

	Cabinet 22 June 2026
	Report from the Corporate Director of Service Reform and Strategy
	Lead Cabinet Member for Community Safety and Public Health (Councillor Liz Dixon)
Capital Investment in Leisure Centres	

Wards Affected:	Brondesbury Park, Kilburn, Queens Park, Roundwood, Sudbury and all other wards
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:	Tri Borough Leisure Contract Procurement Authority to Award Report
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Eugene Minogue, Interim Head of Active Wellbeing (Leisure) 020 8937 3599 eugene.minogue@brent.gov.uk

1.0 Executive Summary

- 1.1. This report seeks Cabinet approval for a package of investment and associated financial measures relating to Vale Farm Sports Centre and Willesden Sports Centre.
- 1.2. The proposals will protect and enhance key leisure assets serving Brent residents, support the new Agency Agreement at Vale Farm, improve the customer offer at both Vale Farm and Willesden, and support the Council's wider transition from traditional leisure provision towards an integrated Active Wellbeing model focused on prevention, inclusion and healthier communities.
- 1.3. At Vale Farm Sports Centre, Cabinet approval is sought for a major repairs and renewals programme of £2m, including professional fees, contingency and inflation over the five-year programme period, alongside £850,246 of contract-linked capital enhancements to modernise and expand the main gym, women's only gym, studios and wider customer offer.

- 1.4. At Willesden Sports Centre, Cabinet approval is sought for a Council contribution of £393,752 towards a gym reconfiguration and fitness enhancement scheme with a total proposed scheme cost of approximately £1.4m. This contribution will help secure the wider scheme, improve facility quality, increase capacity and strengthen the asset ahead of the expiry of the Willesden PFI in 2031.
- 1.5. The proposals for both sites will support a more inclusive, accessible and attractive leisure offer for residents, including improved equipment, better use of space and enhanced opportunities for target groups who may face barriers to participation.
- 1.6. Taken together, the package represents a practical investment in residents' health and wellbeing, improving access to better facilities while supporting a more financially sustainable, inclusive and accessible leisure offer across the borough.
- 1.7. The report also seeks approval for 20% discretionary National Non-Domestic Rates (NNDR) relief in relation to Vale Farm Sports Centre and Moberly Sports Centre.
- 1.8. The proposals align with the Council's emerging Built Facilities Strategy (BFS), which forms part of the wider Strategic Outcomes Planning Model (SOPM) programme. This work will inform future decisions on the wider built leisure facility network serving Brent residents, including Council-owned facilities and relevant non-Council-owned facilities located within the borough.

2.0 Recommendation(s)

- 2.1 That Cabinet approves capital investment of £2m for a programme of major repairs and renewals at Vale Farm Sports Centre, to address priority asset condition, compliance and operational resilience requirements over the period to 2031.
- 2.2 That Cabinet approves capital investment of £850,246 for contract-linked capital enhancements at Vale Farm Sports Centre to modernise and expand the main gym, women's only gym, studios and wider customer offer.
- 2.3 That Cabinet approves a Council contribution of up to £393,752 towards the gym reconfiguration and fitness enhancement scheme at Willesden Sports Centre.
- 2.4 That Cabinet approves the proposed variation to the Willesden Sports Centre PFI contractual arrangements required to implement the gym reconfiguration and fitness enhancement scheme and to regularise related existing contractual, financial and commercial matters under the PFI agreement, including matters relating to benchmarking, profit share, indexation, lifecycle and payment arrangements, and delegates authority to the Corporate Director of Service Reform and Strategy, in consultation with the Corporate Director of Finance and Resources, to finalise and enter into the necessary legal, financial and commercial documentation.

2.5 That Cabinet approves the award of 20% discretionary NNDR relief in relation to Vale Farm Sports Centre and Moberly Sports Centre, in accordance with the Council's eligibility criteria for NNDR discretionary relief for charities and non-profit making organisations, and subject to the financial and legal considerations set out in this report.

3.0 Detail

3.1 Cabinet Member Foreword

3.1.1 Providing high-quality, affordable and inclusive opportunities to be active is central to Brent's ambition to become a healthier borough. Leisure centres are important public assets. They support physical and mental wellbeing, bring communities together, and enable residents of all ages to move more in everyday life.

3.1.2 This report backs an overall investment package of nearly £4.25m for leisure facilities serving the borough, with nearly £3.25m being brought forward by the Council. It is a practical commitment to improving the places residents use, protecting valued community assets, and supporting better health and wellbeing across Brent.

3.1.3 This is an investment in buildings, but more importantly it is an investment in residents' health and wellbeing. The proposals will protect and enhance Vale Farm Sports Centre and Willesden Sports Centre, provide better equipment and spaces, improve the quality of the resident offer, and help more people feel confident using local leisure facilities.

3.1.4 Across the country, the role of public leisure is changing. Health inequalities remain persistent, and activity levels are still too closely linked to income, deprivation, disability, age and access. Our transition to an Active Wellbeing model recognises that leisure facilities should not be seen only as places to swim, use a gym or take part in sport. They are part of the local infrastructure for prevention, inclusion and healthier communities.

3.1.5 The proposals in this report begin to put that model into practice. They support a more inclusive and accessible leisure offer, including better use of space, improved equipment and targeted opportunities for residents who may face barriers to participation. This reflects the principle of proportionate universalism: facilities remain available to all, while investment and support are shaped towards residents with the greatest need.

3.1.6 The report also demonstrates a financially responsible approach to managing Brent's leisure estate. The new Agency Agreement at Vale Farm has already significantly strengthened the Council's income position and local control, creating a stronger platform for investment, programming and resident benefit. This report builds on that progress by protecting and enhancing existing assets, supporting a stronger contractual position at Willesden, and using discretionary NNDR relief to help sustain public leisure benefits for Brent residents, including at Moberly Sports Centre.

3.1.7 The proposals in this report also support the Council's preparation for 2031, when the Vale Farm contract and Willesden PFI are due to expire and the new Bridge Park Leisure Centre is expected to be operational. This gives the Council the opportunity to align our key leisure facilities within an integrated borough-wide Active Wellbeing model, informed by the emerging BFS and wider SOPM programme.

Contribution to Borough Plan Priorities and Strategic Context

3.1.8 The proposals in this report support the priorities set out in the Brent Borough Plan 2023-2027, particularly the Council's commitment to creating a healthier borough, supporting thriving communities and making best use of public assets.

3.1.9 The proposals contribute to the following Borough Plan priorities:

- A Healthier Brent, by maintaining and improving access to leisure facilities that support physical activity, mental wellbeing, prevention and healthier lifestyles.
- Thriving Communities, by supporting inclusive and accessible facilities that bring residents together and provide opportunities for community participation.
- Prosperity and Stability, by improving the financial sustainability and long-term resilience of key leisure assets, supporting stronger contract performance and better value from Council investment.
- A Cleaner, Greener Future, by supporting investment in existing public assets, improving building performance where practical, and supporting local access to leisure facilities that can connect with active travel and healthier neighbourhoods.

3.1.10 The proposals also sit within a wider national shift in the role of public leisure. Across the sector, there is growing recognition that leisure facilities should be planned and managed as part of local prevention, inclusion and health infrastructure, not as standalone buildings. This reinforces the Council's direction of travel towards Active Wellbeing, with investment decisions shaped by evidence, resident need and the role facilities can play in supporting healthier, more active communities. This is particularly important in a borough where access, affordability and confidence can determine whether residents are able to benefit from physical activity, leisure and sport opportunities.

3.1.11 The Council's approach to leisure is changing. In September 2025 Cabinet approved [a standalone procurement for Vale Farm Sports Centre](#), positioned as the first stage in the Council's transition from a traditional leisure service towards an integrated Active Wellbeing model. That report also set out the importance of aligning Vale Farm, Willesden and Bridge Park with the Council's 2031 strategic horizon.

3.1.12 The Council is developing the Strategic Outcomes Planning Model (SOPM), which provides the evidence-led framework for future planning and investment in play, physical activity, leisure, sport, parks and recreation infrastructure. This includes the emerging Built Facilities Strategy (BFS), Playing Pitch Strategy (PPS) and Play and Recreation Facilities Strategy (PFS).

3.1.13 The package proposed in this report aligns with that direction of travel. It supports service continuity and asset resilience during the period to 2031, while improving the resident offer at our leisure facilities.

3.1.14 The emerging BFS will assess the wider built leisure facility network serving Brent residents. This includes Council-owned facilities such as Vale Farm Sports Centre, Willesden Sports Centre and the future Bridge Park Leisure Centre, as well as relevant facilities located within Brent but not owned by the Council, including Moberly Sports Centre and St Augustine's Sports Centre.

3.2 Background

3.2.1 Vale Farm Sports Centre and Willesden Sports Centre are two of the borough's main public leisure facilities. Both sites support access to physical activity, swimming, fitness, sport and wider wellbeing opportunities for Brent residents.

3.2.2 Vale Farm Sports Centre is operated under [a new Agency Agreement](#) with Sports and Leisure Management Ltd, trading as Everyone Active, which commenced on 1 March 2026 and runs to 31 October 2031. Willesden Sports Centre is operated under a PFI contract which also expires on 31 October 2031.

3.2.3 The 2031 date is the strategic horizon for the Council to align Vale Farm, Willesden and the new Bridge Park Leisure Centre within an integrated borough-wide Active Wellbeing model. In the meantime, the Council needs to protect and enhance the existing leisure estate, so residents continue to benefit from safe, accessible and good-quality facilities.

3.2.4 The proposals in this report respond to that requirement. They combine major repairs and renewals, targeted enhancements and NNDR relief to support key leisure facilities serving Brent residents.

3.3 Vale Farm Sports Centre

3.3.1 Vale Farm Sports Centre is a strategically important leisure facility serving residents in Brent and beyond. The Council has entered into a new Agency Agreement for the management and operation of the site.

3.3.2 The Agency Agreement provides the Council with stronger local control over pricing, programming, investment and future service development. It also supports the Council's wider ambition to reposition Vale Farm as the borough's first Active Wellbeing hub.

3.3.3 An updated Building Condition Survey was completed in October 2025. This identified a programme of major repairs and renewals required over the period

to 2031 to maintain the facility in a safe, compliant and operational condition. The £2m programme includes the condition survey estimate, professional fees, contingency and inflation over the five-year programme period.

- 3.3.4 The major repairs and renewals programme is required to reduce the risk of asset failure, service disruption, reactive maintenance and deterioration in service quality. It will also support continuity of service during the term of the Agency Agreement.
- 3.3.5 In addition to the major repairs and renewals programme, Cabinet approval is sought for £850,246 of contract-linked capital enhancement works at Vale Farm. These works form part of the new contract arrangements and include enhancements to the main gym, women's only gym, studios and wider customer offer.
- 3.3.6 The capital enhancements will support increased participation, improved customer experience and a stronger commercial position for the site. They will also support a more inclusive and accessible offer, including improved provision for women and girls, less confident users and residents who may face barriers to participation.

3.4 Willesden Sports Centre

- 3.4.1 Willesden Sports Centre is a major leisure facility operated under a PFI contract which expires on 31 October 2031. The facility has remained an important part of the borough's leisure facility network and will continue to play a key role during the transition to a future borough-wide model.
- 3.4.2 The current gym and fitness offer has capacity and layout constraints. The proposed scheme will reconfigure and enhance the gym and fitness areas, making better use of existing space and improving the customer experience.
- 3.4.3 Cabinet approval is sought for a Council contribution of up to £393,752 towards the wider gym reconfiguration and fitness enhancement scheme, which has a total proposed scheme cost of approximately £1.4m. The proposed Council contribution will help secure the wider scheme, enhance facility quality, increase capacity and support a stronger asset position ahead of PFI expiry.
- 3.4.4 The proposal will also support more inclusive and accessible use of the facility by addressing known barriers within the current gym environment, including layout, space constraints and equipment availability. This is expected to improve access and experience for women, less confident users, older residents, disabled users and other target groups, as well as supporting increased membership and participation.
- 3.4.5 The Council has also been reviewing wider contractual matters under the Willesden PFI agreement, including benchmarking, profit share, indexation, lifecycle and payment arrangements. These matters sit alongside the proposed gym reconfiguration and need to be regularised through the same contractual process to ensure the Council's financial and commercial position is protected.

3.4.6 The proposed PFI variation will provide the contractual basis for implementing the gym reconfiguration and addressing related existing contractual, financial and commercial matters under the PFI agreement. This will ensure that the Council's contribution is supported by appropriate legal, financial and commercial protections.

3.5 National Don-Domestic Rates (NNDR) Discretionary Relief

3.5.1 This report seeks approval for the award of 20% discretionary NNDR relief in relation to Vale Farm Sports Centre and Moberly Sports Centre.

3.5.2 The proposal is consistent with the Council's eligibility criteria for NNDR discretionary relief for charities and non-profit making organisations. Both facilities are operated by Sports and Leisure Management Ltd, trading as Everyone Active, through its charitable trust operating model.

3.5.3 Vale Farm Sports Centre is operated under the Council's new Agency Agreement. The proposed relief would support the financial sustainability of the contract, helping to maintain accessible leisure services, protect community programming and support continued investment in the resident offer.

3.5.4 Moberly Sports Centre is not owned or operated by the Council but is located within the borough and serves Brent residents, particularly communities in the south of the borough. It is operated under an Agency Agreement with Westminster City Council by Sports and Leisure Management Ltd, trading as Everyone Active, through its charitable trust operating model. It provides access to swimming, fitness and wider physical activity opportunities, and forms part of the wider built leisure facility network available to Brent residents.

3.5.5 The proposed relief will also support enhanced access for Brent residents, including resident and concession discounts aligned with those available to Westminster residents. This is important because Moberly is a significant local facility for residents in the south of the borough, where access to affordable and accessible leisure provision supports physical activity, health and wellbeing outcomes.

3.5.6 The proposal also supports the implementation of a new community use agreement for St Augustine's Sports Centre. This will help secure more coordinated access to physical activity, leisure and sport opportunities for residents, clubs and community groups across facilities serving the south of the borough.

3.5.7 Awarding discretionary relief would support a consistent approach to charitable trust-operated leisure facilities that provide public benefit to Brent residents. It also aligns with the Council's wider Active Wellbeing ambitions and the emerging BFS. The section of the Council's emerging BFS relating to Moberly will draw from Westminster City Council's [built facilities evidence](#), reflecting Moberly's ownership and strategic role while recognising its importance to Brent residents.

3.5.8 The financial implications of awarding discretionary NNDR relief, including the estimated value of relief and impact on the Council's financial position, are set out in section 5 of this report.

3.6 Alternative Options Considered

3.6.1 The Council considered the option of not proceeding with the proposed package. This option is not recommended. It would increase the risk of asset deterioration, service disruption and reduced customer experience at key leisure facilities serving Brent residents.

3.6.2 At Vale Farm Sports Centre, not proceeding with the major repairs and renewals programme would increase the risk of unplanned failure and higher reactive maintenance costs. Not proceeding with the contract-linked capital improvements would weaken the Council's ability to deliver the improved resident offer and financial benefits expected through the new Agency Agreement.

3.6.3 At Willesden Sports Centre, a lower-cost baseline refresh option was considered. This would avoid a Council contribution but would not address the main layout and capacity issues within the gym and fitness offer, nor secure the wider improvement scheme. The recommended approach provides a stronger improvement to the facility, subject to appropriate legal, financial and commercial protections.

3.6.4 The option of not awarding discretionary NNDR relief was also considered. This is not recommended because the proposed relief supports financially sustainable, charitable trust-operated leisure provision that provides public benefit to Brent residents, including at Moberly Sports Centre, where enhanced access for Brent residents and the implementation of a new community use agreement linked to St Augustine's Sports Centre are key considerations.

3.6.5 The recommended approach is therefore to approve the proposed package. This provides the best balance of asset protection and enhancement, resident benefit, financial sustainability, building resilience and alignment with the Council's transition to Active Wellbeing. It enables the Council to invest now in facilities residents use, while keeping longer-term decisions evidence-led through the emerging BFS and wider SOPM programme.

4.0 Stakeholder and ward member consultation and engagement

4.1 The proposals in this report have been developed through engagement with relevant internal stakeholders, including officers from Public Health, Leisure, PFI, Finance and Legal.

4.2 The proposals have also been developed through engagement with the relevant leisure operators and contractual parties. For Vale Farm Sports Centre, this has taken place through the procurement, mobilisation and contract management arrangements for the new Agency Agreement with Sports and

Leisure Management Ltd, trading as Everyone Active. For Willesden Sports Centre, this has taken place through discussions with the PFI contractual parties and operator, 1Life/Parkwood Leisure, in relation to the proposed gym reconfiguration and the wider contractual matters addressed through the proposed PFI variation.

- 4.3 The Cabinet Member for Community Safety and Public Health has been engaged on the development of the proposals. Further engagement has also taken place with senior officers as part of the Council's internal governance arrangements.
- 4.4 No statutory public consultation is required for the recommendations in this report. The proposals relate to capital investment, contractual arrangements and financial measures associated with existing leisure facilities, rather than changes to the location, purpose or availability of services.
- 4.5 Ward Members will be kept informed as the works progress, particularly where there may be temporary operational disruption at Vale Farm Sports Centre and Willesden Sports Centre during delivery. Any disruption to users will be managed through the relevant operator and communicated in advance.
- 4.6 Wider resident and stakeholder engagement on the future role of physical activity, leisure sport and recreation facilities, has been undertaken through the Council's SOPM programme, including the emerging BFS, PPS, PFS and the Active Wellbeing Strategy.
- 4.7 The SOPM engagement will inform longer-term decisions about leisure infrastructure and service development, with a particular focus on communities experiencing the greatest health inequalities. This reflects the Council's commitment to community power by ensuring residents, partners and stakeholders help shape the questions, priorities and future choices that sit behind the borough's Active Wellbeing model.

5.0 Financial Considerations

- 5.1 The recommendations in this report seek approval for capital investment and associated financial measures relating to Vale Farm Sports Centre, a Council contribution towards improvements at Willesden Sports Centre, the proposed Willesden PFI variation, and discretionary NNDR relief for Vale Farm Sports Centre and Moberly Sports Centre.
- 5.2 The financial implications have been reviewed through the Council's internal governance process. This has included consideration of the capital budget requirement, funding source, accounting treatment, VAT treatment, revenue consequences and any required budget adjustments.

Vale Farm Sports Centre

- 5.3 Cabinet is asked to approve capital investment of £2.0m for a programme of major repairs and renewals at Vale Farm Sports Centre over the period 2026/27

to 2030/31. This includes the £1.4m base estimate from the October 2025 Building Condition Survey, uplifted to include 10% professional fees, 10% contingency and an inflation allowance over the five-year programme period.

- 5.4 The major repairs and renewals programme is required to protect the condition, compliance and operational resilience of the asset. The works will reduce the risk of unplanned failure, reactive maintenance costs, service disruption and deterioration in service quality over the term of the new Agency Agreement.
- 5.5 Cabinet is also asked to approve capital investment of £850,246 for contract-linked capital enhancements at Vale Farm Sports Centre. These works form part of the new Agency Agreement contract and will enhance the main gym, women's only gym, studios and wider customer offer. The operator will invoice the Council directly for the investment as this was more financially advantageous than the operator funding the works, which carried a substantial financing costs.
- 5.6 The proposed capital investment at Vale Farm Sports Centre of £2,850,246 will be funded by prudential borrowing. Assuming interest costs of 5% and minimum revenue provision of 4%, this is expected to have an ongoing revenue cost of c.£250k per year once the spend has been incurred. These costs are expected to be partly offset by increased income through the new Agency Agreement and an improved facility offer. The investment is also expected to reduce the risk of reactive maintenance works and more substantial repairs in the future.
- 5.7 The Council has opted to tax Vale Farm Sports Centre, so VAT on the capital investment is expected to be recoverable and not to impact the Council's partial exemption position, subject to the contractual delivery and invoicing route being VAT-compliant.

Willesden Sports Centre

- 5.8 Cabinet is asked to approve a Council contribution of up to £393,752 excluding VAT towards the gym reconfiguration and fitness enhancement scheme at Willesden Sports Centre. The total proposed scheme cost is approximately £1.4m, with current funding proposals comprising lifecycle funding of £617,775, a 1Life/Parkwood Leisure contribution of £393,752 and the Council contribution of £393,752. The Council contribution, including finance costs, will be fully recovered by the expiry of the PFI through a contract variation.
- 5.9 The wider scheme is expected to improve the quality and capacity of the gym and fitness offer, support improved commercial performance and strengthen the asset ahead of the expiry of the PFI in 2031.
- 5.10 The proposed PFI contract variation will also regularise related existing contractual, financial and commercial matters under the PFI agreement. Based on Finance's assessment of the accounting implications, the variations are not expected to have a significant direct impact on revenue or capital budgets.

NNDR Discretionary Relief

- 5.11 Cabinet is asked to approve the award of 20% discretionary NNDR relief in relation to Vale Farm Sports Centre and Moberly Sports Centre.
- 5.12 Both facilities already receive mandatory 80% charitable relief through the operator's charitable trust operating model. The proposed discretionary relief relates to the remaining 20% NNDR liability.
- 5.13 For Vale Farm Sports Centre, the proposed relief will support the financial sustainability of the Agency Agreement and the continued provision of accessible leisure services for Brent residents. By reducing the operating cost within the contract, the relief will support the overall financial position of the facility while helping to maintain and enhance an affordable and inclusive leisure offer.
- 5.14 For Moberly Sports Centre, the proposed relief would support the continued financial sustainability of a facility located within Brent and serving Brent residents, particularly residents and communities in the south of the borough. The facility provides access to swimming, fitness and wider physical activity, leisure and sport opportunities, and supports wider community use linked to St Augustine's Sports Centre.
- 5.15 The gross value of the proposed discretionary NNDR relief is estimated at £132,486 per annum. Based on the Council's retained share of NNDR, the estimated net financial impact to the Council is £64,918 per annum. The award of discretionary relief is considered affordable within the financial framework set out in this report.

6.0 Legal Considerations

- 6.1 The Council has the power to provide and support leisure facilities and associated services under Section 19 of the Local Government (Miscellaneous Provisions) Act 1976, Section 111 of the Local Government Act 1972 and the general power of competence under Section 1 of the Localism Act 2011.
- 6.2 Pursuant to Part 3 of the Constitution, the Cabinet Member for Community Safety and Public Health, having consulted with the Leader has delegated powers to:

Agree contract variations where the decision is excluded from officer delegated powers because:

(a) in the case of any variation (other than an extension):

(i) the total value of the variation is £1 million or more; and

(ii) the total value of the variation is more than £50k and is more than 50% of the original contract value (calculated over the life of the contract including any extensions or possible extensions and adjusted in accordance with any price review mechanism provided for in the contract)

(b) Agree other contract extensions, variations or terminations where the Cabinet Member requests that a decision be referred to them pursuant to Part 3 paragraph 9.5.

- 6.3 Subject to consultation with the Leader, the Cabinet Member for Community Safety and Public Health has delegated powers to agree the proposed variation, or, under the Council's scheme of delegation, Cabinet may take the decision. While the variations referred to in this report are likely not to meet the thresholds above, officers have requested that Cabinet take the decision alongside the wider leisure recommendations.
- 6.4 Any decision to grant discretionary NNDR relief is to be taken in accordance with the Council's NNDR Discretionary Relief for Charities and Non-Profit Making Organisations Policy and in accordance with the Council's power under section 47 of the Local Government Finance Act 1988 (as amended).
- 6.5 The discretionary relief is structured through the contractual arrangements so that any additional NNDR relief is returned to the local authority through the Agency Agreement, with the result that the operator receives no net economic advantage, and no subsidy is conferred within the meaning of section 2 of the Subsidy Control Act 2022. External advice has been sought to confirm this position, and the position will be updated if any further advice requires a different approach.

Vale Farm Sports Centre

- 6.6 Vale Farm Sports Centre is operated by Sports and Leisure Management Ltd, trading as Everyone Active, under an Agency Agreement, which commenced on 1 March 2026 and runs to 31 October 2031.
- 6.7 The capital enhancements at Vale Farm Sports Centre are provided for within the Agency Agreement contract. The works will be delivered in accordance with the relevant contractual provisions and the Council's governance requirements.
- 6.8 The programme of major repairs and renewals at Vale Farm Sports Centre relates to the Council's ownership and asset management responsibilities. Delivery of these works will be undertaken through appropriate existing contractual arrangements or through the Council's procurement and governance requirements and relevant Standing Orders.

Willesden Sports Centre

- 6.9 Willesden Sports Centre is operated under a PFI contract which expires on 31 October 2031. The proposed gym reconfiguration and fitness enhancement scheme requires a variation to the existing PFI contract.
- 6.10 The proposed variation will also address related existing contractual, financial and commercial matters under the PFI agreement, including benchmarking, profit share, indexation, lifecycle and payment arrangements. This will enable the Council to regularise these matters alongside the gym reconfiguration and provide a clear contractual basis for implementation.

- 6.11 Cabinet is asked to approve the proposed variation to the Willesden Sports Centre PFI contract and to delegate authority to the Corporate Director of Service Reform and Strategy, in consultation with the Corporate Director of Finance and Resources, to finalise and enter into the necessary legal, financial and commercial documentation.

NNDR Discretionary Relief

- 6.12 The Council has discretion to award discretionary NNDR relief in accordance with the relevant business rates legislation and the Council's eligibility criteria for NNDR discretionary relief for charities and non-profit making organisations.
- 6.13 Both Vale Farm Sports Centre and Moberly Sports Centre are operated by Sports and Leisure Management Ltd, trading as Everyone Active, through its charitable trust operating model. Both facilities already receive mandatory 80% charitable relief, with this report seeking approval for discretionary relief in relation to the remaining 20% liability.
- 6.14 In considering whether to award discretionary relief, the Council must have regard to its adopted eligibility criteria, the public benefit provided by the facilities, the financial implications for the Council and the wider interests of Brent residents.
- 6.15 The proposed award of discretionary relief is considered consistent with the Council's eligibility criteria and with the wider public benefit provided by the facilities. The financial implications are set out in section 5 of this report.

7.0 Equity, Diversity & Inclusion (EDI) Considerations

- 7.1 In exercising its functions, the Council must have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not, in line with the Public Sector Equality Duty under the Equality Act 2010.
- 7.2 The proposals in this report are expected to have positive equality impacts by maintaining and improving access to key public leisure facilities serving Brent residents. Leisure centres provide important opportunities for physical activity, social connection, swimming, fitness, sport and wider wellbeing, particularly for residents who may face barriers to participation.
- 7.3 The Vale Farm improvements include investment in the women's only gym and wider fitness and wellbeing spaces. This is expected to improve access and experience for women and girls, less confident users and residents who may prefer more private or targeted provision.
- 7.4 The Vale Farm improvements include investment in the women's only gym and wider fitness and wellbeing spaces. This is expected to improve access and experience for women and girls, less confident users and residents who may prefer more private or targeted provision.

- 7.5 The investment at Willesden Sports Centre will improve the quality, capacity and layout of the gym and fitness offer. This is expected to support improved access and experience for women, older people, disabled users, less confident users and other groups who may be affected by current space constraints, equipment availability or layout.
- 7.5 The proposed enhancements at both sites will support a more inclusive and accessible leisure offer, including better use of space, improved equipment and enhanced opportunities for target groups who may be less likely to participate in physical activity. This aligns with the Council's Active Wellbeing approach and the principle of proportionate universalism: facilities remain available to all residents, but investment and support are shaped towards those facing the greatest barriers to participation. National evidence continues to show persistent activity inequalities linked to income, deprivation, disability, age, ethnicity and gender.
- 7.6 The proposed award of discretionary NNDR relief for Vale Farm Sports Centre and Moberly Sports Centre is also expected to support equality outcomes by helping sustain and improve accessible leisure provision serving Brent residents. In relation to Moberly, the proposed relief will support enhanced access for Brent residents, including resident and concession discounts aligned with those available to Westminster residents, and will support the implementation of a new community use agreement linked to St Augustine's Sports Centre.
- 7.7 No adverse equality impacts have been identified at this stage. Equalities considerations will continue to be monitored through detailed design, programming, pricing and contract management to ensure the proposals support inclusive access and improved participation.

8.0 Climate Change and Environmental Considerations

- 8.1 The Council declared a climate and ecological emergency in 2019 and committed to doing all that is reasonably within its gift to aim for carbon neutrality by 2030, while working with government to support the national 2050 target. This includes leading by example through the Council's estate and operations. Leisure centres are energy-intensive assets, and investment decisions relating to these facilities should support improved environmental performance where practical and affordable.
- 8.2 The major repairs and renewals programme at Vale Farm Sports Centre will provide opportunities, where practical and proportionate, to improve building performance through the replacement or renewal of key elements of the asset. This will include consideration of energy efficiency, lifecycle cost and resilience as works are specified and delivered.
- 8.3 The contract-linked capital enhancements at Vale Farm Sports Centre and the gym reconfiguration at Willesden Sports Centre will also seek to incorporate energy-efficient equipment, lighting and fit-out solutions where feasible, subject to detailed design, affordability and operational requirements.

- 8.4 The proposals align with the Council's wider Active Wellbeing ambitions by supporting local access to physical activity, leisure and sport opportunities. Maintaining accessible local facilities can help residents use facilities closer to home and supports the wider aim of connecting leisure provision with active travel, neighbourhood access and healthier local environments.
- 8.5 This also supports the sustainable travel theme within the Council's climate strategy, which encourages a shift towards walking, cycling and other active travel choices where practical. Taken together, the proposals have wider co-benefits for the Council's strategic priorities and for residents
- 8.6 Future investment decisions across the leisure estate and wider facility network will be informed by the emerging BFS, PPS, PFS and wider SOPM programme. This will support a more coordinated approach to asset planning, environmental sustainability, climate resilience and long-term investment across the built leisure facility network serving Brent residents.

9.0 Human Resources/Property Considerations

- 9.1 There are no direct Human Resources implications arising from the recommendations in this report. The proposals relate to capital investment, contractual arrangements and financial measures associated with existing leisure facilities.
- 9.2 Vale Farm Sports Centre and Willesden Sports Centre are key leisure facilities serving Brent residents. The proposed package will support the Council's asset management responsibilities by improving building condition, operational resilience, facility quality and the customer offer.
- 9.3 The major repairs and renewals programme at Vale Farm Sports Centre will help maintain the facility in a safe, compliant and operational condition over the period to 2031. The contract-linked capital enhancements at Vale Farm and the gym reconfiguration at Willesden will improve the use, quality and resilience of existing space within the facilities, and support the Council's long-term position ahead of PFI expiry.
- 9.4 Moberly Sports Centre is not owned or operated by the Council but is located within the borough and forms part of the wider built leisure facility network serving Brent residents. The proposed discretionary NNDR relief does not create any property ownership or asset management responsibility for the Council in relation to Moberly.
- 9.5 The proposed works at Vale Farm and Willesden will be delivered within live operational leisure facilities. The relevant operators will be responsible for managing day-to-day operational impacts, including communications with staff, users and residents where required, access arrangements and service continuity during works.

9.6 Any property, technical or asset management issues arising during delivery will be managed through the Council's existing contract management, property and capital governance arrangements.

10.0 Communication Considerations

10.1 There are no statutory communication or consultation requirements arising directly from the recommendations in this report.

10.2 Given the range of issues covered in this report, including capital investment, NNDR relief and contractual matters, communications will need to be clear, factual, timely and resident-focused. Messaging will emphasise the benefits for Brent residents, the investment in health and wellbeing, and the Council's financially responsible approach to managing leisure provision.

10.3 Communication with residents and users will be required during delivery of the works at Vale Farm Sports Centre and Willesden Sports Centre, particularly where works may affect access, programming, opening arrangements or the customer experience. Advance notice will be provided where works affect areas of the building, timetables, access routes or service availability. This will be managed by the operators, supported by Council officers as required.

10.4 Public messaging will emphasise that this is a positive package of investment and improvement in leisure facilities serving Brent residents. It will protect existing assets, enhance the quality and accessibility of the offer, support more inclusive participation, and form part of the Council's wider transition towards Active Wellbeing.

10.5 Communication relating to Moberly Sports Centre will make clear that the facility is not owned or operated by the Council but is located within the borough and forms part of the wider leisure facility network available to Brent residents. Messaging should explain the resident benefit, including access to swimming, fitness and wider physical activity opportunities, enhanced resident and concession discounts, and the implementation of a new community use agreement linked to St Augustine's Sports Centre.

10.6 Ward Members will be kept informed of relevant site works, operational impacts and resident communications where appropriate, including through ward member briefings and Members' Bulletin updates where required. Wider engagement on the future role of leisure facilities and physical activity provision will continue through the emerging Active Wellbeing Strategy, BFS, PPS, PFS and wider SOPM programme.

10.7 Communications will be tailored for key audiences, including current users, Ward Members, nearby residents, clubs and community groups. Service communications will be timely, practical and written in plain English.

Report sign off:

Rachel Crossley

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Legal considerations provided by:

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Finance considerations provided by:

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