

# GREATER LONDON AUTHORITY

██████████

(By email)

Our Ref: MGLA180221-6343

29 March 2021

Dear ██████████

Thank you for your request for information which the Greater London Authority (GLA) received on 17 February 2021. Your request has been dealt with under the Freedom of Information Act 2000.

You asked for;

*Please provide details of any and all correspondence between the GLA, and Brent Council / South Kilburn Trust, relating to the Granville and Carlton redevelopment.*

*Please include all funding applications (both successful and unsuccessful) submitted by Brent Council and South Kilburn Trust related to the centres, and any supporting documents associated with these funding applications.*

Our response to your request is as follows:

I have placed the information within scope of your request on to our Disclosure Log due to the volume and file sizes:

<https://www.london.gov.uk/what-we-do/eir-good-growth-granville-carlton-mar-2021>

After careful consideration, we have decided that some of the information covered by your request is exempt information by virtue of the disclosure-exception provisions found under regulation 12(5)(e) of the EIR.

Regulation 12(5)(e) applies when disclosure would adversely affect the confidentiality of commercial or industrial information where such confidentiality is provided by law. We consider that the redacted information is commercial or industrial in nature. The redacted information relates to detailed budget information.

The information is covered by the common law obligation of confidentiality, the information is not trivial in nature, nor is it in the public domain. The redacted Information is therefore to be protected by confidentiality provided by law. Disclosure of the information would inevitably harm the confidential nature of it and therefore the exemption at Regulation 12(5)(e) is engaged in respect of disclosure of the redacted information.

Regulation 12(5)(e) constitutes as qualified exemption from our duty to disclose information under the EIR, and consideration must be given as to whether the public interest favouring disclosure of the information covered by this exemption outweighs the public interest considerations favouring maintaining the exemption and withholding the information.

The GLA acknowledges that there is a public interest in the activities being undertaken with regards to the £70 million regeneration programme to support growth and community development in London. However, it is not in the public interest to release information which would be likely to prejudice the Council's commercial interest during live procurement exercises.

We therefore find that the public interest is therefore balanced in favour of non-disclosure of the redacted information because of the harm its release would cause. If you have any further questions relating to this matter, please contact me, quoting the reference MGLA180221-6343

If you have any further questions relating to this matter, please contact me, quoting the reference at the top of this letter.

Yours sincerely



**Information Governance Officer**

If you are unhappy with the way the GLA has handled your request, you may complain using the GLA's FOI complaints and internal review procedure, available at:

<https://www.london.gov.uk/about-us/governance-and-spending/sharing-our-information/freedom-information>

## **South Kilburn Enterprise Hub – London Regeneration Fund Application Addendum**

### **1. INTRODUCTION**

This paper should be considered as a variation on the previous approved proposal which is submitted as a direct result of further design development. It proposes a more certain and deliverable scheme with clear outputs particularly in regard to the Enterprise Hub.

**Key benefits of the updated project are:**

- circa 1500msq of new enterprise space
- New community space to potentially include a nursery and children's centre, to deliver an equivalent amount of net useable space as in the current buildings across the Enterprise Hub and community space
- The remainder of the land to be utilised for new homes for South Kilburn comprising a mix of tenures

**Within the current LRF programme period the project will deliver:**

- 500msq of workspace (mix of small units and co-working space) including accommodation for SK Trust premises
- 400msq of community /event space
- A sustainable future for up to 30 South Kilburn Studio businesses

### **2. DETAIL**

Since the previous funding application was submitted by the Council in partnership with South Kilburn Trust (SKT) there has been significant progress on the development of the Enterprise Hub vision, in order to maximise the benefits of a comprehensive approach to development.

A paper has been submitted to the Council's Cabinet on the 25th July, whereby approval was given for the option for redeveloping the Carlton & Granville Centres, Granville Road, London, NW6 5RA (the subject site) to deliver an Enterprise Hub, complimentary community space and new homes. The report stipulated the scheme would provide 95 new homes, an Enterprise Hub and 3274sqm of additional community use space. This initial scale and massing concept will need to be tested against planning policy and the design principles of the South Kilburn Master plan but the broad parameters of the desired development are agreed at Cabinet level as is the support for the specific delivery of the Enterprise Hub and community space.

As referenced above, Cabinet also decided that the site should be included within the scope of the South Kilburn Master plan review to ensure the scheme fits within the context of wider physical change and represents good place making. A copy of the Cabinet report can be accessed <http://democracy.brent.gov.uk/documents/s42545/reg-enterprise-carlton-granville.pdf>

The proposal now based on the Cabinet approved option is:

Phase 1 proposes an immediate move of SKT and South Kilburn Studios to the Granville Centre for a period up to five years. Phase 1 will deliver around 900msq of workspace and allow SKT to immediately operate the Enterprise Hub and accommodate the South Kilburn Studio businesses as its first tenants, thus maintaining continuity. The terms for a short term lease have been verbally agreed by both parties (Council and SKT) with a plan to complete Phase 1 by the end of this Financial Year.

Phase 2 seeks to maximise the redevelopment potential of the Carlton & Granville Centres and secure a modern, larger and purpose built Enterprise Hub. This will be delivered adjacent to the Phase 1 Enterprise Hub on Granville Centre and again will allow for continuity of service delivery as the Phase 1 Enterprise Hub will continue to operate until such time as the Phase 2 model is ready for occupation and operation. The proposed phasing is as shown on the slides which were used as Information Boards during the recent Public Consultation

<https://www.brent.gov.uk/media/16405247/cg-consultation-boards.pdf>.

## 2.1. Public Consultation

To this end the proposal has now been incorporated within the South Kilburn Master plan Review 2016 (Master plan), and the scheme is being developed in as part of the wider Master plan.

As part of incorporating the proposal into the wider Master plan, the Master plan architects have taken the key principles of creating an Enterprise Hub, Community Space and housing and re-visioned this within the principles of the Master plan. These boards show this development <https://www.brent.gov.uk/media/16405247/cg-consultation-boards.pdf> This process has meant that the amount of housing and community space will change, but the vision of creating a new Enterprise Hub with a minimum of 1500sqm remains. The temporary Enterprise Hub in Phase 1 is now envisioned to be required for a longer period to ensure a well-designed prominent Enterprise Hub, that integrates well with the wider master plan, is provided in Phase 2.

A public consultation event was carried out on the 1st of September 2016. The boards which were presented are here <https://www.brent.gov.uk/media/16405247/cg-consultation-boards.pdf>.

Responses to the public consultation close on the 27<sup>th</sup> of September 2016.

The Council has established a project board for the redevelopment of the Carlton and Granville Centre sites. This Board consists of relevant internal Brent officers, SKT and the GLA.

## 2.2. Project Timetable

The South Kilburn Estate Regeneration Team has reviewed the timetable for completing the above.

An indicative timetable is:

Action	Start	End
Public Consultation		01/09/16
Consultation with users of the current Centres		30/09/16
Cabinet Paper		15/11/16
Refurbishment of Granville Centre Complete for Phase 1 Enterprise Hub		28/02/17
South Kilburn Trust Move to Granville Centre		31/03/17
South Kilburn Studios Move to Granville Centre		31/03/17
Design Team Procurement	16/11/16	28/02/17
Design Development	01/03/17	30/06/17
Planning Submission	03/07/17	31/10/17
Developer Procurement	01/11/17	01/06/18
Build – Enterprise Hub and Community Space	04/06/18	02/06/20

The indicative timetable does show that the Phase 2 Enterprise Hub would not be delivered within the GLA funding timescale. However the Phase 1 Enterprise Hub would be up and running delivering a continuous service from as early as the start of 2017. At this point outputs would start to be realised.

### **3. ENTERPRISE HUB FUNDING**

The full funding identified by the GLA is still being sought in this revised proposal. The funding would be used for:

#### **3.1. Refurbishment of the Granville Centre**

As the Enterprise Hub Phase 1 will be in the Granville Centre for a longer period of time than initially envisaged, the refurbishment of the Granville Centre in the interim would be to a higher quality. Indicative costs supported by a Cost Consultant can be supplied for this revised proposal but the previous cost supplied for the previous iteration can be taken as the minimum spend. SK Trust are ready to instruct on this matter subject to a positive feedback from the GLA.

#### **3.2. Fees for the Design and Development of the new Enterprise Hub**

We would seek that part of the funding is used towards the fees for developing the Enterprise Hub Phase 2. The planning decision would be expected within the timescales for the funding and, as a result, an output of “planning received for a new Enterprise Hub” would be achieved within the timescales of the funding. The architects used to develop the initial vision were RCKa. The Council had engaged with Feilden Clegg Bradley Studios (FCBS) to work on the Master Plan, as such FCBS took forward the development of the proposal for the consultation event. In the longer term the Council will go out to procurement for an architect led design team. We would envisage using the Architecture, Design and Urbanism Panel for this. Where possible we would ask that whoever is appointed engage and liaise with the practices previously involved to better understand the design development.

The funding could also be used for early site investigations to inform the development.

Depending on the process used to procure a developer and or potentially a contractor, the Council could look at demolishing the Carlton Centre building under a separate contract. This would allow for a start on site ahead of the end of March 2018 and would form another achieved output of the GLA Funding.

The Enterprise Hub would form part of the wider Carlton and Granville Centres site and at this time we would envisage one design team and one planning application. If this is the preferred approach we would, naturally, only apportion out the Enterprise Hub element of the fees to the GLA funding.

As previously disclosed a financial contribution toward the Enterprise Hub build costs would come from the South Kilburn Trust with the balance from Brent Council.

The Council would input the costs required to build out the housing and community space, and balance of the Enterprise Hub. This would be funded through the receipts realised as a result of the redevelopment of the site.

The Council is also making available this asset for the creation of the Enterprise Hub and foregoing any alternative development options. Thus this opportunity cost should be recognised as forming a part of the Council's contribution to the delivery of this scheme.

Full financial testing of the new proposal is required to identify all the costs and viability.

#### **4. UPDATES/CHANGES/OUT OF SCOPE IN ORIGINAL BID**

The new proposal will have a continuous delivery for the Enterprise Hub. Enough Community Space is being sought to allow for a continuous delivery of the nursery and children's centre should this be desired. The Council is meeting with all users to discuss the options for the current provisions. The Council has met with Brent START who occupy the Carlton Centre. As part of their own property strategy, unrelated to this proposal, they will be exiting the building by the end of the 16/17 financial year; this will free up the entire Carlton Centre site bar the nursery (for which we are suggesting a relocation to the Granville Garden and Concord Café).

##### **4.1. Peel Site**

The site assembly for Peel has already commenced. A number of the retail units have already been taken back by the Council, with a number of secure residential tenants moving to other properties and the Council has also commenced acquiring residential leaseholder properties. The South Kilburn Studios are required for an early phase of the Peel development and the South Kilburn Trust offices, currently located in Carlton Hall, are required to decant a Doctor's Surgery from one of the retail units on the Peel site. The Peel Site is expected to start building out late 2017/early 2018.

##### **4.2. Outputs**

Importantly the initial accommodation plan will enable the project to deliver many of the outputs stated within the original bid. These will relate to the following headings:

- Jobs Created & Safeguarded
- Businesses Supported
- Desk Space and Office Units Created
- Delivery of Business Support Services
- Training & Skills (Workshops & Seminars)
- Community Events
- These outputs in the initial phase will be less than was envisaged in the previous bid form, however this is off set to a degree by the ability to immediately deliver these outputs from occupation of the Granville Centre by the end of the financial year rather than as envisaged in the previous bid mid-2018
- Refurbished Granville Centre to provide the Enterprise Hub space

Building Impacts/Wider Impacts Outputs/Outcomes

In terms of the Construction/Delivery Outputs, a refurbished Granville Centre for interim use will be realised and planning permission for a new Enterprise Hub will be realised. The other Construction/Delivery Outputs would not be realised during the current LRF programme period.

##### **4.3. Partnership with South Kilburn Trust**

The structure of the relationship and long term lease options with SKT need to be further discussed and agreed. The procurement and project management arrangements will also be developed as part of the Council's Concept and Business Case documents

#### *4.4. Funding Costs*

The Council (or SKT) is to appoint cost consultants to review the new proposal, following the conclusion of the consultation period. Once the funding is known this will be submitted to the GLA.

However, the Council does anticipate that the previously approved funding, confirmed as available from the GLA for the earlier bid, would still be required to cover: refurbishment, design costs and early works/investigations including demolition.

SKT has confirmed it will match fund the GLA contribution.



**Cabinet**  
25 July 2016

**Joint Report from Strategic Director  
of Resources and Strategic Director  
for Regeneration and Environment**

Kilburn

**Carlton and Granville Centres, Granville Road, NW6 5RA –  
redevelopment and investment proposals**

**1.0 Summary**

- 1.1** The Cabinet approved Strategic Property Plan 2015-19 sets out a presumption for Brent to retain its limited property assets, utilising them to support regeneration, generating revenue savings, and capital investment for new income generation.
- 1.2** In January 2016 Brent successfully secured £1.8m from the London Regeneration Fund (LRF) which was matched funded with a further £2m (£1.5m capital & £500k revenue) from the South Kilburn Trust (SKT) to deliver a new Enterprise Hub as part of addressing the lack of good quality, small workspace provision in the borough and provide a permanent location for the South Kilburn Trust to continue to deliver services and support to the local community within South Kilburn.
- 1.4** This report updates Members on proposals to deliver a new Enterprise Hub and proposes the re-development of the Carlton and Granville Centres as a location for the Enterprise Hub and deliver 95 new home with additional community space.

**2.0 Recommendations**

- 2.1** That Cabinet approve Option 2 for redeveloping the Carlton & Granville Centres, Granville Road, London, NW6 5RA (the subject site) to deliver 95 new homes, an Enterprise Hub and 3274sqm of additional community use space.
- 2.2** That Cabinet agree a further update will be provided to formally approve final scheme plans and the required capital investment to bring forward the phased redevelopment of the Carlton & Granville Centres and ensure continuity of occupation for the Enterprise Hub within the site.



- 2.3** That Cabinet agree the site is included within the scope of the South Kilburn Masterplan review to ensure wider place making considerations are incorporated.
- 2.4** That Cabinet instruct the Strategic Director for Resources in consultation with the Strategic Director for Regeneration & Environment, Chief Legal Officer and Chief Finance Officer to enter into a legal agreement with the South Kilburn Trust and the GLA to secure their funding contributions in return for project delivery of the Enterprise Hub by March 2018, and setting out Council commitment to underwrite the shortfall in project funds.
- 2.5** That Cabinet delegate authority to the Strategic Director for Resources in consultation with the Strategic Director for Regeneration & Environment, Chief Legal Officer and Chief Finance Officer to oversee scheme development through further viability testing, local consultation, and planning consent.
- 2.6** That Cabinet delegate authority to the Strategic Director for Resources in consultation with the Strategic Director for Regeneration & Environment, Chief Legal Officer and Chief Finance Officer in respect to any works and/or professional services contracts for scheme development to agree pre-tender considerations, invite tenders and thereafter award the contract.

### **3.0 Detail**

#### **Carlton & Granville Centres**

- 3.1** The Carlton & Granville Centres occupy a site of 0.398 hectares (0.983 Acres).
- Appendix 1 – Is a location plan showing where the Carlton & Granville Centres are.
  - Appendix 2 – Is a site plan highlighting the total Carlton & Granville Centres area that is to be redeveloped as part of this project.
- 3.2** As part of the original LRF submission that was agreed by Cabinet in March 2016, the preferred option was to redevelop the OK Club to include residential, a community building and an Enterprise Hub. However the OK Club withdrew from the process during negotiation.
- 3.3** Since then the Council has been actively looking at alternative delivery options. The proposed redevelopment of the Carlton & Granville Centres represents a significant improvement on the previous LRF bid on the OK Club site because the Council own the land at the Carlton & Granville centres and have an opportunity to develop a long-term development strategy for an underutilised asset.

#### Existing Use

- 3.4** The premises comprise a building previously part used as a youth centre based around a traditional hall at the Granville Centre with modern extensions to provide a children's centre run by Barnardo's, a children's nursery and the adjoining adult education centre 'Brent Start' housed in the Carlton Centre.

There is one continuing part time user at the Granville (Otherwise Club) and a small café serving Brent Start employees/users in the Carlton Centre

- 3.5** A major attraction of this site for redevelopment is that the Granville Centre is heavily under-utilised with the building currently about 90% vacant. Given that the Youth Centre left in April 2016 we have an empty Granville Centre. It is also proposed that Brent Start will be looking to vacate the Carlton Centre within the next 12 months. Going forward it is likely that we will have two vacant Council assets. The site also has good access to/from Carlton Vale and there is likely to be some synergy with the adjoining nursery, as users of the Enterprise Hub may well have young families.

#### Business Case

- 3.6** 'Do Nothing' is not an option and has many implications for the Council that are outlined below:

- The Council's reputation with the Greater London Agency (GLA) will suffer as a result of non-delivery and this could impact on future funding bids if Brent is perceived as a 'risky' investment prospect.
- South Kilburn Studios will be evicted from their current location in Canterbury Road which will leave up to 30 small businesses with no premises to operate from.
- Loss of goodwill with the South Kilburn Trust (SKT) who may need to find alternative accommodation as their existing office on Denmark Road is earmarked as a temporary surgery for one of the GP practices expected to move into the new premises when constructed.
- The Council will not be realising the full potential of an asset that could be used to meet wider community needs in terms of housing, employment and general well-being.

- 3.7** The proposed redevelopment of the Carlton & Granville Centres provides a unique opportunity for the Council to provide new workspace accommodation for up to 30 small businesses, deliver good quality housing for vulnerable households and support the delivery of the overarching South Kilburn Masterplan.

- 3.8** The Cabinet approved Investment Strategy has laid the groundwork for Brent to develop a more pro-active approach to undertaking long term public investment that is needed to transform the borough and the lives of its residents. In conjunction with the Council's Strategic Property Plan 2015-19 which emphasises the need for investment in our land and property to secure both long term capital gains and ongoing revenue income from rents – the redevelopment of the Carlton & Granville Centres provides Brent with an ideal investment opportunity.

#### Proposals

- 3.9** Officers are therefore recommending to continue working in partnership with the GLA and South Kilburn Trust to comprehensively redevelop the Carlton &

Granville Centres to deliver new homes, an Enterprise Hub and additional community space. The redevelopment would be split into 2 main phases.

- 3.10** Phase 1 proposes an immediate move of SKT and South Kilburn Studios to the Granville Centre for a period up to three years. Phase 1 will deliver around 900msq of workspace and allow SKT to immediately operate the Enterprise Hub and accommodate the South Kilburn Studio businesses as its first tenants, thus maintaining continuity. The terms for a short term lease have been verbally agreed by both parties and a plan to complete Phase 1 by the end of December 2016.
- 3.11** Phase 2 seeks to maximise the redevelopment potential of the Carlton & Granville Centres and secure a permanent location for the Enterprise Hub. Based on an initial feasibility study to deliver Phase 2 – the following 2 options are put forward for consideration:

**Option 1 - Enterprise Hub at Granville and Residential only at Carlton**

- 3.12** This option includes the refurbishment of the existing Granville Centre to accommodate a 1500sqm Enterprise Hub and the introduction of a new build residential development on the Carlton Centre. This option has the capacity to provide:

<b>Carlton &amp; Granville Centres – Option 1 Accommodation Schedule</b>
14 x 1 bed 2 person (1B2P) flats 17 x 2 bed 4 person (2B4P) flats 11 x 3 bed 5 person (3B5P) flats
All 42 homes have been designed to meet minimum London Housing Design Guide standards.
Up to 1500 square metres of D1 community use space to accommodate Enterprise Hub.

**Option 2 – Mixed development on both Carlton & Granville Centres**

- 3.13** This option seeks to maximise the public value from the Carlton & Granville Centres through a phased redevelopment that would involve a mix use of Enterprise Hub, residential and community provision on both the Carlton & Granville Centres. The site has capacity to provide approximately:

<b>Carlton &amp; Granville Centres – Option 2 Accommodation Schedule</b>
32 x 1 bed 2 person (1B2P) flats 47 x 2 bed 4 person (2B4P) flats 8 x 3 bed 5 person (3B5P) flats 8 x 3 bed 6 person (3B6P) houses
All 95 homes have been designed to meet minimum London Housing Design Guide standards.
Up to 3274 square metres of D1 community use space to accommodate a new Enterprise Hub and other community uses subject to local need/demand.

## Next Steps

**3.14** Assuming that Brent is able to retain the GLA Grant Fund then it is essential to deliver the Enterprise Hub by March 2018. An outline programme will be further developed to maintain progress in line with the GLA funding timescales. However any unknowns may result in dates changing. The immediate tasks will be to:

- Agree 3 year lease with South Kilburn Trust and relocate the South Kilburn Studios to the Granville Centre thus complete Phase 1.
- Procure design team to progress Phase 2 scheme plans from feasibility to outline design for Phase 2 in consultation with Planning & Highways.
- Secure Cabinet approval for Phase 2 final scheme plan and consult the local community as part of the wider South Kilburn Masterplan review.

## Risks

**3.15** Planning – The Granville Centre is locally listed as an Asset of Community Value. If Option 2 is preferred then in the event of a planning application affecting the site, it is essential to carry out extensive community consultation, demonstrate how local concerns have been addressed through the design process and deliver a better overall scheme.

**3.16** Finance – We are at risk of not securing the time-limited GLA LRF funding grant of [REDACTED] and the [REDACTED] SKT contribution, either because we do not deliver the Enterprise Hub by March 2018 or because the partners do not support the revised scheme. This could potentially create the need to require greater corporate capital resource borrowing. Therefore it is proposed that Brent will underwrite the [REDACTED] GLA funding if need be and on the basis that SKT are still able to contribute their [REDACTED]

## **4. Financial Implications**

The table below highlights the financial implications for Option 1 and Option 2 from expenditure, income and a return on investment perspective:

<b>Total Scheme Costs</b>		
	<b>Option 1 (£'000s)</b>	<b>Option 2 (£'000s)</b>
Acquisition	-	955
Works	[REDACTED]	[REDACTED]
Fees	[REDACTED]	[REDACTED]
Other Costs (incl. Contingency and Interest)	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]

<b>Total Income</b>		
Rents	£'000s	£'000s
Affordable Rents (LHA)	■	■
Private Rent	■	■
D1 - Commercial	■	■
D1 - Subsidised	■	■
Annual Income	■	■

Annual Net Impact on Revenue	£ ■	■
NPV	■	■
Underlying Value of Property	■	■

- 4.1** Option 2 provides requires a greater capital investment of about ■ but also delivers a much higher return on capital with a NPV of about ■.
- 4.2** Currently both models that apply the 50% affordable housing target with the remaining 50% of residential homes being offered on a private rent basis and that 1500 square metres of D1 provision will be used to accommodate the Enterprise Hub. It is important to recognise the annual ■ opportunity cost of providing subsidised rent. Both models assume that 1500 sq metres will be used for the enterprise zone. There is also an assumption that the cost of managing the property would cost approximately 25% of the rental income but this is as yet untested.
- 4.3** Any changes to the core assumptions will have an impact on the return on capital so it will be essential to undertake further financial appraisals at key stages such as detailed design, planning submission to test scheme viability for the preferred Phase 2 option. This will help establish a clear Council investment strategy for delivering Phase 2.

## **5.0 Legal Implications**

- 5.1** As indicated at paragraph 3.14, the proposed redevelopment of the Carlton & Granville Centres will require the procurement of a design team. These contracts for consultants forming the design team are likely to be classified as Low or Medium Value Contracts under the Council's Contract Standing Orders and as such will be procured using either a quote process for Low Value Contracts or a tender process for Medium Value Contracts. Any Medium Value Contracts will be subject to the Public Contracts Regulations 2015 ("EU Regulations") and must be procured in accordance with EU Regulations. Low and Medium Value Contracts may be procured by Officers using powers delegated under Part 4 of the Constitution.
- 5.2** The proposed redevelopment of the Carlton & Granville Centres will require a works contract to be let. As outlined in section 4, the total estimated value of such contract ranges from about ■ (Option 1) and circa ■ (Option 2) and the contract is thus classed as a High Value Contract under the Council's Contract Standing Orders. As such Cabinet approval is required to the pre-tender considerations, approval to tender and award of such contract. For the reason detailed in paragraphs 3.14, approval is sought to delegate powers to the Strategic Director of Resources in consultation with the Strategic Director for Regeneration and Environment, the Chief Legal Officer and Chief Finance

Officer to agree pre-tender considerations, invite tenders and award the works contract. In the unlikely event certain consultant contracts are classified as High Value Contracts, similar delegated approval is sought for such contracts.

- 5.3** In order to ensure GLA LRF funding grant of [REDACTED] and the [REDACTED] matched funding from the South Kilburn Trust, Officers will need to secure GLA and SKT agreement on the Member approved Phase 2 scheme option for location of the Enterprise Hub at the Carlton & Granville Centres.

## **6.0 EQUALITY & DIVERSITY IMPLICATIONS**

- 6.1** A screening analysis of the likely impact of the proposals in this report has been undertaken and concludes that, in line with the deliverables and outcomes set out in the business case, the impact for protected groups will be positive. A copy of the Screening Analysis is available at Appendix 4.

## **7.0 STAFFING/ACCOMMODATION IMPLICATIONS**

- 7.1** There are no new staffing or accommodation implications for Brent staff. However there will be a need to consider the relocation of the Children's Nursery and Barnardo's Children Centre as part of the phased redevelopment of the Carlton and Granville Centres.

## **8.0 PUBLIC SERVICES (SOCIAL VALUE) ACT 2012**

- 8.1** Whilst the Public Services (Social Value) Act 2012 (the "Social Value Act") does not apply to works contracts, Officers will have regard to considerations relevant to the Social Value Act in the procurement of the works contract, namely the how the contract might improve the economic, social and environmental well-being of its area and how, in conducting the procurement process the Council might act with a view to securing that improvement and whether the Council should undertake consultation. Regard will be had to these same considerations if making further consultant's appointments.

## **9.0 BACKGROUND PAPERS**

- [March 2016 Cabinet Report - A new South Kilburn Enterprise Hub and Homes – Approval to enter into the GLA Grant Agreement](#)
- [April 2016 Cabinet Report – Investment Strategy](#)
- [June 2015 Cabinet Report – Property and Asset Strategy 2015-19](#)

## **Appendix**

1. Location Plan
2. Site Plan
3. Scheme Plan
4. Screening Equality Analysis

## Contact Officers

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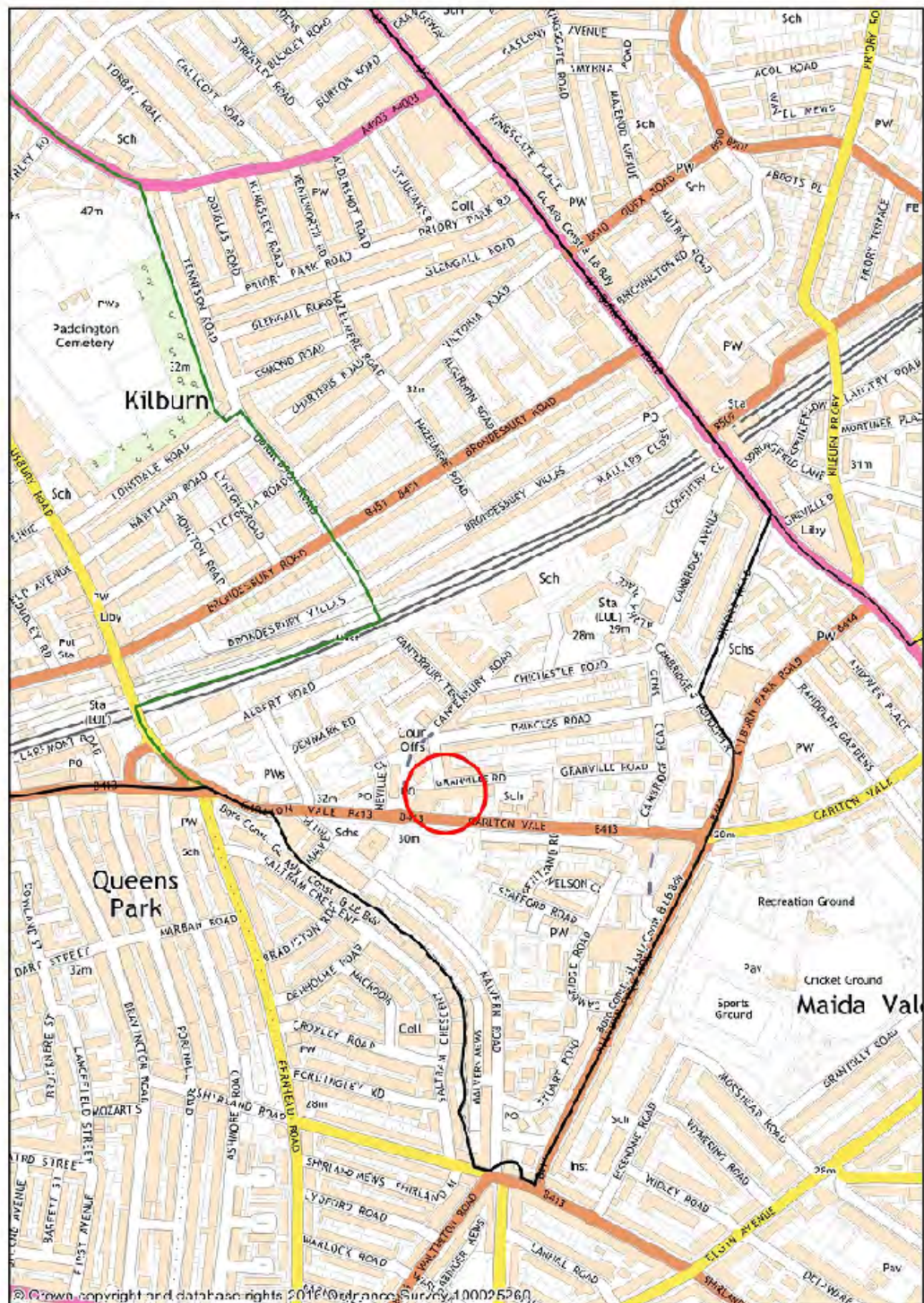
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## Appendix 1 – Carlton & Granville Centres – Location Plan



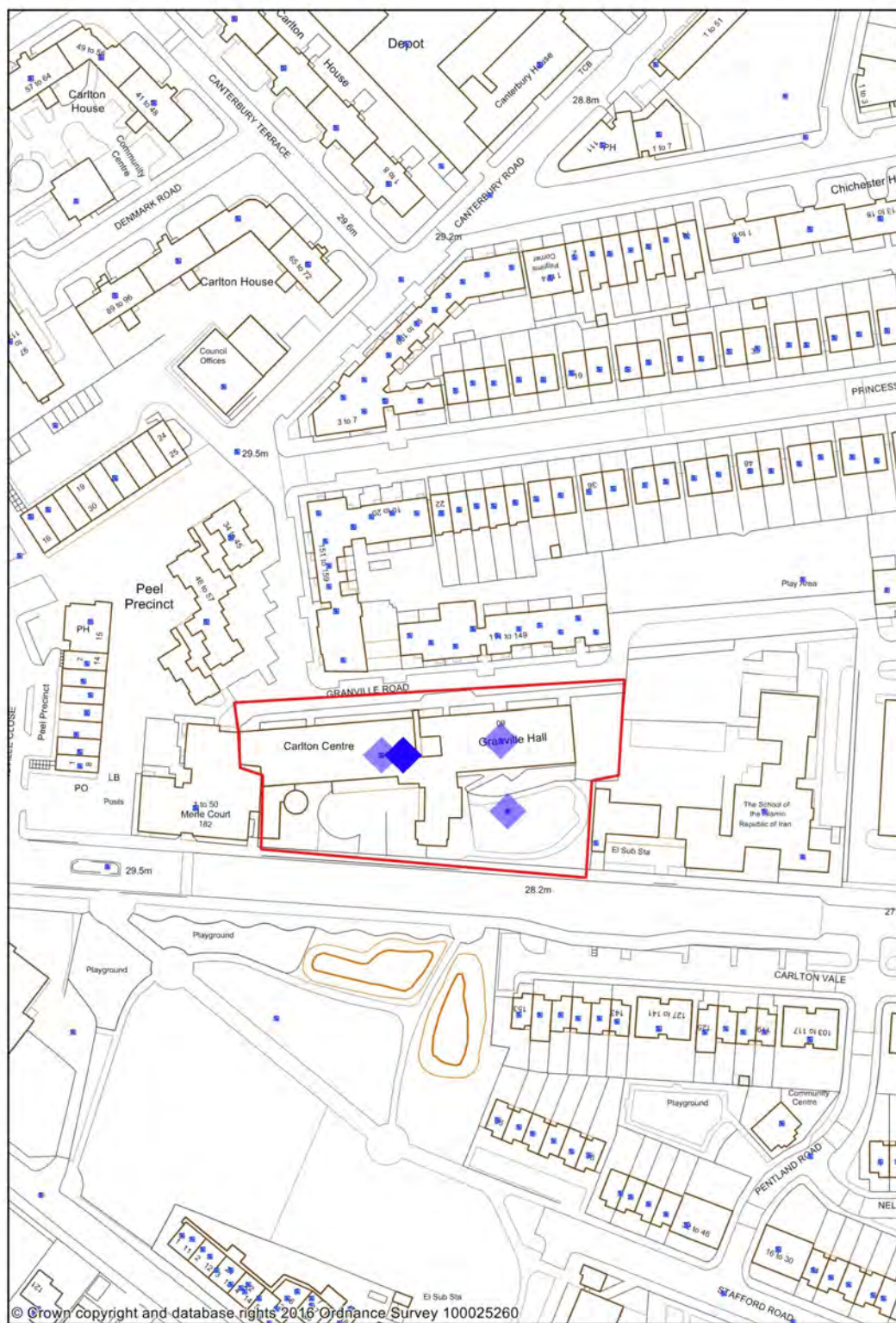
1:7500

0 0.1 0.2 kilometres





## Appendix 2 – Carlton & Granville Centres – Site Plan



1:1500

0 0.02 0.04 kilometres



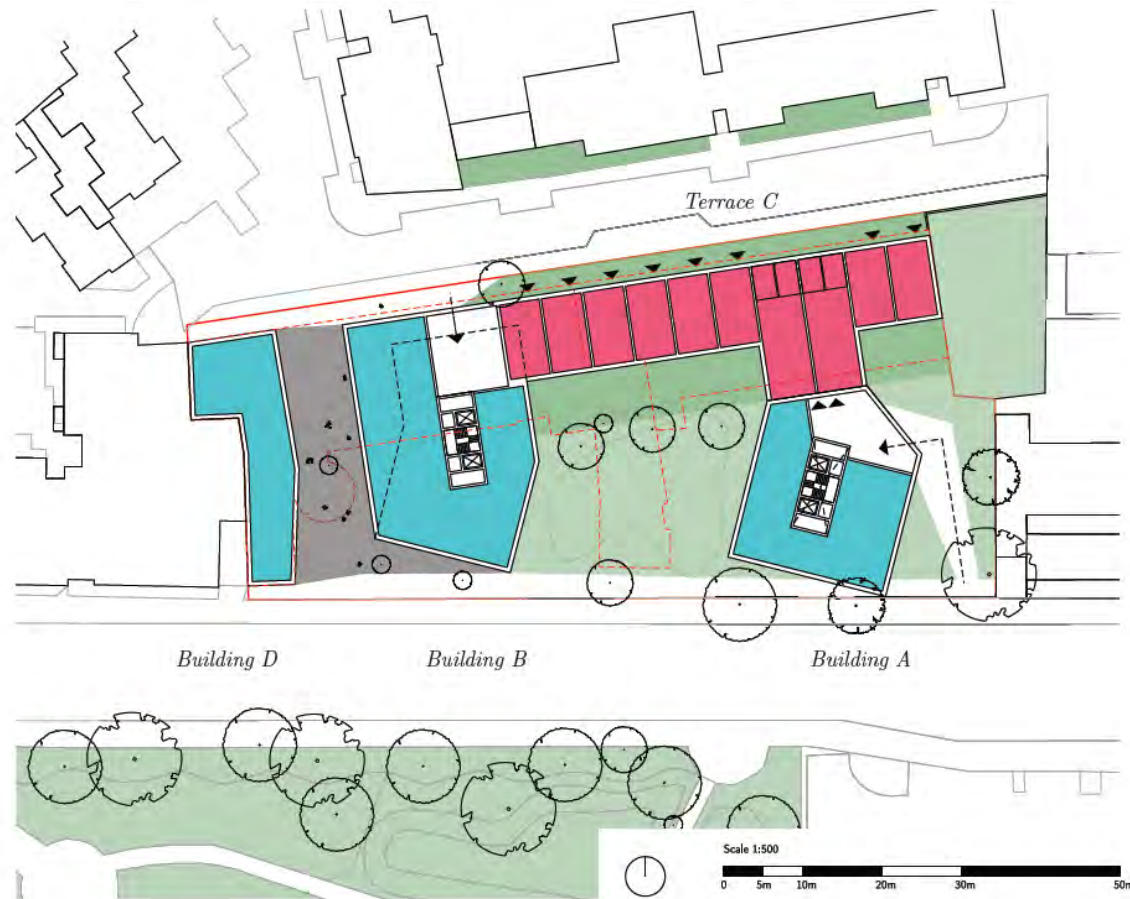
Brent

### Appendix 3 – Phase 2 Scheme Plan – Option 1



\*\* Please note that is an outline plan for the ground floor only.

### Appendix 3 – Phase 2 Scheme Plan – Option 2



**\*\*Please note that this an outline plan for the ground floor only.**



## **Appendix 4: Equality Analysis**

### **Stage 1 Screening Data**

**What are the objectives and expected outcomes of your proposal? Why is it needed?**

The proposal covers the phased redevelopment the Carlton & Granville Centres, Granville Road, London, NW6 5RA to deliver new homes, an Enterprise Hub and additional community use space.

**Who is affected by the proposal?**

The proposal is relevant to residents in South Kilburn, small businesses in the area and the South Kilburn Trust. As the premises proposed for re-development are largely unoccupied and will shortly be vacated by the remaining users, there is no impact for existing users.

**Could the proposal impact on people in different ways because of their equality characteristics?**

The proposal will deliver new workspace accommodation for up to 30 small businesses as well as new housing for households in housing need. To the extent that some protected groups are over-represented among households in housing need or seeking employment opportunities, the positive impacts of the proposal may offer particular benefits to these groups.

**Could the proposal have a disproportionate impact on some equality groups?**

**If yes, indicate which equality characteristic(s) are impacted**

No, other than as noted above.

**Would the proposal change or remove services used by vulnerable groups of people?**

The proposal will provide new or improved services that may be used by vulnerable groups.

**Does the proposal relate to an area with known inequalities?**

Yes.

**Is the proposal likely to be sensitive or important for some people because of their equality characteristics?**

Yes – although the proposal is not seen as sensitive, it may offer important new opportunities for some protected groups and more generally.

**Does the proposal relate to one of Brent's equality objectives?**

The proposal relates to the following objectives:

- To know and understand all our communities
- To ensure that local public services are responsive to different needs and treat users with dignity and respect

**Recommend this EA for Full Analysis?**

No.

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

# The proposal in one glimpse

## What is the idea?

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

### What is an Enterprise Hub?

An Enterprise Hub offer can include workspace to start-ups and established businesses, meeting spaces, training opportunities, business support and space for local events.

### Why develop one in South Kilburn ?

SK Masterplan Review public consultation has identified that there is a need to address the lack of workspace and jobs provision in the borough. The SK Trust and SK Studios - currently hosting co-working, event and studio spaces for 30 occupiers - need to move.

### Why do the SK Trust & SK Studios need to move?

Both locations are earmarked for redevelopment in the SK Regeneration Programme. They are not able to stay on their current sites.

...

The SK Studios are a meanwhile use located on Canterbury Road – this site is part of the Peel Site project (that will include housing, health centre, retail).

### Why develop the Carlton & Granville Centres site?

1. It is a relatively large site.
2. It is owned by the Council.
3. The space is under-utilised.

### Will current activities remain onsite?

We will review what current activities can remain on site, not all activities will remain. Some activities may move to other sites.

...

With the Enterprise Hub and the Community Space we are seeking to deliver the same amount of usable space which is currently within these two centres.

### How would the project be funded?

Funding has been identified through the Greater London Authority, the South Kilburn Trust and the London Borough of Brent (via the development of the site).

### Why a proposal now?

Different options were reviewed and a Pre-Masterplan proposal was developed for the re-development of the Carlton and Granville Centres site as a location for an Enterprise Hub and to deliver new homes with additional community space. This proposal was taken to the Cabinet in July 2016.

### What is the link with the Masterplan?

The Carlton and Granville Centres site has historically not been part of the Masterplan. The proposal for the site and the current review of the 2005 Masterplan make it the ideal opportunity to bring the Carlton and Granville Centres site into the Masterplan through an adapted Masterplan proposal.

### What is the Masterplan about?

The 2005 Masterplan supports the Regeneration Programme and is currently being reviewed to better match current needs and seize opportunities such as including extra sites with potential.

### Why including housing?

The Council must be able to generate a receipt or income to make the development viable. Housing helps to achieve this and also provides private and affordable homes for local people. The current proposal is for private and affordable rented homes, with other options to be explored.



# Background

## South Kilburn Regeneration - Masterplan Review 2016

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

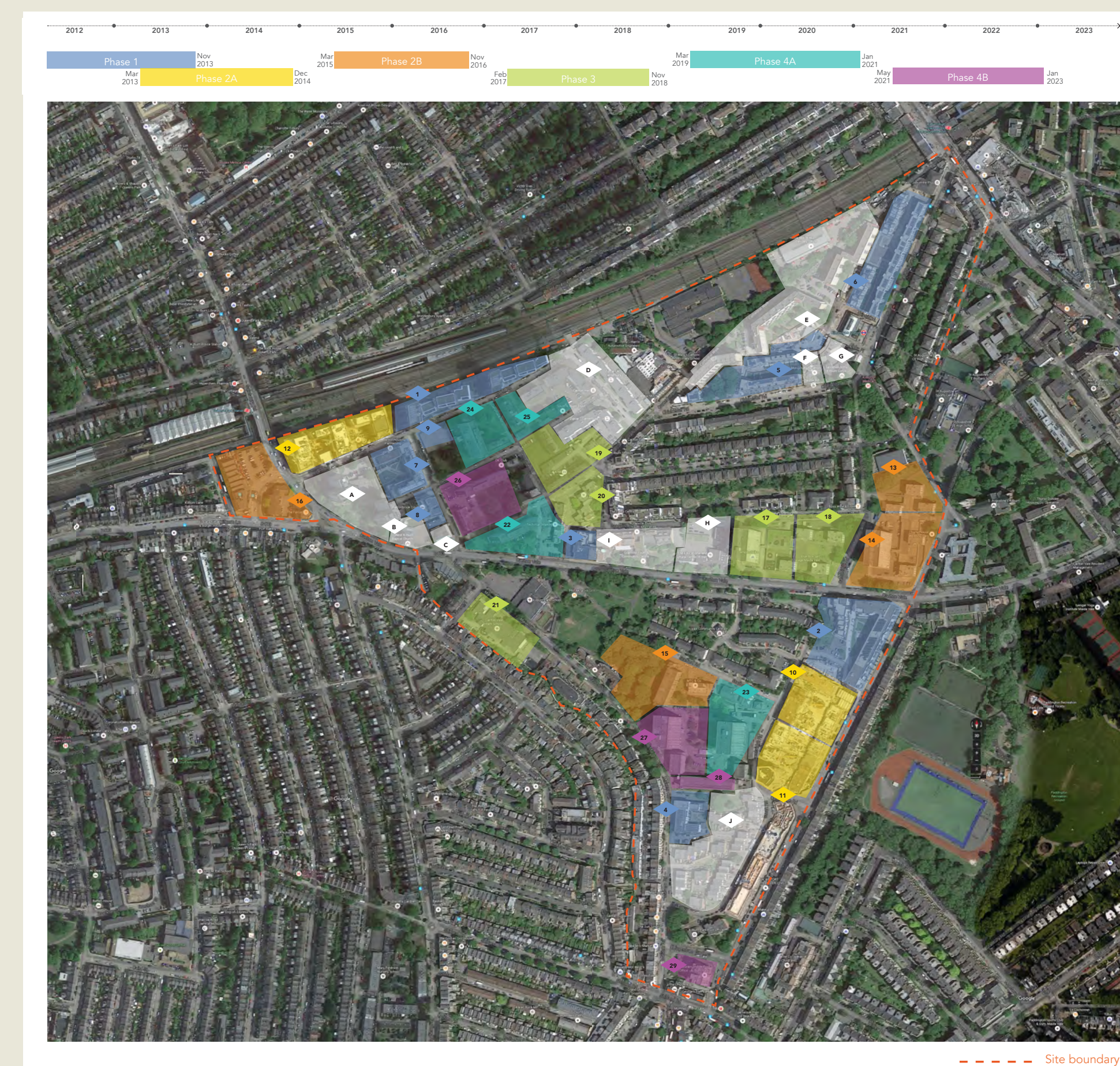
The original Masterplan from 2005 is currently being reviewed by the Council with the help of the appointed multidisciplinary design team.

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

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

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

## Current Masterplan sites & potential additional sites



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

### Additional sites currently being explored

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

## South Kilburn Future Matters - Public Consultation

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

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

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

### Save the date

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

### Consultation facts & figures to date



### Consultation process



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

### Selection of the consultation findings to date

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

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



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

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



# Carlton & Granville centres site now



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

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

## Site, location & access



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

## Buildings, spaces & architecture

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

...

View looking west along Granville Road



Granville hall

View looking east along Granville Road



Tubot Centre

view to St Augustine's

nursery entrance

Granville Road entrance

View of Carlton Centre from Carlton Vale



Granville Plus Nursery

Carlton Centre

The Carlton Vale facade of the Granville Centre



Granville Plus Nursery

Granville hall

## Uses, events & activities



18. Currently 2 identified users within Carlton Centre:
  - Brent Start Services
  - Brent Start Cafe (Concord Cafe)

19. Currently 4 identified users within Granville Centre:
  - Granville Plus Nursery School
  - Barnados Children Centre
  - Granville Community Kitchen
  - Otherwise Club (education)

20. The Cabinet approved the proposal for the Carlton and Granville Centres to be redeveloped, to deliver new homes, an Enterprise Hub and additional community use space.

21. Granville Centre is locally listed as an Asset of Community Value.

22. Buildings significantly under-utilised.

...



# Early design principles

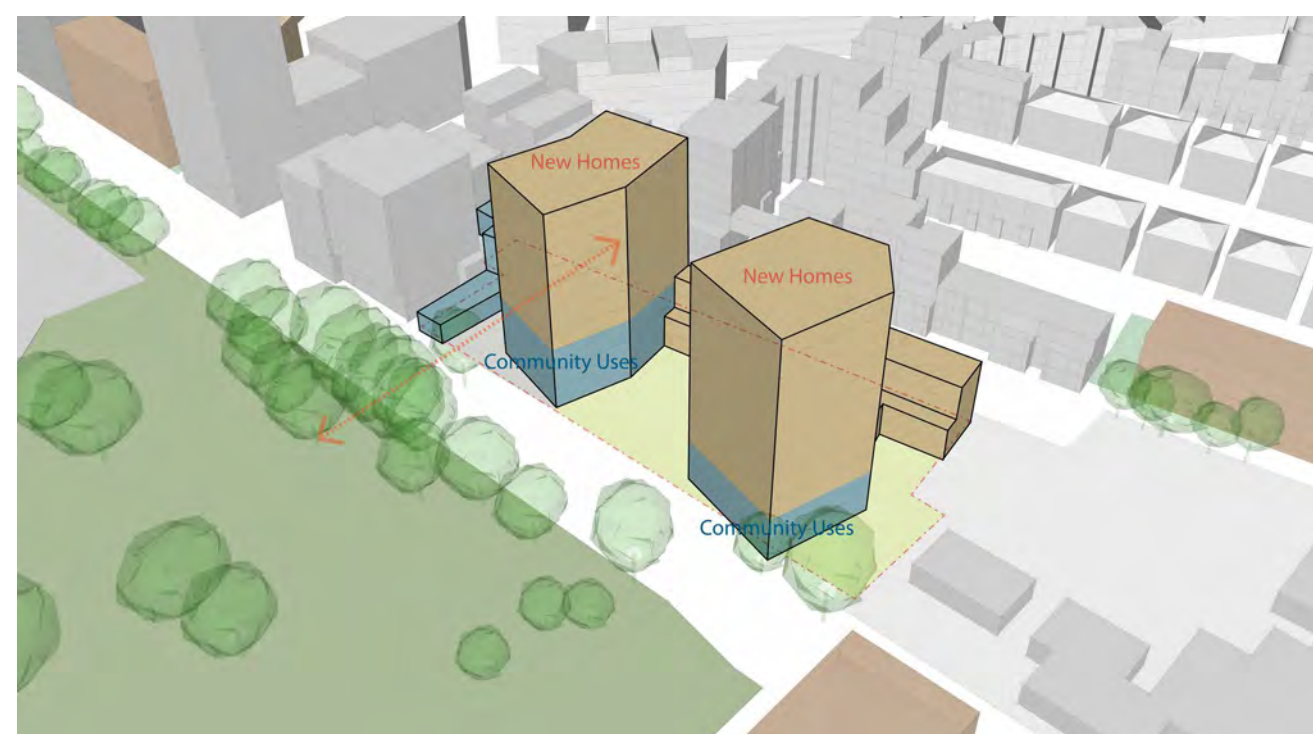
## Spatial principles

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



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

### Reference: Cabinet Report 25 July 2016 Proposal



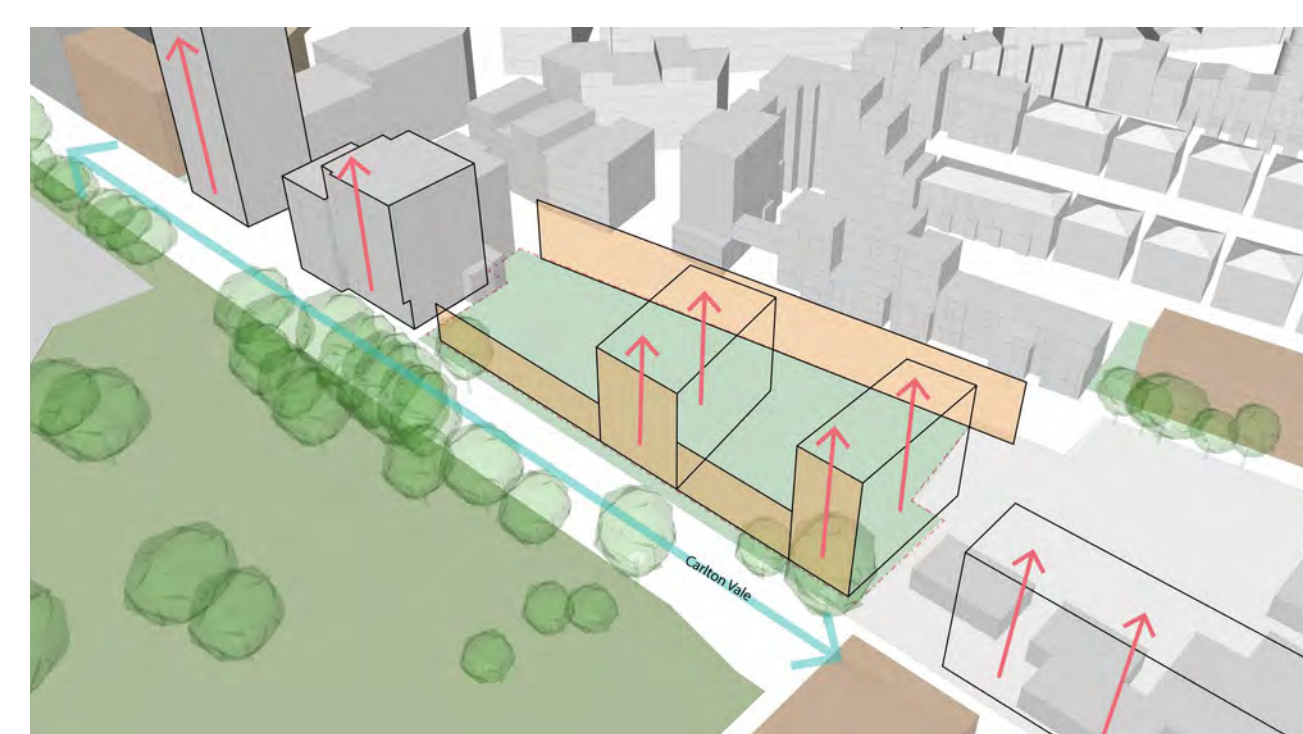
A – The current proposal as per the Cabinet report 25 July 2016. Community use at the West side and fronting Carlton Vale, with a connection through the site. Towers of up to 12 storeys along Carlton Vale.

### Masterplan proposal - integrated in new Masterplan



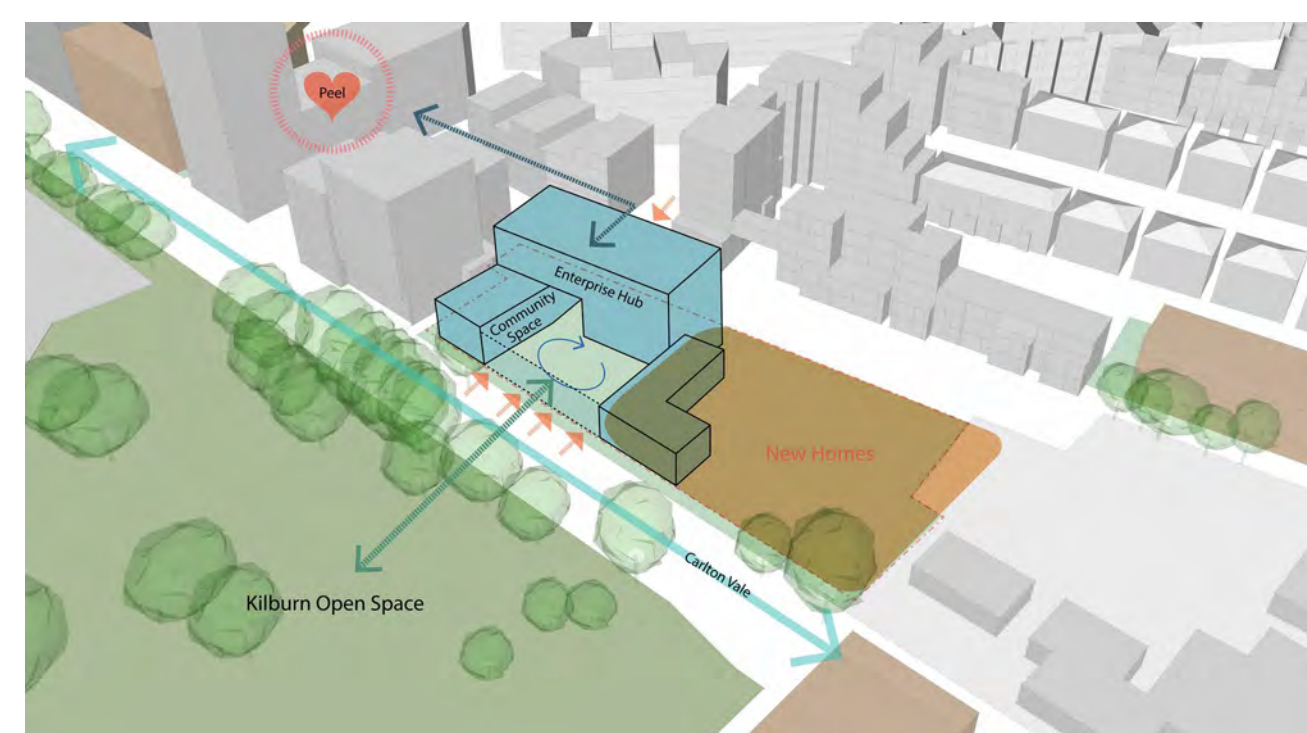
B – The location of the site in the Masterplan revision proposals. The community uses should be located close to the Peel site and in relation with Kilburn Open Space.

### Masterplan proposal - Heights & street frontage



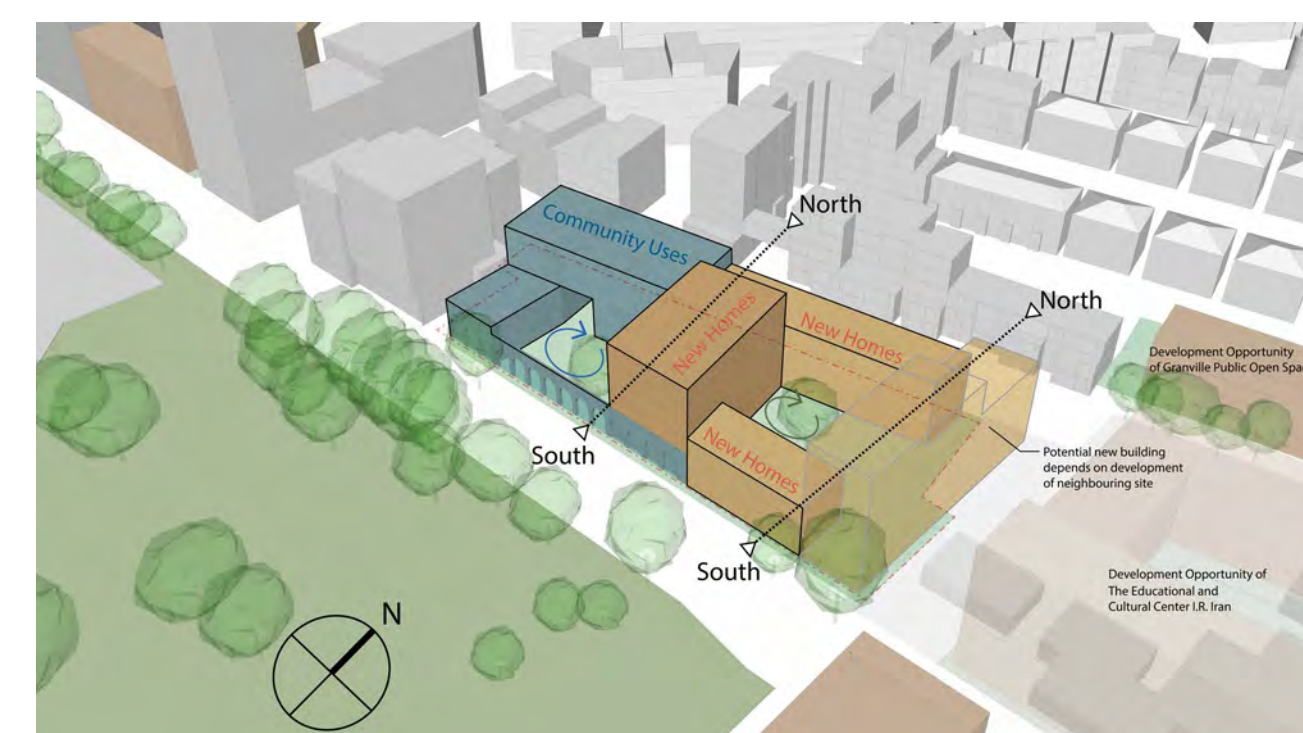
C – Identified heights along Carlton Vale and a continuous street frontage at the front and back of the development.

### Masterplan proposal - Usages & connections



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

### Masterplan proposal - Orientations & views



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

## Phasing principles

### Phase 1



Phase 1 would include an immediate move of South Kilburn Trust (SKT) and South Kilburn Studios (SKS) to the Granville Centre.

This would allow for delivery of workspace and allow SKT to immediately operate the Enterprise Hub and accommodate the SKS's businesses.

A temporary Nursery building could be accommodated in the space in front of the Granville Centre.

Carlton Centre site could then be redeveloped.

### Phase 2



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

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



# Ideal mix for a new place

## Programme


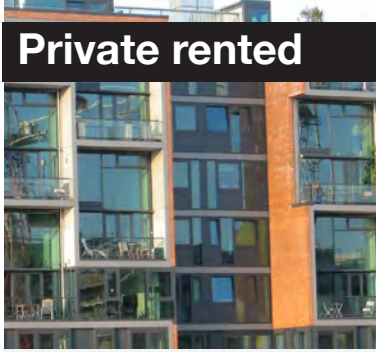
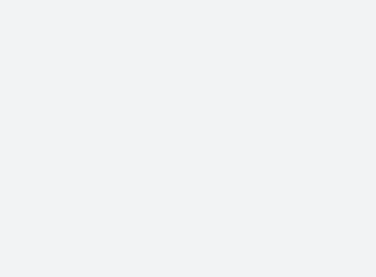
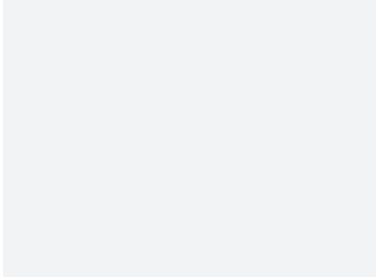
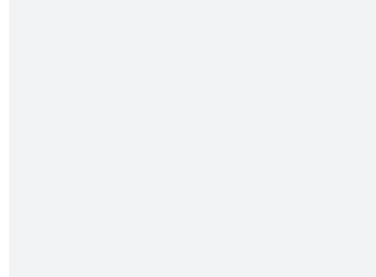
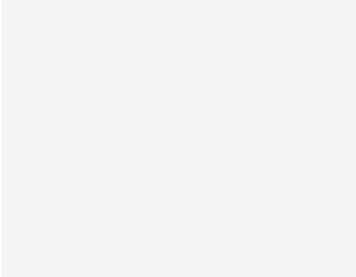



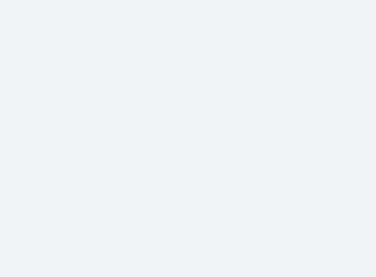
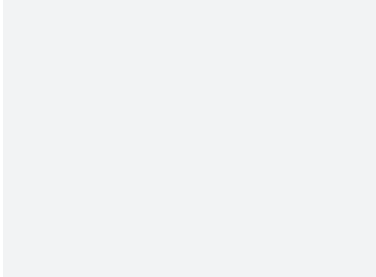
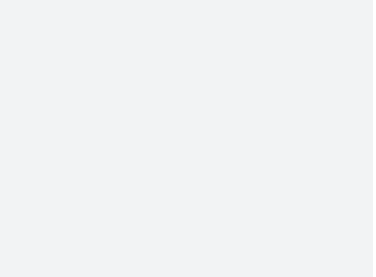
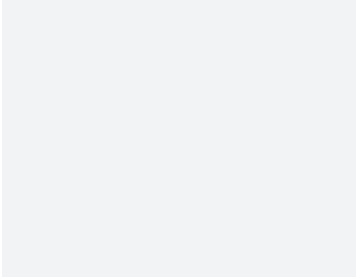


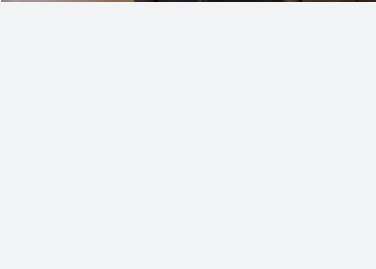
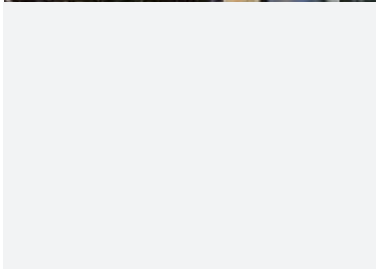
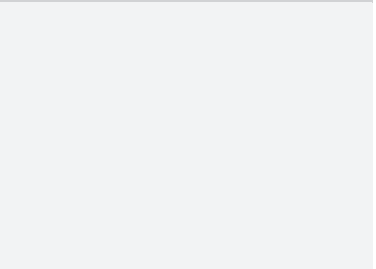
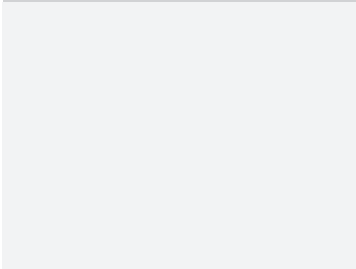
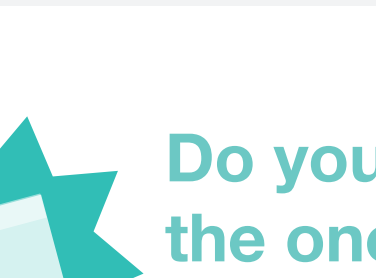
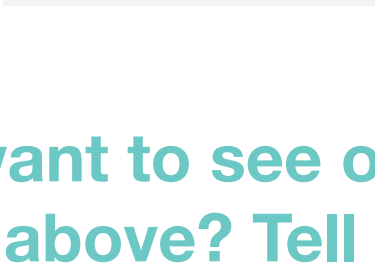
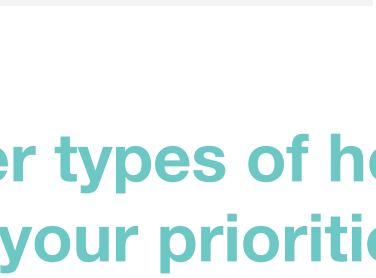
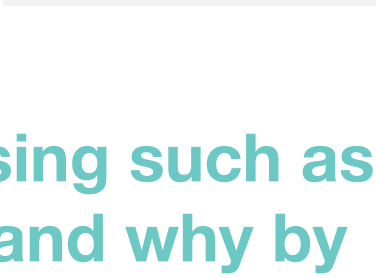
The future Carlton and Granville Centres site would combine three types of uses:

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



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

## Housing

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

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

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

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




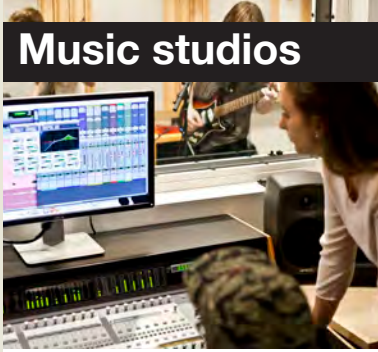

















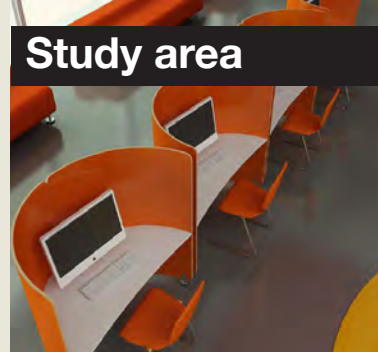





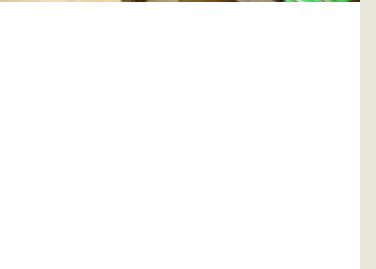
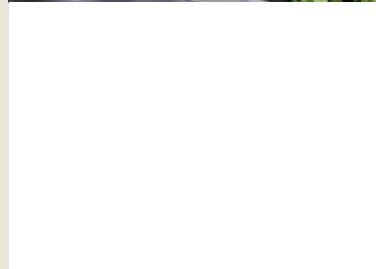
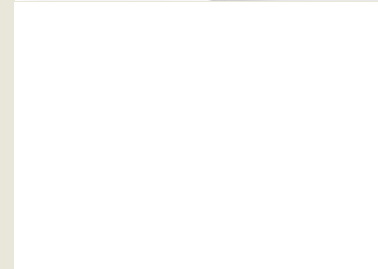
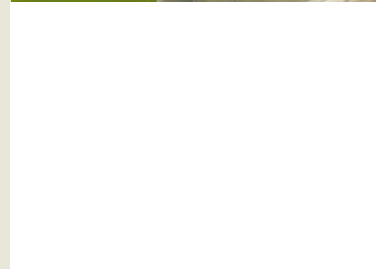

Your 1<sup>st</sup> priority



Your 2<sup>nd</sup> priority

Your 3<sup>rd</sup> priority

## Community Spaces & Enterprise Hub

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

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

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

Your 1<sup>st</sup> priority

Your 2<sup>nd</sup> priority

Your 3<sup>rd</sup> priority

Your 4<sup>th</sup> priority

Your 5<sup>th</sup> priority



[REDACTED]

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**From:** [REDACTED]@brent.gov.uk>  
**Sent:** 13 September 2016 12:13  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** FW: GLA - LRF Bid - SK Enterprise Hub - Granville Centre

[REDACTED]

Please see our response set out below. Hopefully this is sufficient to secure a positive response from your Board.

### **Delivered by March 2018**

1. Phase 1 Enterprise Hub – delivered and operational
2. Phase 2 Enterprise Hub – early works/ site investigation; appointment of design team and consultants; submission of planning application and planning permission. Possible demolition of existing building as a separate planning application.

Budget breakdown to follow on appointment of cost consultant

### **Retention of Community Uses**

Brent will commit to seeking to achieve no overall reduction in NIA of current community space. This is also the current Brent Planning approach so Brent would have sought this outcome regardless of the GLA position. Right of return for existing community uses on site must be caveated with the ability of any returning community use being able to afford property and running costs, agreement of terms with Brent and also confirmation of legal right to occupy current space, or alternative accommodation secured elsewhere, otherwise this additional GLA condition is, in principle, acceptable.

### **Affordability**

The SK Regeneration Programme is committed to delivering 50% affordable (defined within the SK Regen Programme as being social housing rented) accommodation, biased toward family housing units over the life of the Programme. As this project is now a part of the SK regen Programme the commitment toward affordable housing provision includes this site. However we could not commit to 50% on this one project, particularly without a viability assessment; although would be content to state that the target is 50% affordable for this particular project.

### **Procurement route**

I believe we have already indicated an intention to use the GLA Panel for the Design Team and have sought your assistance in order to, if possible, fast-track this process. In terms of procurement for the construction element of the project, we currently feel we need to further explore whether this would be a self-delivered project or if not whether we would procure a developer or a main contractor. This decision will be taken, following discussion within the Project Team, once we have settled on the design of the proposals and consideration of what route is best to take to achieve the desired outcomes in the most advantageous time-frame.

### **Quality of Architecture**

This target is integral to the ambition of the SK Regen Programme. This is an award winning programme (eg most recently RIBA National Award winners 2016, 2016 NLA and London Mayor's Award; to be announced next week Bali National Award winner for Wood House Urban Park). Brent Council's decision to move this project within the SK Regen Programme can be taken as a commitment to quality of any replacement building in the context of the overall place making of the Regeneration Programme. As you will be aware we are currently consulting on these proposals as part of the Master Plan review; the next public consultation event is actually this afternoon in the SK Studios from 15.00 – 20.00 hrs.

### **Further Queries**

1. *There is a discrepancy in the amount of workspace you say you will be providing in the LRF programme period. Can you please confirm if it is 500sqm or 900sqm.*

**Response** - As outlined it is 500sqm of workspace and 400sqm of community event space – this is all under the Enterprise Hub

2. *Can you very clearly set out what outputs would be provided in the LRF programme period –*

**Response - Operation of the Building – Outputs (South Kilburn Trust outputs)**– The original proposal would have seen outputs delivered from 2018. Following an exchange with SK Trust it is believed the current proposal would see approx. 40% of outputs to be delivered by SKT from date of occupation (ie end of 2016). This would continue through to the Phase 2 EH. Thereafter it is still expected that all outputs would be deliverable eventually with the creation of the new EH in phase 2 of the proposals. SK Trust also intend to deliver more than 40% ( which is based on floor space available) by virtue of the SK Trust being in immediate occupation e.g. SK Trust will also be able to run an Employment support service, so will be getting people into jobs that way, just not through the Enterprise Hub way. So by providing the SK Trust with better quality space in Phase 1, will enable them to better achieve their own outputs which align with the outputs required by the GLA

**Building Management / Wider Impact Outputs / Outcomes**

These generally apply to SKT, and again where there is a numerical output, what can be delivered is less in the interim hub, but all will be met in the new hub.

Regards

Regards

[REDACTED]  
**Head of Estates Regeneration  
Regeneration & Environment  
Brent Council**

[REDACTED]  
[www.brent.gov.uk](http://www.brent.gov.uk)

---

**From:** [REDACTED]@london.gov.uk]

**Sent:** 09 September 2016 17:17

**To:** [REDACTED]

**Cc:** [REDACTED]

**Subject:** RE: GLA - LRF Bid - SK Enterprise Hub - Granville Centre

Hi [REDACTED]

Thank you for the addendum you provided. Unfortunately it currently does not have the appropriate level of detail for us to get a positive outcome at our Budget Performance Review Board. We would really like to secure this funding, however there are a number of clarifications we have:

(The first five points are taken from FW's email sent on 20/7/16)

1. **Delivery by March 2018.** A clear commitment of what will be delivered on site by March 2018, in conjunction with a programme setting out how all GLA grant will be claimed by this date.
  - Your re-bid isn't very clear on what exactly is being delivered by March 2018. For example, I am unsure whether the early works/ investigations including demolition is part of what our money will be spent on.
  - We would like to see a budget breakdown against what our money is being spent on
  - ...and against the proposed indicative timeline. We need this information to understand key milestones and to confirm whether certain elements can be capitalised.
2. **Retention of Community Uses.** A commitment to no overall reduction in the quantum of community space, and the right to return for existing community uses on the site.
  - We would like a clear commitment on both of these points.

3. **Affordability.** Commitment to how ongoing affordability of community space and workspace will be secured, as well as percentage of affordable housing (incl. indicative tenure split).
  - We would like a clear commitment of 50% affordable housing (not subject to viability). With the new administration this is a key priority especially on public land.
4. **Procurement Route.** Identification of what route(s) will be used to procure delivery partner(s) for the scheme, and a commitment to use this route.
  - We would like you to address this point.
5. **Quality of Architecture.** Commitment to deliver the highest quality of architecture that is not just equivalent to, but an improvement on, the existing buildings in terms of its placemaking role in South Kilburn, and the character of community space and workspace it creates.
  - We would like clear commitment on this point.

**Further to this:**

6. There is a discrepancy in the amount of workspace you say you will be providing in the LRF programme period. Can you please confirm if it is 500sqm or 900sqm.
7. Can you very clearly set out what outputs would be provided in the LRF programme period.

I am happy to discuss this over the phone on Monday, but we would need a response from you by Tuesday 1pm to give us enough time to review and take it to our Board. As previously stated, we are keen to continue to work with Brent and SKT on this project, but need a certain level of detail to be able to provide our LRF funding against this project.

Best,

Senior Project Officer  
Greater London Authority

---

**From:** [REDACTED] [\[REDACTED\]@brent.gov.uk](mailto:[REDACTED]@brent.gov.uk)  
**Sent:** 08 September 2016 15:46  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** GLA - LRF Bid - SK Enterprise Hub - Granville Centre

Trust you are well.

Please find attached a revised/updated bid.

Any queries please do not hesitate to get back to [REDACTED] or I.

Regards

Head of Estates Regeneration  
Regeneration & Environment  
Brent Council

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