out properties and retaining tenants, resulting in a high level of transience in the rest of the population. More recent arrivals in the area are likely to move out of the area once the opportunity arises, for example by renting out their property if they have been able to exercise their right to buy.

As Catalyst's business model has shifted to include development, Kemy feels that it has been difficult for them to keep in touch with residents as they may once have done:

"Landlords have lost contact with their residents"

The pandemic has been extremely challenging for Catalyst and their residents in ways that are still being evaluated. However, it has also provided an opportunity for Catalyst to get to know their tenants better. All of Catalyst's 33,000 homes received a phone call to check on their well-being during the pandemic. As part of this process, Catalyst were able to renew their database and understanding of tenants' living situations.

Both under-occupying and overcrowding are known to be significant problems. However, overcrowding often becomes apparent to Catalyst only when tenants move

out. In addition, Church End sees very high levels of housing-related fraud, which Kemy is at the forefront of tackling.

Catalyst usually engage with their residents through a presence and street frontage on Church Road, where people have in the past come to speak with staff or pay bills in person. As this has not been possible during the pandemic, Catalyst are currently working to strengthen their web presence and range of online services. Catalyst also operate the Unity Centre, but Kemy recognises the challenges associated with operating community spaces in close proximity to lines between gang territories.

Kemy feels that improvement in social infrastructure is much needed in Church End, which can feel like "the bit of the borough where nothing is happening" or "the land that time forgot." However, she feels that the challenges include a lack of social cohesion between long-time and newer residents and across road infrastructure. If change is going to happen, "everybody needs to be involved."

Unity Centre

Michelle Robinson, Centre Manager

Michelle is the manager of the Unity Centre, a key local asset which combines a number of community functions just to the west of the growth area. Although it was set up by Catalyst Housing, it aims to engage all local residents. Core functions include a community gym, which is free to access for anyone from the local area, sports facilities, a music recording studio, an internet cafe, a community cafe and a hall available for private hire for events. The main hall at the Unity Centre seats around 200 people, and is usually booked at weekends some 3-4 months in advance for private functions. In addition, the Centre hires out office space to other community organisations.

The Centre's offer is vital to youth and older residents in particular. The Brent Elders' forum holds exercise groups twice a week. Ordinarily, about 45 people would attend each session, but only around 10 have attended each remote session during the pandemic.

The centrepiece of the Centre's youth offer is their summer programme, supported by the Mayor's Fund for London, which involves around 120 children each day, and offers training opportunities by recruiting local volunteers. This is complemented by youth nights once a week at the centre. The Centre has recently received significant funding, together with the Youth Brent Foundation and Hyde, to deliver a residential programme aimed at creating young leaders to address crime and gang culture.

The building is well-appointed, has good links with outdoor space and appears to be meeting most of its functional needs. Michelle sees encouraging local ownership as key to improving the continuity of provision and, with it, the future of the Centre. Building capacity within the community to organise ongoing events is key, together with an ability to react swiftly to shifts in local demand:

"You've got to be able to act quickly to keep young people engaged."

Michelle found the centre's music studios and playstation evenings were successful in getting young people into the centre in the first instance, allowing them to build on these relationships with their 'Cooking over Crime' programme.

While access presents a minor challenge to the Centre, due to severance by the road and a perceived shortfall in parking, greater problems are around scale, continuity and connection:

"There are lots of good small things going, but there are bigger problems to address."

In the past, the Centre has noted a difficulty in engaging the Somali community, but has started to overcome this through cooking workshops and female-led activities. While the Unity Centre was also built to serve the Roundwood Estate, they struggle to bring residents over to Church End. Michelle has learned over time the extent to which gang lines restrict movement, and even access to employment opportunities for young people.

Much of the Centre's future planning is centred around youth provision, with funding from Warner Brothers for sports, music and drama workshops. Well-being will also be an important focus as the Centre looks to support the neighbourhood's recovery from the Covid-19 pandemic. After months of working primarily just to keep in touch with residents, Michelle is hoping that summer 2021 will see a full return of the Centre's youth programming.



Lawrence

Community Champions

Diana Collymore, Jane Lanyero, Sharon Brown, Thandie Lawrence and Diane Shrouder-Johnson



Diana, Jane, Sharon, Thandie and Jane all volunteer as Health and Wellbeing Community Champions. The programme was set up by Brent in early 2021 to tackle health inequalities exposed by the Covid-19 pandemic. Together, the group has a wealth of lived experience in Church End, as well as many years working with a range of community groups and initiatives.

Together, the group works to help with signposting residents towards healthcare, distributing PPE, and educating people about the Covid-19 vaccination programme. They see their role as bridging between Brent Council and the local community, overcoming barriers to access as well as, in some cases, a lack of trust.

Through their work, some of the Champions have been surprised by the scale of mental health problems and health inequality that they have encountered through their work. Thandie say, “A lot of young people have really lost their direction.” Sharon notes that all too

often, people fall through the net if they lack support to access health services, or have not received an appropriate diagnosis.

More broadly, many in the group feel that space for youth and families is lacking in the town centre. The Unity Centre does not meet the full range of spatial and functional needs of the community. As Diana says, “We need to meet young people where they are,” finding appropriate means of attracting enthusiasm and attention for and training opportunities. She adds that “The intergenerational link is missed out too often.” There used to be a ‘youth cluster’ bridging between the area’s Anglican congregations, but this is now defunct.

The group feels that new social infrastructure is urgently needed to support the well-being of residents, including inclusive community spaces, day centres for the elderly and young families. Some of the group are parents of young children themselves, and feel that there are no appropriate green or play spaces within walking distance of home.

“If you need a green space to go to with your child, there is nothing within walking distance.”

A cafe and/or toilet facilities are important to ensure the accessibility of green spaces to all users.

Overall, the group are pleased to see that Church End is getting a masterplan, but echo concerns voiced elsewhere that new development will not fulfil promises of improvements for the existing community.

Common Place Consultation

+ 754 visitors, 453 contributions, 97 respondents and 50 news subscribers

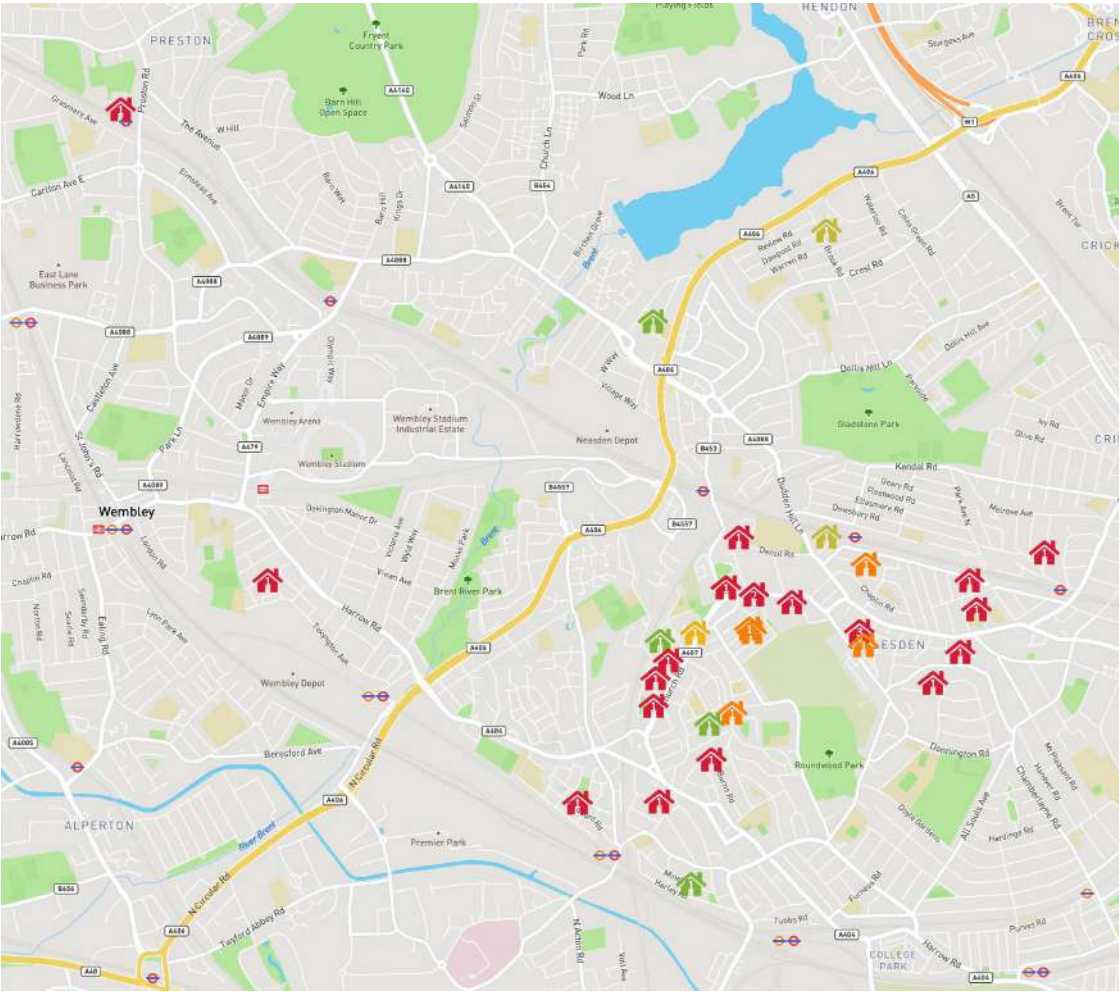
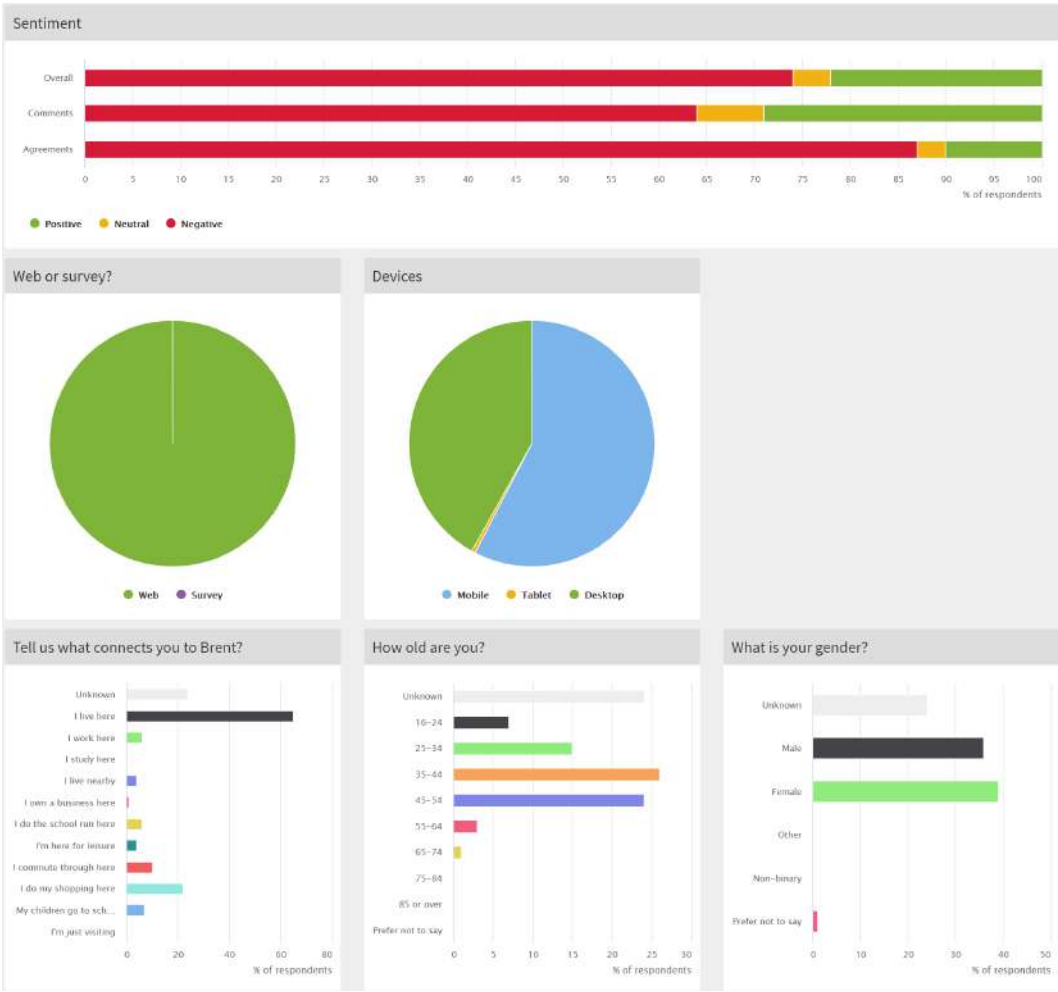
+ majority of respondents were local residents (over 60%)

+ there was also a significant number of people who shop in the town centre (over 20%)

+ most respondents were aged between 25-54, with very few over 55

+ overall, comments and agreements were mostly negative (65% and 85% respectively)

Overall, many themes from the interview series were echoed in contributions to the map. There is a general sense that residents are receptive and even eager for change and development in the area, provided that it brings within it improvements to social infrastructure, and an over-riding sense that intervention of some kind is required to support a neighbourhood in crisis. Concerns regarding personal safety and the impact of crime, particularly on young people, were very frequently voiced, together with a number of comments pointing to low levels of social cohesion.



Common Place Consultation

Responses added additional detailed observations on public realm, with many holding concerns around the dominance of motor traffic, poorly tended and maintained public realm along the High Road, Church Road, Neasden Lane and the marketplace. Some spirited debate was in evidence around the existing retail offer, and the general environment of the high street on Church Road. It is evident that it provides dwell space in an area otherwise heavily compromised by traffic, and, while existing shops do not appeal to many residents, they do provide an invaluable resource and contribute to a sense of belonging for specific communities.

Perhaps surprisingly, given the acknowledgement in many comments of the importance of the growth area to young people, new dedicated youth space was not identified as a priority.

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I believe that we need more affordable spaces for creatives and young people to work, collaborate and express themselves “

“It’s important to support the small businesses that have been a lifeline to Black and Asian families for years. “

“This redevelopment should be started as soon as possible to kick start regeneration in the area.” (Chancel House)

“... not just housing, but office space, cafes and low-cost studios for artists and craft people to boost the local economy. . . “



United Borders Film

The opportunity to undertake further engagement with United Borders emerged from the stakeholder interview with the founder Justin Finlayson. This took the form of commissioning United Borders to create a short film recounting the experience of young people in Church End and highlighting their concerns for the future.

The objective of this engagement was to capture voices from Church End youth outside a formal educational setting. We also aimed to gain a greater understanding of the function of the existing area from a key group.

The film titled, 'Regeneration Gap' featured both young people from Church End and some adults who had grown up in the area and witnessed it change. Together they discussed how the area has changed, the current issues faced by local youth, the challenges and potential of regeneration and also the innate strengths of the local community.

Give people more opportunities, give the kids more opportunity so that they can turn to somebody and look up to somebody..."

"There needs to be more social events to bring people together. Once people are together through social events, it builds a rapport and builds up a strong community that are willing to talk together."

"We've always been creative around here... Even before the lights and the cameras, the whole world wanted to know what Church Road was saying- if you knew about us, you knew you wanted to hear what we had to say."



Stills taken from the short film 'Regeneration Gap' as a collaboration between united borders and local community members.

Social Infrastructure Brief

1. Social infrastructure should nurture existing town centre identities, and work to connect residents to opportunities elsewhere in the Borough and in London.

The Growth Area spans across areas with different identities and allegiances. Residents, and especially young people, currently struggle to move around within the growth area, while many of the challenges they face are linked to broader narratives which span across the rest of Brent, London and the UK. Social infrastructure needs to be hyper-local in situation and in ownership, while strategically addressing large scale systemic issues.



3. Training opportunities should build on local enthusiasm for music and arts production, and should include progression through fairly remunerated entry level positions.

Consultees agree on the urgency of empowering young people economically, giving them a stake in the town centre. Local organisations report that music and other creative arts have been key in attracting interest to personal development programmes

Precedent, right (from top):
Livesey Exchange, Old Kent Road
see also:
STORE STORE, Coal Drops Yard



4. The role of Church Road as a place where residents meet and spend time should be enhanced by improvements to public realm, the market, and the support of complementary ground floor uses to activate the public realm.

Not everyone currently makes use of or identifies with Church Road as a local centre, but it is one of few spaces in the Growth Area where different residential communities meet. The Market is a key activator of this space. It is well-used by long-standing residents and recent arrivals, and is well-placed to trial new configurations and diversification of the town centre retail offer.

Precedents, right (from top):
East Street Market, Southwark
Car Free Day 2012, Leytonstone



2. Social infrastructure should support the emergence of arts and cultural production, particularly around music and film recording.

Music is both an important component of the area's cultural legacy, and a source of energy and enthusiasm among younger residents. However, there are few spaces and little physical infrastructure to support this activity within the Growth Area, and still less within Town Centre and high street areas. Production spaces should offer or support opportunities for local people to engage with cultural activity, as well as training and employment for young people.

Precedents, right (from top):
Gillett Square, Dalston
PEER Gallery, Hoxton
United Borders, Church End

Social Infrastructure Brief

5. New secular community spaces with a strong sense of local ownership are needed to serve Church End Town Centre.

Experience has demonstrated that, for spaces to feel welcoming and active, they need to feel rooted in and led by residents. This should include private bookable event space. The role of smaller, informal spaces within the Town Centre could be instrumental in ensuring that spaces are accessible, and of a suitable scale to be managed locally.

Precedents, right (from top):
TNG Youth & Community Centre
The Green, Nunhead
Lordship Hub, Tottenham



6. An expanded youth offer is urgently required, which must be accessible, safe and offer young people agency.

In the short term, youth provision could avoid territorial concern by being sited directly with the Town Centre. As well as helping to link young people 15+ with training opportunities, a youth offer should also engage with pre-teenagers to develop leadership, confidence and resilience.

Precedent (below):
The Ship of Adventures, Hackney



7. The Growth Area needs new green spaces that feel well-overlooked, safe, and incorporate play facilities within easy walking distance of existing homes.

Existing green spaces in the Growth Area are dominated by burial grounds, which offer a peaceful respite from the urban environment, but are not suitable for play, sport or outdoor events. Harlesden Ward has the highest levels of childhood obesity (year 6, 2013-14 data) in Brent, with Willesden Green not far behind. Existing sport facilities at CONWL should, at a minimum, be re-provided.

While there appears to be limited scope to accommodate substantial new green spaces, green linking routes incorporating a varied play facilities along the way should be considered to provide improved access into and towards Willesden New Cemetery, Roundwood Park, St. Mary's Churchyard, Gladstone Park. Existing residents should be involved in the production of these spaces to improve their safety, coherence and activation.

Precedents, right (from top):
Payers Park, Folkestone
Harlesden Town Gardens
see also:
Peckham Coal Line, Camden High Line



8. Pedestrian connections into the Growth Area's high streets should be improved, together with routes across and along the High Road and Neasden Lane.

The quality of the existing public realm and crossings compromise residents' ability to circulate on foot and access services in the Town Centre, and limit their use of local businesses.

9. Local networks are vital to reaching beyond language and cultural barriers, but existing community groups and charities will require support to build their capacity to meet the pressing demands of existing residents as the area recovers from the pandemic.

Stage 3-4

Public Consultation

/ Interactive Online Workshops

/ Public Street Exhibition

/ Leopold Primary School Homework Task

Page 70

Methodology

To test and develop the social infrastructure brief and gain an in-depth understanding of local skills, training and employment, we conducted 2 interactive online workshops with local stakeholders. The two workshops covered the topics of ‘skills, training and employment’ and ‘social infrastructure’.

As the workshops occurred during a national lockdown, they were both held online. They were formatted as a digital presentation over Zoom, followed by group discussions within breakout rooms with interactive exercises on digital worksheets uploaded on Miro.

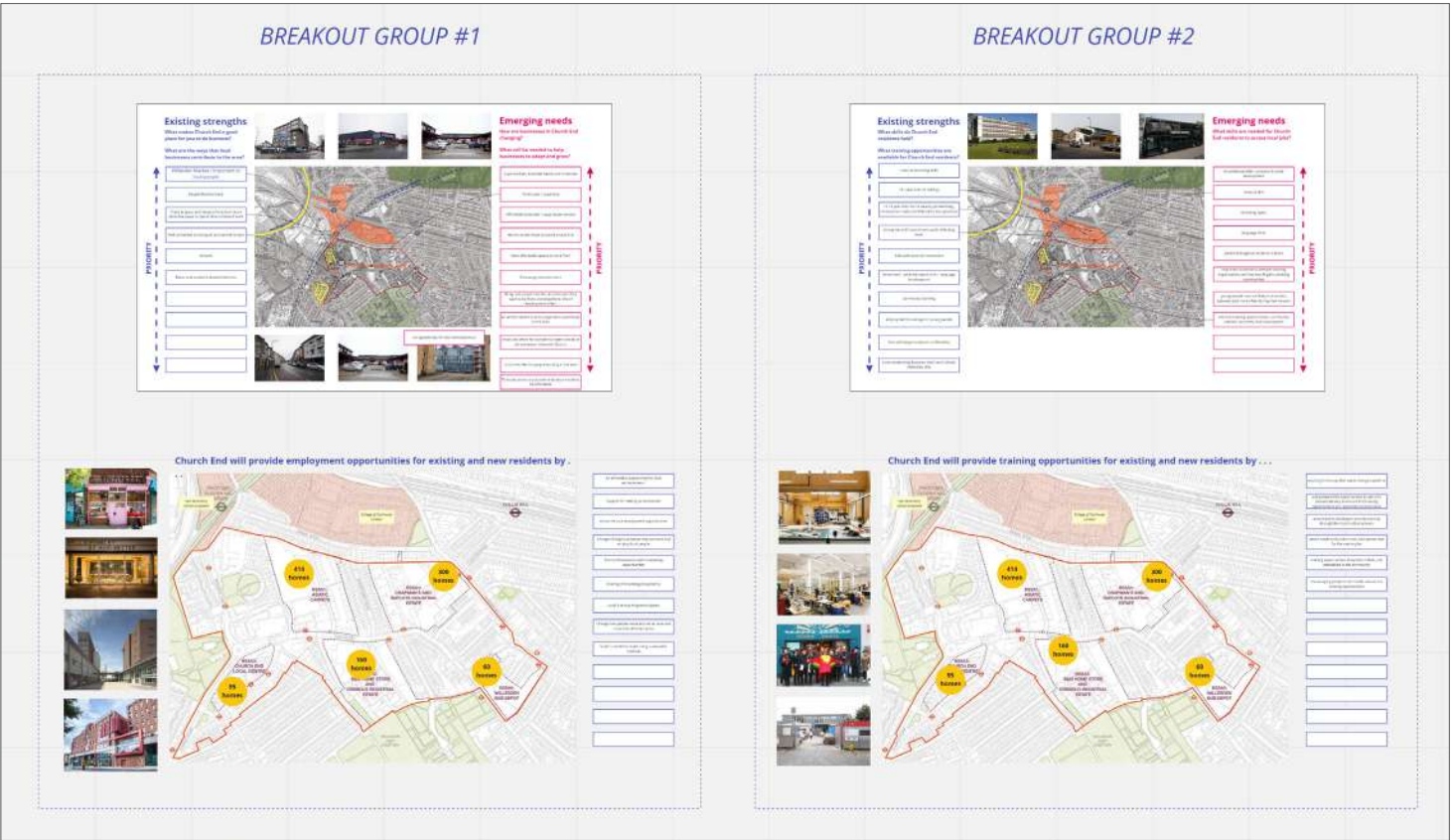
The workshops included representatives from the local community, education & training specialists, workspace operators and Brent council.

- Page 71
- United Borders (workshop 1 + 2)
 - SAAFI (workshop 1 + 2)
 - St. Mary’s Church (workshop 2)
 - Free the Forgotten (workshop 2)
 - Saunders Markets (workshop 1)
 - Friends of Conley Road Resident’s Association (workshop 2)
 - The Village House Hub (workshop 1 + 2)
 - Church End Community Champions (workshop 1 + 2)
 - Asiatic Carpets (workshop 1)
 - Catalyst Housing Group (workshop 1 + 2)
 - Brent Start & Employment Skills Team (workshop 1)
 - Artist Studio Company (workshop 1)
 - The Grange (workshop 1)
 - ACME Studios (workshop 1)
 - Meanwhile Space (workshop 1)
 - CONWL (workshop 1)
 - 2nd Floor Studios (workshop 1)

Summary of Findings

1. Skills, Training and Employment

- The area is in need of a new local ‘hub’ and potentially a well known anchor tenant to attract new businesses to Church End.
- The growth of new businesses in the area would require new attractive public realm, green spaces and lunch time offerings to encourage people to want to work in the area.
- The area is in need of new large scale supermarket that offers affordable, essential and everyday needs. Not only could this provide the community with a much needed retail offering, but could also provide local employment opportunities.
- The provision of affordable workspace is essential to encourage the growth of burgeoning local creative and entrepreneurial industries.
- Prominent needs specific to Church End are requirements for training opportunities in media and film, as well as language skills. Establishing links between existing training organisations and non-English speaking communities is a persistent challenge.
- Training provision should to be responsive, flexible, and cannot wait for the full masterplan period to respond to existing needs. It was suggested that training opportunities should be mobile and embedded within existing social infrastructure. There remains a challenge in encouraging Church End residents to be mobile and access opportunities.



The interactive Miro boards for two breakout groups

- The process of development should present training opportunities, both through apprenticeships in construction sector jobs and by incorporating ‘meanwhile’ developments in delivery phasing. ‘Meanwhile’ uses have the potential to respond quickly to shifting local needs.
- Overall, the feedback of the panel did not support the creation of long-term, dedicated new training facilities through the masterplan. A strong case was put forward for requiring training opportunities to be delivered through the development process, as well as for more direct and immediate Council intervention to help existing residents to access training. This may be best achieved by bringing training opportunities into close proximity with communities, e.g. in town centre and high street locations, in and around existing community spaces, rather than on new sites.

2. Social Infrastructure

- It is important that new spaces are community centric to allow people to comfortably come together and socialise as a community. The town centre was pinpointed as an ideal location.
- Independent play was highlighted as important to local youth and the idea of passive supervision was discussed as a method of facilitating this. Nearby shops spilling into, and overlooking, these spaces could offer this, or even give youth somewhere to run to in the event of an emergency. A community focus, use or even programme within these spaces could potentially achieve this too.
- Ownership was raised as a very important consideration for any new public spaces in the area. Any new successful open space needs to imbue the

community with a sense of ownership over it.

- Existing residents consider safety and security as essential characteristics for new public spaces. They should be comfortable, clean, well-kept and secure.
- The area is home to vulnerable people who are struggling with addiction and homelessness, and it is important that the masterplan does not turn its back on them.
- Youth should remain a key focus to the provision of new community spaces, however, the elderly and people with disabilities must be considered.
- Trust, integrity, long-term commitment and local roots were identified as key prerequisites for the creation of successful community spaces
- Music is of great importance to the cultural identity of Church End and has the potential to engage young people. There is a need to support the development of enterprise skills and opportunities for physical activity.
- The vacant high street properties in the town centre, together with un- or underused first floor storerooms, potential sites for community space, together with ground floor spaces to new development on the market site.
- Due to their distance from existing residences, the industrial sites could play an important role in supporting music/film activity.
- Spaces associated with faith groups (i.e. churches) have the potential to play an expanded community role, e.g. St. Mary’s Parish Hall.



The interactive Miro boards for two breakout groups

Public Street Exhibition

Methodology

We conducted a public street-side consultation event at Willesden market on Wednesday 12th May 2021, in order to consult the public on the masterplan so far and also some preliminary design propositions. We presented 6 A1 consultation boards, titled: introduction, stakeholder engagement, movement and streets, employment and community uses, massing and open space and how it will work.

The following statistics were compiled from the completed outdoor consultation questionnaires:

Overall Attendance:

+/- 45 people

Relationship with Church End:

- 99% - Church End residents
- 7% - borough wide residents visiting the market i.e. Neasden, Wembley, Cricklewood
- 14% - live and work locally

Age groups:

- 33% - 25-34 y/o
- 27% - 45-54 y/o
- 13% - 55-64 y/o
- 7% - 65-74 y/o

Gender:

- 47% - female
- 53% - male

How did you hear about the event?:

- 56% - passers-by
- 33% - via email
- 11% - recommended by a friend.

Did you feel safe attending the event?:

- 100% - yes

Feedback Summary

Approximately 45 people were engaged in detailed conversations regarding the masterplan. Another 50+ were informed that the Council is preparing a masterplan, but declined to take part in further discussion.

Attendees comprised:

- Market goers or passers-by who were previously unaware of the project.
- Stakeholders who had been involved in previous forms of engagement, i.e. interviews and workshops
- Locals who had become aware of the project through the flyers or Brent's website and social media and attended to specifically learn more and discuss the area and masterplan
- Market traders

Without exception, all of those who engaged in detailed conversation were positive and supportive of the aims of the Masterplan. However a number of key issues were reinforced as being essential, this included- affordability of housing and workspace, crime and anti-social behaviour, community ownership over open spaces, the need of retail and supermarket for all community groups and the local importance of Willesden market.

Affordable housing and workspace remained an important issue that was raised by many attendees. It is generally understood as being critical to future cohesion between the existing communities and new developments.

“I hope that spatial change will bring along with it social change”

“I hope that it (new development) won't cause greater division”

Engagement was in several cases facilitated by previous interviewees, who were active in encouraging others to engage with the design team. A number of consultees had limited language skills, and may have struggled to engage with a digital format



Public Street Exhibition

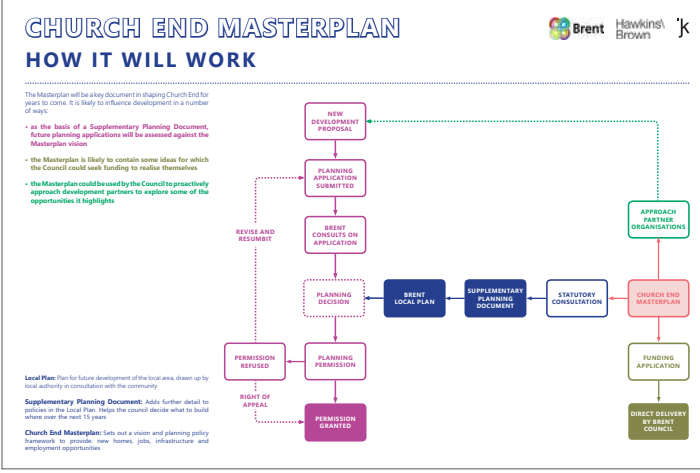
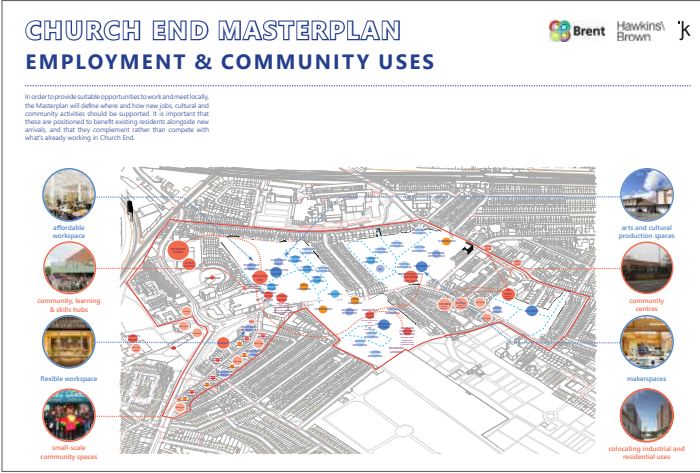
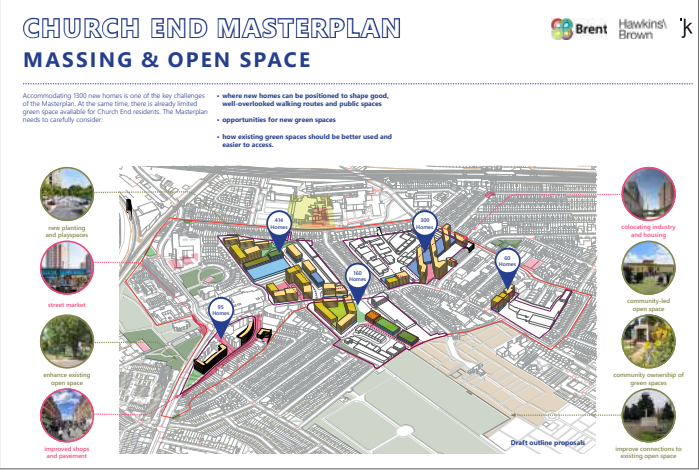
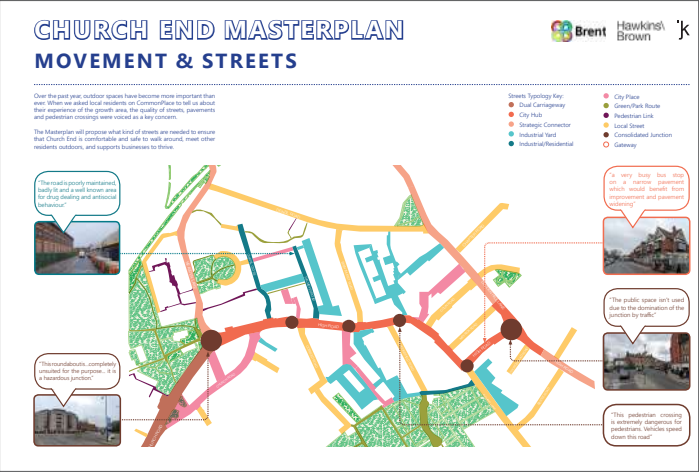
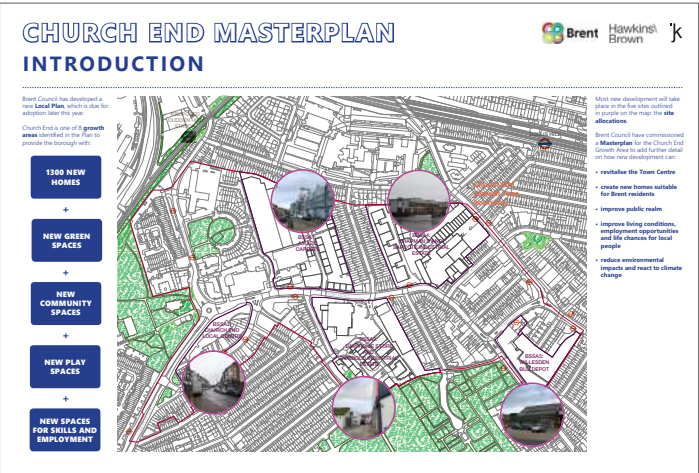
Evaluation & Recommendations

Overall, respondents echoed a broadly receptive attitude to regeneration in Church End, and supportive of the approach set out by the Masterplan team. Relevant, detailed and informative conversations were held with a diverse adult (primarily working age) audience. Few young people and children were engaged.

However, most respondents who had not already been engaged through the Masterplan process were unfamiliar with the mechanisms and role of local planning legislation. The event appeared to play a useful role in communicating and explaining these to a wider public, this may indicate a limited capacity within the community to provide more critical or detailed feedback on proposals.

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It is clear that many respondents would have been unlikely to have limited capacity to engage with digital event. Broadly, respondents appeared relaxed and content to engage face-to-face in an outdoor setting.

Receptiveness to change appears more strongly linked to the current condition of Church End and the challenges faced by its residents, rather than confidence in LBB to deliver. Engagement around the development of the market site constitutes an opportunity to provide clarity about the future of the site which is currently lacking and to establish continuity of dialogue.



The A1 consultation boards exhibited at the public consultation event

Methodology

The aim of the homework task was to gain insights from and include the voices of young people between ages 9-12 from Church End in the development of the project. We were interested perceiving Church End through the students, and also help us understand what types of green spaces and play spaces could are required within the Church End Growth Area.

We attended Year 6 classes at both the Hawkshead and Gwenneth Rickus campuses, gave a presentation explaining the Church End Masterplan, the role of different professions within the regeneration process, and also introduced a ‘homework task’.

The homework task was devised to help the Masterplan team to understand Church End through the eyes of younger children, as well as raising local awareness of the Masterplan among parents. Students were asked to draw their journey to school and then layer that journey with illustrations of Church End through their individual perspectives, desires and opinions.

Feedback summary

To date, a limited number of students’ drawings have been received (11 no. total). It is unclear whether the selection has been edited by teachers, or take-up of the homework task was limited.

Drawings received suggest that, even for younger people, the Town Centre shops are central to their understanding of Church End as a place. Trees and greenery feature prominently in their drawings, but they also note the presence of heavy vehicle traffic which they encounter on their way to school, and in one case make reference to anti-social behaviour and a lack of perceived safety.

Proposal elements of the students’ drawings focus primarily on the provision of new open and playspace, which appear adventurous in nature and supporting wildlife, but also cafés and small grocery shops. This may suggest that they perceive the social value of these amenities to their parents, and see the need for multi-generational social spaces.

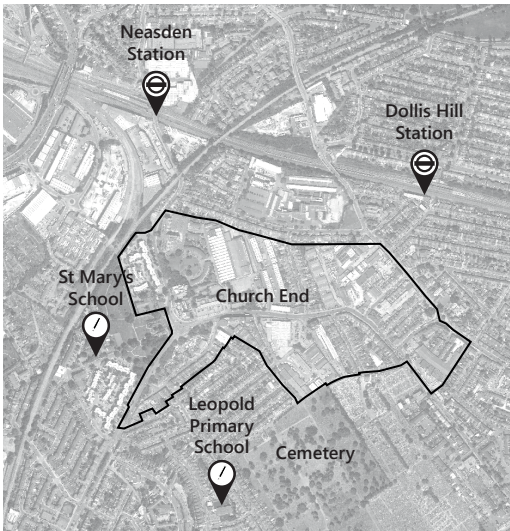
LEOPOLD PRIMARY SCHOOL - HOMEWORK TASK

DRAW YOUR JOURNEY TO SCHOOL

Hi, we are Jan Kattein Architects and we really want your help in seeing Church End through your eyes. We want you to think about your journey to school each day and draw it!

- 1 On the next page draw a **map of your journey from home to school**. This can be as simple or elaborate as you like.
- 2 Draw in any **important places along the way**. This could be your favourite park, spot to play, old building or the best shop.
- 3 Circle where you like spending time on this journey. Is there anywhere you prefer to avoid, and why? How do these places make you feel?
- 4 **We also want to know how you would change these areas?** Draw any ideas you have to improve them.
- 5 Hand your drawing to your teacher **by XXth of April Xpm**.

You will need: a black pen or pencil and two coloured pens or pencils



above: map of Church End



above: example of a hand-drawn map

Dear Parents,

We are Jan Kattein Architects, and we are currently working with Hawkins Brown and Brent Council on a Masterplan for Church End, and we are very excited to work with pupils at Leopold Primary School.

The Council is putting together a long-term vision for Church End to help it grow into a more attractive, safer neighbourhood. With this in mind, the Council has commissioned a masterplan that will guide future growth and development in the area, as well as attracting investment.

We have been getting to know Church End over the last three months by interviewing local businesses and community organisations, as well as through our online consultation hub.

We really want to get to know Church End through the eyes of the pupils at Leopold Primary School. For this reason we are asking the students to draw their journey from home to school, and layer it with their own individual feelings and thoughts of their surroundings. Their input will add to our understanding of Church End, and help shape a vision for long-term growth in the area.

We are also keen to hear from you, so please get in touch with Bruna Varante who is leading this project for Brent Council. You can reach her at bruna.varante@brent.gov.uk with any questions regarding the masterplan.

You can also find more information on the masterplan and future opportunities to participate in consultation on the Church End Masterplan website:

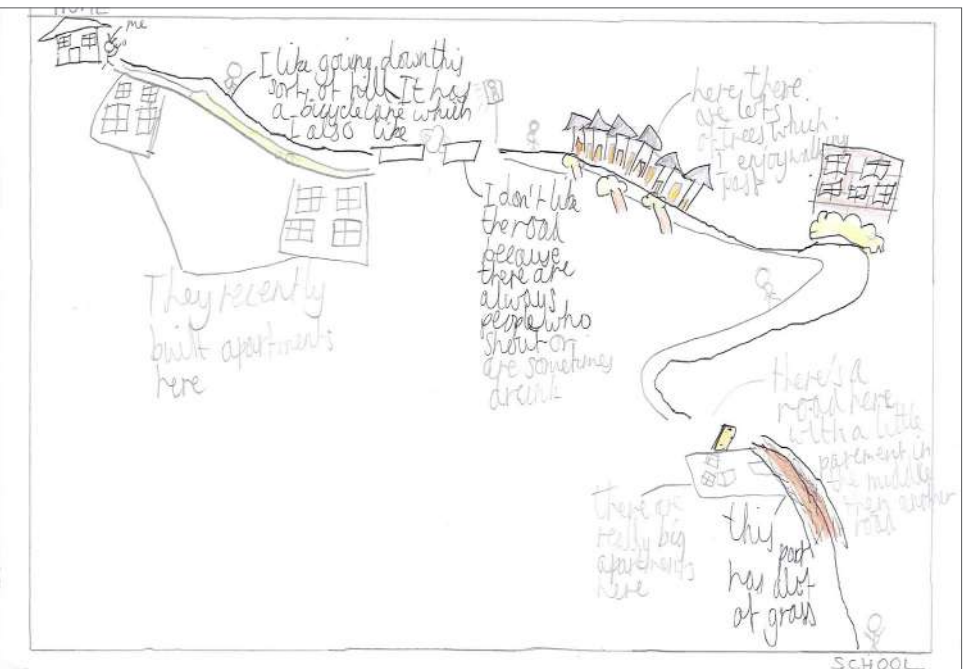
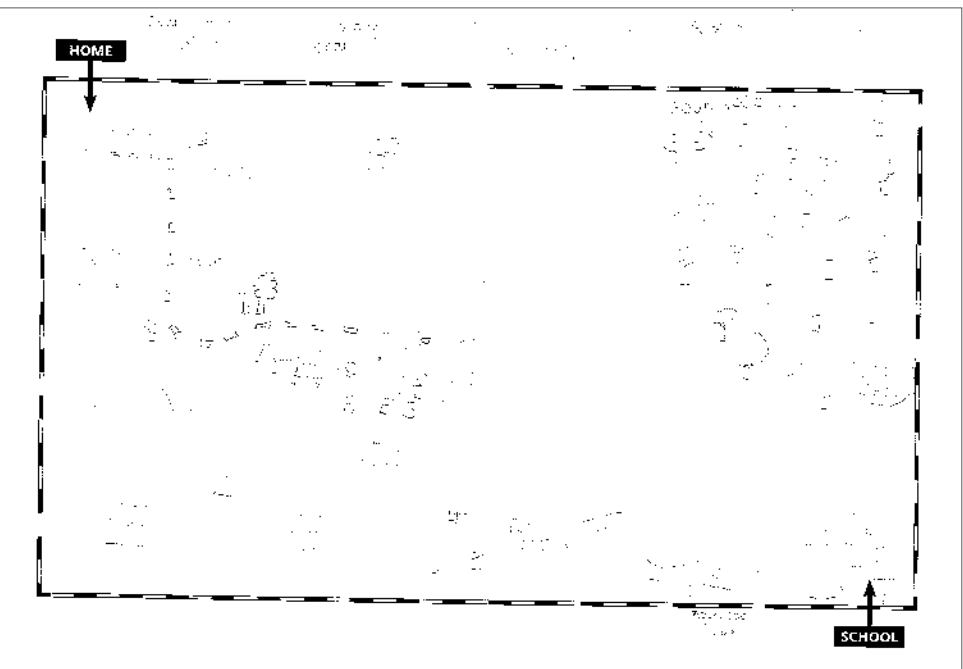
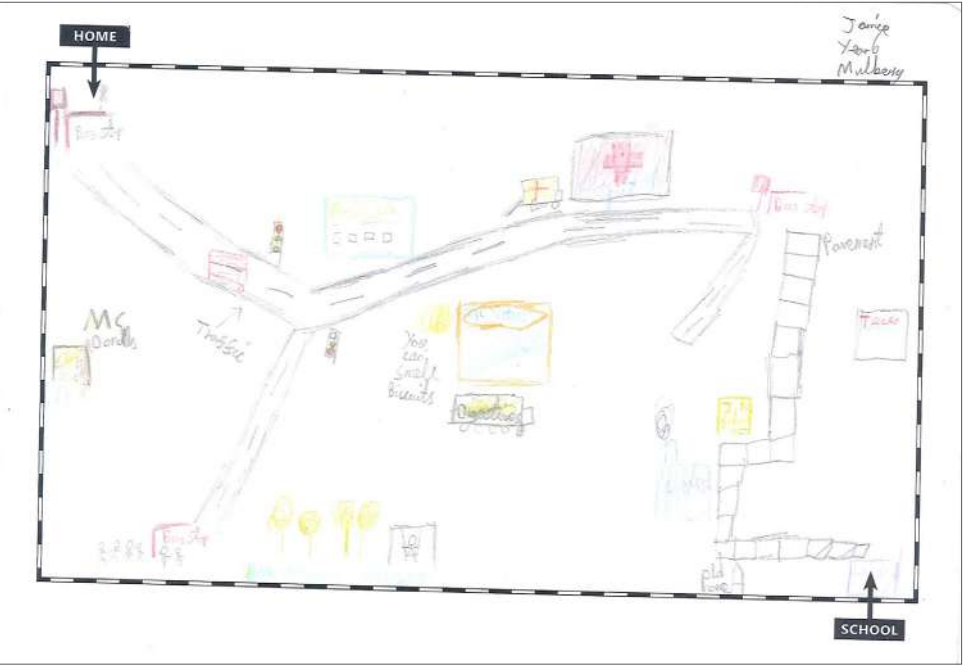
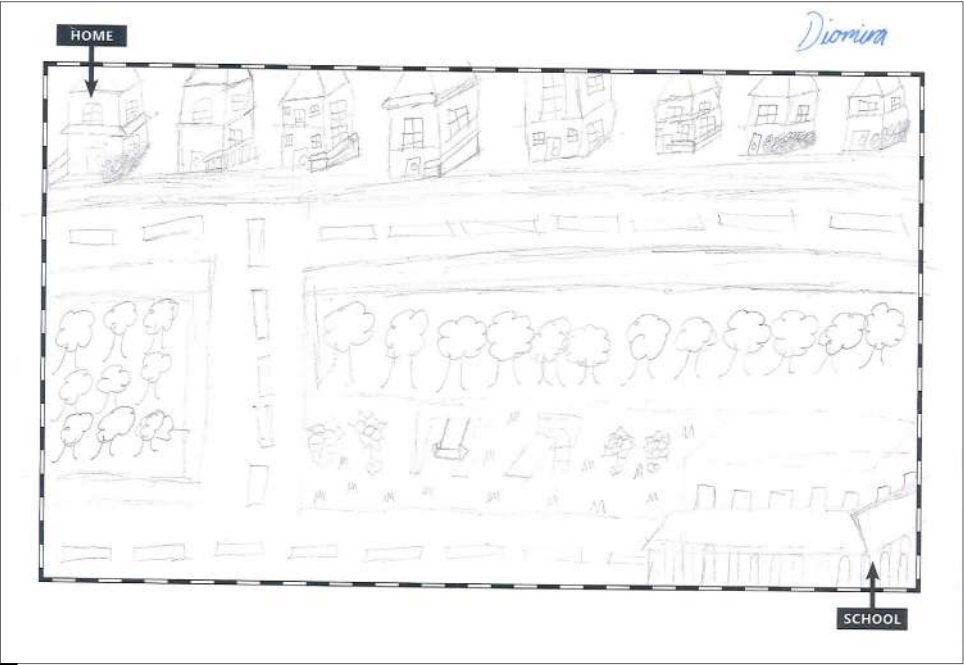
www.brent.gov.uk/your-community/regeneration/church-end/

Kind Regards,
Jan Kattein Architects



The A4 homework task outlining the task to the students

Leopold Primary School Homework Task



Some examples of the completed Leopold Primary homework tasks

Conclusion

The Masterplan public consultation programme was characterised by an ambition to enable local stakeholders to clearly articulate and help define regeneration ambitions for Church End. In practice, the project encountered a community emerging from a traumatic health crisis, and continuing to experience deeply felt deficits in public safety, social coherence and general well-being.

The initial stakeholder interviews during stage 2 allowed for in-depth conversations despite lockdown restrictions. Holding these at such an early project stage was invaluable in informing the design team’s understanding of the area. Later, during in-person consultation during stage 4, demonstrating early listening to recognisable stakeholders was useful in gaining interest and trust among people unacquainted with the project.

Online workshops were largely attended by interviewees from stage 2, which provided for a useful continuity of dialogue. While the CommonPlace site was useful in gathering a broad range of impressions, it was clear that in person, on site consultation resulted in more nuanced conversations and was valuable in explaining how the Masterplan will work..

Despite occurring later in the programme than initially intended, due to the restrictions of the Covid-19 pandemic, the public street-side consultation event at Willesden Market was highly informative. Discussions with respondents affirmed the social infrastructure brief, consultation process and design thinking, and also had a direct influence on the development of the town centre proposals.

Although great efforts to adapt to the Covid-19 restrictions and reach people through various media, including flyers, it was also evident that some members of the community had limited capacity to engage with online forms of engagement. These members of the community include the elderly and those with limited English language skills.

Engagement with United Borders and Leopold Primary School were useful in understanding the perspectives of young people in Church End from two different age groups. However, the majority of consultation took place through older or working age adults with significant ties to the existing community and area.

While it was not possible within the remit of this project, multiple street-side sessions, perhaps timed around Church and mosque events, would be useful in the future to reach a wider public. Separate approaches, including active participation, will be needed to reach younger residents.

Future engagement around the Masterplan and future SPD should include opportunities for non-digital engagement, should stress continuity and commitment to delivery to re-build local trust. A range of local stakeholders are now aware of the Masterplan, and these networks should be used to keep people engaged in the Masterplan’s progress.

In addition, we encountered a limited understanding of the role of the Council and of planning policy in the regeneration of Church End. Explaining the ways in which the Council works in partnerships, particularly where its own land ownership is limited as in Church End, as well as clear articulation of the mechanisms and hierarchy of local planning policy would be useful in building local capacity to engage in constructive conversations about the future of their area.

London\
Edinburgh\
Manchester\
Los Angeles\

	Resources & Public Realm Scrutiny Committee 14 September 2021
	Report from the Director of Legal, HR, Audit & Investigations
Introduction to Legal Services	

Wards Affected:	None
Key or Non-Key Decision:	Non-Key
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	One Appendix A – Legal Services Structure Chart
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Debra Norman Director of Legal, HR, Audit and Investigations Tel: 02089371578 Debra.norman@brent.gov.uk

1.0 Purpose of the Report

- 1.1 The Scrutiny Committee has requested a report to provide an introduction to the council's legal service, giving an overview of its work and operation and its role in the council's governance.

2.0 Recommendation(s)

- 2.1 That the committee note the contents of the report and is assured that Legal Services in Brent Council is effective in its function.

3.0 Detail

Overview of the work of Legal Services

- 3.1 The council's legal service consists of two teams made up of 6 sub-teams teams. These are the Commercial Team (Property & Planning, Contracts & Governance) and the Litigation and Dispute Resolution Team (Adults Social Care, Housing & Children's Social Care, Criminal Litigation & Licensing and Commercial Litigation). A small Practice Management Team supports the service. The service currently consists of 77 staff, although this varies from

time to time as posts in addition of the establishment are funded for special projects. A structure chart is attached as Appendix 1.

- 3.2 Between them the teams deal with all categories of legal advice and support the council requires and also provide legal support to many of the borough's schools and to the council's wholly owned companies. In addition work is occasionally carried out for other public sector bodies.
- 3.3 Over the past 4 years the service had expanded to enable it to insource work previously placed with private sector solicitors firms or which is of a type that in the past would have been so placed. In each instance a business case has been prepared to assess the viability of in-house provision and the potential financial and other benefits to the council. Support from private solicitors firms is very expensive. It is much more cost effective to undertake work in-house wherever possible, using external solicitors only for genuinely very specialist advice or in cases where, for example, the LGA are instructing solicitors on behalf of a number of local authorities including Brent.
- 3.4 The work that it has been possible to undertake in-house due to the changed approach includes property work for I4B, the reimaging local services project, complex regeneration such as in South Kilburn and complex property transactions. The service has also sought to increase the proportion of advocacy undertaken in-house in order to reduce expenditure on barristers. This is particularly the case in the Housing and Children's Social Care team.
- 3.5 Legal Services has adopted the following purpose statement:

We support the council in acting lawfully and with high standards of governance in achieving its corporate objectives for the local community.

We aim to provide a quality, comprehensive and value for money legal service to the council and our other clients, supporting them to be self-sufficient where possible and using our specialist skills and knowledge in a timely and pro-active manner where they can add most value.

- 3.6 To give an idea of the number and variety of matters the service deals with, Table 1 below sets out the total new cases opened during the 2020-21 financial year and final position at year end (Table 2). The Tables also show the position in respect of the top 10 legal worktype categories. In all the service has 96 worktypes in its case management system.

Table 1

Work type (Matter Type)	Number of New cases 2020-21
All worktypes	1311
Contracts	186
General: Prosecutions	108
Property: Lease to the council	91
Property: Leasehold acquisition	83
Debt Defended	76
Housing: Disrepair	75

Social Services: Legal Planning Meeting	69
Social Services: Care Proceedings	53
Property: Other Property Transaction	34
Adult Social Care: Judicial Review Children	31

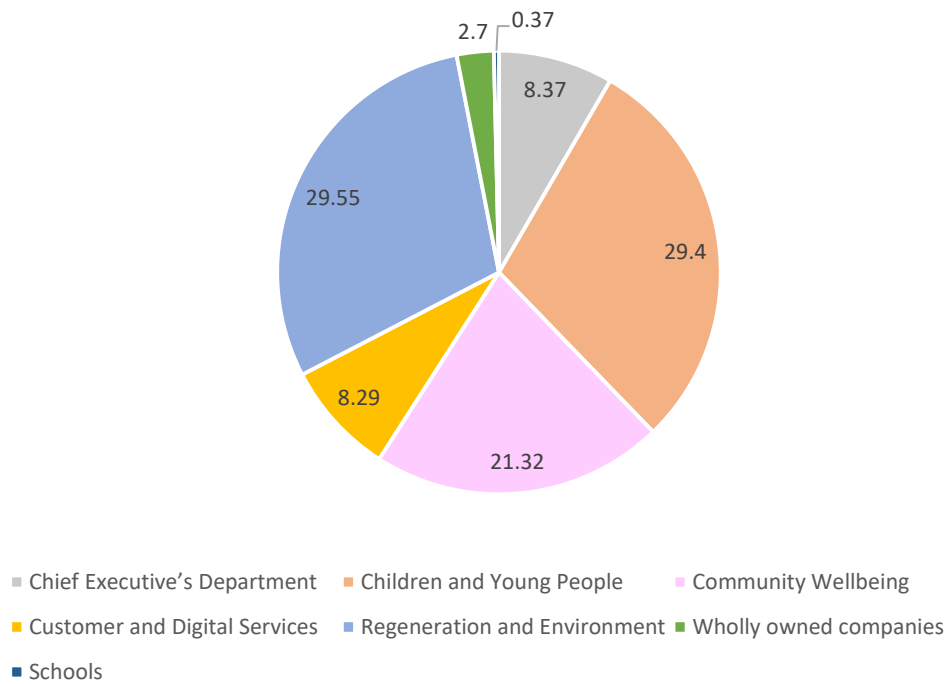
Table 2

Work type (Matter Type)	Open matters as at 01.04.21
All worktypes	3613
Housing: Possession - rent	471
Contracts	415
Debt Defended	375
General: Prosecutions	186
General: Advice file or miscellaneous	185
Social Services: Care Proceedings	171
Social Services: Legal Planning Meeting	115
Housing: Disrepair	111
Property: Leasehold acquisition	108
Unspecified	96

- 3.7 Although this will vary year on year, the proportion of the overall time spent on legal work by Legal Services by client group is as follows.

Department	% (2dp)
Chief Executive's Department	8.37
Children and Young People	29.40
Community Wellbeing	21.32
Customer and Digital Services	8.29
Regeneration and Environment	29.55
Wholly owned companies	2.70
Schools	0.37
	100

Hours by Department 2020-21 (% 2dp)



- 3.8 An annual customer satisfaction survey is undertaken with internal clients and a customer satisfaction questionnaire is sent out at the point each case is closed. In addition regular service level review meetings are held with senior officers and other clients in order to ensure an efficient, high quality of service is being delivered and to address any changes in demand for support or performance issues. The council's legal service is well regarded in the sector and won three awards in the 2020 Lawyers in Local Government Awards received 3 awards: winner for Legal Team of the Year and Young Solicitor of the Year and commended in the Place Team of the Year category.

Role in relation to governance and decision making

- 3.9 Of course all staff, in particular managers, are responsible for ensuring that laws and regulations are complied with in the work for which they are responsible and that the council's policies are implemented in practice. However, Legal Services has an important role in ensuring the council is compliant with legislation and with the council's decision-making processes. The risk register for the Assistant Chief Executive's (ACE) Directorate contains the following risk:

"The Council's Constitution sets out the broad framework within which decisions are made; failure to comply with this framework may lead to challenge of those decisions."

The register also notes that the council's Monitoring Officer has a role in ensuring the legality and probity of the council's decisions. This responsibility is delivered through Legal Services.

- 3.10 Legal Services and the Governance Team work closely together in ensuring that the council's decision-making process is understood and complied with. The risk register also references training provided by the Governance Team

within the ACE directorate (often with Legal Services) to ensure staff are updated on changes to the Constitution, including decision making processes. The services have worked together on extensive guidance and templates to support those seeking member level decision or key or recordable officer decision. Compliance with decision making processes and the law is also ensured by the requirement that all reports to members and member level decision making bodies to make substantive decisions, as well as all officer key decisions reports, are sent to Legal Services so that the legal implications relevant to the report can be considered and included to be taken into account by the decision maker.

Statutory and good practice governance related roles in Legal Services

- 3.11 The following statutory roles relating to governance are held within Legal Services:
- (i) Monitoring Officer (Director of Legal HR, Audit & Investigations (LHRAI)) - The Monitoring Officer designated in accordance with Section 5 of the Local Government and Housing Act 1989 is responsible for reporting on matters he/she believes are, or are likely to be, illegal or amount to maladministration or injustice (where the Ombudsman has carried out an investigation) and for contributing to the promotion and maintenance of high standards of conduct by Councillors. The Monitoring Officer is also the 'qualified person' for the purposes of determining whether disclosure of particular information under the Freedom of Information Act 2000 would be likely to prejudice the effective conduct of public affairs.
 - (ii) Senior Information Risk Owner (Director of LHRAI) – the role of a SIRO is one expected to be established as good practice to take overall responsibility for an organisation's information risk policy at Board level.
 - (iii) Senior Responsible Officer for the purposes of the Regulatory and Investigatory powers Act (Director of LHRAI) – RIPA Codes of Practice require organisations to appoint a Senior Responsible Officer responsible for overseeing the organisation RIPA related policy and practices and engaging with IPCO inspectors.
 - (iv) Data protection Officer (DPO) (Senior Lawyer, Constitution and Governance) - The DPO is designated under s69 of the Data Protection Act 1988 and is responsible for informing and advising on the council's responsibilities under the Act and monitoring the council's policies and compliance.

Role in relation to the Constitution

- 3.12 The committee has asked in particular for information about the council's Constitution and the role of Legal Services in relation to it.
- 3.13 The purpose of the Constitution is to set out the fundamental principles and procedures which govern the operation of the council. All lawyers in Legal Services may be called upon to advise of the application of aspects of the Council's Constitution from time to time. For example, contract lawyers will advise on the application of contract standing orders, property lawyers may need to consider whether particular transactions fall within officer or powers or need to be referred to members for a decision and litigation lawyer may need

to advise whether a particular course of action in respect of litigation requires a member decision.

- 3.14 As the council's Monitoring Officer the Director of Legal HR, Audit and Investigations is responsible for overseeing the maintenance and operation of the council's Constitution. In this she is supported particularly by the Senior Lawyer, Constitution and Governance, and works closely with the Governance Team in the ACE Directorate.
- 3.15 The Constitution was adopted in 2002 and although changes were made to it from time to time, by 2017 it was considered to be in need of substantial updating. A fundamental review was therefore initiated overseen by the council's Constitution Working Group (CWG). This is an officer/member working group chaired by the Chief Executive on which both the Council's party groups are represented. The first report to full Council about the review was considered at the Council meeting of 18 September 2017 and a series of further reports were received. Most of the changes as a result of the review were made during 2017 and 2018, although the final element needing significant updating, the Financial Regulations and Scheme of Transfers and Virements, was approved by full Council in July this year.
- 3.16 In addition to this review, the Monitoring Officer undertakes an annual review to ensure the Constitution is up to date and changes are also made to the Constitution from time to time to reflect:
- Decisions made by the Leader as to the allocation of functions categorised as executive functions by legislation, or in a few cases by the Constitution itself (this covers most of the functions of the council);
 - Policy decisions by the council, e.g. in respect of the Council committees that should be established and the functions they should be responsible for;
 - Legislative changes or changes in guidance, for example, in respect of termination payments made to officers or in respect of CIPFA guidance about financial practices;
 - To make improvements to processes not considered to be working as well as they could, for example, a number of changes have been made to the running and content of full Council meetings.

This ensures that the Constitution is a living documents which accurately reflects current legislation and council policy and priorities.

- 3.17 Changes to the Constitution may be:
- agreed at a Full Council meeting;
 - notified to the Monitoring Officer (and by her to Full Council) where they relate to decisions by the Leader under his statutory powers as to responsibility for the discharge of executive functions and membership of the Cabinet;
 - in limited circumstances, made by the Monitoring Officer. This applies if a variation is minor or required to remove inconsistency or ambiguity or to comply with legislation.
- 3.18 Significant changes to the Constitution are considered by the CWG before being presented to full Council. The Audit & Standards Advisory Committee (ASAC) also has a role in oversight of governance of the council, including the

operation of the Constitution, in particular the Members Code of Conduct and related Codes. The Constitution includes a number of specific provisions for member involvement in reviewing of elements of the constitution, in particular:

- The Planning Code of Conduct in Part 5 is externally reviewed every 4 years. The Monitoring Officer is in the process of organising a review at the moment. This will then be considered by the ASAC before any changes needed to the Code are considered by the Council.
- The Local Code of Corporate Governance in Part 5 is reviewed as part of the annual governance statement considered by the ASAC and approved by the Audit and Standards committee.
- Full council is required to consider and adopt a new Members Allowances Scheme in Part 6 before each financial year.

4.0 Financial Implications

4.1 The purpose of the funding is to provide an overview of the legal services and assurance to the Scrutiny committee of its function.

4.2 There are no direct financial implications from this report.

5.0 Legal Implications

5.1 These are included in the body of the report.

6.0 Equality Implications

6.1 Under Section 149 of the Equality Act 2010, the council has a duty when exercising their functions to have 'due regard' to the need to eliminate discrimination and other conduct prohibited under the Act and advance equality of opportunity and foster good relations between those who share a "protected characteristic" and those who do not. This is the public sector equality duty. The protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation. The purpose of the duty is to enquire into whether a proposed decision disproportionately affects people with a protected characteristic. In other words, the indirect discriminatory effects of a proposed decision.

6.2 No equalities implications arise directly from this report.

7.0 Consultation with Ward Members and Stakeholders

7.1 None

8.0 Human Resources/Property Implications (if appropriate)

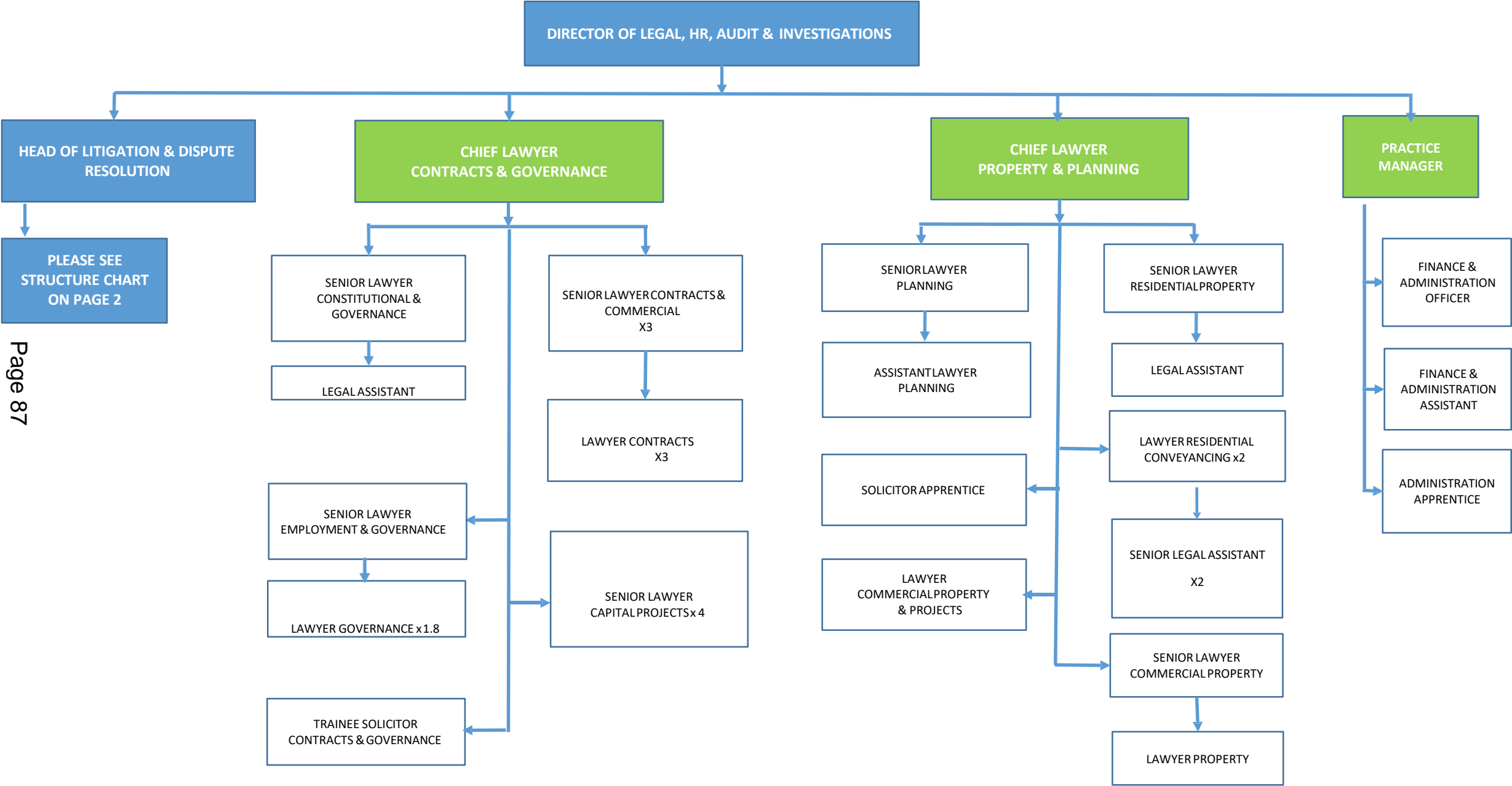
8.1 None

Report sign off:

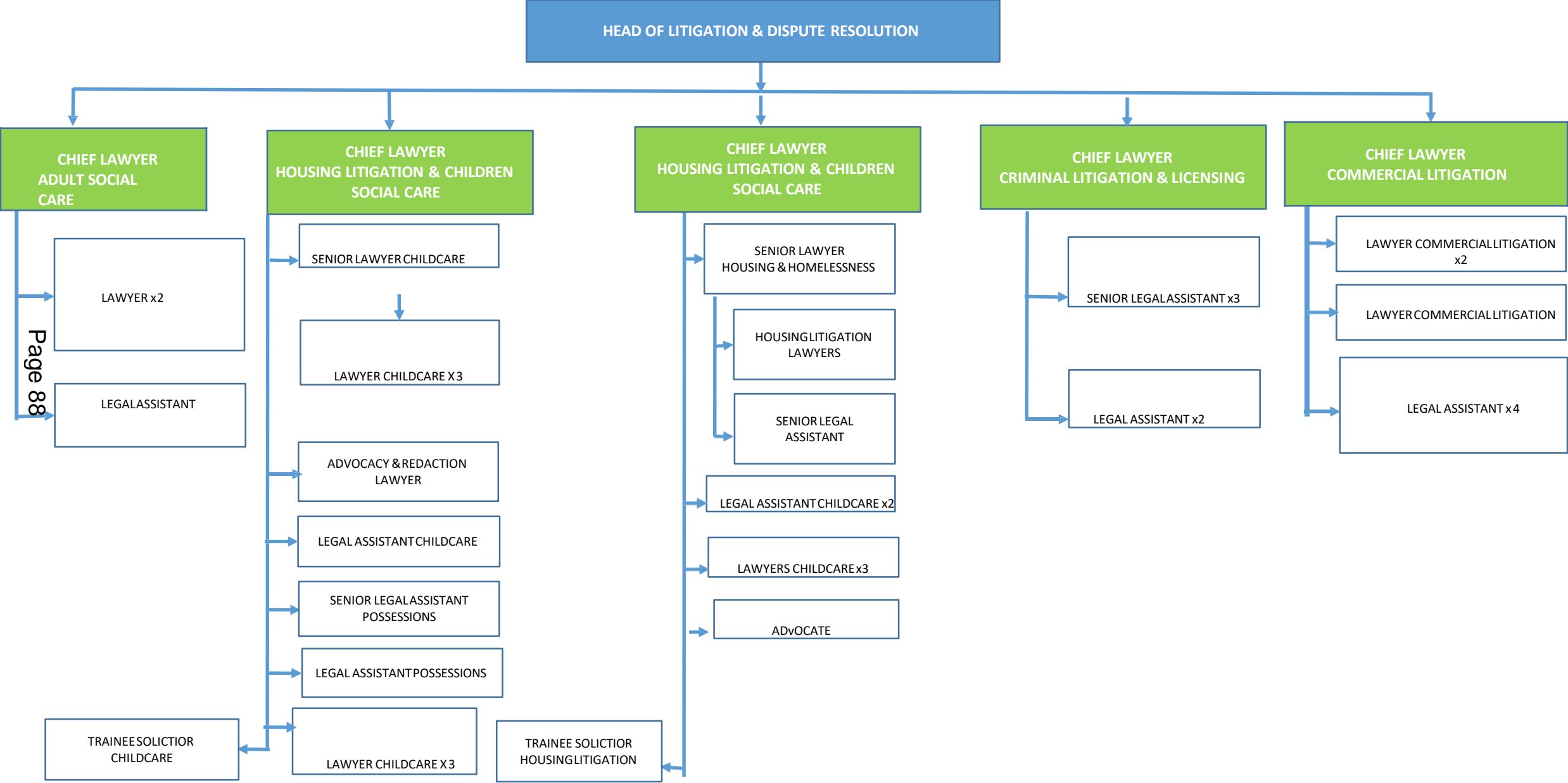
Debra Norman

Director of Legal, HR, Audit &
Investigations.

LEGAL SERVICES STRUCTURE CHART SEPTEMBER 2021



LEGAL SERVICES STRUCTURE CHART SEPTEMBER 2021



LONDON BOROUGH OF BRENT

FORWARD PLAN OF KEY DECISIONS

for the period August 2021 onwards

The Forward Plan is a list of forthcoming decisions and provides at least **28 days'** notice of the following:

- all decisions to be taken by the Cabinet and Cabinet Committees; and
- key decisions taken by Council Officers and the West London Economic Prosperity Board.

A key decision is defined by regulations as a decision which relates to an executive function and which is likely:

- a. to result in the local authority incurring expenditure / making of savings of £500,000 or more.
- b. to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.

All decisions taken by the Cabinet and Cabinet Committees and key decisions taken by Council Officers can be called-in by Councillors before they are implemented. If a decision is called-in, a Scrutiny Committee made up of non-Cabinet Members will meet to consider the decision within 15 working days of the decision being made. The original decision-maker will then take into account the recommendations of this Scrutiny Committee before choosing to either implement or change the decision. The exact date when the recommendations of the Scrutiny Committee are to be re-considered by the Cabinet, Cabinet Committee or Officer (as the case may be) can be obtained from Governance Services.

Members of the public are entitled to see the reports that will be relied on when a decision is taken unless they contain confidential or exempt information under the Local Government Act 1972. Reports will be published on the Council's website at least five clear working days before the date the decision is due to be taken. Paper copies can also be obtained from Governance Services, Brent Civic Centre, Engineers Way, Wembley, Middlesex, HA9 0FJ, telephone 020 8937 2063/1355 or via e-mail to committee@brent.gov.uk.

Should you wish to make representations regarding any matter listed or want to request that an exempt report should be considered in public, please email Governance Services at committee@brent.gov.uk or telephone 020 8937 2063/1355 at least one week before the decision is to be taken. Your representations and the Council's response will be published on the Council's website at least 5 working days before the Cabinet/ Cabinet Committee meeting or date of the scheduled Officer decision.

The current membership of the Cabinet is as follows:

[Cllr Butt](#) (Leader)

[Cllr McLennan](#) (Deputy Leader, Resources)

[Cllr Nerva](#) (Public Health, Culture & Leisure)

[Cllr Farah](#) (Adult Social Care)

[Cllr Southwood](#) (Housing and Welfare Reform)

[Cllr Tatler](#) (Regeneration, Property & Planning)

[Cllr M Patel](#) (Children's Safeguarding, Early Help and Social Care)

[Cllr Krupa Sheth](#) (Environment)

[Cllr Stephens](#) (Schools, Employment & Skills)

[Cllr Knight](#) (Community Safety & Engagement)

Publication Date: 19 August 2021

email: committee@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
August 2021					

<p>Wembley Housing Zone - Approval of Procurement for Development of Council sites and Associated Matters Approve preferred delivery option, finance, procurement of delivery partner, and associated matters, for the sites known as land to the east of Cecil Avenue and Ujima House ('the Sites').</p> <p>KEY Report: Part exempt</p>	Cabinet	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	16 Aug 2021	Major Projects Team Tel: 020 8937 2348 jonathan.kay@brent.gov.uk
<p>Maximising Use of the Housing Stock To set out some key initiatives to increase the availability of housing stock.</p> <p>KEY Report: Open</p>	Cabinet	Strategic Director - Community Well-being	Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood)	16 Aug 2021	Head of Housing Needs Tel: 020 8937 2788 laurence.coaker@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
Redefining Local Services: Final Delivery Model & Integrated Street Cleansing & Waste Contract Procurement Strategy To agree the RLS Final Delivery Model and to agree to issue the tender for the Integrated Street Cleansing and Waste Contract. KEY Report: Part exempt	Cabinet	Strategic Director - Regeneration and Environment	Lead Member for Environment (Councillor Krupa Sheth)	16 Aug 2021	Head of Environmental Strategy & Commissioning Tel: 020 8937 5323 oliver.myers@brent.gov.uk
Award of HRS contracts To award the HRS contracts to successful providers who have bid through the tender process. KEY Report: Part exempt	Strategic Director - Community Well-being	Strategic Director - Community Well-being	Lead Member for Adult Social Care (Councillor Harbi Farah)	16 Aug 2021	Interim Commissioning Manager Tel: 020 8937 4162 Lorraine.Regan@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
Authority to Award – Independent Health Complaints Advocacy Service To award the tender to the successful provider after a competitive tender process KEY Report: Part exempt	Assistant Chief Executive	Assistant Chief Executive	Lead Member for Community Safety & Engagement (Councillor Promise Knight)	13 Aug 2021	Partnership and Engagement Manager, Strategy and Partnerships Tel: 020 8937 1133 Julia.Mlambo@brent.gov.uk
Authority to award contract for Family Wellbeing Centre support services To approve the recommendation to award the FWC support services contract to the successful tender. KEY Report: Part exempt	Strategic Director - Children and Young People	Strategic Director - Children and Young People	Lead Member for Children's Safeguarding, Early Help and Social Care (Councillor Mili Patel)	16 Aug 2021	Head of Early Years and Family Support Tel: 020 8937 2710 sue.gates@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
Authority to Award - Voluntary and Community Sector Infrastructure Support contract To award the tender to the successful provider after a competitive tender process KEY Report: Part exempt	Assistant Chief Executive	Assistant Chief Executive	Lead Member for Community Safety & Engagement (Councillor Promise Knight)	13 Aug 2021	Partnership and Engagement Manager, Strategy and Partnerships Tel: 020 8937 1133 Julia.Mlambo@brent.gov.uk
Authority to Tender - Independent Health Complaints Advocacy Service To request authority to go out to tender for a contractor KEY Report: Part exempt	Assistant Chief Executive	Assistant Chief Executive	Lead Member for Community Safety & Engagement (Councillor Promise Knight)	13 Aug 2021	Partnership and Engagement Manager, Strategy and Partnerships Tel: 020 8937 1133 Julia.Mlambo@brent.gov.uk
Authority to Tender - Voluntary and Community Infrastructure Support contract to request authority to go out to tender for a contractor KEY Report: Part exempt	Assistant Chief Executive	Assistant Chief Executive	Lead Member for Community Safety & Engagement (Councillor Promise Knight)	13 Aug 2021	Partnership and Engagement Manager, Strategy and Partnerships Tel: 020 8937 1133 Julia.Mlambo@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
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Housing repairs and maintenance authority to go out to tender To request authority for Housing to go out to tender for housing maintenance services. KEY Report: Part exempt	Operational Director - Housing	Strategic Director - Customer and Digital Services	Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood)	13 Aug 2021	Category Manager, Procurement Tel: 020 8937 2678 Andrew.Stirland1@brent.gov.uk
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To extend the contract for 0-19 Public Health Contract (Health Visiting and School Nursing Services) To extend the contract for 0-19 Public Health Contract (Health Visiting and School Nursing Services) until the 31st March 2022. KEY Report: Part exempt	Strategic Director - Community Well-being	Strategic Director - Community Well-being	Lead Member for Public Health, Culture and Leisure (Councillor Neil Nerva)	13 Aug 2021	Public Health Marie.McLoughlin@brent.gov.uk
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Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
<p>Authority to appoint consultant to provide fire risk assessments and related services To request authority to appoint a consultant to provide fire risk assessments and related services through a Framework Agreement.</p> <p>KEY</p> <p>Report: Part exempt</p>	Strategic Director - Community Well-being	Strategic Director - Community Well-being	Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood)	13 Aug 2021	Head of Property Services Tel: 020 8937 2652 Giuseppe.Coia@brent.gov.uk
<p>Northwick Park, One Public Estate - Authority to Award Contract for Spine Road Construction To request authority to re-tender for the Design & Build Contract at 1 Morland Gardens as per Contract Standing Orders 88 and 89</p> <p>KEY</p> <p>Report: Part exempt</p>	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler), Lead Member for Schools, Employment & Skills (Councillor Thomas Stephens)	13 Aug 2021	Schools Capital Programme Team Tel: 020 8937 4203 neil.martin@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
Northwick Park, One Public Estate - Authority to Award Contract for Spine Road Construction Authorisation for the award of a contract under the Councils existing highways framework following completion of a mini-competition process. KEY Report: Part exempt	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	13 Aug 2021	Contract and Supply Manager Tel: 020 8937 3583 Mohammed.Negm@br ent.gov.uk
Authority to Award Morland Garden Affordable Workspace Authority to Award Morland Garden Affordable workspace. KEY Report: Part exempt	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	26 Jul 2021	Contract and Supply Manager Tel: 020 8937 3583 Mohammed.Negm@br ent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
Authority to tender Morland Gardens Affordable Workspace Officer Key Decision for the authority to tender for Morland Gardens affordable workspace. KEY Report: Part exempt	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	Not before 13 Aug 2021	Contract and Supply Manager Tel: 020 8937 3583 Mohammed.Negm@brent.gov.uk
Award of 6 Supported Living Services The Council have tendered for the following 6 Supported Living services across the borough 5x Learning Disability 2x PMLD 1x Mental Health 1x Dual Diagnostic As the tender process will have been completed the Council wish to Award the contracts to the successful providers. KEY Report: Part exempt	Strategic Director - Community Well-being	Strategic Director - Community Well-being	Lead Member for Adult Social Care (Councillor Harbi Farah)	13 Aug 2021	Interim Commissioning Manager Tel: 020 8937 4162 Lorraine.Regan@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
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September 2021

<p>National Non-Domestic Rates – Applications for Discretionary Rate Relief To consider applications for discretionary rate relief.</p> <p>KEY Report: Part exempt</p>	Cabinet	Strategic Director - Customer and Digital Services	Deputy Leader (Councillor Margaret McLennan)	13 Sep 2021	Head of Revenues and Debt Tel: 020 8937 2307 Peter.Cosgrove@brent.gov.uk
<p>Brent Youth Strategy To note and endorse the Brent Youth Strategy and Delivery Plan, as set out in the accompanying documents.</p> <p>Non-Key Decision Report: Open</p>	Cabinet	Strategic Director - Children and Young People	Lead Member for Children's Safeguarding, Early Help and Social Care (Councillor Mili Patel)	13 Sep 2021	Operational Director Integration & Improved Outcomes Tel: 020 8937 4456 nigel.chapman@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
Highways Capital Scheme Programme 2021-22 To approve the Highways Capital Scheme Programme 2021-22 KEY Report: Open	Cabinet	Strategic Director - Regeneration and Environment	Lead Member for Environment (Councillor Krupa Sheth)	13 Sep 2021	Head of Highways and Infrastructure Tel: 020 8937 5151 tony.kennedy@brent.gov.uk
Recommendations from the Scrutiny Committees Do not receive any recommendations made by individual Scrutiny Committees in relation to reviews undertaken. Non-Key Decision Report: Open	Cabinet	Assistant Chief Executive	Relevant Lead Member	13 Sep 2021	Senior Policy and Scrutiny Officer Tel: 020 8937 2855 michael.carr@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
Parks Service Capital Funding To approve the request by the Parks Service to apply for Capital funding to allow for a number of improvements to the Parks and Allotments Service across a number of wards. KEY Report: Part exempt	Cabinet	Strategic Director - Regeneration and Environment	Lead Member for Environment (Councillor Krupa Sheth)	13 Sep 2021	Public Realm Policy and Projects Manager Tel: 020 8937 5565 kelly.eaton@brent.gov.uk
Brent Finance Transformation and Oracle Cloud Transformation Roadmap (Release 2) Capital Investment Oracle Cloud Roadmap (Release 2) Capital Investment. KEY Report: Part exempt	Cabinet	Director of Finance	Deputy Leader (Councillor Margaret McLennan)	13 Sep 2021	Head of Finance Tel: 0208 937 1487 ravinder.jassar@brent.gov.uk
Annual Report 2020-2021 To present the annual report for the Barham Park Trust for 2020/21. Non-Key Decision Report: Open	Barham Park Trust Committee	Operational Director - Environmental Services	Leader (Councillor Muhammed Butt)	1 Sep 2021	Project Officer Tel: 020 8937 5628 Leslie.Williams@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
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General Update Report To update members on operational issues at Barham Park and on current progress on projects. Non-Key Decision Report: Open	Barham Park Trust Committee	Operational Director - Environmental Services	Leader (Councillor Muhammed Butt)	1 Sep 2021	Project Officer Tel: 020 8937 5628 Leslie.Williams@brent.gov.uk
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Options for funding the exterior renovation of the Barham Park building To update the Barham Park Trust Committee on options for funding the exterior renovation of the Barham Park building. KEY Report: Open	Barham Park Trust Committee	Operational Director - Environmental Services	Leader (Councillor Muhammed Butt)	1 Sep 2021	Project Officer Tel: 020 8937 5628 Leslie.Williams@brent.gov.uk
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Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
Daily Visitor Parking Charges and Permit Refunds To proceed to publication and notification on the amendment of the relevant Traffic Management Orders to formally link and align daily visitor permit prices to bus fares and increase the maximum refund value for all parking permits. KEY Report: Open	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Environment (Councillor Krupa Sheth)	1 Sep 2021	Parking Policy Manager Tel: 020 8937 5105 anthony.vartanian@brent.gov.uk
Authority to implement the SEN Support Conditional Grant allocation programme To award grants to school cluster groups so that children and young people with additional learning needs can access expertise in teaching, therapies and wellbeing prior to an EHCP. KEY Report: Open	Strategic Director - Children and Young People	Strategic Director - Children and Young People	Lead Member for Children's Safeguarding, Early Help and Social Care (Councillor Mili Patel)	13 Sep 2021	Head of Inclusion and the Virtual School Sharon.Buckby@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
<p>New Council Homes Programme – Appoint Contractor for Infill Sites (Aneurin Bevan Court and Sycamore Grove)</p> <p>Authority to appoint a contractor for building 10 new homes across the following sites:</p> <ul style="list-style-type: none"> • Aneurin Bevan Court • Sycamore Grove <p>KEY</p> <p>Report: Part exempt</p>	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	Not before 1 Sep 2021	Project Manager, Property Tel: 020 8937 1722 tanveer.ghani@brent.gov.uk
<p>New Council Homes Programme – Appoint Contractor for Infill Sites (Pharamond and Longley Avenue)</p> <p>Authority to appoint a contractor for building 11 new homes across the following sites:</p> <ul style="list-style-type: none"> • Longley Avenue • Pharamond <p>KEY</p> <p>Report: Part exempt</p>	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	Not before 1 Sep 2021	Project Manager, Property Tel: 020 8937 1722 tanveer.ghani@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
Authority to Appoint Contractor for Clock Cottage Redevelopment Authority to appoint a contractor for the Clock Cottage redevelopment, which seeks to deliver 13 new affordable homes. KEY Report: Part exempt	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	1 Sep 2021	Project Manager, Property Tel: 020 8937 1722 tanveer.ghani@brent.gov.uk
Authority to extend the Council's Insurance Contract The initial insurance contract term ends on 30 September 2021. This decision is to allow the contract to be extended, as provided for within the initial tender and contract documentation. KEY Report: Part exempt	Director of Finance	Director of Finance	Deputy Leader (Councillor Margaret McLennan)	1 Sep 2021	Head of Finance (Commercial and Projects) Tel: 020 8937 3337 olga.bennet@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
<p>Award of Contract for Mobile Phones for Shared Technology Services To agree the award of a contract for Mobile Phones for the Shared Technology Services' boroughs of Brent, Lewisham and Southwark.</p> <p>KEY</p> <p>Report: Part exempt</p>	Strategic Director - Customer and Digital Services	Strategic Director - Customer and Digital Services	Deputy Leader (Councillor Margaret McLennan)	9 Sep 2021	Senior Category Manager, Procurement Tel: 020 8937 1733 philippa.brewin@brent.gov.uk
<p>Award of Contract for End User Devices and Associated Hardware for Shared Technology Services To agree the award of contract for end user devices and associated hardware for the Shared Technology Services boroughs of Brent, Lewisham and Southwark.</p> <p>KEY</p> <p>Report: Part exempt</p>	Strategic Director - Customer and Digital Services	Strategic Director - Customer and Digital Services	Deputy Leader (Councillor Margaret McLennan)	1 Sep 2021	Senior Category Manager, Procurement Tel: 020 8937 1733 philippa.brewin@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
<p>Authority to award a contract for the provision of managed language services To award a contract for the provision of a managed language service which will be procured via a further competition process from the Crown Commercial Service (CCS) RM6141 Language Services, Lot 5g: Regional Managed Service – London.</p> <p>The initial contract period will be three (3) years with an option one (1) year extension available subject to satisfactory performance and the council need.</p> <p>Page 106 KEY</p> <p>Report: Part exempt</p>	Strategic Director - Customer and Digital Services	Strategic Director - Customer and Digital Services	Deputy Leader (Councillor Margaret McLennan)	17 Sep 2021	Procurement Officer Tel: 020 8937 3615 bhavin.mistry@brent.gov.uk
<p>Brent Car Club Tender Brent Council wish to re-let the UK Car Sharing Contract via The Crown Commercial Services Vehicle Hire Services Framework Agreement (RM6013)</p> <p>KEY</p> <p>Report: Part exempt</p>	Strategic Director - Customer and Digital Services	Strategic Director - Customer and Digital Services	Deputy Leader (Councillor Margaret McLennan)	13 Sep 2021	Procurement Officer Tel: 020 8937 1728 Adrienn.Czigany@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
<p>Authority to procure a contractor for Carlton Vale Boulevard, South Kilburn To agree the authority to procure a contractor to deliver Carlton Vale Boulevard not before 1st December 2021.</p> <p>KEY</p> <p>Report: Part exempt</p>	Lead Member for Regeneration, Property & Planning	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	Not before 13 Sep 2021	Project Officer (South Kilburn) James.Cooper@brent.gov.uk
<p>Authority to appoint a contractor for Carlton Vale Boulevard, South Kilburn To agree the authority to appoint a contractor to deliver Carlton Vale Boulevard not before 1st April 2022.</p> <p>KEY</p> <p>Report: Part exempt</p>	Lead Member for Regeneration, Property & Planning	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	Not before 21 Sep 2021	Project Officer (South Kilburn) James.Cooper@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
Award of Contract for Storage and Compute for Shared Technology Services Award of Contract for Storage and Compute for the Shared Technology Services boroughs of Brent, Lewisham and Southwark KEY Report: Part exempt	Strategic Director - Customer and Digital Services	Strategic Director - Customer and Digital Services	Deputy Leader (Councillor Margaret McLennan)	20 Sep 2021	Senior Category Manager Philippa.Brewin@brent.gov.uk
Update on the Financing of United College Group's' Wembley site development So seek approval to continue supporting the United College's Wembley site development following a change buyer. KEY Report: Open	Chief Executive	Director of Finance	Deputy Leader (Councillor Margaret McLennan)	17 Sep 2021	Director of Finance Minesh.Patel@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
Authority to Tender Contract for Election Services Printing To seek authority to undertake a procurement for the provision of printing services required to maintain the electoral register and conduct elections/referenda. KEY Report: Part exempt	Assistant Chief Executive	Assistant Chief Executive	Deputy Leader (Councillor Margaret McLennan)	Not before 17 Sep 2021	Electoral Services Project Manager Khadija.Koroma@brent.gov.uk
Authority to Award Contract for Election Services Printing To seek approval for the award of contract following a tender process for the provision of printing services for the Elections Service. KEY Report: Part exempt	Assistant Chief Executive	Assistant Chief Executive	Deputy Leader (Councillor Margaret McLennan)	Not before 1 Nov 2021	Electoral Services Project Manager Khadija.Koroma@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
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Actuarial Service Contract The council requires the provision of actuarial advice and valuation work in relation to the Brent Pension Fund. It has been determined that the most appropriate means of providing this service to the Brent Pension Fund is through the procurement of a contractor by way of a Further Competition under National LGPS Frameworks Lot 1 - Actuarial Services. KEY Report: Open	Director of Finance	Director of Finance	Deputy Leader (Councillor Margaret McLennan)	Not before 17 Sep 2021	Senior Finance Analyst sawan.shah@brent.gov.uk
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October 2021

Quarter 2 Financial Report 2021/22 To note the overall financial position and the actions being taken to manage the issues arising. KEY Report: Open	Cabinet	Director of Finance	Deputy Leader (Councillor Margaret McLennan)	11 Oct 2021	Director of Finance Tel: 020 8937 4043 minesh.patel@brent.gov.uk
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Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
<p>Article 4 Direction Removing Permitted Development Rights for Change of Use From Class C3 dwelling houses to Class C4 House in Multiple Occupation</p> <p>To approve an Article 4 direction to remove permitted development rights for change of Use From Class C3 dwelling houses to Class C4 House in Multiple Occupation outside growth areas.</p> <p>KEY Report: Open</p>	Cabinet	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	11 Oct 2021	Planning, Policy and Projects Tel: 020 8937 6710 paul.lewin@brent.gov.uk
<p>St Raphael's Estate Infill and Design Budget Approval</p> <p>To agree the St Raphael's Estate Infill and Design proposal costs.</p> <p>KEY Report: Part exempt</p>	Cabinet	Strategic Director - Community Well-being	Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood)	11 Oct 2021	Senior Project Manager, St Raphael's, Housing Partnerships kathryn.eames@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
<p>Brent Home Care Framework To give permission to tender for Home Care implementation Framework</p> <p>This framework will include Home Care providers who will support the current Home Care model in Brent to add capacity.</p>	Cabinet	Strategic Director - Community Well-being	Lead Member for Adult Social Care (Councillor Harbi Farah)	11 Oct 2021	Market Oversight Manager Tel: 020 8937 4132 edwin.mensah@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
<p>Brent Long Term Transport Strategy Review - Draft for consultation For Cabinet to:</p> <p>(i) approve the approach contained within the Draft Brent Long Term Transport Strategy for delivering improvements to the transport system in the borough to 2041;</p> <p>(ii) agree for the draft strategy to undergo a period of public consultation and wider stakeholder engagement during Autumn 2021.</p> <p>KEY</p> <p>Report: Open</p>	Cabinet	Operational Director - Regeneration, Growth and Employment	Lead Member for Environment (Councillor Krupa Sheth)	11 Oct 2021	Transportation Planning Manager Tim.Martin@brent.gov.uk
<p>Report on the Information, Advice and Guidance Contract To seek approval for the Information, Advice and Guidance contract commissioning process.</p> <p>KEY</p> <p>Report: Part exempt</p>	Cabinet	Strategic Director - Customer and Digital Services	Lead Member for Community Safety & Engagement (Councillor Promise Knight)	11 Oct 2021	Partnership and Engagement Manager, Strategy and Partnerships Tel: 020 8937 1133 Julia.Mlambo@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
Annual Procurement Strategy Report - FY 2021 To review and provide feedback on the progress made to date on the Procurement Strategy KEY Report: Open	Cabinet	Strategic Director - Customer and Digital Services	Deputy Leader (Councillor Margaret McLennan)	11 Oct 2021	Head of Procurement Tel: 0208 937 1598 rajesh.shori@brent.gov.uk
Abbey Community Centre, Alperton Agreement to progress with the preferred option of demolition and rebuild to provide affordable workspace and community space. Agreement to use S106 receipts and SCIL. Agreement to progress the next steps of securing a developer partner and operator. KEY Report: Part exempt	Cabinet	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	11 Oct 2021	Operational Director - Regeneration, Growth and Employment Tel: 020 8937 6441 alice.lester@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
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November 2021

School Place Planning Strategy 2019-23 Refresh To consider an update to the School Place Planning Strategy 2019 - 2023 that was approved by Cabinet in November 2018. KEY Report: Open	Cabinet	Strategic Director - Children and Young People	Lead Member for Schools, Employment & Skills (Councillor Thomas Stephens)	8 Nov 2021	Operational Director, Safeguarding, Partnerships & Strategy Tel: 0208 937 4173 Brian.Grady@brent.gov.uk
Development of Post-16 Preparation for Adulthood (PfA) Skills Resource Centre To approve the business case for Development of a Post-16 Preparation for Adulthood (PfA) Skills Resource Centre in Brent. KEY Report: Open	Cabinet	Strategic Director - Children and Young People	Lead Member for Children's Safeguarding, Early Help and Social Care (Councillor Mili Patel)	8 Nov 2021	Operational Director Integration & Improved Outcomes Tel: 020 8937 4456 nigel.chapman@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
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January 2022

Quarter 3 Financial Report 2021/22 To note the overall financial position and the actions being taken to manage the issues arising. KEY Report: Open	Cabinet	Director of Finance	Deputy Leader (Councillor Margaret McLennan)	12 Jan 2022	Director of Finance Tel: 020 8937 4043 minesh.patel@brent.gov.uk
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February 2022

First Wave Housing Business Plan 2022-23 To approve the First Wave Housing Ltd Business Plan for 2022-23. Non-Key Decision Report: Part exempt	Cabinet	Strategic Director - Customer and Digital Services	Deputy Leader (Councillor Margaret McLennan)	7 Feb 2022	Operational Director of Transformation Tel: 020 8937 1507 sadie.east@brent.gov.uk
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Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
i4B Business Plan 2022-23 To approve the i4B Holdings Ltd Business Plan for 2022-23. Non-Key Decision Report: Part exempt	Cabinet	Strategic Director - Customer and Digital Services	Deputy Leader (Councillor Margaret McLennan)	7 Feb 2022	Operational Director of Transformation Tel: 020 8937 1507 sadie.east@brent.gov.uk

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