



Brent

Cabinet

Monday 16 June 2025 at 10.00 am

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

Please note this will be held as a physical meeting which all Cabinet members will be required to attend in person.

The meeting will be open for the press and public to attend or alternatively can be followed via the live webcast. The link to follow proceedings via the live webcast is available [HERE](#)

Membership:

Lead Member Councillors:

Portfolio

M Butt (Chair)	Leader of the Council
M Patel (Vice-Chair)	Deputy Leader and Cabinet Member for Finance & Resources
Benea	Cabinet Member for Regeneration, Planning & Property
Donnelly-Jackson	Cabinet Member for Housing and Residents Services
Farah	Cabinet Member for Safer Communities, Jobs and Skills
Grahl	Cabinet Member for Children, Young People & Schools
Nerva	Cabinet Member for Adult Social Care, Public Health and Leisure
Rubin	Cabinet Member for Climate Action and Community Power
Krupa Sheth	Cabinet Member for Public Realm & Enforcement

For further information contact: James Kinsella, Governance Manager, Tel: 020 8937 2063; Email: james.kinsella@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 of 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
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1	Apologies for Absence	
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2	Declarations of Interest	
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Members are invited to declare at this stage of the meeting, the nature and existence of any relevant disclosable pecuniary or personal interests in the items on this agenda and to specify the item(s) to which they relate.

3	Minutes of the Previous Meeting	1 - 14
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To approve the minutes of the previous meeting held on Monday 19 May 2025 as a correct record.

4	Matters Arising (if any)	
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To consider any matters arising from the minutes of the previous meeting.

5	Petitions (if any)	
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To receive and consider any petitions for which notice has been provided under Standing Order 66.

Members are asked to note that there are currently no petition(s) due to be presented at the meeting.

6	Reference of item considered by Scrutiny Committees (if any)	
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To consider any reports referred by either the Community Wellbeing or Resources & Public Realm Scrutiny Committees.

Service Reform & Strategy and Neighbourhood & Regeneration reports

7	Future of Bridge Park Community Leisure Centre	15 - 86
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This report provides an update regarding progress on the development of the new leisure centre at Bridge Park, proposals for closing the existing Bridge Park Community Leisure Centre and outcomes from the recent public consultation on the emerging plans for the Hillside Corridor Masterplan, including the Bridge Park site as well as outlining amendments required to the current Conditional Land Sale Agreement (CLSA).

Ward Affected:
Stonebridge

Lead Member: Cabinet Member for Adult Social Care, Public Health and Leisure (Councillor Neil Nerva) and Cabinet Member for Regeneration, Planning & Property (Councillor Teo Benea)

Contact Officer: Sarah Hawken, Health Improvement Manager

020 8937 3723

Sarah.hawken@brent.gov.uk

Service Reform & Strategy reports

8 NCIL 2025/2026 Allocation Priorities

87 - 94

This report seeks approval to an updated process to determine NCIL allocations for financial year 2025-26.

Ward Affected:
All Wards

Lead Member: Cabinet Member for Climate Action and Community Power (Councillor Jake Rubin)

Contact Officer: Rhodri Rowlands, Director of Strategic Commissioning, Capacity Building and Engagement

020 8937 1738

Rhodri.Rowlands@brent.gov.uk

9 Q4 Performance Report

95 - 116

This report details the Council's performance in the last quarter of 2024-25, through the Borough Plan performance scorecard and updates against key activities for delivering its priorities and outcomes.

(Agenda republished to include an updated version the performance scorecard (Appendix A) on 13 June 2025)

Ward Affected:
All Wards

Lead Member: Cabinet Member for Climate Action and Community Power (Councillor Jake Rubin)

Contact Officer: Jon Cartwright, Head of Change and Customer Insight, Partnerships

020 8937 1742

Jon.Cartwright@brent.gov.uk

Children, Young People & Community Development reports

10 Revised Black Community Action Plan

117 - 130

This report seeks Cabinet approval to endorse a re-prioritised Black Community Action Plan (BCAP).

Ward Affected:

Lead Member: Leader (Councillor Muhammed

All Wards

Butt)

Contact Officer: Kibibi Octave – Director,
Community Development
020 8937 5436
kibibi.octave@brent.gov.uk

Chief Executive reports

11 Brent Council's Equity, Diversity and Inclusion Progress Update for 2024-25 131 - 162

This report provides an update on how the Council is delivering its 2024-2028 Equity, Diversity, and Inclusion (EDI) strategy, Anti-Racism Action Plan and four EDI Board priorities including the actions taken, the challenges that remain, and what comes next. The report also supports the Council's obligation under the Public Sector Equality Duty to publish annual information demonstrating how it is complying with the equality duty.

Ward Affected:
All Wards

Lead Member: Deputy Leader and Cabinet Member for Finance & Resources (Councillor Mili Patel)
Contact Officer: Sarah Milner-Barry, EDI Strategy Lead
020 8937 2891
sarah.milner-barry@brent.gov.uk

Neighbourhood & Regeneration reports

12 Staples Corner Growth Area Infrastructure Projects 163 - 172

Following the designation of Staples Corner as a strategic Growth Area in Brent's Local Plan and adoption of a Masterplan vision and framework to support regeneration and development across the area, this report seeks funding to deliver four priority infrastructure projects in Staples Corner to enable regeneration, growth and to benefit local residents, businesses and communities in the area working in partnership with Transport for London and the London Borough of Barnet.

Ward Affected:
Dollis Hill

Lead Member: Cabinet Member for Regeneration, Planning & Property (Councillor Teo Benea)
Contact Officer: Jonathan Kay, Head of Regeneration
020 8937 2348
Jonathan.Kay@brent.gov.uk

13 Cecil Avenue Estate Management Company 173 - 180

The purpose of the report is to review and endorse the arrangements for the proposed Cecil Avenue Estate Management Company.

Ward Affected:
Wembley Hill

Lead Member: Cabinet Member for
Regeneration, Planning & Property (Councillor
Teo Benea)

Contact Officer: Jonathan Kay, Head of
Regeneration
020 8937 2348
Jonathan.Kay@brent.gov.uk

14 Exclusion of Press and Public

No items have been identified in advance of the meeting that will require the exclusion of the press and public.

15 Any other urgent business

Notice of items to be raised under this heading must be given in writing to the Deputy Director Democratic & Corporate Governance or their representative before the meeting in accordance with Standing Order 60.

Date of the next meeting: Monday 28 July 2025



Please remember to set your mobile phone to silent during the meeting.

- The meeting room is accessible by lift and seats will be provided for members of the public. Alternatively, it will be possible to follow proceedings via the live webcast [HERE](#)



LONDON BOROUGH OF BRENT

MINUTES OF THE CABINET

Held in the Conference Hall, Brent Civic Centre on Monday 19 May 2025 at
10.00 am

PRESENT: Councillor M Butt (Chair), Councillor M Patel (Vice-Chair) and Councillors Benea, Donnelly-Jackson, Farah, Grahl, Nerva, Rubin and Krupa Sheth.

1. **Apologies for Absence**

No apologies for absence were submitted at the meeting.

2. **Declarations of Interest**

No declarations of interest were made during the meeting.

3. **Minutes of the Previous Meeting**

Cabinet **RESOLVED** that that the minutes of the previous meeting held on Monday 7 April 2025 be approved as a correct record of the meeting.

4. **Matters Arising (if any)**

None identified.

5. **Petitions (if any)**

5.1 Use of Liddel & Doyle Gardens by Metroline buses as access from Kensal Rise to Willesden Bus Garage

Councillor Muhammed Butt (as Leader of the Council) welcomed Connor Woodman (representing the Liddell Gardens Residents Association and residents living along Liddell Gardens, Doyle Gardens & College Road) to the meeting who he advised was attending to present a petition containing over 50 signatures relating to concerns and the negative impact arising from changes in operation of the 28 and 187 bus routes along Liddel & Doyle Gardens. The petitioners were calling on the Council to intervene on behalf of local residents by lobbying TfL and Metroline about the need to consider alternative solutions and rerouting of the services.

In thanking the Leader of the Council for the opportunity to present the petition, Connor Woodman began by highlighting the impact the changes in the 28 and 187 bus routes were having on residents along Liddell Gardens, Doyle Gardens & College Road in terms of their quality of life and property condition which, he advised, had been raised on numerous occasions via email with representative of the Council, TfL and Metroline. Despite highlighting these issues, members were advised no action had been taken to date to alleviate the concerns outlined.

To support the concerns being raised, Mr Woodman advised that residents had commissioned (at their own cost) independent surveys that demonstrated the impact the change in bus routes were having locally. The first survey, from an independent specialist (KP Acoustics) had assessed the potential impact of vibrations in terms of disruption to residents and physical damage to their properties. This had found evidence of property damage linked to use of the roads by buses, supported by video footage taken over two 24 hour periods. Referring to the outcome of the survey members were advised that over a 24-hour period in April 2025, 40 examples had been recorded of the vibrations caused by passing buses exceeding British Standard BS22581 (described as being at a level where "disruption would likely cause complaint"). As a further concern, it was reported that on five occasions over the same period the vibrations from passing buses on Liddell Gardens had been recorded as exceeding the level at which they could be expected to cause structural damage in unreinforced buildings, which he highlighted would include all properties along the streets identified.

In referring to the second survey, Mr Woodman advised this had been commissioned to assess the perceived impact on local residents arising from the use of the roads by buses as an access route. Based on the responses received to date, the findings had identified 64% of parents reporting that their children were being woken each night by the buses, which he highlighted would also have an effect on each families health and wellbeing, as well as 96% of households with vulnerable residents having experienced property damage or disruption to their lives they felt 'powerless' to prevent. As specific examples, individual testimonies were provided from a 70-year-old resident, highlighting how the buses kept her awake each night as well as from the parent of a newborn baby outlining damage to their property (in the form of cracks appearing in their walls) since the services had been rerouted and the newly introduced and much heavier electric bus fleet had been introduced on the 128 route. This had been supported by other residents advising of damage to woodwork, paintwork and plaster in their properties.

In seeking a way forward, Mr Woodman identified the need for immediate action to address the disruption and nuisance being caused. Residents felt this needed to include an immediate halt to all bus activity on Liddell & Doyle Gardens pending a full assessment of the damage already caused and a permanent solution being found. In terms of potential solutions, residents had proposed the removal of speed humps on the road, which it was felt were amplifying the vibrations, and their replacement with an alternative form of traffic calming and speed reduction measures. They were also calling for bus operations to be permanently limited during the early morning and late night schedule to prevent empty buses using Liddell & Doyle Gardens as access to Willesden Bus Garage rather than the main roads. Highlighting that neither Liddell Gardens or Doyle Gardens had been constructed to include a reinforced concrete sublayer, as had been the case with main roads in the area (such as Harrow Road and Chamberlayne Road) residents felt that their roads either needed to be reinforced to a similar standard or the buses rerouted permanently to roads that were of suitable construction.

In closing his presentation, Connor Woodman advised Cabinet that whilst residents were not opposed to public transport and supported the drive for greener transport solutions they were concerned to ensure a fair balance was achieved with introduction of the newer and heavier electric buses matched by the necessary infrastructure and neither Liddell or Doyle Gardens identified as suitable for the type

of journeys or buses using them for access. As a result, he ended by advising that the petitioners were calling upon the Council to review the evidence provided and work with them, TfL and the bus operator to find a permanent, practical and sustainable solution that would provide those residents affected some respite. This was supported by a request for a single point of contact within the Council to be identified moving forward with authority to effect change given the strength of local feeling in the area and need identified to find an immediate and permanent solution.

In response, Councillor Krupa Sheth (as Cabinet Member for Public Realm and Enforcement) thanked Connor Woodman and other residents present for attending Cabinet to ensure the views of those living on Liddell Gardens and Doyle Gardens were represented. Confirmation was provided that members had received the emails from residents outlining their concerns and understood the frustrations expressed about the issues and ongoing problems being faced, with an assurance provided of the Council's commitment to working with TfL and Metroline to find a workable solution. Councillor Krupa Sheth felt it important to highlight that the Council had previously lobbied TfL and Metroline seeking changes to the running arrangements for route 28, including a request that they explore alternative routes avoiding predominantly residential roads such as Liddell Gardens and Doyle Gardens, which unfortunately had not been successful due to various operational, legislative and financial reasons identified by Metroline as the bus operator. Whilst recognising the disappointment at this outcome, an assurance was provided that the Council remained committed to exploring other alternative options to mitigate against the concerns highlighted. These included seeking a commitment (backed up by relevant enforcement activity) to ensure Metroline drivers adhered to the 20mph speed limit along Liddell and Doyle Gardens and drove more considerately when navigating the traffic calming measures. As further assurance residents were advised that Liddell Gardens had also been included for consideration within the programme for resurfacing works, which it was hoped would improve conditions and reduce some of the disruption experienced. In response to the request for a dedicated liaison officer, Councillor Krupa Sheth confirmed that would be also actioned moving forward.

The Leader then invited Councillor Neil Nerva to speak (as a local Queens Park ward councillor) who, having visited the area, advised he fully supported the concerns being raised by local residents. Whilst supportive of the move to an electric bus fleet, it was recognised that the buses being introduced were much heavier with associated consequences on roads in use along the routes, which he was keen to ensure the operators were required to assess and review given the impact on local residents and the surrounding infrastructure and properties. Similarly, he took the opportunity to highlight his concern at the use of Liddell & Doyle Gardens for the running of empty buses (particularly during the early hours of the morning and late at night) in order to access Willesden Bus Garage, which it was pointed out had arisen as a result of contractual changes in the operation of the 28 route involving relocation of the terminal from Westbourne Park to Willesden Bus Garage. In highlighting that TfL was only required to consult on changes to the operational part of bus routes and not the "light running" element, Councillor Nerva also took the opportunity to outline his strong objections to the current process given, he pointed out, that bus operations would have a continued impact beyond a defined route and in this case had resulted in additional miles adversely impacting on, and offering no benefits to local residents. Given concerns relating to the way TfL and Metroline had been able to implement the changes without engagement or

consultation with the Council and local residents, he supported the efforts being made to lobby for a change in approach relating to the way these type of changes were introduced as well as action in seeking a specific solution to the issues highlighted within the petition, working closely with Councillor Krupesh Hirani (as the Brent & Harrow London Assembly Member), local MP and TfL.

Responding in her capacity as local ward councillor for Harlesden and Kensal Green, Councillor Mili Patel also spoke to highlight her commitment to continue working with Councillor Krupa Sheth (as lead member) and other ward councillors to take the concerns raised by local residents forward in seeking to find a solution with TfL and Metroline.

In bringing the item to close, Councillor Muhammed Butt (as Leader of the Council) also took the opportunity to thank Connor Woodman and the other residents present for attending the meeting in order to outline their concerns. Recognising the impact in terms of the issues highlighted on the health and wellbeing of local residents and their families, a commitment was made to continue working for a solution involving not only TfL and the bus operator Metroline but also the London Assembly Member, which would include lobbying to restrict the timing of buses using the roads for access at early or late hours and review of traffic management arrangements. This, along with the measures outlined by the Cabinet Member for Public Realm and Enforcement would also be supported through a proposed site visit to understand the issues and anxieties of residents more fully, with the Leader once again assuring petitioners that their concerns would be taken seriously in seeking a solution with all relevant stakeholders.

6. Reference of item considered by Scrutiny Committees (if any)

There were no items referred from either the Community Wellbeing or Resources & Public Realm Scrutiny Committees.

7. The Future of Islamia Primary School

Councillor Grahl (Cabinet Member for Children, Young People and Schools) introduced a report from the Corporate Director of Children, Young People & Community Development detailing proposals for the relocation of Islamia Primary School to the Gwenneth Rickus site as a 2 Form Entry school (subject to completion of the required statutory consultation) from September 2027.

In presenting the report, Councillor Grahl advised that the proposal outlined represented what was felt to be a necessary and carefully considered approach involving the relocation of Islamia Primary School to the Gwenneth Rickus site in a way that would ensure the long-term future of a valued and unique part of Brent's education landscape. Recognising Islamia Primary School as not only one of the most popular schools in Brent but also the only Muslim faith primary school in the borough, the schools well-established roots, proud identity and strong record of delivering good outcomes for its pupils were acknowledged with members advised that the proposal offered a future for the school moving forward as opposed to the alternative option of closure. At the same time, the opportunity was taken to highlight that the proposal had not been made lightly with it confirmed that members had recognised, and were sensitive to, the concerns which had been raised locally in relation to the decision to phase out provision at the Gwenneth Rickus site for

Leopold Primary School with staff and the local school community praised for their efforts in the delivery of that change. As a result, members were assured that the proposals detailed within the report had been designed to make best use of the existing (and underutilised) site, whilst also seeking to safeguard educational provision for those children directly impacted across Brent. As a borough, members were also advised of the duty to maintain Islamia as a Voluntary Aided school with the Gwenneth Rickus site now identified as the only realistic and viable option available having reviewed and consulted on alternative sites. It was also pointed out that relocation to the proposed site would provide continuity for existing families, many of whom would be reassured that the school's sibling policy and borough-wide intake was able to remain in place. In terms of the benefits provided by the site itself, members noted its existing capacity to host a 2 Form Entry school without the need for significant capital investment, which was also highlighted as an important consideration given the Council's ongoing budgetary pressures. The proposed relocation was also recognised as an important measure in being able to safeguard the school from ongoing and future instability, with the proposed transfer of the site to the school's Foundation Body designed to provide long-term security and protect it from future threats of eviction. Recognising that the proposal would enable the Council to preserve a valued school community, retain diversity in the school system, and make good use of public assets whilst also ensuring families were properly consulted through the statutory process, Councillor Grahl ended by outlining what she regarded to be the balanced and forward-looking nature of the proposal presented for consideration which she felt would ensure the school was able to continue flourishing.

The opportunity was also taken to thank all those involved in development of the proposal for their co-operation including representatives from the wider school community and Foundation Body (who it was acknowledged were also in attendance at the meeting) given the previous challenges faced in seeking alternative provision.

In considering the report, Cabinet expressed support for the way forward outlined recognising the significant challenges faced in seeking a solution and previous efforts to locate a suitable alternative site within the borough. Members also recognised the assurance the proposed way forward would provide in relation to future provision of the school on a site that offered a secure and suitable setting for educational use and would ensure the Council was able to continue providing a diversity of school places within the borough.

In support of the approach outlined Cabinet, having noted the exempt information contained within the appendix of the report, therefore **RESOLVED:**

- (1) To note the historical context and background set out in the report.
- (2) To note that the Yusuf Islam Foundation (YIF) had issued eviction notices to its Voluntary Aided Islamia Primary School and that the future options for the school were for the school to either relocate or close.
- (3) To note the proposal to relocate Islamia Primary School to the Gwenneth Rickus site as a 2FE school, subject to statutory consultation.

- (4) To note that the Governing Board would be responsible for making the proposal through statutory consultation, with Cabinet the final decision-maker.
- (5) To note that if the school relocated to the Gwenneth Rickus site, the site could be transferred into the name of the YIF, who would be required to hold the site for the benefit of the Islamia Primary School. Further details in terms of ownership would be set out in a Trust Deed. This would ensure that the primary school would be protected from eviction in future.

8. Brent Local Implementation Plan (LIP) Three-Year Delivery Plan: 2025/26 - 2027/28

Councillor Krupa Sheth (Cabinet Member for Public Realm & Enforcement) introduced a report from the Corporate Director Neighbourhoods and Regeneration providing an update on Local Implementation Plan (LIP) funding arrangements for the three-year period 2025/26 – 2027/28 along with details on the programme of transport schemes and measures approved by Transport for London (TfL) to be implemented by the Council up to 31 March 2028.

In presenting the report, Cabinet were advised of the focus within the update on how the Council was working, in partnership with Transport for London (TfL), to deliver a programme of investment in transport schemes over the next three year period covered within the Local Implementation Plan (LIP) designed to meet the Council's objective in seeking to ensure the borough was clean, green and safe for everyone. As part of this approach, members were advised of the way in which the LIP Delivery Plan supported prioritisation in the delivery of public realm and enhancement of transport infrastructure initiatives with the Council having been allocated £1.5m in funding for 2025-26 and further funding for subsequent years to be confirmed in due course. In terms of the additional funding allocated, this had been focussed around the delivery of initiatives to address congestion, air quality and road safety in a way that would also support the Council in meeting its existing commitments towards tackling the climate emergency and working to address wider health and social inequalities across the borough.

Members were advised that the process adopted towards the prioritisation of individual schemes included within the Delivery Plan had been based on an evidence-led data approach supported by stakeholder consultation and engagement to ensure those schemes being delivered were the ones that mattered most to residents and would have a long lasting impact that could be delivered at pace. This included expansion of the Safer Corridors and Neighbourhoods programme, new bus lanes, additional cycling schemes and training opportunities along with more parking bays and hangars to keep the public realm safe and tidy with the proposals also linked to the development of wider objectives seeking to encourage more active modes of travel, reduce pressure on the boroughs roads, cut emissions, and make Brent a healthier place to live and work.

In welcoming the report and additional funding provision identified members commended the focus on investment impacting on green infrastructure and in encouraging more active modes of travel across the borough (including the cycling network) along with the associated benefits identified in relation to social value and road safety as well as ongoing provision of the Safer School Streets programme.

In recognising the positive impact arising from the measures prioritised within the LIP Delivery Plan in relation to transport and travel infrastructure alongside wider connectivity and social inclusion issues across the borough, Cabinet **RESOLVED**:

- (1) To note the LIP funding position and programme delivery arrangements for the three-year period 2025/26 – 2027/28.
- (2) To approve the LIP Delivery Plan for 2025/26 – 2027/28 and programme delivery arrangements detailed within the report and:
 - (a) Give approval for to the Head of Healthy Streets & Parking to deliver this programme of schemes and initiatives using the allocated budgets and resources available.
 - (b) Authorise the Head of Healthy Streets & Parking to undertake any necessary statutory and non-statutory consultations in consultation with the Cabinet Member for Public Realm & Enforcement, and to consider any objections or representations regarding the proposed schemes.
 - (c) Delegate authority to the Head of Healthy Streets & Parking in consultation with the Cabinet Member for Public Realm and Enforcement, as appropriate, to make the decision on whether to deliver the proposed schemes following consideration of the objections and representations in the consultation process. If, in the opinion of the Head of Healthy Streets & Parking significant objections are raised, they be authorised to refer such objections to Cabinet for further consideration on whether to deliver the proposed schemes.
 - (d) Authorise the Head of Healthy Streets & Parking, in consultation with the Cabinet Member for Public Realm and Enforcement, to amend scheme allocations where necessary (e.g. pending the outcome of detailed design and consultation) within the overall LIP budget, and in accordance with the Council's financial regulations.
 - (e) Authorise the Head of Healthy Streets & Parking to deliver schemes that receive any additional in-year grant funding as approved by Transport for London, or another funding body, or funded by the Council, subject to the outcome of consultation, and to brief the Cabinet Member for Public Realm and Enforcement, as appropriate.

9. Allocation and Monitoring of Strategic Community Infrastructure Levy

Councillor Benea (as Cabinet Member for Regeneration, Planning & Property) introduced a report from the Corporate Director Neighbourhoods and Regeneration detailing proposals for updating the governance strategy for the allocation and forward planning of the Strategic Community Infrastructure Levy (SCIL). Key measures proposed include updating the Council's infrastructure delivery plan (which set out the infrastructure needed to support development), streamlining delegated authority and approval processes, introducing prioritisation criteria, improving project monitoring and management, and enhancing SCIL allocation planning.

In presenting the report, Cabinet were advised of the way in which the proposals had been designed to provide a smarter, more strategic way of managing the Community Infrastructure Levy (CIL), given its importance as a means of ensuring that growth in Brent was directly able to benefit the boroughs residents. Whilst recognising the success being achieved in terms of meeting the boroughs housing targets alongside the delivery of new jobs and workspace, members were also reminded of the associated pressure this placed on local infrastructure and the associated importance (recognising the strong performance in Brent) in therefore being able to secure accompanying Strategic CIL funding. Given the success achieved in securing SCIL funding, the review of current governance arrangements and development of a more strategic approach towards the way in which the allocation and monitoring of available resources was planned and undertaken was felt to be timely, having also been highlighted following a recent scrutiny and Corporate Peer Challenge review, in order to ensure the process remained as fair, efficient and responsive to local priorities as possible.

In outlining the ways in which the proposed changes outlined within the report had been designed to strengthen the governance around SCIL, members were advised these had included an update of the Infrastructure Delivery Plan to ensure it was better aligned with the Borough Plan, Local Plan, and strategies covering climate, transport, and inclusive growth as well as introduction of clearer prioritisation criteria and a more streamlined decision-making process enabling funding to be allocated more transparently and projects to progress with greater pace and accountability which it was felt would help to ensure that the benefits achieved through growth could be shared on a wider and more visible basis. Members noted that the proposals also included clearer procedures governing how SCIL could be used through “Infrastructure Payments” or “Payments in Kind”, which had been designed to make the process more robust while retaining flexibility.

Having commended the success achieved by Brent in terms of the generation and collection of CIL receipts when compared to other local authorities across the country, members expressed support for the way in which it was felt the proposals had sought to streamline the arrangements for the future planning, allocating and monitoring of SCIL recognising the ongoing efforts to deliver an ambitious programme of regeneration across Brent. In acknowledging the way in which the arrangements would support stakeholders working together more effectively to shape and fund the future provision of key infrastructure and ensure that growth being delivered worked for all sections of the community Cabinet **RESOLVED** to approve the proposed approach for planning, allocating and monitoring of Strategic Community Infrastructure Levy (SCIL) funding, as detailed within the report.

10. **Alperton Station Step Free Access Funding Request**

Councillor Benea (as Cabinet Member for Regeneration, Planning & Property) introduced a report from the Corporate Director Neighbourhoods and Regeneration providing an update on proposals for step free and other access improvements at Alperton underground station, including details of a concept design produced by Transport for London (TfL), and seeking agreement for the Council to contribute up to 50% of the costs (capped at £5 million) through the Strategic Community Infrastructure Levy (SCIL) towards the cost of delivering the improvements outlined.

In presenting the report to Cabinet members were advised that the proposals presented for consideration involved a contribution of up to £5m funded through the Strategic Community Infrastructure Levy to support and enable the provision of step-free and access improvements at Alperton Underground Station. Given its status as a key gateway to one of the borough's fastest-growing areas, with Alperton expected to deliver over 6,000 new homes and become a future hub for employment, enterprise and culture, members noted the need to ensure the ongoing programme of regeneration across Alperton was supported by provision of the necessary infrastructure, with the proposed investment therefore identified as having the potential to unlock significant benefits for existing residents, future communities and local businesses and serve as a critical enabler for sustainable growth across the Alperton Growth Area. In terms of current provision, members were advised that the existing station (which currently experienced over 3 million passenger entries per year) currently lacked any form of step-free access, was recognised to suffer from peak-time congestion and was poorly equipped for the needs of disabled residents, parents with young children and older passengers with the proposed improvements by TfL for which the funding contribution (up to 50%) was being sought, therefore designed to future-proof the station and ensure that it could meet the standards expected within a growing and inclusive borough.

In addition to accessibility, members were also advised of the wider benefits associated with the strategic investment proposed in terms of the priorities towards addressing air quality and reducing emissions by improving the access and convenience in use of public transport. In highlighting what was felt to be the compelling case supporting the proposed investment, recognising that the nearest step free station to Alperton was more than 1.5km away and close alignment with the Council's Inclusive Growth Strategy, Active Travel Plan, Climate and Ecological Emergency Strategy as well as Borough Plan commitments in supporting health, prosperity and equity in one of Brent's most dynamic communities, Councillor Benea ended by outlining the positive impact which it was felt the use the proposed used of SCIL would have in delivering a clear, tangible upgrade in infrastructure in a way that would provide benefits for years to come.

In support of the proposed investment, members were keen to highlight the way in which the positive benefits in terms of the Council's ambitious growth agenda were being used to address not only local accessibility at a strategically important station but also wider priorities around supporting and encouraging sustainable transport, tackling the climate action, supporting social equality and inclusion and in addressing what was recognised as the current deficiency in step free accessible stations and transport interchanges across the borough.

Taking the opportunity to recognise and highlight the value of regeneration and development in providing the means to promote and secure additional investment (through the generation and use of SCIL) in support of wider infrastructure improvements benefitting local areas in which that growth was focussed, Cabinet **RESOLVED:**

- (1) To note the current position and next steps regarding the development of proposals for step free and other access improvements at Alperton station.

- (2) To agree that the Council makes a contribution of up to 50% of the costs, capped at £5 million of SCIL towards the cost of the improvements (in (1) above).

11. Kilburn Neighbourhood Plan – Publication Consultation and Next Stages

Councillor Benea (as Cabinet Member for Regeneration, Planning & Property) introduced a report from the Corporate Director Neighbourhoods and Regeneration providing an update on the process followed by the Kilburn Neighbourhood Plan Forum in producing the draft Kilburn Neighbourhood Plan along with a summary of its content and setting out the next stages that the Plan would need to go through to become part of the Development Plan, for which authority from Cabinet was being sought.

In presenting the report to Cabinet, the opportunity was taken to highlight the way in which efforts being made by the local community in Kilburn to shape development in their area were being supported through the Neighbourhood Plan process. In recognising neighbourhood planning as a powerful opportunity for residents and businesses to have a meaningful say in how their high streets, homes, and public spaces evolved, the proactive work undertaken in producing the Kilburn Neighbourhood Plan was outlined and welcomed as the process now moved forward to the next stage involving formal consultation and independent examination. Members were advised that the Plan had been designed to present a locally led vision for Kilburn High Road and the wider neighbourhood which, it was noted, was also aligned with the Borough Plan priorities, including prosperity, public realm improvements, health and sustainability.

The Plan had been assessed as well-evidenced with local stakeholders having worked constructively to identify policies that not only reflected the needs and aspirations of the area but also remained consistent with borough and national planning frameworks, with Councillor Benea also keen to acknowledge the quality of local engagement undertaken to date. In seeking approval to progress to the next stage in the process, members were advised that the authority now being sought from Cabinet was designed to enable progress while ensuring proportionate oversight with key actions delegated to appropriate officers, in consultation with the relevant Cabinet Member to ensure that the process was able to move forward efficiently and without compromising on transparency or accountability. Assurance was also provided that should any more complex challenges be identified as the process moved forward these would be reported back to Cabinet for further consideration.

In considering the report, members not only commended the efforts made by the local community to develop the Plan but also the vision and objectives identified which had been designed to reflect the character of the area whilst also recognising the importance of green infrastructure as well as the legacy of architectural quality, social and commercial life and cultural identity in a way that would ensure Kilburn remained a distinct and important part of London and the borough (recognising that the area was divided by any administrative boundary with Camden).

In recognising that the neighbourhood planning process worked best when it was collaborative, timely and underpinned by trust between the local communities and local authorities involved and example the Kilburn Neighbourhood Plan represented

in not only this respect but also level of engagement undertaken in seeking to ensure that local views and aspirations were reflected in the approach adopted, Cabinet **RESOLVED**:

- (1) that the draft Kilburn Neighbourhood Plan (as set out in Appendix A of the report) be published for public consultation for a minimum of 6 weeks.
- (2) that the Corporate Director Neighbourhoods and Regeneration, in consultation with the Cabinet Member for Regeneration, Planning and Property be authorised to respond to the formal public consultation on behalf of the London Borough of Brent.
- (3) in consultation with the London Borough of Camden and the Kilburn Neighbourhood Plan Forum, to appoint an independent examiner.
- (4) that following public consultation, the draft Plan and representations received are submitted for independent examination.
- (5) that following receipt of the examiner's report, the Corporate Director Neighbourhoods and Regeneration, in consultation with the Cabinet Member for Regeneration, Planning and Property be authorised to publish the Council's decision notice, update the Kilburn Neighbourhood Plan, undertake a referendum and, subject to a majority of votes cast in favour, that the Kilburn Neighbourhood Plan is made by the Council.

12. **Draft Brent Tree Strategy**

Councillor Krupa Sheth (as Cabinet Member for Public Realm & Enforcement) introduced a report from the Corporate Director Neighbourhoods and Regeneration detailing the draft Brent Tree Strategy for public consultation.

In introducing the report, Councillor Krupa Sheth began by advising that the Draft Tree Strategy had been produced with the aim of outlining how the Council intended to continue managing and enhancing the tree and environmental stock across the borough, recognising their importance not only in terms of aesthetic value but also the numerous environmental, health, and social benefits provided through their integration into the boroughs urban environment. Members were advised that the Strategy had sought to build on the Tree Management Policy as well as align with other environmental strategies as a means of ensuring the Council continued to recognise the important role green space played as it sought to balance this against other legal and financial responsibilities. In terms of the Strategy itself, members noted that this included ambitions on increasing canopy cover, improving tree equity and targeting those areas of highest priority need with the next stage in its development involving the need to consult with residents and local stakeholders in order to co-produce a constructive and financially responsible action plan (in advance of its final adoption) that would support the wider efforts being made to deliver a greener future for Brent.

In welcoming development of the Strategy, members were keen to recognise its wider environmental impact in terms of supporting Brent's commitments to biodiversity, sustainable development and improving the environmental wellbeing of the borough, including action being taken to tackle and develop more resilience in

terms of climate change, in a way that was designed to maximise the impact that urban trees were known to have on the environment and the wellbeing of local communities and residents in Brent. Members were also supportive of the way in which the Strategy had been drafted to reflect national, regional and local policy and include a resource management strategy to support long term development and maintenance of the tree canopy as well as the health and condition of existing trees, recognising the targets also set by the GLA in this respect and need for ongoing lobbying to ensure that funding was made available to deliver the necessary proactive management and change. Support was also expressed for the approach outlined within the strategy regarding the replacement of trees where they had needed to be removed which would require the provision of adequate compensation or replacement cover.

In thanking all those involved in development of the strategy for their efforts and recognising the long term nature of the efforts that would be required to deliver the increase in tree canopy cover Cabinet, in welcoming the focussed provided through the Strategy, **RESOLVED:**

- (1) To approve consultation on the Draft Brent Tree Strategy document as set out in Appendix A of the report.
- (2) To delegate consideration of the consultation responses, any necessary changes and the decision to adopt the final Brent Tree Strategy to the Cabinet Member for Public Realm and Enforcement.

13. Sale of a converted dwelling house at 1a-1d Greenhill Park, Harlesden, NW10 9AE to First Wave Housing.

Councillor Donnelly-Jackson (as Cabinet Member for Housing and Resident Services) introduced a report from the Corporate Director Resident & Housing Services seeking approval to the proposed sale by the Council of a converted dwelling house at 1a-1d Greenhill Park, Harlesden, NW10 9AE. which was part of the Council's Housing Revenue Account housing stock but now vacated, to First Wave Housing Ltd.

In introducing the report members were advised that the proposed transfer of the property was being recommended as a pragmatic and strategic step that would enable an underused asset to be unlocked supporting the delivery of much-needed housing in the borough. It was confirmed that First Wave Housing Ltd had confirmed its willingness to fund the full refurbishment and structural remediation costs to ensure the property (currently comprising four vacant flats) could be brought back into use as a quality, self-contained family sized dwelling with the property currently uninhabitable due to historic structural damage including subsidence. In outlining the works the proposed transfer of the property would allow First Wave Housing Ltd to undertake, members noted these included necessary remedial works, including vegetation removal, structural repairs and full internal refurbishment prior to it being offered for re-occupation.

In supporting the proposed transfer of the property as a sensible way forward in terms of reinvestment in the borough's housing stock given the ongoing level of demand identified, Cabinet **RESOLVED:**

- (1) To approve the sale by the Council of a converted dwelling house at 1a-1d Greenhill Park, Harlesden, NW10 9AE to First Wave Housing Ltd.
- (2) To note that the purchase had been approved by First Wave Housing Ltd Board who were willing to proceed at the valuation price of £1.45m and would cover the costs of refurbishment following acquisition.
- (3) To note that Brent Legal would deal with the sale and the purchase of the Property and there would be separate lawyers acting for the Council and for First Wave Housing Ltd (subject to the Board of First Wave Housing approving the arrangement). Brent Legal would also deal with the funding and loan documents regarding the loan of £1.45m by the council to First Wave Housing Ltd.

14. Exclusion of Press and Public

There were no items that required the exclusion of the press or public.

15. Any other urgent business

There were no items of urgent business.

The meeting ended at 10.51 am

COUNCILLOR MUHAMMED BUTT
Chair

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	<p align="center">Cabinet 16 June 2025</p>
	<p align="center">Report from the Corporate Director, Service Reform and Strategy & Corporate Director, Neighbourhoods and Regeneration</p>
	<p align="center">Lead Members – Cabinet Member for Adult Social Care, Public Health and Leisure (Councillor Neil Nerva) Cabinet Member for Regeneration, Planning and Property (Councillor Teo Benea)</p>
<p align="center">Future of Bridge Park Community Leisure Centre and Hillside Corridor Proposals</p>	

Wards Affected:	Stonebridge
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
List of Appendices:	<p>Eight</p> <p>Appendix 1: Consultation Report</p> <p>Appendix 2: Hillside Corridor Masterplan</p> <p>Appendix 3: Equality Analysis</p> <p>Appendix 4: Physical Activity Timetable</p> <p>Appendix 5: Physical Activity Booklet</p> <p>Appendix 6: Redevelopment Alternative Provision</p> <p>Appendix 7: Alternative venues map</p> <p>Appendix 8: Artist's impression of new leisure centre</p>
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	<p>Sarah Hawken, Health Improvement Manager Sarah.hawken@brent.gov.uk 020 8937 3723</p> <p>Neil Martin, Head of Capital Delivery 020 020 8937 4203 neil.martin@brent.gov.uk</p>

1.0 Executive Summary

- 1.1. This report provides updates regarding progress on the development of the new leisure centre at Bridge Park, proposals for closing the existing Bridge Park Community Leisure Centre and outcomes from the recent public consultation on the emerging plans for the Hillside Corridor Masterplan, including the Bridge Park site.
- 1.2. The report requests a Cabinet decision on the closure of the Bridge Park Community Leisure Centre and sets out the proposed transitional arrangements for centre users impacted by the closure. The report also outlines amendments required to the current Conditional Land Sale Agreement (CLSA) and for the Council to enter into a deed of variation to the CLSA.

2.0 Recommendation(s)

That Cabinet:

- 2.1 Having regard to the contents of this report which details the outcome of consultation, decides that the closure date of Bridge Park Community Leisure Centre is 31 July 2025 and notes the proposed transitional arrangements for users impacted by the closure.
- 2.2 Approves the revised facility mix for the council led development at Bridge Park.
- 2.3 Subject to the decision to close the centre and the outcome of the decision of the Secretary of State for Culture, Media and Sport as outlined in paragraph 3.2.4 of this report, approves the demolition of the council owned buildings at Bridge Park, subject to securing the relevant consents for undertaking demolition works.
- 2.4 Approves the Council entering a deed of variation to the CLSA with Stonebridge Real Estate Development (SRED) as detailed in paragraphs 3.2.12 – 3.2.15.
- 2.5 Delegates authority to the Corporate Director, Neighbourhoods and Regeneration, in consultation with the Lead Member for Regeneration, Planning and Property to agree any further variations that are required to update the CLSA with SRED.
- 2.6 Approves the proposed site use options for the Twybridge Way, Morland Gardens and Bernard Shaw House sites that form part of the Hillside Corridor Masterplan and approves a capital budget of £1m to commence design work for these sites.

3.0 Detail

3.1 Cabinet Members Foreword

- 3.1.1 The Hillside Corridor regeneration proposals will help to meet a number of outcomes within the Borough Plan.

- 3.1.2 The five sites (Bridge Park, Twybridge Way, Morland Gardens, Roy Smith House, Bernard Shaw House) will contribute towards Strategic Priority 1: Prosperity and Stability in Brent. Specifically, in addition to the new leisure centre, the sites will provide new affordable homes and training and skills opportunities through the new provision for Brent Start and new employment/work opportunities in the Affordable Workspace
- 3.1.3 The Hillside Corridor also contributes to Strategic Priority 3: Thriving Communities to allow the local community to be involved in and lead on activities for their communities. Three sites are proposed to have community facilities, and the Council has sought input from the community to help shape these facilities.
- 3.1.4 At Bridge Park, a new leisure centre with enhanced facilities compared to the existing centre will contribute towards Strategic Priority 5: A Healthier Brent. The new leisure centre and public realm spaces in Stonebridge will provide greater opportunities for Stonebridge residents to access good quality facilities and open spaces to improve their physical and mental health.
- 3.1.5 Brent's Leisure Centres are key to the mental and physical health of residents and this proposal has a strong alignment to Brent Council's priorities for the borough. The council's most recent Borough Plan, '[Moving Brent Forward Together for 2023 - 2027](#)', outlines Strategic Priority 5: A Healthier Brent, which aims to tackle health inequalities, particularly through co-designed approaches with communities, improve physical health and provide more accessible facilities in public spaces.
- 3.1.6 Similarly, the [Joint Health and Wellbeing Strategy 2022-2027](#) provides a further detailed breakdown of health and wellbeing priorities, including Healthy Lives, Healthy Places, Staying Healthy and Healthy Ways of Working, and includes a comprehensive set of action plans for how each priority will be achieved.
- 3.1.7 The council needs to provide and future proof its leisure facilities to allow Brent's residents to have access to as many opportunities as possible to improve their health. Both strategies can be found here: <https://www.brent.gov.uk/the-council-and-democracy/strategies-priorities-and-policies>
- 3.1.8 Local government is facing the most challenging financial environment for many decades. Bridge Park Community Leisure Centre is running at a significant loss. The council would need to invest at least £1.5m in the near future to bring the facility up to a suitable, safe standard, which is not a good use of public funds when the facility would need to be closed in the near future for vacant possession to be given under the CLSA.
- 3.1.9 The council and its development partner SRED are proposing to redevelop the area and create a thriving, inclusive neighbourhood for generations to come. The Council has been developing its current plans for Bridge Park for over a decade. In 2013 the Council consulted on the different options for the Leisure Centre. The least preferred option, supported by approximately 5% of

respondents, was to leave the site as it was. In 2017 the Council entered into a Conditional Land Sale for Bridge Park in order to replace the converted bus garage with a new purpose-built leisure centre. Following a further public consultation, the vision for Bridge Park was agreed by Cabinet in 2019. The scheme has stalled due to the legal proceedings regarding the land ownership. Now that this has been resolved, the council is keen to move forward to deliver the vision with enhanced facilities for the community.

- 3.1.10 The council acknowledge the part Bridge Park had in an important chapter in Black British history and the community's achievements in creating this space in the 1980s to empower local black residents. We are committed to working with the community to ensure this history is commemorated within the new development.

3.2 Background

History of Bridge Park Community Leisure Centre

- 3.2.1 Bridge Park Community Leisure Centre was once the largest black-led community enterprise in Europe, with 32 start-up units for local businesses, a sports hall, theatre, training centre, recording studio, restaurant and bar.
- 3.2.2 The council recognises that Bridge Park is a valued place for many local residents and that it was a symbol of community togetherness for many years. It is important to do justice to its history and legacy.
- 3.2.3 A plaque on the current Bridge Park Community Leisure Centre marks the achievements of the late Leonard Johnson, community activist and Chair of Harlesden Peoples Community Council, in creating this space. This will be retained and included in the new facility. The council will work with the community to ensure that this history is commemorated in the new development.
- 3.2.4 Harlesden People's Community Council have commenced a Save Bridge Park Campaign and submitted listing applications to Historic England to place Bridge Park Community Leisure Centre and Technology House on the National Heritage List for England. The developer, SRED has also submitted Certificate of Immunity (Col) from listed status for the same buildings and their Unisys site. Historic England will consider the applications and compile a report for the consideration of the Secretary of State for Culture, Media and Sport. It is anticipated that a decision on the Col and listing applications will be made in the summer 2025.
- 3.2.5 The main purpose of listing Bridge Park Community Leisure Centre and Technology House is to protect the buildings and their surroundings from changes which materially alter the buildings or their setting. Once a building is listed, listed building consent may be needed, in addition to any potential need for planning permission, for works and alterations to the buildings, and breaches of the listed building regime are subject to criminal penalties and enforcement action.

Conditional Land Sale Agreement

3.2.6 In June 2017, the Cabinet approved a Conditional Land Sale Agreement (CLSA) with GMH and to complete the CLSA, the following conditions need to be achieved:

- Planning: For the developer to achieve outline Planning Consent for the Bridge Park Masterplan
- Financial Viability: For the developer to achieve a profit and for Brent to fund the capital construction of a new leisure centre from the land sale proceeds.
- Vacant Possession: For Brent to acquire the Car Breakers Yard, either via private treaty purchase or CPO proceedings. It should be noted that the Council purchased the Car Breakers Yard in February 2019 via private treaty purchase.

3.2.7 At the signing of the CLSA, the Council and GMH envisaged the delivery of a Bridge Park Masterplan, which comprised a new hotel, a modern leisure centre and approximately 500 new homes.

3.2.8 In February 2019, and following public consultation, Cabinet approved proposals to optimise the development potential of the site by enhancing the leisure provision, incorporating additional community facilities, enterprise space and supported living accommodation.

3.2.9 Given that the new leisure provision is to be funded from the sale proceeds, GMH sought to optimise the quantum of housing that can be delivered on their part of the development site. The change to the CLSA would have provided “at least 500 apartments/townhouses.” Since the agreed change, the council and GMH have been working to maximise the site even further and the current proposals is to include:

- Approximately 1,000 homes to meet the needs of Brent’s growing population
- Modern flexible community facilities
- A better environment and public realm
- A new permanent home for Brent Start, the council’s adult education service
- Enhanced leisure provision
- A hotel with a restaurant.

3.2.10 The Bridge Park Masterplan and underpinning CLSA demonstrates a partnership approach between Brent Council and SRED, with a significant investment to improve the neighbourhood.

3.2.11 This redevelopment is part of a wider initiative to invest in sites along Hillside, aiming to create new affordable homes, more jobs, and outdoor spaces for

everyone to enjoy. The other sites in the Hillside Corridor are Twybridge Way, Morland Gardens, Roy Smith House and Bernard Shaw House.

CLSA Variation

3.2.12 As discussed earlier the council entered into a CLSA with GMH in order to redevelop Bridge Park. The CLSA was entered into in 2017, and progress was made on the proposed redevelopment. This was paused due to the legal proceedings taken against the council by Harlesden People's Community Council (HPCC) with regard to the ownership of the Bridge Park site.

3.2.13 Following completion of the court action in the council's favour and changes to building safety requirements for tall buildings, there have been delays to the project against the timeframes set out in the original CLSA. Cabinet is requested to agree to varying two key dates of the CLSA:

3.2.14 **Longstop Date:** This is the date by which the "Planning Condition" must be satisfied, with provision to extend this Longstop Date if, GMH having submitted a planning application, there is a resulting planning appeal, Judicial Review challenge or calling-in by the Secretary of State. It is proposed to revise the Longstop Date to 9 September 2027.

3.2.15 **Ultimate Date:** This is the non-extendable date by which the "Planning Condition" must be satisfied, in the event that the Longstop Date is extended due to a planning appeal, Judicial Review challenge or call-in affecting a submitted planning application. As such, the CLSA will automatically terminate if a satisfactory planning permission has not been obtained by this Ultimate Date. It is proposed to amend this date to be 9 September 2029.

3.2.16 Cabinet is also requested to delegate authority to the Corporate Director, Neighbourhoods and Regeneration, in consultation with the Lead Member for Regeneration, Planning and Property to agree any further variations that are required to update the CLSA with SRED.

Current Operating Picture at Bridge Park – Usage

3.2.17 The following table show the usage of the existing centre across a range of activity or usage types:

Table 1: Usage Figures for Bridge Park Community Leisure Centre (BPCLC)

Year	Gym Usage Figures	Room Booking Numbers	Sports Block Bookings	Gym Membership Numbers
2018-19	23,278	53,080	19,853	322
2019-20	25,484	55,094	16,916	288
2020-21	3,346	0	151	42
2021-22	15,634	1,810	9,080	256

Year	Gym Usage Figures	Room Booking Numbers	Sports Block Bookings	Gym Membership Numbers
2022-23	15,131	10,130	5,689	377
2023-24	26,340	13,403	16,492	542
2024-25	22,663	18,459	17,699	473

3.2.18 Over the past two years, monthly gym memberships and casual usage have increased, mainly due to the lower cost compared to other leisure centres. Various discounts have been offered to bring back members following the Covid period. As at May 2025 the published price of adult gym membership was £27.50, with most members paying a concessionary price of £22.50. These prices are lower than other market competitors (Wembley Leisure Centre, Vale Farm Sports Centre, Willesden Sports Centre, Private Gyms) but the other facilities provide a greater range of facilities such as larger gyms, more exercise classes and some offer swimming pools.

3.2.19 In 2024/25, Bridge Park had a monthly average of 473 members. More than half (72 percent) of BPCLC gym users are from the NW10 Willesden postcode. One-sixth (17 percent) are from the Wembley postcodes of HA9 and HA0 To give a comparison, the monthly average membership number at Willesden Sports Centre is 3,597 and at Vale Farm Sports Centre is 3,289.

3.2.20 The meeting rooms, conference room and function hall usage has significantly reduced, with several regular church groups and other users moving to alternative venues when the Centre was closed due to the pandemic. On a weekly basis there are approximately 6 – 9 room casual/block bookings (most on a Sunday due to church groups).

Current Operating Picture at Bridge Park – Condition and financial

3.2.21 BPCLC is housed in an aging converted bus garage. The building is at the end of its expected lifespan, is in a poor condition and requires ongoing capital investment to maintain operations.

3.2.22 Previous condition survey work was undertaken in 2019 and this work identified significant capital and maintenance works required to bring the building to an acceptance condition standard. Due to the proposed development of the site, it was not cost effective for the council to undertake repair works so the condition of the BPCLC has now deteriorated further.

3.2.23 The centre has managed to operate without carrying out major repairs and maintenance. However, there is a high risk of failure of vital equipment, as much of the centre is well beyond its expected life and this risk of failure increases daily.

3.2.24 For the financial year 2024/25, BPCLC had an outturn position of -£499k. Although usage has slowly picked up after the pandemic, the significant overspend or losses incurred by the council are similar to previous financial years. At the current membership of £27.50 per month, an additional 1,512

members would need to join and pay monthly for 12 months to make up this significant loss.

Proposal to close the centre by 31 July 2025

- 3.2.25 The option of closing the Centre by 31st July 2025 has been considered alongside the option to continue to operate the Centre for a bit longer. Taking into account the need to clear the site to allow for the new Centre to be built as soon as possible, finalise scheme plans to enable planning submission, complete the CLSA, and then build out the new facility, the earliest construction commencement date of the new leisure centre at Bridge Park is likely to be September 2027. Closing the leisure centre in July 2025 will also allow the council to secure vacant possession of the site, commission intrusive site surveys, finalise the structural plans especially foundation design and potentially seek to reduce the timetable for delivering the new leisure centre.
- 3.2.26 Given the financial liabilities for operating the current facility, upholding the maintenance of BPCLC within the context of reduced usage, the availability of other free and paid for community, health and fitness options, and that there will be an enhanced, new leisure centre at Bridge Park to replace this provision, officers are advising Cabinet on the preferred approach to close BPCLC by 31 July 2025.
- 3.2.27 The Council has the option to keep the Centre open for a bit longer; however, the benefits of closure will mean that the Council will avoid the financial liabilities for operating the current facility and maintaining BPCLC at a time when not all usage is yet to reach pre-pandemic levels. It will also remove the likelihood of emergency closures due to breakdowns of plant and building condition issues and its collective impact on staff and users.
- 3.2.28 Whilst closure of the Centre will result in the temporary loss of this leisure service and of spaces that can be hired, alternative spaces exist nearby. These include Willesden Sports Centre, Vale Farm Sports Centre, Wembley Leisure Centre, Moberly Sports Centre, various community facilities, schools, faith facilities and private gyms. These alternative facilities are well served by public transport from the Stonebridge area.
- 3.2.29 Brent Council Public Health have a wide range of opportunities for residents to be physically active with over 70 free sessions running each week. These include Walking for Health sessions at six of our parks, instructor led sessions at 20 outdoor gyms, six weekly sessions with Sport in Mind to support mental wellbeing, Our Parks sessions in Brent parks and libraries, Steady and Stable falls prevention class for those over 50 years, Couch to 5k, parkrun, community based sessions such as Zumba and Bollywood dancing and sessions for vulnerable residents.
- 3.2.30 Details on all the above are available on the council's website with additional information produced that has been shared with residents at community engagement events to promote the 70+ free sessions that the Council coordinates each week. Please see the current weekly timetable of activities in Appendix 4 and Physical Activity booklet digital flyer (Appendix 5).

- 3.2.31 Public Health carried out a survey in 2024 to review the provision of these free physical activity sessions. Survey findings showed that those from more deprived communities within the borough are participating in the public health offer and that the programme is reaching the previously inactive and priority groups. The programme has been, and will continue to be, developed in line with insights from the survey to the types of activities which would attract inactive residents
- 3.2.32 Officers will signpost users of the building to alternative facilities. We will provide a list of facilities, within Brent, for hire including sports centres, community centres, schools, sports clubs and charitable organisations. Other transitional arrangements proposed include, exploring what availability other facilities have and what rates might be available. Vale Farm and Willesden sports centres have provided times that the sports halls are available and have offered to meet with Bridge Park sports hall users to see how they can support/accommodate them. We will also connect groups directly with alternative providers and we will continue to promote other facilities and encourage users to continue with their physical activities. We have also explored facilities in neighbouring boroughs which may have facilities which are suitable to specific user groups at Bridge Park.
- 3.2.33 We are looking to continue delivering some of the classes that currently take place at Bridge Park at nearby venues, for example the football session for vulnerable men and Zumba for older residents.
- 3.2.34 Subject to a Cabinet decision on the proposal to close BPCLC on 31 July 2025, users will be informed of the decision and provide information on alternative provision that is available. Officers will have an information area within the centre with information about other facilities and direct email with information. Users will be given at least one months' notice of closure.
- 3.2.35 Break notices were issued to all commercial tenants at Bridge Park and Technology House, and the tenants moved out in February and May 2025, respectively.

Alternative closure options

- 3.2.36 The council has considered two main alternative options to the closure of the existing Bridge Park Centre by 31 July 2025.
- 3.2.37 The council could seek to increase fees and charges to customers to address the financial difficulties associated with the ongoing operation of the leisure centre. However, we do not think it would be possible to raise enough funds to make up the losses in this way, because of the impact on membership numbers and usage of an increase in fees and charges.
- 3.2.38 Secondly, the Council could consider keeping the leisure centre open until either the planning permission application for the Bridge Park development is decided (expected in October 2026) or until the leisure centre is required to

close as part of the council's agreement with the proposed developer of the Bridge Park site (expected in early 2027).

- 3.2.39 Choosing a later date would reduce the gap between the current centre closing and new centre opening. This allows more time for existing users and members to seek alternative facilities.
- 3.2.40 However, this will lead to a greater risk of building condition failure(s) and will mean further costs to the council in terms of operating costs as well as the risk of having to spend significant funds on reactive maintenance and repairs.
- 3.2.41 We are not proposing to take these options forward because of the financial, building-related and other considerations explained in this report.
- 3.2.42 During the second phase of the consultation, the community was asked whether the closure of the centre in July 2025 would have a positive, negative or neutral impact on you and your household. Of the 92 responses, 71% responded it would impact them negatively, 20% neutral and 9% positive. Section 5.4 of Appendix 1 provides more detail on the qualitative responses to this element of the consultation.
- 3.2.43 Subject to Cabinet approving the closure of BPCLC and the decision from the Secretary of State for Culture, Media and Sport on whether to list or not list Bridge Park Community Leisure Centre and Technology House, Cabinet approves the demolition of the council owned buildings at Bridge Park. Officers will then seek to procure a demolition contractor, secure the relevant consents and undertake the necessary demolition works.

Council Development Facility Mix

- 3.2.44 The Bridge Park site has been part derelict for many years. It is a prominent site in Brent, which needs significant regeneration. In planning terms, there is a site-specific allocation for Bridge Park for a new leisure centre, hotel, office, residential and small scale commercial and community uses. In June 2013, Cabinet approved plans to redevelop the Bridge Park site in discussions with General Mediterranean Holdings SA (GMH), as the landowner for the adjacent Unisys site.
- 3.2.45 At Bridge Park, the council is proposing to directly deliver a new leisure centre and a separate adult education and community hub space. The table below details the range of facilities that will be provided and compares it to the existing provisions. The total size of the existing BPCLC is 6,866m² and the proposed facilities will be 5,227m² for the new leisure centre and 2,839m² for the adult education centre and community hub, totalling 8,066m².

Table 2 – Bridge Park Facility Proposals

Facility	Current Bridge Park Community Leisure Centre	Proposed new facilities
Swimming Pool	None	25m 6 lane pool with a moveable floor
Gym	2 small gyms 39 stations (16 cardio, 23 fixed resistance plus dumbbells, bars & plates)	100 station gym
Sports Hall	5 court sports hall (745m ²)	4 court sports hall (695m ²)
Activity Space	Small party room for food & drink	200m ² Activity Space for soft play and climbing wall
Group Exercise Studios	1 exercise studio	3 exercise studios (150m ² multi-use studio (25-30 persons), 200m ² multi-use studio (40-45 persons) and 100m ² Cycle/Spin Studio (30-35 stations)
Refreshment and catering	Current kitchen not operational Vending machines	Modern Cafe facility with commercial kitchen
Changing Room Provision	Dry Changing for Gym/Fitness/Sports Hall	Wet' Changing 'Village' Dry changing for Gym/Fitness/Sports Hall
Steam / Sauna	Steam & sauna (each in separate changing rooms)	Steam & sauna
Community Spaces	Main function hall Five meeting rooms (450m ²)	450m ² of community space Commercial Kitchen
Adult Education	None	2,389m ² of new adult education provision
Commercial / business units	2,176m ² of commercial use space	None

3.2.46 This is a deviation from the 2019 Cabinet approved facility mix which proposed a leisure and community centre to the front of the site with supported living accommodation units and workspace units in a tall building to the rear of the site.

3.2.47 It was previously proposed in 2019 for the council to provide residential to the rear of the site but due to the financial issues with delivering viable affordable housing, the council is unable to deliver the affordable homes but will deliver the community space and adult education centre.

3.2.48 Officers are therefore proposing to deliver a leisure centre only to the front of the site with the community space and adult education centre proposed to the rear in a separate building. These will replace the affordable workspace in the

2019 facility mix and it is proposed to provide affordable workspace/commercial units at Twybridge Way as part of the wider Hillside Corridor proposals. The new leisure centre will be larger than the existing leisure centre with additional facilities such as a swimming pool and an increased number of exercise studios.

3.2.49 Table 3 below provides an indication of the proposed delivery timetable for the new buildings at Bridge Park

Table 3 – Indicative Delivery Timetable

Milestone	Target Delivery Date
Complete RIBA 3 Designs	October 2025
Listing Application Outcome	August 2025
Planning Application Submission	November 2025
Planning Application Determination	October 2026
Complete Contractor Procurement	January 2027
Complete RIBA 4 Designs	July 2027
Commence start on site	September 2027

3.2.50 Whilst the Council is proposing to redevelop the Bridge Park site, it doesn't mean that the history will be lost. The council is proposing to set up a community panel with community members who expressed an interest in being part of a future community advisory group. The redevelopment is to be an opportunity to both recognise the historic importance of the site and also engage the community in shaping the future.

Hillside Corridor Site Options

3.2.51 As part of the council's commitment to provide social and/or community infrastructure for its residents and communities in the Stonebridge area, the council has proposed a range of use options for the following sites as part of developing a complementary vision for the Hillside Corridor Masterplan (refer to Appendix 2):

- Bridge Park
- Twybridge Way
- Roy Smith House
- Morland Gardens
- Bernard Shaw House

3.2.52 In Phase 1 of the Hillside Corridor consultation which ran from November 2024 – January 2025, it was proposed that by relocating Brent Start and affordable workspace to Bridge Park, the council can unlock the Twybridge Way and Morland Gardens sites to allow for other development uses. Residents and local community groups were asked to suggest their preferred site use options as part of developing a complementary vision for the Hillside Corridor.

3.2.53 Cabinet is asked to note that Roy Smith House was subject to its own Cabinet report in September 2024 which approved a Community Infrastructure Levy (CIL) investment to provide a new community venue. The results of phase 1 showed the top three site uses at the following sites as:

1. Twybridge Way: Youth Facilities, café/restaurant, commercial space
2. Morland Gardens: café/restaurant, youth facilities, community hall
3. Bernard Shaw House: café/restaurant, commercial space, workspace/business units

3.2.54 Officers considered the responses to Phase 1 and proposed the following site development options for the three sites above for the second phase of the consultation (March – May 2025) and asked respondents whether they were satisfied with the site use options:

1. Twybridge Way: affordable homes and commercial space which could include a café/restaurant and workspace/business units
2. Morland Gardens: affordable homes and youth facilities
3. Bernard Shaw House: affordable homes only

3.2.55 The results of the consultation show that of the 92 responses received, 39% were satisfied with the proposed site use options, 26% were dissatisfied with the proposed site use options and 35% were neutral or preferred not to say. Appendix 1 provides more detail on the consultation responses to this element of the consultation.

3.2.56 For Morland Gardens, there was also a petition requesting that the locally listed Altamira Building should not be demolished as part of development plans for the site. 251 people had signed the petition. A decision on the demolition or retention of this building will be subject to a future Cabinet report after the necessary design, site investigation works and viability assessments are undertaken. Proposals would also be subject to a planning application which would also consider the appropriate planning and heritage considerations.

3.2.57 Cabinet is therefore asked to agree the proposed site options set out in the second phase of the consultation and listed in paragraph 3.2.54 above as well as agreeing a budget of £1million. Officers will use this budget to undertake feasibility studies and commission the necessary design work to develop the site use proposals in more detail for future member consideration.

4.0 Stakeholder and ward member consultation and engagement

4.1 All previous consultation activity to inform future provision of leisure services on this site has been predicated on closure as part of the planned redevelopment.

4.2 In 2017, the Council consulted with users of BPCLC and residents on the nature of the proposed community building. That consultation informed the current plans for a new Leisure Centre at Bridge Park.

- 4.3 In November 2024, residents were invited to have their say on the future of Bridge Park Community Leisure Centre, as part of the plan to invest £600 million into the Hillside Regeneration Corridor in Stonebridge. This consultation will inform a planning application for the redevelopment of the Bridge Park site to include the new Leisure Centre.
- 4.4 The council undertook public consultation on development plans for Bridge Park and other development sites within the Hillside Corridor from 27 November 2024 – 12 January 2025. Local residents, community groups and businesses were contacted to inform them of the forthcoming consultation. The council updated its website and associated webpages (<https://www.brent.gov.uk/business/regeneration/growth-areas/bridge-park>) to reflect the proposed plans and to advertise the public consultation, including an online questionnaire.
- 4.5 The consultation comprised of a launch event for community groups on 27 November 2024 and two public exhibition events held at Brent Start, Twybridge Way on 28 November 2024 and 30 November 2024. 8,000 homes were leaflet dropped encouraging residents to attend the exhibition events and complete the consultation questionnaire. The exhibitions demonstrated the plans for the sites along the Hillside Corridor with details on the proposed masterplan development at Bridge Park that intends on providing a new leisure centre, community space, new adult education provision, 1,000 homes, café and extensive public realm. At these events, the plans for the site and intended closure of the existing centre were discussed with attendees. The Bridge Park redevelopment webpage described the proposals as well as having a frequently asked questions (FAQ) section which provided responses to questions, including what will happen to the existing centre. The response to this question was that the council intends to close in early 2025.
- 4.6 51 responses were received during the consultation period and the key outcomes of the consultation are included in Appendix 1. Below are a few key points from the consultation in relation to Bridge Park:
- 96% of respondents agreed that the Bridge Park site is in need of significant investment.
 - 100% of respondents agree or strongly agree that new parks and green spaces will be valuable assets for the area.
 - 86% of respondents agreed that the leisure and community facilities in the proposal offer a good mix of spaces and activities for everyone
- 4.7 The second phase of the consultation ran from 3 March 2025 until 11 May 2025. The website was updated to reflect the outcome of the first phase and the content of the second phase of consultation. The consultation asked about three key areas; the closure of the existing Bridge Park, feedback on the proposed facilities for the new leisure centre and the site use options for the other sites in the Hillside Corridor.
- 4.8 The consultation included leaflet drops to over 8,000 homes, two public exhibitions, drop-in sessions at Bridge Park, a meeting with block bookers of

the centre as well as door knocking to 500 homes to ask residents to respond to the consultation questionnaire.

4.9 Appendix 1 sets out the results of the second phase of the consultation. Below are a few key points:

- Closure
 - Of the 92 responses, 71% responded it would impact them negatively, 20% neutrally, and 9% positively.
 - Main area of dissatisfaction was related to losing access to the facility and for the time proposed.
- Feedback on new leisure centre
 - Of the 92 responses, 51% were satisfied, 36% were dissatisfied, and 13% were neither satisfied nor dissatisfied with the proposed facility mix of the new leisure centre.
 - Main area of dissatisfaction was related to the size of the proposed facilities not meeting a particular sport or activity's space requirements (e.g., the absence of a specific sport facility, the proposed size of spaces like the sports hall or swimming pool being deemed insufficient).
- Hillside Corridor
 - Of the 92 responses, 39% were satisfied, 26% were dissatisfied and 35% were neutral or preferred not to say on the proposed site use options for the sites in the Hillside Corridor.
 - Feedback here covered views on the broader balance of uses across the redeveloped sites such as any commercial space serving the needs of the local community and the scale of any residential development overshadowing the community uses.

4.10 The council also asked respondents whether they were interested in being part of a community / advisory steering group for the Hillside Corridor and Bridge Park. 37% of respondents answered yes and provided their contact details to which the council will collate and contact in due course be part of a steering group to work with the council to assist in shaping the future of the sites within the Hillside Corridor as well as updating on projects progress.

5.0 Financial Considerations

5.1 For the financial year 2023/24, the Bridge Park Community Leisure Centre had an outturn position of -£457k. Although usage has gradually picked up since the end of Covid restrictions, the overspend or losses incurred are similar for previous financial years. For financial year 2024/25, the centre had an outturn position of -£499k. The Council commissioned FMG Consultants to assess the viability of the new leisure centre and they expect an operational surplus in year 5.

5.2 The financial position of the council means that we cannot continue running the centre at a significant loss. In addition, the risk of unplanned costs through

repair and the maintenance cost pressures do not provide value for money when the building will be demolished in the next couple of years.

- 5.3 Previous condition survey work undertaken in 2019 identified capital and maintenance works to an approximate value of £1.5m, now likely to be significantly higher, that would be required to adequately replace building components and bring the building to a good condition rating, including a level of safety. This investment would be needed in 2025-26, putting pressure on the council's already stretched capital programme and incurring revenue costs for borrowing. It would also place additional pressure on existing revenue budgets should maintenance works be required.
- 5.4 The council has considered the benefit of keeping the Centre open against the required costs of maintenance and repair for a building which will have to be demolished for the new centre to be built. Maintenance and repair costs need to be funded by revenue. This would be on top of the current revenue loss from operating the Centre.
- 5.5 The centre is already facing operational challenges: the boiler has broken and the roof is leaking. The age of the facilities has made it very difficult to source replacement parts including for recent break downs of the lift as well as the sauna and steam rooms. Keeping the Centre open does not appear to be a financially viable option or good use of public funds. The option to close the centre in July allows us to plan the closure, rather than being forced to close due to works being required or safety concerns. Furthermore, the proposal to close the leisure centre in July 2025 will allow the council to secure vacant possession of the site, commission intrusive site surveys, finalise the structural plans especially foundation design and potentially seek to reduce the timetable for delivering the new leisure centre.
- 5.6 The council has considered increasing income by increasing fees and charges to customers, but this would not raise significant funds to make up the losses. Further, fee increases would need to consider the limited facilities at Bridge Park in light of the age of the building and its condition. Current membership is advertised at £27.50 per month, this would equate to a need to significantly increase in memberships being sold across the year (1,512 at £27.50 per month for 12 months).
- 5.7 In 2019, Cabinet approved a capital budget of £50m for the council's development at Bridge Park. It is anticipated that this will be mostly funded through S106 receipts, Strategic Community Infrastructure Levy (SCIL) and the land receipt from the sale of part of the council owned land at Bridge Park. In addition, the council intends to seek grant funding from Sport England. The council does not intend to fund any of the scheme through external borrowing.
- 5.8 There are 11 permanent employees (seven full time and four part time) and six group exercise instructors. These staff are at risk of redundancy. There will be some redundancy costs depending on the number of staff that are not redeployed. The maximum cost for redundancies will be £90k based on calculations provided by Human Resources colleagues in May 2025. There will

also be Pension Strain costs of £88k for two members of staff for early release of pension.

- 5.9 If a building has been in continuous lawful use for at least 6 months of the last 3 years at the point of the granting of a planning permission, then the floorspace of that building can then be used as an existing building credit to reduce the CIL payable on a development. Should the Centre be demolished prior to the approval of the planning permission, the Council would lose 7,208 m² of floor space which could be used to offset CIL payments.

6.0 Legal Considerations

- 6.1 The council's statutory duties in relation to sport and leisure provision are engaged under s19 of the Local Government (Miscellaneous Provisions) Act 1976 which gives a local authority the power to provide such recreational facilities as it sees fit.

- 6.2 Extensive consultation has been undertaken by the officers to ensure compliance with the Gunning principles. The basic legal requirements relating to the conduct of a consultation, are that:

6.2.1 Consultation must take place at a time when the authority's proposals are still at a formative stage and the mind of the decision-maker is still open to change (**Gunning 1**)

6.2.2 The public authority must give sufficient reasons for any proposal to allow for intelligent consideration and response (**Gunning 2**).

6.2.3 Adequate time must be allowed for consideration and response (**Gunning 3**)

6.2.4 The product of consultation must be conscientiously taken into account in finalising the relevant proposals (**Gunning 4**).

- 6.3 The consultation has therefore been undertaken in compliance with these principles.

- 6.4 A building may be added to the list of buildings which are protected pursuant to the listed Buildings Act 1990 if they are of special architectural or historic interest [**s. 1**]. Buildings included on the list are known as "listed buildings". The power to add a building to the list lies with the Secretary of State but they must consult with Historic England in advance of making any such decision. The process for adding a building to the list is, in practice, as follows:

- a. An application is made for a building to be listed;
- b. Historic England validates the application and makes an initial assessment;
- c. If the initial assessment indicates potential for the building to meet the criteria for listing, then Historic England will carry out a full assessment and consult with relevant parties (including the owners of the building);

- d. Historic England compiles its final report and makes a recommendation to the Secretary of State (who makes the final decision).
- 6.5 An interested party can seek a review of a recommendation, by Historic England, for a building to be listed. The application for review must be received by the Secretary of State within 28 days of Historic England submitting its recommendation. The application must contain “significant evidence” to suggest that Historic England’s recommendation is incorrect. There is no avenue of appeal (other than judicial review) after the Secretary of State has made a decision to list the Site.
- 6.6 Prior approval is also required prior to the demolition of the buildings. The applicant is required to put up a site notice which must be in place for at least 21 days within the 28-day application period.
- 6.7 An application must be submitted to the Local Planning Authority which includes sufficient information to demonstrate the proposed method of demolition and how the site will be left at the end of the demolition process. This normally includes a demolition management plan demonstrating how the environmental impacts of demotion will be managed, and a Demolition Logistics Plan which looks at vehicular routes to the site and how vehicles will be managed both within and outside of the site (e.g. timings, vehicle turning, wheel washing, any road closures / removal of parking bays / hoardings or use of the highway/footway).
- 6.8 The Planning Authority must consider and determine the application within 28 days and may grant Prior approval, determine that prior approval isn’t required or may refuse prior approval. The demolition can then be carried out within 5 years of the approval (if prior approval is granted) or within 5 years of the submission of the application if prior approval is not required or if the Planning Authority don’t determine the application within 28 days.
- 6.9 The demolition of the building would also require approval under the Building Regulations. There are also other considerations such as procedure to ensure the protection of protected species (e.g. bats / birds).
- 6.10 Should the proposal to close the Bridge Park Community Leisure Centre be agreed, various consultancy and works contracts will need to be let relating to the demolition and subsequent construction of the new leisure centre at Bridge Park. Such contracts will be let using the Council’s Contract Standing Orders and the Procurement Act 2023.

7.0 Equity, Diversity & Inclusion (EDI) Considerations

- 7.1 The Public Sector Equality Duty, as set out in section 149 of the Equality Act 2010, requires the Council, when exercising its functions, to have “due regard” to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act, to advance equality of opportunity and foster good relations between those who have a “protected characteristic” and those who do not share that protected characteristic. The protected characteristics

are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

- 7.2 Having due regard involves the need to enquire into whether and how a proposed decision disproportionately affects people with a protected characteristic and the need to consider taking steps to meet the needs of persons who share a protected characteristic that are different from the needs of persons who do not share it. This includes removing or minimising disadvantages suffered by persons who share a protected characteristic that are connected to that characteristic.
- 7.3 A detailed analysis of the equality implications is contained within the Equality Analysis which is attached as Appendix 3. Members must consider the detail as part of their decision-making process.
- 7.4 Sport England's Active Lives survey identifies a number of target groups which are underrepresented in terms of participation in sport and physical activity. The nationally identified under-represented groups are young people, women and girls, people with disabilities, over 45s and black and minority ethnic groups. Analysis of the available data in relation to the impact on the different protected characteristic groups shows that closing the Centre may have a negative impact on Black, Asian, and Minority Ethnic (BAME) groups as a greater proportion of users are from the broad black group – Black Somali, Black Caribbean and Black African. Closing the centre may also have a negative impact on people with disabilities, as there is a targeted session for young people on a Saturday. There may be a negative impact on the older population as they may find it more difficult to travel to alternative provision.
- 7.5 Closing the centre could have a negative impact on the five faith groups who hire the Centre on a regular basis for a total of 12 hours per week. Attendance across the 5 groups varies between 217 and 339 per week.
- 7.6 The council also acknowledges that Bridge Park has played an important role in the Stonebridge community for many years. Bridge Park is an important chapter in Black British history and the community's achievements in creating this space in the 1980's to empower local black residents. The council recognises the importance of working with the community to ensure this history is commemorated within the new facilities. We will work closely with the Libraries, Arts and Heritage Team to explore how best to recognise the legacy and contribution that Bridge Park had in Black British History. For example, working with local groups, organisations and individuals, this might be a photo exhibition showing the development of the community centre from a bus garage through to today and a mural on the hoardings of the development site to reflect the history.
- 7.7 While the Equality Analysis has identified potential adverse impacts of the proposal, we consider that the proposals would be objectively justified so as not to give rise to discrimination. This is because the council is pursuing legitimate aims, including the need to manage the financial position facing the council given the operating costs of keeping it open, the condition of the building, the

cost of repairs, and the desire to avoid an unplanned closure. The council's goal is to provide residents with a new and improved leisure centre by 2030. Mitigating factors identified including making the council's free physical activity offer more visible online and better publicised to residents, signposting current service users to alternative leisure and exercise provisions nearby, offering guidance and advice to business tenants using the site, and identifying and signposting to alternative meeting room provisions in facilities within a two-mile radius. The longer-term plan is to have a new and improved leisure centre facility on this site which will serve the local community.

- 7.8 Members are to give due regard to the Section 149 duty but must also pay regard to any countervailing factors which it is proper and reasonable for them to consider. These may include budgetary and financial constraints which are outlined elsewhere in this report.

8.0 Climate Change and Environmental Considerations

- 8.1 The council declared a climate and ecological emergency in 2019 and set out to do all in its gift to become carbon neutral on a borough-wide basis by 2030. The council has subsequently adopted a Climate and Ecological Emergency Strategy (2021-2030) which sets out the council's route map to achieve this aim.
- 8.2 Bridge Park forms part of the council's overall carbon footprint for its own estate and operations. The age of the building means that it performs poorly from an energy efficiency perspective. It has the second highest energy use (measured both in kWh and cost), of all the Corporate owned and operated estate buildings. Therefore, there will be significant energy savings opportunities from replacing it with a new and much more energy efficient leisure centre building. The design and construction of a new building provides an opportunity to revitalise the site with environmental sustainability as a key consideration, with the potential for installing low carbon technologies and building fabric considerations that meet the environmental sustainability expectations of the Local Plan, the London Plan and Building Regulation requirements. It is also proposed that the site would be a car-free development, save for parking for blue badge holders, which would also support a reduction in the site's associated carbon footprint and contribute to improved air quality in the area.
- 8.3 The council will aim to minimise any negative environmental impacts wherever possible as part of the demolition plans. The alternative to demolition and creation of a new building, would be look at retrofitting the buildings to improve energy efficiency on existing site as it currently stands. This is not deemed viable due the current costs associated with non-domestic buildings. When considered alongside the wider rationale for the proposals set out within this report, on balance it is felt that overall future sustainability of the site would be best secured through the re-development proposals to meet the needs of the site and the local area.

9.0 Human Resources/Property Considerations (if appropriate)

- 9.1 There are 11 permanent employees (seven full time and four part time) and six group exercise instructors. These staff will be at risk of redundancy. Staff will be consulted regarding the closure of the Centre should the decision be made to close the Centre. A minimum of 15 days is required.
- 9.2 Staff will be given early access to internal employment opportunities via the Redeployment process. Those that are not redeployed will be notified of their redundancy, HR will notify recruitment to ensure roles at the same grade, one grade higher or lower are prioritised for the redeployees before other internal/external candidates are shortlisted.
- 9.3 Staff have been offered support from HR including skills matching and training such as CV writing and interview techniques, stress and resilience and financial literacy. Courses can be accessed via the council's internal training catalogue and staff have been made aware of support they can access via the Employees Assistance Programme and CareFirst, a confidential helpline.
- 9.4 We have contacted other leisure operators within the borough to ask if they would consider speaking with staff at Bridge Park to make them aware of upcoming employment opportunities.
- 9.5 Should staff leave Council employment prior to the closure of the centre; we may need to consider reducing the opening hours of the centre.
- 9.6 In relation to the property considerations, break notices were issued to all commercial tenants at Bridge Park and Technology House. All tenants at Bridge Park were informed that they were required to vacate by Friday 28th February 2025. The one tenant at Technology House was informed that they were required to vacate by 15th May 2025. All tenants at both sites have since vacated.
- 9.7 A Certificate of Immunity (Col) from Listing has been submitted by SRED for Bridge Park and Technology House. A campaign group, Save Bridge Park, working with HPCC has also submitted an application to list Bridge Park.
- 9.8 The council has responded to Historic England to comment on the two applications as landowner and as the local planning authority. Historic England will consider both applications and prepare a report for consideration by the Secretary of State for Culture, Media and Sport in the summer 2025.
- 9.9 Should the Col be granted then the building will be protected from listing applications for a five-year period. There is a risk that Historic England consider the building(s) are listable and this could prevent the buildings from being redeveloped as proposed.

10.0 Communication Considerations

- 10.1 An external public relations company (Four Agency) has been jointly commissioned by Brent and SRED to manage the pre-planning public consultation process for Bridge Park given that is a major regeneration scheme.
- 10.2 Consultation was undertaken with the public during November 2024 – January 2025 and March – May 2025. This involved exhibition events, meetings drop-in sessions and online information and questionnaires.
- 10.3 The council will continue to keep residents updated on progress of these events/milestones through a newly created community advisory group who will be involved in shaping the future of the Hillside Corridor and/or the development of the Bridge Park site.

Report sign off:

Rachel Crossley

Corporate Director, Service Reform and Strategy

Alice Lester

Corporate Director, Neighbourhoods and Regeneration

Table of Contents

1. Executive Summary
2. Introduction
3. Methodology
4. Phase 1 Findings: Masterplan Vision (Nov 2024 - Jan 2025)
5. Phase 2 Findings: Closure and Replacement (Mar - May 2025)
6. Comparative Observations
7. Equalities and Inclusion

1. Executive Summary

This report presents the findings of a two-phase public consultation conducted by Brent Council concerning the proposed redevelopment of the Bridge Park Community Leisure Centre site. Phase 1, undertaken between November 2024 and January 2025, focused on gathering feedback on the broader masterplan vision for the site. Phase 2, conducted from March to May 2025, sought views specifically on the proposal to close the existing centre from July 2025 until a new facility is constructed, and on the plans for the replacement leisure centre.

A total of 51 responses were received during Phase 1, and 92 unique respondents participated in Phase 2. The findings provide valuable insights into the perspectives of those who chose to participate.

Key Findings:

- Strong support for improvement:** 96% of Phase 1 respondents agree the current site "needs significant improvement" to meet community needs.
- Green spaces valued:** 100% of respondents agree new parks and green spaces will be "valuable assets" for the area.
- Facility mix broadly supported:** 86% of Phase 1 respondents rate the proposed leisure and community facilities as a "good mix" of spaces and activities.
- Closure impact concerns:** 71% of Phase 2 respondents anticipate a negative impact from the closure until the new centre is constructed.
- Mixed views on replacement:** 51% satisfied vs 36% dissatisfied with the proposed facility mix for the new centre.

The consultation has provided Brent Council with important feedback to consider as the project progresses, particularly regarding the closure period and the plans for the new Bridge Park site to address community needs and concerns as expressed by the participants.

2. Introduction

Brent Council is progressing plans for the comprehensive redevelopment of the Bridge Park Community Leisure Centre site. Recognising the importance of public input in shaping these proposals, a two-phase public consultation process was undertaken to engage with residents, users, and stakeholders.

The existing Bridge Park Community Leisure Centre building has been identified as outdated and no longer fully meeting the needs of the local community. The proposed redevelopment aims to deliver a significantly improved site, including new homes, enhanced green spaces, and a modern replacement leisure and community facility.

This report details the findings from both phases of the consultation. Phase 1 focused on the initial masterplan vision, seeking broad feedback on the proposed scale, mix of uses, and key features of the development. Phase 2 delved into the specifics of the delivery strategy, particularly the proposal to close the existing centre and the plans for the new leisure facility, gathering views on the anticipated impacts and desired provisions.

The purpose of this report is to provide a clear and comprehensive summary of the responses received during both consultation periods, highlighting key themes, sentiments, and suggestions to inform Brent Council's ongoing decision-making process regarding the Bridge Park redevelopment.

3. Methodology

The public consultation for the Bridge Park Community Leisure Centre redevelopment was conducted across two distinct phases, employing a mixed-method approach to gather feedback:

Phase 1: Masterplan Vision

- Time Period:** 20th November 2024 to 15th January 2025
- Focus:** The wider masterplan vision for the site
- In-person Events:** Exhibition events held at Brent Start adult education college on 27th, 28th, and 30th November 2024
- Online Feedback:** Available throughout the consultation period
- Response Rate:** 51 unique responses

Phase 2: Closure and Replacement

- Time Period:** 03 March 2025 – 11 May 2025
- Focus:** The proposal to close the existing centre and plans for the replacement facility
- In-person Events:** Exhibition events at Brent Start on 20th March and 26th April 2025, block bookers/group bookings meeting on 2 April 2025 and various drop-in sessions held at the leisure centre throughout April and May 2025
- Online Feedback:** Available throughout the consultation period
- Response Rate:** 92 unique responses

Analysis Process

Survey responses were collected and provided for analysis in CSV format, derived from original Microsoft Excel workbooks. The analysis process involved several steps:

- Data Loading and Cleaning:** The primary survey data files for each phase were identified and loaded into a data analysis environment. Column names were renamed to shorter, more manageable identifiers while retaining their descriptive meaning.
- Sample Size Determination:** The number of unique responses for each phase was determined.
- Quantitative Analysis:** Responses to closed questions (e.g., agreement scales, multiple choice) were quantified, presenting counts and percentages for each response option.
- Qualitative Analysis:** Open-text responses were reviewed to identify recurring themes, sentiments, specific suggestions, and areas of concern.

The consultation was well publicized through various channels, including newsletters distributed to 10,000 households for both phases, door-knocking campaigns that reached 500 doors and engaged 100 residents, and in-person events that saw attendance of 47 people over two days in Phase 2.

4. Phase 1 Findings: Masterplan Vision (Nov 2024 - Jan 2025)

4.1. Respondent Profile

The demographic profile of the 51 respondents in Phase 1 is as follows:

- Age Group:**

 - 35 – 44: 28%
 - 55 – 64: 20%
 - 45 – 54: 20%
 - 25 – 34: 16%
 - 65+: 10%
 - 16 – 24: 6%
- Gender:**

 - Female: 58%
 - Male: 40%
 - Other: 2%

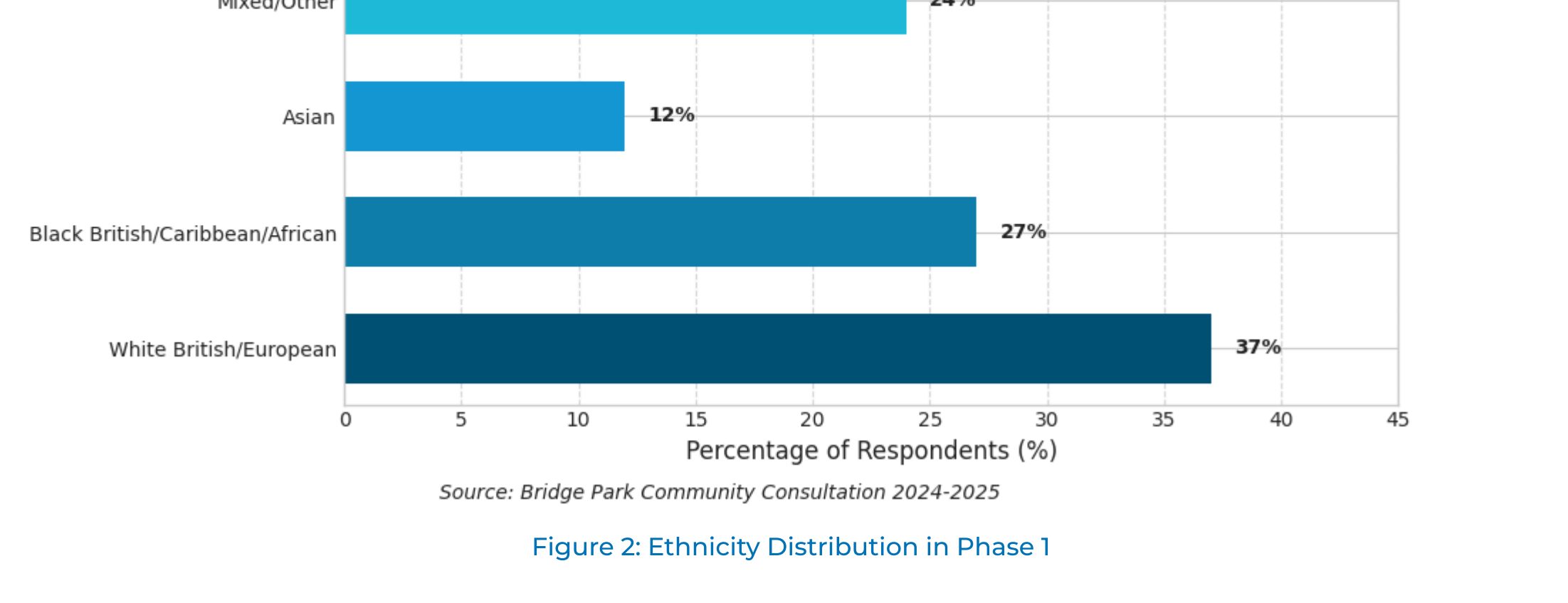


Figure 1: Age Distribution of Respondents

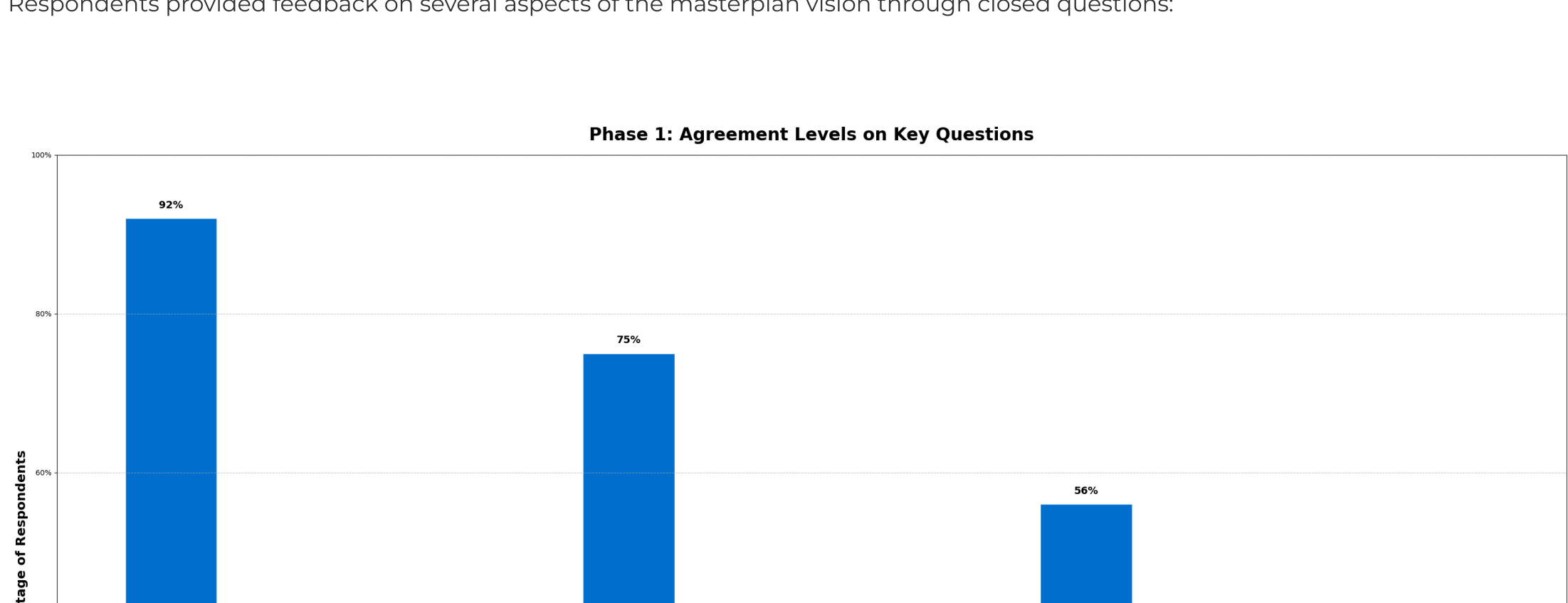


Figure 2: Ethnicity Distribution in Phase 1

4.2. Quantitative Results

Respondents provided feedback on several aspects of the masterplan vision through closed questions:

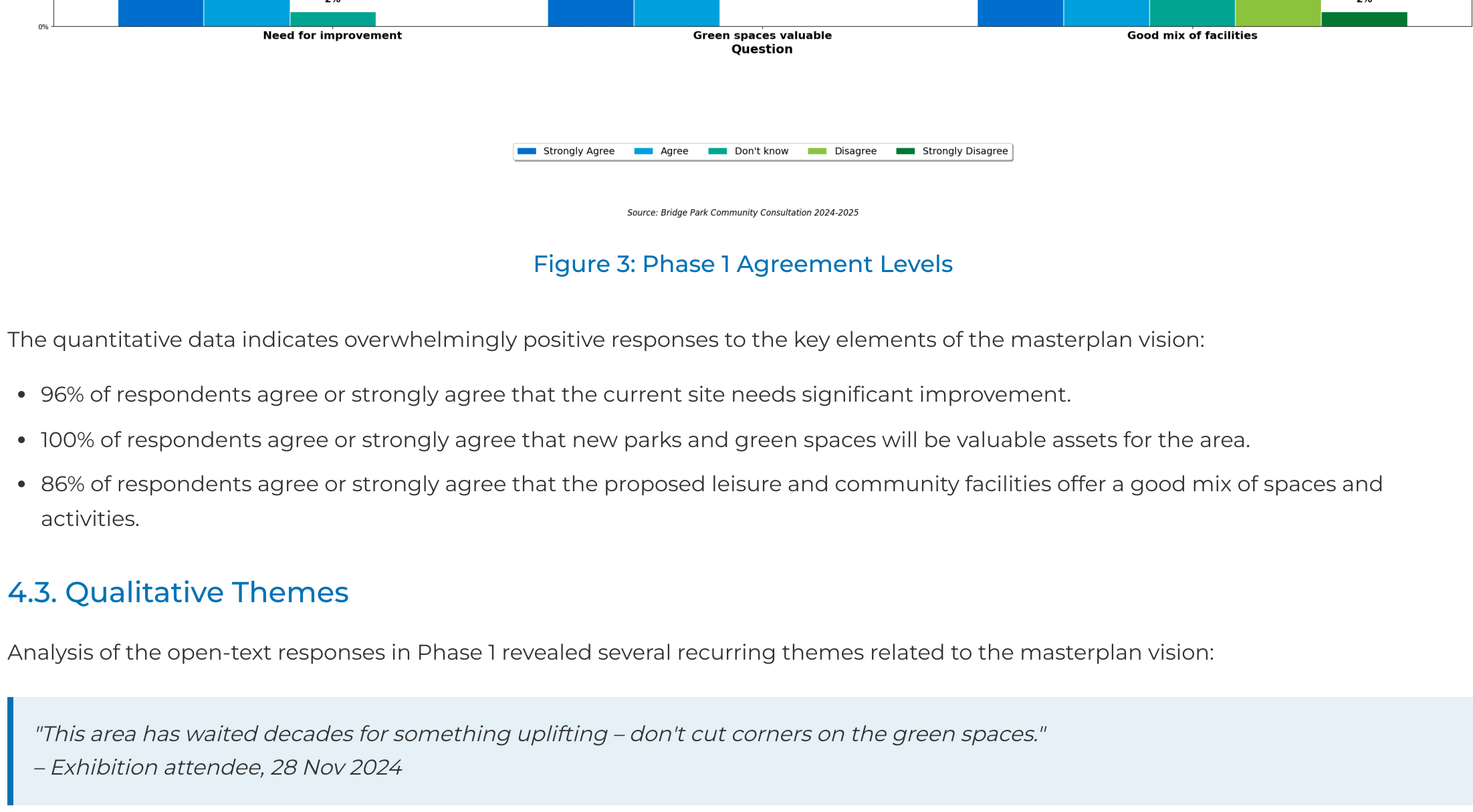


Figure 3: Phase 1 Agreement Levels

The quantitative data indicates overwhelmingly positive responses to the key elements of the masterplan vision:

- 96% of respondents agree or strongly agree that the current site needs significant improvement.
- 100% of respondents agree or strongly agree that new parks and green spaces will be valuable assets for the area.
- 86% of respondents agree or strongly agree that the proposed leisure and community facilities offer a good mix of spaces and activities.

4.3. Qualitative Themes

Analysis of the open-text responses in Phase 1 revealed several recurring themes related to the masterplan vision:

"This area has waited decades for something uplifting – don't cut corners on the green spaces."

- Exhibition attendee, 28 Nov 2024

Importance of Existing Facilities and Activities

Respondents frequently emphasised the value they place on the current Bridge Park Community Leisure Centre's existing offerings. Specific mentions often included the sports hall, vital for various indoor sports and community events; the gym facilities, used for personal fitness; and the community spaces, which serve as important hubs for local groups and activities. The desire expressed was not just for replacement, but for preservation and enhancement of these core functions within the new development, ensuring continuity of valued services and spaces.

Suggestions for New/Improved Facilities

Beyond retaining existing popular features, respondents put forward a variety of suggestions for expanding and improving the facility mix. These included calls for specific sports amenities such as dedicated basketball courts, five-a-side football pitches, and improved badminton or netball facilities. For the swimming pool, feedback covered desires for both recreational swimming options and dedicated lanes for fitness, as well as potentially expanding learn-to-swim programmes. Community-focused suggestions ranged from dedicated youth facilities and flexible community halls to spaces suitable for adult education and advice services. There was also clear interest in integrating commercial amenities that serve local needs, such as greengrocers or cafes, potentially operating as independent local businesses.

Views on the Mix of Development

The proposed mix of new homes, affordable housing, and a hotel generated discussion. A prominent theme was the strong call for a greater emphasis on genuinely affordable housing, with specific requests for family-sized units to address local housing needs. Views on the hotel were mixed; while some saw potential benefits, others questioned its relevance to the local community and expressed concern that it might detract from the site's community focus. Suggestions were made regarding the balance and proportion of residential versus other uses on the site.

Green Space Quality and Maintenance

Support for the creation of new parks and green spaces was enthusiastic, but this was often coupled with pragmatic concerns about their long-term viability and usability. Respondents stressed that the success of these spaces would depend heavily on effective, ongoing maintenance to prevent deterioration and ensure cleanliness. Safety and security were also key concerns, with suggestions for adequate lighting, open sightlines, and measures to deter anti-social behaviour. Specific ideas for green space features included well-equipped play areas catering to different age groups, tranquil sensory gardens, and accessible outdoor gym equipment.

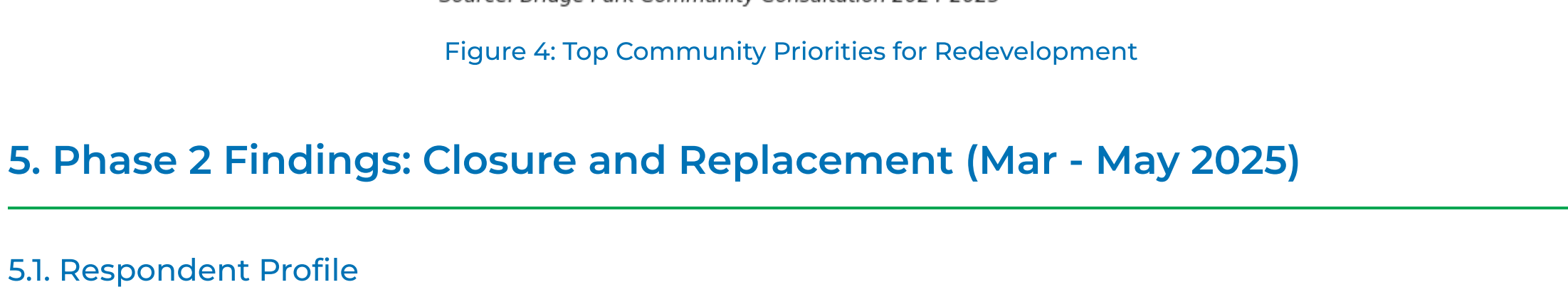


Figure 4: Top Community Priorities for Redevelopment

5. Phase 2 Findings: Closure and Replacement (Mar - May 2025)

5.1. Respondent Profile

The demographic profile of the 92 unique respondents in Phase 2 showed a similar age distribution to Phase 1, with slightly stronger representation in the 35-44 and 45-54 age groups.

5.2. Existing Centre Usage

Of the Phase 2 respondents who answered questions about their current usage of Bridge Park Leisure Centre:

- 73% reported using the existing centre in the past year
- Among centre users, 50% visited more than once a week, indicating a core of frequent users
- The main purposes for visits included using the sports hall, gym, function rooms, and attending classes

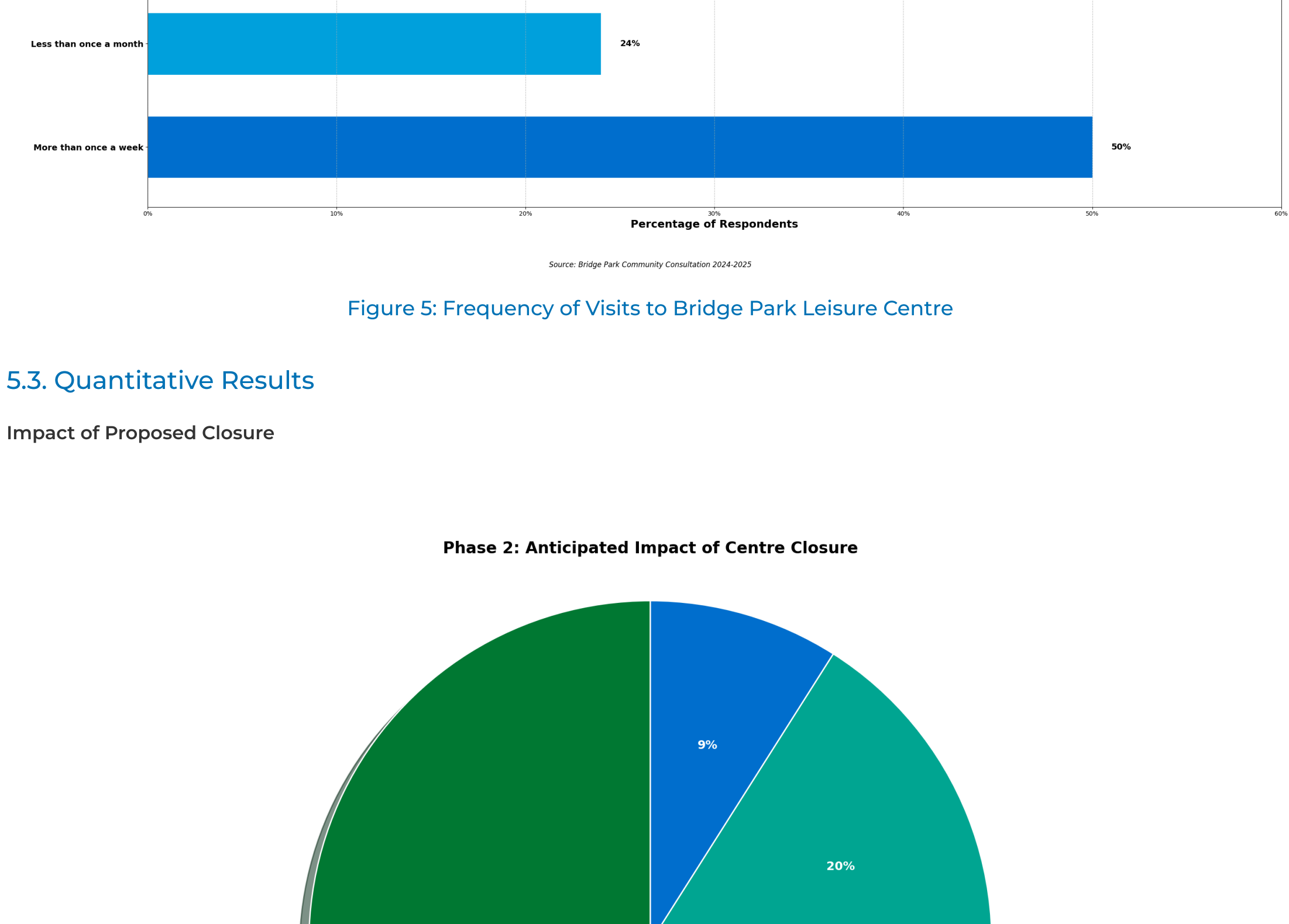


Figure 5: Frequency of Visits to Bridge Park Leisure Centre

5.3. Quantitative Results

Impact of Proposed Closure

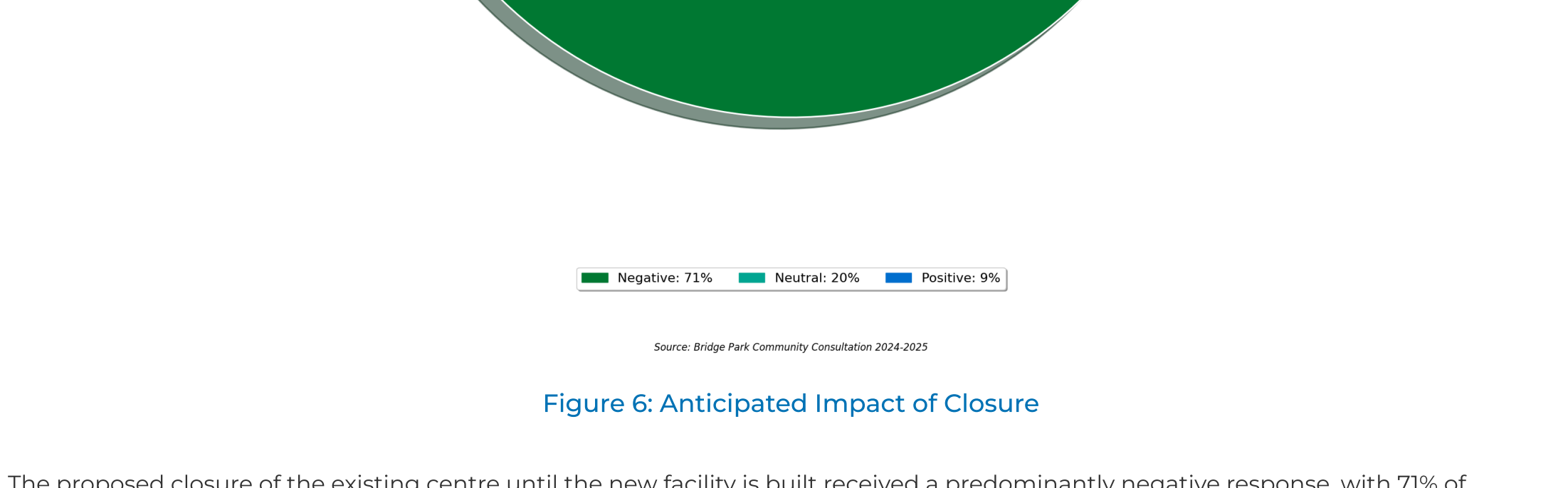


Figure 6: Anticipated Impact of Closure

The proposed closure of the existing centre until the new facility is built received a predominantly negative response, with 71% of respondents indicating they expected a negative impact on themselves and their households.

Satisfaction with Proposed Facility Mix

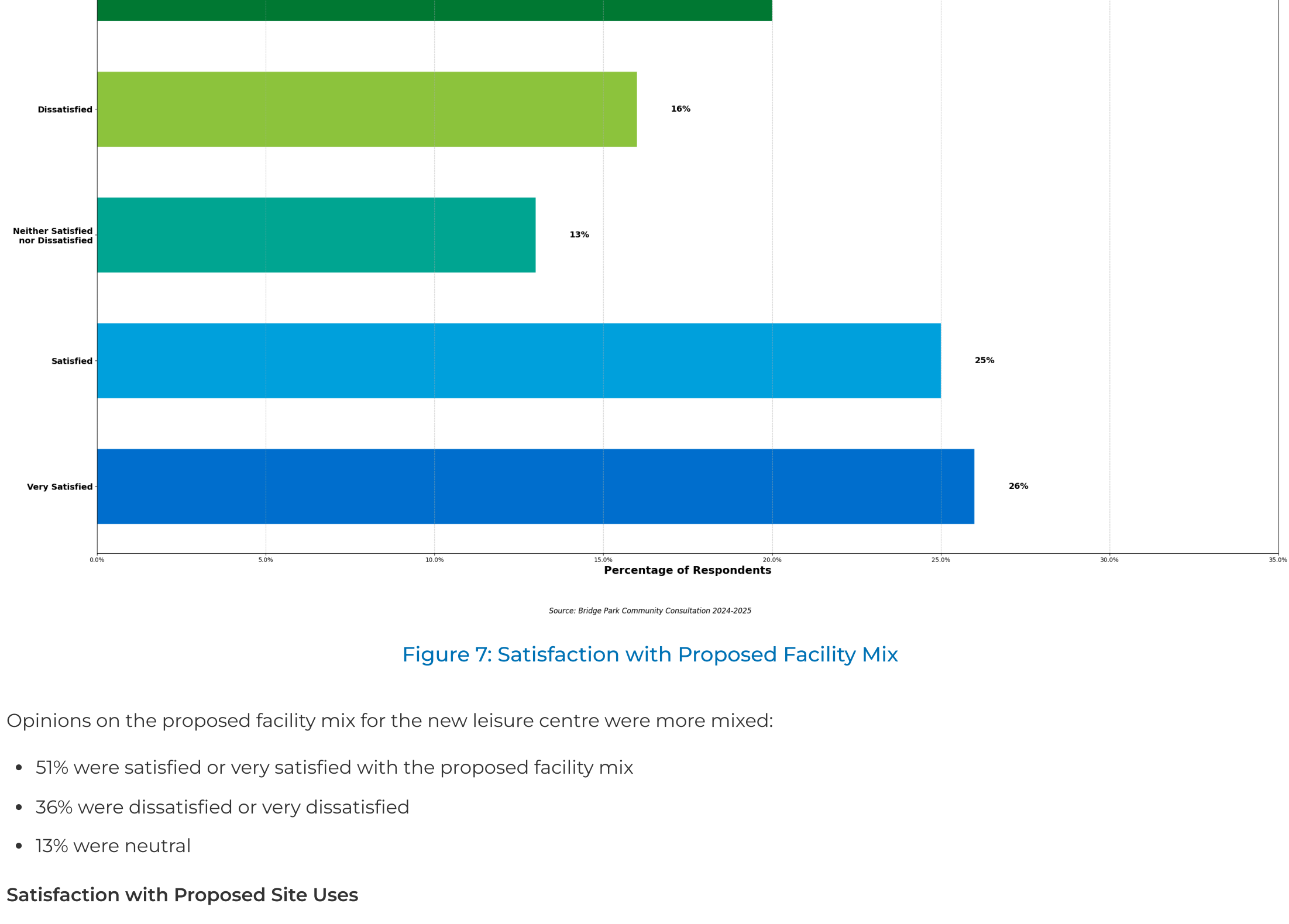


Figure 7: Satisfaction with Proposed Facility Mix

Opinions on the proposed facility mix for the new leisure centre were more mixed:

- 51% were satisfied or very satisfied with the proposed facility mix
- 36% were dissatisfied or very dissatisfied
- 13% were neutral

Satisfaction with Proposed Site Uses

When asked about the broader proposed site uses:

- 39% were satisfied or very satisfied that the proposed site uses reflect what the local area needs
- 26% were dissatisfied or very dissatisfied
- 35% were neutral or preferred not to say

Interest in Community Advisory Group

When asked about joining a community advisory group to help shape the future of the development:

- 37% expressed interest in joining
- 35% were not interested
- 28% preferred not to say or gave other responses

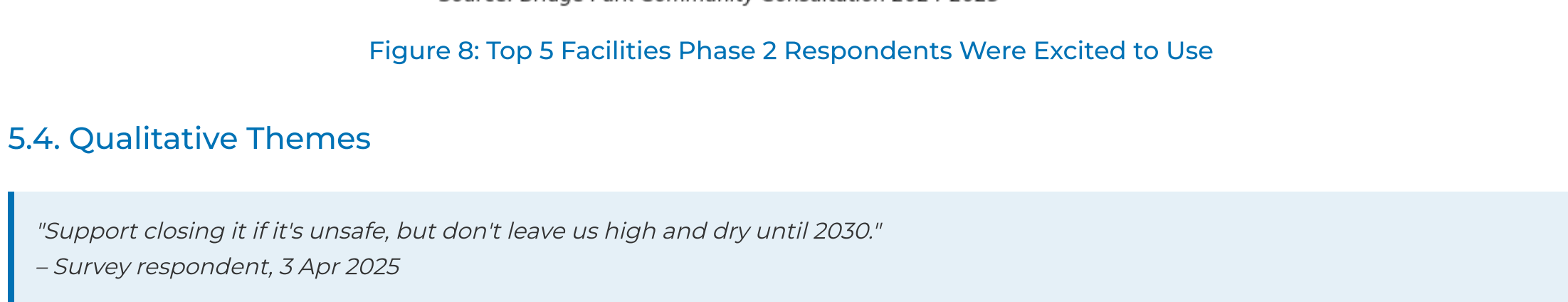


Figure 8: Top 5 Facilities Phase 2 Respondents Were Excited to Use

5.4. Qualitative Themes

"Support closing it if it's unsafe, but don't leave us high and dry until 2030."

- Survey respondent, 3 Apr 2025

Specific Impacts of Closure

Respondents articulated in detail the specific ways the closure will negatively affect them, moving beyond a simple "negative" rating. This included the anticipated loss of access to particular, highly valued facilities within the current centre, such as a specific swimming pool size or type, particular sports courts, or specialised gym equipment. Feedback also highlighted the disruption to established personal routines and the potential impact on physical and mental health and wellbeing due to the inability to continue regular activities.

Difficulties in finding affordable, accessible, or suitable alternative facilities within or outside the borough were also prominent concerns. Furthermore, the impact on community groups, clubs, and activities that are currently based at Bridge Park and rely on its spaces was a significant theme.

Comments on the Equality Impact Assessment (EIA)

Feedback related to the EIA was particularly insightful regarding potential equity concerns. Respondents highlighted specific ways they believe the closure and proposed plans could affect groups with protected characteristics. This included concerns about older adults losing access to facilities like saunas or steam rooms that are important for their health and wellbeing, or people with disabilities facing increased barriers to accessing suitable alternative facilities. Feedback also addressed the impact on specific ethnic groups or community organisations that utilise Bridge Park for cultural or social activities.

Reasons for Satisfaction/Dissatisfaction with New Centre

The detailed rationale behind the quantitative satisfaction ratings for the proposed new facility mix revealed that dissatisfaction often stemmed from perceived omissions in the proposed facility mix (e.g., the absence of a specific sport facility, the proposed size of spaces like the sports hall or swimming pool being deemed insufficient), or concerns about the quality, design, accessibility, or affordability of the new centre. Conversely, reasons for satisfaction were linked to the prospect of modern, updated facilities, the inclusion of key amenities like a pool or gym, and the potential for improved accessibility or energy efficiency compared to the existing centre.

Reasons for Satisfaction/Dissatisfaction with Proposed Site Uses

Feedback here covered views on the broader balance of uses across the redeveloped site. Respondents commented on whether the proposed mix of leisure, community, residential, and commercial spaces effectively addresses the needs of the local area. Concerns related to the scale of residential development potentially overshadowing community uses, the nature of commercial spaces being perceived as not serving local needs, or issues with the integration and accessibility of different elements of the site.

6. Comparative Observations

Comparing the findings from Phase 1 and Phase 2 offers insights into the evolution of public sentiment as the proposals became more concrete and included the significant element of closure.

Shift in Focus

Phase 1 feedback was largely aspirational, focusing on the potential benefits and desired features of a redeveloped site. Phase 2 responses demonstrate a clear shift towards concerns about the practical impacts of the proposed delivery method, particularly the closure.

Support for Improvement vs. Impact of Closure

While Phase 1 showed overwhelming support for the need for improvement, Phase 2 reveals that the method of delivering that improvement (via closure) is viewed negatively by a significant proportion of respondents.

Sentiment on Facilities

Positive sentiment towards the idea of the proposed facility mix in Phase 1 was strong. In Phase 2, when presented with more specific plans and the context of closure, satisfaction levels with the proposed facility mix became more mixed, suggesting that the details of the proposal and the interim period are influencing overall perception.

Consistent Themes

Across both phases, themes of community need, the importance of specific facilities, safety and security, and the desire for well-maintained public spaces feature in the qualitative feedback, indicating consistent priorities for the participating public.

Dimension	Phase 1	Phase 2	Observation
Overall sentiment	Aspirational	Pragmatically concerned	Support for end-state remains; anxiety grows around closure period
Facility mix	86% approval	51% satisfaction	Page 38 of 39 reflects concrete design & closure context

Dimension	Phase 1	Phase 2	Observation
Engagement tone	Ideas & wish-lists	Impact & concerns	Residents shift from 'what could be' to 'how will I cope'

7. Equalities and Inclusion

The consultation revealed several important considerations related to equalities and inclusion that warrant attention as the project moves forward.

Key Concerns Raised

Respondents identified several potential equalities issues:

Impact on Sports and Community Groups

Several sports clubs and community groups expressed concern about the disproportionate impact the closure would have on their activities. London Roller Derby, which has used the centre regularly since 2007/2008, specifically highlighted that their membership includes significant numbers of women, non-binary individuals, LGBTQIA+ members, and people with disabilities or neurodivergent conditions. They noted that the current sports hall size is critical to their activity, and that the proposed smaller hall in the new centre may not meet their needs.

"We are a group of at least 75% gay and queer people. We have significant numbers of disabled skaters, both in terms of physical disabilities (including being hard of hearing or blind) and in terms of neurodiversity. As these are protected characteristics, the EIA must take us into account."

– London Roller Derby member

Accessibility and Older Adults

Multiple respondents expressed concern about the impact on elderly and disabled users. Several mentioned that Bridge Park currently provides important facilities for these groups (including segregated sauna/steam facilities) and worried about their ability to travel to alternative venues during the closure period.

Cultural Heritage and Community Identity

A theme emerged around the cultural significance of Bridge Park to the local Black Caribbean community. Some respondents highlighted its historical importance as a community asset and expressed concerns about preserving this heritage in the new development.

"There is a need to preserve as much of the fabric as possible. This will gain the respect and ownership by the local community that would have rioted for lack of resources in the area and were persuaded to 'build not destroy' in return for a 'safe space' where they could congregate, learn, 'own' and enjoy."

– Community respondent

Socioeconomic Considerations

Affordability was frequently mentioned as a concern, both for the interim period (when users might need to travel further or pay higher fees elsewhere) and for the new centre. There is clear community interest in ensuring the new facility remains accessible to those on lower incomes.

These equalities concerns highlight the important role Bridge Park plays for diverse community groups and individuals with protected characteristics. The feedback provides valuable insight for ensuring the redevelopment process and outcomes are inclusive and equitable.



StoneBridge Park



Bridge Park



Twybridge Way



Morland Gardens



Bernard Shaw House



Parish of Saint Michale and All Angels Stonebridge

Roy Smith House

The Stonebridge School

Our Lady of Lourdes Catholic Primary School

Stonebridge Recreational Ground



London A406 Road

Harrow Road

South Western Railway

Brentfield Road

Page 41



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EQUALITY ANALYSIS (EA)

POLICY/PROPOSAL:	Early closure of Bridge Park Community Leisure Centre
DEPARTMENT:	Care Health Wellbeing
TEAM:	Public Health/Leisure
LEAD OFFICER:	Sarah Hawken - Public Health – Health Improvement Manager
DATE:	19/05/25

NB: Please ensure you have read the accompanying EA guidance and instructions in full.

SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

Bridge Park Community Leisure Centre (BPCLC) will have to close prior to the redevelopment of the Centre planned as part of the Hillside Corridor redevelopment. The Council could choose to close the centre immediately prior to demolition or to choose to close the centre earlier. The Council's preference, subject to consultation, is for the leisure centre to close in July 2025.

The building is in a poor condition and requires investment of an approximate value of at least £1.5m, to bring it up to a suitable standard.

The vision for the project is to provide a modern, attractive, quality facility that can compete in the mixed economy leisure market. The Council anticipates that construction of a new leisure centre will begin, subject to obtaining planning permission, in September 2027. This should take approximately two years to complete, meaning that the earliest a new leisure centre would open is late 2029. There is always however a degree of uncertainty, including with respect to timelines, attached to any major redevelopment project. It will be responsive to the diversity of Brent's residents, leading to increased participation and engagement in the centre's activities. It will realise a healthier and more active population and provide best value for the Council and residents. Environmental sustainability will be at the heart of a resilient, efficient and durable building which will maximise long term value for money.

The purpose of this EA is to ensure that LB Brent has due regard to the three equality needs identified in section 149(1) of the Equality Act 2010. These needs are eliminating discrimination; promoting equality of opportunity; and fostering good relations between different protected groups. This EA has been undertaken with those equality needs in mind.

This EA is a living document. Local residents and leisure centre users have been invited to comment on it during the consultation process, and relevant data was collected during the consultation. The EA has been updated considering consultation responses and considered prior to any final decision being taken by the Council.

2. Who may be affected by this policy or proposal?

BPCLC is located in the Stonebridge ward.

Stonebridge and Harlesden Wards had the highest deprivation scores in the borough as measured by the English Indices of Deprivation.

Brent is the 4th most deprived borough in London, with some wards, including Stonebridge, experiencing significant socio-economic challenges, including high levels of poverty and health inequalities.

Physical activity levels in Brent are below the London average, with 33.3% of Brent residents aged 16+ being inactive compared to the 24.6% London average (Sports England's Active Lives Adult Survey – Nov 2023/24). These levels of inactivity contribute to poorer health outcomes such as higher rates of obesity, diabetes, and cardiovascular diseases.

In Brent, 61% of adults are overweight or obese compared to the London average of 57%, and 40% of Year 6 children are overweight, higher than the London average of 39% (Brent JSNA -2022/23). Stonebridge ward has the highest percentage of adults who have a Body Mass Index over 30. Specifically looking at our place of focus, the percentage of those with good and very good health is lower in Stonebridge (81%) compared to the whole of the borough (85%).

The number of visits to Bridge Park Community Leisure Centre has varied over the last 6 years, influenced by Covid, the condition of the building and by the opening of other facilities in the near vicinity. The tables below show the usage of the existing centre across a range of activity or usage types:

Table 1: Usage Figures for Bridge Park Community Leisure Centre

<u>Year</u>	<u>Gym Usage Figures</u>	<u>Room Booking Numbers</u>	<u>Sports Block Bookings</u>	<u>Gym Membership Numbers</u>
2018-19	23,278	53,080	19,853	322
2019-20	25,484	55,094	16,916	288
2020-21	3,346	0	151	42
2021-22	15,634	1,810	9,080	256
2022-23	15,131	10,130	5,689	377
2023-24	26,340	13,403	16,492	542
2024-25	22,663	18,459	17,699	473

The meeting rooms, conference room and function hall usage has significantly reduced, with several regular church groups and other users moving to alternative venues when the Centre was closed due to the pandemic. On a weekly basis there are approximately 6 – 9 room casual/block bookings (most on a Sunday due to church groups).

Sports Hall usage has picked up well since the pandemic but is still less than previous usage 5 years ago.

Monthly gym memberships have increased, mainly due to the discounted cost which is significantly less than other sports centres and private gyms.

The proposed closure of BLCP in July 2025 would result in the temporary loss of leisure service and loss of spaces that can be hired, but alternative spaces exist in the locality that can be hired.

Users of the centre will be provided with information on alternative provision that is available in the borough, contact details, costs etc.

In summary, the proposal to close BPCLC would affect gym users, nursery users, business tenants, users of the function, meeting rooms and sports halls.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

Yes, the closure of a leisure and function facility is relevant to the Council's Public Sector Equality Duty as it will affect residents that currently use the facility and those who might have used it in future and could particularly impact individuals from protected groups such as older residents, young people, disabled people, BAME individuals, those from certain religions/beliefs, pregnant and maternal residents and those from lower-income households.. The users of BPCLC are predominantly from the local area and closing the facility before a new facility is opened will result in users having to travel to another facility and potentially incur greater costs. Although alternative provision is available in the local area, and we would take steps to mitigate impacts, the closure may also have an impact on overall participation and activity levels. Some individuals may not choose to travel further or pay more for alternative provision.

As a result, there may be an impact on the need to advance equality of opportunity between persons who share a protected characteristic and those who do not, which is one of the three equality needs set out in section 149(1) of the Equality Act 2010. However, as explained below, the Council considers that the proposals would be objectively justified, so as not to give rise to discrimination.

The Council also acknowledges that Bridge Park has played an important role in the Stonebridge community for many years. Bridge Park is an important chapter in Black British history and the community's achievements in creating this space in the 1980's to empower local black residents. It is important to work with the community to ensure this history is commemorated within the new facilities.

There may therefore be an impact on the need to foster good relations between persons who share a protected characteristic and persons who do not share it, one of the other relevant equality needs. The Council is seeking to mitigate this as much as possible

including through public consultation both on the proposed closure and our plans for the new leisure centre and wider redevelopment.

4. Please indicate with an “X” the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	Impact Positive	Impact Neutral/None	Impact Negative
Age			X
Sex			X
Race			X
Disability *			X
Sexual orientation		X	
Gender reassignment		X	
Religion or belief			X
Pregnancy or maternity		X	
Marriage		X	

5. Please complete **each row** of the checklist with an “X”.

Screening Checklist

	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty?	X	
Does the policy or proposal relate to an area with known inequalities?	X	
Would the policy or proposal change or remove services used by vulnerable groups of people?	X	
Has the potential for negative or positive equality impacts been identified with this policy or proposal?	X	

If you have answered YES to ANY of the above, then proceed to section B.

If you have answered NO to ALL of the above, then proceed straight to section D.

SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

Demographic data from gym and group exercise class users at BPCLC
 Data from the Sports Centres was analysed and informed this assessment.
 Insight and data from Brent Council's Joint Strategic Need Assessment (JSNA), which details ward level information on health, deprivation, disease and poor health, education, housing and living and life expectancy.
 Ward profiles from census data
 Active Lives survey.
 PHE Fingertips

We have collected demographic data through our public consultation on the proposed closure of the leisure centre which has helped to inform further analysis and evaluation. More detail on the consultation responses is attached.

2. For each "protected characteristic" provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state "not applicable".

AGE

Details of impacts identified	<p>The proportion of Brent young people aged 5-16years who are physically active (51.6%) is higher than London (47.3%) and the UK (47.8%).</p> <p>BPCLC is situated in the Stonebridge ward: The resident ward population is 20,209. The census 2021 showed that almost a quarter of the population was under 16, 22.9% compared to 19.0% for Brent. 9% of residents were aged 65 and over, compared to 9.3% for Brent. Stonebridge had a smaller working age (16 to 64) population than Brent, 68% compared to 69.3%.</p> <p>Of the information available 83% of BPCLC users were aged 17-59 years. 13% were aged 60+. There is little information on 0-17year old usage but would include junior activities and junior gym membership.</p> <p>The age profile of BPCLC centre users varies depending on the type of activity. For example, there is a Zumba Gold class on a Friday at the centre, which attracts over 60's.</p> <p>Responses to the consultation were higher from those aged 35-44 years (28%)</p> <table border="1" data-bbox="517 1845 1437 2009"> <thead> <tr> <th>Age</th><th>Percentage response</th></tr> </thead> <tbody> <tr> <td>16-24</td><td>6</td></tr> <tr> <td>25-34</td><td>16</td></tr> <tr> <td>35-44</td><td>28</td></tr> </tbody> </table>	Age	Percentage response	16-24	6	25-34	16	35-44	28
Age	Percentage response								
16-24	6								
25-34	16								
35-44	28								

	45-54	20
	55-64	20
	65+	10
<p>There is a Nursery on the site, but it is not part of the Leisure Centre. Alternative sites have been explored locally and given to the business owners.</p> <p>Younger and Older people may not be able to travel as easily to an alternative provision.</p> <p>Feedback from consultation highlighted some concerns about older adults losing access to facilities like saunas or steam rooms that are important for their health and wellbeing.</p> <p>Based on the information available, the proposal could have a negative impact on this protected characteristic.</p>		

DISABILITY

Details of impacts identified	<p>15.5% (3102 residents) in Stonebridge are disabled under the Equality Act. This compares to 12.1% across Brent.</p> <p>5.9% of Stonebridge residents consider themselves to be in bad or very bad health, compared to 4.4% across Brent.</p> <p>The percentage of residents who consider themselves to be in good or very good health is lower in Harlesden and Stonebridge compared to the borough overall.</p> <p>Of the information available 9% of BPCLC users stated that they had a disability.</p> <p>Disability sessions at BPCLC attracted a total of 1030 attendees last year. This includes users from the Sports Ability sessions for children and young people 8 years + on Saturdays. Leisure is an important part of any young person's wellbeing, but especially for those with a disability as they may not be able to be active independently.</p> <p>Depending on the nature of an individual's particular disability, it may also be more difficult for some disabled individuals to travel to alternative provision than for individuals who are not disabled. Individuals attending the disability specific sessions running at the centre (Disability Trampolining and activities for Brent day centres) are brought to the centre by their parents/carers by car/minibus. Changing location would still enable this to happen.</p>
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	<p>There is an established young people disability session at Willesden Sports Centre which would welcome participants from Bridge Park. The session leader is familiar with the session, as she has worked with Willesden Sports Centre previously, and will make parents aware of the details and directions/transport links.</p> <p>Based on the information available it can be concluded at this stage that the proposal is likely to particularly affect people with a disability.</p>
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RACE

Details of impacts identified	<p>In Stonebridge ward 79% of the population are from BAME groups. 43.5% black groups, 21.1% white groups, 17.3% Asian groups, 12.3% other groups and 5.8% mixed.</p> <p>The communities that are affected varies depending on the facility used.</p> <p>81% (from a total of 461) of gym users are from Black communities: 15% Black Caribbean, 24% were Black African 22% Black Somali. For the period April 2023-March 2024; there were 28657 users from BAME groups of the sports hall, dance studio and steam and sauna.</p> <p>Demographic information is not currently collected for sports block bookings.</p> <p>The number of room booking hours is not recorded – only the number of attendees is counted. On a weekly basis there were approximately 6 – 9 room casual/block bookings, most on a Sunday due to Christian Faith groups from the Black African or Black Caribbean community. It can be concluded that based on the information available that Black residents could be negatively and disproportionately affected by the proposal as over 80% of gym users belong to this group, highlighting the potential for adverse impacts on this community.</p> <p>The Council acknowledges that Bridge Park is an important chapter in Black British history and the community's achievements in creating this space in the 1980's to empower local black residents. It is important to work with the community to ensure this history is commemorated within the new facilities.</p> <p>There may therefore be an impact on the need to foster good relations between persons who share a protected characteristic and persons who do not share it, one of the other relevant equality needs. The Council is seeking to mitigate this as much as possible including through public consultation both on the proposed closure and our plans for the new leisure centre and wider redevelopment.</p>
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SEX

Details of impacts identified	<p>52.5% of Stonebridge ward is female and 47.5% male.</p> <p>More men use the gym and sports hall at BPCLC, and more women attend groups exercise classes than men. The proposal could adversely affect aims to increase female participation in active leisure, and therefore there could also be a negative impact on women.</p>
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SEXUAL ORIENTATION

Details of impacts identified	<p>We do not have robust data on sexual orientation, as members have a choice whether to complete this information. We also do not collect data on individual users within a group booking. There appears to be no evidence that the proposal will particularly affect individuals based on their sexual orientation. However, a recent members enquire was received from London Roller Derby, representing 150 skaters - many of them sports women from the LGBT+ community - who have regularly used Bridge Park for training for the last 20 years. Information on alternative facilities that might be suitable for the club to hire have been provided.</p>
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PREGANCY AND MATERNITY

Details of impacts identified	<p>There is no evidence that the proposal will affect, or at least not disproportionately affect, this protected characteristic with regards to the closure of the leisure centre.</p> <p>The nursery has closed, and the nursery owner was provided with information on other suitable locations to operate from and other nurseries in the locality.</p>
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RELIGION OR BELIEF

Details of impacts identified	<p>39.9% of residents in the Stonebridge ward identified themselves as Christian and 36.2% as Muslim.</p> <p>Of the gym members, 10% preferred not to disclose their faith information, of those that did 31% were Christian and 46% Muslim.</p> <p>Demographic information is not required for room bookings, and service users generally do not provide this information.</p> <p>Current users will be informed of alternative facilities in the immediate area such as community halls, schools and other places of worship.</p> <p>Based on the higher percentage of Muslim service users, it's possible that the closure could have a disproportionate impact on this protected group.</p>
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GENDER REASSIGNMENT

Details of impacts identified

There is no evidence that the proposal will affect, or at least not disproportionately affect individuals who have undergone gender reassessment.

MARRIAGE & CIVIL PARTNERSHIP
Details of impacts identified

There is no evidence that the proposal will affect, or at least not disproportionately affect, this protected characteristic. t.

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No. Although we have identified likely adverse impacts regarding the equality needs in s. 149(1) of the Equality Act 2010, we consider that the proposals would be objectively justified so as not to give rise to discrimination. This is because the Council is pursuing legitimate aims, including the need to manage the financial position facing the council given the operating costs of keeping the leisure centre open, the condition of the building, the cost of repairs, and the Council's desire to avoid an unplanned closure. The council also has the goal of providing residents with a new and improved leisure centre by 2030.

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

Extensive consultation/engagement with local residents on the proposed plans for a new leisure centre and redevelopment of the area has taken place and current users of BPCLC have been notified of these opportunities to feedback.

All previous consultation activity to inform future provision of leisure services on this site has been predicated on closure as part of the planned redevelopment. In 2017, the Council consulted with users of Bridge Park Community Leisure Centre and residents on the nature of the proposed community building. That consultation informed the current plans for a new Leisure Centre at Bridge Park. Between November 2024 and January 2025 residents were invited to have their say on the future of Bridge Park Community Leisure Centre, as part of the plan to invest £600 million into the Hillside Regeneration Corridor in Stonebridge.

Further consultation on the redevelopment proposals and the proposal to close the leisure centre in July 2025 have just concluded. The consultation report is attached. Several events were held at Bridge Park Leisure Centre with one event being specifically for centre users.

5. Please detail any areas identified as requiring further data or detailed analysis.

The consultation report (attached) has been carefully considered to help with this report.

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

The Council however acknowledges that there would be some negative impacts remaining following mitigating actions (explained below). However, as above, we consider that these would be objectively justified because of the legitimate aims the Council is pursuing. The longer-term plan is to have a new leisure centre facility on this site which will serve the local community.

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

Those that attended the consultation events had the opportunity to be kept informed. Engagement with current members via email/text to keep them informed on closure and redevelopment of new leisure facility. A notice board at the leisure centre will have information on the redevelopment and any alternative facilities that might be suitable. Once the facility has closed and during the redevelopment, we will continue to engage with local communities through events with Public Health and Brent Health Matters. We will promote physical activity and signpost residents to activities.

SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

As above, we consider that, while the proposals would have adverse equality impacts in respect of the three equality needs identified in s. 149(1) of the Equality Act 2010, they would be objectively justified.

In reaching this assessment we have considered ways of mitigating the adverse impacts of the proposals.

There are several sports centres/gyms within a 2-mile radius of Bridge Park – two are Brent Council owned and the remaining privately run. The costs of monthly gym membership for the competitors range from £42.95- £19.99 per month compared to £27.50 - £16.00 (depending on age/status) at BPCLC. We are not currently proposing to offer a subsidy to use other facilities in the area but would signpost people to alternative provision nearby.

Business tenants used at Bridge Park for storage space and/or training space. These tenants have had their contract terminated and have vacated the building. Alternative accommodation has been suggested and guidance and advice offered.

In reviewing the alternative meeting room provision, we have identified facilities within a two-mile radius of BPCLC. Initial enquiries have indicated that there would be some capacity at the facilities. Information on alternative facilities has been provided to users.

While there are limited sports hall type facilities in the locality, there are eight schools within 2.2 miles of BPCLC that have confirmed either sports hall and or sports pitch facility provision although some of the hours of use are limited to term time. Contact has been made with schools to see whether they may have availability and details given to users. Willesden Leisure Centre and Vale Farm Leisure Centre both have extensive facilities including a gym, sports hall and dance studio. Contact has been made to see what availability there is and the managers of both centres are happy to try and accommodate bookings where possible.

Brent Council Public Health also provides a wide range of free physical activity opportunities for Brent residents, including Walking for Health sessions at 6 of our parks, instructor led sessions at 20 Outdoor gyms, 6 weekly sessions with Sport in Mind to promote mental wellbeing. Our Parks sessions in parks and libraries, Steady and Stable (a falls prevention exercise for those over 50), Disability Sports Club at Willesden Sports Centre, Couch to 5k, Zumba, Chair based classes and other sessions. The council has worked to make this free physical activity offer more visible online and better publicised among residents.

SECTION D – RESULT

Please select one of the following options. Mark with an "X".

A	CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED	
B	JUSTIFY AND CONTINUE THE POLICY/PROPOSAL	X
C	CHANGE / ADJUST THE POLICY/PROPOSAL	
D	STOP OR ABANDON THE POLICY/PROPOSAL	

SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

Action	Expected outcome	Officer	Completion Date
Explore options for alternative	List of viable options for current members	Health Improvement Manager –	February 2025

gym/sports/meeting provision		Public Health	
Consultation exercise	Residents invited to consultation	Head of Capital Delivery	22 March – 11 May 2025
Consultation exercise	Residents invited to consultation	Head of Capital Delivery	27 November 2024 – 12 January 2025

SECTION F – SIGN OFF

Please ensure this section is signed and dated.

OFFICER:	Sarah Hawken - Health Improvement Manager – Public Health
REVIEWING OFFICER:	Policy and Performance Manager
HEAD OF SERVICE / Operational Director:	Dr Melanie Smith Director Public Health

Adults physical activity sessions in Brent

Brent Public Health
Last updated: April 2025

Sessions subject to change.
Check out www.brent.gov.uk/events-in-brent for updates.

Free physical activity sessions: Willesden

	Time	Activity	Location	More information
Monday	10-11am	Beginners Circuit with Our Parks	Online	Visit www.ourparks.org.uk/brent to book.
Monday	1-2pm	Women's only Couch to 5K beginners running session	Willesden Sports Centre running track, Donnington Road, NW10 3QZ	Contact Cherrelle at info@hillsideperformingarts.com to confirm attendance.
Monday	2.30-3.30pm	Yoga with Our Parks	Willesden Library, 95 High Road, NW10 2SF	Visit www.ourparks.org.uk/brent to book.
Page 56 Tuesday	1-2pm	Walking group with Dale	Gladstone Park, Dollis Hill Lane, NW2 6RW Meeting Point: Outside cafe.	No booking needed, register on day. Visit www.brent.gov.uk/walking for more walks information.
Tuesday	12-1.30pm	Outdoor gym- Barry will show you how to safely use the gym equipment in the park	Neasden Recreation Ground, Aboyne Road, NW2 7QG	No booking needed.
Wednesday	9-9.30am	Women only walking group with Keisha	Gibbons Recreation Ground, Bridge Road, NW10 9BX	Term time only. No booking needed, register on day.
Wednesday	10.45-11.45am 12-1pm 1.15-2.15pm	Zumba Gold and Toning with Maggie	Willesden Library, 95 High Road, NW10 2SF	Visit www.fitter4u.co.uk to book or register in person on the day.

Free physical activity sessions: Willesden

Day	Time	Activity	Location	More information
Wednesday	12-1pm	Yoga with Sport in Mind- Join Susie for a gentle exercise session for people experiencing low mood, stress, isolation or mental health problems.	Unity Centre, 103 Church Road, NW10 9EG	No need to book, first timers just asked to fill out form: www.sportinmind.org/online-sign-up
Wednesday	6-7pm	Couch to 5K beginners running session	Willesden Sports Centre running track, Donnington Road, NW10 3QZ	Contact Phil on info@eccuk.org to confirm attendance.
Thursday	9.30-11am	Outdoor gym- Dave will show you how to safely use the gym equipment in the park	Gibbons Recreation Ground, Bridge Road, NW10 9BX	No booking needed.
Thursday	1.30-2.30pm	Breath and Movement at Mencap- supporting those with learning difficulties	Brent Mencap, 379 High road, Willesden, NW10 2JR	Book with Phillip on 07445 666906
Friday	10.30-11am	Walking group with Dale	Willesden Sports Centre, Donnington Road, NW10 3QX Meeting Point: Willesden Sports Centre	No booking needed, register on day. Visit www.brent.gov.uk/walking for more walks information.
Friday	1.30-2.30pm	Walking group with Dale	Gladstone Park, Dollis Hill Lane, NW2 6RW	No booking needed, register on day. Visit www.brent.gov.uk/walking for more walks information.

Free physical activity sessions: Willesden

Day	Time	Activity	Location	More information
Saturday	9am	Parkrun	Gladstone Park, Dollis Hill Lane, NW2 6RW	Visit www.parkrun.org.uk/gladstone/
Sunday	10-11am	Beginners Bootcamp with Our Parks	Gladstone Park, Dollis Hill Lane, NW2 6RW Meeting Point: Children's play area	Visit www.ourparks.org.uk/brent to book.

Free physical activity sessions: Harlesden

Day	Time	Activity	Location	More information
Monday	9.30-10.30	Women only beginners fitness with Keisha	Brent Hub Community Enterprise Centre, 6 Hillside, NW10 8BN	Term time only. No booking needed, register on day.
Tuesday	7-8pm	Men only walking football and gentle exercise	Bridge Park Community Leisure Centre, Brentfield, Harrow Road, NW10 0RG Sports Hall	No booking needed, register on day.
Wednesday	10.30-11.30am	Walking group with Dale	Roundwood Park, Harlesden Road, NW10 3SH Meeting point: Outside cafe	No booking needed. Visit www.brent.gov.uk/parks-leisure-and-healthy-living/walking for more walks information.
Wednesday	2.30-4pm	Outdoor gym- Learn how to safely use the gym equipment in the park	Roundwood Park, Harlesden Road, NW10 3SH	No booking needed.
Thursday	10-11am	Yoga with Our Parks	Brent Hub Community Enterprise Centre, 6 Hillside, NW10 8BN	Visit www.ourparks.org.uk/brent to book.
Thursday	5-6pm	Evening walking group with Afia	Roundwood Park, Harlesden Road, NW10 3SH Meeting point: Outside cafe	No booking needed, register on day. Visit www.brent.gov.uk/walking for more walks information.
Friday	9.30-10.30	Women only beginners fitness with Keisha	St Raph's The Voice community centre, 158 Pitfield Way, St Raphs Estate, NW10 0PW	Term time only. No booking needed, register on day.

Free physical activity sessions: Harlesden

Day	Time	Activity	Location	More information
Friday	11-12pm	Stretch and Movement to Music with Sport in Mind- Join Christine for a gentle exercise session for people experiencing low mood, stress, isolation or mental health problems.	Brent Hub Community Enterprise Centre, 6 Hillside, NW10 8BN	No need to book, first timers just asked to fill out form: www.sportinmind.org/online-sign-up
Friday	12-1pm	Zumba Gold and Toning with Maggie	Bridge Park Community Leisure Centre, Brentfield, Harrow Road, NW10 0RG	Visit www.fitter4u.co.uk to book or register in person on the day.
Friday	12-1.30pm	Outdoor gym- Dave will show you how to safely use the gym equipment in the park	Roundwood Park, Harlesden Road, NW10 3SH	No booking needed.
Friday	2-3pm	Strength building with Our Parks- chair based exercise with resistance bands	Harlesden Library, Craven Park Road, Harlesden NW10 8SE Meeting point: Carolyn Downs Community Room	Visit www.ourparks.org.uk/brent to book.
3rd Sunday each month	10-11am	Plogging with Planet Earth Games- jogging and collect litter. Get active and take climate action!	Brent Stonebridge Recreation Ground NW10 8LW	Contact Cherrelle for more information info@hillsideperformingarts.com 07903 814084

Free physical activity sessions: Kilburn

Day	Time	Activity	Location	More information
Wednesday	10-11am	Sport in Mind: Mum and Baby Strengthen and Stretch. Connect with other mums and use movement to support your physical and mental wellbeing	Three Trees Family Wellbeing Centre, Tiverton Road, Kensal Rise, NW10 3HL	Weekly during term time. No need to book, first timers just asked to fill out form: www.sportinmind.org/online-sign-up
Wednesday	11.30-12.00	Boxercise with Sport in Mind- a fun, drop in session for people experiencing low mood, stress, isolation or mental health problems.	Tollgate Gardens Community Centre, Kilburn High Road, London, NW6 5SG	No need to book, first timers just asked to fill out form: www.sportinmind.org/online-sign-up
Wednesday	12.00-12.30	Stretch and Mobility with Sport in Mind- a fun, drop in session for people experiencing low mood, stress, isolation or mental health problems.	Tollgate Gardens Community Centre, Kilburn High Road, London, NW6 5SG	No need to book, first timers just asked to fill out form: www.sportinmind.org/online-sign-up
Saturday	9.30-11am	Outdoor gym- Dave will show you how to safely use the gym equipment in the park	Tiverton Playing Fields, Tiverton Road, NW10 3HL	No booking needed.
Saturday	10-11am	Back to exercise with Our Parks	Queens Park, Kingswood Avenue, NW6 6LR Meeting point: The Bandstand	Visit www.ourparks.co.uk/brent to book

Free physical activity sessions: Wembley

Day	Time	Activity	Location	More information
Monday	12-1pm	Outdoor gym- Barry will show you how to safely use the gym equipment in the park	Alperton Sports Ground, Alperton Lane, HA0 1JH	No booking needed.
Monday	12-1pm	Chair yoga memory cafe as part of session supporting those living with dementia and their carers.	Barham Library, 660 Harrow Rd, HA0 2HB	Memory café runs from 11.30-2pm. Contact Mrs Kawal Singh Tel: 07732 309 991
Monday	12-1pm	Sport in Mind: Mum and Baby Strengthen and Stretch. Connect with other mums and use movement to support your physical and mental wellbeing	Chalkhill Community Centre, 113 Chalkhill Road, Wembley, HA9 9FX	Weekly during term time. No need to book, first timers just asked to fill out form: www.sportinmind.org/online-sign-up
Monday	2.30-4pm	Outdoor gym- Barry will show you how to safely use the gym equipment in the park	Tokynton Recreation Ground, HA9 6DQ	No booking needed.
Monday	6-6.30pm	Yoga with Our Parks	Online	Visit www.ourparks.org.uk/brent to book.
Tuesday	9.30-11am	Outdoor gym- Barry will show you how to safely use the gym equipment in the park	King Edward VII Park, Park Lane, HA9 7RX	No booking needed.
Tuesday	9.30-10-30am	Back to exercise with Our Parks	Online	Visit www.ourparks.org.uk/brent to book.

Free physical activity sessions: Wembley

Day	Time	Activity	Location	More information
Tuesday	9.30-10.30	Bollyrobics- beginners bollywood dancing for fitness	Grand Union Community Hub, 1 Quay Walk, Wembley, HA0 1DY	No booking needed, register on the day.
Tuesday	10.30-11.30am	Walking Group with Jacqueline	Barham Park, Harrow Road, HA0 2HB Meeting Point: Barham Community Library	No booking needed, register on day. Visit www.brent.gov.uk/walking for more walks information.
Tuesday	12-1pm	Badminton with Sport in Mind- Join Ullash for a gentle exercise session for people experiencing low mood, stress, isolation or mental health problems.	Vale Farm Sports Centre, Watford Road, HA0 3HG	No need to book, first timers just asked to fill out form: www.sportinmind.org/online-sign-up
Tuesday	1-2pm	Pilates with Sport in Mind- Join Christine for a gentle exercise session for people experiencing low mood, stress, isolation or mental health problems.	Barham Library, 660 Harrow Rd, HA0 2HB	No need to book, first timers just asked to fill out form: www.sportinmind.org/online-sign-up
Wednesday	9.30-11am	Outdoor gym- Barry will show you how to safely use the gym equipment in the park	Chalkhill Park, Chalkhill Road, HA99FR	No booking needed.
Wednesday	12-1.30pm	Outdoor gym- Barry will show you how to safely use the gym equipment in the park	Northwick Park, The Fairway, HA0 3TQ	No booking needed.

Free physical activity sessions: Wembley

Day	Time	Activity	Location	More information
Wednesday	11.00-11.45am	Women's only circuit fitness with Phil	Fresh Arts Education Hub, Humphry Repton Lane, Wembley Park, HA9 0GL	No booking needed.
Wednesday	12-12.45pm	Women's only circuit fitness with Phil	Fresh Arts Education Hub, Humphry Repton Lane, Wembley Park, HA9 0GL	No booking needed.
Wednesday	12-12.30pm	Chair exercise	St James Church, Stanley Avenue, Alperton HA0 4JB	No booking needed, register on day.
Wednesday	6.30-7.30pm	Zumba with Sport in Mind- Join Beatrice for an exercise session for people experiencing low mood, stress, isolation or mental health problems.	The Church of Jesus Christ of Latter Day Saints (The Friendship Centre) 44 Wembley Park Drive, HA9 8HN	No need to book, first timers just asked to fill out form: www.sportinmind.org/online-sign-up
Thursday	10.30-11.30	Low impact stretch with Our Parks	Wembley Library, Brent Civic Centre, Engineers Way, Wembley Park, HA9 0FJ	Visit www.ourparks.org.uk/brent to book.
Thursday	10.30-11.30am	Walking Group with Jacqueline	King Edwards VII Park, Park Lane, HA9 7RX	No booking needed, register on day. Visit www.brent.gov.uk/walking for more walks information.
Thursday	10.30-11.30am 11.45-12.45pm	Steady and Stable falls prevention with Open Age for over 50s.	The Welford Health Centre, 113 Chalkhill Rd, Wembley Park, HA9 9FX	Registration required. For more info visit: www.openage.org.uk/falls-prevention

Free physical activity sessions: Wembley

Day	Time	Activity	Location	More information
Thursday	12-1.30pm	Outdoor gym- Dave will show you how to safely use the gym equipment in the park	Barham Park, Harrow Road, HA0 2HB	No booking needed.
Thursday	12-1pm	Chair yoga memory cafe as part of session supporting those living with dementia and their carers.	St Cuthbert's Church cafe, 214 Carlton Avenue West, HA0 3QY	Memory café runs from 11am- 1pm. No booking needed, all welcome.
Friday	9.30-11am	Outdoor gym- Dave will show you how to safely use the gym equipment in the park	Preston Park, College Road, HA9 8RN	No booking needed.
Friday	12-1pm	Beginners Bootcamp with Our Parks	Online	Visit www.ourparks.org.uk/brent to book.
Friday	1.30-2.30pm	Chair based gentle exercise	Ealing Road Library, Coronet Parade, Ealing Road, HA0 4BA	First 20 people to turn up able to participate in session.
Friday	1.30-2.30pm	Bollywood, Bhangra & Garba Fusion Meets Fitness	Trader Wembley, 87 Ealing Rd, Wembley HA0 4BD	Launching 9 th May. No booking needed, register on the day.
Saturday	11-12pm	Stretch class with Our Parks	Ealing Road Library, Coronet Parade, Ealing Road, HA0 4BA	Visit www.ourparks.org.uk/brent to book.
Saturday	12-1.30pm	Outdoor gym- Dave will show you how to safely use the gym equipment in the park	Mount Pleasant Park, HA0 1UG	No booking needed.

Free physical activity sessions: Kingsbury & Kenton

Day	Time	Activity	Location	More information
Tuesday	2.30-4pm	Outdoor gym- Barry will show you how to safely use the gym equipment in the park	Eton Grove Park, Rugby Road, NW9 9DL	No booking needed.
Tuesday	2-2.30pm 2.30-3pm	Stretch class with Our Parks	Kingsbury Library, NW9 9HE	Visit www.ourparks.org.uk/brent to book
Wednesday	9.15-10.15am	Chair exercise- Gentle exercise for those new/returning to activity	Silver Jubilee Park Stadium, Townsend Lane, Kingsbury, NW9 7NE	Book with Viv on viv.sjpark@gmail.com
Wednesday	10.30-11.30am	Chair exercise- Gentle exercise for those new/returning to activity	Silver Jubilee Park Stadium, Townsend Lane, Kingsbury, NW9 7NE	Book with Viv on viv.sjpark@gmail.com
Wednesday	11.45-12.45pm	Chair exercise- Gentle exercise for those new/returning to activity	Silver Jubilee Park Stadium, Townsend Lane, Kingsbury, NW9 7NE	Book with Viv on viv.sjpark@gmail.com
Thursday	10-11am	Walking group with Dale	Welsh Harp Park, Birchen Grove, Kingsbury, NW9 8RY Meeting point: Welsh Harp Open Space car park	No booking needed, register on day. Visit www.brent.gov.uk/walking for more walks information.
Thursday	2.30-4pm	Outdoor gym- Dave will show you how to safely use the gym equipment in the park	Grove Park, NW9 0LX	No booking needed.

Free physical activity sessions: Kingsbury & Kenton

Day	Time	Activity	Location	More information
Saturday	10-11am	Beginners Circuit with Our Parks	Roe Green Park, NW9 9HA Meeting Point: Children's play area	Visit www.ourparks.org.uk/brent to book.
Sunday	9.30-11am	Outdoor gym- Dave will show you how to safely use the gym equipment in the park	Roe Green Park, Kingsbury Road, NW9 9HA	No booking needed,
Sunday	10-11am	Waking Tai Chi with Our Parks	Roe Green Park, NW9 9HA Meeting Point: Children's play area	Visit www.ourparks.org.uk/brent to book.
Page 67 Sunday	12-1.30pm	Outdoor gym- Dave will show you how to safely use the gym equipment in the park	Woodcock Park, Shaftesbury Avenue, Kenton, HA3 0RD	No booking needed.

Brent Sport Centres

Centre	Address	Website
Bridge Park Leisure Centre	Brentfield, Harrow Road, London, NW10 0RG	www.brent.gov.uk/parks-leisure-and-healthy-living/sports-clubs-and-activities/sports-centres/bridge-park-community-leisure-centre
Willesden Sports Centre	Donnington Road, London, Brent, NW10 3QX	www.leisurecentre.com/willesden-sports-centre
Vale Farm Sports Centre	Watford Road, Wembley, Brent, HA0 3HG	www.everyoneactive.com/centre/vale-farm-sports-centre

Page 68

UK Physical Activity Guidelines

Physical activity is important for both physical and mental health.

Visit www.nhs.uk/live-well/exercise/exercise-health-benefits/ to learn more about the benefits of exercise.

The UK Physical guidelines recommend that:

- Under 5's do 180 minutes of activity per week (3 hours each day when a child is able to walk)
- Children and Young People 5-18 year olds do 60 minutes per day of moderate to vigorous intensity activity. Strengthen muscles 3 times a week.
- Adults 19+ do 150 minutes per week of moderate to vigorous intensity activity. Strengthen muscles 2 times a week.



Community venues to contact for other physical activity sessions

Community Venue	Address	Website
Jason Roberts Foundation	Bridgestone Arena, Stonebridge Recreation Ground, Hillside, NW10 8LW	www.jasonrobertsfoundation.com
Chalkhill Community Centre	The Welford Health Centre, 113 Chalkhill Rd, Wembley Park, HA9 9FX	www.chalkhillcommunitycentre.org
Ashford Place	60 Ashford Rd, London NW2 6TU	www.ashfordplace.org.uk
Brent Hub Community Enterprise Centre	Brent Hub Community Enterprise Centre, 6 Hillside, Stonebridge, NW10 8BN	www.brenthub.co.uk
Charteris Sports Centre	24 Charteris Rd, London NW6 7ET	www.charterissports.org/

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Get Active in Brent

Public Health

brent.gov.uk

Page 71



Brent

Physical Activity Guidelines

Did you know that adults are recommended to do at least 150 minutes of exercise per week?

That works out at around 20 minutes per day. There are lots of different opportunities to get active in Brent.



Walking for health



Scan QR



Walking is a great way to get active, socialise and enjoy the outdoors. Find out more about group walks happening across Brent.
www.brent.gov.uk/walking

Outdoor Gyms

There are 20 gyms located in parks across Brent that are free to use and open to all. Check out our instructor-led sessions where a qualified

instructor will be there to show you how to use the equipment safely and can answer any questions you may have.

www.brent.gov.uk/outdoorgyms



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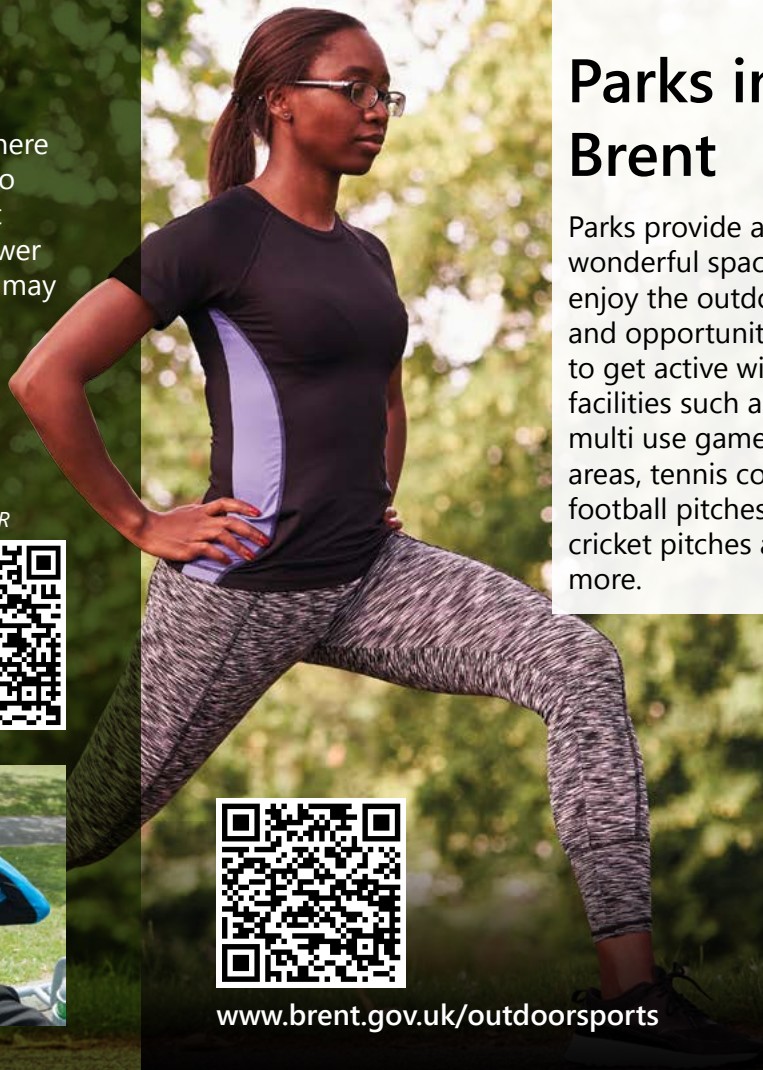


Parks in Brent

Parks provide a wonderful space to enjoy the outdoors and opportunities to get active with facilities such as multi use games areas, tennis courts, football pitches, cricket pitches and more.



www.brent.gov.uk/outdoorsports



Our Parks

From beginners bootcamp to stretch classes, check out the range of free exercise sessions on offer from Our Parks. Sessions are held in your local park and library. There are also many online exercise sessions that are free to access on the Our Parks website.

www.ourparks.org.uk/borough/brent-0



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Sport in Mind

Sport in Mind are a mental health charity delivering free physical activity sessions to aid in recovery, promote mental wellbeing, combat stress, and empower people to live well. Find out more about the sessions running in Brent.

www.sportinmind.org/london

Scan QR



B-Active Leisure Card

If you are 17 years old or more, you can benefit from reduced prices on a range of activities at our sports centres.

Find out if you are eligible at www.brent.gov.uk/bactive



Sport Centres

Brent Council have 3 sports centres in Brent:

- **Vale Farm Sports Centre**, Watford Road, North Wembley, Middlesex HA0 3HG
- **Bridge Park Leisure Centre**, Brentfield, Harrow Road, London NW10 0RG
- **Willesden Sports Centre**, Donnington Road, Willesden, London, NW10 3QX

There are also many privately operated gyms across the borough, a quick Google search should show you what is available near you.



Steady & Stable

Steady & Stable is a programme specifically designed for people over 50 to help prevent falls by improving balance, strength, and coordination.



Page 76

Steady & Stable is here for anyone living in Brent who feels unsteady on their feet, is anxious about walking, or is at risk of falling.

The fun and social weekly classes are designed to help you feel fitter, healthier, and more confident. To find out more about how to register visit Open Age. www.openage.org.uk/falls-prevention



Running

Are you motivated to get active by trying a Couch to 5k programme? Or how about joining a community Parkrun event in your local park? Have you ever heard of plogging? There are a variety of running opportunities in Brent to get active and connect with others.

www.brent.gov.uk/walking



Active Travel

Incorporate physical activity into your day-to-day journeys. Walking, wheeling, and cycling are great ways to get active, and are also better for the environment than driving a car.

Find out more about cycling schemes available in Brent, such as free training sessions to get you more confident cycling in your neighbourhood, or the Try Before You Bike offer that allows anyone who lives, works, or studies in the borough to try out a new or nearly new bike for a monthly fee.



Try the Breathe Clean Brent interactive map. The map provides carefully designed walking routes to school and healthier walking loops for communities, connecting you to green spaces, parks, and key sites in your area, while following quieter, less polluted streets.

www.breathecleanbrent.org/community



Community Sessions

Fancy trying out Bollywood dancing? How about Zumba? Or are you looking for a chair-based exercise class? There are lots of

different free sessions to choose from. Visit the Brent website to find out more.

www.brent.gov.uk/events-in-brent



Free Apps To Try



Street Tag

This is a family friendly app designed to encourage physical activity. Points are gained by walking, running, and cycling to collect virtual tags and win prizes.



NHS Couch to 5K

This app will help you gradually work up towards running 5km in just 9 weeks.



NHS Active 10

This app tracks your steps, help you set goals, provides tips to boost your activity and shows your achievements.





Be Active



**Build
Strength**



**Enhance
Mental
Wellbeing**



**Minimise
Sedentary
Time**

**Improve
Balance**



If you need more
information please contact
healthyliving@brent.gov.uk

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Gyms

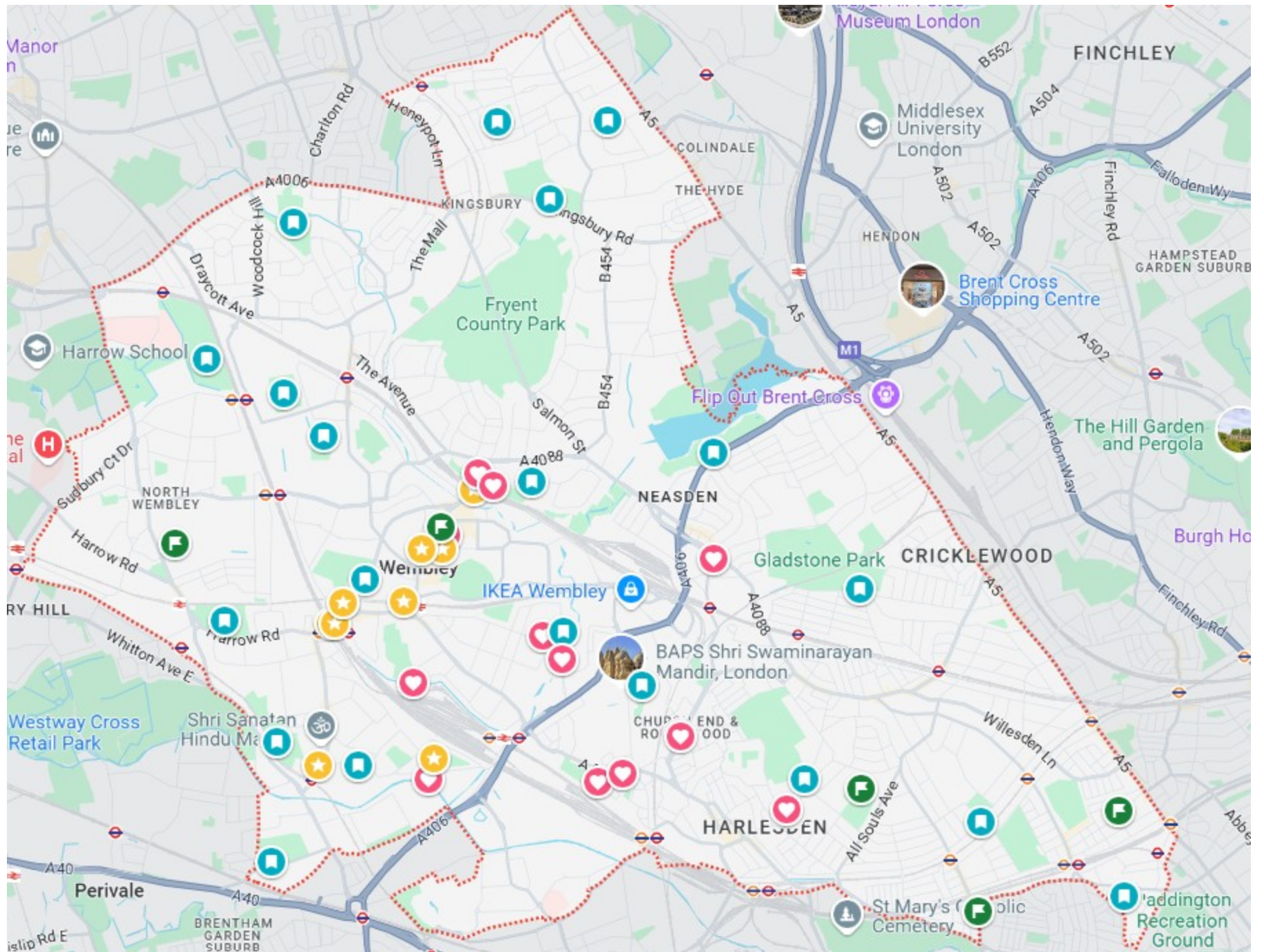
Name of Facility	Address	Post Code	Location	Facilities	Access	Price	Phone no.	Email
Vale Farm Sports Centre	Watford Rd, North Wembley, Wembley	HA0 3HG	Wembley/Sudbury	Mixed-use sports centre with badminton, football and table tennis as well as a pool and gym.			020 8908 6545	valefarminfo@everyoneactive.com
Willesden Sports Centre	Donnington Rd, London	NW10 3QX	Willesden	fantastic facilities including 25m and 12 m swimming pools, 110 station gym, group exercise classes, a 60m indoor track and a 400m outdoor track. Additionally, we have a four court sports hall and steam and sauna rooms.			020 8955 1120	willesden@1life.co.uk
Wembley Leisure Centre	House 2, Grand Felda House, 4 Empire Way	HA9 0EF	Wembley	Swimming pool; Gym; Group Cycle Studio; Studio; Health suite	Mon - Fri: 06:30-22:00 & Sat - Sun: 07:00-20:00	Contact venue for enquiries	020 3795 0620	wembley@gll.org
The Gym Group	Empire Way, Wembley	HA9 0NH	Wembley Park	Gym	24 hours, 7 days a week	From £19.99	0300 303 4800	info@lwcourses.co.uk
The Gym Group	Unit 11 & 12 Central Square, High Rd, Wembley	HA9 7AJ	Wembley Central	Gym	24 hours, 7 days a week	From £17.99	0300 303 4800	info@lwcourses.co.uk
The Gym Group	The Atlip Centre, 197 Ealing Road, Alperton	HA0 4LW	Alperton	Gym	24 hours, 7 days a week	From £16.99	0300 303 4800	info@lwcourses.co.uk
Wembley Fitness Gym	341 High Road, Wembley	HA9 6BF	Wembley	Fitness	Mon - Fri: 06:30- 10:00 & Sat & Sun - 08:00 - 20:00		0203 137 9305	info@wembleyfitness.co.uk
LivingWell Health Club Hilton Hotel	Lakeside Way, Wembley	HA9 0BU	Wembley Park	Gym, Swimming pool, Studio, Steam an sauna	Mon - Fri 06:00 - 22:00 Sat -Sun 08:00 -22:00		020 8733 0610	LONLW_livingwell@hilton.com
PureGym	492-498 High Road, Wembley,	HA9 7BH	Wembley	Gym, including a women-only area	24 hours, 7 days a week		0344 477 0005	info.wembley@puregym.com
StrongBox Fitness	10 Station Grove, Wembley	HA0 4AF	Wembley Central	Gym	Mon -Fri 06:30 - 21:00 Sat 08:00 -15:00			
Anytime Fitness - Alperton	82 Beresford Ave, Wembley HA0 1TB	HA0 1TB	Alperton	Gym	24 hours, 7 days a week		020 3062 5979	alperton@anytimefitness
UBX Training	1 Olympic Way, London HA9 0NP	HA9 0NP	Wembley	Boxing gym	Mon -Sun 06:00 - 22:00		07708 725888	wembley@ubxtraining.co.uk

Brent Outdoor Gyms - Free to use, no need to book. Free weekly instructor-led sessions (days/times vary)

Name of Facility	Address	Post Code	Location	Facilities	Access	Price	Phone no.	Email
Alpertons Sports Ground	Alpertons Sports Ground, Alpertons Lane	HA0 1JH	Wembley					
Monks Park (Tokynton)	Tokynton Recreation Ground, Monks Park	HA9 6JR	Wembley					
King Edward VII Park	Pavillion, King Edward VII Park, Park Lane	HA9 7RX	Wembley					
Neasden Recreation Ground	Neasden Recreation Ground, Aboyne Road	NW2 7QG	Neasden					
Chalkhill Park	Chalkhill Road	HA(9FR	Wembley					
Gibbons Recreation Ground	Gibbons Recreation Ground, Bridge Road, London	NW10 9BX	Church Road					
Roundwood Park	Roundwood Park, Harlesden Road	NW10 3SH	Harlesden					
Barham Park	Barham Park, 660, Harrow Road	HA0 2HB	Wembley					
Preston Park	College Road, Wembley	HA(8RJ	Wembley					
One Tree Hill Open Space	Norton Rd, Wembley	HA0 4QS	Wembley					
Mount Pleasant	90, Mount Pleasant, Wembley	HA0 1UG	Wembley					
GEC Sports Ground	GEC Sports Ground, Pellatt Road, Wembley	HA9 8FB	Wembley					

Community Halls/Spaces

Name of Facility	Address	Post Code	Location	Facilities	Access	Price	Phone no.	Email
The Stonebridge School	Shakespeare Ave, Stonebridge, London	NW10 8NG	Stonebridge	Facilities, Room & Hall Hire: Main School hall, learning resource centre, Sports hall	Evenings/weekends		020 8965 6965	admin@stonebridge.brent.sch.uk
Ark Academy Sports Facilities	Ark Academy Secondary School, Bridge Road	HA9 9JP	Wembley	3G Astro football pitch, multi-purpose Sports Hall, Theatre Hall, Dance Studio, classrooms	Evenings/weekends	School Plus Hire	0345 222 2323	enquiries@schoolsplus.co.uk
Oakington Manor sport facilities	Oakington Manor Primary School, Oakington Manor Drive	HA9 6NF	Wembley	Multi -purpose sports hall	Evenings/weekends		0208 795 7517,	lettings@oakmanor.brent.sch.uk
Elsley Banqueting Hall	Tokynton Avenue, Wembley,	HA9 6HT	Wembley	Hall hire: Meetings, Training, Fitness classes, yoga, etc	Contact venue for enquires			
Brent Hub Community Enterprise Centre	Brent Hub Community Enterprise Centre, 6 Hillside, Stonebridge	NW10 8BN	Stonebridge	Venue spaces available for parties, events and office meetings: office rooms, training rooms, dance studio	Contact venue for enquires		020 3904 1994	enquiries@brenthub.co.uk
Church End and Roundwood Unity Centre	103 Church Rd, London	NW10 9EG	Harlesden	Large main hall, meeting rooms including a boardroom, IT Suite, Office space, Kitchen, café area, WCs and changing rooms, Fitness Studio, Outdoor multi-sports pitch	Contact venue for enquires		020 8955 1780	unitycentre@chg.org.uk
Grand Union Community Hub	Grand Union Community hub 1 Quay Walk, Wembley	HA0 1DY	Alpertons	Spaces suitable for meetings, workshops and small/medium events, parties and functions	Contact venue for enquires		020 8016 0747	guhbookings@londoncommunitykitchen.com
Roundwood School and Community Centre	49 Longstone Avenue, London	NW10 3UN	Willesden	Hall hire, meetings, indoor/outdoor sports, fitness classes	Contact venue for enquires		020 3746 0800	Roundwood@beckmeadtrust.org
Fresh Arts	Humphry Repton Lane, Wembley Park,	HA9 0GL	Wembley	Community space for hire: workshops/meetings/fitness classes	Contact venue for enquires		020 3904 1113	admin@fresharts.co
The Grange	The Grange, Neasden Lane, London	NW10 1QB	Neasden Lane	Large function hall, additional rooms available, outdoor space	Saturday's only, 9am - 11pm	min charge £600 for 5hrs	020 8438 4550	thegrange@abilitiesdevelopment.com
St Raphael's Community Centre	Rainsborough Close	NW10 0JS		Meeting Room			020 8937 3620	StRaphs.FWC@brent.gov.uk
Chalkhill Community Centre	113 Chalkhill Road	HA9 9FX	Wembley	Has a number of halls and rooms available for both regular and one off events. The large hall which seats approximately 180, and meeting room up to 60.	Contact venue for enquires		020 8385 1836	centre.manager@chalkhillcommunitycentre.org
Moberly Sports Centre	25 Chamberlayne Rd, London	NW10 3NB	Kensal Rise		Contact venue for enquires		020 38796669	MoberlyInfo@EveryoneActive.com
Charteris Sports Centre	24 Charteris Rd, London	NW6 7ET	Kilburn		Contact venue for enquires		07984 579011	Lloyd@charterissports.org



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Appendix 8 – Artist's Impression of the new leisure centre



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 Brent	Cabinet 16 June 2025
	Report from the Corporate Director, Service Reform and Strategy
	Lead Member – Cabinet Member for Climate Action and Community Power (Councillor Jake Rubin)
2025/26 Neighbourhood Community Infrastructure Levy (NCIL) Administration Process	
Wards Affected:	All
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
List of Appendices:	None
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Veronica Christopher Community Engagement and Social Infrastructure Manager 020 8937 4376 Veronica.christopher@brent.gov.uk Rhodri Rowlands Director Strategic Commissioning, Capacity Building & Engagement 020 8937 1738 Rhodri.rowlands@brent.gov.uk

1.0 Executive Summary

- 1.1. This report proposes the process to determine NCIL allocations for financial year 2025/26.

2.0 Recommendations

That Cabinet:

- 2.1 Approve the administration process for NCIL funding for financial year 2025/26 as outlined in section 7 of the report.

- 2.2 Approve the requirement that all NCIL funded projects must demonstrate contribution to the neighbourhood priorities outlined in section 4 of the report.
- 2.3 Approve option 1 (see section 6) – a borough wide model for the distribution of funding in 2025/26
- 2.4 Approve that a cap on the total funding allocation available for any individual project or programme of work will not be applied (other than not exceeding the total available funding pot)
- 2.5 Note the proposed timeframes in the process in section 7 are significantly streamlined compared to previous years and as such the potential risk of slippage
- 2.6 Note the proposed approach to building appropriate communication / promotional material around projects to demonstrate they are funded via NCIL (Council) in section 13 of the report.

3.0 Cabinet Member Foreword

- 3.1 The delivery of NCIL funding may contribute to any of the five Borough Plan strategic priorities: Prosperity and Stability in Brent; A Cleaner, Greener Future; Thriving Communities; The Best Start in Life; and A Healthier Brent.
- 3.2 The delivery of NCIL funding must also contribute towards the neighbourhood priorities that were consulted on in 2023 (section 4.4).

4.0 NCIL policy and decision making background

- 4.1 This section of the report summarises the policy context governing the administration of NCIL.
- 4.2 The Community Infrastructure Levy (CIL) is collected from most developments, following the grant of planning permission and start on site. The CIL Regulations 2010 stipulate that at least 15% of CIL receipts generated within their boundaries must be spent on neighbourhood projects, following consultation with local communities.
- 4.3 The 17 April 2023 Cabinet report stated that neighbourhood priorities would be subject to consultation to determine the NCIL criteria for the following three years.
- 4.4 The priorities for each Brent Connects Area resulting from the subsequent public consultation held during June-July 2023 are set out in the table below, with these priorities set to remain in place until summer 2026.

Harlesden	Kilburn	Kingsbury	Wembley	Willesden
Crime & Anti-Social Behaviour	Crime & Anti-Social Behaviour	Crime & Anti-Social Behaviour	Crime & Anti-Social Behaviour	Crime & Anti-Social Behaviour
Waste Reduction, Reuse and Recycling	Education and Employment	Waste Reduction, Reuse and Recycling	Education and Employment	Public Realm, Green Spaces and Parks
Public Realm, Green Spaces and Parks	Community & Culture	Community & Culture	Public Realm, Green Spaces and Parks	Waste Reduction, Reuse and Recycling
Town Centre and High Streets	Public Realm, Green Spaces and Parks	Education and Employment	Sports, Recreation and Play Space	Town Centre and High Streets

- 4.5 An Annual Infrastructure Funding Statement that includes the distribution of NCIL is a statutory requirement that is published online each year.
- 4.6 The NCIL distribution is administered and monitored to meet the agreed formula as follows:
- Neighbourhood Plan Area:** NCIL comprises 25 % of the total Brent CIL that is collected from development that comes forward in areas with an adopted Neighbourhood Plan. NCIL collected within those areas must also be spent within the relevant Neighbourhood Plan Area. Through the 2018 and 2023 NCIL consultation, Brent has committed to spending NCIL collected in these areas on priorities identified by the Neighbourhood Forum. There are three designated Neighbourhood Forums in Brent: Harlesden, Kilburn, and Sudbury Town. Sudbury and Harlesden have both adopted a Neighbourhood Plan. Harlesden's Neighbourhood Area has been extended and now covers a wider area than its adopted neighbourhood plan. Kilburn's draft plan has been submitted to the Council for independent examination. It is anticipated to be adopted in late 2025 or early 2026.
 - Non-Neighbourhood Area:** Brent is divided into five CIL Neighbourhoods which are the five Brent Connects areas: Harlesden, Kilburn, Kingsbury and Kenton, Wembley, and Willesden. Outside of the Neighbourhood Plan areas, Neighbourhood CIL comprises 15% (capped) of the total Brent CIL that is collected in the area.
- 4.7 The Cabinet decision of January 2019 outlines that of the remaining amount for the Non-Neighbourhood Areas, 50% goes to Wembley and the other 50% is equally split between the four Brent Connect Areas. Accordingly, 12.5% is allocated to each Brent Connect Area.
- 4.8 The main basis for this split was to ensure that a greater proportion of NCIL funds is allocated to the Wembley Neighbourhood where the majority of development currently takes place, but also ensure that wider impacts of

development are addressed elsewhere.

- 4.9 For 2024/25 allocation of NCIL, Cabinet agreed the following allocation model (17 April 2023). The model proposed an allocation to each ward in the borough to be spent on a Brent Connect area basis, totalling £1m drawn from the funds available to each Brent Connects area.

Brent Connects Area	Number of wards	NCIL Project Spend (£m)
Wembley	8	0.365
Harlesden	3	0.136
Kilburn	3	0.136
Kingsbury and Kenton	5	0.227
Willesden	3	0.136
Brent Connect Area Total	22	1
Boroughwide	ALL	0.500
Overall Total	22	1.500

- 4.10 The model also allocated up to an additional £500,000 'pot' for boroughwide projects. These would be projects that mitigate the impact that development has on the borough as a whole.

5.0 2025/26 NCIL funding

- 5.1 It is recommended that a cap is not applied to the total funding allocation available for any individual project or programme of work (other than not exceeding the total available funding pot)

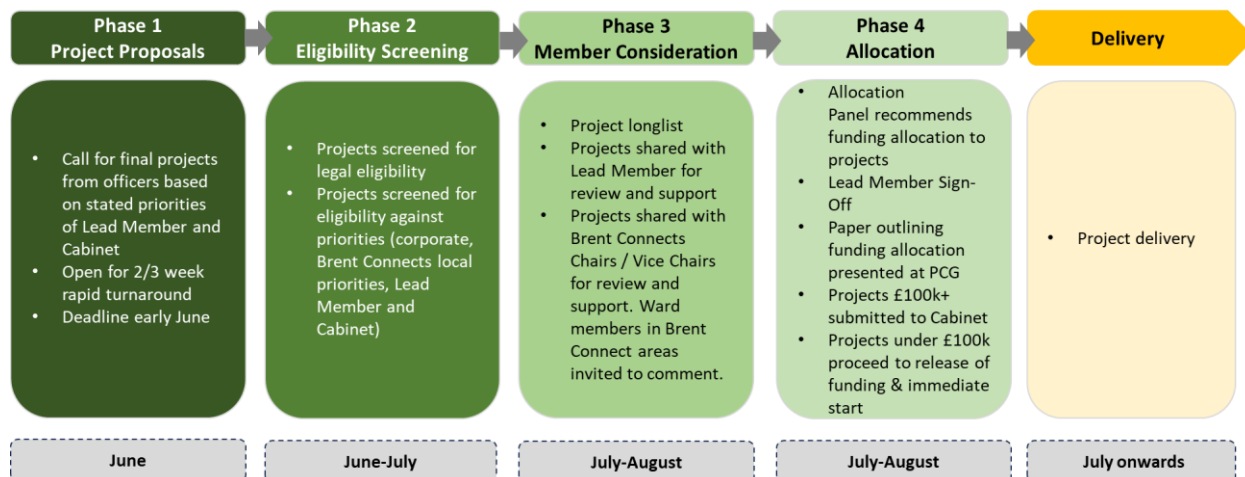
6.0 Options for the 2025/26 allocation model

- 6.1 Officers have considered options for the model of allocation for 2025/26. The recommended option is **option 1**.
- 6.2 **Option 1 (Borough wide) – Recommended Option** – this option would enable needs and priorities to be met as flexibly as possible. NCIL funds can be used on projects anywhere across the borough. This would be the least complex method of distribution and would allow equal opportunity of access to NCIL across the borough, while taking into consideration the impact of development on areas. However, this would require consideration through project prioritisation and allocation to ensure that one part of the borough was not disproportionately allocated funding. Additionally, the disadvantages of this option are that the areas more greatly affected by development could potentially lose out.
- 6.3 **Option 2 (Borough wide pot capped at 33% - other Brent Connects areas proportionate)** – this option would introduce a borough wide pot that could be used on projects anywhere across the borough. This would be capped at 1/3 (33%) of the total unallocated funds, with the remainder split proportionately across the Brent Connects areas. The proportionate split would be based on number of wards within each Brent Connects area following the same basis used in 2024/25 (see section 4.9). Key benefits would include the flexibility of a

borough wide pot alongside dedicated funds for Brent Connects areas which may draw support from ward councillors

7.0 2025/26 NCIL allocations administration process

7.1 The process for determining 2025/26 allocation of NCIL funding to projects is shown below. The process reflects the rationale in section 7.2 and has been developed with input from the Lead Member:



7.2 The rationale supporting this process includes:

- Enabling needs and priorities to be met as flexibly as possible.
- Urgent investment needed in key physical infrastructure across the borough aligned to the priorities set by the community in the summer 2023 NCIL consultation.
- Due consideration will be given to areas in the borough with the greatest levels of development in respect of project allocations;
- Projects should meet the priorities for Brent Connects and contribute to Council corporate objectives as set out in the Corporate/Borough Plan.
- Expectation that officers are able to identify initiatives aligned to Brent Connects priorities that will realise greatest impact in meeting resident expectations.
- It is expected that services engage with councillors proactively as part of phase 1 to ensure proposed projects can be brought forwards and considered as part of service prioritisation and viability checks.
- Data on resident complaints and member enquiries will be used to support prioritisation alongside consideration of data on social well-being in the Brent Social Progress Index.

- Officers can identify projects that will reduce burden on council revenue budgets that may prevent the scale of future necessary savings to important services for residents with the greatest needs.

7.3 To support screening of eligibility and provide assurance on the viability of projects to mobilise and commence delivery at pace, the following conditions will need to be clearly demonstrated across all projects / programmes of work:

- Projects can be delivered at pace (and where feasible) through existing frameworks/contract arrangements.
- Officers will be asked to provide evidence of resident, Cabinet and member support for their project proposals.
- Projects should demonstrate clear implementation plans.
- To mitigate against the risk of funded projects not progressing, projects will need to demonstrate robust consideration of the enabling resources required to support immediate mobilisation and delivery for example, Project Management Support and resource.
- Funds for NCIL projects that are awarded will need to be spent in accordance with an agreed implementation plan.

7.4 The timeframes outlined in the draft process have been designed to support the rapid allocation and release of funding. They are very tight and demonstrate significant streamlining compared to previous years. As such, there are risks that the timeframes may be liable to slippage.

8.0 Stakeholder and ward member consultation and engagement

8.1 A public consultation on NCIL priorities for each Brent Connects area was held in summer 2023. These priorities remain in place for three years until the next planned review in 2026.

9.0 Financial Considerations

9.1 Funds for NCIL projects that are awarded will need to be spent in accordance with an agreed implementation plan. The expenditure will be regularly monitored to identify any potential issues and to avoid any possible overspends. Any underspend against a project plan will be returned to the Council.

9.2 NCIL funds will continue to be held within separate ringfenced reserves for each of the five Brent Connects Neighbourhood areas and the two Neighbourhood Forum areas with adopted neighbourhood plans.

10.0 Legal Considerations

10.1 Strategic CIL is limited to the provision, improvement, replacement, operation, or maintenance of infrastructure (reg. 59). Pursuant to section 216 Planning Act

2008, infrastructure is defined as comprising (a) roads and other transport facilities; (b) flood defences; (c) schools and other educational facilities; (d) medical facilities; (e) sporting and recreational facilities, and (f) open spaces. The Levelling-up and Regeneration Act 2023 contains new provisions adding affordable housing to this list, but only in very narrow circumstances (where the CIL arises in connection with a planning permission granted by a street vote development order).

10.2 Under the CIL Regulations, the neighbourhood portion of the community infrastructure levy is to be applied to:

- (a) the provision, improvement, replacement, operation, or maintenance of infrastructure (which is defined as set out in paragraph 10.1 above); or
- (b) anything else that is concerned with addressing the demands that development places on an area.

10.3 The issue that arises is whether the wording of the second ‘limb’ (‘anything else...’ etc) allows an authority to spend the neighbourhood portion on any projects that can be shown to address the demands arising from development in a particular area, or whether that spend has to be limited to projects with some form of physical outcome. The Planning Practice Guidance (the PPG, which is published by central government as guidance to local planning authorities) suggests that the only requirement is whether the spend addresses the demands on an area caused by development. However, the PPG is guidance, not a statement of law. A number of local authorities have adopted an approach whereby the allocation of the neighbourhood element of CIL is limited to projects with some form of physical element.

10.4 Where possible projects for neighbourhood funding do not obviously have a physical element or outcome, consideration should be given on a case-by-case basis to whether the specific details of the proposed project might be said to fall outside the scope of the relevant part of the CIL Regulations.

11.0 Equity, Diversity & Inclusion (EDI) Considerations

11.1 Individual NCIL projects may have EDI benefits and opportunities and this will be considered for each proposal. The Public Sector Equality Duty set out in Section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have due regard to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act, and to advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not share that protected characteristic. The protected characteristics are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation. An equalities impact assessment has not been conducted in relation to the various options proposed in this report, on the basis that potential impacts in relation to protected characteristics (whether positive or negative) would need to be further considered once a preferred administration model has been identified.

12.0 Climate Change and Environmental Considerations

- 12.1 Individual NCIL projects may have climate change and environmental benefits and this will be considered for each proposal.


13.0 Communication Considerations

- 13.1 Once the final NCIL administration model is selected, a communications plan will be developed prior to launch. Additionally, consideration will be given to building appropriate and visible communication / promotional material around projects to demonstrate they have been funded via NCIL (Brent Council).

Report sign off:

Rachel Crossley

Corporate Director Service Reform and Strategy

 Brent	Cabinet 16 June 2025
	Report from the Corporate Director of Service Reform and Strategy
	Lead Member – Cabinet Member for Climate Action & Community Power (Councillor Jake Rubin)
Corporate Performance update and Q4 reporting	
Wards Affected:	All
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
List of Appendices:	One Appendix A: Borough Plan Q4 Scorecard
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	<p>Jon Cartwright, Head of Change and Customer Insight, Partnerships 020 8937 1742 Jon.Cartwright@brent.gov.uk</p> <p>Tom Pickup, Policy and Performance Manager 020 8937 4116 Tom.Pickup@brent.gov.uk</p> <p>Anisha Fernandes Senior Performance Officer, Partnerships 020 8937 3927 Anisha.Fernandes@brent.gov.uk</p> <p>Daniel Henderson Senior Performance Officer, Partnerships 020 8937 2841 Daniel.Henderson@brent.gov.uk</p>

1. Executive Summary

- 1.1. The paper sets out the position on the council's performance in the last quarter of 2024/25, through the Borough Plan performance scorecard and updates against key activities for delivering its priorities and outcomes.

2. Recommendation(s)

Cabinet are recommended to:

- 2.1. Note the Borough Plan 2024/25 performance reporting for Q4 set out from 3.2 and included in Appendix A, and:
 - 2.1.1. Consider the current and future strategic risks associated with the information provided and agree remedial actions on strategic risks as appropriate.
 - 2.1.2. Challenge progress with responsible officers as necessary.

3. Detail

3.1. Cabinet Member Foreword

- 3.1.1. This report includes detailed reporting against the full suite of Key Performance Indicators (KPIs) developed to monitor delivery of the desired outcomes (i.e., 'what success will look like' measures) set out in the Borough Plan 2023-2027: Moving Brent Forward Together. This includes progress updates for key activities and commentary against targets aligned to each of the five priority areas:

- Prosperity and Stability in Brent
- A Cleaner, Greener Future
- Thriving Communities
- The Best Start in Life
- A Healthier Brent

3.2. Borough Plan performance Q4

- 3.2.1. The Q4 performance scorecard includes a total of 49 key indicators from the Borough Plan.
- 3.2.2. Each KPI is assigned a Red, Amber, or Green rating based on its performance against the quarterly targets.
 - Green – KPI has met or exceeded its target.
 - Amber – KPI is slightly off target, falling between 0.01% and 5% outside the target.

- Red – KPI is significantly off target, exceeding 5% variance from the target.

3.2.3. Performance breakdown for Q4 Borough Plan indicators:

Table 1

Priority	Red	Amber	Green	Contextual
Prosperity and Stability in Brent	3	2	10	4
Cleaner, Greener future	1	0	2	3
Thriving communities	0	0	1	4
The Best start in life	4	1	5	0
A Healthier Brent	1	0	6	2
Total	9	3	24	13

- 3.2.4. A summary of performance is outlined in the following sections. Where relevant the commentary also references progress against annual targets in addition to quarterly e.g., where progress towards the target is seasonal.
- 3.2.5. KPIs that have been consistently rated red for Q1-Q4 of 2024/25 are highlighted below to aid discussion:
- Average processing time for Resident Support Fund (RSF) applications (para 3.2.6)
 - Number of empty properties refurbished and brought back into use (para 3.2.7)
 - Number of Houses of Multiple Occupation (HMO) licensed - red since Q2 (para 3.2.8)
 - Amount of non-recyclable waste (para 3.2.25)
 - Participants in Brent Care Journeys (para 3.2.34)
 - Percentage of Looked After Children (LAC) in Education, Employment, or Training (EET) - amber for the first half of the year, consistently red in the second half (para 3.2.35)
 - Second or subsequent Child Protection (CP) plans - consistently red except for one quarter (para 3.2.36)
 - Percentage of Care Act assessments completed within time (para 3.2.42)

Prosperity and Stability in Brent

Red KPIs

- 3.2.6. The average processing time for RSF applications in Q4 was 39 days, up from 33 days in Q3, exceeding the 20-day target and resulting in a red rating. To address this, additional resources have been allocated, overtime is available, and a backlog clearance plan has been in effect since April 2025.

There was a slight increase in applications submitted in April compared to March. As a result of focused efforts and additional staffing, the number of applications being assessed—whether approved, rejected, or written out for

further information—has increased. In April, the team reviewed an average of 175 reactive support cases per week, with an average award of £424.28. Work is nearing completion on all March 2025 applications, expected to conclude this week. This will allow the team to shift focus to remaining April cases and begin progressing May submissions. A revised approach will support this next phase of delivery. The team continues to work diligently on both new and outstanding applications.

Processing times remain above target due to sustained high demand and ongoing resourcing challenges. This KPI has been rated red throughout the reporting year.

- 3.2.7. The number of empty properties refurbished and brought back into use within the borough is rated red, with 54 properties refurbished at the end of Q4, compared to 42 at Q3, against the year's target of 100. The target was not achieved this year, as it has been a challenging year due to staff shortages for the first 6 months of the financial year and the training requirements needed for the new officer. Steps are being taken to promote grants and enforcement activities, which are expected to have a positive impact and meet the target in 2025/26. This KPI has been rated red throughout the reporting year.
- 3.2.8. The number of Houses of Multiple Occupation (HMO) licensed in the borough is 5,022, down from 5,141 HMO licensed in Q3 and is below the target of 5,578. The Brent Additional License scheme ended on 31/1/2025, and Private Housing Services stopped accepting new applications for smaller HMOs. These figures reflect the impact of the loss of the scheme. This KPI started the year rated as Amber but has been rated Red since Q2.

Amber, Green and contextual KPIs

- 3.2.9. The overall achievement for Brent Start in Q4 stands at 90%, an increase from 88% in Q3, resulting in an amber performance rating against the annual target of 93%. This figure represents in-year achievement, and it is anticipated that the target of 93% will be met by the end of the academic year in July. This KPI has maintained an amber status for most of the year, with the exception of Q2, where it was classified as green at the conclusion of the academic year.
- 3.2.10. The average processing time for new benefit claims was 22.44 days in Q4, up from 21.77 days in Q3. The yearly average was 21.61 days, meeting the target of 22 days. Despite challenges with TA supply and demand, and supported exempt accommodation, this KPI was green all year except Q2 when it was amber.
- 3.2.11. The number of residents accessing community hubs in Q4 was 4,225, compared to 4,517 in Q3, bringing the year-to-date total to 18,595, which exceeded the target of 14,063. There was a slight increase in footfall, possibly due to changes in the CTS scheme. This KPI was rated green throughout the year, with Q2 having the highest footfall at 5,013.

- 3.2.12. The proportion of local suppliers utilized in Brent for Q4 was 23%, a decrease from 25.85% in Q3, narrowly missing the target of 25%. Local suppliers are defined as those with a Brent postcode, which can include both local businesses and national organizations with a presence in Brent. This KPI has fluctuated between Green and Amber throughout the year, reaching its peak in Q2 at 37%.
- 3.2.13. The percentage of jobs secured paying the London Living Wage decreased to 82% in Q4, from 83% in Q3, which remains above the target of 80%. This KPI has consistently met the target throughout the year, with its highest level in Q3.
- 3.2.14. The percentage of enquiries at the Community Hubs resolved at the point of contact remained consistent at 84% in Q4, matching the rate observed in Q3. This stability earned a green rating and exceeded the annual target of 80% throughout the year.
- 3.2.15. Apprenticeship outcomes from Brent Works were lower in Q4 than Q3, with 6 apprenticeships compared to 18. However, the KPI exceeded targets throughout the year, surpassing the annual goal of 50 by 13 apprenticeships. This success resulted from job fairs and section 106 planning agreements. This KPI performed highest in Q2.
- 3.2.16. A total of 43 job outcomes were achieved this quarter, compared to 29 in the previous quarter, surpassing the quarterly target of 25 and bringing the year-to-date total to 191, which is above the year-end target of 150. Most job placements occurred in the construction and built environment sector. This KPI remained consistently above target throughout the year, with Q4 being the highest.
- 3.2.17. In Q4, i4B purchased two properties, bringing the year-to-date total to 27, meeting the KPI target of 24 for the year-end. i4B exceeded its annual purchasing target of 25 units during 2024/25, including a block of 9 homes. This KPI has been rated green throughout the year, with the highest being 12 delivered in Q1.
- 3.2.18. The average processing time for benefit claims in Q4 was 3.35 days, down from 3.65 days in Q3, meeting the five-day target (Green). Processing times for Change In Circumstances varied throughout the quarter. Although the KPI was rated green all year, there was a notable improvement towards the end, dropping from 5 days in Q1 to 3.35 in Q4, with an annual average of 3.97 days.
- 3.2.19. In Q4, the number of local apprenticeship and work experience opportunities provided, in line with the Social Value and Ethical Procurement Policy, reached 45, exceeding the target of 20 and achieving a Green KPI rating. Through our social value commitments, we continue to deliver apprenticeships and work experience opportunities for the community of Brent. This KPI has remained consistently well above targets, with a notable improvement from the beginning of the year. The highest performing quarters were Q2 and Q4.

- 3.2.20. The number of job and apprenticeship opportunities in growth industries across the borough increased by five in Q4 compared to 13 in Q3, bringing the year-to-date total to 49. Most opportunities come from the construction sector. This KPI has been green throughout the year, with the highest performance being 19 in Q2.
- 3.2.21. In Q4, 321 applications were submitted for the Resident Support Fund (Digital Support Package), compared to 1,206 in Q3. Approved cases brought the year-to-date total to 2,302. While Q4 numbers were average for the year, Q3 was a high performing outlier with 1206 applications.
- 3.2.22. External providers delivered 152 affordable homes in Q4, up from 57 in Q3, totalling 259 year-to-date against a forecast of 486. Construction delays on four developments moved their completion to Q1 of 25/26. Performance has improved throughout the year despite being contextual.
- 3.2.23. We did not receive any handovers for new council homes in the fourth quarter, resulting in zero affordable homes delivered during this period. However, the total number of affordable homes delivered throughout the year was 26, due to construction delays across two developments originally scheduled for completion in 2024/25, which have now been deferred to the first quarter of 2025/26. Despite these delays, we remain on target to deliver 1,700 homes by 2028.
- 3.2.24. Brent Hubs made 577 foodbank referrals in Q4, down from 808 in Q3, totalling 2,866 for the year. Referrals remained steady over the year, peaking in Q3 and dipping in Q4. This suggests that financial challenges persist after the pandemic and during the cost-of-living crisis.

Cleaner, Greener Future

Red KPIs

- 3.2.25. The amount of non-recyclable waste generated in Q4 was 18,534.40 tonnes, down from 19,095.46 tonnes in Q3. The year-to-date total is 78,461.25 tonnes, which exceeds the year-to-date target of 71,570.96 tonnes. Despite the target not being met, Q4 reported the lowest amount of non-recyclable waste this financial year. Contributing factors include a decrease in rejected recycled tonnage and a decrease in total residual waste collected in Q4. Efforts are underway to improve recycling in communal flats and spaces to reduce the amount of non-recyclable waste. This KPI has been rated red all year but has shown a declining trend towards meeting its target.

Amber, Green and Contextual KPIs

- 3.2.26. In Q4, 100% of customer-reported Category 2 defects were repaired on time, matching Q3 and bringing the year-to-date total to 98%, meeting the target. Performance for CAT2 defects attended to on time in Q4 is 99%. The contractor consistently performed at 100% up to February, but there were five late repairs in March, lowering the figure to 99%. Overall performance for Q4

increased by 1% from Q3 to 99%. This has been addressed with the contractor, and an action plan is in place. This KPI started the year as Red and improved to Green, showing good progress.

- 3.2.27. A total of 30 new electric vehicle charge points were installed in Q4, compared to 10 in Q3, bringing the year-to-date total to 102. This meets the target and is rated Green. 30 Charge points installed from Jan to March. including 22KW chargers from Zest/Uber Project at 15 locations. This KPI has been consistently green, having met its year target in Q2, which was also the highest performing quarter at 32 installations, and the lowest being 10 in Q3.
- 3.2.28. In Q4, 21 new businesses signed the Brent Climate Charter, a significant rise from 2 in Q3, bringing the total to 39. The focus in Q4 was on concluding the Camden/Brent Climate Challenge. After completing this work and restructuring to integrate business and green economy functions into the climate function, signatories are expected to grow more rapidly. Future actions include resetting and clarifying targets for the Brent Climate Charter in the 2025-26 financial year following corporate restructuring and personnel changes. Q4 outperformed the annual average, with Q2 being the least productive quarter.
- 3.2.29. In Q4, 21 businesses were onboarded to the Climate Essentials carbon footprint calculator tool, compared to 11 in Q3, bringing the total number of businesses with access to 56. The Climate Essentials tool has been renewed for an additional 12 months. The license for businesses operates on a 12-month cycle, resulting in some fluctuation in numbers as businesses join and leave. Usage of the tool is connected to signing up for the Brent Climate Charter, with updated targets and expectations on sign-ups anticipated for 2025-26 following a restructure and personnel changes in Employment, Skills and Enterprise. Q2 recorded the highest number of signups at 24, whereas Q3 had the least.
- 3.2.30. In Q4, 130 homes were retrofitted, bringing the annual total to 139. Confirmation was received for completing retrofit work on 100 properties under the Social Housing Decarbonisation Scheme phase 2.1. The CO2GO retrofit scheme is nearly complete, with measures installed on 30 properties across various housing clusters. Brent is finalizing the allocation and grant agreement for the Warmer Homes Social Housing Fund Phase 3 to fund retrofits for 80 council-owned properties.

Thriving Communities

Red KPIs

- 3.2.31 There are no Red KPIs for Thriving Communities.

Green and Contextual KPIs

- 3.2.32 In Q4, 90 hours were contributed towards community events under the Social Value and Ethical Procurement Policy, down from 109 in Q3 but still above the

target of 65 hours. The total for the year is 643.50 hours, surpassing the year-end target of 260 hours. This demonstrates the Council's commitment to social value through procurement. Clear expectations and supplier engagement helped secure commitments to support communities. This KPI has been rated green all year, with Q2 being the best-performing quarter at 336 hours.

- 3.2.33 In Q4, there were 26 engagement events lead by the Community Engagement team, compared to 33 in Q3, bringing the year-to-date total to 187. This figure specifically relates to the number of community events and interactions the community and social infrastructure team had in the last quarter – this includes presence at community events, community meetings and other outreach activities like promoting community grants. Q1 had 86 events, the highest number over the year. There was an average of 47 events per quarter in 2024-25.
- 3.2.34 The grants team awarded 34 grants with a total value of £140,553 in Q4, resulting in an annual total of 117 grants worth £1,417,876. Six projects were funded through the monthly Love Where You Live initiative and 28 through the annual Edward Harvist Trust Fund grant. This figure includes the Edward Harvist Trust Fund 24/25 grant round where £137,552.96 was allocated. £3,000 was distributed through our regular Love Where You Live monthly grant round. Q2 saw the highest number and value of grants awarded, with 41 grants totalling £1,256,348.
- 3.2.35 In Q4, 135 residents attended Brent Connects meetings, compared to 265 in Q3, bringing the total year-end figure to 837. This reflects the number of attendees for the Spring round of Brent Connects. Attendance was slightly lower than the previous quarter and decreased from the Autumn round of Brent Connects. Factors affecting attendance in the Spring round may include Ramadan in March, which involves evening family gatherings for Iftar. Thus far this season, the Community Engagement team has hosted two rounds of Brent Connects for 2024-25: the Autumn round in October 2024 and the Spring round in March 2025. The final round is scheduled for May 2025. Efforts continue to promote and publicize the upcoming round in May to increase attendance.

The Best Start in Life

Red KPIs

- 3.2.36 The number of participants attending Brent Care Journeys 2.0 was 25 for Q4, up from 17 in Q3 although below the target of 35. In Q4, three Care Leavers attended both the January and February Corporate Parenting Committees. Four Care Leavers attended the Voice and Influence sub-group in March, and three Care Leavers assisted with operational developments for Brent's children's residential home in the same month. One Care Leaver participated in a World Social Worker Day event in March. 10 young people aged 10 to 17 years old took part in a Create Arts 3-day visual arts project in February. This KPI has been rated red throughout the year as the target set was a stretch

target. Q4 represented the highest attendance in year and sets a positive trajectory for 25/6.

- 3.2.37 The percentage of Looked After Children (LAC) in education, employment, or training (EET) for Year 12 and 13 was 70% in Q4, 3% less than Q3, the lowest this reporting year, which means it is below the target of 80% and rating this measure as Red. The reason for this lower performance is over the past academic year, it has been observed that colleges are increasingly off rolling students without notice, or without discussion with the Virtual School which means the student is not able to have someone advocate on their behalf. Many colleges are part of larger groups, so when a young person is off rolled, they are unable to reapply at associated colleges which impacts on their ability to access educational opportunities. The Virtual School will be working with colleges for the new academic year to reduce off rolling. All new LAC who come into care are supported to enrol on a suitable course of study as soon as possible and detailed by Social Workers and Personal Advisors within young people's plans. However, some young people need some time to stabilise after a period of trauma and are not able to immediately access or maintain an educational course. This KPI has seen performance fluctuate with performance moving from amber in the first half of the year to red in the second half impacted by off rolling and also a different cohort of young people to be measured each quarter. Work is already underway to identify where CYP and Community Development can become closely aligned and improving the EET prospects of Looked After Young People has been identified as an area to progress quickly.
- 3.2.38 In Q4, 13% of children were subject to a Child Protection (CP) Plan for a second or subsequent time, with gangs, missing, Child Sexual Exploitation, or criminal exploitation as their main assessment factor up from 12.6% in Q3. The increase is due to fewer overall CP Plans and more repeat assessments.. This KPI remained Red throughout the year except for Q2, when it was Green at 10% although the cohort size is less than 10 children so minor changes significantly alter the percentages.
- 3.2.39 The percentage of care leavers aged 19-21 who are engaged in education, employment, or training (EET) is 55% for those with birthdays in Q4, which is only 2% below the target of 57% and which makes it rated as red. This brings the year-to-date position to 57.8%, exceeding the target of 57% and rating it green for the year. This KPI can vary from quarter to quarter due to the different young people who make up each cohort and is impacted by different cohort sizes.

Amber, Green and Contextual KPIs

- 3.2.40 Number of young people from Black African, Caribbean, and Somali communities who are permanently excluded from Brent schools (all pupils) is rated Green. 41.66% of permanent exclusions from Brent Schools were of young male pupils from Black African, Caribbean, or Somali communities in Q4, down from 75% in Q3. Schools within Brent and out-of-borough are provided with targeted support and training from the Inclusion Support Team

and the Brent Virtual School in relation to individual Brent resident pupils. They are also provided with on-going support with overall behaviour strategies to keep exclusions as low as possible. This is a small group of young people, and so minor changes can impact the percentage.

- 3.2.41 The percentage of pupils attending Brent Schools that are rated good or outstanding is 97.6% exceeding the target of 95%. This is based on those schools most inspection where the Ofsted single word judgement still applied. Whilst always above target for the year, this KPI has shown improvement having started at 95% at the beginning of the reporting year.
- 3.2.42 The number of young individuals who regularly attended the Care Leavers Hub increased to 34 in Q4 from 31 in Q3, although this did not meet the stretch target of 35, but has now risen from Red to Amber. Attendance figures were 12 in January and February, and 10 in March 2025. The Hub serves as a support group for young people, offering a platform for informal discussions. Young people are planning future events and are intentionally avoiding holding events in certain months (April 2025) to allocate funds for events in locations such as the O2. Attendance has remained consistent throughout the year, with the lowest figure recorded in Q2 at 22 and the highest in Q4.
- 3.2.43 In Q4, Care Quality Ambassadors performed 14 inspections of supported accommodation providers, up from six in Q3 and exceeding the quarterly target of five. The cumulative total for quality assurance visits this financial year stands at 32, surpassing the annual target of 20. This quarter saw quality assurance visits to 12 supported accommodation providers and two residential home providers, three of which involved Care Ambassadors, exceeding the quarterly goal of five visits. Of the 32 visits conducted over the full financial year, 10 involved Care Quality Ambassadors. Quality assurance visits to supported accommodation providers are planned for Q1 2025-26, including Care Quality Ambassadors, while visits to residential homes will feature Care Quality Ambassadors on a case-by-case basis. There are six Care Quality Ambassadors employed, four of whom are actively engaged. The remaining two individuals are being encouraged to participate in quality assurance visits to positively impact the lives of other children and young people. Performance has consistently improved throughout the year, with Q4 exhibiting the highest level of activity.
- 3.2.44 The number of registered service users who had contact with Family Wellbeing Centres (FWC) reached 7,581 in Q4, bringing the year-to-date total to 28,384 contacts. FWCs continue to demonstrate strong engagement, evidenced by an increase of 542 contacts from Q3 to Q4. The current year-to-date figure of 18,079 distinct users exceeds the 2023/2024 target of 15,849, representing a 14% increase in registered users. User contacts have consistently surpassed targets throughout the year, with Q2 and Q4 recording the highest figures.
- 3.2.45 The number of young people regularly attending Brent Youth Parliament (BYP) was 22 for Q4, up from 17 in Q3, bringing the year total to 86. BYP attendance in Q4 included 22 young people in January, nine in February, and

17 in March. BYP members participated in various Council and external forums. Seven BYP members attended the Public Safer Neighbourhood Board meeting in January, and two members attended the Community and Wellbeing Scrutiny Community in both February and March. Regionally, one BYP representative attended the London Youth Assembly in January and March. BYP was shortlisted for two awards at the London Youth Achievement Awards run by the London Assembly. Young people were supported by the Participation Manager to represent Brent's young residents in different forums within Brent and regionally. This KPI started the year rated amber but has remained green since Q2.

A Healthier Brent

Red KPIs

- 3.2.46 In Q4, 27% of Care Act assessments were completed within 28 days, up from 23.82%, with a year-to-date performance of 29%. The target is set at 80%. This indicator is local only; no national benchmarking data is available. It provides local data on the time people wait from the point they are referred for a Care Act assessment to the completion of the assessment. As part of the Mosaic (case management) re-procurement and migration to the cloud, the Digital Transformation Team has commissioned an external consultant to collaborate with Adult Social Care in undertaking an end-to-end review of Mosaic Forms and Workflow.
- 3.2.47 This review identified that several aspects of the current design of Mosaic prevent practitioners from completing timely Care Act assessments. As part of this work, there will be a de-duplication of assessment forms, and the entire assessment process will be redesigned and streamlined. Additionally, we have implemented an improvement programme to reduce the assessment waiting list, which includes community assessment days where residents and carers are invited off the waiting list to a community venue to receive an assessment. We have conducted three successful events since November 2024. Since September 2024, the number of individuals on the assessment waiting list has reduced by 52%.
- 3.2.48 Furthermore, we have piloted an AI recording and transcription tool for frontline staff called 'Magic Notes', which allows practitioners to record assessments, after which the tool transcribes and summarizes the assessment outcomes. The trial of Magic Notes proved successful, reducing the administrative time spent on assessments by 50%. We will be implementing Magic Notes for all frontline practitioners.
- 3.2.49 The review work on Mosaic is scheduled for completion in August/September, and we anticipate 'going live' with the revised workflows from October 2025. We expect to see significant improvements in KPI metric performance from this point onwards.

Green and Contextual KPIs

- 3.2.50 New birth visits within 14 days are at 95% in Q4, down from 96% in Q3. The annual performance exceeds the 95% KPI at 95.3%, despite a dip from December to February, which is under close monitoring. Additionally, 98.7% of visits occurred within 30 days YTD, surpassing the 98% target and consistently remaining green throughout the year.
- 3.2.51 In Q4, the total number of adults in structured drug and alcohol treatment year-to-date was 1383 (rolling 12-month figure to the end of January 2025), up from 1347 in Q3 and exceeding the target of 1300. The multi-agency Brent Drug and Alcohol Partnership is actively developing. Regular management contact between Brent and Via (the service provider) is maintained to ensure provision. Service user-led engagement and delivery of services through B3 are ongoing. This KPI has remained within the expected target throughout the year.
- 3.2.52 In Q4, the reablement service achieved year-to-date performance of 95.3%, despite a dip from December to February, which is being monitored closely. Additionally, 98.7% of visits occurred within 30 days year to date, surpassing the 98% target. This KPI was red in Q1 but has been green since.
- 3.2.53 The number of health checks completed at events was 772 in Q4, compared to 576 in Q3, resulting in a year-to-date total of 3796, exceeding the target of 3000. At some outreach events, health checks are conducted, including BMI, blood pressure, heart rate, and diabetes risk score. Efforts continue to reach communities that typically do not engage with health and care services, as well as emerging communities, to conduct health and wellbeing events. The yearly target was achieved. This KPI was red in Q1 but has been green since.
- 3.2.54 Brent Health Matters engaged with 494 organisations in Q4, up from 468 in Q3, totalling 1841 for the year, surpassing the target of 1400. These engagements include multiple interactions with the same organisations. Community groups have progressed from informing to co-creating and empowering, which meets our goals. This KPI has remained green all year.
- 3.2.55 A total of 184 community events were held in Q4, a decrease from 243 in Q3. This brings the year-to-date total to 869 events, surpassing the target of 500. The figures for Q3 of 2024/25 are significantly higher compared to last year, and the quarter-by-quarter growth has been sustained. Although Q4 had the lowest figures of the year, the KPI remained consistently green throughout the year.
- 3.2.56 In Q4, 40 older adults with long-term support needs were admitted to residential and nursing care homes, up from 38 in Q3, bringing the total to 176 for the year. This results in a rate of 422 per 100,000 population. Brent continues to excel in this area, using quality assurance meetings to review placement requests, emphasizing independence at home, and focusing on equipment and reablement.
- 3.2.57 In Q4, 13 younger adults with long-term support needs were admitted to residential and nursing care homes, an increase from fewer than ten in Q3,

resulting in a total of 36 admissions for the year at a rate of 15.8 per 100,000 population. All referrals to residential or nursing care for this cohort of clients are closely monitored, and frontline staff are supported to identify alternatives. When appropriate, efforts are made to transition individuals from residential care to alternative accommodation.

4. Stakeholder and ward member consultation and engagement

- 4.1 KPIs for the Borough Plan 2023-27 were developed in consultation with directorate performance leads and approved by CMT.
- 4.2 Balanced scorecard measures have been developed in consultation with Lead Members, CMT and nominated service leads.

5.0 Financial Considerations

- 5.1 There are no financial implications as a result of this report.

6.0 Legal Considerations

- 6.1 There is no statutory duty to report regularly to Cabinet on the Council's performance, however under the Local Government Act 1999 a best value authority has a statutory duty to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency, and effectiveness. Regular reports on the Council's performance assist in demonstrating best value.

7.0 Equity, Diversity & Inclusion (EDI) Considerations

- 7.1 There are no direct diversity implications. The Learning, growth and culture 'perspective' of the Balanced Scorecard is designed to increase visibility of some existing EDI measures in relation to Brent staff.

8.0 Climate Change and Environmental Considerations

- 8.1 Indicators that support delivery of the Brent Climate Emergency Strategy are included in the 'Cleaner, Greener Future' section of this report and in the first iteration of the Corporate Balanced scorecard.

9.0 Human Resources/Property Considerations (if appropriate)

- 9.1 There are none.

10.0 Communication Considerations

- 10.1 There are none.

Related document(s) for reference:

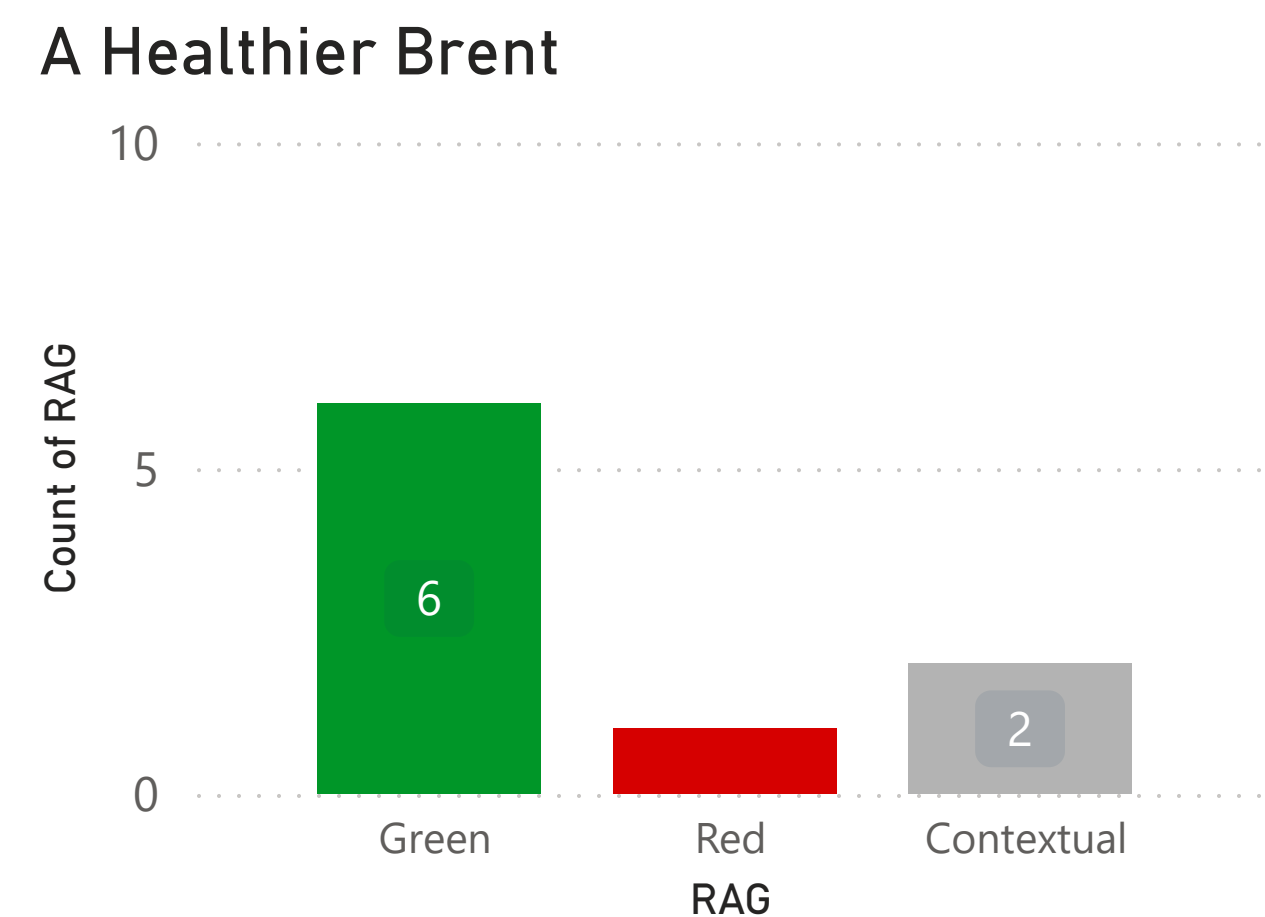
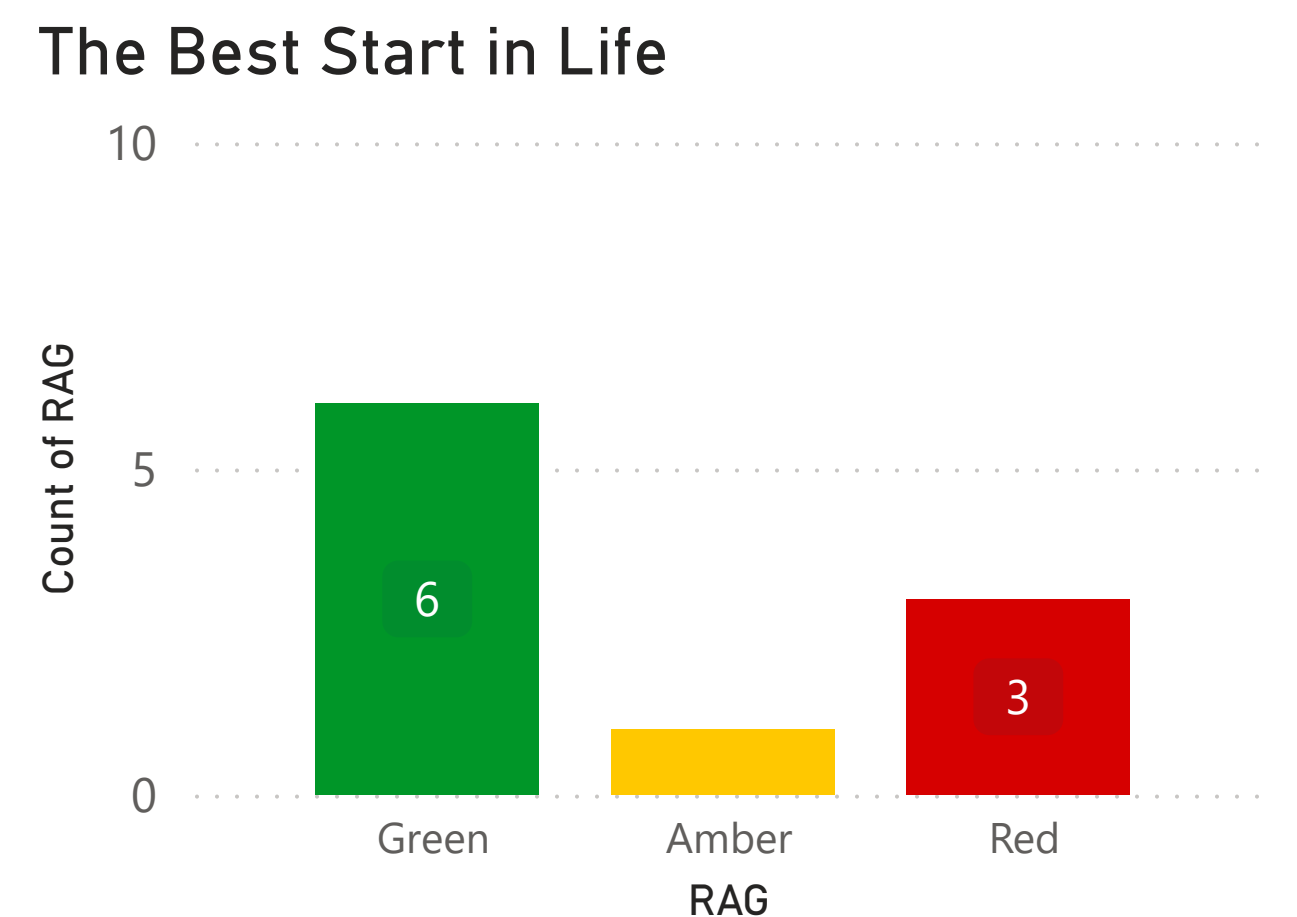
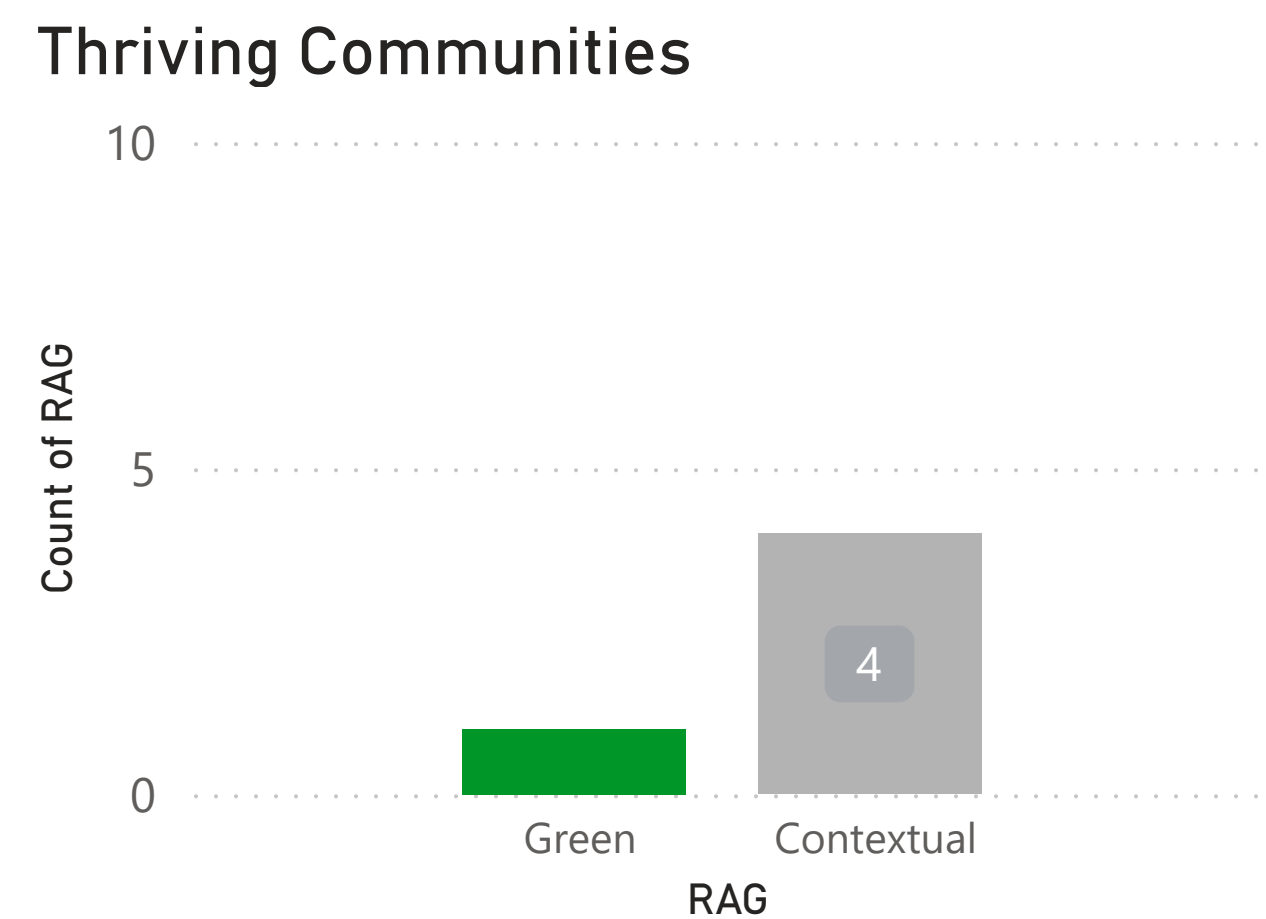
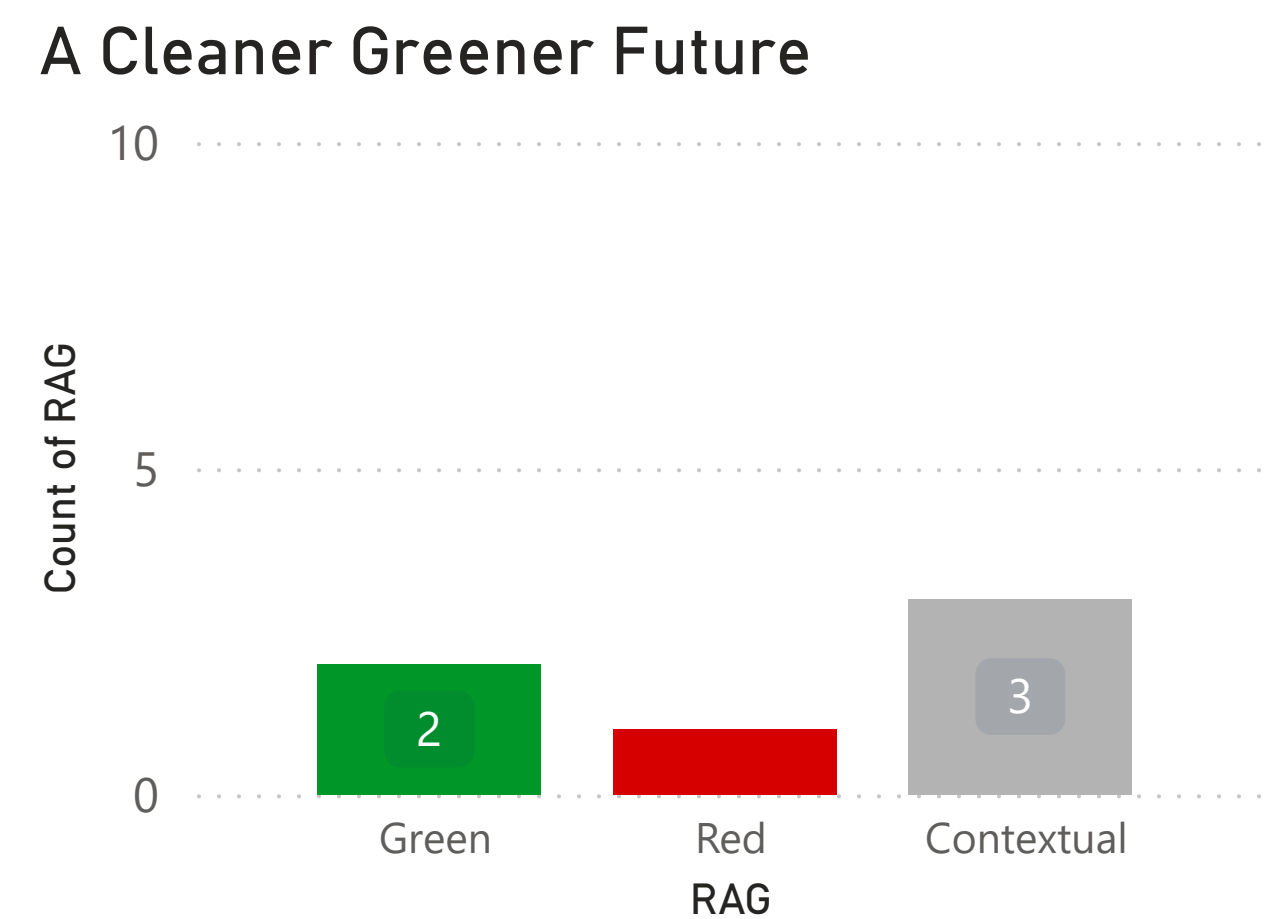
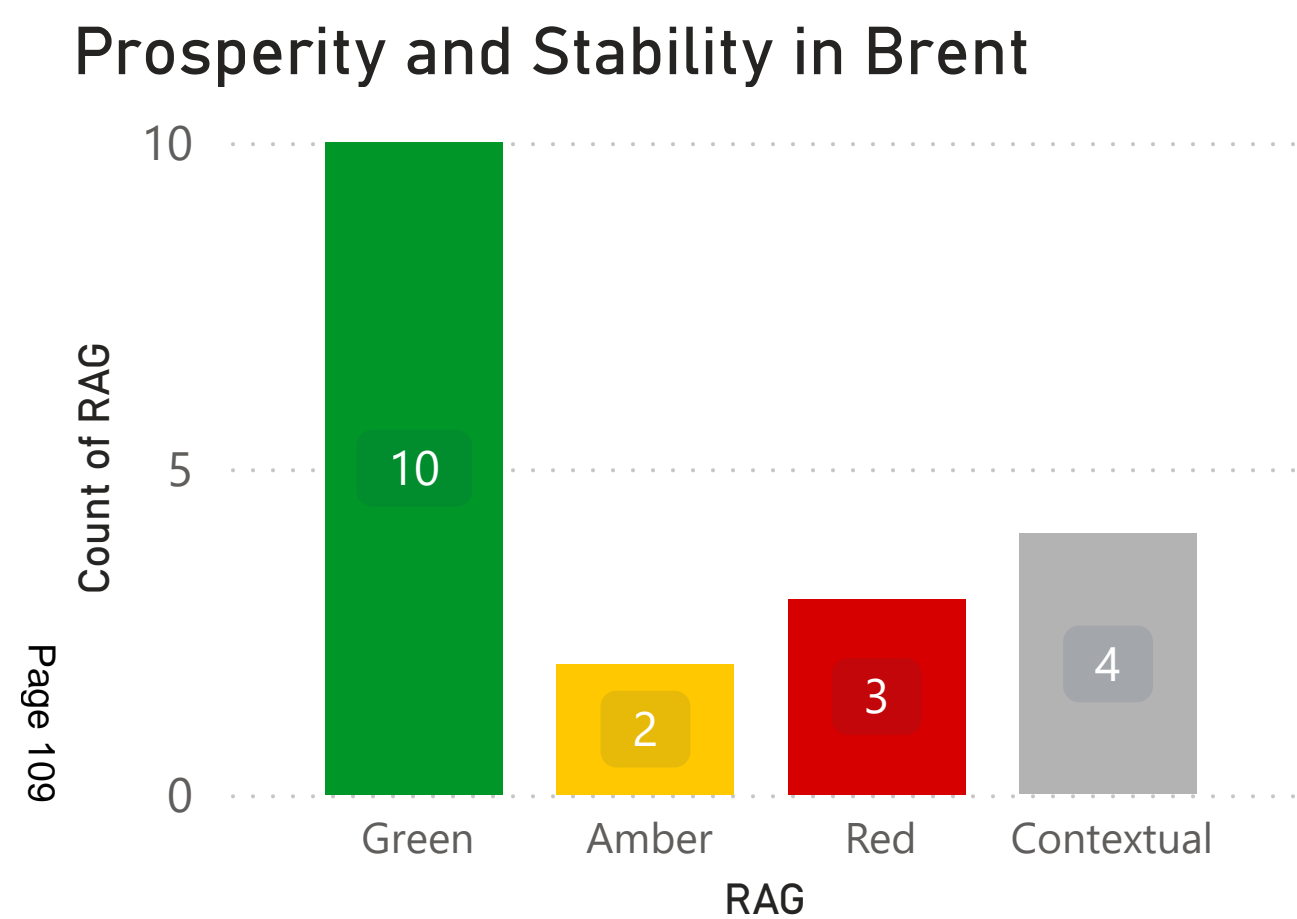
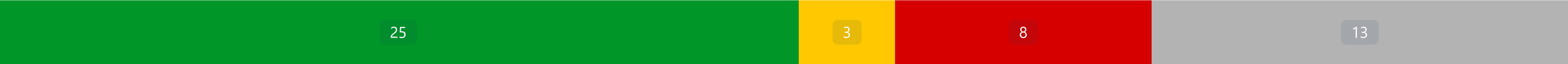
Cabinet 10 March 25 - Corporate Performance update and Q3 reporting

Report sign off:

Rachel Crossley

Corporate Director Service Reform & Strategy

Corporate Performance Report - 2024-25 Q4



Key for Performance Rating
Unless otherwise defined, performance information is assessed using the following tolerances to give a RAG rating:

- Green** – At target or exceeding target
- Amber** – 0.01% - 5% outside target
- Red** – Greater than 5% outside target,
- Contextual** – No target set
- n/a** – Data not available

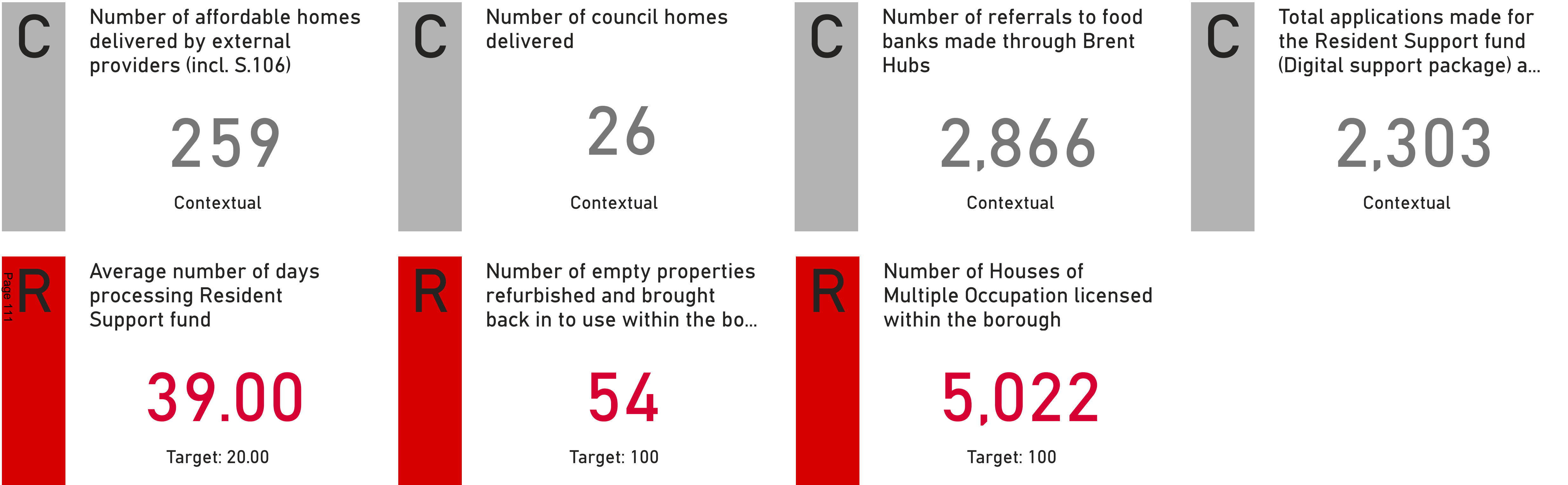
Corporate Performance Report - 2024-25 Q4

Prosperity and Stability in Brent

<div>G</div>	Percentage of Jobs secured paying LLW	81.0%	Target: 80.0%	<div>G</div>	Average days taken to process new benefit claims	21.61	Target: 22.00	<div>G</div>	Percentage of enquiries at the Community Hubs resolved at the point of con...	84.0%	Target: 80.0%	<div>G</div>	Number of affordable homes delivered by i4B	27	Target: 24
<div>G</div>	Average days taken to process change events	3.97	Target: 5.00	<div>G</div>	Brent Works: Apprenticeship Outcomes	63	Target: 50	<div>G</div>	Brent Works: Jobs Outcomes	191	Target: 150	<div>G</div>	Number of residents accessing Community Hubs	18,595	Target: 14,000
<div>G</div>	Number of local apprenticeships/work experience opportunities (i...	45	Target: 20	<div>G</div>	Increase in the number of job and apprenticeship opportunities across the b...	49	Target: 1	<div>A</div>	Number of local suppliers we use in Brent	22.8%	Target: 25.0%	<div>A</div>	Brent Start overall achievement per academic year (July-Sept)	90.0%	Target: 93.0%

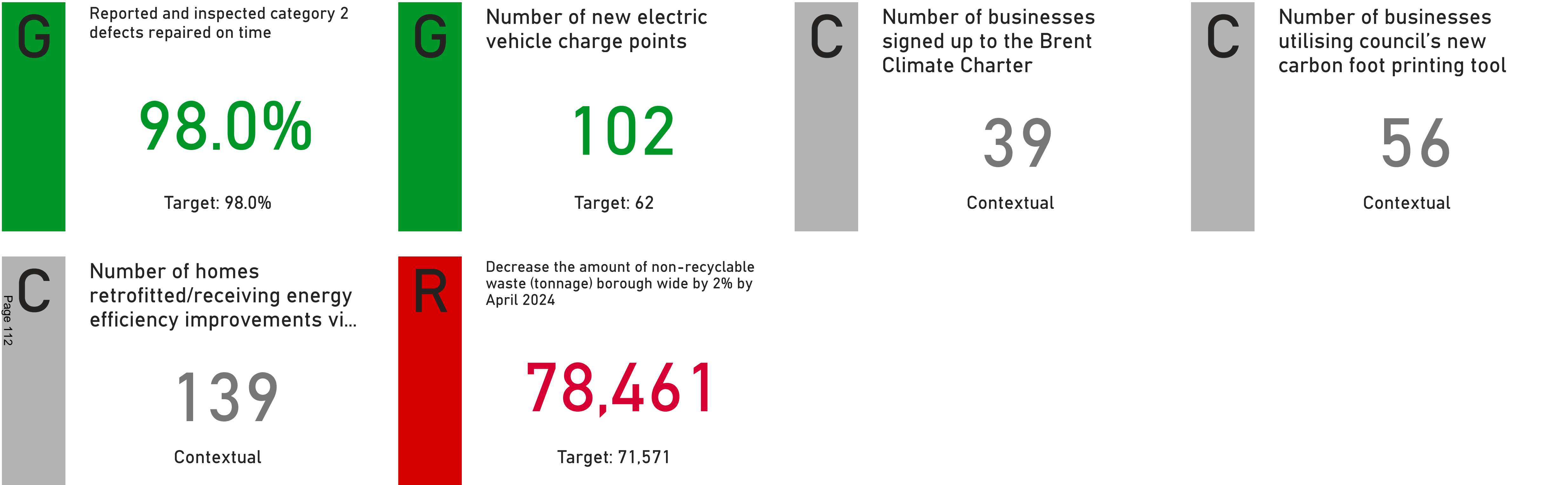
Corporate Performance Report - 2024-25 Q4

Prosperity and Stability in Brent



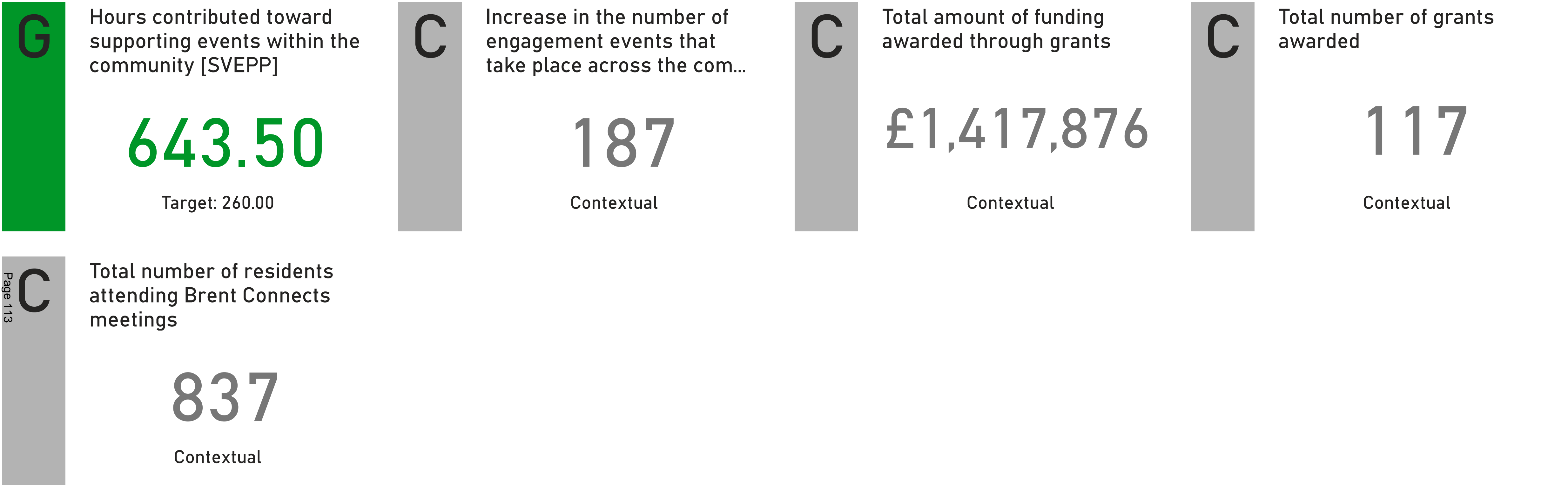
Corporate Performance Report - 2024-25 Q4

A Cleaner Greener Future



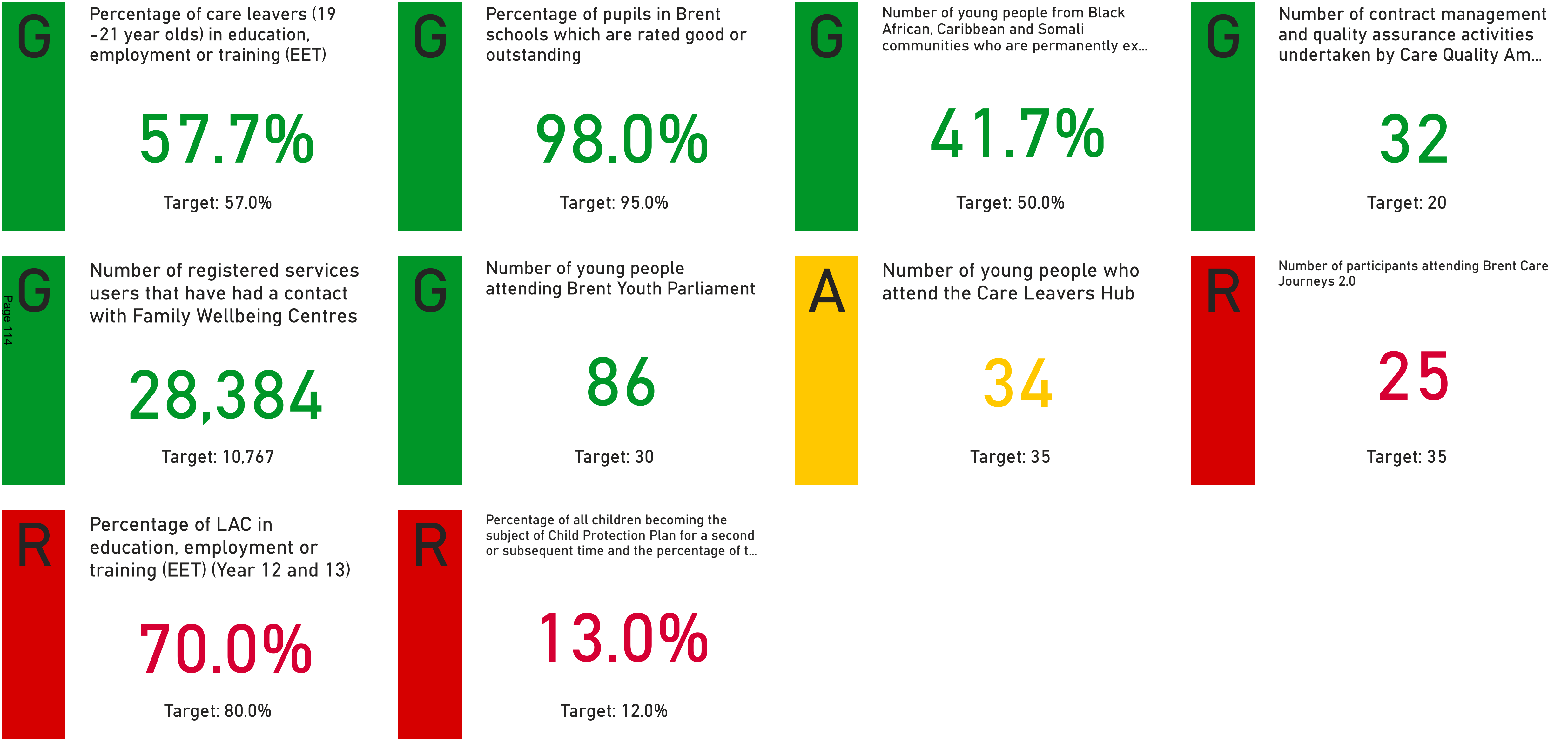
Corporate Performance Report - 2024-25 Q4

Thriving Communities



Corporate Performance Report - 2024-25 Q4

The Best Start in Life




Corporate Performance Report - 2024-25 Q4

A Healthier Brent

Page 115	<div>G</div> <div>Percentage of new birth visits within 14 days</div> <div>95.0%</div> <div>Target: 95.0%</div>	<div>G</div> <div>Reablement sequel to service</div> <div>98.7%</div> <div>Target: 95.0%</div>	<div>G</div> <div>Total number of adults in structured drug and alcohol treatment</div> <div>1,383</div> <div>Target: 1,300</div>	<div>G</div> <div>BHM programme: No. of health-checks completed at events</div> <div>3,796</div> <div>Target: 3,000</div>
	<div>G</div> <div>BHM programme: No. of orgs reached out to and engaged with</div> <div>1,841</div> <div>Target: 1,400</div>	<div>G</div> <div>BHM programme: No of community events held</div> <div>869</div> <div>Target: 500</div>	<div>C</div> <div>Long term support needs of older adults met by admission to residential an...</div> <div>176.00</div> <div>Contextual</div>	<div>C</div> <div>Long term support needs of younger adults met by admission to residential an...</div> <div>36.00</div> <div>Contextual</div>
	<div>R</div> <div>% of assessments completed within 28 calendar days (excluding SMART and OT as not...</div> <div>29.0%</div> <div>Target: 80.0%</div>			

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	Cabinet 16 June 2025
	Report from the Corporate Director Children, Young People and Community Development
	Lead Member – Leader of the Council (Councillor Muhammed Butt)
Revised Black Community Action Plan (BCAP)	

Wards Affected:	All
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
List of Appendices:	One Appendix 1: Revised Black Community Action Plan
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Kibibi Octave – Director, Community Development 020 8937 5436 kibibi.octave@brent.gov.uk

1.0 Executive Summary

- 1.1 This report seeks Cabinet approval to endorse a re-prioritised Black Community Action Plan (BCAP).

2.0 Recommendation(s)

That Cabinet:

- 2.1 Approves the revised Black Community Action Plan (BCAP), including workstreams, new governance structures and timelines.
- 2.2 Approves, as requested at the community consultation in November 2024, extending the delivery period by at least 1 year to redress time lost, providing a remaining delivery period of 8 years in total (2025-33)
- 2.3 Approves that the plan concentrates on delivering the top 5 themes over a 4-year period (2025-29).

- 2.4 Following community consultation, although “Accountability” ranked lower in terms of priority, in line with recommendations made previously during 2024, approves the creation of an *Independent Advisory Steering Group (IASG)*, with Council representation, that would help inform officer-led Equity, Diversion and Inclusion work. The purpose of the IASG would be to inform and advise on delivery, attract funding opportunities, and provide assurance and transparency to the community. This will also demonstrate the Council’s commitment to co-design and co-produce activity informed by the community, including local experts and those with lived experience.

3.0 Detail

3.1 Cabinet Member Foreword

- 3.1.1 The Black Community Action Plan was endorsed by Cabinet in July 2020; however, it was paused in November 2022 to undertake a full governance review.
- 3.1.2 The review has now concluded and as part of the Council’s continued commitment to address racism, its impact and alleviate structural disadvantage we have co-designed a revised action plan, in conjunction with individuals and organisations representative of Brent’s Black communities.
- 3.1.3 The revised plan supports the Borough Plan’s Strategic Priority 3 - Thriving Communities, which aims to engage with under-represented groups, provide support, advice and relevant education within the borough.

3.2 Background

- 3.2.1 Following the brutal murder of George Floyd in May 2020, the global impact and questions raised as a result of his death, Brent’s 10-year Black Community Action Plan (BCAP) was developed in June of the same year, attempting to address issues of systemic racism and inequality locally.
- 3.2.2 The BCAP was developed through discussions with representatives of Brent’s Black communities and endorsed by Full Council in July 2020. An implementation plan was agreed in September 2020.
- 3.2.3 BCAP was placed on hold pending the outcome of a governance review (November 2022). The governance review focused on a proposal, developed between officers and members of the BCAP steering group, to transfer responsibility and funding for this work to an external organisation. However, the work the Council commissioned to explore the feasibility of this option, did not provide sufficient evidence to support a change of this nature.
- 3.2.4 In 2024, a policy steer was for the Council to keep overall responsibility for driving progress on the commitments made and recommended a re-set to:

- Clarify what has been achieved in the first 3 years of the BCAP, who should be responsible for progress on remaining commitments and to ensure that this responsibility is built back into Council-wide performance reporting frameworks.
 - Ensure that the BCAP continues to be jointly led by the Council, its partners, and the community by putting effective governance structures in place.
 - Provide greater certainty on the budget that the Council can allocate to the BCAP over the next 3 years, including the capacity in Council teams to support this work.
 - Rebuild trust with people who engaged with the development of the BCAP and saw it as an opportunity for something different to happen because of the genuine commitment from the Council to listen to concerns and act on them.
- 3.2.5 Following this refocused direction, a refresh of the BCAP took place. This included focus groups with previous steering group members and online questionnaires; culminating in an in-person public event, the 'BCAP Re-Fresh Workshop', held at Brent Civic Centre on 25 November 2024. Over 80 participants fed-back
- 3.2.6 The purpose of the 'BCAP Re-Fresh Workshop' was to realign, or if desired, renew historic BCAP themes with emerging needs in the Black community. Participants agreed that historic themes should remain but wanted them addressed in order of priority to the Black community. Participants, worked with council leads across key departments to provide suggested activities against each priority, culminating in the revised co-designed action plan (Appendix 1)
- 3.2.7 BCAP Themes (ranked in order of importance by public consultation)
- 1st Early Intervention for Children and Young People
 - 2nd Tackling Health Inequalities
 - 3rd Developing Community Spaces – Run and Managed by Local People
 - 4th Homes and Homelessness
 - 5th Support with Employment and Enterprise
 - 6th Enabling and Strengthening Community Leadership Through Capacity Building
 - 7th Tackling Criminal Justice Inequalities
 - 8th Accountability (Board/Transparency)
 - 9th Embedding Equity and Diversity Within the Council Workforce

Rank what theme is the most important to you ?



3.2.8 Early Intervention: Children, Young People and Families – Ranked 1st in priority. Key issues included serious youth violence, school exclusions and parent/family support programmes. A call for more youth clubs and a broader range of afterschool provision. It was raised that Black children and young people need safe spaces where they can be themselves, learn about their history and become inspired.

Parenting and family learning programmes were supported, including self-development i.e. pathways to become school governors and councillors. Participants also raised, financial literacy for children, young people and parents as a key ‘early intervention’ priority. Stating that financial literacy could help remove socio-economic barriers and drive behaviour change. Financial literacy was considered to improve negative debt cycles, linking to the Council’s Radical Place Leadership work, currently focused within the Harlesden area, with a specific priority aimed at tackling debt.

3.2.9 Tackling Health Inequalities – Ranked 2nd in priority. Key issues included mental health waiting lists and access to higher-quality medical services. At the public consultation, it was emphasised that exposure to information about detecting and managing illnesses that are more prevalent in the Black community e.g. prostate cancer, diabetes and sickle cell would be welcomed. Participants suggested, longer-term interventions and campaigns relating to healthy eating and exercise.

3.2.10 Develop Community Spaces Run and Managed by Local People – Ranked 3rd in priority. Providing the voluntary sector, social enterprises Black-led or owned businesses with affordable spaces was raised as a key priority. There was much discussion on this topic, with participants referring to “Picture Palace” as an ideal opportunity to support this priority. The “Picture Palace” building is located in Harlesden town centre.

Additionally, participants raised the need to support the community in acquiring the skills to manage spaces, including creating opportunities to take on “meanwhile spaces”, as well as those on longer leasing arrangements.

- 3.2.11 **Homelessness and Homes – Ranked 4th in priority.** Provide education and preventative information about housing and debt management. Explore whether an independent housing organisation could provide dedicated support to the Black community. Provide advice including options on mortgages, shared ownership, renting and flat-sharing arrangements for under 30s. It was considered whether the ‘Homelessness and Homes’ priority was realistic, particularly given the housing pressures facing all demographics in Brent. However, this priority was expressed by participants as a key issue facing Brent’s Black communities, also connecting to Radical Place leadership work in the Harlesden area and its priority of focusing on tackling homelessness.
- 3.2.12 **Support for Employment and Enterprise – Ranked 5th in priority.** Providing residents with career workshops and business development strategies. Create pathways to industries with an underrepresentation of Black staff e.g. financial services, scientific and professional services. Pathways could lead to work experience, apprenticeships and employment opportunities.
- 3.2.13 **Enabling and Strengthening Community Leadership Through Capacity Building – Ranked 6th in priority.** To provide opportunities for those aspiring to leadership roles within the voluntary and non – voluntary sectors. Collaborate with education providers to support leadership qualifications. An example that was put forward was, London Metropolitan University’s Community Development & Leadership BSc.
- 3.2.14 **Tackling Criminal Justice Inequalities was a new theme and ranked 7th in priority.** As the BCAP emerged as a direct result of criminal justice inequalities and an ongoing lack of trust in the criminal justice system in the U.K, participants felt that it was important to include the theme as a new priority. Participants advocated for clear pathways to obtain advice and support for individuals or families seeking justice. To deliver workshops educating the Black community about their rights on matters such as, stop and search, strip searches and interviews without an appropriate adult.
- 3.2.15 **Accountability – Ranked 8th in priority.** Transparency, skilled leadership, regular and visible reporting on the achievements of the BCAP. Establish a board of trustees who are remunerated. This should be an application/nomination process. The Board should convene a public meeting twice a year to discuss progress against the action plan.
- 3.2.16 **Embedding Equality and Diversity within the Council Workforce – Ranked 9th in priority.** To visibly see diversity, at all levels. However, whilst participants commended the priority, they expressed they were more interested in outward facing community action, rather than internal Council action.

3.3 Taking the work forward

- 3.3.1 BCAP delivery has been dormant for over 2 years. To achieve the revised priorities, it is important that sufficient time is invested to make the action plan a success and deliver on the agreed workstreams. As requested at the community re-fresh consultation, it is now recommended to restore a minimum of 1 year to the overall BCAP timeframe, meaning the overall timeframe for delivery is now 2025-33.
- 3.3.2 Historically, the BCAP was represented by a large steering group, with a mix of both Council and community representatives. However, rather than reinstate this approach, it is proposed that an Independent Advisory Steering Group (IASG) is created to shape delivery and to provide consultative support to officer-led Equality, Diversion and Inclusion work. IASG appointments will be advertised externally, seeking individuals with the skills and expertise across the main 5 themes to help drive activity, attract external funding, maintain the voice of the community and externally consider progress against the plan. The Lead Member for BCAP alongside a Council officer (e.g. Director for Community Development) should be represented on the IASG to ensure effective connections between the IASG and Council activity.
- 3.3.3 Discussions with stakeholders and Brent residents show there is agreement that Brent Council should have oversight of BCAP at this time, mainly due to the time lapse and impetus needed to reinstate activities.
- 3.3.4 At present, to achieve relevant outcomes, it is important that BCAP delivery works in synergy with various Council departments. It was expressed throughout the review and consultation period, that Brent Council needs to be proactive when it comes to BCAP delivery.
- 3.3.5 It is recommended that internal departments should take ownership of outputs, co-ordinated by the Council's EDI board, particularly where there is complementary delivery; with a commitment to align outcomes as part of service planning.
- 3.3.6 Outcomes should be measured by creating a BCAP data dashboard and where possible, key themes such as, "Tackling Health Inequalities", should take progress reports to relevant boards, such as the Health and Wellbeing Board. Where activity is to be delivered in conjunction with external partners, such as housing associations, schools/settings and police etc. the relevant department should act as the lead area for brokering discussions.
- 3.3.7 In March 2025, senior officers reviewed a draft action plan and subsequently requested a stocktake of the Council's current provision, against the delivery plan to help ascertain what we might immediately align with BCAP delivery.
- 3.3.8 Complementary strands of work were identified, such as, initiatives that support the use of "Meanwhile spaces" and activities for young people delivered through Family Wellbeing Centres. However, there are gaps where delivery isn't part of core Council business such as, cultural competency programmes within Health and Education. Approximately 40% of the action plan's activities can be initiated through existing workstreams, with 60%

requiring external partner input and coordination. The stocktake exercise provides a gap analysis to support the proposed IASG to advise on funding opportunities where it is most needed.

4.0 Stakeholder and ward member consultation and engagement

- 4.1 The revised Black Community Action Plan was shaped in conjunction with the community. As mentioned above, this included focus groups with previous steering group members, interested parties and online questionnaires, culminating in an in-person public event on 25 November 2024. Over 80 participants fed-back.
- 4.2 The Leader of the Council, as Lead Member for BCAP has been briefed throughout all re-design stages. Cabinet Leads have also fed into the re-design.

5.0 Financial Considerations

- 5.1 The Borough Plan reserve had a £379k closing balance in 24/25. This is made up from prior years' unspent BCAP allocation. The reserve balance will be drawn down in 25/26 to support set-up and delivery of the proposed IASG.
- 5.2 The remaining balance is unlikely to be sufficient to support BCAP delivery for the remaining 8 years of the programme. Other sources of funding will need to be explored. Having reviewed historic BCAP project delivery and initiatives, most projects were allocated between 25k – 40k (*excluding larger programmes funded through NCIL*). Using general project spend as a base estimate, it is likely that a minimum of 100K a year is required to support the x5 main themes against the action plan (20k per theme). However, if a greater allocation is needed to support delivery of a particular theme, redistribution of finance would be recommended by the IASG to the Council's EDI Board.
- 5.3 At the community meeting held in November 2024, disappointment was expressed at the lack of transparency over BCAP funding to date. Participants requested the council revisit a commitment to allocate funding to support BCAP delivery.

6.0 Legal Considerations

- 6.1 There are no significant legal considerations at this time. If Cabinet approve the launch of the revised action plan, a BCAP Independent Advisory Steering Group with appropriate governance structures will be established. Members of the IASG will have the appropriate skills, expertise and lived experience to undertake their roles, all external appointments will be advertised.

7.0 Equity, Diversity & Inclusion (EDI) Considerations

- 7.1 The Public Sector Equality Duty, as set out in section 149 of the Equality Act 2010, requires the Council, when exercising its functions, to have "due regard" to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act, to advance equality of opportunity and foster

good relations between those who have a “protected characteristic” and those who do not share that protected characteristic. The protected characteristics are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

- 7.2 Having due regard involves the need to enquire into whether and how a proposed decision disproportionately affects people with a protected characteristic and the need to consider taking steps to meet the needs of persons who share a protected characteristic that are different from the needs of persons who do not share it. This includes removing or minimising disadvantages suffered by persons who share a protected characteristic that are connected to that characteristic.
- 7.3 The BCAP was formed to increase focus on systemic racism and inequality and improve the lives of those who identify as Black and who live in Brent. It aims to address inequalities by breaking down barriers to positive progression, upskill and create opportunities against the identified priority themes listed above. As such, it contributes to the council’s work to promote equality, diversity, and inclusion throughout the borough, as laid out in its [2024-2028 EDI Strategy](#).

8.0 Climate Change and Environmental Considerations

- 8.1 There are no climate considerations currently.

9.0 Human Resources/Property Considerations (if appropriate)

- 9.1 Historically, x1 manager and x1 coordinator were funded through Borough Plan money to support delivery of the BCAP. It is intended to create a post to support coordination, reporting, commissioning and BCAP steering group delivery arrangements.

10.0 Communication Considerations

- 10.1 A communications campaign will be initiated once Cabinet approves the revised action plan.

Report sign off:

Nigel Chapman

Corporate Director Children, Young People and
Community Development

Priority - 1	Key Actions	Council Lead / External Partners	Outcome
Early Intervention: Children, Young People and Families	Parents' Development Programme: Providing parents with the tools to develop their skills and influence, such as, becoming councillors, school governors, forming parent - teachers associations; and supporting parents to prevent school exclusions.	Children's, Partnerships and Community Development	Well-informed communities, prepared to influence and shape sector priorities
	Youth & After School Club Provision: Providing more after school provision, reading, homework clubs and safe spaces for young people	<u>External Partners</u> Voluntary Sector	Provision for young people where they can develop their knowledge, skills and be safe
	Financial Literacy Programme: for the whole community: Fostering a better relationship with money to remove socio-economic barriers and drive behaviour change		Create a better relationship with money and generational behaviour change


	Cultural Education: Educating and sharing knowledge on positive Black history and become inspired.	EDI, Policy and Engagement <u>External Partners</u> Brent Schools, Voluntary Sector Partners	Promote positive black history and raise aspiration.
Priority - 2	Key Actions	Council Lead / External Partners	Outcome
Tackling Health Inequalities	<p>Highlight health inequalities affecting the Black community, by delivering campaigns to bring awareness to the forefront on key issues such as, diabetes, sickle cell and prostate cancer</p> <p>Mental Health: Increase awareness of mental health services within the community. Provide cultural competency training to professionals and promote information on culturally sensitive support options, including 3rd sector support.</p>	<p>Public Health</p> <p><u>External Partners</u> NHS - CAMHS, Voluntary Sector Partners</p>	<p>Create a focus on health inequalities disproportionately impacting the Black community.</p> <p>Provide a culturally sensitive health offer where individuals and their families are understood.</p>

Priority - 3	Key Actions	Council Led / External	Outcome
Develop Community Spaces Run and Managed by Local People	<p>Meanwhile Spaces: Identify and advertise meanwhile use spaces</p> <p>Affordable spaces: Identity affordable rent spaces for the community</p> <p>Managing spaces: Equipping the community with skills to manage spaces and provide opportunities when available</p>	<p>Neighbourhoods and Regeneration</p> <p><u>External Partners</u> Local Businesses, Voluntary Sector Partners</p>	Community and business spaces that provide opportunities to lead and belong.
Priority - 4	Key Actions	Council Led / External	Outcome
Homes and Homelessness	<p>Homelessness Prevention: Working with Partners to create a holistic approach to support homelessness and homeless prevention. Identify households, pre-eviction.</p> <p>Deliver workshops on “Housing”. A programme to educate residents on topics such</p>	<p>Housing</p> <p><u>External Partners</u> Local Businesses, RSLs, Voluntary Sector Partners</p>	Identify housing issues earlier and options to prevent homelessness.

	<p>as renters' rights, evictions, and housing assistance.</p> <p>Young People's Housing Scheme: Develop a programme to educate and assist young people in sourcing affordable housing, including flat - shares. Alongside, "home goal setting", offering workshops and information on how to get onto the property ladder.</p>		<p>Break negative housing cycles and barriers to more stable housing.</p>
Priority - 5	Key Actions	Council Led / External	Outcome
Support for Employment and Enterprise	<p>Career Workshops: Offering practical guidance, skills and advice on traditional and emerging career paths.</p> <p>Underrepresented Industries: Identify and provide work experience, internship and apprenticeship opportunities in industries that are underrepresented by Black Communities.</p>	<p>Employment Skills & Enterprise</p> <p><u>External Partners</u> Business, Industry, Statutory Partners, Voluntary Sector</p>	<p>Positive career pathways where there is genuine opportunity, including in industries where the Black community is typically unrepresented.</p>

	Local Business & Partner Network: Establish a network with local businesses to offer placements including work experience and paid opportunities		
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	Cabinet 16 June 2025
	Report from the Chief Executive
	Lead Member - Deputy Leader and Cabinet Member for Finance and Resources (Councillor Mili Patel)
Delivering Brent's 2024-2028 EDI Ambitions: One Year On	

Wards Affected:	All
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
List of Appendices:	Three Appendix A: Year 1 EDI Strategy Updates by Commitment Appendix B: Anti-Racism Action Plan Updates Appendix C: Draft Infographic highlighting Year 1 achievements
Background Papers:	2024-2028 EDI Strategy, Anti-Racism Action Plan
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Sarah Milner-Barry, EDI Strategy Lead 020 8937 2891 sarah.milner-barry@brent.gov.uk Tom Pickup, Policy and Performance Manager 020 8937 4116 tom.pickup@brent.gov.uk Angela Chaudhry, Senior HR Business Partner – EDI angela.chaudhry@brent.gov.uk

1.0. Executive Summary

- 1.1. In the first year of our 2024-2028 Equity, Diversity, and Inclusion (EDI) strategy, we have taken important steps to make Brent a more inclusive, fair, and connected borough. From improving how we train staff to listen and act inclusively, to launching new services and adapting existing ones to better support residents' different needs, we have begun turning commitments into meaningful change. This Year 1 update on how the council is delivering its EDI strategy, Anti-Racism Action Plan and four EDI Board priorities making clear

the actions taken, what challenges remain, and what comes next. We are clear that there is much more to be done, we are not complacent, and we remain committed to tackling inequities and supporting individuals and families to reach their full potential. It is at the heart of our vision to move Brent forward together and ensure no one is left behind.

- 1.2 This report also helps to fulfil the council's obligation under the Public Sector Equality Duty to publish annual information demonstrating how we are complying with the equality duty.

2.0 Recommendation(s)

Cabinet is asked to:

- 2.1. Endorse the progress made in Year 1 of the EDI Strategy 2024-2028, Anti-Racism Action Plan, and EDI Board priorities.
- 2.2 Agree that information in this report be turned into public-facing communications materials highlighting Year 1 achievements.

3.0 Detail

3.1 Cabinet Member Foreword

- 3.1.1 This report highlights the progress made toward delivering the EDI Strategy, Anti-Racism Action Plan, and the EDI Board's Year 1 priorities. It reflects our commitment to building a fairer, more inclusive borough—where services are accessible, disparities are addressed, and our workforce reflects the diversity of the communities we serve. Over the strategy's first year, there has been meaningful progress toward EDI commitments across services, workforce, and community engagement, helping to embed inclusive practices and reduce inequality of outcomes.
- 3.1.2 Highlights from Year 1 of the strategy include the launch of the Community Wellbeing Hub at New Horizons, bringing together housing, health, and wellbeing services under one roof; the successful accreditation of 19 venues under the Dementia Friendly Venues Charter; and the delivery of over 37,000 books to vulnerable residents through the Home Libraries and Outreach Service. The Brent Schools' Race Equality Programme has engaged 51 schools to tackle disproportionality in education, while nearly 1,000 digital devices have been distributed to residents facing digital exclusion. Internally, the council has introduced mandatory anti-racism training, relaunched staff networks, and reduced the gender pay gap. These achievements reflect Brent's commitment to building a fairer, more inclusive borough—one where services are accessible, communities are empowered, and our workforce reflects the diversity of the people we serve.
- 3.1.3 As we move into Year 2, we remain focused on embedding equity into everything we do, ensuring that our policies, partnerships, and practices continue to deliver meaningful change for all Brent residents. This is reflected

in our new organisational values which we launched earlier this year: Lead Inclusively; Collaborate Proactively; Embrace Change; Be Bold and Curious; and Celebrate and Share our Success. The new values enable us to build a more connected, dynamic organisation where everyone can thrive.

- 3.1.4 Brent's EDI Strategy 2024–2028 is a key enabler of the Borough Plan's ambitions, ensuring that Brent is a borough where everyone can thrive, contribute, and feel they belong. The council's EDI Strategy helps to ensure that we achieve the ambitions of the Borough Plan by delivering high-quality, effective, and inclusive services to residents, having a workforce that reflects our diverse population, and ensuring that residents and employees can achieve their potential and make a positive contribution to Brent.

3.2 Background

Context

- 3.2.1 The Corporate EDI Board was set up in March 2024 to provide leadership and oversight for the council's EDI work. It meets every three months and is chaired by the Chief Executive. The Board oversees delivery of the EDI Strategy, the Anti-Racism Action Plan and the Black Community Action Plan (BCAP), as well as its own Year 1 priorities.
- 3.2.2 The sections below describe the progress made and the activities underway to deliver our EDI ambitions in both the Board and Strategy's first year, with a focus on impact. These sections are supplemented by appendices which provide detail on the various activities underway as part of each commitment:
- Appendix A – EDI Strategy updates;
 - Appendix B – Anti-Racism Action Plan updates.

EDI Strategy Updates:

- 3.2.3 The council's [2024-2028 EDI Strategy](#) was adopted in April 2024 and lays out how we will foster a borough in which all residents feel valued and have equitable access to opportunities. The strategy has an overarching focus on promoting inclusivity, through three objectives:
- Inclusion: Accessibility and Cohesion
 - Narrowing the Gap: Tackling Inequalities
 - Establishing an Inclusive Workforce

Objective 1 – Inclusion: Accessibility and Cohesion

- 3.2.4 This objective aims to ensure that all council services are accessible and responsive to the diverse needs of Brent's communities. Examples of key progress include:
- **Integrated Service Delivery:** The launch of the Community Wellbeing Hub at the New Horizons Centre in December 2024 marked a milestone in improving accessibility and service coordination. By housing the Community Wellbeing Service, Brent Hubs, Housing Options, and a Day

Centre in one location, Brent has enhanced its support provision for vulnerable residents.

- **Inclusive engagement:** The resident-led forum Brent Care Journeys 2.0 saw care-experienced young people successfully advocate for care experience to be recognised as a protected characteristic, resulting in a Full Council motion passing unopposed in November 2024. Similarly, engagement with the Brazilian community led to the formation of the first constituted Brazilian group in the borough, amplifying the voice of a previously seldom-heard community.
- **Literacy and Accessibility:** The Home Libraries and Outreach Services have supported socially isolated and vulnerable residents, issuing over 37,000 books to care homes, nurseries, and schools while maintaining monthly book deliveries to 121 readers with volunteer support.
- **Dementia-Friendly Venue Certification:** In line with the council's aspiration for Brent to be an age-friendly community, we have successfully accredited 19 venues under the Dementia Friendly Venues Charter (DFVC). This includes six libraries, two sports centres, two Day Centres, eight Family Wellbeing Centres, and the Brent Civic Centre. Work is being undertaken with managers in remaining sites to take the necessary steps toward accreditation, increasing the accessibility of Brent's venues across the borough.

3.2.5 While we have made steps in the right direction, challenges remain in encouraging broader participation and measuring the long-term impact of these initiatives. Although accessibility services have seen increased usage, there is still a need to enhance promotion and ensure that frontline staff are fully equipped to direct residents to these resources. In addition, while community forums have strengthened engagement, further steps need to be taken to increase attendance and ensure that the voices of seldom heard communities are adequately represented.

Objective 2 – Narrowing the Gap: Tackling Inequalities

3.2.6 This objective focuses on identifying and addressing challenges experienced by different groups. Key initiatives include:

- **Improving our practice:** The newly launched Brent Schools' Race Equality Programme has seen 51 schools sign up to embed anti-racist policies, reduce exclusions, and improve attainment for underperforming ethnic groups. Additionally, mentoring and pastoral support for students at risk of exclusion has contributed to a reduction in disproportionate disciplinary measures. Furthermore, to support vulnerable groups, Brent Libraries have expanded literacy and cultural engagement programmes, including initiatives for refugees and people with dementia.
- **Digital Inclusion:** Brent has provided 978 digital devices, including laptops, tablets, and mobile phones, to residents in need. Broadband

infrastructure has also been upgraded in 23 commercial council properties, improving connectivity for those facing digital exclusion.

- **Employment and Skills:** Brent Works and Brent Start have provided employability support, with 39 residents with health conditions accessing employment services and 396 residents benefiting from digital skills courses.

3.2.7 Areas to continue to build on include completing the planned EIA refresh to improve the quality and overall completion rate of EIAs, as well as to see how we can better use them to assess cumulative impact and identify any commonalities across them. The pilot of the Integrated Neighbourhood Team approach in Harlesden will also be closely evaluated to determine whether it can be expanded to additional areas, embedding a person-centred approach in the council's service delivery.

Objective 3 – Establishing an Inclusive Workforce

3.2.8 Brent council is committed to growing a workforce that is both diverse and inclusive. The past year has seen advancements in learning and development, recruitment, and staff support:

- **Embedding Anti-Racism in Training:** Following a review of the council's existing EDI training package, from April 2025, all staff will undertake mandatory Anti-Racism and Inclusive Workplace training through a train-the-trainer model in collaboration with staff networks and Equity Champions.
- **Equitable Recruitment and Pay Practices:** The council has introduced Inclusive Recruitment Training for all managers and launched a competency framework pilot for value-based hiring and promotions. A review of recruitment disparities, particularly for Asian candidates at HAY-grade positions, is underway.
- **Staff Networks and Equity Champions:** The relaunch of staff networks in February 2025 has resulted in increased participation, with the introduction of an Early Careers and a Multi-Faith Network. Additionally, 15 employees have been appointed Equity Champions, ensuring representation in EDI decision-making.
- **Reducing Pay Disparities:** The council has made progress towards closing the gender pay gap, reducing the mean gap from 6% to 4.5% and the median gap from 8.8% to 4.4%.
- **Hard-to-reach and emerging communities:** Brent vacancies are advertised on Brent Works website to target hard-to-reach communities. Additional local promotion channels include a quarterly feature in Your Brent magazine and participation in the Wembley Job Fair (July 2025) with Brent Works. Our graduate scheme prioritises applications from Brent

residents—including care leavers and those educated locally—to ensure increased access for underrepresented groups.

- 3.2.9 Challenges remaining include improving the collection of data on SEND and care leaver work experience placements. Similarly, creating metrics to assess the impact of the newly appointed Equity Champions and refreshed staff networks will be key to informing the overall direction and strategy. Further work is also needed around recruitment, where this year's data highlighted a significant drop in the proportion of Asian candidates offered HAY-grade positions compared to those who applied. This finding has led to investigation into possible barriers in hiring, with insights in development to help improve recruitment practices. Lastly, while we have made progress toward closing the gender pay gap, both the disability and ethnicity mean pay gaps have grown in the last year, from 1.8% to 2.3%, and from 12.9% to 14.1% respectively. Further data analysis is underway to better understand the causes of these increases, and target ways to address them.

Anti-Racism Action Plan Updates:

- 3.2.10 The council's [Anti-Racism Action Plan](#) is a component and delivery strand of the EDI Strategy, spanning the same duration. The action plan set a new level of ambition for Brent: becoming an Anti-Racist organisation.
- 3.2.11 Good progress has been made in the Action Plan's first year. EDI training has been refreshed with new modules, and mandatory in-person training on Anti-Racism and Inclusive Workplaces being implemented, alongside mandatory management training on inclusive recruitment. Efforts to reduce recruitment bias are underway, with data analysis guiding actions to address disparities, particularly at senior levels.
- 3.2.12 Further work is being done across the employee lifecycle, with data deep dives identifying gaps between Black, Asian and Minority Ethnic staff and their counterparts, and actions being put in place to address these disparities. While there is still work to be done, key areas have been identified over the past year, and significant steps are being taken to implement impactful change, as described in further detail in Appendix B.

EDI Board Year 1 Priorities Updates:

- 3.2.13 In its first year, the EDI Board focused on four main priorities to help drive forward the EDI Strategy and Anti-Racism Action Plan. These priorities were chosen because of their focus on long-term cultural and organisational change. Below is a summary of what each priority involved and the progress we have made.

Consolidating the Black Community Action Plan (BCAP)

- 3.2.14 Following a governance review and community feedback which highlighted issues with ownership, representation, and delivery, a revised BCAP has been developed, which includes new workstreams, governance structures, and an

updated timeline. A public refresh session in November 2024 re-engaged over 80 stakeholders and led to a co-designed action plan. The updated BCAP will be delivered over an extended period to 2033, with a focused four-year phase (2025–2029) prioritising five key themes identified as most important to stakeholders: early intervention for children and young people; tackling health inequalities; developing community-led spaces; addressing homelessness and housing; and supporting employment and enterprise.

- 3.2.15 To support delivery, a new Independent Advisory Steering Group (IASG) is being proposed, and will be the subject of a report to the Council's Cabinet meeting in June 2025, which will bring together community expertise and council representation to guide implementation, attract funding, and ensure transparency. A stocktake of current council provision has identified that around 40% of the revised plan aligns with existing workstreams, while the remaining 60% will require new partnerships and investment. The IASG will help bridge these gaps and ensure the community's voice remains central. The BCAP continues to be a cornerstone of Brent's commitment to tackling systemic racism and advancing equity for Black communities across the borough.

Improving Information Sharing and our Data-Driven Approach to EDI

- 3.2.16 This priority area focuses on how we collect, use, and share EDI data, and was broken down into two parts. Part 1, the internal EDI monitoring dashboard, was presented to the EDI Board in September 2024, and is now used to measure quarterly performance toward actions contained in the EDI Strategy and Anti-Racism Action Plan.

- 3.2.17 Part 2 was presented in March 2025, and identified challenges and opportunities related to EDI data capture, quality and use following a survey and meetings with colleagues across the council. This established three key workstreams: understanding EDI data, improving EDI data quality and consistency, and enhancing EDI data sharing; and led to three recommendations, which were approved by the Board. They were: adopt new methods to encourage data sharing from residents and staff; develop best practice guidance and education on EDI data collection; and, develop centralised community profile cards to display high-level intersectional data. Moving forward, these recommendations will help the council take a more joined-up and informed approach to EDI.

Improving our Organisational EDI Learning and Development Offer

- 3.2.18 This priority area led to the identification of gaps in our learning and development offer around accessibility, accountability, and engagement. We have since developed a refreshed EDI learning and development framework. This includes mandatory anti-racism and inclusive recruitment training, tailored EDI courses, and the expansion of informal learning opportunities, such as manager-led bite-sized training sessions.

- 3.2.19 To improve accountability, training completion will be tracked, and managers will be responsible for making sure their teams complete mandatory training.

An internal campaign is being launched to promote the new offer using staff networks and council communications. HR will also collect feedback to keep improving training content. An update will be brought back to the EDI Board in September 2025.

Refreshing our Approach to Equality Impact Assessments

3.2.20 The EDI Board will receive a paper in June 2025 with proposals to improve the council's approach to Equality Impact Assessments (EIAs). It includes a revised template and updated guidance. Changes have been made based on an assessment of our current approach and good practice from other councils. The refresh will result in better use of data to understand impact, clearer expectations around when and how EIAs should be used, a new review framework, and the inclusion of two new internally recognised protected characteristics: care experience and socio-economic status. The refresh also proposes the creation of an online repository to host EIAs, which will allow for improved cumulative analysis of impacts and the identification of commonalities across them. The aim is to make EIAs more useful and consistent across the organisation.

Next steps

3.2.21 Cabinet is asked to endorse progress made toward commitments within the EDI Strategy 2024-2028, Anti-Racism Action Plan, and Year 1 EDI Board priorities.

3.2.22 The EDI Board will continue to drive progress on each of the council's EDI commitments, and present Cabinet with another annual update in Spring 2026.

4.0 Stakeholder and ward member consultation and engagement

4.1 As this is an update report, no stakeholders or ward member consultations or engagements took place.

5.0 Financial Considerations

5.1 There are no financial implications of this update report.

6.0 Legal Considerations

6.1 As a local authority we are under a general duty of best value to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". The EDI strategy and supporting documents are one way in which the council can demonstrate that it is achieving this requirement and reviewing progress ensures we are continuously assessing and improving on the delivery of our functions.

7.0 Equity, Diversity & Inclusion (EDI) Considerations

- 7.1 The Public Sector Equality Duty, as set out in section 149 of the Equality Act 2010, requires the Council, when exercising its functions, to have “due regard” to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act, to advance equality of opportunity and foster good relations between those who have a “protected characteristic” and those who do not share that protected characteristic. The protected characteristics are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation. The council also passed a motion on November 18th, 2024, to internally recognise care experience as a protected characteristic.
- 7.2 Having due regard involves the need to enquire into whether and how a proposed decision disproportionately affects people with a protected characteristic and the need to consider taking steps to meet the needs of persons who share a protected characteristic that are different from the needs of persons who do not share it. This includes removing or minimising disadvantages suffered by persons who share a protected characteristic that are connected to that characteristic.
- 7.3 This Year 1 progress update demonstrates the council’s continued commitment to embedding EDI across its operations. The first year of the EDI Strategy 2024-2028 has delivered meaningful improvements across its three key objectives: Inclusion: Accessibility and Cohesion; Narrowing the Gap: Tackling Inequalities; and Establishing an Inclusive Workforce. The Anti-Racism Action Plan has also made progress, with mandatory anti-racism and inclusive workplace training set to launch in April 2025. The integration of Brent’s new values into council operations will help ensure that inclusion, collaboration, and innovation remain central to decision-making. Challenges remain in broadening participation in EDI initiatives, improving workforce diversity at senior levels, and streamlining the collection and analysis of EDI data.
- 7.4 The EDI Board will continue to drive forward the council’s EDI agenda, with a focus on accountability, improving data quality and usage, and consistent community engagement.

8.0 Climate Change and Environmental Considerations

- 8.1 There are no climate change or environmental considerations.

9.0 Human Resources/Property Considerations (if appropriate)

- 9.1 There are no Human Resources/Property Considerations

10.0 Communication Considerations

- 10.1 Communications materials highlighting key achievements from the EDI Strategy and Anti-Racism Action Plan’s first year are being developed and will be promoted along with related messaging to staff via internal channels. External communications will be developed based on feedback from Cabinet and communications colleagues.

Report sign off:

Kim Wright
Chief Executive

Appendix A – EDI Strategy Progress Updates by Commitment

Objective 1 – Inclusion: Accessibility and Cohesion

Commitment	Progress Update
Refresh Communication Strategy to ensure accessibility	<p>All long form designed and printed publications now include a message that readers can request the document in another language or format by getting in touch with the Communications Team. The tools used for uploading news stories to the council's website and for posting on social media channels also now require the addition of Alt text (wording which describes the image to ensure blind and partially sighted people can access the contents) to images. While this was strongly encouraged before, these tools are now baked in as non-negotiable.</p> <p>The team continues to ensure that the imagery used across corporate channels is inclusive, so that the people pictured reflect Brent's diverse communities. In addition, all written communications are reviewed to ensure that everything published is in plain English and can be easily understood. Part of this involves educating, supporting and guiding internal services.</p> <p>The Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018 was revised in 2024. Work was undertaken to ensure that the Council website continues to comply with the new Web Content Accessibility Guidelines version 2.2 AA standard.</p>
Review internal approach and use of inclusive and accessible language	<p>The corporate and HR EDI teams have initiated a project to review the council's use of inclusive and accessible language and will be presenting findings and recommendations at the June 2025 EDI Board meeting. The project so far has involved reviewing the existing inclusive language guide to identify gaps and areas for improvement and identifying best practices from other local authorities.</p> <p>An additional piece of the project has been identified as updating the council's current approach to collecting equalities information to ensure we are using inclusive language in our forms, and collecting relevant and comprehensive equalities information. This work will result in a 'Question Bank' of standardised equalities questions, and a process for updating our existing and new forms to match the updated approach.</p>
Raise awareness of accessibility services (e.g.,	SignVideo, which supports British Sign Language (BSL) users, saw an increase in usage from 236 calls in Q1 to 273 in Q2, reflecting steady engagement. The service is promoted on the council's website to

SignVideo, translation)	<p>improve visibility and awareness. SignVideo is not currently available on service specific council microsites as the majority do not invite residents to call in, but the digital customer experience team are looking into which sites could benefit from SignVideo integration.</p> <p>The DA Languages service, which provides interpretation and translation support, has seen increased usage over the first three quarters, with 4,344 interactions in Q1, 4,410 in Q2, and 4,705 in Q3 with telephone interpretation being the most frequently used. The top five languages requested were Arabic, Somali, Gujarati, Portuguese, and Farsi.</p> <p>The Reachdeck toolbar, which offers speech and translation support on the website continues to be accessed, though usage saw a decline in Q3, with 65,868 instances in Q1 down to 57,113 in Q3. This could be down to a reduction in sessions over the Christmas and New Year period. To improve accessibility and usage, a new navigation link was introduced on the council's website. The team continues to raise awareness of the toolbar with frontline staff, and are reviewing how it can be promoted further in key areas such as CYP and ASC.</p>
Increase awareness of, and establish new forums to better understand residents and communities	<p>The council's external facing forums are: Brent Connects; Pensioners Forum; Brent Multi-Faith Forum; and the Disability Forum. All the forums are resident and member led, meaning agenda topics are tailored to each forum's concerns and needs. The annual attendance across all forums in the last 12 months was 1018 participants.</p> <p>The Community Engagement team continue to increase awareness of all front-facing forums through various engagement methods, including:</p> <ul style="list-style-type: none"> • Coverage on the council's social media channels, and Your Brent magazine • Sharing forums to related community groups and voluntary sector organisations • Targeted invitations to members and specific groups • Guest speakers from community organisations cascade information to service users who also attend • Sharing information and promoting forums when out in the community, and at events <p>These methods have increased awareness of the forums, and the disability forum has attracted new attendees and interest in membership for the Pensioners forum. Brent Connects has seen a steady</p>

increase in attendance, largely due to a robust digital engagement approach including social media boosters and 'word of mouth' from attendees.

In terms of direct feedback from residents, there has been an increase in participation and registration on the online 'Have Your Say' consultation portal. Currently there are 7,689 registered Brent users on the platform. This is an increase of 3,234 registered users since 2023/24. There have been 3,136 survey participants in 2024/25 compared to 1,947 participants in the previous year.

In community engagement highlights, the Brazilian Community Day Event held in September 2024 was coproduced and developed with the Brent Brazilian Foundation, and saw over 2,500 residents in attendance, surpassing the previous year's 1,500. The event and attendant relationship building led to the formation of the first constituted Brazilian group in the borough, comprised of key Brazilian community leaders. The registration has allowed for the group to effectively source external funding to deliver a range of other community activities which has strengthened their presence and influence in the community. As a result, more residents within the Brazilian community have become engaged, actively using council services and ensuring their voices are heard. This has contributed to greater inclusion and better service uptake, ultimately benefiting the wider community. This engagement model proved to be so successful that it will be mirrored to engage with other seldom heard communities.

The Brent Multi Faith Forum have supported delivery of a 'radical hospitality' initiative to open doors to different faiths and cultures. The unified approach has proven to be successful, with the common priority of climate action resulting in many of the faith leaders signing up to become Climate Champions. This was then reflected in an October 2024 Symposium event which was focused on the connection between climate action and faith.

Brent Care Journeys 2.0 has also seen significant success over the last year. The forum provides participatory opportunities to care experienced young people aged 7-25, forming Brent's 'children in care council'. It provides space and opportunities for different groups to meet in a safe environment to take part in participation activities throughout the year and engage in trips and events in school holidays. Highlights from 2024 include a summer fun day with over 60 people attending, a residential trip for care leavers to take part in team-building activities and workshops where they co-designed new participation projects for

	<p>the following year, such as an employability project, and a new ceramics arts project in partnership with the charity Create Arts.</p> <p>In 2024, young people in Brent Care Journeys 2.0 worked on a proposal for the council to recognise care experience as a protected characteristic. Young people facilitated a workshop at a Corporate Parenting Committee to discuss the proposal with members of the Committee and Council officers. As a result of this work, in November 2024 Full Council passed an unopposed motion to recognise care experience as a protected characteristic.</p> <p>Moving forward, young people in Brent Care Journeys 2.0 will continue to lead projects, including more arts projects and a summer fun day, and the team will work to recruit more young people to engage in participation opportunities.</p>
Adapt services to provide flexible options (e.g., Brent Hubs, Libraries)	<p>In December 2024, Brent launched the new Community Wellbeing Service at the New Horizons site (formerly New Millennium Day Centre), which has been fully refreshed to enhance service delivery. The site now accommodates the Community Wellbeing Service, delivered by Sufra NW London, Brent Hubs, a Day Centre, and, from April 2025, the Housing Options service. This integrated approach aims to support a greater number of residents with diverse needs, with further development planned over the next year.</p> <p>Brent's Libraries have achieved Bronze status as Dementia Friendly Venues and are focusing on improving staff awareness. Staff training sessions are scheduled to take place in Spring 2025, alongside Learning Hub training.</p> <p>Brent's Home Libraries and Outreach Services continue to support literacy and accessibility, particularly for socially isolated and vulnerable residents. Over the past year, more than 37,000 books have been issued to 57 care homes, nurseries, schools, and organisations across the borough. The Home Library Service, which provides monthly book deliveries, has maintained a steady demand, currently serving 121 readers with the help of eight dedicated volunteers.</p> <p>The outreach team actively promotes literacy through initiatives like the Inclusive Under 5's rhyme and story time at Willesden Green Library and school visits from Avenue School, reinforcing the council's commitment to Special Educational Needs (SEN) inclusion. The service also offers work experience and</p>

	<p>volunteering placements, including an ongoing partnership with Woodfield SEN school, where students complete weekly placements throughout the school year.</p> <p>The service plays a key role in early childhood literacy through the BookStart programme, distributing thousands of reading packs to families via health centres and Family Wellbeing Centres. In the last financial year, 2,745 baby packs, 1,022 toddler packs, 2,156 preschool packs, and 136 SEN-specific packs were delivered, ensuring access to books for children of all backgrounds. Collaborating with Public Health and Early Years teams has strengthened distribution efforts, ensuring resources reach families most in need. To further support Brent's multilingual communities, 1,873 dual-language books in 35 languages were recently ordered for distribution through health visitors and library outreach events.</p> <p>Brent Hubs hold a regular Deaf Resident Surgery on the third Monday of every month offering one to one face to face appointments with an in-person advisor on topics such as Council Tax, Housing Benefits, debt, among others. Other issues can be referred on to one of more than 50 specialist partners.</p>
Assess council refurbishments and review accessibility of buildings	<p>Council properties have seen accessibility improvements over the last year, including the installation of 11 meeting pods at the Civic Centre, which was informed in part by staff engagement and input. The pods are wheelchair accessible and are designed for quiet focussed working for up to two hours for 4 people.</p> <p>The commercial property team have launched a survey to assess accessibility across commercial sites, but noted that the feedback from tenants has so far been low. The team is planning to physically visit each property to assess accessibility as part of the asset review process taking place in the spring and summer of 2025.</p> <p>Since December 2024, Brent has successfully accredited 19 venues total under the Dementia Friendly Venues Charter (DFVC). This includes six libraries, two sports centres, two Day Centres, eight Family Wellbeing Centres, and the Brent Civic Centre. Venue managers have been encouraged to attend free Dementia Friends Information Sessions, available to all staff via the Learning Hub. Additionally, they have been asked to promote these sessions among their teams as part of ongoing professional development. The corporate EDI team will continue to work with venue managers to determine the necessary steps toward accreditation, increasing the accessibility of Brent's venues across the borough.</p> <p>The Drum Wembley is a fully accessible venue. Facilities include or can arrange the following:</p>

	<ul style="list-style-type: none"> • Blue badge parking onsite. • Wide doorways and access routes. • Clear signage. • Changing facilities and accessible toilets with support bars. • Flexible seating options for people with varying needs, such as those who require seating with additional support. • Hearing loop systems. • Availability of sign language interpreters or live subtitling during events or presentations. • Multiple lifts to accommodate specific mobility needs. • Accessible emergency exits and routes. • Staff trained to assist people with disabilities in case of an emergency evacuation. <p>The Events team are equipped with the knowledge and skills necessary to accommodate accessibility requirements for all events. This covers a wide range of topics, including understanding various disabilities, the legal requirements for accessibility, and the specific needs of attendees with physical, sensory, and cognitive impairments. The team is also trained to implement inclusive event practices, such as providing accessible seating, ensuring clear signage, arranging for interpreters or captioning services, and offering dietary accommodations.</p>
<p>Establish a new approach to EDI events, supporting community-led celebrations</p>	<p>A new approach has been agreed by Cabinet in April 2025, outlining councils new 'Enabler Approach' to community cohesion and inclusion events. The approach includes:</p> <ul style="list-style-type: none"> - The new, upcoming community cohesion and inclusion events grant pot that is available for the community to bid for to lead events that matter to them. It is expected that this will be launched in July 2025. - Clearly defined tiers of support that council offers partners and the community. - Our minimum community cohesion and inclusion events offer, share the events the council commits to organising every year: <ul style="list-style-type: none"> ○ Holocaust Memorial Day – January ○ Race Equality Week (internal only) – February ○ Refugee Week - June ○ Disability Pride Month - July ○ National Inclusion Week (internal only) – September ○ Black History Month – October

Objective 2 - Narrowing the Gap: Addressing Inequalities

Commitment	Progress Update
Refresh EIA approach	Work is underway to refresh the council's EIA template and guidance, and a paper will be presented to the EDI Board in June 2025 containing recommendations and proposed next steps.
Address attainment gaps for vulnerable groups in partnership with Brent schools.	<p>In December 2024, the Setting and School Effectiveness Service launched the Brent School's Race Equality Programme with schools. This programme is being delivered in partnership with Leeds Beckett University to address educational disproportionality. The programme is a free offer of training and support for schools and has several aims listed below to ensure all children regardless of their background are supported to achieve.</p> <ul style="list-style-type: none"> • To embed an anti-racist culture in all schools in Brent. • To significantly increase the attainment of underperforming ethnic groups. • Every school to have an anti-racist policy that is widely understood, constructed with, and supported by all stakeholders. • Significantly reduce overall exclusions and ultimately put an end to disproportionality by ethnicity. • Every school to have an inclusive and anti- racist curriculum in place which positively represents its community. • For equalities teaching for pupils to be embedded in the whole curriculum model. • To further develop staff confidence in recognising and challenging racist behaviour. <p>Engagement of schools has been positive across all age remits.</p>
Continue to develop 'safe spaces' across the Borough and online.	There are currently 15 safe spaces in Brent. The most recent venue was launched at the London Designer Outlet (LDO) in Wembley in October 2024. The project was facilitated by Solace Women's Aid and was set up in the Guest Services area of the LDO for women needing assistance in relation to domestic abuse and violence against women and girls (VAWG). Solace Women's Aid have provided training to staff at the LDO to help them identify signs of domestic abuse and ways to support women who may be experiencing domestic abuse or VAWG. A leaflet has been produced to advertise the services available and has been placed in discreet locations.

	<p>The community safety team will be liaising with the team at the LDO and Solace Women's Aid to assess the take up of the service in April 2025. The aim is to establish more safe spaces in Brent through the partnership. The London Fire Brigade have recently approached the team and are interested in making their fire stations safe spaces. The community safety team are facilitating discussions around a partnership working moving forward.</p>
Address disproportionality in fixed and permanent exclusions in schools	<p>Disproportionality in permanent and fixed term exclusions has lowered over the last academic year and this has been achieved by working with headteachers and school leaders to support children and young people from different backgrounds. In Q3, there were 207 Fixed Term Exclusions, 39% were Black, Asian and Minority Ethnic pupils and 25.6% were Black male pupils. All permanent exclusion were male, and none were from a Black ethnic background.</p> <p>Within schools, bespoke mentoring is offered to children and young people as well as pastoral support plans. The Inclusion service has been challenging language used in referrals by schools to ensure the right language is being used to describe behaviours, and this is so individual support can be put in place. Schools have been reflective of the language they are using, and this remains an on-going activity.</p>
Provide targeted cultural and literacy programmes to combat disadvantage.	<p>Brent Libraries have delivered several impactful targeted cultural and literacy programmes through its libraries, arts, and archives services over the last year. The Refugee Outreach Programme in Wembley has provided robotics workshops, BookTrust Story and Rhyme Time sessions, and craft activities for children. While initial attendance was low due to unfamiliarity with the programs, participation has steadily grown, with craft sessions attracting an average of 20 participants.</p> <p>The Dress to Remember programme, supporting people with dementia, engaged 119 participants across 12 workshops in partnership with Tuareg Productions Ltd and Lorna Holder. The initiative also distributed 40 copies of "Style in My DNA" and facilitated a community celebration event, contributing to Brent's social prescribing strategy. A funding application has been submitted to expand the programme.</p> <p>The Reading Well and Reading Friends programmes, funded by The Reading Agency, have provided social and literacy-based activities to combat isolation, including art workshops, mindfulness sessions, and local history talks. These events are held monthly at Kilburn and Kingsbury libraries, with attendance varying from 5 to 30 participants per session. Additionally, the Telling Tales creative writing programme, targeting children aged 7-11 in areas of deprivation, has seen strong participation, with 16-20 children consistently attending sessions in Willesden Green, Wembley, and Kingsbury libraries.</p>

	<p>Further initiatives include Brent Libraries' ongoing efforts to ensure EDI-focused stock selections, and Brent Archives making digital collections publicly accessible.</p>
<p>Improve our understanding of where and why health inequalities exist, in partnership with the NHS, and tailor our services appropriately.</p>	<p>Several of the reports and evidence tools the public health team have generated over Year 1 have had a health inequalities focus, including a needs assessment relating to gambling, a dashboard showing inequalities across Brent neighbourhoods that has been used to inform service prioritisation (including the Radical Place initiative), and a new set of KPIs for the Integrated Care Partnership board to monitor progress in improving health and reducing health inequalities.</p> <p>Some of the KPIs have specific sub KPIs focusing on EDI, e.g. number of women in structured treatment, health checks for those from most deprived areas, and emergency hospital admissions for people from Black ethnic backgrounds.</p> <p>For both the gambling and sexual health report, there have been focus groups with vulnerable groups like students, those in treatment for addiction, sex workers, and those with gambling experience so that input is informed by engagement with both known and seldom heard groups.</p> <p>The gambling report has been used to help amplify the challenge of gambling in Brent in work that is being led by the Change and Customer Insight and Policy Affairs teams.</p> <p>The neighbourhood dashboard layout aids with understanding local needs at a lower geography (Integrated Neighbourhood Teams). It will be published online to be accessible not just by a certain set of healthcare professionals but for all professionals and the public. Not all healthcare professionals have access to NHS dashboards, so this will support broader understanding of local needs.</p> <p>Next steps are to publish three further needs assessments on health inequalities topics and to share this evidence widely with colleagues across the Council and partner organisations, for example through the Make Every Contact Count training that the team provides.</p>
<p>Enhance digital inclusion by identifying exclusion areas and improving</p>	<p>Over the past year, the council has expanded its digital offer by improving connectivity, providing digital devices, and supporting residents in developing digital skills. The installation of full fibre broadband infrastructure across 23 commercial council-owned properties (libraries, family wellbeing centres, community hubs, etc.) has improved upload/download speeds, enabling better online access for residents.</p>

connectivity, skills, and device access.	<p>Additionally, small cell deployment has improved mobile connectivity across the borough. In partnership with Streetwave, the council has mapped mobile network coverage, with plans to make this data publicly available to help residents make informed choices about mobile providers.</p> <p>To combat digital exclusion, the council has provided 978 digital devices to residents in need. This includes 47 mobile phones with SIM cards, 239 standalone SIM cards, 664 laptops or tablets through the Resident Support Fund, and 28 laptops or tablets for Looked After Children and Care Leavers.</p> <p>Moving forward, the council will continue to build on these initiatives in line with the Brent Digital Strategy 2022 – 2026. Through the Resident Support Fund, efforts will focus on supporting those impacted by the cost-of-living crisis with devices and internet access. The council will also expand digital inclusion efforts for Looked After Children and Care Leavers and support staff in developing digital skills through the Brent Staff Digital Skills programme, set to launch next year.</p>
Continue to co-design services with communities, building on models like Community Hubs and Family Wellbeing Centres.	<p>The principles of co-design and co-production with communities underpin the Strategic Change Programme and the development of the council's Radical Place Leadership approach, including testing of an Integrated Neighbourhood Team (INT) with partners in Harlesden in 2025 to better support and empower residents.</p> <p>Development of the INT is overseen by a steering group consisting of statutory and voluntary sector partners and key Brent officers. Next steps in the development of the INT include securing resident voices and participation in service design through a new community power approach in early 2025.</p>
Adapt Brent Hubs' support to assist residents facing the cost-of-living crisis.	<p>Brent Hubs, in partnership with Sufra NW London, continue to adapt their offer as part of the new Community Wellbeing Service - which consists of Brent Hubs support aligned with Sufra hot meals, wellbeing support and discounted shops for members - that launched at the New Horizons Centre from December 2024. Initially a two-day per week service, Brent Hubs has scaled in-line with Sufra to three-days per week in March 2025, with four and five day per week services on track to commence in April and May 2025 respectively.</p>
Establish an EDI monitoring dashboard to collect	<p>Our Corporate Performance team has successfully created and implemented the EDI and Anti Racism strategy dashboard. The dashboard provides valuable insights into various metrics, relating to the three EDI objectives and the Corporate Anti Racism Action Plan. By leveraging this data, we can identify areas</p>

and share insights that improve services.	for improvement and ensure that our services are inclusive and equitable for all staff and residents. The dashboard is regularly updated and reviewed to maintain its relevance and accuracy.
Provide specialised employability support through Brent Works and commissioned services to boost social mobility, especially for those facing labour market disadvantages.	<p>Brent Start and Brent Works continue to support residents who need to additional support to improve their life and opportunities to work. The team have commissioned employment support services BEAM and StepUp to support resident with health issues including mental health, thus far 39 residents have accessed the services. In addition, through the mental health forum they work with partner organisations to provide advice and guidance and help residents to secure employment.</p> <p>Brent Start offers digital skills at both at Stonebridge and at the Brent Digital Skills Hub and delivers digital skills suitable for all levels from basic to advanced. In this academic year, Brent Start has supported 396 people through its digital skills courses. Out of the 396, 306 are unemployed and approximately 210 are on benefits.</p>

Objective 3 – Establishing an Inclusive Workforce

Commitment	Progress Update
Strengthen corporate learning to embed EDI within the organisation.	<p>The refresh of the EDI L&D program has introduced new e-learning modules, including Introduction to EDI, Inclusive Leadership, and Anti-Racism, all of which are now part of the “Essentials” package on the Learning Hub.</p> <p>Starting from April 1, 2025, all staff will be required to complete a half-day Anti-Racism and Inclusive Workplace training. This will follow a train-the-trainer model, with staff networks and Equity Champions collaborating with L&D to deliver the sessions.</p> <p>In response to concerns about awareness and support for staff requiring adjustments, Mandatory Reasonable Adjustment Training for managers will launch in March 2025. Available both in-person and online, this training is designed to ensure employees with additional requirements receive timely and effective support.</p> <p>The EDI training program will continue to evolve, incorporating feedback from employees and stakeholders to remain relevant and impactful.</p>

Establish a data informed journey of the employee lifecycle identifying trends across protected characteristics.	<p>EDI deep dives have been presented to the EDI Board. These have analysed data across the entire employee lifecycle, from recruitment and promotion to leaver trends. They have identified disparities and patterns. Insights from these reviews are driving the development of targeted actions to create meaningful change.</p> <p>In addition, bespoke EDI reports are being created for each Directorate to provide a more focused analysis. Where key issues are identified, targeted actions are being proposed, with DMTs, HR Business Partners, and Equity Champions collaborating to implement improvements.</p>
Establish and embed the internal Brent Council Anti-Racism Action Plan.	Continue to use our EDI dashboard to update and refresh our progress against our ambitions and targets. An update report on progress will be provided in March 2025
Ensure all staff have EDI performance objectives tailored to their roles.	<p>As part of our refreshed performance monitoring approach, we will be moving from annual performance reviews to more frequent one-to-one conversations between employees and managers. This new approach places a stronger emphasis on embedding our organisational values, particularly through the Lead Inclusively value, to ensure EDI remains a core focus.</p> <p>In addition, our updated behaviour framework will integrate EDI into individual performance objectives outlining expectations of managers and staff. This will provide a more structured and meaningful way to embed inclusive practices across the organisation.</p>
Provide work experience within the council for young SEND residents.	<p>As a disability confident employer, Brent continues to advertise all its schemes, including work experience and apprenticeships inclusively.</p> <p>Most vacancies are sent to the Looked After Children team to publicise to young people with SEND among the cohort, and they are available to potential applicants for any questions around the scheme. The team has had several people on apprenticeship programmes that require specialised SEND support, though they do not keep data on the numbers as some people have requested that their diagnosis not be shared. The support provided is tailored based on the individual's need, and is given by the training provider and the employer.</p>
Support care leavers with work experience and	The council has employed care leavers in work experience programmes over the years, but does not keep specific data on numbers as some post holders have requested privacy around this.

apprenticeships within the Council	The team is always reviewing their offer across all programs to improve overall inclusivity, but until now has not collected data on cohorts. This is open to review if it would be beneficial moving forward.
Reduce the ethnicity, disability and gender pay gaps.	<p>Currently analysing pay gap data to identify disparities, particularly in recruitment. The Annual Workforce Report highlighted that male new starters (21%) were more likely than female new starters (12%) to begin above the base spinal point, prompting further analysis. Deep dives into ethnicity and disability data have been shared with key stakeholders to inform targeted actions, including addressing pay gaps for specific ethnicity groups and improving recruitment processes for neurodiverse staff.</p> <p>By April 2025, bespoke EDI data-driven reports will be shared at the directorate level to enhance accountability and transparency, reviewing pay gaps and other key EDI concerns.</p> <p>Support for Equity Champions and staff networks continues, ensuring they can effectively assist employees, raise awareness, and align with the Council's objectives.</p> <p>New EDI training, including mandatory sessions on anti-racism, inclusive workplaces, and reasonable adjustment training for managers, is being rolled out. Enhanced understanding through training is expected to contribute to reducing pay gaps.</p>
Empower staff networks to foster open dialogue and support new groups as needed.	<p>Given the recent changes among Staff Networks and sponsors, a relaunch has taken place in collaboration with Equity Champions to strengthen engagement and impact.</p> <p>Strong collaboration is already evident, the co-chair training held in January 2025 helping to establish intersectional priorities alongside individual network goals.</p> <p>Significant progress has also been made in expanding our networks. An Early Careers Network is set to launch, and efforts are underway to establish a Multi-Faith Group.</p>

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Appendix B – Anti-Racism Action Plan Updates

Commitment	Progress Update
Strategic Leadership	
<p>CMT are visible and lead by example in relation to anti-racism, ensuring the organisation meets the expectations around anti-racism as defined in this action plan. Ideas and initiatives around anti-racism are visibility driven at the top of the organisation, to help permeate action and drive at all layers of the organisation. Existing networks and initiatives, such as staff networks and Cultural Diversity Champions, are supported by their Sponsor and their needs and ideas are represented at CMT.</p>	<p>The EDI Board plays a crucial role in ensuring scrutiny and accountability across the organisation, including at CMT level, reinforcing leadership's commitment to anti-racism.</p> <p>As part of the Council's structural changes, we have refreshed Senior Management sponsors for each staff network, strengthening leadership visibility and support:</p> <p>Chris Whyte – Gender Equality Network (currently recruiting for co-chairs) Nigel Chapman – Diverse Ability Network Kibibi Octave – Race Equity Network, Multi-Faith Network Minesh Patel – LGBTQ+ Network Marsha Henry – Early Careers Network</p> <p>To further embed accountability, work is underway to present departmental diversity data to DMT's, enabling leadership to identify disparities, track progress, and drive meaningful action. This data-driven approach will help inform targeted interventions, ensuring diversity and inclusion remain a priority at every level of the organisation.</p> <p>Additionally, existing networks and Equity Champions (previous Cultural Diversity Champions) continue to be represented at the EDI Board and receive dedicated support from their sponsors, ensuring their needs and ideas are represented at CMT.</p>
<p>Building on existing evidence and examples, Brent demonstrates and is seen as an organisation that understands racial inequality and seeks to be proactive in tackling injustice. This includes signing up to the Unison Anti-Racism Charter and the London</p>	<p>Brent remains committed to addressing racial inequality and proactively tackling injustice. We have relaunched our Race Equity Network (REN) with clear aims and priorities, providing a platform for meaningful discussion and action. Additionally, we are reviewing all policies and processes to ensure they align with our commitment to race equity.</p> <p>While our focus has been on strengthening internal structures, we recognise the importance of external impact and will continue exploring ways to engage with communities and partners to drive broader change.</p>

Local Government Anti- Racism Statement.	
Employee Lifecycle	
<p>Bias reduced as far as possible within the recruitment process.</p> <p>More progression of Black, Asian and Minority Ethnic talent into senior roles.</p> <p>Better support for colleagues seeking to progress within the organisation, seeking to replicate the model and offer for our national graduate trainees.</p>	<p>To reduce bias in recruitment and support the progression of Black, Asian, and Minority Ethnic talent into senior roles, we are actively analysing recruitment data to identify and address disparities.</p> <p>Recent data on new starter salaries revealed that male candidates were more likely to start above the base spinal point (21%) compared to female candidates (12%). This insight will inform further analysis and targeted actions to ensure equitable pay practices. This year's recruitment data also highlighted a significant drop in the proportion of Asian candidates offered HAY-grade positions compared to those who applied. This finding has prompted further investigation into recruitment outcomes, alongside ongoing analysis of disability and gender data to identify and mitigate potential barriers in hiring and progression. These insights will drive continuous improvements in our recruitment practices.</p> <p>To ensure inclusive hiring, we have introduced Inclusive Recruitment training for all recruiting managers, now part of the mandatory learning package. Additionally, our MMDP and Aspiring Leaders programmes continue to strengthen our pipeline of diverse leadership talent. Among the first five MMDP cohorts, 49% of participants were from BAME backgrounds and 53% were female, demonstrating our commitment to developing a diverse leadership pipeline.</p> <p>While mock interviews and interview training are currently offered as part of restructures, we are reviewing how these can be made more widely available to support all staff in their career progression.</p>
<p>Continue to maintain an organisation that is reflective of the Brent population.</p> <p>Seek, as best as possible, to ensure the organisation is</p>	<p>Analysis of workforce diversity data is published every year. Shows information on workforce by grade also. More recently has included data on leavers and on recruitment at key stages of the recruitment cycle.</p> <p>For eg. 71% of our workforce are BAME – Black – 36% (community 17%, HAY 22%) Asian 27% (comm 33%, HAY 13%)</p>

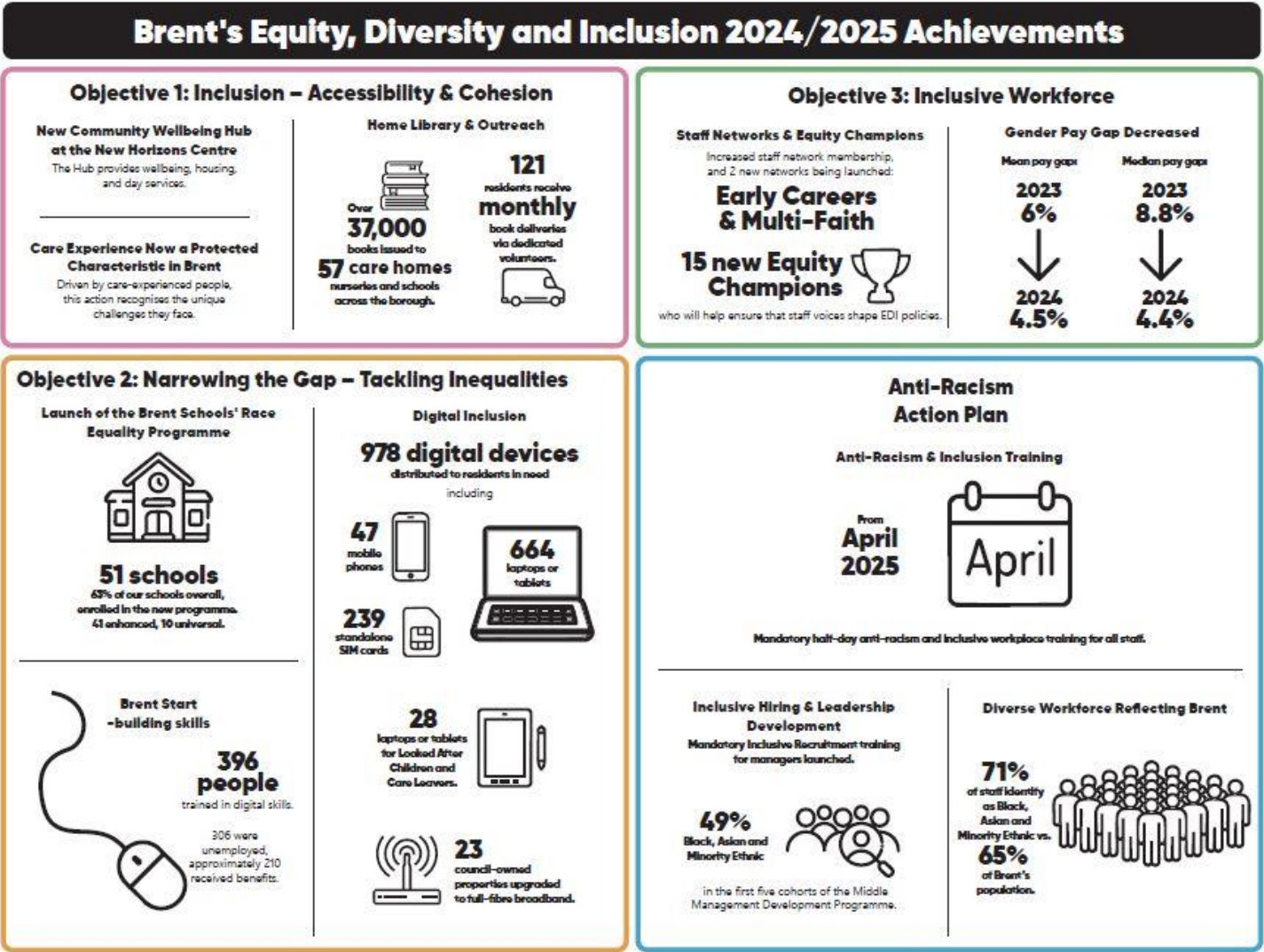
<p>reflective of the Brent population at all levels of seniority.</p>	<p>Mixed/ Other 8% (comm 14%, HAY 7%)</p> <p>We conduct regular analysis of workforce diversity data, which is published annually. This includes a breakdown of representation by grade and, more recently, insights into leavers and recruitment trends at key stages of the hiring process.</p> <p>Our latest data shows that 71% of our workforce identifies as BAME, with specific representation figures for Black (36%), Asian (27%), and Mixed/Other (8%) communities. At senior levels, such as within the HAY grade, Black staff are well represented at 22%, exceeding their proportion in the wider community (17%). However, we recognise an underrepresentation of Asian staff at senior levels, where they make up 13% of HAY roles despite comprising 33% of the community. Mixed/Other representation is also below community levels, at 7% compared to 14%.</p> <p>To address these gaps, we are committed to proactive and inclusive recruitment, retention, and progression strategies highlighted within our L&D programme and through our data driven EDI deep dives and Directorate level narratives highlighting key data and specific areas where disparities exist between the directorate and the wider organisation.</p>
<p>Improving the organisational knowledge and understanding of language and experience and white privilege through:</p> <ul style="list-style-type: none"> • open conversations in collaboration with networks and groups • Sessions run by external/specialist organisations 	<p>To enhance the organisation's knowledge and understanding of language, lived experiences, and white privilege, we are actively engaging in open conversations and collaborative learning.</p> <p>Building on employee feedback gathered during the Council Values sessions at Forward Together, we have narrowed down preferred terminology for referring to BAME communities. The next stage will involve in-depth discussions with employee networks and equity champions to review this feedback and agree on the new terminology. This engagement will take place following the network relaunch on 25.02.25.</p> <p>In addition, we will strengthen our commitment by facilitating further learning opportunities, both through mandatory training (Anti Racism and inclusive workplace training) as well as sessions led by external specialists through events and training through our Staff Networks.</p>

	These sessions will provide a platform for employees to explore different perspectives, challenge biases, and develop a shared understanding of inclusive language and privilege.
Training and Development	
The organisation has a robust EDI and anti-racism learning and development offer that is well attended, encourages curiosity and enables people to understand how to embed EDI and anti-racism within their work.	<p>We have refreshed our EDI training programs. As part of this refresh, new EDI e-learning modules, including Inclusive Leadership and Anti-Racism, have been introduced within the “Essentials” training package. Attendance and engagement with these sessions are actively monitored, to ensure widespread participation and effectiveness.</p> <p>To further embed these principles, we are introducing mandatory in-person training for all employees on Anti-Racism and Inclusive Workplaces, launching after 1 April 2025.</p>
The organisation has robust anti-racism training, as part of the broader EDI learning and development offer.	<p>Starting 1 April 2025, all employees will be required to attend mandatory in-person training on Anti-Racism and Inclusive Workplaces, equipping everyone with the knowledge and tools to challenge racism and promote inclusion in their roles.</p> <p>This training will be provided as a Train the Trainer program, where, alongside L&D colleagues, Equity Champions and Staff Network members will play a key role in delivering anti-racism sessions across the council. This collaborative approach will help build a sustainable network of internal trainers committed to fostering continuous EDI learning and driving long-term change.</p>
Policies and Processes	
Anti-racism is embedded within our processes and procedures, where necessary.	Currently reviewing our policies and processes to ensure they align with and support an anti-racist culture. Where relevant, documents are being updated to reflect these commitments, ensuring that our practices foster inclusion at all levels of the organisation.
The organisation establishes guidance around terminology when referring to Black, Asian and minority ethnic communities in the workplace	Building on employee feedback gathered during the Council Values sessions at Forward Together, we have narrowed down preferred terminology for referring to BAME communities. The next stage will involve in-depth discussions with employee networks and equity champions to review this feedback and agree on the new terminology. This engagement will take place following the network relaunch on 25.02.25.
Strategies and Action Plans	
The organisation adopts the Anti-Racism Action Plan and it is	We will continue to track and measure our progress using our EDI dashboard. This will allow us to update and refresh our progress against set targets and commitments. Progress made


<p>embedded within the broader ambitions around EDI.</p> <p>The action plan is monitored, reviewed and delivered.</p>	<p>against the commitments outlined in the Action Plan will be closely monitored and evaluated by the EDI Board.</p> <p>A detailed report on our progress to the EDI Board, is currently scheduled for March 2025.</p>
Staff Networks	
<p>Staff networks continue to operate autonomously acting as a support network, educator and critical friend.</p> <p>Staff networks continue to feel supported and enabled to grow and flourish.</p>	<p>Staff networks continue to operate autonomously, serving as educators and critical friends within the organisation. We are committed to ensuring these networks feel supported, empowered, and enabled to grow and flourish.</p> <p>There has already been strong collaboration, with the co-chair training held in January 2025 helping to establish intersectional priorities alongside each network's individual goals. This ensures that the networks are aligned with broader organisational values while addressing the unique needs of their members.</p> <p>In addition, network co-chair representatives actively participate in the quarterly EDI Board meetings, contributing to senior management decisions and council initiatives. This involvement also ensures that staff networks are included in key discussions and have access to important information and data, strengthening their impact and ability to advocate for their members.</p>
<p>Cultural Diversity Champions continue to feel supported and enabled to grow and flourish.</p> <p>Cultural Diversity Champions provide effective support and advice to staff, teams and services.</p> <p>Cultural Diversity Champions feedback themes, experiences</p>	<p>As part of our ongoing commitment, we are recruiting for the new Equity Champions role, which will support all employees, regardless of their intersectional characteristics. This expanded role builds on the important work previously carried out by Cultural Diversity Champions (CDCs).</p> <p>Comprehensive training will be provided to ensure Equity Champions are fully equipped to support staff and drive meaningful change across the organisation.</p> <p>Equity Champions will play a key role in identifying and sharing themes, experiences, and challenges faced by employees, consistently reporting these insights to inform improvements, whilst supporting the development and implementation of EDI action plans across Directorates.</p>

and challenges experienced by staff.	
Cultural Diversity Champions consistently report on cases.	
Community Engagement	
The organisation proactively engages with and builds relationships, across services, a range of community representatives and groups in the interest of tackling racial inequality in Brent.	<p>Brent consistently engages with key community groups to understand and work to collaboratively tackle issues related to racial inequality.</p> <p>Engagement with these communities is underpinned by the following principles:</p> <ul style="list-style-type: none"> • Work Together – bringing experiences together and creating opportunities for us all to take an active role in shaping decisions, contributing local insights, and collectively finding solutions to locally defined issues. • Be Honest – honesty in sharing around available resources, in the interest of identifying opportunities to pool resources. • Include Everyone – a shared passion for all individuals and groups to be able to participate on any topic that the council is seeking to learn more about. • Respect Community Knowledge – identifying and building upon the strengths and capabilities within our community. • What's in it for you? – we show communities why it is important for us to hear from them and we value their experiences. • Get Our Timing Right – allowing people enough time to contribute their experiences and expertise. • We Will Support You – support communities to contribute and engage.

Appendix C - Draft Infographic highlighting Year 1 achievements



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	Cabinet 16 June 2025
	Report from the Corporate Director of Neighbourhoods & Regeneration
	Lead Member - Cabinet Member for Regeneration, Planning & Property (Councillor Teo Benea)
Staples Corner Growth Area Infrastructure Projects	
Wards Affected:	Dollis Hill
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
List of Appendices:	None
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Jonathan Kay, Head of Regeneration 020 8937 2348 Jonathan.Kay@brent.gov.uk Kiran Chauhan, Regeneration Manager 0208 937 4779 Kiran.Chauhan@brent.gov.uk

1.0 Executive Summary

- 1.1. Staples Corner is designated a strategic Growth Area in Brent's Local Plan and is in a location already undergoing rapid change. Brent Council Cabinet adopted in November 2024, a Masterplan vision and framework to support regeneration and development across the area. [The Staples Corner Growth Area Masterplan and Design Code Supplementary Planning Document \(SCGA Masterplan SPD\) 2024](#) proposes approximately 3,000 new homes along with 133,000m2 of new industrial floorspace to be delivered by 2041.
- 1.2. Investment in transport infrastructure is particularly required to support the introduction of mixed-use redevelopment within the SCGA and population growth, and to encourage the use of more active and sustainable transport modes in line with a range of adopted Brent Council strategies and policies.

- 1.3. This report seeks funding to deliver four priority infrastructure projects in Staples Corner to enable regeneration, growth and to benefit local residents, businesses and communities in the area, and which the Council will need to work in partnership with Transport for London and LB Barnet to deliver.

2.0 Recommendation(s)

- 2.1 That Cabinet approves up to £2,835,000 Strategic Community Infrastructure Levy (SCIL) to design, plan, construct and maintain the four proposed priority infrastructure projects.

3.0 Detail

3.1 Cabinet Member Foreword

- 3.1.1 Last year Brent Council adopted the SCGA Masterplan SPD, to set out our vision to transform it into a high quality, intensified industrial area, sitting adjacent to a new urban community with over 3,000 new homes, including family and affordable homes, and over 130,000m² of new industrial floorspace for the new business and growth sectors that will drive the future London economy.
- 3.1.2 Development activity has already started. Planning permissions have been granted for major schemes, and we see significant landowner appetite for development. As a Council, we are committed to new infrastructure to support growth, and the use of Strategic Community Infrastructure Levy in key infrastructure projects will accelerate development in Staples Corner.
- 3.1.3 The new infrastructure will include a direct connection to Brent Cross West station and Brent Cross Town, leveraging the area's transport links and amenities. The North Circular and Edgware Roads, which currently divide communities and hinder pedestrian and cyclist movement, will be addressed with new crossings and connections to overcome these barriers.
- 3.1.4 It is vital that we put key infrastructure in place to support and drive the regeneration of Staples Corner, to ensure new development benefits both existing and new communities. These projects will improve connectivity, accessibility, active travel options, enhancing walking and cycling routes, and contribute to better air quality by reducing traffic on nearby residential streets.
- 3.1.5 The provision of Staples Corner infrastructure supports the following Brent Borough Plan (2023-27) strategic priorities:

Prosperity and Stability in Brent - Critical infrastructure in and around the Staples Corner Growth Area will benefit existing and new residents, businesses and communities, as well as support local and wider plans to deliver regeneration and growth, for new homes, jobs and infrastructure.

A Cleaner, Greener Future – Trees and planting to facilitate Staples Corner becoming more sustainable and resilient to the climate emergency. Highways

and public realm improvements will encourage more walking and cycling and greater use of public transport. New industrial and commercial building stock will be expected to meet modern environmental and sustainability standards.

Thriving Communities – The SCGA Masterplan SPD was informed by engagement with stakeholders, local residents and communities, businesses and landowners and includes requirements for development to improve access to existing and the provision of new social infrastructure including community facilities and public open space.

The proposed infrastructure will also contribute to deliver of Brent Council strategies and plans including:

- Brent Local Plan (2019-2041)
- Inclusive Growth Strategy (2019-2040)
- Climate & Ecological Emergency (2021-2030)
- Brent Air Quality Action Plan (2023-2027)
- Flood Risk Management Strategy (2015)
- Long Term Transport Strategy (2015-2035)
- Brent Air Quality Action Plan (2023-2027)

3.2 Background

3.2.1 Staples Corner has massive potential to both increase industrial floorspace and build significant new housing. The Staples Corner Growth Area Masterplan and Design Code Supplementary Planning Document November 2024 (SCGA Masterplan SPD) sets the framework that will attract investment for more business opportunities and jobs, approximately 3,000 new high quality homes, new local infrastructure, amenities and an improved public realm. Infrastructure is necessary to support the development of new homes and industrial intensification in Staples Corner. Frontloading key infrastructure projects can catalyse and accelerate regeneration and development. Section 9.2 Infrastructure Projects of the SCGA Masterplan SPD maps 20 infrastructure projects (A-T) for transport, active travel and open space provision.

3.2.2 Four projects are considered immediate priorities for investment of Strategic Community Infrastructure Levy. These transport infrastructure projects would be delivered on public land in key strategic locations, subject to relevant agreements with TfL and LB Barnet, and would facilitate a more functional movement network, improving connectivity and access to sites across the area. Early investment in these priority infrastructure projects will provide confidence and further delivery of the masterplan, with a view to unlocking redevelopment and stimulating activity in the area to attract more investment.

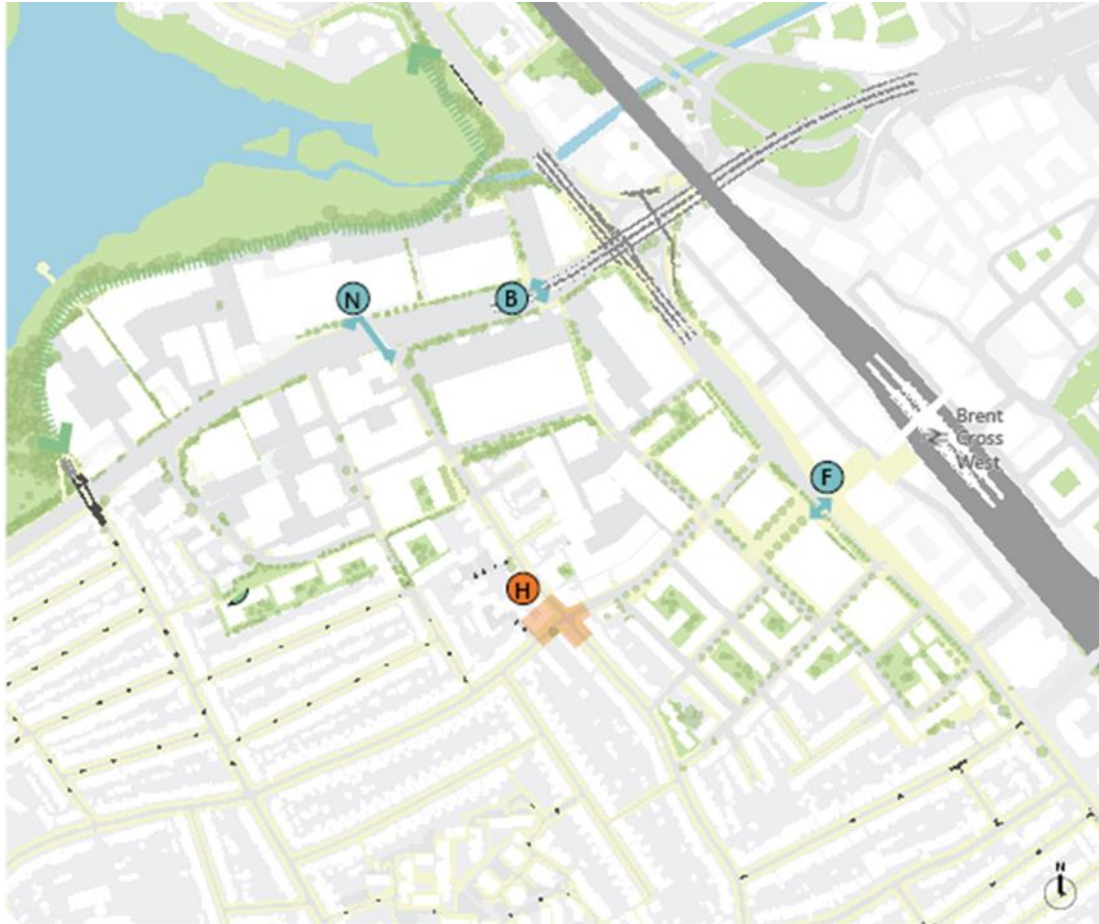


Fig 1: Staples Corner Infrastructure Projects Map

3.2.3 The following four key projects are summarised below.

3.2.4 Project 1: F Edgware Road at grade crossing: A new pedestrian and cycle crossing on the A5 Edgware Road will connect the SCGA to Brent Cross West Thameslink station (12 minutes to London St Pancras) and Brent Cross Town.

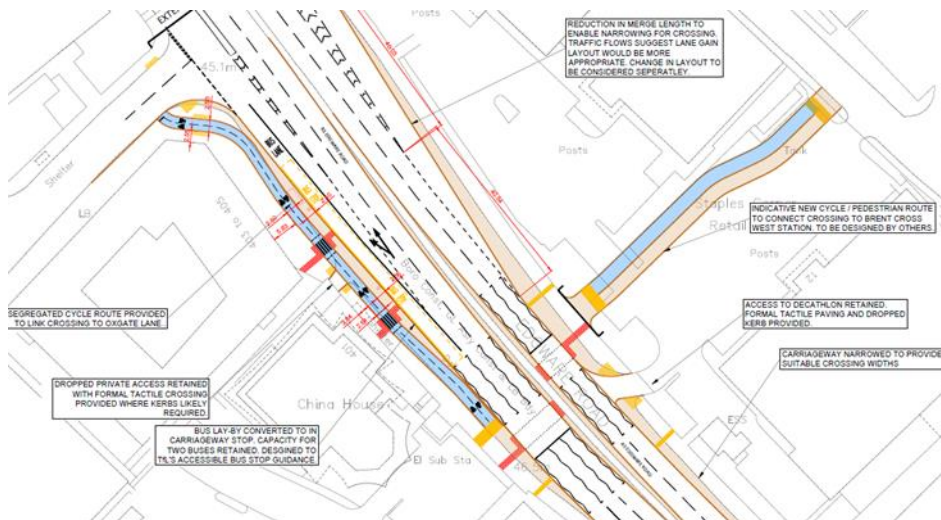
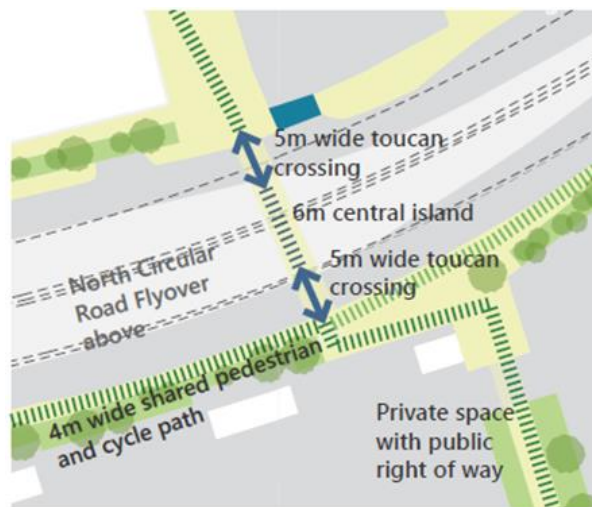


Fig 2: Project 1: F Edgware Road A5 at grade crossing

- 3.2.5 Project 2: B North Circular Road (lower) at grade crossing: A new pedestrian and cycle crossing is proposed across the North Circular Road A406 to access open space at the Welsh Harp and the West Hendon Playing Fields.



B North Circular Road (lower) at grade crossing (Focus Area 3)

Fig 3: Project 2: B North Circular Road A406 at grade crossing

- 3.2.6 Project 3: H Oxgate Lane / Coles Green Road junction and public realm redesign: New junction layout at Coles Green Road junction with Oxgate Lane and Crest Road with new paved area, cycle lane and tree planting. Build outs of pavement area to tighten junction, rationalised parking. Front forecourt ownership on Coles Green Road and Crest Road is in private ownership, which may require the project extent to be re-scoped to ensure deliverability.



H Oxgate Lane/ Coles Green Road junction and public realm redesign - PRS

Fig 4: Project 3: H Oxgate Lane / Coles Green Road junction and public realm redesign

- 3.2.7 Project 4: N Upgrading of existing bridge over North Circular Road: Improvements to existing pedestrian footbridge such as lighting, CCTV, painting and relocation of waste bins. Wheelchair access to be explored.



Fig 5: Project 4: N Upgrade of existing footbridge over the North Circular Road – photo of existing footbridge

3.2.8 In delivering these four projects, the council also aims to:

- Improve access to Brent Cross West station and Brent Cross town
- Provide a more functional movement network in the local area
- Catalyse regeneration and delivery of new homes and jobs in the SCGA.
- Create a safer pedestrian and cycle network across the Edgware Road (Project 1) and the North Circular Road (Project 2).
- Provide more direct and coherent routes, reducing journey times in the area.
- Improve the health and wellbeing of residents by delivering infrastructure to enable and encourage walking and cycling.
- Improve the public realm and public spaces around the footbridge.
- Reduce carbon emission and improve air quality by reducing car trips.

3.2.9 The projected project timescales are as follows:

Milestone	Start	Finish
Procurement	Q3 2025	Q4 2025
Feasibility appraisals	Q4 2025	Q1 2026
Traffic modelling	Q1 2026	Q3 2026
Relevant agreements and approvals TfL, LB Barnet and any others	Q4 2025	Q4 2026
Preliminary design drawings and surveys	Q1 2027	Q1 2027
Technical approvals, including details of maintenance agreements	Q2 2027	Q2 2027
Detailed design drawings and specification & road safety audits	Q3 2027	Q3 2027
Infrastructure Projects delivery and completion	Q4 2027	Q2 2028

4.0 Stakeholder and ward member consultation and engagement

- 4.1 The Staples Corner Growth Area Masterplan & Design Code SPD which informs the four priority infrastructure projects, was developed following extensive consultation with the community and stakeholders. Statutory public consultation was carried out for 6 weeks in June and July 2024.
- 4.2 The Leader and Cabinet Member for Regeneration, Planning & Growth briefed May 2025 and Ward members briefed January 2025. Engagement has been carried out with the following partners: LB Barnet, and Transport for London. Engagement will continue into the next design stages.

5.0 Financial Considerations

- 5.1 The four projects outlined, to improve pedestrian and cycle crossings in the Staples Corner Growth Zone and on the North Circular, meet the objective of SCIL, to fund the improvement or replacement of infrastructure that supports growth in the borough.
- 5.2 The total estimated cost for delivering the four priority infrastructure projects is £2,835,000. The high level spend profile for a two-year delivery timescale would be FY2526 £835,000 and FY2627 £2m. The report seeks approval for a budget allocation to this value of £2,835,000 along with an allocation of Strategic Community Infrastructure Levy (SCIL) to fund this spend.
- 5.3 The estimated cost for the proposed highways improvements is informed by QS costings of architect and transport consultant designs and studies. The £2,835,000 estimated costs includes 50% for contingency, inflation, management, maintenance and project management. There is currently no identified funding source if there are any overspends above this amount.

6.0 Legal Considerations

- 6.1 Strategic Community Infrastructure Levy (CIL) is a charge which can be levied by local authorities on new development in their area. It is an important tool for local authorities to use to help them deliver the infrastructure needed to support development in their area. Section 216 of the Planning Act 2008 requires CIL be applied, to supporting development by funding the provision, improvement, replacement, operation or maintenance of infrastructure. The Act provides that “infrastructure” includes—
 - (a) roads and other transport facilities,
 - (b) flood defences,
 - (c) schools and other educational facilities,
 - (d) medical facilities,
 - (e) sporting and recreational facilities and
 - (f) open spaces
- 6.2 The four infrastructure projects meet the definition of “infrastructure” under (a) roads and are eligible to be funded from SCIL.

- 6.3 The infrastructure projects will importantly support delivery of the Local Plan Staples Corner Growth Area and support regeneration and development.

7.0 Equity, Diversity & Inclusion (EDI) Considerations

- 7.1 Pursuant to s149 Equality Act 2010 (the “Public Sector Equality Duty”), the Council must, in the exercise of its functions, have due regard to the need to:
- (a) eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 7.2 The Public Sector Equality Duty covers the following nine protected characteristics: age, disability, marriage and civil partnership, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 7.3 Having due regard involves the need to enquire into whether and how a proposed decision disproportionately affects people with a protected characteristic and the need to consider taking steps to meet the needs of persons who share a protected characteristic that are different from the needs of persons who do not share it. This includes removing or minimising disadvantages suffered by persons who share a protected characteristic that are connected to that characteristic.
- 7.4 There is no prescribed manner in which the council must exercise its public sector equality duty but having an adequate evidence base for its decision is necessary.
- 7.5 The proposals in this report have been subject to screening and officers believe that there are no adverse equality implications and no adverse health inequalities implications. Pedestrian, cycle and local highways infrastructure improvements will positively benefit people with a protected characteristic of age and disability.

8.0 Climate Change and Environmental Considerations

- 8.1 Staples Corner infrastructure projects will facilitate Staples Corner becoming more sustainable and resilient to the climate emergency.
- 8.2 The introduction of active travel improvements, to increase the attractiveness of walking and cycling will help to achieve a shift to more sustainable patterns of movement.

9.0 Human Resources/Property Considerations (if appropriate)

- 9.1 None.

10.0 Communication Considerations


- 10.1 Consultation and engagement will take place with relevant stakeholders to advance the projects.

Report sign off:

Alice Lester

Corporate Director, Neighbourhoods & Regeneration

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	Cabinet 16 June 2025
	Report from the Corporate Director, Neighbourhoods & Regeneration
	Lead Member – Cabinet Member for Regeneration, Planning & Property (Councillor Teo Benea)
Cecil Avenue Estate Management Company	
Wards Affected:	Wembley Hill
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
List of Appendices:	None
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Jonathan Kay, Head of Regeneration 020 8937 2348 Jonathan.Kay@brent.gov.uk

1.0 Executive Summary

- 1.1 The purpose of the report is for the Cabinet to review and endorse arrangements for the proposed Cecil Avenue Estate Management Company. The Cabinet are asked to approve Brent Council become a member of the Cecil Avenue Estate Management Company, and to delegate authority to the Corporate Director, Neighbourhoods & Regeneration to appoint two Council Officers and/or external individuals as Company Directors of the Cecil Avenue Estate Management Company.

2.0 Recommendation(s)

That Cabinet:

- 2.1 Review and endorse arrangements for the proposed Cecil Avenue Estate Management Company, set out at paragraphs 3.4 and 3.5.
- 2.2 Approve Brent Council becoming a member of the Cecil Avenue Estate Management Company.
- 2.3 Delegate authority to the Corporate Director, Neighbourhoods & Regeneration to appoint two Council Officers and/or external individuals as Company Directors of the Cecil Avenue Estate Management Company.

- 2.4 Approve the entering into of a deed of variation to the Overarching Hybrid Development Agreement dated 13th March 2023 in respect of the Ujima House and Cecil Avenue sites, made between the Council, Wates Construction Limited and Wates Group Limited, to update the Estate Management Company arrangements therein, for the reasons detailed in paragraph 3.4.

3.0 Detail

3.1 Cabinet Member Foreword

- 3.1.1 Working in partnership with Wates and the Mayor of London, Brent Council is delivering on its longstanding commitment to revitalise the eastern stretch of Wembley High Road. Construction at Cecil Avenue and Ujima House is well underway. Successful mixed-use regeneration will unlock the link between Wembley Central town centre and the regeneration at Wembley Park, delivering new homes, commercial and community space, highways and public realm improvements, and a new publicly accessible courtyard garden.
- 3.1.2 It is important robust estate management arrangements are put in place to ensure effective and efficient facilities and operations for all estate tenants. Establishing the Estate Management Company for the Cecil Avenue scheme as proposed in this report, will put in place one central source of estate services provision, including duties to ensure the building is safe from a fire and building safety perspective, and in a way that ensures Brent Council maintains full control, ownership and responsibility of the scheme for all estate tenants.

3.2 Contribution to Borough Plan Priorities

- 3.2.1 Delivery of the Wembley Housing Zone schemes at Cecil Avenue and Ujima House will directly contribute to Borough Plan strategic priorities as follows:

Prosperity and Stability in Brent: Delivering safe, secure and decent housing and the Council's pledge to deliver new council homes. Delivering new town centre commercial space for business growth and employment.

Thriving Communities: Delivering a new community centre with public access for local people and community groups for events and activities, located in an area of rapid population growth and identified needs.

A Healthier Brent: Delivering a new publicly accessible courtyard and new open green space in an area of deficiency, supporting community wellbeing and quality of life, with play spaces for children of all ages and abilities.

- 3.2.2 Key strategic policies in Brent's Local Plan 2019-2041, Climate & Ecological Emergency Strategy 2021-2030 and Inclusive Growth Strategy 2019-2040 will also be furthered by delivery of the Wembley Housing Zone.

3.3 Background

- 3.3.1 The Council is in a contract with Wates to redevelop the two Council owned sites known as Cecil Avenue and Ujima house. Both schemes are under construction and scheduled to complete in summer/autumn 2026. The approved delivery strategy is for the Council to retain the 50% affordable homes, commercial and community space, and the developer is to build out, market and sell the private homes.
- 3.3.2 Ujima House is a wholly affordable housing scheme (54 affordable homes plus commercial and café space) to be retained and managed by Brent Council. Cecil Avenue is a large mixed use, mixed tenure scheme, comprising a mix of 237 market sale and affordable homes, 3,000 square metres commercial and community space, and a publicly accessible courtyard garden.
- 3.3.3 Both the Council and Wates want robust estate management arrangements to be put in place for the scheme in a timely fashion. To that end it is proposed an Estate Management Company now be set up for the Cecil Avenue scheme.

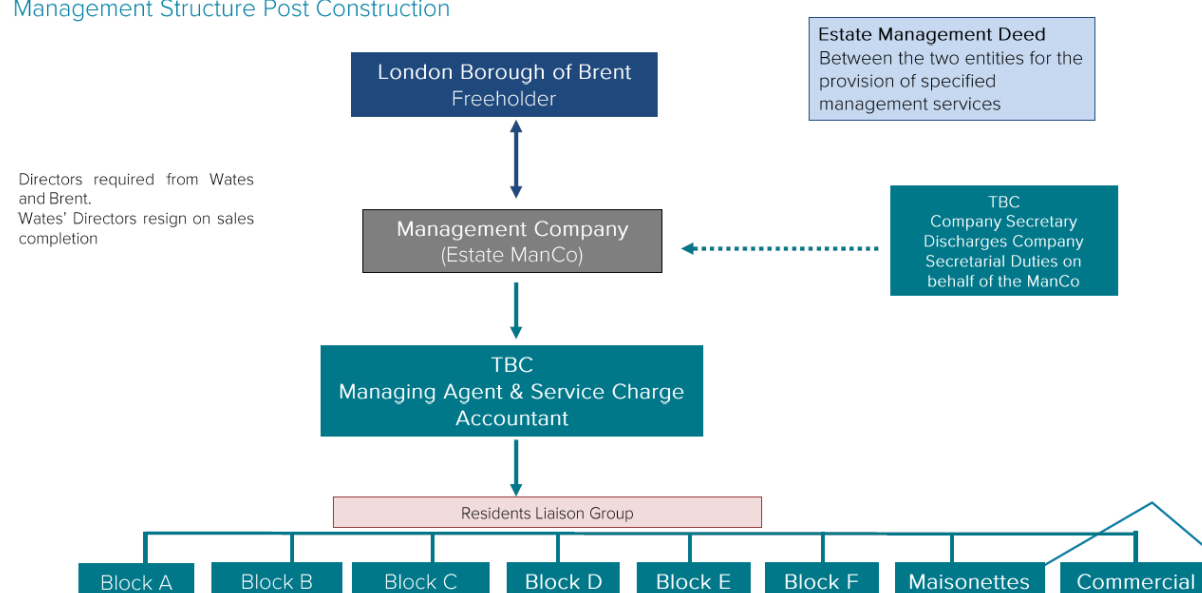
3.4 Cecil Avenue Estate Management Company

- 3.4.1 The Wembley Housing Zone (WHZ) development agreement establishes the principle of setting up an Estate Management Company (“Company”) to manage the Cecil Avenue scheme, given the large mixed use, mixed tenure nature of it, associated leases, public and communal spaces and estate services. Officers and Wates have reviewed and rationalised proposals for the Company, for the reasons detailed in this paragraph 3.4. The proposed changes for the Company will require a variation to the WHZ development agreement. It is now proposed that the Council and Wates will set up the Company to provide one central source of estate service provision, appoint a managing agent to deliver day-to-day services, and receive service charges from each estate tenant for recovery of its costs. The Company will be a party and named in each of the leases on the Cecil Avenue scheme and be responsible for repair and maintenance of the structure, exterior and common parts of the buildings, as part of the estate services.
- 3.4.2 Consideration has importantly been given to addressing the Building Safety Act 2022 (BSA), not in effect when the development agreement was entered into. Under the BSA the Cecil Avenue scheme must have a Principal Accountable Person (the PAP) responsible for the repair and maintenance of the new building structure and exterior. It is proposed the Company, as a distinct legal entity, becomes the PAP. The Company will then have a range of legal duties to ensure the building is safe from a fire and building safety perspective. Whilst those duties cannot be delegated to others, the PAP will employ a managing agent to carry out some or all of those duties on behalf of the PAP.
- 3.4.3 Brent Council is due, on completion, to dispose to Wates four core leases of the internal parts of the Cecil Avenue building comprising market sales flats. The Company will be joined to those core leases for the purpose of carrying out the estate services. Wates will then grant individual plot underleases when people buy the market sale flats. Following scheme completion, the Council will grant a block lease of the whole building (including structure and exterior) to

Wates, which will then be assigned to the Company. The core leases will merge into the block leases insofar as they relate to the market sale flats. The Company will become landlord of the market sale flats, with responsibility (including as the PAP) for all elements of the building. A residents' group will allow residents to express their collective view to the Company and managing agent.

- 3.4.4 Once the Cecil Avenue scheme is built out and stabilised, with all market sales flats sold, Wates will exit the scheme. Brent Council will then have full control, ownership and responsibility for the Company as Wates will have transferred its membership to the Council, and Wates' directors will have resigned. The Company will establish internal governance and reporting arrangements to the Council as freeholder, similar to that which applies to the Council's housing companies. The diagram below summarises the proposed arrangements.

Management Structure Post Construction



3.5 Estate Management Company Incorporation

- 3.5.1 The Company must be incorporated at an early stage, well in advance of scheme completion, so it can be joined to all leases granted across the Cecil Avenue scheme, and ensure estate services are carried out correctly, with the legal responsibilities discharged.
- 3.5.2 Wates have experience of setting up similar companies and it is proposed to do so with a standard off the shelf company limited by guarantee. Given the primary purpose of the Company is to manage and provide services for the Cecil Avenue scheme, a company limited by guarantee on a non-profit basis is considered a more appropriate company structure than a company with share capital, and directors' personal liability will be limited to a nominal amount.
- 3.5.3 Wates will work with the Council and administer the setting up and incorporation of the Company. Following Cabinet approval, Wates and the Council will become members of the Company, and each appoint two directors to it. The Corporate Director, Neighbourhoods & Regeneration is seeking two Council

Officers to appoint as Company Directors and represent the Council, however in the absence of suitable candidates external individuals may be considered. Wates' directors will remain in place during construction and sales (until at least late 2026) and then resign, when the Company will become a wholly owned subsidiary of the Council.

- 3.5.4 This rationalised Company structure will discharge the legal responsibilities of the PAP, avoids the need for multiple block management companies, optimises the future operation of the site, saleability to purchasers, and will ensure the Council maintains control over the Cecil Avenue scheme.

4.0 Stakeholder and ward member consultation and engagement

- 4.1 Cabinet approved the preferred delivery option for the Wembley Housing Zone regeneration in August 2021. The Lead Member for Regeneration, Planning & Property is regularly briefed on the Wembley Housing Zone and has been briefed on the contents of this report.

5.0 Financial Considerations

- 5.1 Wates will administer and cover the costs of the set up and incorporation of the Company, and Wates' directors will remain in place during construction and sales, however moving forward the Company will be a wholly owned subsidiary of Brent Council. Costs for Council staff and management time required to manage the affairs of the Company will be recovered from the estate service charge, which will be set at an appropriate level to ensure all costs are fully recovered and is expected to be reviewed annually.
- 5.2 As reported to Cabinet in 2021, the London Affordable Rent homes on Cecil Avenue and Ujima House are proposed to sit in the Housing Revenue Account (HRA). The shared ownership homes could sit in the HRA or be transferred to i4B or FWH. Brent Council will also retain the commercial and community spaces at Cecil Avenue and Ujima House.
- 5.3 The set up of the estate management company in question is required by the structure and is not anticipated to have a direct financial impact on the Housing Revenue Account (HRA) as a result of this arrangement. Any further assessments and appraisals will be subject to financial analysis to consider any impact on the HRA.

6.0 Legal Considerations

- 6.1 The Council has the power to establish and operate companies under the general power of competence under section 1 of the Local Government Act 2011. In exercising this power the Council is still subject to its general duties, such as its fiduciary duty, and must exercise the power for a proper purpose.
- 6.2 Corporate Directors have the authority to take up posts on outside bodies or companies and appoint other staff to outside bodies or companies subject to certain conditions pursuant paragraph 9.5 (14) of Part 3 of the Constitution.

However at the current time, there may be a need to appoint external individuals rather than Officers to represent the Council as set out in paragraph 3.5.3 and therefore Cabinet is asked to delegate authority to the Corporate Director, Neighbourhoods & Regeneration to appoint either Officers and/or external individuals as Company Directors of the Cecil Avenue Estate Management Company.

- 6.3 The proposed estate management company structure as a company limited by guarantee is considered the usual route for such companies. Except in cases of fraud or negligence, the liability of individual members or directors is strictly limited. Further, Cabinet in June 2016 approved the granting of indemnities to Officers and Members to cover the risk of claims which may be made against them personally or other losses or liabilities they might incur when representing the Council on outside bodies.
- 6.4 Whilst the Company is proposed to be the PAP, it does not absolve directors from liability for non-compliance with building safety duties. The Directors must be aware and active in discharging their responsibility, and appropriate training arranged. Risks of non-compliance will be further reduced by appointing a competent managing agent responsible for ensuring day-to-day compliance with the duties.
- 6.5 Cabinet is asked at recommendation 2.4. to approve the entering into of a deed of variation to the Overarching Hybrid Development Agreement in respect of the Ujima House and Cecil Avenue sites, made between the Council, Wates Construction Limited and Wates Group Limited, to update the Estate Management Company arrangements to reflect those detailed in the report at paragraphs 3.4 and 3.5.

7.0 Equity, Diversity & Inclusion Considerations

- 7.1 Pursuant to s149 Equality Act 2010 (the “Public Sector Equality Duty”), the Council must, in the exercise of its functions, have due regard to the need to:
 - (a) eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 7.2 The Public Sector Equality Duty covers the following nine protected characteristics: age, disability, marriage and civil partnership, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 7.3 Having due regard involves the need to enquire into whether and how a proposed decision disproportionately affects people with a protected characteristic and the need to consider taking steps to meet the needs of persons who share a protected characteristic that are different from the needs

of persons who do not share it. This includes removing or minimising disadvantages suffered by persons who share a protected characteristic that are connected to that characteristic.

- 7.4 There is no prescribed manner in which the council must exercise its public sector equality duty but having an adequate evidence base for its decision is necessary.
- 7.5 The proposals in this report have been subject to screening and officers believe that there are no adverse equality implications and no adverse health inequalities implications.
- 7.6 The Estate Management Company will be expected to adopt Council Equity, Diversity & Inclusion requirements.

8.0 Climate Change and Environmental Considerations

- 8.1 The Cecil Avenue Company arrangements will be expected to align and contribute to the Brent Council's plan to achieve net zero carbon emissions from its estate and operations by 2030.

9.0 Human Resources/Property Considerations (if appropriate)

- 9.1 The WHZ regeneration, and Cecil Avenue and Ujima House property development schemes, when completed will represent significant housing and commercial property assets, expected to generate property income for Brent Council, and requiring appropriate estate management and maintenance arrangements, which are the subject of this report.

10.0 Communication Considerations

- 10.1 None identified for consideration at this time.

Related document(s) for reference

Brent Council Cabinet August 2021 – Wembley Housing Zone Report

Report sign off:

Alice Lester

Corporate Director, Neighbourhoods & Regeneration

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