



## Resources & Public Realm Scrutiny Committee

### 21 February 2018

### Report from the Strategic Director of Regeneration & Environment

## Wembley Regeneration

<b>Wards Affected:</b>	Tokyngton and Wembley Central
<b>Key or Non-Key Decision:</b>	Non-Key
<b>Open or Part/Fully Exempt:</b> (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
<b>No. of Appendices:</b>	2
<b>Background Papers:</b>	(As below)
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### 1.0 Purpose of the Report

- 1.1 Wembley is the largest growth area in the borough and home to the National Stadium. Regeneration continues to deliver transformational change in the area, with new jobs, homes, infrastructure all coming together to make a new place.
- 1.2 This report provides an overview of the Wembley regeneration to date, summarising the vision and planning policy framework, then focusing on some of the physical, economic and important social aspects of the regeneration.

### 2.0 Recommendation(s)

- 2.1 To note the contents of this report

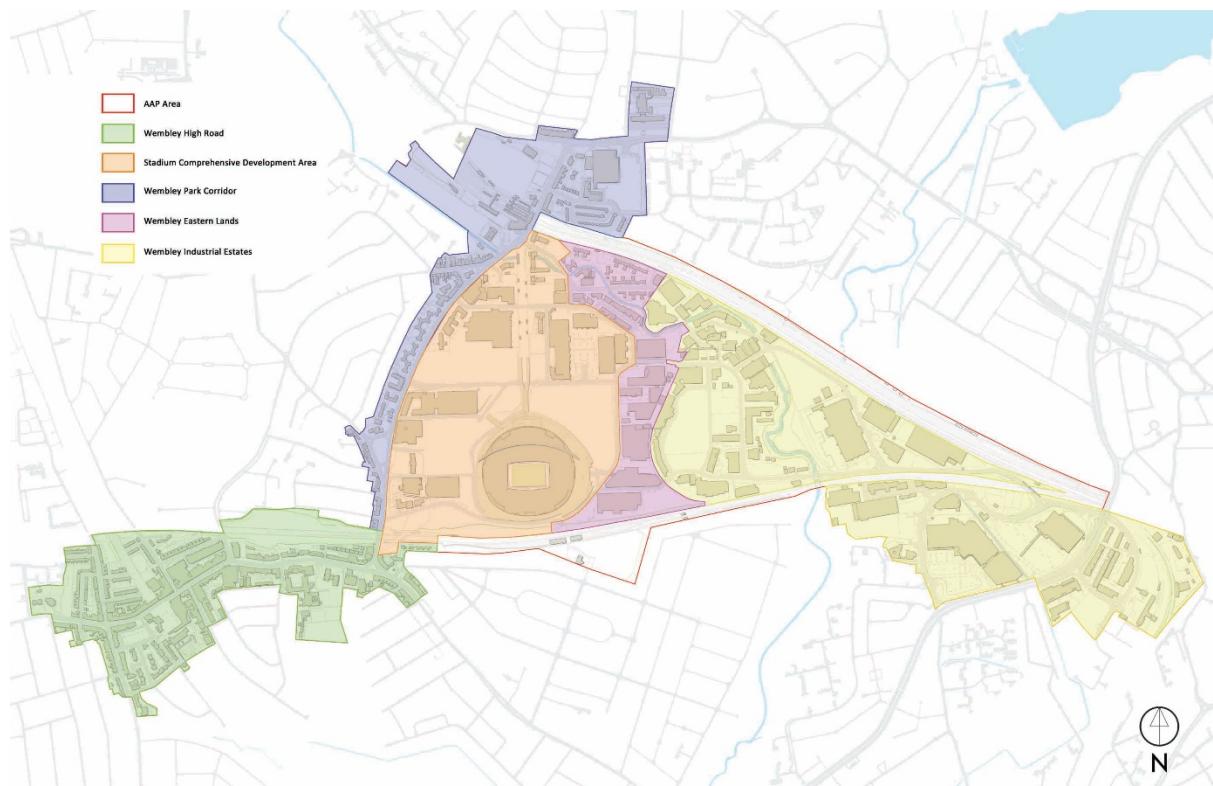
## 3.0 Detail

### 3.1. Vision & Planning Policy Framework

3.1.1 Brent Council's *Vision for Wembley* (2002) was bold and ambitious: to develop Wembley as a destination, which would help drive the economic regeneration of Brent, further promote its cultural and leisure offer, and deliver a thriving city quarter. *Wembley Calling* (2015) has more recently taken stock of the regeneration of the past 15 years, and set out how mixed and inclusive regeneration can be expressed in five local neighbourhoods moving forwards: Wembley Park, Wembley Triangle, Wembley Industrial area, Wembley Central and Ealing Road.

3.1.2 Wembley was designated an Opportunity Area in the original London Plan in 2004 with significant capacity to deliver new homes and new jobs. Brent Local Plan Core Strategy (2010) also identifies areas considered best suited to accommodate new growth. Wembley is the largest such growth area, with the capacity to provide at least 11,500 new homes, together with 10,000 new jobs across a range of different sectors.

3.1.3 Brent Wembley Area Action Plan (WAAP) (2015) provides a dedicated strategy for regeneration and growth in Wembley to 2030, with a framework of planning objectives, 40 policies and guidance that seek to shape how major regeneration around the Stadium, housing, jobs, retail and leisure uses, the natural environment, transport and infrastructure will be delivered in the area. WAAP also spatially plans across the 230 hectares of land, identifying five core localities and designating 31 site allocations that set out suitable land uses, infrastructure requirements and development capacities.



### **3.2. Physical Regeneration**

#### **Quintain Estates & Development**

3.2.1 Regeneration in Wembley has been catalysed by the redevelopment of Wembley Stadium in 2007 and accompanying transport improvements, including to Wembley Park, Stadium and Central stations, and other supporting infrastructure.

3.2.2 Quintain Estates & Development (QED) acquired 44 acres of exhibition land and car parks surrounding Wembley Stadium prior to its redevelopment in 2002, and increased their landholdings to 85 acres with subsequent acquisitions. QED have invested over £1bn of capital expenditure in the Wembley area, and plan to invest a further £2bn over the next 5 years. QED as the major landowner and developer in the area are seen therefore to provide commercial underpinning for the regeneration of Wembley's built environment. Once redundant and underutilised commercial land has been transformed into a modern urban setting, with a comprehensive range of business, leisure, civic and community uses, as well as significant new housing to accommodate a new and growing population.

#### **Strategic Planning Applications**

3.2.3 QED regeneration has been permitted and delivered through a number of major strategic planning applications over the past 15 years. The acquisition of QED by LoneStar for £0.8bn in 2015 and movement towards Private Rented Sector (PRS) led housing development, have accelerated the delivery of the most recent QED Masterplan scheme (2016) that today sees over 3,000 new homes under construction. Key headline deliverables are set below and secured under s106 planning agreements :

- Planning consent granted for around 9,500 new homes in the Wembley Growth Area, within the current LB Brent Local Plan period, with around 5,800 of those homes completed or currently under construction.
- Over 30% affordable housing secured in new QED Masterplan permissions
- Significant retail, leisure, food and beverage facilities secured, with around 52,000sqm delivered to date, including the London Designer Outlet Centre.
- 9-screen cinema, plus several gyms (including 6-lane 25 m swimming pool) and other leisure facilities. Total floorspace delivered around 18,000sqm.
- Over 2,000sqm workspace delivered, and a new 10,000sqm Grade-A office building currently under construction.
- Over 4,000 new jobs delivered versus the Local Plan 10,000 new jobs target.
- Transport and public realm improvements delivered and secured include works to Olympic Way, improvements to road, pedestrian and cycling infrastructure, improvements to Wembley Park, Stadium and Central Stations, and significant contributions towards bus improvements.
- Outline consent granted for a new 3 form of entry primary school (with 60 nursery places) with reserved matters application recently submitted. One nursery has been delivered and another is currently under construction.

- One community centre delivered, and outline consent secured for another.
- Outline consent for a new health centre, with delivery expected in 2020/2021.
- 1 acre public park delivered, and larger 7 acre park secured through planning consent, with the first half of the larger park due to complete in 2020.

### **Community Infrastructure Levy**

3.2.4 After mandatory affordable housing relief is granted, QED development to date has triggered liability for payment of £31.8m of borough Community Infrastructure Levy (CIL), of which £11.4m has been collected to date. 85% of the borough CIL is used to deliver strategic infrastructure, 15% is top sliced for neighbourhood projects (NCIL – more details below under 3.4.10)

### **Wembley Housing Zone**

3.2.5 Mayor of London designation of Wembley as a Housing Zone in 2015, sees fresh focus on key sites at the eastern end of Wembley town centre, known as the 'Wembley Link' area, with the vision of better connecting the town centre with the new development coming up around Wembley Park.

3.2.6 Backed by £8m GLA investment, the Council is working with landowners in the town centre to promote more comprehensive development along the High Road, providing a strong active frontage and public realm that links eastwards into Wembley Park.

3.2.7 The planned approach will deliver over 650 new homes, targeting a minimum 35% affordable housing, and approximately 4,000 square metres of new commercial floor space, along with supporting infrastructure, including re-orientating the key Wembley triangle junction and new public realm.

## **3.3 Economic Regeneration**

### **10,000 Jobs Target**

3.3.1 The Wembley regeneration provides the opportunity to intensify business uses and activities in the area and to boost the local economy. QED has worked in partnership with the council's Employment, Skills and Enterprise team to maximise employment, apprenticeship and training outcomes for Brent residents. This partnership has resulted in significant local socio-economic impacts as a direct result of the Wembley Park development.

3.3.2 QED report that 4,000 jobs have been created to date as a result of the development, including both construction and 'end-use opportunities' such as the London Designer Outlet (LDO) retail, cinema and hospitality jobs on offer.

3.3.3 The latest construction phase of the programme of development that started in 2016 has seen employment of Brent residents rise to over 40% of jobs on site. The shared aspiration of QED and the Council is to ensure a minimum 30% local labour working on site by completion of the build programme.<sup>1</sup> The local labour proportion tends to fluctuate over the course of construction,

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<sup>1</sup> The data of Brent residents working on site, as a proportion of the overall workforce, is tracked using bio-metric information captured at the entry and exit gates of each contractor's site in Wembley Park.

with slightly higher proportions of local labour at earlier phases on the build, and higher proportions of external labour seen for the final interior fit-out.

## Employment & Apprenticeships

3.3.4 QED and the Council also work to support unemployed Brent residents into the construction and end-use jobs created by the Wembley regeneration. From 2014-15 the Brent Works service (previously called Wembley Works) has supported over 500 job outcomes via the LDO and hospitality opportunities. Recruitment continues with the LDO and hospitality trade. For example, the Ibis hotel now recruits regularly through Brent Works, with pre-employment courses provided by Brent Start adult education service, in 'Sector Based Work Academies' that provide guaranteed interviews if the course is completed. The latest course with 12 Brent residents completed February 2018, with interviews scheduled for later this month. Another notable up and coming opportunity will be the opening of the Premier Inn being built by McAleer and Rushe within the Wembley Park development.

3.3.5 From 2016, the work to deliver construction outcomes via the development was taken forward in partnership, overseen by an Employment and Skills Construction Board (chaired by QED, with representation from the Council Employment, Skills and Enterprise team, lead construction contractors from across the Wembley Park development<sup>2</sup>, College of North West London, and Department for Work and Pensions). The Construction Board has agreed the following targets to support Brent unemployed residents or school leavers into construction roles in Wembley Park. Contractor target split is proportionate to the size of their build programme, and requirements are passed through to their supply chains. Emphasis is on the creation and completion of apprenticeships, which will provide sustainable career paths (note, these can be taken up by residents of any age).

<b>Employment &amp; Apprenticeship targets for 2016 QED Masterplan</b>	
<b>Jobs for unemployed residents</b>	<b>Apprenticeships – Brent residents<sup>3</sup></b>
49	132

<b>Employment &amp; Apprenticeship Outcomes to date for 2016 QED Masterplan</b>				
<b>Jobs for unemployed Brent residents</b>	<b>Jobs for Brent residents</b>	<b>Apprenticeships created and filled</b>	<b>Apprenticeships created and filled who are Brent residents</b>	<b>Total Number of Trainees<sup>4</sup> (these are Brent residents)</b>
7	30	57	19	4

3.3.6 Brent Works provides support to Brent residents, with advice and guidance, connecting them to the available opportunities, and assisting them with their

<sup>2</sup> Currently the membership includes Sisk, McLaren, Wates, and McAleer & Rushe who are leading the construction across Wembley Park.

<sup>3</sup> These are across a range of trades, including but not limited to bricklaying, mechanical & electrical, plumbing, groundwork, logistics managers, engineering, carpentry, metal formwork, business administration, and quantity surveying. They have ranged from Level 2 to Level 6 qualifications.

<sup>4</sup> The idea of 'Trainees' was driven by Wates in the Wembley Park scheme. 4 roles were recently created to enable people to access work with a package of on-site training, but who may have struggled to secure an apprenticeship. The aim is to track the trainees progress, to see if they start apprenticeships or other positive employment progression.

engagement on the apprenticeship training they need to undertake (e.g. with the College of North West London and other training providers).

### **Supply Chain**

- 3.3.7 The construction of the Brent Civic Centre was used as an opportunity to pilot improved leverage of opportunities for the local supply chain. The programme worked with 26 Brent based companies, with spend of £2.1m. 137 Brent residents worked on the Civic Centre construction site, with a further 60 work experience placements/ traineeships. 971 school students were engaged via the programme focussed on career talks, activities and work experience.
- 3.3.8 Learning from the Civic Centre programme is being utilised to launch a new supply chain project this year. It will bring together the lead contractors in the Wembley Park development – along with developers from across Brent – to promote tender opportunities of all sizes to local SMEs. A construction sector-based ‘Meet the Buyer’ event is planned for July 2018, as part of a council contract to increase access to contract opportunities for Brent SMEs. This contract is being delivered by BE Group, utilising grant funding secured through the Greater London Authority (GLA). The project will also provide workshop-based and one to one support for SMEs to help them bid for contracts.

### **Small Business Saturday**

- 3.3.9 Small Business Saturday campaigns to celebrate the fantastic small businesses in the UK and encourage communities to support them at a key time in the shopping calendar. Brent Council Regeneration have been supporting activities to promote small business, particularly retailers in high streets on “Small Business Saturday” since 2013. Activities have included a small business expo at the Civic Centre in 2013, high street walks and social media promotion. In 2017 a number of awards were given to high street businesses to celebrate their success and good practice, supported by photo calls with the Leader and Cabinet Member for Regeneration, Growth, Employment & Skills, with press release and communications coverage.

## **3.4 Social Regeneration**

### **Social Infrastructure**

- 3.4.1 Social infrastructure is critical to the success of the Wembley regeneration and to ensure new development is sustainable into the longer term. Education, sports and leisure, community infrastructure, and open and play space (as noted above under 3.2.3) has all been delivered, and is due to be delivered through, s106 planning obligations, together with strategic infrastructure and neighbourhood projects funded by borough CIL receipts.
- 3.4.2 Backed by the Education Funding Authority (EFA), Brent has also established the new Ark Academy mixed all-through school in 2012, expanded a number of local primary schools to provide additional forms of entry to support the key requirement for school places for the 5 – 11 year age group, and has seen the redevelopment of the dilapidated Copland School, with the Ark Elvin Academy due open in the spring.

## **Affordable Workspace**

- 3.4.3 Commercial spaces are becoming increasingly unaffordable throughout London. In order to support a balanced mix of business activities in the regeneration coming forward in the Wembley area, the Council has secured new commercial space that is discounted from market rents and leased to not for profit organisations. This “affordable workspace” typically provides an opportunity for uses such as artist studios, business incubators and maker-type workspaces, with reasonable priority given to local residents to access and occupy the workspace.
- 3.4.4 Backed by New Homes Bonus (NHB) top-slice funding, Second Floor Studio Arts are working with QED to fit out 26 new artist studio spaces, which will accommodate artists working with a variety of creative media including textile, painting, sculpture and film. The studios are due to open next month, with half due to be let to Brent residents. The Council is in discussions with QED over a second larger phase of affordable workspace which is due to come forward around 2021-2.

## **Meanwhile Uses**

- 3.4.4 Temporary and meanwhile uses are also provided to support the ongoing long term regeneration of the Wembley area, by activating what would otherwise be empty spaces. Most notably QED have provided a wide range of community events and classes at the Yellow Pavilion, and a children’s play area outside of the LDO, both on a medium term basis.
- 3.4.5 The Meanwhile Brent Partnership with the Meanwhile Foundation charity and Meanwhile Space has also occupied a number of empty buildings allocated for redevelopment on a temporary basis for charitable, affordable workspace and enterprise uses. These include the former Cottrell House and the former Chesterfield House. Proposals are currently under consideration for meanwhile use of the now vacant Ujima House.

## **Wembley High Street & Wembley Park Drive**

- 3.4.6 GLA High Street and NHB top-slice funds have delivered a number of small but important projects, which have benefited local businesses, and supported the vitality of the existing shopping streets that surround the more intensive large scale regeneration at Wembley Park.
- 3.4.7 The award-winning Digital High Street project was rolled out over 2015-17, with 20 businesses along Wembley High Road taking advantage of training sessions in digital expertise and small capital grants to improve their skills and build online capacity to promote their businesses. One to one support was also provided for retailers on merchandising and product displays. Shopfront improvement works were carried out over 2016-17 on 16 properties and 20 flats along Wembley Park Road, plus a traders’ network established.

## **Wembley Park Community Fund & Neighbourhood CIL Projects**

- 3.4.8 The Wembley Park Community Fund is a new £150,000 fund led by QED in partnership with current on site contractors Wates, McLaren, John Sisk and Son, and McAleer and Rushe. The Fund aims to make a real difference to local residents in Wembley Park and the surrounding area by encouraging community engagement, participation and place-making through a small grants programme funding a variety of community and voluntary led activities.
- 3.4.9 39 applications were received and following short listing, assessment and due diligence, 7 were chosen on the basis of the Brent Borough Plan Better Places, Better Lives, Better Locally priorities. The full list of recipients and grants are listed at Appendix 1.
- 3.4.10 As above, 15% of all borough CIL collected in Wembley is allocated to Neighbourhood CIL (NCIL) projects. The first set of projects were allocated last year, with 7 projects in Wembley receiving almost £250,000, for town centre initiatives, tree-planting and a local music project. The full list of NCIL recipients and grants are listed at Appendix 2.

#### **4.0 Financial Implications**

- 4.1 There are no financial implications from this paper, however should Scrutiny make recommendations for Cabinet financial implications will need to be assessed.

#### **5.0 Legal Implications**

- 5.1 There are no legal implications from this paper.

#### **6.0 Equality Implications**

- 6.1 There are no equality implications from this paper, however due consideration to equalities (including for any equalities impact assessments) is given on all major regeneration schemes.

#### **7.0 Consultation with Ward Members and Stakeholders**

- 7.1 Scrutiny Members were accompanied on a site visit by Officers, around the Wembley regeneration area, prior to Committee.

#### **8.0 Human Resources/Property Implications (if appropriate)**

- 8.1 None

#### **Appendices**

Appendix 1 - Appendix 1 - 20170822 Wembley Park Community Fund Recipients

Appendix 2 - 20171001 NCIL Projects

#### **Background Reports**

Wembley Vision (2002)

<https://www.brent.gov.uk/media/878010/Wembely%20vision.pdf>

Wembley Calling (2015)

<https://www.brent.gov.uk/media/13023448/Wembley%20Calling%20vision%20document.pdf>

Wembley Area Action Plan (2015)

<https://www.brent.gov.uk/media/12978016/WAAP%20adopted%20version.pdf>

#### **Report sign off:**

**AMAR DAVE**

Strategic Director of Regeneration & Environment