



Community Facilities Appraisal in the London Borough of Brent: Executive Summary

An Interactive Qualifying Project

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Prepared by:

Matthew Gonsalves

Rens Hayes IV

Brittney Kawa

Thomas Zajac, Jr.

Submitted to:

Professor Paul W. Davis, WPI Mathematical Sciences Department

Professor Dominic Golding, WPI Interdisciplinary Global Studies Division

Joyce Ip, London Borough of Brent Planning Service

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Abstract

Brent Council acknowledges the importance of providing adequate community facilities to accommodate expected future growth. This project identified and characterized key issues associated with the current and future provision of community facilities in Brent –communication and outreach among Brent Council, facility suppliers, and users; mindset of facility managers; influence of community boundaries on facility use; youth needs; transportation and accessibility; and current policies. Recommendations include a “neutral” Council-run website to advertise available community space and a training program for facility managers.

Acknowledgments

Our project could not have been completed without the help of many people from Worcester Polytechnic Institute and from the Brent Council. We would first like to thank the sponsor of this project, Joyce Ip, a member of the Policy & Regeneration division of the Brent Council Planning Service, who helped us to define our interview and checklist items and then aided us in the analysis of our data. Joyce went above and beyond in accommodating us during all meetings and presentations and always showed support when helping us with our work. We truly thank her for help making our project a success.

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Executive Summary

Overview & Accomplishments

Brent is one of the most populated boroughs in London, and despite its high density, continues to grow. In 2001, the population in the Borough of Brent was approximately 264,000, with an average annual growth rate of about 3.2 % since 1991. Wembley, an extremely diverse ward in Brent has undergone a significant change on both national and international levels as an optimal sports, leisure, and business location. In the coming years, Brent in general and Wembley in particular expect a rather large influx of permanent residents, tourists, and workers. In light of expected growth, policy makers in Brent seek information regarding the quality and quantity of community facilities and the perceptions of different groups in the community about key issues.

In this project, we interviewed Brent Council staff, suppliers of community facilities, and users of those facilities. We also surveyed a range of community facilities using a checklist of important attributes. As a result, we were able to identify key issues associated with the provision and use of community and cultural facilities within the Wembley area, characterize a variety of issues that influence the supply of community and cultural facilities, and make recommendations to the Brent Planning Service regarding the planning and policies for current and future community facilities

Key Issues & Recommendations

The six significant issues identified by our project were: gaps in communication and outreach, mindset of facility managers, community boundaries, transportation and accessibility, youth provisions, and current policies.

Communication & Outreach

One recurring issue was miscommunication within all levels of the community. There were many reasons for miscommunication, but a common theme was identified in the community's use of outdated databases and inefficient facility websites. Miscommunication manifests itself in three types of interactions, between suppliers and users, the Council and the community, and within Council departments.

The lack of interaction and cohesion among suppliers and users was stressed by both groups. These shortcomings can be addressed by creating a neutral, Council-run website that provides availability, rates, and contact information for all suppliers of community facilities throughout Brent. Users would feel more welcome if they had the ability to rent out any community facility through a Council-run website regardless of their ethnic, religious, or social backgrounds.

Also, the website could aid in building social cohesion as people would attend events outside their neighborhood boundaries. Free advertising for the website would attract increased usage.

In order to repair the growing disconnect between the Council and the community, we suggest identifying a community facilities coordinator or “champion” who would conduct meetings to address community concerns, update databases, and otherwise act as a liaison between the community and the Council. It is encouraged that Council staff more readily collaborate on findings and projects to increase communication with Council departments. Also, we suggested that the Council update and improve job titles to be more descriptive and avoid confusion.

Mindset of Facility Managers

There was a wide variation in the quality of facilities, which correlated to the mindset with which a facility was run. Both “entrepreneurial” and “non-profit” organizations serve the community. Entrepreneurial organizations, however, take a much more business-like approach to providing services than do typical community organizations. The primary distinction between the two approaches is the overall quality of the facilities, and subsequently the amount of revenue, the affordability of the site, and employee training.

In implementing a management training program, facility managers should attain the necessary skills to maximize their facility’s potential. Skills to be included in this program would include marketing, finance, volunteer recruitment, scheduling, and facility management. These skills should help entrepreneurial facilities provide more affordable space, thus increasing booking frequency. For those facilities with a non-profit approach, it would help increase revenues and strengthen support systems.

Community Boundaries

With the differing ethnic and social groups throughout Brent, it is apparent that some community members have a certain geographic “comfort zone.” This comfort zone is formed from a sense of familiarity, safety, convenience, and a sense of belonging. As a result, people of all ages and ethnicities stay within their neighborhood or community boundaries. These boundaries affect and restrict the use of community facilities, especially in youths, residence associations and small religious groups. It is therefore imperative to consider community or neighborhood boundaries when identifying locations for future facilities. At the same time, large facilities that offer special services (e.g., swimming pools, larger meeting halls, etc.) need to draw from a larger catchment area. The Council should make every effort to ensure that these are multiuse facilities that draw from several neighborhoods.

Youth Needs

Many of the key issues we found involved youth. First, few youth centers were found in the study area. Those that were available lacked the accommodations and activities necessary to keep youth interested. Furthermore, insufficient staffing and funding prevented these facilities from upgrading. Supporting new infrastructure for youth centers and youth programming will help to keep young people off the streets and out of trouble. With larger, more up to date facilities, and a variety of programming, young people are more likely to attend events and activities at youth centers. However, more extensive research needs to be conducted to determine what activities/events the youth find interesting, as well as where new facilities should be located.

Transportation & Accessibility

Parking and public transportation were issues brought up in our initial findings; however, it was found that facilities proved adequate on both accounts. Alternatively, elderly and disabled access was inadequate for 72% of suppliers interviewed, as public transportation does not serve these groups well. Some buses and tube stops were not wheelchair accessible, and inhibited some people from attending certain facilities. Additional research needs to be done to address the need to provide better public transportation accommodations for disabled and elderly people.

Current Policy

Section 106 loosely categorizes community space as libraries, youth club, and community centers. Under this policy, developers may be required to provide or contribute support to community space. It is our recommendation to further define community space while developing a standard of facility requirements. In addition, it is essential that developers provide continued support to community space based on this standard.

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Introduction

In recent years, the population and economy of southeast England—and more specifically Greater London—has seen substantial growth. London's population increased by 230,000 between 2001 and 2007, and is expected to increase by an additional 700,000 people by 2016. This substantial growth is primarily due to the influx of people and businesses from other parts of the United Kingdom, Europe and the rest of the world. Such rapid growth creates a number of problems, including the provision of sufficient facilities and services such as housing, schools and transportation infrastructure, among others. In an effort to try to address these kinds of problems, the UK in general and London in particular have developed an elaborate urban planning system.

The UK plans for and manages growth through a plan-led system of urban and environmental planning documents that begins at the national level. The Town and Country Planning Act of 1947 established the basic parameters of the present system, and the recent Planning and Compulsory Purchase Act of 2004 built upon it by instituting two main levels of planning. Regional Spatial Strategies (RSS), developed by regional planning bodies, formulate the strategies and policies aimed at the growth and development at regional levels. The London Plan is the Regional Spatial Strategy for Greater London, which is administered by the Mayor of London. The individual London boroughs implement these strategies at the local level through a set of planning documents called Unitary Development Plans (UDPs). UDPs are to be replaced shortly by Local Development Frameworks (LDFs).

The London Borough of Brent has developed a provisional LDF in anticipation of substantial future growth. Like the rest of London, Brent (population 264,000) is also experiencing rapid growth, growing at an annual rate of about 3.2% since 1991. Brent is also one of the most ethnically diverse boroughs in London, and over 90 languages are spoken throughout the Borough. Wembley, a ward of Brent, in particular has been outlined as an Opportunity Area in the London Plan, and the ward will be a key development node for the ethnically diverse environment of Brent and West London in the future.

The new planning document attempts to address a crucial future problem, the provision of adequate community facilities. At this time, the borough does not have a complete knowledge of these facilities, and lacks information concerning the quality, quantity, and use of the existing stock of cultural facilities as well as likely future needs. In such a culturally diverse borough as Brent, this information will be crucial for future planning.

This project identified and characterized the key issues associated with the current and future provision of cultural facilities in Brent. The Brent Council was especially interested in how they could adequately provide community facilities in developing areas, such as Wembley. The development of the area around Wembley Stadium known as “New Wembley” could play a vital role in the provision of such services.

We interviewed numerous Brent Council staff, and conducted interviews and surveys with select community groups and facilities. The interviews with Brent Council staff identified the key issues central to the provision of adequate community and cultural facilities now and in the future. Through interviews with select facility managers and site visits, a qualitative assessment regarding key features and concerns was conducted of select existing facilities. This identified and characterized the range of issues associated with the supply of community facilities in the study area, which is 1.5 miles around Wembley Stadium. The needs of current user groups were determined through interviews and surveys of various cultural and community groups.

This is a preliminary effort to identify the major issues as seen by the different groups. These in-depth interviews were conducted with a diverse sample of key informants from each group in order to develop a broad brush picture. This initial analysis served as the basis for more detailed assessments of the issues, existing facilities, future needs, etc. Finally, the group made recommendations regarding planning for future community and cultural facilities, based upon characterizing the range of issues as seen by different groups. The research indicated that there is a diversity of opinion within and among the different groups. In addition, clear communication about issues, concerns, and needs is vital for future planning. With a lack of youth centers, also providing adequate facilities for young people is essential.

The following report lays out sufficient background information that discusses the population, ethnic diversity, and political aspects of Brent in general and Wembley in particular. Three similar case studies are depicted that aided in the development of our methods. The Data and Analysis section is an accumulation of information that leads to and supports the following Conclusions and Recommendations.

Background

Population and Demographic

Greater London comprises of 32 boroughs, and the City of London. As seen in Figure 1, Brent is one of 19 'outer' boroughs of London and was created by the merger of the municipal boroughs of Willesden and Wembley during the reorganization of the city government in 1965. Until the mid-to-late nineteenth century, this area was primarily rural and included several small villages surrounded by fields, hedgerow, and trees. The area became rapidly urbanized following the construction of the Metropolitan Railways in 1879. Urban development was encouraged further by the government decision to locate the British Empire Exhibition in Wembley. The area became rapidly urbanized following the construction of the Metropolitan Railways, and further development was encouraged by the decision to locate the British Empire Exhibition in Wembley.



Figure 1: Boroughs of London (Brent Highlighted in Blue)

http://www.londononline.co.uk/graphics/london_boroughs_map.gif

At the end of the Great War in 1918, the government planned the British Empire Exhibition to celebrate the accomplishments of the British Empire. The government chose the Wembley Park Leisure Ground as a location for the Exhibition. At the time, the 219 acres of Wembley Park Leisure Ground included a golf course and "Watkin's Folly" (Figure 2). This structure was a 200 foot tall steel tower modeled after the Eiffel Tower by a Victorian railway owner and entrepreneur. Part of the plan for the Exhibition included replacing Watkin's tower with "Empire Stadium," which became more commonly known as the Wembley Stadium (Figure 3). In 1924, the British Empire Exhibition offered visitors a stunning landscape of lakes, pavilions, fountains, gardens, and the Empire Stadium. The drawing power of the Exhibition further stimulated the ongoing residential and economic development of the area that would later become the borough of Brent. (Bains 2005)



Figure 2: Watkin's Folly

<http://www.follytowers.com/wembley.jpg>



Figure 3: Wembley Stadium, 1924

<http://www.oldclitheroe.co.uk/page333.htm>

Now Brent is one of the most populated boroughs in London, and despite its high density, continues to grow. According to the 2001 census, the related population in the borough of Brent was approximately 264,000, with an average annual growth rate of about 3.2 % since 1991 (Figure 4). At the end of August each year, the Office for National Statistics produces Mid Year Estimates. The mid-term estimates in 2006 for Brent were 271,400.

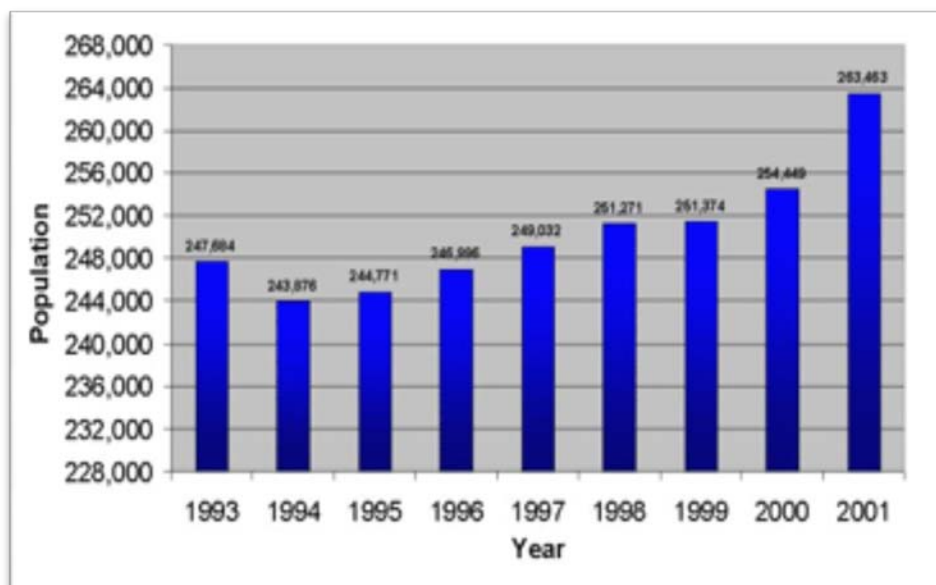


Figure 4: Population Changes in Brent, 1993-2001

<http://www.brent.gov.uk/demographic.nsf>

Twenty boroughs in London have been considered “mixed enclaves” as of 2001, with Brent being one of them. This categorization identifies a borough which has over two-thirds of its population from an ethnic group other than Caucasian. Brent is one of the most ethnically diverse boroughs in London, with 57% Black and Minority Ethnic (BME) groups that speak over 120 languages. Figure 4 shows the ethnic breakdown of the Brent population, of which 45.3% of the people are white, (including British, Irish, and Other,) while 19% are Indian, 9% are Asian or Asian British and 19.9% are Black or Black British. The 2001 census also included the first recording of the religious identity of Brent. Reflecting the ethnicity of the borough, a plurality of the population (48%) professes to be Christian, while 30.2% claim to be Hindus, Muslims, or Sikhs. (Bains, 2005)

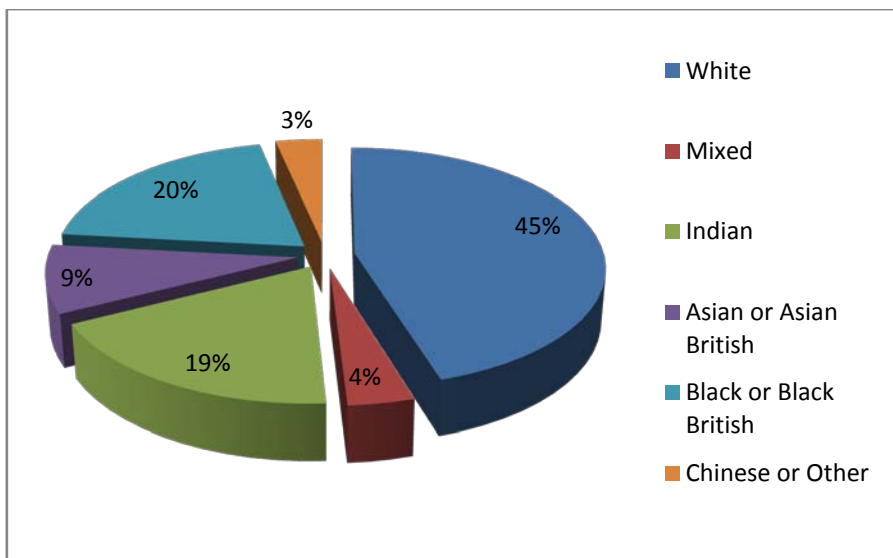


Figure 5: Ethnic Composition for the London Borough of Brent (2001)

<http://www.brentbrain.org.uk/>

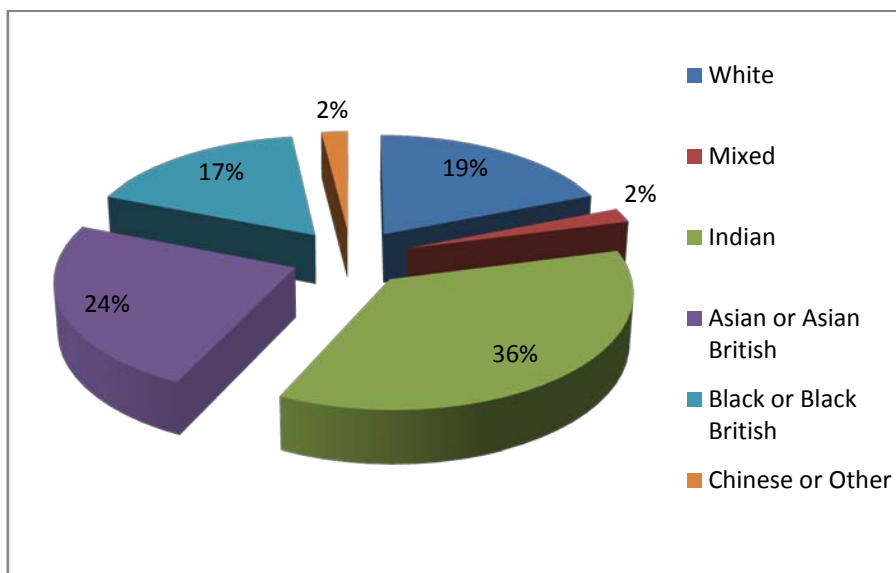


Figure 6: Ethnic Composition for the Ward of Wembley (2001)

<http://www.brentbrain.org.uk/>

The Ward of Wembley Central, in particular, will be the focus of this project. It is located in the southwest corner of Brent, as highlighted in Figure 7. Of the 264,000 people in Brent, 11,000 reside in the ward of Wembley (2001 Census). As an Opportunity Area, Wembley has undergone a significant change on both national and international levels as an optimal sports, leisure, and business location. The ward has also experienced a major increase in the minority ethnic population. In 1991, 67.1% of the population was from an ethnic group other than white, the seventh highest amongst wards in London. By 2001, this percentage increased to 78.7%, making it

the sixth highest amongst wards in London. Figure 6 displays the ethnic breakdown for Wembley Central. This figure shows that compared with Brent as a whole (Figure 5) the ward has a much lower proportion of people who are white (19%) and much higher percentages of people of Indian (36%) or Asian (24%) ethnicity. Understanding the ethnic composition of Brent in general and Wembley in particular is essential to properly planning for future cultural facilities (Bains, 2005).

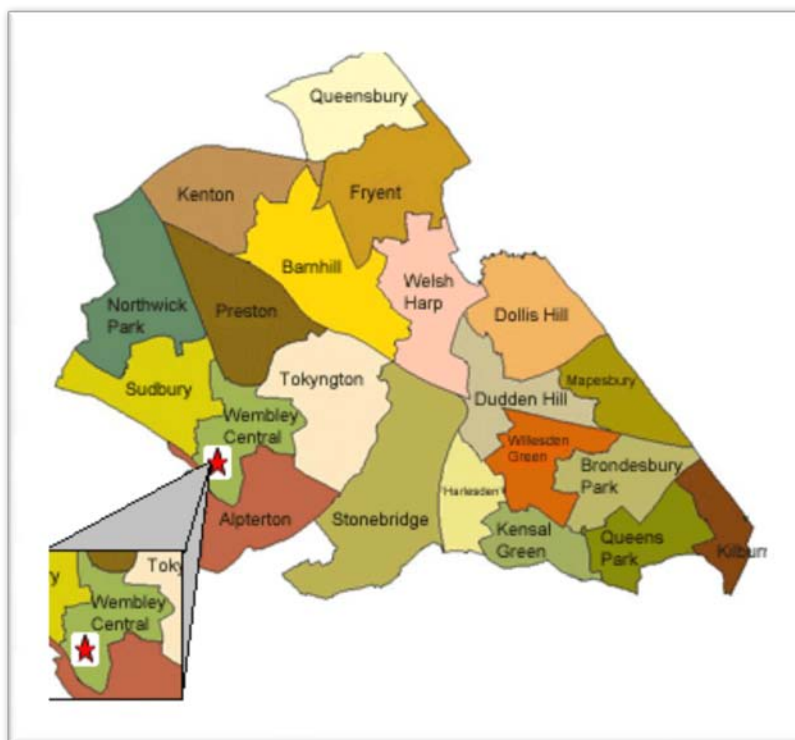


Figure 7: Twenty One Wards of Brent (Wembley is Highlighted)

<http://www.brentbrain.org.uk/>

Political Landscape

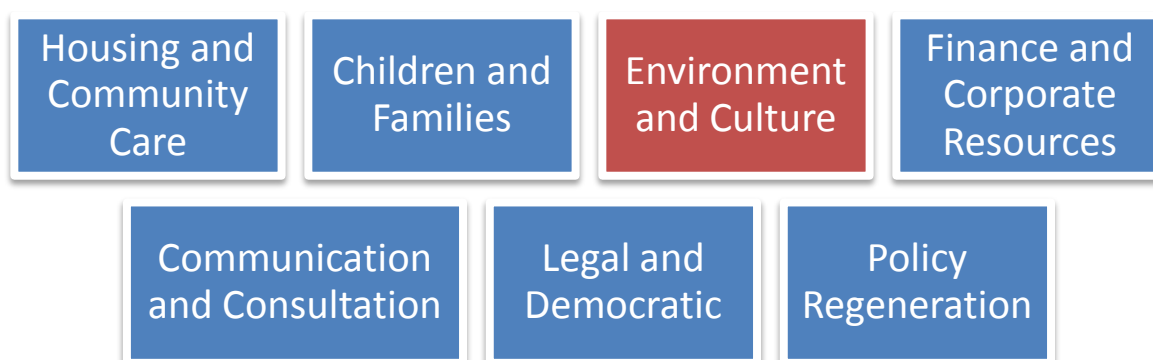
The Brent Council

The Brent Council is the local authority for the Borough of Brent and oversees general policy and direction of all the departments. The council is comprised of three councilors per ward, elected every four years. The Executive, or Cabinet, is selected from the general councilors and make most important decisions for the borough, while general councilors oversee and scrutinize those decisions. The majority party in the Council elects the Lead Councilor, who oversees and is in charge of all final decisions. Finally, the Council votes for one councilor to become the mayor in its first meeting after elections. The mayor's role is to serve as the first citizen of Brent, promoting the borough on a local, national, and international level.

The Brent Council has always played a very active role in servicing and supporting both its residents and businesses. They provide a large number of essential local services to the community. To fund these services the borough is funded through four primary sources. The four sources are a general grant from the central government, specific grants from the central government, council taxes from residents based on household values, and fees for services and fines. The annual budget expenditure of Brent for 2008-2009 totaled approximately £958 million.

The Brent Council consists of numerous entities that focus on different service areas within the community. The seven main departments are shown in Table 1.

Table 1: Brent Council Service Departments



Some of the key services offered by these departments include:

- 83 schools
- 485 kilometers of roads and pavements
- 100 parks and open spaces
- 12 libraries
- 4 sports centers
- Rubbish collection from 107,000 households and processing 28,000 tons of recyclables
- 9,500 council homes
- Temporary accommodation for 4,000 families
- 39,000 freedom passes
- 700,000 hours of home care
- 160,000 meals on wheels

The Planning Service in particular, is a division of the Environment and Culture department (highlighted in Table 1) which formulates, informs, and enforces all aspects of development, both public and private, within the borough. Specific services include, but are not limited to the designation and protection of conservation areas, maintaining waterways, protecting listed buildings, and giving advertising consent, as well as processing planning applications, enforcing planning regulations, and developing and implementing planning policy.

Political Parties

The twenty-one Brent wards (Figure 8) elect a total of three Members to Parliament, 63 members to Brent Council, and a mayor. The current Brent Parliamentary constituency consists of three distinct constituencies: Brent North, Brent East and Brent South. Each constituency comprises a number of wards and elects one Member of Parliament (MP) to the House of Commons. In 2006, the Boundary Commission of England decided to reconfigure the Parliamentary constituencies. A new district, Brent Central, was created from wards that previously made up parts of Brent East and Brent South. Brent North will remain the same, retaining its previously held wards and MP. The remaining three wards will join with wards from the Borough of Camden to form a new Hampstead & Kilburn electoral district. Figure 8 illustrates the layout of this new district map.



Figure 8: Map of Brent's 21 Electoral Wards

www.brent.uk.gov

Figure 9 illustrates the current balance of power in Brent, in which the Liberal Democrats now hold 27 seats. The Liberal Democrats seized control from the Labour Party in the 2006 Brent elections. The results of the election by ward are seen in Figure 10. Currently the Liberal Democrats have twenty-six councilors, including the Lead Councilor Paul Lorber, six Executives, and one MP.

The Conservative Party has fourteen councilors and four Executives, while the Labour Party has twenty councilors, including Mayor Ralph Fox, and two MPs. The policies emanating from the Brent Council tend to favor those of the left-to-center leaning Liberal Democrats and left leaning Labour Party, rather than those of the right leaning Conservatives.

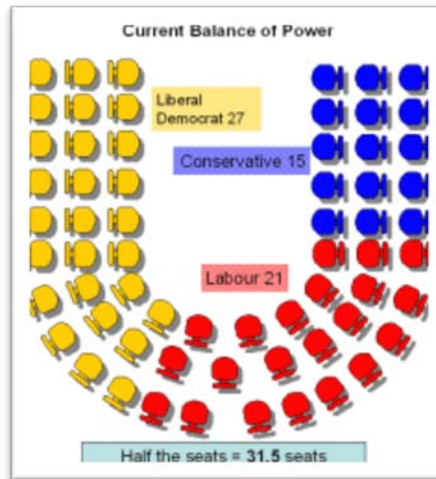


Figure 9: Brent Council Current Balance of Power

www.brent.uk.gov

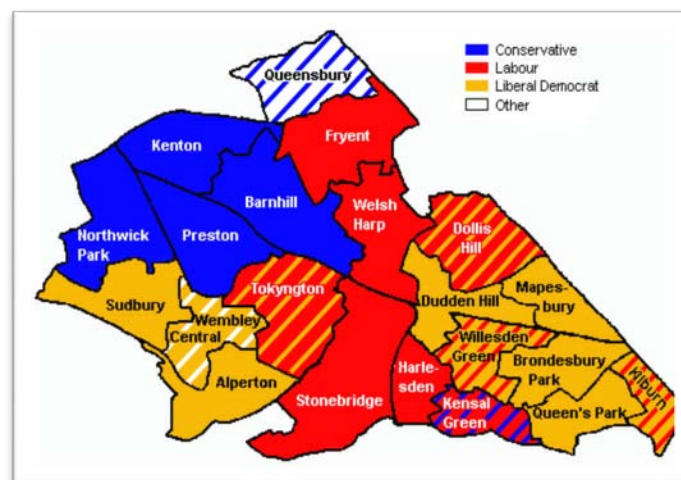


Figure 10: Results by Ward of 2006 Election

www.brent.uk.gov

Planning Policies and Documents

The main driving factor of planning is growth, be it in population, in the economy, or in cultural and ethnic diversity. For London in particular, population growth is a major force, with an estimated increase of about 700,000 people by 2016. In addition, diversity is a key component of London. Therefore, future planning on national, regional, and local levels should support the

cultural infrastructure and growth of the area. This includes buildings and funding required by its many societies, and helping them obtain resources required to become sustainable communities.

Planning in the UK

England, and the rest of the United Kingdom, follows a plan-led system, which was updated by the Planning and Compulsory Purchase Act (an Act of Parliament in Dec. 2004), and involves making plans that determine what and where things can be built. Under this updated act, there are two main levels of planning: Regional Spatial Strategies (RSS) are developed by the regional planning body or in London, by the Mayor. Local Development Frameworks (LDFs) are developed by each borough. The planning strategies mapped out in the LDFs must comply with those of the Regional Spatial Strategy and National Policy. The same follows for the planning strategies of the wards. They must follow the policies in their borough's LDF and National Policy, forming an integrated planning hierarchy.

Figure 11 shows this hierarchy of planning documents specifically related to our project, focused in the ward of Wembley. The London Plan, a document in which all others need to conform with, is at the top of the hierarchy. Beneath it are the current Unitary Development Plan and future Local Development Framework statutory development plans of Brent. Planning within Wembley is located at the lowest level, in the Wembley Masterplan, and is based upon the policies and strategies of the LDF.

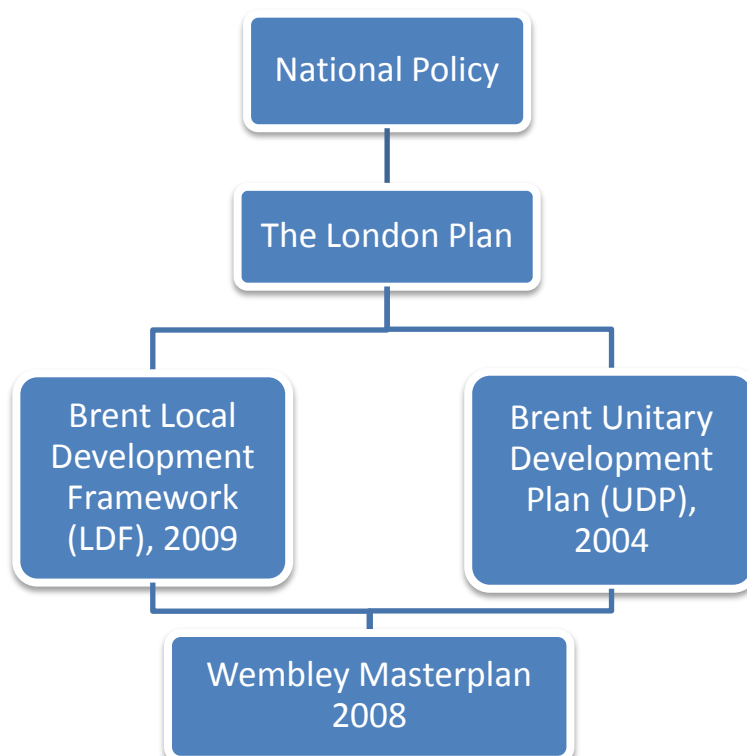


Figure 11: Hierarchy of Planning Documents

National Policy & the London Plan

The National planning policy is generally described in Planning Policy Statements (PPS). Planning Policy Statement 1 (PPS 1), *Delivering Sustainable Development*, sets out standards to guarantee that all planning decisions and developments contribute to the delivery of sustainable development. Key policies such as PPS 1 serve as a baseline for all other planning documents to follow.

The London Plan, published in 2004, is the Mayor of London's spatial plan for London. A "strategic plan setting out an integrated social, economic and environmental framework for the future development of London" (LP, vii), the primary focus of this plan is to map and monitor the development strategies of London. Within the London Plan, thematic policies affecting community facilities call for the "Protection and enhancement of social infrastructure and community facilities" and the "Development and promotion of culture and arts" in Policies 3A.18 and Policy 3D.4, respectively. These policies focus on the assessment and improvement of community and cultural facilities—how to identify gaps and deficiencies, and that new provision is focused in these areas with deficiencies to, ultimately, "provide a cultural focus to foster more sustainable local communities" (LP, 167).

The policies set out in the London Plan are rather general, mainly because most solutions to planning, such as community services, are too specific to be featured in a strategic document. By working with locally based organizations, boroughs can identify the specific needs of the community and address those needs in Development Plan Documents (DPDs), produced by borough Councils. The combination of the London Plan and a collection of DPDs contained in the LDF will serve as the elemental framework for planning at the borough level. Until the Brent Local Development Framework is adopted, the Unitary Development Plan will continue to supplement the London Plan in its place.

Planning in Brent

The regional and local planning authorities expect Brent in general and Wembley in particular to be a growth area over the next 20 years. These planning authorities have developed a number of planning documents that map out their policies and strategies. Regeneration and revival efforts involving the community of Wembley have been a focal point of the Brent Planning Service over the past several years, as reflected in several planning and developmental frameworks.

Unitary Development Plan

Currently, the main planning document for the Borough of Brent is the Unitary Development Plan (UDP), which was adopted in 2004. Chapter 11 of the UDP, "Community Facilities" describes one of Brent's key strategies, which is to ensure sufficient community facilities are provided to meet the diverse and growing population, while minimizing the need to travel. This chapter covers current planning policies regarding community facilities, classified by the council as D1 facilities. Facilities classified as D1 include, but are not limited to places of worship, school halls, scout huts, and community halls. The UDP recognizes that there is a shortage of community buildings for cultural and religious use, and addresses the protection of such facilities. It states that the loss of a D1 class facility "will be resisted unless the facility is appropriately replaced, or adequate compensation is made for its loss, or unless both the site and any buildings are unsuitable for redevelopment for community uses." (11.6.4, CF3)

UDP Section 106 (S106) concerns the allocation and development of sufficient facilities and space central to the betterment of the community. Frequent areas of attention for improvement and growth include education, transport, infrastructure, and sporting facilities. In order to fund these improvements, S106 requires that a standard fee is applied to each new development, both residential and commercial. The principle behind this charge as stated by the Council is to, "identify the required areas for mitigation from new development and to establish a reasonable level of contribution towards these areas." (S106 Planning Obligations, 2006) Non-commercial development charges are applied to, and increase with, the number of bedrooms, whereas charges for commercial developments are related to the total area, in square meters, of the facility. These fees and their corresponding increment per unit are essentially legal agreements between local authorities and developers. The delegations of the funds collected are used to improve community space in areas of development deemed necessary by the Brent Council.

S106, and its efforts to support growth with adequate facilities and space, has an increased influence in areas of large scaled development, such as the regeneration efforts surrounding the new Wembley Stadium. Currently there is no way of defining what a community facility is, and as a result, many facilities that provide services to the community go unnoticed. This ultimately provides an inaccurate representation of current stock in Wembley. Research regarding a broader definition of community and cultural facilities and identification of their whereabouts, numbers, and capabilities is crucial to the development and sustainability of sufficient facilities as a whole.

Local Development Framework

Once approved, the Local Development Framework (LDF) will replace the UDP, and will serve as the Council's approach to planning in Brent until 2016. The LDF is composed of Local Development Documents (LDDs), consisting of seven required documents; the Core Strategy (DPD), Site Specific Allocations (DPD), Proposals Map (DPD), Development Policies (DPD), Statement of Community Involvement, Local Development Scheme, and Annual Monitoring Report. Supplementary Planning Documents (SPDs) are also contained in the LDF, but are optional. The Core Strategy reflects community aspirations, contains statements of vision, objectives, key policies, as well as monitors framework for the future development of Brent. The vision is:

"Brent will be a great place to live in and to visit. It will be safe, clean, green and lively. Local people will be confident that our streets and open spaces are safe places to be and that our green spaces and leisure facilities will be worth visiting. Residents will care for their surroundings, appreciate where they live and enjoy what Brent has to offer" (LDF, 10).

Within the LDF there are new planning policies to be adopted, including those on community facilities. The LDF acknowledges that community facilities need to be protected, and that more need to be built. Policy DP CF2 describes the protection of existing community and cultural facilities that "will be safeguarded for the use and benefit of the community. Where a particular community use ceases, the Council will encourage an alternative community use" (LDF, 5) and that all existing community facilities will be protected unless properly replaced or provided elsewhere in the borough. This policy also expands upon Policy CF3 of the UDP. Additionally, community facilities are supported wherever location is appropriate, the extent of travel is reduced, and the buildings are adaptable, multi-use, and practical among other things.

These strategies and policies regarding community facilities, as seen in the UDP and LDF, are constantly being updated due to expected changes in population and cultural growth in Brent. "The multi-cultural nature of Brent's existing and likely new communities generates an extra need for community, social and religious facilities. ... It will support the further provision of community facilities by identifying sites that private groups could secure to meet their community and social needs" (LDF, 5.51). As population and diversity grow in Brent, an increased need for community facilities is inevitable. Policies to protect older facilities and create new facilities are set in place to anticipate what will be required of community facilities in future generations. New infrastructure will be needed to sustain growth, but it is vital to maintain a certain level of quality for existing community facilities.

Brent Cultural Strategy

The Brent Cultural Strategy 2006-2009 maps out the goals and objectives of the cultural sector of Brent. In 2004, the Brent Cultural Survey received feedback from about 1,000 people and provided an overview of patterns of cultural use by Brent residents (Brent Cultural Strategy, 12). Results of this survey ranged from specific points, such as a lack of knowledge about community facilities with affordable locations for performances or rehearsals, to more universal topics of focus.

A significant finding from the Brent Cultural Strategy was the identification of four following central topics that, for services to improve, a focus on is vital; information, quality, accessibility, and safety (BCS, 28). A greater knowledge of information about facilities enables more networking between groups, as well as a better understanding of the services provided to the community. This information can be delivered to the community in various ways, including pamphlets, a website, or simply through word of mouth. The quality of a facility increases by responding to the changes in demand, or needs, of the community and maintaining a long term goal of improving services. Quality is a driving factor in the usability of a facility and is based on numerous factors such as parking, appearance, services provided, and pricing. Accessibility focuses on improving conditions in Brent and making facilities accessible to anyone while enhancing connectivity and social cohesion. Disabled accommodations and public transportation accessibility are fundamental to this topic. Safety was also a key issue, as it will aid in the improvement of services and activities that are offered at community and cultural facilities. These items were four focal points of our research.

Planning in Wembley

Wembley is identified as a key opportunity area in the London Plan, and discussed extensively in both the UDP and LDF. The Wembley Masterplan establishes both the Council's and community's vision for the "New Wembley", a major center of future growth and planning. Wembley, which will be a core growth area of Brent in the upcoming years, "will be home to large new populations, and it is important that a range of new community facilities are provided to meet the needs of these new and diverse communities" (WM, 34). Part of the Council's Core Strategy is to meet the needs of the new populations by introducing community facilities targeted at community, cultural and religious use.

The Masterplan is considered to be vital in the future of Brent, and is intended to be adopted as soon as possible. Because the LDF has yet to be finalized, the Masterplan will be implemented first as a Supplementary Planning Document (SPD) to the UDP. The objectives of the Wembley Masterplan are described in Chapter 14 of the UDP. If necessary, the document can be reviewed and later added as a SPD to the LDF, after it is approved. As a result, the Wembley Masterplan is depicted under both the UDP and LDF in Figure 11.

Evaluation Techniques & Concepts

Adequate and effective community facilities are important, as they are local assets that lay the foundation for community participation, social cohesion and ultimately future development. There are significant direct and indirect benefits for communities where such facilities are located (Quirk, 2007). Some benefits include:

- Users of assets that are in the control of the community, whether individuals or groups, are better able to plan for the future.
- Wealth creation activities, often deliberately aimed to create jobs for local people, will directly bring increased income and improved health within the local community.
- Wealth creation and the revaluing through new use of an existing facility can restore confidence in that place, it can restore the viability of local businesses, it can help to reverse the exodus of residents and businesses, it can help to restore land values and attract new investment.
- Asset-based, community anchor organizations with a broad community remit and a multipurpose function can play a powerful role in promoting community cohesion by bridging the ethnic, faith and other divisions that may be present in communities, and promoting mutual understanding and harmony.

An accurate representation of the range and regions of community needs will provide the basis for the development and standards of future assets, further exposing the above benefits in future years.

Appraising the social value of a facility is difficult, as community and cultural facilities provide numerous services to diverse groups of people and organizations, and their significance extends beyond monetary values. In these instances, social scientists have been known to access valuation using qualitative approaches qualitative methodologies which, “refer to the meanings, concepts, definitions, characteristics, metaphors, symbols, and description of things” (Dabbs). In qualitative appraisal, there are no defined correct or incorrect parameters for appraisal, making the actual assessment process difficult. Thus, the revision of similar case studies’ appraisals is particularly informative.

Case Study 1: Rural Community Facilities Assessment (Scotland)

This relevant case study of facilities was conducted in Scotland primarily by the Scottish government and the Scottish Council for Voluntary Organizations (SCVO). (Community Facilities in Rural Scotland [CFRS]) This case study sought to, “gather and analyse data on the current provision and condition of rural community facilities (RCFs) and to assess the levels and the nature of usage of

these buildings across rural Scotland.” (CFRS, 1) The primary motives behind the research included the local government’s general lack of understanding of the condition and usage of community facilities and their importance in rural areas. Rural community facilities were defined as facilities that are, “owned or managed by the community or voluntary sector and which provide a wide range of leisure, health, social and cultural services for all residents of the community.” (CFRS, 1)

The methodology implemented in the assessment of RCFs consisted of a number of related research activities. The report organized research into two specific categories; desk-based research and primary research. Desk-based research involved a literature review of relevant information. Primary research focused on gathering information on the use, income, management, condition, sustainability, and energy of RCFs. The primary research techniques consisted of a postal survey of RCF contacts, stakeholder interviews with funders and advisers, and detailed case studies of six facilities, which included in-depth interviews with committee and other community members. Data analysis included descriptive statistics, investigating multi-purpose versus single focus, identifying statistically significant differences in the data, exploring regional differences, and analysis of textual data.

A postal questionnaire covering topics including the building, its management, economic viability, and usage was issued to building owners or managers and found to produce particularly informative data. The questionnaire can be found in Appendix A. The research revealed an identifiable link between the relative successfulness of a village hall or community center and its ability to attract users, trustees, and volunteers, as well as generate funding. The report found that a successful village hall or community center usually has the following attributes:

- A governing document that is workable and up-to-date, containing provisions for everything the trustees need to do.
- A trustee body that is diverse, knows the extent of its role, responsibilities and powers and presents potential new trustees with a realistic picture of what is involved.
- A building that meets legislative requirements and that can facilitate a range of activities.
- An effective means of communicating and consulting with the local community to ensure that its needs and interests are understood and that the community knows about the charity's activities and plans.
- A funding regime that is sustainable and diverse enough to allow trustees sufficient flexibility to direct their activities in accordance with local needs and interests.

- A strategic plan, however simple, that takes account of the impact of proposed changes on all aspects of the running of the charity.

The wide variety of responses that were generated via interviews and surveys provided an excellent illustration of the diverse needs of community facilities in Scotland. Utilizing this data, a table highlighting common needs with respect to the internal (e.g. improved toilets, improved heating, insulation and storage) and external (e.g. maintaining appearance, car-parking, a play area, and recycling facilities) structure was created. Physical Characteristics aside, the relative success of a community facility can also be attributed to the means by which it is run. As previously highlighted, the ability to have a building that is in good standing both financially and legislatively is essential. Evaluation of facility management using similar techniques to those found in section 2 of the postal questionnaire should be considered (Appendix A).

Pertinent information from the survey includes:

- Less than half of respondents reported that the halls had good external structures and roofs.
- Half of facilities had incomes of less than £5,000 a year.
- Nearly half did not have full disabled access and 20% could not be reached by public transport.

Case Study 2: Cultural Facilities Action Plan (Bosworth)

The Hinckley and Bosworth Borough Council conducted an inventory of cultural facilities in the borough primarily through a set of questionnaires, and identified a set of key attributes that were recorded in a database, including:

- Site name
- Type of cultural facility
- Ancillary facilities available
- Ownership
- Main users
- Accessibility
- Cost to use cultural facility

A cultural facility, as defined by the Bosworth Council, was any area capable of hosting an activity of material and value involving culture, sport, or leisure. By this definition cultural facilities included allotments and community gardens, burial grounds, community facilities, including village

halls and community centers, libraries, museums, outdoor and indoor sport facilities, and parks and open spaces.

The bulk of the analysis and findings regarding cultural facilities focused on the distribution of community facilities via mapping based on a variety of different 'buffers' or catchment zones. Different buffer zones or catchment areas are drawn around different kinds of facilities based on their ability to 'draw' audiences. The Council used accepted definitions adopted by various other entities, except for the health centers where they surmised a reasonable distance for the buffer. Buffer zones for the specific cultural facilities are as follows:

- Community facilities – 800 meters (10 minute walk). It was felt that the catchment should be set to reflect this local importance.
- Outdoor sports provision, including accessible school playing fields, had a buffer zone set 800 meters while facilities with multiple playing pitches were assign a buffer of 1600 meters, as residents were deemed more willing to travel greater distances
- Health and fitness centers - 6000 meters (15 minute drive) Borough Council officers felt that residents of the Borough would be prepared to travel greater distances to such a facility given the range of fitness equipment they had to offer.

All cultural facilities were mapped using the Council's Arc View Geographical Information System (GIS). This enables the Council to identify areas of deficiency in the community in each sub category of facilities and plan accordingly to fill in the gaps. Ultimately the data will assist the borough in terms of its spatial planning, as the council states, "Good spatial development will help contribute to the cultural requirements of the Borough" (Hinckley and Bosworth Borough Council)

The GIS generated maps like the one shown below in Figure 12 identifies and highlights the effective catchment or buffer zones surrounding each facility community facility with the borough. Samples of other GIS maps can be found in Appendix B.

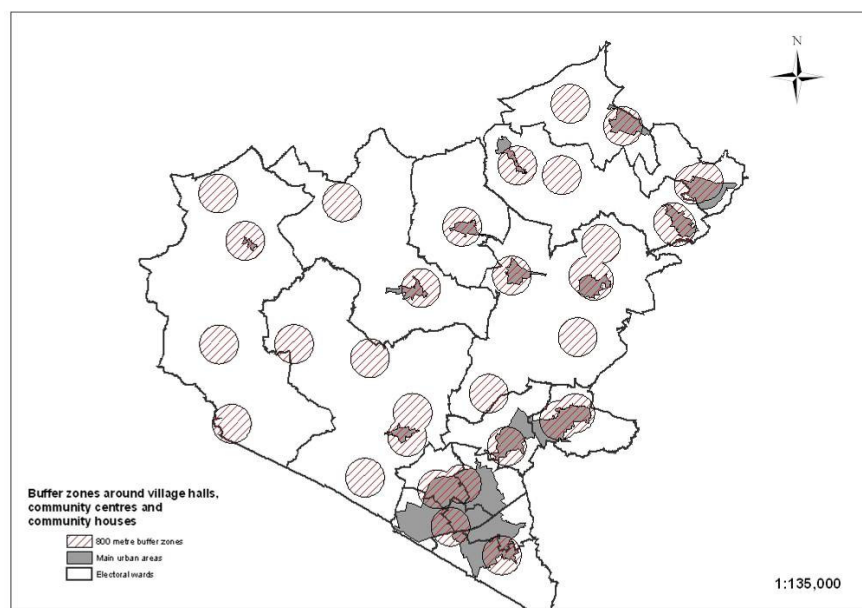


Figure 12: Community Facility Locations and Buffer Zones

Case Study 3: Village Halls & Community Buildings Report (Leicestershire)

This case study was conducted in Leicestershire England by the Rural Community Councils of Leicestershire and Rutland (RCC), as well as the Government Office for the East Midlands (GOEM). The aim of this particular project was to, “strengthen links between the RCC and the voluntary organizations responsible for managing community buildings in rural areas in order to provide appropriate support based on identified needs.” (Clay, 2006) In order to identify community buildings in need of support, an assessment of these facilities was conducted primarily through the use of a survey. Facilities were identified via a database of village halls provided by the RCC, a web search on the County Council database of organizations in Leicestershire, and a press release inviting any organizations who did not receive a questionnaire to contact the research officer.

Prior to distribution, the survey was pre-tested by sending it to six community building representatives asking them to note any questions that were confusing or irrelevant. The village halls and community buildings survey contained £50 prize as an incentive to encourage greater response rates. The cumulative response, which included two mailings, totaled approximately 46.0%.

The project targeted buildings in particular that were:

- Located in population settlements of not more than 10,000.
- Located in villages, i.e. those with a parish council or meeting, rather than a town council.

- Providers, in principle, offered a facility available for hire to the wider community.

The purpose of the questionnaires was to reveal information about the building and its facilities. Information was collected concerning the status and age of the building, major improvements carried out during the previous five years, state of repair, outdoor facilities, indoor facilities, accessibility, security, public transport, and management.

Key findings applicable to the analysis of urban centers included the relatively old age of most facilities. The majority of buildings (66%) were built in the 20th century while 27% were built in the 19th century. The costs of upgrading or repairing these buildings proved prohibitively expensive due to the need to match the quality of materials used in the original construction or to maintain the traditional decor of the surrounding buildings. Informal feedback also suggested that car parking was regarded as a key factor in attracting larger scale bookings. Approximately 69% of buildings had some form of parking available, 54% identified that this area was in good condition, and 18% stated that there was an urgent or essential need to upgrade.

There were also findings especially relevant to urban facilities in terms of safety, technology, and access. Over 65% of halls did not have fire alarm systems with detectors and call points, while 77% do not have intruder alarms. Facilities offering any form of internet access on the premises were very low at only 5%. This could prove to be a limiting factor in terms of supporting various business functions, as access to the internet becomes a necessity. Disabled access is a concern, as none of the facilities had promotional literature available in Braille, audio, or alternative languages. Although approximately half (53%) of committees have carried out a general or disability access audit within the last three years, resulting in a stern recommendation to raise awareness and stress the importance of disabled provisions.

The structure of most management committees was found to be primarily made up of volunteers. Management committees as of late have experienced difficulties in recruiting volunteers, especially in the younger age group (18-25). A lack of interest from the current generation of young adults was of concern as it could prove devastating in the future sustainability of facilities. Business management skills were also lacking as the majority of committees claimed they had not received training in business planning, meeting management, or overall management in the past year. Training in any of these categories if implemented properly, could create more financially efficient and sustainable facilities and again help to expose the benefits noted in (Quirk, 2007).

Methodology

The goal of our project is to assess the supply and demand of community and cultural facilities within the Wembley area, and make recommendations to the Brent Planning Service regarding the planning and policies for current and future community facilities. To achieve this goal, the project team has identified the following objectives:

- To acquire a range of professional perspectives from Brent Council staff members regarding the key issues central to the provision of adequate community and cultural facilities now and in the future.
- To identify and characterize the range of issues associated with the supply of community and cultural facilities in Wembley.
- To identify and distinguish the range of issues associated with the users' perspectives of community and cultural facilities in Brent in general and Wembley in particular.

In order to lay a foundation for understanding the dynamics of supply and demand for community space in the Borough, the project team conducted interviews with three groups: Brent Council staff, managers of community facilities, and community group leaders. Facilities managers and community group leaders with their own facilities are referred to as suppliers in this report, and community groups without their own facilities are referred to as users. The breakdown of all interviews is seen in Table 2. By performing all interviews in pairs, with one asking questions while the other took notes, or a combination of both, we were able to record the information we collected in an organized way to better analyze the results.

Table 2: Breakdown of Interviews

Group	# Interviewed
Brent Council Staff	17
<i>In Planning</i>	<i>13</i>
<i>Outside Planning</i>	<i>4</i>
Suppliers	18
<i>Schools</i>	<i>4</i>
<i>Religious Institutions</i>	<i>7</i>
<i>Community Halls</i>	<i>7</i>
Users	12
<i>Youth Groups</i>	<i>5</i>
<i>Elderly Groups</i>	<i>1</i>
<i>Religious/Ethnic Groups</i>	<i>3</i>
<i>Residents' Associations</i>	<i>3</i>
Total	47

Brent Council Interviews

The interviews with Brent Council staff members began on the 16th of March, to gather individual perspectives and serve several purposes:

- Clarify the nature and purpose of the project
- Establish which characteristics community facilities should have
- Identify any prominent cultural/community groups or facilities in the focus area
- Characterize the nature and extent of the supply/demand problem of community facilities
- Determine any indications of deficiencies in the provision of facilities in general
- How future growth in Wembley will affect the use of such facilities

The areas above were developed into a set of questions (Appendix C) that were presented to Brent Council Staff members in what started as semi-structured, in-person interviews. Follow up interviews/meetings were more informal. As well as initial interviews, we met with many key staff members on several occasions to discuss the different topics and objectives of the project as it evolved. Each additional interview resulted in a snowball effect that identified pertinent council staff, community facilities, and groups. Additional questions were posed in specific interviews to cater to the interviewee's professional focus and to develop a further overall understanding.

Supplier Interviews and Site Inspections

Interviews

The purpose of these interviews with supplier groups was to look into the nature and range of issues and concerns concerning the current provision of community facilities in the Wembley area. These qualitative, semi-structured interviews were developed through identifying key topics to be covered, such as ease of accessibility, with our liaison and other Brent Council staff. A complete list of questions appears in Appendix C. However, using a complete set of predetermined questions proved to be difficult while interviewing, instead, our group used a set of bulleted points to be discussed in interviews (Appendix D) based off of the original interview topics.

The initial list of facilities to be interviewed, presented in Appendix E, was provided by our liaison and included a range of community halls, schools, scout huts, and religious institutions. The Council's list included more facilities than the team could examine in person in the seven weeks available for this project. Therefore, the community facilities interviewed were identified by our own inspection of prominent facilities in the area, as well as the recommendations made by Brent Council staff.

On-Site Evaluation

Another step in appraising community facilities in the Wembley Area was to conduct an on-site evaluation on their condition and characteristics. This appraisal utilized a checklist of features that might be expected in any community facility. The checklist was developed by looking at similar studies, including the case studies (discussed in *Appraisal Concepts*), to gather basic characteristics about facilities in general. Initial drafts were edited in coordination with the information, opinions and suggestions gathered through interviews with the Brent Council staff. The checklist featured a set of questions to answer while on site, along with extra space to mark down important, site specific information that was pertinent to understanding the facility. This checklist provided an implicit picture of what the current status of the facility was by viewing relevant characteristics on one sheet of paper. A copy of the checklist can be seen in Appendix F.

Items on the checklist that were of primary importance were: gender separated toilets, disabled access, distance from public transportation, kitchen and dining facilities, stages, and forms of outreach. Gender separated toilets were important to accommodate for those groups which require them in order to be able to rent a facility. Disabled access is crucial for groups that have both disabled and elderly members, as is the distance from public transportation to make these facilities more accessible. Kitchen and dining facilities were shown (throughout Brent Council staff interviews) to be important to those groups that serve food, for example, elderly luncheon groups. Both staging and forms of outreach (websites, pamphlets, etc.) were found to be of importance in the Brent Cultural Strategy, but for different reasons. Stages are needed for youth and other groups doing performances, whereas advertising and outreach helps to make the community aware of the facilities that these sites can provide to them.

User Interviews and Surveys

Interviews

Interviews were also conducted with leaders of community groups within Brent as a whole (excluding those groups in Wembley with their own facilities); these groups are the users of community facilities. These users were classified into four different categories: youth groups, elderly groups, religious/ethnic groups, and residents' associations. These qualitative, semi-structured interviews were created to receive information on the demand aspect of community space in Wembley. Moreover, these questions centered on how community groups choose which existing facilities to use, what they would like or need that is not available at present, and whether such spaces are available in Wembley. By interviewing large and prominent community group leaders, as well as those from smaller organizations, we were able to identify the needs of various

community groups. These groups, like the others, were identified with the help of the Brent Council staff, as well as previously conducted interviews.

User Surveys

The user interviews were supplemented by two user surveys. The first was a blanket e-mail survey that was sent out to organizations in Brent, referred to us both by our liaison, as well on the BrAVA and BRAIN websites, which were classified as users of community or cultural facilities. The purpose of this e-mail was to determine which, if any, have used facilities in Wembley during the past year, and why or why not they chose Wembley. A copy of the e-mail sent out can be seen in Appendix G.

The other survey that was conducted focused specifically on the members of youth groups. The purpose of this survey was to solicit the opinions of the youth that use community or youth centers in the area. This survey, like the other one, was developed in coordination with our liaison and advisors. A pre-test verified the clarity of the questions. The surveys were distributed to young people involved in the Youth Parliament and Wembley Youth & Community Centre. Questions were presented to the youth in the form of an email survey, which can be found in Appendix H, as well as in roundtable discussions.

The goal of the youth survey was to gain a more complete perspective of youth operations in general by gaining the opinions of the youth themselves. The questions on the survey asked what activities/events youths currently participate in and would find appealing in future facilities, what centers they have been to recently, their views on whether or not the facilities were out of date and what could be done to improve them.

Responses from the surveys were useful, but some limitations and biases should be noted. With the e-mail survey, questions could have been misunderstood or misinterpreted. Some members might not have been as critical as they could have been because they liked the staff working there. Criticizing a facility too much could have been viewed as criticizing the staff. Also, with a small sample, there is a bias in assuming the expressed viewpoints are shared by the majority of youths in general, or of their specific group.

Interview Transcripts and Other Data

Information from the checklists were compiled into a checklist log, an excel spreadsheet. Information that was too extensive to include in the checklist log, such as the capacity or cost of some facilities, were scanned as PDF files (from original booking papers given to us) and referenced

in the Excel document where needed. Responses to questionnaires were categorized and made into various charts and graphs, which will be discussed further in the data and analysis chapters.

Interview notes from suppliers and users were compiled into Word documents in the form of bulleted outlines. These interview notes are not included in this report to protect the confidentiality of the interviewees. Interviewees' responses to questions were categorized in the same order as the bulleted points discussed in the interviews (Appendix D) to ease finding commonalities and differences between the various facilities.

Data & Analysis

This chapter discusses the key issues identified by the target groups, and highlights the similarities and differences among and within the different groups.

Brent Council Staff Interviews & Analysis

In total, 17 members of the Brent Council staff were interviewed from March 18th to April 22nd (Table 3). These interviews were designed to elicit the professional perspectives of staff regarding local issues central to community and cultural facilities. Council staff members interviewed covered a wide variety of positions to gain a rich sense about community issues from a variety of different viewpoints and contexts. Out of the total of 17 interviews, 13 were conducted within the Planning branch and included members from Policy & Research, Regeneration, Enforcement, and Area Planning teams. Staff in the Planning Service was targeted intentionally because they are involved with planning for future facilities; it is essential to gauge where the staff stand on diverse issues. We interviewed four staff outside the Planning Service, including Aida Esposito, Head of the Cultural Strategy and Leisure Client & Project Officer Steven Baker.

Table 3: Breakdown of Brent Council Staff Interviews

Group	Number Interviewed
Within Planning Service	13
Outside Planning Service	4
Total	17

Interviews with the Council staff established their views on issues and trends in community and cultural facilities. Key issues they highlighted include affordability, community outreach, public transportation accessibility, parking, facility condition, and flexible community space. These issues aided in the refinement of interview topics and checklist items for the supplier investigation.

The relative affordability of community facilities within the Wembley area was stressed in numerous instances during discussions with members of the Council staff. Harini Boteju, a member of the policy and research team in the Planning Department, noted that cost is the driving factor in users' decisions to book a facility. Many small community groups and organizations do not need elaborate facilities, just an open, indoor space that is affordable and practical. Given the economic make-up of Wembley, it is not reasonable to expect small community groups to rent the space they need at market rates. For example, Tanusha Naidoo, a South Team Area Planner, noted that a local

hotel has a gym that is ostensibly available to the general public but is rarely used by residents in the area because the costs are prohibitive. Aida Esposito, the Cultural Development manager, emphasized that community groups, regardless of size, are vital actors in the community at large, but few have sufficient or adequate space to meet their needs. The cost of obtaining new space or renovating old space is generally too costly for many groups to afford, according to her observations.

Aida Esposito and other Council staff members also stressed the importance of marketing through advertising and other outreach activities to ensure that different community groups are aware of the availability of different types of facilities. Local religious, community, and school halls that are open to the general public often do not advertise their availability, and as a result the knowledge of the community space often does not travel beyond the immediate neighborhood, ethnic, or religious boundaries. Several Council staff members pointed out that many community facilities do not have a webpage, or if they do the pages may not list useful, up-to-date information, such as what facilities are available and how to book them. Contact information for some facilities is listed on general community websites, BRAIN and BrAVA; however, both are outdated and difficult to keep current. This information is also rather limited, and has received criticism throughout the Council interviews.

Approximately 45% of Council staff emphasized two recurring themes, access to public transportation and problems with parking. Although Wembley is very accessible by public transportation, several interviewees including Aida Esposito and Harini Boteju lamented that there is a “cultural obsession” with driving. This obsession makes parking a major problem, as Wembley is a densely populated area. This issue is magnified on stadium event days. Among those noting a lack of parking are assistant team manager of the Policy and Research Team, Michael Maguire, and Zayd Al-Zawad, the assistant team manager of the Regeneration Team. The majority of Council staff noted that public transportation is not utilized to its full potential and use must be encouraged.

Six of the 17 Council interviewees stressed the importance of having up-to-date community facilities, and were particularly vocal in noting the inadequate access for disabled individuals at many community facilities. Several key members of the Council staff, including Osita Udenson, the Wembley Town Manager, mentioned the importance of providing for the disabled. Prior to 2004, there was no legislation building requirements for disabled access. Now, older buildings doing renovations and new facilities being built need to have disabled toilets, a disabled ramp to access the building, and indoor ramps/lifts if there are stairs in the building. However, the current economic recession has put many renovation plans, including those of Council run facilities, on hold. As a result, numerous facilities continue to lack disabled access.

There is a high demand for not only updating youth centers, but developing additional youth centers as well. This implementation, as reinforced by numerous Brent Council staff, would help keep young people off the streets. Aida Esposito emphasized this claim, as she described a recent study that linked the walking routes of youth with graffiti. Accordingly, numerous Council staff stated the available youth centers are not suited for today's society as they do not accurately reflect modern youth interests. In other words, the activities provided by youth centers must updated according to the interests of youths.

Making sure the provision of new community and cultural space is flexible is a major focal point for the Brent Council. Given the diverse cultural and ethnic composition of Wembley, there are a number of different community groups with different needs. Numerous community groups either do not have the money to build their own facility or do not need their own dedicated space, since they meet infrequently. "Flexible" community space refers to facilities that can accommodate a wide range of needs for a variety of community groups. Numerous council members including Joyce Ip, the Wembley project manager, stressed the need for new community facilities to be as flexible as possible as they would not only benefit the community groups in the area, but also aid in the issue of usable space and help build social cohesion in the area.

Supplier Interviews & Analysis

The team identified a range of organizations which were classified as "suppliers", or those able and willing to provide a facility or hall for use to the community. Facility managers of eighteen supplier facilities were interviewed and their facilities were categorized as follows: religious institutions, schools, and community halls. As shown in Table 1, the team interviewed seven religious institutions, four schools and seven community halls. These three categories represented most, if not all, supplier facilities in Brent.

Table 4: Supplier Facilities Interviewed

Type of Supplier Facility	Number Interviewed
Religious Institutions	7
Schools	4
Community Halls	7
Total	18

The supplier interviews and site evaluations revealed key trends in the overall nature of the facilities in Brent. Also, tendencies were identified within the individual groups listed in Table 1. Using the data log, the project team monitored basic facility features in order to help identify key trends. These key trends can be found in Figure 13 and will be furthered broken down and discussed in the smaller groups. Noticeable trends found in interviews included the inability to fully utilize, maintain, and provide affordable community space.

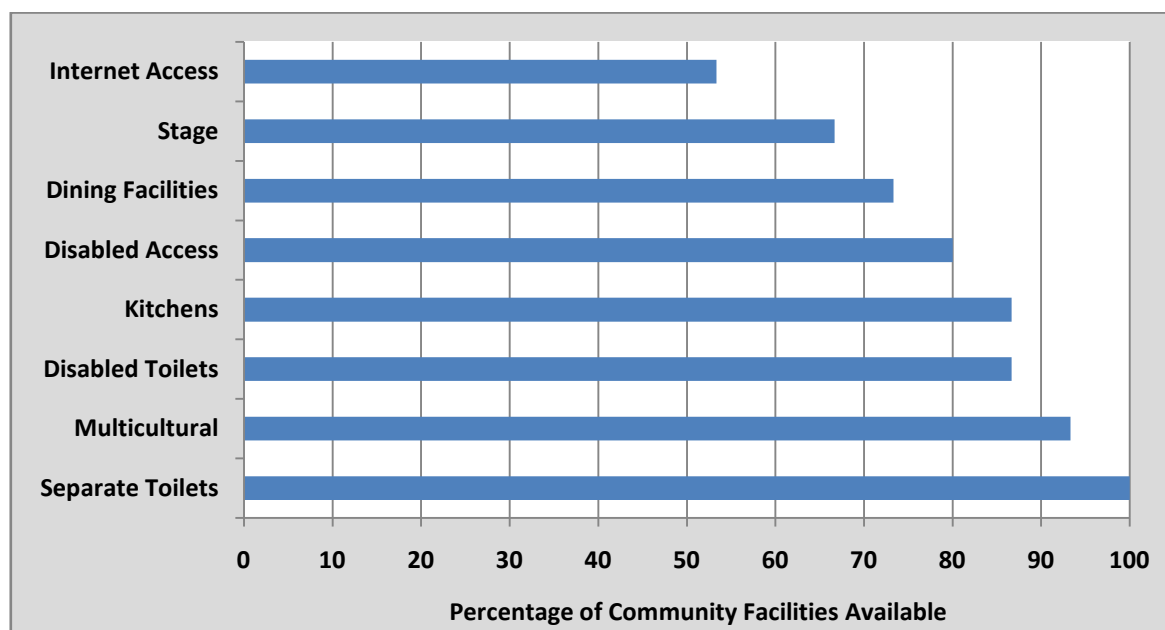


Figure 13: Pertinent Facility Features

One issue raised by those interviewed within the Brent Council was whether current facilities were multicultural in the sense of allowing outside user groups to hire that facility. Here “outside user group” means one of a different social, religious or ethnic class. As can be seen in Figure 13, 93% of facilities interviewed claimed to be multicultural, as they currently provided their space to various religious, ethnic, and social groups. The one non-multicultural facility was classified as such not because it was opposed to renting their facility out to other groups if needed; rather, it was not in need of any increased revenue and rented out the facility solely to serve the needs of its own members. The other 17 facilities interviewed cited the diversity of those in Brent as the reason why a wide range of community groups hired out their facility. An attempt to utilize available community space available, those groups supplying facilities for the community to use seemed to be renting out space based upon cost, availability and accessibility, not whether the user group was the same class, ethnicity or religion.

We asked facility managers how frequently their facility was booked and whether or not they felt it was under- or over-booked. Booking frequency was tracked through by logging the

number of events held in the facility per week while also asking the interviewee if he or she felt this was adequate. While managers of a small number of facilities, such as Park Lane Methodist Church and Alperton Community School, said that they were at capacity for hires, most facility managers said their facility could handle more events. With seemingly numerous user groups seeking to hire halls, the team was interested in finding the reasons behind why some facilities were struggling to book more events.



Figure 14: Chalkhill Community Centre

An example of extreme under-utilization was Chalkhill Community Centre, as this brand-new facility sat mostly unused. An artist's rendering of the state-of-the-art facility is given in Figure 14 Metropolitan Housing Trust (MHT) funds the center but does so under the supervision of the Brent Council. The role of housing trusts like MHT is to take over many duties of the Council as far as funding housing and community projects. In speaking with Dina Parbat, director of the Chalkhill CC, it appeared that MHT and the Council did an adequate job in providing funding for the new center, but have lacked in following up with additional funding and programs since its completion. Community and voluntary groups that express interest in using the facility are normally turned away as there is a lengthy, difficult process in which the group must be reviewed and approved before they can use the facility. The facility's cost to open up the halls is so high that it cannot be used by groups looking to use the facility at low or no cost. The facility is currently considering implementing an aggressive marketing scheme as a way to attract more affluent users. However, prospects are not favorable for attracting these groups, increasing funding and opening space at low rates. Since the facility is severely under booked and not providing its community with much useable space, smaller community and voluntary groups are adversely affected.

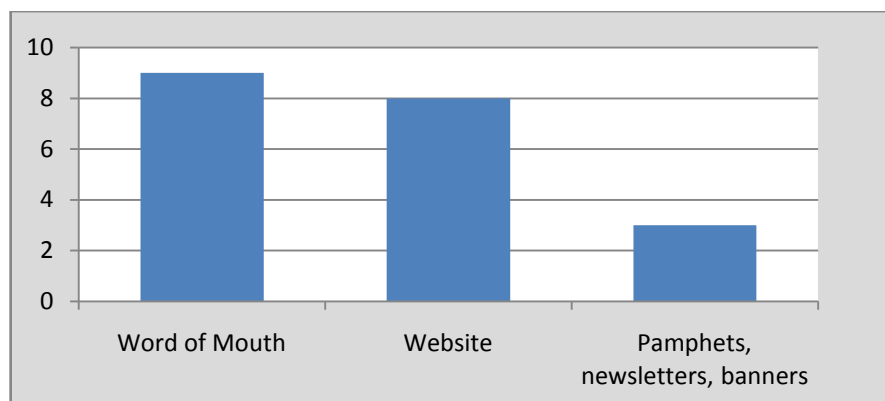


Figure 15: Advertising Tools Used by Supplier Facilities

Those facilities that felt their booking frequency was not adequate wanted a greater outreach and spread of users in the community. Similar to Chalkhill Community Centre, the lack of utilization of many community facilities in the Wembley area can be partially attributed to current facility deficiencies in marketing and advertising techniques. Marketing and advertising techniques used include individual website, pamphlets and community newsletters, and word of mouth. As shown in Figure 15, eight facilities expressed the use of a website as a form of advertisement. Nine facilities relied solely on word of mouth by users to promote their facility, while three facilities used both a website and pamphlets to market the facility. Being listed in the Brain or Brava databases did not constitute a form of advertising in this study.



Figure 16: Capital City Academy Website

Facilities' websites were of particular interest to the team as the range of features and capabilities of each site varied greatly. As mentioned, eight of the eighteen facilities had their own website, while one other was in the process of creating one. In many of the cases, the quality of the

website was found to be directly linked to the management techniques and approach of the facility it was advertising. For example, the Capital City Academy is a well-funded, modern facility and that is reflected in its website (Figure 16). As a user of this website, the project group was able to easily navigate the site and gain access to all necessary information. The website was well organized, easy to use and made clear the facility's capabilities. Other facilities with websites, such as the Patidar House and Advait Centre (Figure 5), had similar, effective organization and display of information.



Figure 17: Advait Centre

Facilities with websites were directly correlated with those facilities that operated more as a business rather than a community resource. This entrepreneurial type approach is based upon revenues gained from renting out community space. Facilities such as the Chalkhill Community Centre (Figure 14), Patidar House, Capital City Academy, and Advait Centre (Figure 17) fall into this category. The more community oriented groups are funded primarily by charities or non-profit groups, thus are not completely dependent on revenue from hires. This is a possible reason why these facilities without websites were mostly church and youth centers. However, it is many of these same community oriented groups that have expressed interest in maximizing their booking capacity.

The challenge of keeping facilities up to date and modern was also a major concern mentioned by a majority of site managers. Only three of the facilities were categorized as state of the art, while the outstanding majority was out of date in some shape or form and occasionally lacked certain amenities that many users would expect. Classifying these facilities into the previously mentioned categories was based upon criteria that included, but was not limited to, physical appearance of the facility, amenities offered, feedback from facility managers, date of construction, and date of renovations. One amenity that was brought about through the user groups was the lack of the facilities with internet available. Ten out of the eighteen facilities interviewed had an IT room or other computer access available to be used. Internet access plays a

central role in attracting users, especially with the youth, and facilities lacking internet access cannot adequately provide for the demand of various meetings, presentations, and activities.

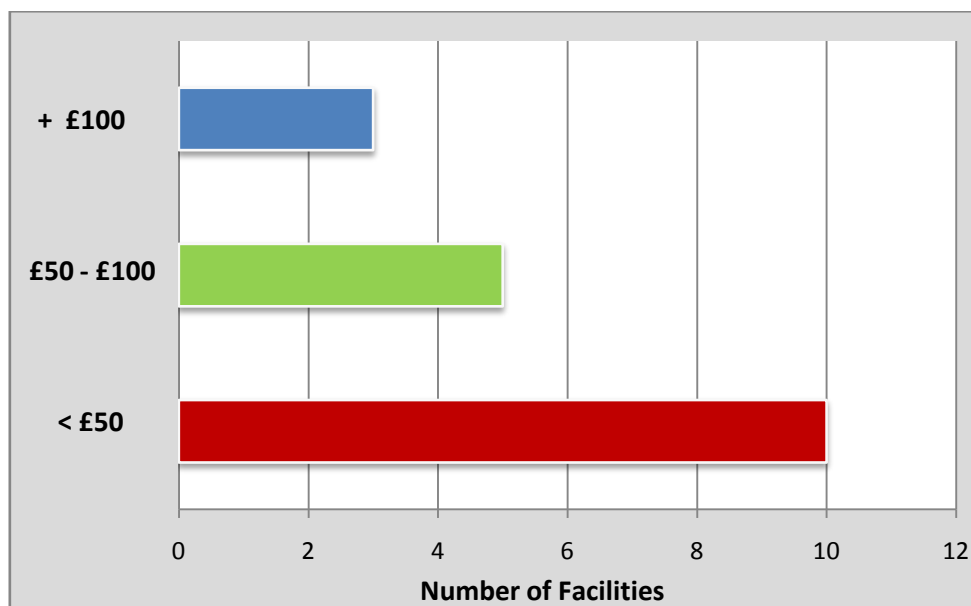


Figure 18: Standard Hall Rate per Hour

As noted in various interviews with user groups including resident associations and ethnic groups, access to affordable facilities is an issue in Wembley. The team took note of the charges of each facility to put into perspective what rates are in the area and ultimately found rental rates ranging from no charge to £275/hr (Figure 18). All of these facilities had rooms that are available for public use, but the capacity, cost, and quality of each greatly varied. The majority of rental rates ranged from approximately £25/hr to £150/hr, and a few facilities were actually free. Typically, the cost of rental reflects the size, quality, and range of features offered (such as access to a kitchen, stage, or the internet). As expected, larger, high quality facilities tend to charge more, and not surprisingly the infrastructure of the more expensive facilities tends to be newer and better maintained. Of course, the needs of different community groups vary. For some functions or events they may need large, well-appointed facilities, while at other times more modest facilities may suffice.

Although issues associated with transportation were expressed as a major issue in interviews with Brent Council staff, the project team found that this issue seemed to be less important with suppliers. These issues mainly revolved around inadequate parking and accessibility to public transportation. Most of the facilities expressed that the transportation methods of their users was split almost evenly with those driving or taking the bus/tube. The following figures depict the parking and transportation data collected via the facility checklist. As shown in Figure 19, 75% of supplier facilities felt that their car park was adequate in relation to expected use.

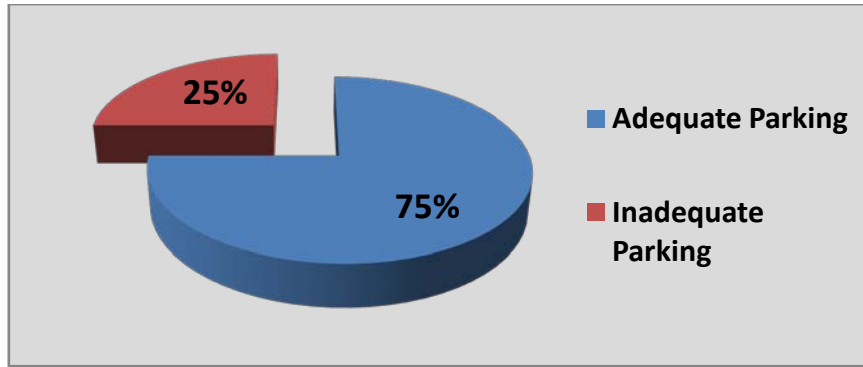


Figure 19: Adequate vs. Inadequate Parking at Facilities

As far as public transportation, it had been found in both our background research and in our findings from interviews with Council staff that access to public transportation in Wembley in particular was very high compared with many other parts of Brent, or even London. Multiple bus routes cover the ward and its surrounding area. Wembley Park, Wembley Central, Alperton and Sudbury Town are all stations either in Wembley or a short bus ride away. As shown in Figure 20, 89% of the supplier facilities are within a 5 minute walk from the nearest bus or tube station. In addition, many of the facilities had multiple bus/tube options, which increased accessibility even further.

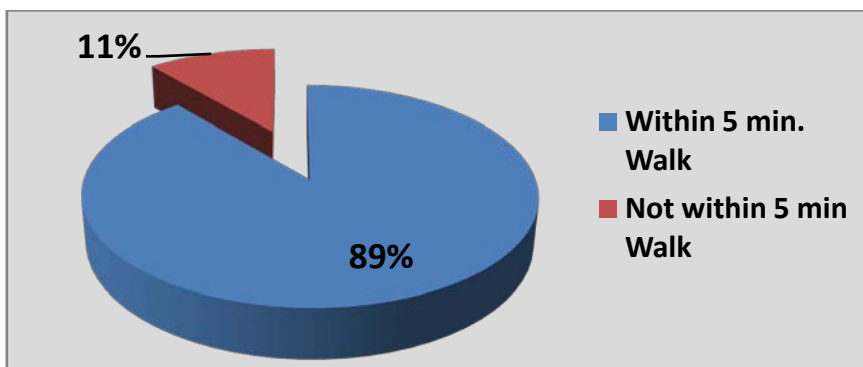


Figure 20: Percentage of Facilities within 5 Min Walk from Public Transportation

Trends within similar facilities

During facility inspections and interviews we found notable similarities and differences within each particular category of facilities in regards to their characteristics, management, and offerings.

Schools

Schools were identified as providing community space on the basis that they rent out their facilities to community groups during off-peak hours. These facilities, although not booked as frequently in comparison to religious and community halls, hold a variety of events, such as weddings and group meetings, as well as performances that require a large stage. Every school had an auditorium that seated at least 500 and included a stage, lighting, and chairs. As in most groups all of the schools are very well served by public transportation, typically by a bus stop right outside, and all had an adequate number of parking spaces. Some of the dissimilarities illustrated in Figure 21 include how two out of the four schools lacked a viable website and internet access for users, while Ark Academy lacked kitchen and dining facilities. Despite these deficiencies, schools remain some of the most sought after facilities to rent because of their wide range of amenities and economic rental rates.

<u>Name</u>	<u>Website</u>	<u>Stage</u>	<u>Kitchen</u>	<u>Dining</u>	<u>Separate Toilets</u>	<u>Disabled Toilets</u>	<u>Ramps/Lifts</u>	<u>Internet</u>	<u>Multicultural</u>
Alperton Community School		X	X	X	X	X	X	X	X
Copeland School		X	X	X	X	X	X		X
Ark Academy	X	X			X	X	X	X	X
Capital City Academy	X	X	X	X	X	X	X		X

Figure 21: Features of School Facilities

Religious Institutions

The four religious institutions interviewed, although differing in religion and congregation shared some useful information regarding facility features and operations. The majority of religious halls owners recognized the need to renovate their facility in one way or another. One facility in particular, Wembley Progressive Synagogue, wants to move to a completely new facility in order to accommodate a larger congregation. All facilities also had relatively inexpensive (or free) prices for renting their facilities, taking a more community oriented stance. St. Patrick's Roman Catholic Church in particular noted that it would provide those unable to afford its facilities with discounted rates. Regardless of prior claims of transportation and parking issues, each facility was also well served by public transportation (with a bus stop within a minute's walk) and had an adequate number of parking spaces to support their congregation and the activities held there.

Community Halls

Community halls are a general category of suppliers that includes facilities that don't fall into any other category. The sample included two types of facilities – three modern, entrepreneurial facilities and four more modest facilities. The Patidar House (Figure 22), Advait Centre and the Chalkhill Community Centre, previously discussed above, are exceptionally modern and charge higher rental fees than any other halls studied. These facilities are state-of-the-art and provide all of the latest technologies including internet, sound and media systems, lighting, and catering, but at additional costs. For example, the Advait Centre takes a more entrepreneurial approach than other community facilities. It caters to higher-end individual and corporate users that are willing to pay higher rents for high quality facilities. Their competition comes from other facilities that usually hold corporate events and banquets, including hotels. As a result, their rental rates must reflect a profitable gain to compete. This business approach towards renting community and cultural facilities, although necessary for such facilities, is not most effective in utilization of community space.



Figure 22: Patidar House

It was found that three of the four business oriented facilities were not pleased with the regeneration plans for New Wembley. They viewed the Council's future developments as competition for the facilities that they operate, and any other new sites will only reduce their business. Furthering their dissatisfaction with Council policy, these facilities feel they especially lose potential business during the thirty-seven Wembley Stadium Event Days, in which the facilities are less accessible due to parking bans and crowded public transportation. These groups find fault in

the Council not for holding events at Wembley, but at the extent of the parking ban implementation. Sharing this view was the Brent Indian Association (BIA), an organization with their own facility, but whose users will also rent the Patidar House and Advait Centre for larger scale events. All expressed reservations with the planned new developments and warned that their community groups have no need for any planned community space there.

The other three community centers differed significantly from the community facilities mentioned previously. All have a variety of events, including meetings for small groups, dancing, workout and art classes, as well as other events specifically geared towards young people. These facilities were also rather run down (visually) but had many features that young people would find appealing such as recording studios, DJ lessons, and internet access. Improving and updating the facilities though is generally not an option, due to a lack of funding. Issues surrounding the facilities, such as a lack of transportation nearby (around 10 minute walk to closest stop) and the discomfort of being outside one's neighborhood boundary lead to under use. The Wembley Youth Centre, shown in Figure 11, although providing many different programs for youths, felt that the community in general was lacking activities to keep youths occupied and away from drugs and violence.



Figure 23: Wembley Youth Centre

Junior Collins, Wembley Youth Centre director and Brent Council staff member, expressed a situation that happened a few years back about the issue of communication between the community and Brent Council. The center, shown in Figure 23, was slated to be shut down due to limited use and activities. Collins and some of his staff requested a meeting with other Council and in this meeting explained the great service which the youth center provides the community. The Council staff was unaware of the use and activities at the center and, instead of deciding to tear

down the building, they approved funding for its renovation. Though the funding has now been put on hold due to tighter government spending, this is a clear example of the disconnect between the Brent Council and its community.

User Groups

The project group interviewed a total of 30 representatives of various community groups and organizations, 12 of which were classified as “users” (i.e., groups that do not have their own facility and need to rent facilities to hold meetings, events, activities, etc.). Those 12 organizations were further classified into four groups, as seen in Figure 24.

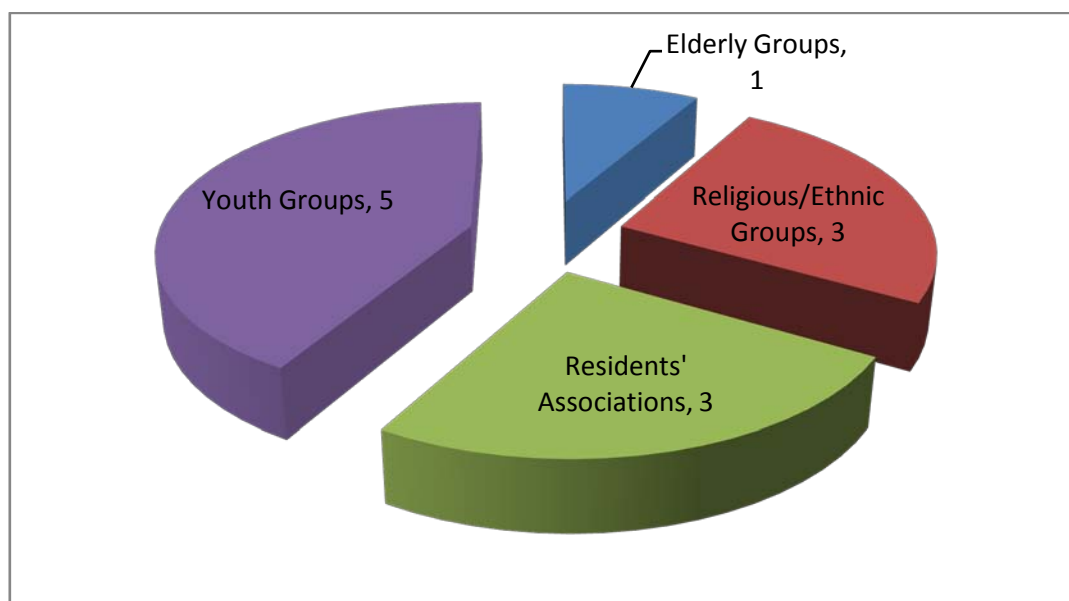


Figure 24: Breakdown of User Groups

To obtain more data on the needs of the community in addition to the interviews, a blanket e-mail was sent out to user groups. Out of the 81 groups it was sent to, six e-mail addresses were incorrect, and there were six responses. The responses that were received, however, were limited in information and depth of answer. However, issues that were mentioned followed the same trends as the groups that were interviewed.

The issues that were most prevalent in all of these groups were expensive rental rates, inability to easily identify possible space to hire, the need for reducing travel time, the lack of facilities within neighborhood boundaries, and the unwillingness of groups to use facilities outside of their comfort zone. Beyond that, all groups desire their own facility.

Trends within Similar Groups

Youth Groups

As previously discussed, keeping youth busy and out of trouble has become an increasing problem in Brent. In talking with youth center leaders and through the site inspections, a general impression was obtained of facilities and activities that are available to the youth. By and large, what the youth facilities in the area lacked in appearance and features they made up in enthusiasm and activity. These places want to update their facilities; however, they lack the funding and management staff to make the renovations a reality.



Figure 25: Tokyngton Community Centre

Tokyngton Community Centre, Figure 25, is a good example of a community center that displays some of the qualities listed above. The building lacked basic upkeep on the grounds and the exterior. The interior of the building was in clear need of renovations, as walls were chipped, rooms small and overall maintenance seemed to be lacking. When speaking with the director of the facility, he expressed similar concerns about the building's upkeep and noted that his main source of revenue, a local church group who used the facility often but had limited funding, prevented him from upgrades. In speaking further with him, it was realized that although the facility was lacking in appearance, it was very modern in the capabilities it offered the community. It featured a state-of-the-art recording studio, advanced staging and lighting features, and a "hang out" area for kids to go on the internet. To the community, these features were deemed more important than the cosmetics of the facility. Though it could not offer all activities it might want to, the Tokyngton Community Centre is an example of a community facility that lacks the management and funding to maximize its capabilities but does provide many vital services to the community.

One of the main issues mentioned by nearly all the youth group leaders was the difficulty of dealing with neighborhood boundaries. A neighborhood boundary is a border some people will not cross, as the area is outside of their comfort zones. Any distance beyond that this boundary is considered to be another neighborhood's territory or "turf". As heard throughout various interviews, the crossing of these neighborhood boundaries can potentially lead to violence. Accordingly, these boundaries influence, prominently in young people, whether or not they will go to a certain facility, regardless of the distance. For example, two different community leaders explained that even though a sports facility with desired features was within a five to ten minutes walk, the youth would not use the facility because they felt it was not their own. Nevertheless, it was also commonly referenced in the same interviews that neighborhood boundaries were not accounted for by those planning for facilities.

The youth survey was distributed to two very different youth groups, the Youth Parliament and the Wembley Youth Centre, which helped better understand the issues surrounding youth centers. Responses from the youth surveys, as well as speaking with youth center leaders also helped to clarify another main theme. Of the 17 surveys collected from those at Wembley Youth Centre, and the 13 from members of the Youth Parliament, it was established that there was a basic lack of information of youth centers that were available, and what activities/events were held.

One member of the Brent Youth Parliament said:

"I think that they need to inform the young people [about the activities at youth centers] through a leaflet or something. [My relatives] are also clueless about events that have been held, for example Generation X Factor. Some people didn't even know that it had taken place."

In addition, most youths surveyed knew only about the facility that they used, even though many more were within walking distance of their neighborhood. This may be another component of youths not wanting to leave their "turf".

Whether or not youth centers were out of date was also a question on the survey, but did not yield results that were expected. In both groups surveyed, the more youths felt like the facilities were not out of date (47% and 54% for Wembley Youth Centre and Youth Parliament, respectively), Figure 26. Those that did find the current stock of youth facilities to be outdated was either because they lacked proper technological equipment, lacked in appearance/maintenance, or didn't have any activities that were appealing to young people.

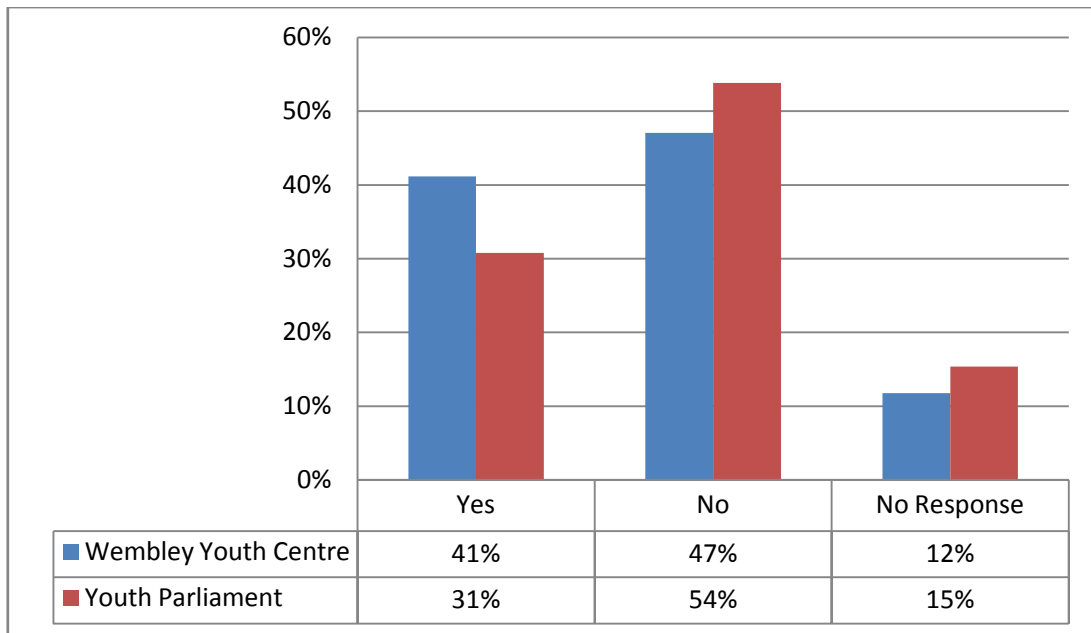


Figure 26: Results of Youth Survey: Are Youth Centers Out of Date?

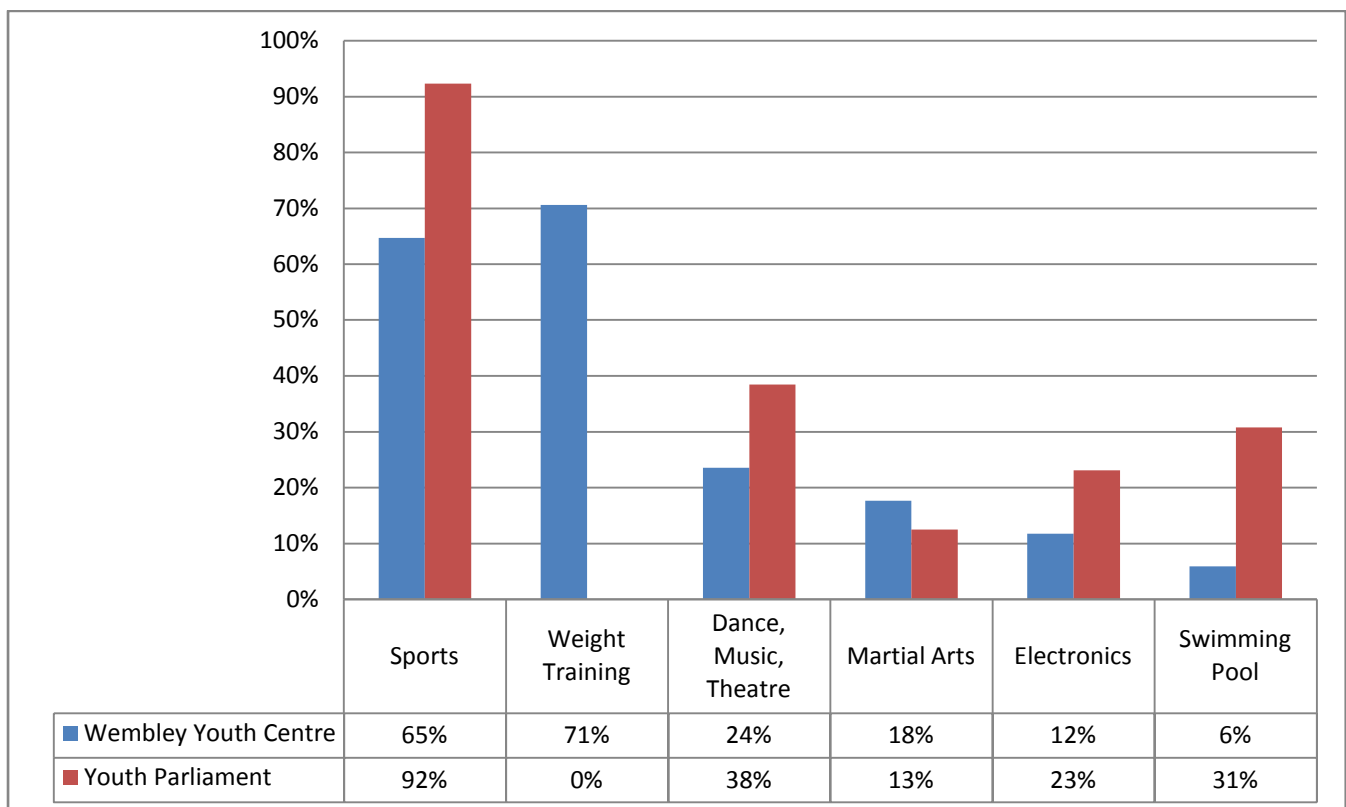


Figure 27: Results of Youth Survey, Desired Youth Activities

One of the questions on the youth survey asked what facilities they would find appealing or interesting. As shown in Figure 27, 92% of the Youth Parliament respondents stated that they would like more sports activities, while much smaller percentages indicated that they wanted additional

music/dance opportunities (38%) and 31% indicated a desire for a swimming pool. None of the respondents from Youth Parliament were interested in weight training. By contrast, the respondents from the Wembley Youth Centre emphasize additional sports (65%), and weight training (71%), both of which are already offered at their site.

Elderly Groups

Elderly groups were especially tough to identify as there are a minimum number of large-scale groups across Brent. Instead, most are small local groups that are organized by and meet at religious or community halls. Out of the 18 facilities interviewed, 11 hosted or were rented out by an elderly group. This information was obtained while talking with different types of suppliers, including the Chalkhill Community Center, St. James Church Center, Alperton Community School, and South Brent Village Hall.

Most major elderly groups were difficult to make contact with; however, the project group was able to interview the leader of Elders Voice, the largest elderly group in Brent. In the interview with director Elizabeth Spring, she explained that the range of services provided to elders included running workshops, maintenance of homes, financial advice, and lobbying for elders rights. She explained that Elders Voice, along with similar organizations, is constantly looking for facilities to rent for their various groups. The criteria for renting is based upon the facility having certain features to accommodate elderly, including disabled access, close proximity to public transport, adequate parking, and heating. To make public transportation easier to use, Ms. Spring suggested better training for bus drivers to accommodate elderly and disabled, more bus shelters, and improved conditions of sidewalks and walkways. Another suggested improvement was creating additional disabled parking spaces, as Figure 28 shows, only 28% of the facilities interviewed provided a disabled parking space. These recommended improvements would help, but not solve the issue of transportation for elderly.

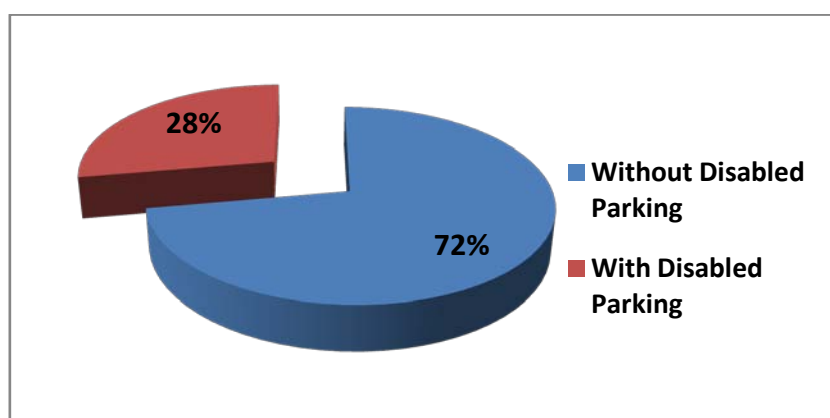


Figure 28: Percentage of Facilities with Disabled Parking

Along with ideas for making public transportation easier to use for disabled, a recommendation was made to have a social/leisure center run by the Council for elderly. This reasoning behind this was that her organization is reaching its capacity in being able to find facilities for their elderly groups and need help. Additionally, she was very excited when presented with a few basic ideas for improving communication between supplier and user groups. A time and cost effective tool that would better link Elders Voice and potential suppliers would be a welcome addition to her resources.

Religious/Ethnic Groups

Religious and ethnic groups make up a strong, vocal majority in the community. Although most of these groups own or lease their own facilities, some do not, and are actively seeking a centralized community facility of their own. The Jain community, the Brent Irish Advisory Service (BIAS), and the Brent Multi Faith Forum (BMFF) are among such groups. Some common issues raised by these groups are the need for a centralized location, long travel times for its members and expensive rental rates. Without a permanent location, groups like the Jain community need to continuously move meeting times and locations according to availability. Not having a fixed location and meeting times only creates confusion and potentially long travel hours amongst members, and contributes to the expensive rental rates.

Constantly looking for cost effective rental rates is a long and tedious process, especially for religious or ethnic groups that have particular requirements for the facilities they use. For example, the Jain community's smallest meeting involves almost 100 members and its largest meeting over 250 people. Mainly catering to the disabled, BIAS can only use facilities that are flexible with time constraints (i.e. extending operation hours,) and have disabled access. Groups that do not have their own facilities can not alter the facilities to fit their needs, thus paying more to find such facilities in the community. Regardless if the group is funded by the Council or not, smaller religious or ethnic groups have a difficult time finding the funding or a centralized location. Many of these smaller groups are charity organizations and have little revenue with much of these communities' limited funding going towards the high cost of renting facilities. Even though the group may want to secure community space, without the direct aid of the Council or a larger establishment to provide funding, it is highly unlikely.

Residents' Associations

Residents' Associations, although not as vocal as previously mentioned community groups in Wembley, had strong opinions in regards to community facilities. These community groups are

organized and run by members of surrounding residents and did well to provide us with relatively local insight into community issues. The three associations we interviewed included the Lodge & Manor, Danes & Empire, and Genesis Housing Association. Findings among these groups were fairly consistent and resulted in a collection of more general findings. The most prevalent topic brought forth in all discussions was the lack of community facilities locally. Residents stressed the importance of convenience and were disappointed with the provision of planned community space. For example, the Lodge & Manor Resident Association is two large apartment complexes containing over 200 flats. The total provision of community space for the community include a small playground and room, each suitable for no more than 30 people.

Much like the issue of “turf” for young people, resident groups seemed reluctant to go outside of their comfort zones to look for facilities to hire. However, they expressed their willingness to share the space with other groups, as long as the space was not consistently booked. In other words, ease of accessibility and booking availability are very important to them as they expect community space to be readily available in their own area.

Conclusions & Recommendations

Communication & Outreach

One recurring issue was miscommunication within the community. The reasons for the miscommunication were manifold but one of the most obvious manifestations is the community's use of outdated databases. When properly used, databases can be a simple and effective way to compile categories of information. Databases save the user time by providing accurate, centralized, and well-displayed information. Two of the local databases, BRAIN and BrAVA, were unable to do so. Similarly, the Council's internal database is used regularly by staff members for partial contact information; however, it lacks accurate information for many contacts or categories. This main issue of outdated databases has contributed to a lack of communication in three major interactions: suppliers and users, the Council and the community, and within Council departments.

Conclusion: Disconnect in Communication between Suppliers & Users

We found that supplier and user groups communicate poorly. Both suppliers and users stressed the lack of interaction and cohesion between them. There is a lack of knowledge regarding the importance of advertizing. Only 56% of the supplier facilities interviewed advertized their available community space, other than by word of mouth. Many of these facilities advertized through their own independent website. However, some websites were confusing and difficult to locate. In order to better utilize community facilities in Brent, suppliers need to properly illustrate their facility's features and booking availability to potential users. Consequently, this allows users to easily compare and contrast the most suitable community space for their purpose.

For example, the Brent Irish Advisory Service (BIAS) is an elderly-based user group funded by the Brent Council. Although it is open to renting different community space, BIAS is not fully aware of what facilities are available. BIAS rents out facilities based upon convenience, rather than rental cost, as it lacks the resources to find new facilities. Therefore, the Council must pay higher rates for these convenient facilities, a problem which could be avoided with increased communication between suppliers and users.

Associated Recommendation: Council Run Neutral Website

To help bridge the disconnect between users and suppliers we recommend the implementation of a neutral, Council-run website geared towards increasing facility bookings through communication and advertisement. Features of the website could include availability, rental rates, and other relevant information potential users could find helpful to the rental process. This idea, when conveyed to members of suppliers and user groups, was met with much praise and enthusiasm. The ability for users to rent an available community facility through a neutral website

will make the user feel welcome regardless of their ethnic, religious, or social backgrounds. This will help build social cohesion, as members beyond the neighborhood boundaries of a community facility will be more likely to attend events and rent out available space. This neutral website will also benefit the community facilities, as it will be a free form of marketing and advertising. By posting detailed information and availability of a particular facility, community awareness of that site will be increased, thus generating additional users. If the community was encouraged to use this website and the Council routinely maintained the information, website advertisements would be able to cover the cost of running the website and possibly generate revenue. It is stressed that community facilities are not charged to put information up on the website, as it is geared to help the community as a whole.

Conclusion: Miscommunication between the Council & Community

The mismatch of perceptions between the Council and the community lead to some misunderstandings as to what is being provided by the community. It is not uncommon for there to be a detachment between a local government and its community, but both parties need to consistently work to bridge this gap. For example, a miscommunication between the Wembley Youth Centre and the Council almost led to the centre being closed. Once the communication lines were opened through an open discussion, the centre went from the verge of demolition to the approval of funding for renovations. Other community groups, especially those associated with young people, passionately warned of a growing unfavorable view of the Council, due to differences between what the community is asking for and what the Council is providing.

Associated Recommendation: Community Facility Coordinator

Effective communication and outreach between the Council and community is crucial to the planning process and should be constantly monitored and altered where seen fit. Consistent complaints regarding the general lack of communication and understanding between the Council and the community require immediate action before finalizing the up and coming plans for the future of Wembley. Both sides must work together to establish sufficient communication, representative of the community. Designating a community facility coordinator to relay information between the Council and the community, set up Q&A discussion sessions between community and Council leaders, and update contact information on all relevant websites and databases would prove helpful in showing the Council's commitment to initiating better communication as well as erase some of the preconceived notions about them.

Conclusion: Miscommunication within the Council

The miscommunication within the departments of the Council was driven by difficulties in internal organization. The Planning Service seems to be a fluid department in which information is

readily shared between members. However, through interviews with Council staff in other departments, it appeared that there was less communication regarding the work of members of other departments. This can be attributed in part to uninformative or misleading job titles, as well as the general lack of communication. In particular, it was apparent that some of the key findings of the Brent Cultural Strategy, a key foundation for our project, were unknown to those in the Planning Department. Aida Esposito, the director of the Cultural Strategy, hoped that by collaborating on future policies with the Planning Department, her department could provide a differing perspective onto the effects of the cultural relationship between the current Wembley community and the future community in proposed new development.

Associated Recommendation: Increased Awareness & Collaboration in Council

The planning and evaluation of community and cultural facilities should be a collaborative process within the Council. This importance is evident because many topics are pertinent in more than one department. Sufficient communication throughout departments of the Council, as well as more useful staff descriptions, should be encouraged. These suggestions could result in increased project collaborations and sharing of key findings. The Council could also benefit from updates of current and upcoming projects within each division through the Council magazine *Insight*. That way, staff not involved in a project would still be informed on what was going on in other departments.

Mindset of Facility Managers

Conclusion: Wide Variation in Quality of Community Facilities

A wide variation in the quality of community facilities was apparent throughout the facility investigation. The differing levels of quality have been categorized into two groups: “entrepreneurial” and typical “non-profit” model. Both groups in varying degrees aim to serve the community, although some take a much more entrepreneurial approach to providing services than do typical community organizations. The approach taken by each group has positives and negatives, but the primary distinction was the overall quality of the facilities.

Typical non-profit facilities often cater to community groups that cannot pay high rental fees. Consequently, many community facilities rely on outside support in order to operate and upgrade their infrastructure as it was found difficult in many cases for a non-profit facility to do so themselves. Howard Fertleman, an estate surveyor in Wembley, claimed that many managers running non-profit facilities had “hearts of gold,” but lacked the technical skills of running a facility. The lack of funding for maintenance, which is the result of numerous variables stated above, affects the overall condition of the building, the accommodations provided to the community, and the overall user satisfaction.

An organization with more of an entrepreneurial approach relies on renting their facility as a main source of revenue. These organization's facilities are more up-to-date than the non-profit facilities as they are well maintained and provide modern accommodations. The downfall of such facilities is their inability to cater to the majority of the community given the high rental rates necessary for maintenance and profit. Most entrepreneurial facilities are therefore more suitable and commonly utilized by the corporate and upper class sectors.

Booking frequency is a primary issue that both entrepreneurial and non-profit organizations share. It is apparent that most organization's facilities could rent out community space more often, but are deterred due to a lack of understanding of community issues, funding, and knowledgeable management. With such a high demand of community space in the area, facilities should be able to consistently rent out their community space. This issue must be resolved to utilize the current community space available.

Both entrepreneurial and non-profit organizations are trying to provide for the community, but could use improvements to maximize their provisions. Non-profit facilities need to focus on funding facility maintenance and updating accommodations to keep community interest. Entrepreneurial facilities, although providing state-of-the-art facilities, need to consider the general community by providing affordable space.

Associated Recommendation: Management Training Program

The lack of facility maintenance and, more importantly, lack of facility utilization can be attributed to the lack of technical business skills of some facility managers. As previously discussed, it seems that some managers of non-profit facilities are unable to maintain their facilities primarily due to a lack of financial support. Ideally, these "gold hearted" community members can obtain key management knowledge to help maintain their facility.

A management training program provided by the Brent Council could solve this problem. This training program would focus on developing proper management skills necessary to run community facilities. These management skills include marketing, financing, voluntary recruitment, maintenance, and scheduling. By implementing a training program, leaders trying to help the community will acquire the skills necessary to run a successful community center.

Hopefully, facility managers will acquire different methods to generate revenue necessary to maintain and update the facility while still keeping rental costs affordable. Accordingly, marketing and scheduling skills will maximize the use of the facility and, eventually, utilize the overall existing community space in Brent. Marketing techniques will also increase communication between

available community facilities and the community itself. Developing proper book keeping skills will aid in monitoring the funds of the facility. Overall, this training program will not only benefit for these specific individuals, but for the entire community as a whole.

Religious, Ethnic, and Community Boundaries

Conclusion: Boundaries Effect Utilization of Community Space

With the differing ethnic and social groups throughout the borough, it is apparent that community members have a certain “comfort zone” within their own sub-community. This comfort zone is formed from a sense of familiarity, safety, convenience, and belonging. As a result, people of all ages and ethnicities stay within their neighborhood or community boundaries. This affects and restricts the use of community facilities for youths, residents associations, and religious groups.

Certain young people do not feel welcome or comfortable when using a youth center in an outside neighborhood. A director at one of the youth center’s stated, “Many young people will not use Stonebridge Park because it is in another neighborhood, even though it is within a 5 minute walk.” There is also an issue of safety at hand. In this discussion, neighborhood boundaries are referred to as “turf” in which different gangs pose a possible threat to outside community members.

Residence associations are looking for available community space in their immediate neighborhood. As a matter of convenience, they do not see it fit for them to have travel to another location. Therefore, members expect centralized community space to be included in new planning. This community space should be large enough to support the residency as a whole as it is important to promote involvement within the members of the association. It is essential to provide for residence associations as they can bring forth many different opinions from people of all ages and ethnicities. These varying opinions are imperative in developing communication throughout the community.

Religious groups without their own facility have expressed the need for a centralized location. Admittedly, the comfort level these groups is affected when using outside facilities during worship. Renting a facility also poses a usability issue as religious groups cannot really alter a space to suit their needs. Thus, it becomes an expensive process as travel and rental rates may increase to find the proper facility.

Associated Recommendation: Ensure Facilities in Each Sub-Community

It is imperative to consider community boundaries when identifying locations for future community facilities. Consequently, community boundaries must be considered in the assessment of current community facilities available as a facility may not be “available” to outside community

members. Looking into the Bosworth Case Study, they implemented “buffer zones” for each facility investigated. A buffer zone is defined as an estimated travel region of users for a given facility. This same concept could be implemented into future investigation of community boundaries to view deficient areas.

Associated Recommendation: Encourage use Across Boundaries

Perhaps, the larger issue at hand is breaking down these community boundaries so that everyone feels welcome in adjacent communities and neighborhoods. Giving each sub-community their own community facilities will keep them satisfied, but it will not aid in building social cohesion. Thus, it will be essential to encourage the use of facilities across community boundaries. This will be a result of building communication throughout the community, possibly through the provision of an effective neutral website, or the organization of more local activities.

Transportation & Accessibility

Conclusion: Lack of Provisions for the Elderly & Disabled

As discussed in the Brent Council interviews, many of the Planning Service staff identified transportation as a major issue. Transportation includes the availability of public transportation, car parking adequacy, and ease of accessibility. Through our findings from the interviews of community groups and facilities, it was found that parking and public transportation in general were not as much of an issue as previously thought.

As expected, public transport in Brent, and Wembley in particular, was found to be well served. As Figure 20 shows, 89% of community facilities were within a five minute walk from the nearest bus or tube stop. Most community members found this to be more than adequate. In addition, Figure 19 shows that 75% of the facilities interviewed expressed that their parking lot was adequate for its needs. The topic of community boundaries, however, must be considered when looking into transportation and accessibility. In this case, a certain community facility may be deemed “inaccessible” due to community boundaries. For some, it may be a matter of convenience while others may have issues with feeling safe and welcome when using a facility in another sub-community.

In contrast, public transportation accessibility and adequacy of parking was found to be less than satisfactory for elderly and disabled users. In speaking with Elizabeth Spring of Elders Voice, the largest provider of elderly community activities and services in Brent, it was noted that public transportation was not well suited for elderly and disabled in general. Accordingly, most of the facilities are not fully suitable for the disabled and elderly as only 28% of the inspected facilities had

disabled parking (Figure 28). It is a necessity to provide a means of public transportation as well as suitable facility accommodations for disabled and elderly people throughout the borough.

Associated Recommendation: Accessible Provisions

When planning for more community space, the needs of all possible community groups must be considered. By updating current community facilities, many provisions will be required including accommodations for elderly and disabled people. Thus, it will be important to encourage community facilities to upgrade their facilities as soon as financially possible. This process relates back to building communication between community and council as this message must be delivered and stressed to facility management. An additional necessity is to provide better public transportation accommodations for disabled and elderly people, including bus modifications. Due to a limited study sample, further investigation is required to determine the full needs of disabled and elderly people.

Youth Provisions

Conclusion: Lack of Proficient Youth Centers

There is a major lack of community centers that provide for youth in the study area. This was constantly reiterated by the Brent Council as well as the supplier and user groups. The lack of youth centers available for use relates to location, as well as supply and demand. The location issue becomes apparent when looking into community boundaries as people from other neighborhoods or ethnic backgrounds do not feel welcome in another facility. Supply and demand issues relate to the condition of youth centers and the actual accommodations provided by the youth centers in comparison to what the young people need.

The youth centers that are available are not necessarily appealing to young people in the area because the facilities are out-of-date and lack the programming to keep youths interested. The demand surveys from the youth call for additional sports facilities and available modern technology, including internet access. The current supply of youth centers are primarily run down, and do not provide the modern technologies that interest young people, such as staging or recording studios. This was expressed from numerous Council members and clarified by various community members. However, the youth survey yielded slightly different results. The varying results may be influenced by the sample surveyed from the Youth Parliament and Wembley Youth Center

Associated Recommendation: Investigate Needs of Youth

Supporting new infrastructure for youth centers and youth programming will help to keep young people off of the streets, and contribute to a better future. By creating larger, more updated facilities, along with a variety of appealing programming and activities, more young people are likely

to attend events. However, before creating new youth centers, older youth centers such as Wembley Youth Centre and Tokyngton Community Centre should be renovated to maintain the facility for current users.

Regardless of the final decision to build more facilities or renovate older facilities for youths, more research needs to be done. Additional, more comprehensive surveys or interviews need to be conducted to determine what activities and events the youth find interesting, as well as where new facilities should be located. It is essential to gather the input of the youth in the area for this research. As expressed by Junior Collins, a member of the Brent Council and head of the Wembley Community & Youth Centre, young people appreciate when their input is considered for future plans and activities. By asking the opinions of young people, they realize they are an important part of the community, which will urge them to use these facilities and give back to the community. It is recommended this research is conducted through a large youth survey and implemented at several schools rather than youth centers. That way, the bias of surveying only those that use the facilities is reduced. Additionally, young people that do not use youth centers would also be aware of the new implementation, which could create greater community involvement. This research would ultimately provide more extensive and specific recommendations concerning youth centers than what the scope of this project covers.

Additional Recommendation:

Update Section 106

Section 106 (S106) states that a standard charge of £3,000 per bedroom of residential unit, and £25 per sqm of commercial development must be paid to the Council for the provision of education, transport, public space, and sport improvements. Contributions from a variety of developments can even be pooled together to support large infrastructure schemes at the discretion of the Council. It is the duty of the Council to ensure the allocation of each contribution relates to any associated development. These standards of contributions from development companies, however, do not support the provisions of community space.

Community space is merely noted under “Other Obligations” in S106, which recognizes the required provision of community facilities due to the increasing population. It also states that large developments “may be” required to provide community space, and small developments to make contributions to support and expand existing facilities. In S106, community space is loosely categorized as “libraries, youth clubs and community centers.”

Section 106 needs to be expanded to utilize new developments in properly supporting the community with available space. Therefore, we recommend updating S106. This will require further defining “community space,” which should include flexible and multiuse attributes. Furthermore, a standard should be developed for community space requirements. The facility characteristics noted in our checklist could potentially act as a basis for these requirements. Lastly, developers should be “required” to make contributions to either provide or support community space based on this standard. The allocated contributions must relate to the demographics of the future occupants in the development.

Summary of Recommendations

To maximize current community facilities, we recommend implementing a Brent Council run website and a management training program. The Council run website should aid in the improvement of communication between suppliers and users, and the Council and community. The management training program should give the facility managers the necessary skills to maximize their facility’s potential by providing more affordable space, increasing booking frequency and revenues, and strengthening support systems.

In planning for new community facilities, the community boundaries of certain user groups must be considered. These boundaries, or “comfort zones,” affect youth groups, residence associations and religious groups. Also, we recommend updating UDP Section 106 to further define community space, develop a standard for community space requirements, and require developers to make continued contributions. A further investigation is suggested to look into the needs of groups in Brent. Building upon the key issues found in this study, a comprehensive study needs to be conducted, particularly into the needs of youth, elderly and disabled.

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Appendix A: Sample Survey Questionnaire (Scotland)

NAME OF BUILDING	NAME OF MAIN CONTACT PERSON		
ADDRESS OF BUILDING (including postcode)	ADDRESS OF MAIN CONTACT PERSON (IF DIFFERENT FROM BUILDING ADDRESS)		
LOCAL AUTHORITY AREA	TELEPHONE NUMBER OF CONTACT PERSON		
NAME OF ORGANISATION THAT MANAGES THE BUILDING	EMAIL ADDRESS OF CONTACT PERSON		
WEB ADDRESS (IF ANY) OF ORGANISATION THAT MANAGES THE BUILDING			

SECTION ONE: The building

1. Approximately when was the building constructed?

Pre 1900 1 1900-1914 2 1915-1944 3 1945-1959 4
1960-1979 5 1980-1999 6 2000 or later 7

2. What material covers the main roof?

Slate 1 Tile 2 Corrugated iron 3 Wooden shingles 4
Thatch 5 Felt 6 Asbestos cement sheeting 7 Other 8

3. What material are the walls made of?

Brick 1 Concrete block 2 Corrugated iron 3 Wood 4
Stone 5 Pre-cast concrete panels 6 Other 7

4. How many miles is it to another venue providing similar facilities?

Less than 3 1 4-9 miles 2 10-19 miles 3 20-29 miles 4
30-39 miles 5 40-49 miles 6 More than 50 miles 7

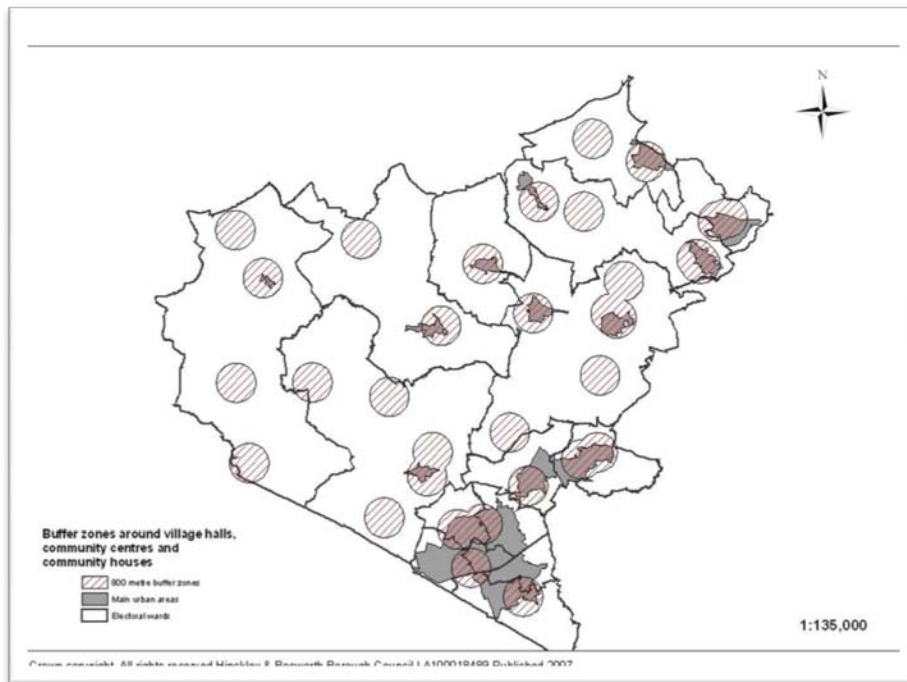
5. How long does it take to drive from the venue to a town of more than 10,000 people?

30 minutes or less 1 More than 30 minutes 2

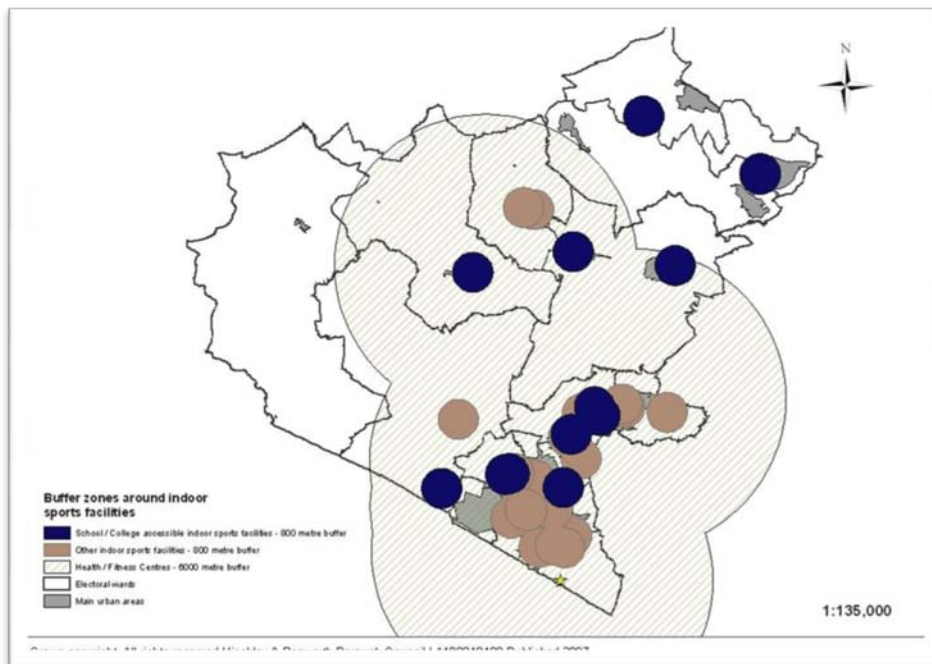
6. Does the building have any of the following rooms / facilities (internally)?

Main hall	Yes <input type="checkbox"/> 1	No <input type="checkbox"/> 2	Lounge	Yes <input type="checkbox"/> 1	No <input type="checkbox"/> 2	Storage space	Yes <input type="checkbox"/> 1	No <input type="checkbox"/> 2
Small hall	Yes <input type="checkbox"/> 1	No <input type="checkbox"/> 2	Kitchen	Yes <input type="checkbox"/> 1	No <input type="checkbox"/> 2	Showers	Yes <input type="checkbox"/> 1	No <input type="checkbox"/> 2
Baby changing facilities	Yes <input type="checkbox"/> 1	No <input type="checkbox"/> 2	Tea room/ dining area	Yes <input type="checkbox"/> 1	No <input type="checkbox"/> 2	Changing rooms	Yes <input type="checkbox"/> 1	No <input type="checkbox"/> 2
Office	Yes <input type="checkbox"/> 1	No <input type="checkbox"/> 2	Toilets	Yes <input type="checkbox"/> 1	No <input type="checkbox"/> 2	Meeting room	Yes <input type="checkbox"/> 1	No <input type="checkbox"/> 2
Consulting room (health)	Yes <input type="checkbox"/> 1	No <input type="checkbox"/> 2	Accessible toilet	Yes <input type="checkbox"/> 1	No <input type="checkbox"/> 2	Broadband connection	Yes <input type="checkbox"/> 1	No <input type="checkbox"/> 2
Bar	Yes <input type="checkbox"/> 1	No <input type="checkbox"/> 2	Shop	Yes <input type="checkbox"/> 1	No <input type="checkbox"/> 2	Public IT	Yes <input type="checkbox"/> 1	No <input type="checkbox"/> 2
Games room	Yes <input type="checkbox"/> 1	No <input type="checkbox"/> 2	Training suite	Yes <input type="checkbox"/> 1	No <input type="checkbox"/> 2	Stage	Yes <input type="checkbox"/> 1	No <input type="checkbox"/> 2
Other	Yes <input type="checkbox"/> 1	No <input type="checkbox"/> 2				Sport courts	Yes <input type="checkbox"/> 1	No <input type="checkbox"/> 2

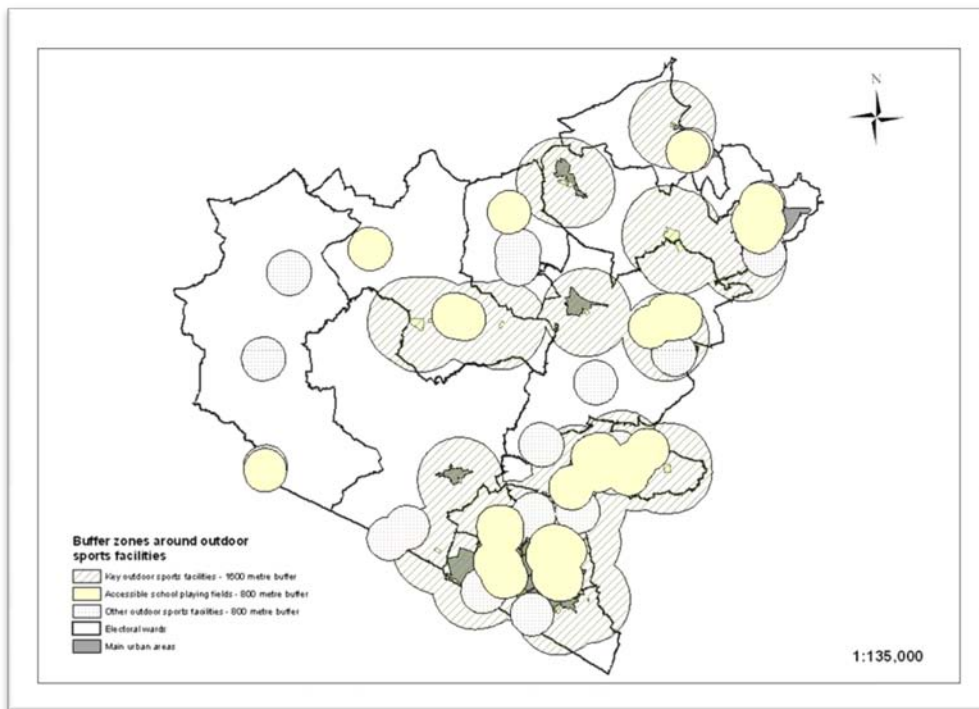
Appendix B: G.I.S Buffer Zones (Bosworth)



Community Facilities Buffer Zones



Indoor Sport Facilities Buffer Zones



Outdoor Sport Facilities Buffer Zones

Appendix C: Sample Interview Questions

Brent Council Staff

1. What are the basic requirements that you expect each facility to have?
2. Have you been to any cultural or community facility for recreational purpose?
3. What are some common deficiencies you have noticed in these facilities?
4. How are these deficiencies identified?
5. How do you expect future population growth will have an effect on the use of cultural and/or community facilities?

Community Group Leaders & Building Managers

1. What type of organization is this?
2. What is the name/type of facility do you use?
3. How often do you use a facility for recreational purposes?
4. Does your group own or rent a facility? (If own, complete a-b. If rent, complete c-d.)
 - a. Do you rent out your facility to other organizations?
 - i. When renting out your facility, do you charge?
 - ii. Do you book/charge by the hour, or in blocks?
 - b. What prevents your group from letting another group/organization use your facility?
 - c. Do you pay to rent a facility?
 - i. At what rate?
 - d. What prevents your group from renting/using a certain facility?
5. What are the essential characteristics that you look for in a facility?
6. What is the capacity/size of this facility?
7. Are your organization/building events open to the public?
8. Do you charge group members/event attendees?
9. What is the main source of revenue for your organization?
10. What methods of advertising or community outreach do you employ?
11. Do you believe that the community is aware of the services/events that your building offers?
12. What are the hours of operation for this facility?
13. Do you believe that the facility used by your organization is easily accessible?
14. Is there available and sufficient parking nearby?
 - a. Number of spaces?
 - b. Disabled spaces?
15. What are the closest methods of public transportation?
 - a. How close are they?

- b. Do you believe this proximity is a factor for people when deciding to attend an event at your location?
- 16. Are all aspects of your facility accessible for the disabled?
- 17. How do you feel about the overall quality of the facility used by your organization?
- 18. What are some of the deficiencies you've noticed in the current stock of community facilities?
- 19. In the future, what qualities of community facilities would you like to see change?

Appendix D: Bulleted Interview Topics

Supply/Suppliers

- Type of organization
- Halls Available
- Events Held
- Rates
- Frequency of use
 - Per week/month
- Main Source of Revenue
- Advertising/Marketing
- Hours of operation
 - Weekdays, Weekends
 - Extended hours
- Capacity per hall
- Features of the facility
 - Kitchen
 - Dining
 - Toilets
 - Stage
 - Bar, anything extra, etc.
- Public transportation access
 - Bus/tube
 - Distance
- Parking
 - Number spaces
 - Disabled spaces
 - Distance
- Disabled access
 - Ramps/lifts
 - Toilets
- Deficiencies in area/facility
- Future improvements

Demand/Users

- Type of organization
- Facilities rented
 - What used for
 - Characteristics for renting
 - What prevents renting
- Rented in Wembley
 - Why/why not
- Expected future growth

Appendix E: Base List of Community Facilities

No.	Category	Name
4	Religious Institution	ALPERTON BAPTIST CHURCH
5	Religious Institution	CEDAR HALL THE CHURCH OF GOD
9	Religious Institution	CHURCH OF BLESSED ENG MARTYR
11	Religious Institution	CHURCH OF ST AUGUSTINE
12	Religious Institution	CHURCH OF THE ANNUNCIATION
13	Religious Institution	CHURCH OF THE ASCENSION
20	Religious Institution	EALING ROAD METHODIST CHURCH
21	Religious Institution	Gospel Hall & Car Park
31	Religious Institution	LONDON CHRISTIAN CENTRE
33	Religious Institution	METHODIST CHURCH HALL
38	Religious Institution	PARK LANE METHODIST CHURCH
39	Religious Institution	EALAPATHEESHWARAR TEMPLE
42	Religious Institution	SHRI SANATAN HINDU MANDIR
44	Religious Institution	ST ANDREWS CHURCH
48	Religious Institution	ST ANDREWS OLD CHURCH
49	Religious Institution	ST CATHERINES CHURCH
51	Religious Institution	ST ERCONWALDS CHURCH & SOCIAL CLUB
57	Religious Institution	St Johns Wembley Parish Church
58	Religious Institution	St Josephs R C Church
66	Religious Institution	ST MICHAELS CHURCH
68	Religious Institution	ST PATRICKS RC CHURCH
70	Religious Institution	SUDBURY BAPTIST CHURCH
74	Religious Institution	UXENDON GOSPEL HALL
75	Religious Institution	WEMBLEY PARK UNITED REFORM CHURCH
76	Religious Institution	Wembley Sephardi Synagogue
77	Religious Institution	WEMBLEY SPIRITUALISTS CHURCH
78	Religious Institution	WEMBLEY UNITED SYNAGOGUE
85	Religious Institution	KINGDOM HALL JEHOVAHS WITNESS
92	Religious Institution	MOSQUE
94	Religious Institution	42 Wembley Park Drive
97	Religious Institution	Church Of Christ Meeting House
98	Religious Institution	Shree Swaminarayan Hindu Mandir
112	Religious Institution	Wembley Liberal Synagogue
117	Community Hall	DENNIS JACKSON CENTRE
119	Community Hall	HOUSING ESTATE CARETAKERS MESSROOM & STORE
127	Community Hall	SHREE PRAJAPATI ASSOCIATION
128	Community Hall	St Michaels Church Hall
129	Community Hall	ST RAPHAELS COMMUNITY CENTRE
132	Community Hall	STRATHCONA SOCIAL EDUC CENTRE
133	Community Hall	Advait Sattavis Gam Centre
135	Community Hall	TOKYNGTON COMMUNITY CENTRE
138	Community Hall	CLUB

152	Community Hall	ST MARYS PARISH CENTRE
155	Community Hall	Brent Indian Association
??	Community Hall	Patidar House
175	Scout Hut	13TH WILLESDEN SCOUT GROUP
179	Scout Hut	Scout Hut
180	Scout Hut	SCOUT HUT
182	Scout Hut	SCOUT HUT
184	Scout Hut	Scout Hut N/T 60
186	Scout Hut	SCOUT HUT N/T 86
192	Scout Hut	Sea Cadets & ATC Centre
193	Scout Hut	St Johns Brigade Hall R/O Church
194	Scout Hut	ST JOSEPHS SOCIAL CENTRE
201	School	Alperton Community School
204	School	Barham Primary School
206	School	Brentfield Primary School
207	School	Buxlow Preparatory School
213	School	Chalkhill Primary School
217	School	College of North West London
222	School	Copland Community School and Technology Centre
229	School	Gower House School
250	School	Mitchell Brook Primary School
257	School	Northview Primary School
258	School	Oakington Manor Primary School
263	School	Park Lane Primary School
264	School	Preston Manor High School
265	School	Preston Park Primary School
274	School	St Christopher's School
276	School	St Josephs R. C. Infant School
277	School	St Josephs R. C. Junior School
279	School	St Margaret Clitherow R. C. Primary School
283	School	St Nicholas School
286	School	Sudbury Primary School
287	School	Swaminarayan Hindu School
293	School	Vernon House School
294	School	Wembley High Technology College
295	School	Wembley Primary School
297	School	Wykeham Primary School
??	School	Ark Academy

Appendix F: Site Inspection Checklist

COMMUNITY FACILITIES ASSESSMENT IN WEMBLEY, CHECKLIST



Building Name _____ Type of Facility

Address _____ Religious School Scout Hut Community Facility

Contact _____

Surveyor _____ Ownership

Date _____ Leasehold Freehold

Date Constructed: _____ Modifications: _____

Hours of Operation: Weekdays: _____ Weekends: _____

Halls Available:

1. Capacity: _____ Rental / Hour: _____

2. Capacity: _____ Rental / Hour: _____

3. Capacity: _____ Rental / Hour: _____

Forms of Advertising: Website Newspaper Radio

Events Held:

Weddings Elderly Function Day-care

Comm. Group Meeting Business Function Lecture/Seminar

Humanities Religious Other

Number of events/month:

Less than 10 10—20 20—30

30+

Parking: Spaces: _____ Disabled Spaces: _____

Adequate Inadequate

Close to the building? Less than a min. walk More than a min. walk

Within 5 mins. Walk? Train/Tube Stop Bus Stop

Office Space: Yes No Comments _____

Stage: Yes No Comments _____

Kitchen Facilities: Yes No Comments _____

Dining Facilities: Yes No Comments _____

Gender Separated Toilets: Yes No Comments _____

Disabled Toilets: Yes No Comments _____

Accessibility Ramps/Lifts: Yes No Comments _____

Internet Access: Yes No Comments _____

Multicultural: Yes No Comments _____

Additional Comments

Appendix G: User E-mail Survey

Hello,

We are a team of students from Worcester Polytechnic Institute in the United States. We are conducting this questionnaire to identify the community's views on current community and cultural facilities in Brent. The information gathered will help the Brent Planning Service plan for the provision of new and improved community facilities in the future. Please return the completed survey by **16th April 2009**.

We greatly appreciate responses to as many of the questions as possible:

1. Please indicate the community organization that you represent:

2. Has the organization you represent rented/used a community facility (e.g., hall, meeting room) in the Wembley area in the past year?

*If no, why not?

If not, the following questions do not apply. Thank you for your time.

3. If so, which facilities?
4. What types of events/activities has your organization used these facilities for?
5. What features are most important in your choice of a facility?
6. What features typically prevent you from choosing a particular facility?

Thank you for taking the time to answer these questions.

Rens Hayes IV
Matt Gonsalves
Brittney Kawa
Tom Zajac Jr

Appendix H: Youth Survey

Hello,

We are a student group from the United States conducting research in collaboration with the Brent Planning Service. Our project is a community facilities appraisal in the Wembley area. As part of our study, we are examining current and future facilities that offer space for community groups to use. We are also examining user groups that do not have their own facilities and must rent out others. Your answers to the following questions will give us a sense of your needs and opinions that are vital to our project and future development. It is our hope to provide the Planning Service with the current problems with community facilities and recommendations in planning for new community space.

1. Have you used or participated in an event at a youth centre(s) in Brent in the last 6 months?
If yes, which youth centre(s)? If no, why not?

2. Do you feel that the facilities of the current youth centre(s) in Brent are out of date? If so, why?

3. What types of activities do you participate in? (Any sports, video games, etc.)

4. Would you mind sharing a community facility with people of other community groups?

5. Apart from a cinema, skate park, ice rink, youth café and bowling alley, are there any other facilities that would appeal to you and your friends?

Please forward all responses to rens.hayes@brent.gov.uk