



# A PLAN FOR BRENT

2003 - 2008

## BRENT'S COMMUNITY PLAN

This is Brent's first community plan. The plan has been produced in response to the requirements of the Local Government Act 2000 which empowers all local authorities to take action that will promote or improve the economic, social or environmental well-being of their area. The plan does not cover all of the activities that Partners for Brent will undertake to promote or improve the economic, social or environmental well-being of the area but highlights those matters that are of the highest priority for residents.

The plan represents a combined statement of the needs and priorities of local people and identifies some of the policies that have been adopted by local service-providers such as the council, the police and the local health service to meet these needs. By putting residents at the centre of planning and ensuring that service providers work together in a co-ordinated way to meet residents' needs, the community plan provides for the first time an excellent opportunity for all of us to work together to secure the best possible future for Brent and its communities.

Implementation of the community plan will be overseen by Partners for Brent (the Local Strategic Partnership), a newly established group which brings together those organisations which provide services to Brent's residents. Members of Partners for Brent include:

- Brent Agency for Voluntary Action
- Brent Community Network
- Brent Council
- Brent Primary Care Trust (PCT)
- College of NW London
- Registered Social Landlords (RSL) representatives
- Job Centre Plus
- London Development Agency
- London Fire and Emergency Planning Authority
- London West Learning Skills Council
- Metropolitan Police Service
- North West London Chamber of Commerce
- North West London NHS Hospitals Trust
- West London Leadership
- West London Inward

This first community plan will focus the work of by Partners for Brent for the next five years. Throughout the first year, we will monitor progress on the plan to ensure that resources are allocated in the most effective way. Sub-groups of the partnership will report regularly during the year to its main executive body on work undertaken and on achievements to date. At the end of each year we will report progress on the plan to you formally, in detail, through the Council's magazine 'The Brent Magazine'.

Partners for Brent is committed to working together to ensure that we provide the services you want in the most effective way. We now have a clear focus for our joint work and can secure improvements in all of the services we provide by combining our efforts.

We have adopted the following joint commitment statement:

*Members of 'Partners for Brent undertake to ensure that they work in partnership with each other and with local people to create real improvements in the lives of residents. We will secure the sustainable development of the Borough, that is development that meets the needs of the present without compromising the needs of future generations. We will work together to ensure that Brent is a safe place to live, work and travel where all citizens are fully involved in the development of their community and where diversity is celebrated. Brent will be a green, clean and pleasing to the eye. Our citizens will enjoy access to excellent services, both public and private and all will enjoy the opportunity to fulfil their maximum potential.'*

I look forward to working with you towards a better Brent!

Councillor Ann John  
Leader of Brent Council  
Chair of Partners for Brent

## **ABOUT BRENT**

Brent is bounded by seven other London boroughs. Although classed as an 'outer' London borough it has many 'inner' London characteristics. It covers approximately 4,325 hectares and is crossed by two of the main arterial routes into London and is divided by the North Circular Road. It has a population of 263,000, which is now rising after decades of decline.

It can be broadly characterised as more affluent in the north (north of the North Circular Road) and generally more deprived to the South, reflecting its origins as the former boroughs of Willesden and Wembley which were combined to become the London Borough of Brent in 1965. Dynamic population movements and recent growth have resulted in the borough becoming the second most ethnically diverse in the country, generating a series of distinct local communities such as Harlesden, Wembley, Kingsbury and Kilburn. Park Royal – Europe's largest industrial estate – is situated in the southwest corner of the borough and Wembley is to become the home of the new national stadium, opening up significant new opportunities.

Despite these opportunities and excellent transport links, the borough remains somewhat disconnected from the London economy. Recent years of buoyancy have had little impact on parts of southern Brent and large areas remain chronically deprived with many people effectively excluded from the more affluent mainstream. Even the traditionally more wealthy areas of north Brent have pockets of disadvantage and may be at risk of decline. This reflects the trend towards a property rich/cash poor population.

### **Key facts**

The individual plans and priorities that determine the action taken by members of 'Partners for Brent' are driven by a full and detailed analysis of the characteristics of the borough. We outline below the key demographic features that drive our services.

- Brent is an ethnic majority population – 55% of residents are from black and minority ethnic communities - and the diversity within the ethnic minority communities itself is second-to-none.
- Brent has a large, diverse and growing population of refugees and asylum seekers. It is currently estimated that these, often needy groups represent about 5% of the borough's total population.
- 73% of pupils in Brent schools are from ethnic minority communities and over 130 different languages are now spoken in our schools. A growing proportion of children is from refugee families.
- Nearly 25% of people in Brent are under 19 years of age and 19% are between 20- 29 years old. This gives Brent a young population with 43% of residents under 30 years of age.
- There are over 30,000 people over the age of 65 and the ethnic profile of our older population is changing significantly with growing numbers from black and minority ethnic communities.
- One fifth of people in Brent consider their health to be poor.

- The borough has a higher than average accident rate and the incidence of fire deaths in the home is the highest in London.
- Infant mortality in the five most deprived areas in Brent (South Kilburn, St. Raphaels/Brentfield, Stonebridge, Harlesden and Church End) is at least one third higher than the Borough average.
- There are 354 children currently looked after by the Council.
- There are high levels of homelessness, the second highest in London. 3,800 people in Brent live in temporary accommodation. This is over twice the London average.
- 25% of privately rented accommodation is considered below a habitable standard.
- Over half of Brent households have an income below the London average. 91.8% of households on our housing list would be unable to purchase housing in Brent on the open market.
- 20% of residents consider parks one of the top four services provided by the Council. 27% of residents would like to see improvements to Brent's sports and youth facilities
- Each person in Brent produces 450kilograms of waste a year, of which only 6% is recycled despite all non-high rise accommodation having a green box service.
- The recent residents attitude survey found that improvements to roads and pavements were considered one of the highest priorities.
- South Kilburn, St Raphael's/Brentfield, Stonebridge, Harlesden and Church End neighbourhoods are in the top 10% most deprived in the UK. Within these neighbourhoods, 20% of households have a gross income of less than £100 per week. 40% of households have an income entirely made up of benefits.
- The borough-wide unemployment rate is 13% above the Greater London average and over 40% above the national figure. Within these figures, the proportion of residents classified as long term unemployed in Brent is a third higher than the national average.
- The burden of unemployment falls disproportionately on the young with 9.4% of under 20 year olds being unemployed. This rises to 30% in the five most deprived wards of the borough.
- 25% of firms in Park Royal report skills gaps in their existing workforce.
- A large proportion of Brent residents do not have the necessary basic skills for employment – 29% have basic or no numeracy skills, 17% have basic or no literacy skills, 19% have basic or no communication skills and 51% have basic or no IT skills.

- Educational achievement in Brent primary schools is in line with the national average, but there are significant differences in the achievement of girls and boys. Improvements in secondary education have seen a steady increase in the proportion of students achieving five GCSE's at A to C. However there are wide variations in the achievement of children in different communities and wards in the borough.
- 1,337 pupils in Brent have statements of special educational need.
- In 2002 57% of residents said a low level of crime was the most important factor in making a place good to live. 85% of people in the five most disadvantaged wards in Brent do not leave their homes at night due to fear of crime and 70% of parents do not allow their children out in the evening for the same reason. 35% of residents feel that tackling crime and promoting community safety is the most important activity of the Council.
- Overall reported crime in Brent dropped by 2.2% in the period 2001-2002.
- Street crime in Brent accounts for 7% of all offences, while theft is 32%.
- Young people are over-represented as both victims of crime and offenders. Young black males and black females are most likely to be the victims of violent offences.
- Reported incidents of domestic violence have been increasing over the past three years and in 2000-01 3,240 incidents were reported.

## WORKING WITH YOU TO IDENTIFY YOUR PRIORITIES

Partners for Brent has placed residents' needs and priorities at the heart of the development of our community plan. In order to produce this plan a number of consultation exercises have taken place during the last 18 months.

- In July 2001 residents were invited to the Tricycle Theatre to begin discussions around the kind of issues they felt should be included in the plan. Over 70 residents attended this meeting.
- In December 2001 Brent's first community planning conference was held at Brent Town Hall. Over 300 residents and service providers met to share their views on the future of Brent. Residents were able to hear first-hand from service providers about their priorities and service providers were able to hear from residents about their own concerns for the future.
- A seminar specifically for residents from Brent's black and ethnic minority communities was held in March 2002. This meeting was called in recognition of the fact that Brent is a hugely diverse community and that our plan must truly reflect the needs of all of our residents.
- All of our Area Consultative Forums have been briefed on the development of the plan and have had an opportunity to contribute to its development.
- The Brent Magazine, which is delivered to every home and business in the borough, has also carried information about the plan and has invited residents to identify issues of concern.
- Consultation with the borough's young people and consultation carried out with regard to crime and community safety has also been incorporated into the plan

Through this process of consultation, residents have been able to tell service providers what their priorities are and how they feel resources should be spent. In many cases the issues that you have raised have already been noted as important by local organisations. This document outlines these priorities and gives you a flavour of the kind of policies that have been incorporated into the strategic plans of the members of Partners for Brent. The plan signposts you to these documents so that you can discover in more detail the policies and priorities that are driving the work of the members of Partners for Brent.

Through our consultation with residents we have been able to identify your priority objectives under the following themes and in the sections below we describe the action 'Partners for Brent' will take to try to meet these objectives:

- Health & social care
- Local housing
- Environment & transport
- Regeneration & employment
- Crime prevention and community safety
- Education & lifelong learning

Under these broad themes over 150 individual issues were identified that you would like to see us take action on. In order to report back on these issues, we have summarised them into more general 'priority objectives'. In the following sections we have outlined the key policies of the members of Partners for Brent designed to address these priorities. In the majority of cases the issues raised have already been identified by service providers.

During the coming year this document will be further considered by Partners for Brent theme groups to ensure that resources are focussed collectively across agencies to address the specific issues that are outlined in this report.



## HEALTH AND SOCIAL CARE

This section identifies your priorities in terms of services such as hospitals, GPs clinics etc and the support provided for vulnerable people by the council, the NHS and voluntary organisations outside of a hospital environment.

The priority objectives identified under this theme are

<b>Key objective</b>	
<i>HSC1</i>	<i>Statutory agencies should continue to work in close partnership with each other and the community to plan, deliver and improve responsive, affordable and culturally sensitive services</i>
<i>HSC2</i>	<i>Ensure that Health &amp; Social Care services are flexible and accessible</i>
<i>HSC3</i>	<i>Improve existing health and social care provision and reduce delays</i>
<i>HSC4</i>	<i>Work in partnership to tackle the broader determinants of poor health</i>
<i>HSC5</i>	<i>Increase health awareness and promotion through all available communication channels</i>
<i>HSC6</i>	<i>Recognise carers in their own right</i>

## ***How are Partners for Brent addressing these priority objectives?***

The Brent Primary Care Trust (PCT) Local Delivery Plan (LDP) *Investing for Health* is the overarching three-year strategic plan for the organisation and its partners. It says what the PCT will need to do over the next three years, describes its key priorities and identifies the resources that will need to be invested to enable this to be achieved.

The paragraphs below outline some of the key objectives of the LDP as they relate to the issues you raised. For a full account of the objectives included in the LDP, you should contact the person whose details are given in Appendix one.

*Investing for Health* outlines the following objectives for health in Brent:

- To improve health and wellbeing and reduce inequalities
- To develop an integrated health service to meet the needs of local people
- To commission high quality secondary care from other National Health Service (NHS) trusts including acute hospital services.

Specifically in relation to the priorities raised under the health and social care theme, *Investing for Health* includes the following objectives:

- To adopt the recommendations from the NHS Plan to provide services that are more responsive to the needs of service users and establish patient advice and liaison services in all trusts by 2002.
- To establish a patients forum in accordance with government commitments in 'Involving Patients and the Public in Healthcare'
- Empower service users through the implementation of the 'Expert Patient Programme'
- To comply with the duty to promote equality of opportunity and good relations between people of different racial groups and eliminate unlawful racial discrimination
- To ensure full stakeholder participation in the planning and development of mental health services
- To ensure service users and carers are a central part of planning and development of mental health and physical disability services.

*Investing for Health* aims:

- To ensure equality of access to NHS services for black and minority ethnic populations
- Implement the findings of the emergency care and out of hours review to improve the organisation and delivery of emergency care services across primary, community, social and secondary care.
- Use the opportunities afforded by the development of Nu-Care at Northwick Park hospital and the redesign of emergency services as a result of the BECaD development at Central Middlesex Hospital to review and reform access to and the quality of emergency services.

*Investing for Health* is designed to improve health services and incorporates improvement proposals for a wide range of specific issues/services/service users

In relation to reducing delays the LDP's objectives are to:

- Reduce the maximum wait for an outpatient appointment to 3 months and the maximum wait for inpatient treatment to 6 months by the end of 2005
- Guarantee that if an operation is cancelled on the day of surgery for non-clinical reasons, the hospital will have to offer another binding date within 28 days or fund the patient's treatment at the time and hospital of the patients choice
- Treat patients at a time that suits them in accordance with their medical needs: two thirds of all outpatient appointments and inpatient elective admissions will be pre-booked by 2003-04 on the way to 100% pre-booking by 2000.

*Investing for Health* aims:

- To establish information systems that enable the targeting of resources on health inequalities
- To target and reduce local health inequalities through housing initiatives
- To develop holistic, multi-sectoral support to reduce the number of households experiencing multiple deprivation
- To improve support for individuals with special needs through the continued development of effective partnerships between housing, health social services and other partners.

*Investing for Health* aims to:

- Recognise and promote the value of carers and the caring role
- Ensure services are equitable and accessible
- Promote a carer-focussed approach amongst staff and providers
- Involve carers and their organisations as equal partners in service planning, delivery and monitoring
- Offer and encourage trust and honesty amongst partners
- Offer and encourage trust and openness between professionals and carers

The council's corporate strategy 'Building a Better Borough' includes the following priorities:

- To make sure that older people, disabled people and those with mental health problems are able to take a full and active part in the life of the community
- Work with our partners in the health sector to reduce the health inequalities experienced by the most vulnerable communities in Brent
- Work with the voluntary and community sector to improve the quality of life of Brent's most disadvantaged individuals and groups.

'*Strategy For Change*' outlines the key objectives for the Council's Social Services department which will assist in achieving the council's priorities and the issues contained in the Community Plan. The key objectives are:

- To serve our users well
  - ◆ *Implement 'Fair Access to Care Services' to ensure equal access for all members of our community*
  - ◆ *Provide services which meet the needs of all members of the community*
  - ◆ *Promote Independence*
  - ◆ *Improve services for vulnerable children*
  - ◆ *Improve life chances of Looked After Children*
  - ◆ *Reduce the involvement of young people in crime*

- To develop a diverse workforce that is empowered, skilled and committed to Brent
  - ◆ *Develop the skills of our staff*
  - ◆ *Ensure staff receive regular support and supervision from managers*
  - ◆ *Achieve Investor in People accreditation as part of the council's corporate initiative*
  - ◆ *Improve recruitment and retention of key staff*
  - ◆ *Communicate effectively with all staff*
- To work in partnership with our stakeholders to develop and provide high quality and cost effective services
  - ◆ *Draw up commissioning strategies to ensure services are developed to meet needs*
  - ◆ *Involve key stakeholders, in planning our services*
  - ◆ *Implement 'Supporting People' to provide a range of supported accommodation*
  - ◆ *Ensure value for money services are provided by undertaking reviews*
  - ◆ *Introduce service agreements for all agencies we fund*
  - ◆ *Use comments from users and carers to help us develop services*
- To achieve continuous improvement in performance
  - ◆ *Introduce the European Foundation for Quality Management (EFQM) self assessment model to improve services*
  - ◆ *Strengthen the business planning system with linked plans at all levels*
  - ◆ *Provide regular and accurate information on our performance for our staff and our partners*
  - ◆ *Make the best use of Information Technology in a consistent way across the department*
  - ◆ *Consider equalities issues in all areas of our work*
- To make the best use of our resources
  - ◆ *Improve financial information and use one system across the department*
  - ◆ *Improve controls to ensure we operate within budget*
  - ◆ *Ensure activity and financial data are linked*
  - ◆ *Develop clear finance plans for all service areas*

During this year social services will work with staff, service users, carers and other partners to review these objectives to ensure they are appropriate to our work and reflect priorities for action

This Service Development Plan for Social Services sets out targets for the coming year. In order to respond to local and national priorities, these focus on:

- Promoting independence
- Improving protection
- Raising standards
- Improving consistency
- Providing user centred services
- Improving life chances

Social Services increasingly works in partnership with other council departments, health services and independent sector agencies. In 2001 the Brent Mental Health Service was established, and in August 2002 the Brent Learning Disability Partnership was formally

launched. Both services provide integrated teams made up of health and social services staff. Social services also works closely with users and carers and involve them in the planning of services and identifying our priorities. Building on these partnerships and increasing service user and carer involvement are key aims for the coming years.

With specific regard to health promotion the *Education Development Plan* includes the following objective:

*Action to promote healthy schools*

- Implementation of Healthy Schools Scheme and Fruit Scheme
- Support for the development of a whole school approach to drugs education and sex and relationships education.

The Council has recently published its development framework for sport and leisure and is working towards the production of an overriding, long-term strategy that will deliver Brent's sporting priorities. Brent's Sports Strategy has 7 key objectives:

- To increase participation in sport and sporting activity in Brent  
*By working in partnership with all local providers to offer quality sporting activities and programmes that meet the needs of our culturally diverse community and by working with schools and those who work with the young to secure involvement from an early age*
- To enable all Brent residents to live healthy and fulfilling lives  
*By securing lifelong access for all and encouraging participation at what ever level is comfortable and thus working to reduce some of the key health problems faced by residents – coronary heart disease, cardiovascular and respiratory diseases, diabetes and obesity and mental health problems.*
- To promote community cohesion  
*By providing an opportunity for people from different backgrounds to come together, providing a focus for social activity, an opportunity to make friends, develop networks and thus developing a sense of local identity, solidarity and equality*
- To reduce social exclusion  
*By contributing to a reduction in crime and truancy from school and by making a positive contribution to young people's attitude towards learning and by reducing social isolation and increasing self confidence*
- To promote high quality, sustainable, cost effective sports and leisure facilities through partnership  
*By being clear about the role of the local authority in the provision of facilities and through close work with partners in the industry (other local authorities, local sports clubs, private sector providers) to ensure access to high quality indoor and outdoor sports facilities for all of our residents:*
- To support the regeneration of the borough  
*By developing the sports industry in Brent and securing training and employment opportunities in sport employment for Brent residents. Also by exploiting the massive regeneration potential of the English National Stadium in Wembley and ensuring substantial local benefit.*
- To secure maximum opportunity for high performers  
*By being able to identify and encourage high performers at an early stage and to be able to secure their long-term development to maximise their performance*

## LOCAL HOUSING

The priority objectives raised under the 'Local housing' theme are considered below. 'Local housing' includes accommodation provided by the council, Registered Social Landlords (RSLs) and the private sector.

<b>Key objective</b>	
<i>LH1</i>	<i>Provide good quality advice and information to residents, tenants and prospective homebuyers</i>
<i>LH2</i>	<i>Increase the supply of appropriate, culturally sensitive housing including specialist/supported housing for</i>
<i>LH3</i>	<i>Improve the quality of private housing and temporary accommodation</i>
<i>LH4</i>	<i>Tackle homelessness through a package of housing, social and educational services</i>
<i>LH5</i>	<i>Improve housing benefit service</i>
<i>LH6</i>	<i>Work with landlords to offer securer tenancies and to help maintain their properties to an adequate standard</i>

## ***How are Partners for Brent addressing these priority objectives?***

The council's *corporate strategy 'Building a Better Borough'* includes as a key objective 'Promoting quality of life and the green agenda' and states that one of the council's priorities will be to maximise access to affordable, quality housing for all Brent residents.

Brent Council's *Housing Strategy 2002 – 07* covers a number of the issues that have been raised as priorities. The objectives of the strategy have been agreed through extensive consultation with residents, Members and partners. The key principles of the strategy are:

- Meeting housing need and increasing supply
- Providing choice
- Community and neighbourhood regeneration
- Tackling black and minority ethnic housing needs
- Improving the quality of the dwelling stock
- Housing and neighbourhood management.

The Unitary Development Plan, which sets planning policy for the borough, also identifies a number of objectives for housing development. These are:

- To ensure the development of mixed and balanced residential communities
- To significantly increase the supply of affordable dwellings
- To make reasonable dwelling provision to meet household growth
- To improve the existing dwelling stock
- To regenerate the major estates in the borough
- To link housing and other regeneration programmes
- To ensure resident participation
- To ensure that new dwellings are located to minimise energy use and maximise re-use of previously developed urban land
- To ensure new housing is provided alongside new infrastructure
- To ensure special housing needs are met.

The paragraphs below outline some of the key objectives of the housing strategy as they relate to the issues you raised. For a full account of the objectives included in the Housing Strategy or the Unitary Development Plan, contact the person whose details are given in Appendix one.

- Council to work with RSL's to encourage the development of representative tenants' organisations
- Private Housing Forum to continue to provide focus for consultation with households in temporary private sector accommodation managed by RSLs
- The provision of advice should be reviewed.
- Promote balanced communities in mixed tenure developments
- Maximise brownfield development
- Council and RSLs to increase the quality of urban development
- Encourage re-use of existing buildings, including offices and space above shops
- Encourage partnering in construction and building procurement
- Continue to work on cross borough partnerships with Association of London Government and Housing Corporation
- Continue to promote strategies to encourage the development of black and minority ethnic (BME) RSLs

- Earmark specific investment for the development of housing for vulnerable people
- Continue support for the development of 2 – 4 bed family accommodation to meet the most acute housing need
- Continue support for mixed tenure development
- Support for provision of new supported housing for young people with care needs
- Support for schemes to extend choice including cross borough and outside London borough of Brent continued support for black and minority ethnic population schemes
- Support for schemes that propose employment and training opportunities
- Support for schemes providing move on from supported housing in line with the Supporting People strategy
- Make social investment available to the private housing sector where a clear return to the community can be demonstrated e.g. through securing nomination rights
- Use ‘Empty Properties Grants’ to enable improvements that bring empty homes into use
- Implement the findings of the Best Value review of private housing services
- Make home repair assistance available to tenants as an alternative to enforcement, reducing the risk of eviction and fostering landlord/tenant relations
- Secure access to affordable housing for households in need and inform educate and regulate the sector using enforcement powers to control the worst landlords.

The Fire Service and the Council are working together to address the high incidence of fire deaths in Brent homes. Specific activity has resulted in the provision of smoke alarms in private dwellings and sprinkler systems in houses in multiple occupation and high rise refuse rooms.

In order to support the improvement of local housing and residents access to housing, the council will also implement the findings of the Best Value review of Local Taxation and Benefits that recommended:

- That the customer service function for local taxation and benefits be delivered through the One Stop Shops
- That a single call centre be introduced
- That the cashiers service be provided “in house”
- That the council tax and business rate functions be exposed to a competitive tendering process
- That the benefits service be provided “in house”
- That the IT support function for local taxation and benefits be exposed to a competitive tendering process.



## ENVIRONMENT AND TRANSPORT

The priority objectives raised under the 'Environment' theme are considered below

<b>Key objective</b>	
<i>ET1</i>	<i>Deliver a comprehensive environmental education programme supported by stronger enforcement</i>
<i>ET2</i>	<i>Facilitate stronger multi-agency partnerships to improve the environment</i>
<i>ET3</i>	<i>Improve the environmental quality and security of parks and open spaces</i>
<i>ET4</i>	<i>Ensure that parking schemes take into account the needs of residents and local businesses</i>
<i>ET5</i>	<i>Improve road safety, particularly for children</i>
<i>ET6</i>	<i>Improve the street scene</i>
<i>ET7</i>	<i>Improve safety, accessibility and affordability of public transport and door to door services for disabled people and older people.</i>
<i>ET8</i>	<i>Improve the management of waste in Brent paying particular attention to the amount of waste being recycled</i>

## ***How are Partners for Brent addressing these priority objectives?***

As stated at the outset, the cornerstone of 'Partners for Brent's' policy direction for the future development and improvement of the Borough is sustainability. This we have defined as:

*"Sustainable development is development that meets the needs of the present without compromising the needs of future generations' ability to meet their own needs."*  
(World Commission on Environment and Development. *Our Common Future*).

In 1997 the council published its *Local Agenda 21 action plan* covering the period 1997 – 2001. The majority of the objectives of the plan have been absorbed into mainstream service provision across the council and beyond. Although the coverage of the plan is now out of date, it still represents some of the key activities undertaken by the council and its objectives have provided a foundation for securing sustainability in planning and development across the borough. The plan is the sum of contributions made by individuals, community groups, schools, council officers and other organisations interested in the environment and a sustainable future for Brent. The plan identified the following as the key objectives for the period, which incorporate the majority of the priority objectives you raised with us:

- *Enhancing our quality of life* - Helping to resource practical projects to improve the environment of those who live & work in Brent.
- *Involving local people* - Involving local people, particularly young people and those suffering discrimination; Focusing on areas of environmental stress; Building environmental action networks and supporting local people in the renewal and conservation of their environment.
- *Monitoring our environment and suggesting ways forward* - Establishing ways of monitoring our environment and developing new policies and practices for the council, local businesses and other agencies.

The future implementation of the principles of the Local Agenda 21 are now embodied in the work of the Environment theme group of Partners for Brent and are the key drivers to the work that this group will undertake.

The Council's *Corporate Strategy 2002 – 06* has given a high priority to quality of life in the urban environment and will ensure the quality of our street scene is improved by targeting resources specifically at this end. The strategy specifically states, under the 'Promoting Quality of Life and the Green Agenda' theme that the council's priorities will include:

- Improve the quality of the local environment with increased investment in pavements, street cleaning and parks. [The council] will tackle environmental crimes such as dumped cars, fly-tipping and graffiti
- Improve the management of waste and the proportion of waste recycled
- Work to improve the quality of local public transport, reduce congestion and decrease the number of fatalities from traffic accidents
- Ensuring a diverse range of arts, leisure, sport and cultural activities are available to all sections of the community.

The council's Environmental Services Service Development Plan reflects this:

- Investing in our public realm – recognising the need to invest in the Boroughs parks and highways

- War on waste – addressing the need to improve the Borough’s performance in terms of recycling
- Transforming transport – reducing the stranglehold of the car on the Borough, addressing air quality and road accidents and enforcing parking
- Protecting the public – addressing some of the impact of envirocrime and those things that make residents feel insecure and unsafe

A number of the priority objectives are also addressed in the Unitary Development Plan, which provides the development framework for planning in the Borough. The key strategic objectives of the plan are:

- To improve the environment of the borough
- To promote regeneration of areas in need of renewal, ensuring that new development is sustainable
- To encourage access to new development for the whole of the community.

The specific objectives of the plan with regard to environmental protection are:

- To work in partnership with the community, business and the Environment Agency to monitor and protect the environment of Brent – especially towards meeting national and international environmental standards
- To locate development where residential amenities can be protected and where sustainable business practices are unhindered
- To integrate measures for the sustainable use and management of resources into new development and regeneration programmes.

The Council’s *Parks Strategy* specifically identifies the following achievements of the borough’s parks service:

- A district or local park will be within a three-kilometre walk of every home.
- District Parks such as Roundwood are easily accessible to every resident by foot, bicycle, or public transport.
- Parks, open spaces, and recreational facilities are managed to ensure that they are safe enough to allow use by all residents.
- Five sites in areas of open space deficiency have been created or improved.
- All Parks have safety improvements and parks patrols using innovative approaches to crime.
- A community-based safety programme for parks, open spaces, and recreational facilities will be implemented.

The *Interim Local Implementation plan 2002-03*, which details the council’s transportation strategies, considers a number of issues around Controlled Parking Zones (CPZs). The council’s policy in this area is underpinned by five main principles:

- Developing a system for allocating parking spaces by striking a balance between reducing less important car trips and supporting local businesses. The order of priority proposed for parking include:
  - ❖ Disabled people
  - ❖ Local residents
  - ❖ Local suppliers of goods and services
  - ❖ Local businesses

❖ Customers and employees

- Managing on-street parking spaces available by setting time limits for parking and introducing a charging system in accordance with the order of priority proposed for managing on-street space
- Giving priority to the space on the side of the street for bus and cycle lanes instead of parking, which will provide a more sustainable means of transport for all
- Planning the implementation of CPZs with neighbouring boroughs to prevent parking displacement from one borough to another
- Taking a more rigorous approach to parking enforcement of on-street controls, particularly on main roads and at junctions in order to reduce the effect of illegal parking on other road users, especially where this increases congestion or causes road safety problems.

The plan also identifies the council's ambition to reduce road traffic accidents and to achieve a target of less than 1,293 casualties by 2005 and less than 1,225 by 2010. Joint campaigns will focus on:

- Reducing vehicle speeds
- Enforcing compulsory seat-belt wearing on motorists
- The dangers of driving under the influence of drink or drugs
- Reducing the need to travel and the advantages of public transport, walking and cycling
- Encouraging the adoption by schools, amongst others, of their own road safety policies.

The council's Municipal Waste Management Strategy incorporates the following objectives:

- Improve the performance of existing schemes.
- Extend the Green Box service where appropriate.
- Provide a variant of the Green Box service to estates.
- Introduce collection of organic waste for central composting.
- Establish a waste management site incorporating recycling facilities including some bulk storage, Civic Amenity functions, and a base for future Waste Collection Operations.
- Carry through procurement of services beyond 2007.
- In its role as a waste planning authority ensure that sufficient land resources are available by safeguarding existing waste sites and identifying new sites. In addition to waste covered by this strategy this process needs to take into account all other waste arising in Brent.

Draft Supplementary Planning Guidance 'Sustainable Design, Construction & Pollution Control' (SPG19) will also help Brent council to work with all our partners (developers, design professionals, contractors, businesses and residents) to ensure more sustainable design, construction and operation of development within the borough. When adopted in 2003 SPG19 will be used by development clients, developers, Registered Social Landlords, design professionals, contractors, members, local businesses and officers and be a material consideration for large developments.

To help residents improve their own environment, quality of life and therefore Brent's built and natural environment the council's Planning Service proposes to publish 'Greening Your Home' a householders' guide to compliment the contents of SPG19. The householder guide will promote and help to fill the 'sustainable design and construction' knowledge gap for residents and homeowners. The positive and negative environmental

impacts of home improvements and gardening are explained. Further information sources and practical advice on how to minimise such impacts are included therefore this guide will increase the quality of Brent's local environment.

The paragraphs above outline some of the key objectives of a number of strategies that are designed to improve the environment of Brent. For a full account of the objectives included in all of the strategies, you should contact the person whose details are given in Appendix one.

## REGENERATION AND EMPLOYMENT

The priority objectives you raised with us under the 'Regeneration and Employment' theme are considered below

<b>Key objectives</b>	
<i>RE1</i>	<i>Improve transport infrastructure and services to facilitate regeneration</i>
<i>RE2</i>	<i>Improve Town Centres</i>
<i>RE3</i>	<i>Improve consultation with residents</i>
<i>RE4</i>	<i>Tackle all forms of discrimination with respect to the access, design &amp; delivery of services, training and employment opportunities</i>
<i>RE5</i>	<i>Promote community cohesion and social inclusion</i>
<i>RE6</i>	<i>Improve access to information about all public services</i>
<i>RE7</i>	<i>Ensure more community &amp; social facilities and services are provided and based at a neighbourhood level</i>
<i>RE8</i>	<i>Tackle deprivation and poverty amongst vulnerable children, young people and older people</i>
<i>RE9</i>	<i>Address the skills gap between business requirements and the local labour market, particularly with respect to key public sector workers.</i>
<i>RE10</i>	<i>Work with employers to improve employment conditions</i>
<i>RE11</i>	<i>To secure the long term regeneration of the borough in line with Partners For Brent's Regeneration Strategy</i>

## ***How are Partners for Brent addressing these priority objectives?***

The council's corporate strategy 'Building a Better Borough' has identified regeneration as a key priority. It states:

'Through the delivery of its regeneration strategy, the council will ensure that Brent provides a home of choice for its diverse population and businesses'

In December 2001 'Partners for Brent' agreed the borough's *Regeneration Strategy for 2001 – 21*. The key objectives of this strategy are:

- To reduce the gaps between Brent's deprived communities and the rest of London and in particular to focus on the neighbourhoods of South Kilburn, St Raphael's/Brentfield, Roundwood, Stonebridge and Harlesden
- To reduce unemployment levels across the borough to below the London average, concentrating efforts on those people most in need
- To increase income levels across Brent to above the London average and promote measures to retain this wealth within the Brent economy
- To promote a landmark development of regional and national significance at Wembley, creating an identity for the borough and ensuring substantial local benefit
- To ensure a consistently high quality of life for all residents of Brent – incorporating the provision of decent homes for all, high quality destinations and facilities, low levels of crime, healthy living and town centres which meet the needs of local people.
- To take positive preventative action in those areas most at risk of falling into decline in the future.

The Borough's *Interim Local Implementation Plan*, which details the Council's transportation strategies, makes clear reference to the need to:

- *Support and promote Brent as a key London Borough and*
  - ❖ Provide and promote sustainable high quality links for people, goods and services to benefit economic growth
  - ❖ Promote, improve and develop Brent's links nationally and their integration with London's transport system
  - ❖
- *Support and promote economic development and housing*
  - ❖ *Assist the process of development, planning and regeneration by identifying and creating* locations with good public transport access to encourage developments, including housing
  - ❖ Provide access to key regeneration sites with appropriate local strategic connections and facilities
  - ❖
- *Maximise and improve accessibility to jobs facilities and services*
  - ❖ Assist in improving the efficiency, effectiveness and reliability of local transport systems
  - ❖ Integrate transport, spatial and economic development policies, to ensure sustainable access for people and goods
  - ❖ Provide for goods, services and facilities and plan development in ways which reduce the need to travel, especially by car
  - ❖ Improve travel choice and quality
- *Support and enhance town centres*

- ❖ Improve sustainable access to, from and within Brent's town centres for people goods and services
- ❖ Promote transport initiatives that benefit the urban fabric and the environmental quality of Brent's town centres.

The Unitary Development Plan also contributes to the regeneration agenda. The built environment section includes the following objectives:

- Reinforcing attractive qualities of Brent's built environment to establish positive images and identities, and enhance the quality of life for all its inhabitants
- Securing a higher standard of architectural and urban design for all design ensuring sympathetic integration within their context and respecting principal views across the Borough
- Promoting high quality development and investment in Brent's built environment particularly for areas identified as most needing improvement to improve sustainability and effectiveness of urban areas within the borough
- Preserving, managing and enhancing the borough's built heritage
- Working in partnership with the community to promote a sustainable fully accessible and safe environment
- Raising local awareness about urban design issues and promoting appreciation of the built environment in Brent.

The plan also includes the following policy objectives:

#### Town Centres

- To improve environmental conditions in the borough's centres, to regenerate the centres in terms of the facilities they provide and their physical structure and to ensure that they are fully accessible to the whole community

#### Tourism, entertainment and the arts

- To use new tourist and visitor attractions hotels and arts, cultural and entertainment facilities as a base for regenerating the borough's town centres where they can support and regenerate the local economy
- To promote new tourist and visitor attractions, hotels and arts, cultural and entertainment facilities provided that such developments maintain the amenity enjoyed by nearby residents
- To protect existing tourist, entertainment and arts facilities in good locations and ensure that they are open to all of Brent's communities
- To promote the provision of public art in the Borough.

The council also recognises the contribution sport can make to the regeneration of the local area and includes as one of the specific objectives in the *Sports Development Framework* the need:

- To support the regeneration of the borough  
*By developing the sports industry in Brent and securing training and employment opportunities in sport employment for Brent residents. Also by exploiting the massive regeneration potential of the English National Stadium in Wembley and ensuring substantial local benefit.*



## COMMUNITY SAFETY AND CRIME PREVENTION

The priority objectives you raised with us under the 'Community Safety and Crime Prevention' theme are considered below

<b>Key objectives</b>	
CS1	<i>Ensure that the impact of crime and disorder is fully recognised as central to improving the well-being of the community</i>
CS2	<i>Strengthen links between statutory agencies, voluntary and community sector in tackling crime</i>
CS3	<i>Develop a strategic approach to improving the safety of vulnerable groups</i>
CS4	<i>Continue to reduce burglary through implementation of good practice.</i>
CS5	<i>Develop and implement a strategy to reduce re-offending by persistent young offenders and prevent children being victims and perpetrators of crime</i>
CS6	<i>Tackle priority crimes against residents and businesses</i>

## ***How are Partners for Brent addressing these priority objectives?***

The council's corporate strategy 'Building a Better Borough' has identified tackling crime and community safety as a key priority over the next four years. It states:

'The council will make Brent a safer place for local residents, visitors and businesses by combating crime, reducing the fear of crime and supporting alternative choices for individuals who may be at risk of committing crime.' Specific priorities include:

- Reduce the level of crime committed in Brent through implementation of the Brent Crime and Disorder Reduction Strategy
- By working with local communities, reduce the fear of crime and support measures to improve residents' personal safety
- Work actively with individuals at risk of offending to provide alternative life choices and increase their access to training and employment

Brent's Crime and Disorder and Community Safety Partnership, comprising Brent Council, Metropolitan Police, London Fire and Emergency Planning Authority, probation service and Brent Primary Care Trust, has recently published its *Crime Reduction and Community Safety Strategy* for the period 2002 – 2005.

The broad aims of the strategy include:

- The further development of our inter agency partnership approach in tackling crime and promoting community safety
- The implementation of an 'evidence based' approach to crime reduction by developing our crime analysis and problem solving ability
- The enhancement of our ability to produce local crime profiles of areas and map crime patterns so that preventive action can be effectively targeted
- Assist Neighbourhood Renewal, New Deal for Communities and other regeneration efforts in Brent to ensure that crime reduction and social and community regeneration accompanies economic regeneration
- The encouragement of local and borough wide partnerships between the public, private and voluntary sector
- Consultation, communication and engagement with community representatives in the strategy and action.

The specific objectives of the strategy are:

- To reduce residential burglary – by 8%
- To reduce street robbery – by 5%
- To reduce violent crime
- To reduce gun related crime
- To reduce crime committed by children and young people and against children and young people
- To reduce drug and alcohol abuse in Brent
- To reduce the fear of crime through regeneration

In relation to our approach to reducing youth crime our multi-agency youth offending team, comprising staff from social services, education, police, health and probation are using restorative justice approaches and intense surveillance and supervision to reduce the levels of offending by and against young people and the community. They do this by:

- providing information to courts to assist with sentencing and supervising young people in the community (including those released from custody)
- using preventive packages which reduce the chances of offending and re-offending
- a partnership approach which includes the development of a range of community based sport, leisure and educational programmes that reduce the risks of offending by young people
- working with a range of other partners to target the small group of persistent young offenders who commit the majority of crime and anti-social behaviour.

The contribution sport can make to the reduction in crime is also recognised in the Council's *Sports Development Framework* which includes as key objectives:

- To promote community cohesion  
*By providing an opportunity for people from different backgrounds to come together, providing a focus for social activity, an opportunity to make friends, develop networks and thus developing a sense of local identity, solidarity and equality*
- To reduce social exclusion  
*By contributing to a reduction in crime and truancy from school and by making a positive contribution to young people's attitude towards learning and by reducing social isolation and increasing self confidence*

Brent's *Regeneration Strategy 2001-2021* similarly recognises the impact of crime on the regeneration of a community and has identified as one of its strategic objectives:

- To ensure a consistently high quality of life for all residents of Brent – incorporating the provision of decent homes for all, high quality facilities, low crime levels, healthy living and town centres that meet the needs of local people.

Brent PCT's *Local Delivery Plan 2003 –06* also makes reference to community safety. The strategic aims are:

- To continue health services' involvement with the multi-agency Crime and Disorder Reduction Partnership
- To continue commitment to support the work of the Youth Offending Team, Drug Action Team, Domestic Violence Forum and the Racial Harassment Steering Group
- To apply resources to raise health professionals' awareness and understanding of domestic violence, child abuse and abuse of vulnerable people with the aim to improve services for victims of these crimes
- To examine ways of improving information collection and information sharing by the NHS around community safety issues
- To contribute to the 'Early Intervention' work at the regional level in order to develop a co-ordinated approach on community safety within the NHS.

The *Unitary Development Plan* also contributes to the community safety agenda by making specific reference to the need to promote a sustainable, fully accessible and safe

environment. Similarly the Environmental Services Service Development Plan includes a reference to the need to deal with envirocrime and recommends, amongst other things, the need to work with children to influence them towards more responsible behaviour with regard to graffiti and litter.

*'Fire Safety First'* identifies the Fire Service's key objectives. The service is committed to making London a safer city, principally by minimising the risks and social and economic costs of fire and other hazards. Three priorities are identified:

- increasing the level of smoke alarm ownership in domestic dwellings
- reduction of car fires through the prompt removal of abandoned vehicles
- increasing the level of awareness of fire safety amongst the community thereby reducing the number of deaths/injuries through fire

The Fire Service is also making a major contribution to community safety through the LIFE project (Local Intervention Fire Education). This is an initiative delivered through the fire service to address fire safety and anti-social behaviour in relation to young firesetters and the communities they live in. The aim of the project is to provide an intensive work experience course within a disciplined uniform team. The project is an example of social crime prevention: it is tough on the causes of crime and is committed to achieving safer communities. The project addresses the consequences of anti-social behaviour, instilling discipline, team spirit, the teaching of life skills and values, fire safety and community awareness.

The paragraphs above outline some of the key objectives of a number of strategies that focus on crime reduction and community safety in the Borough. For a full account of the objectives included in these plans, you should contact the person whose details are given in Appendix one.

## EDUCATION AND LIFELONG LEARNING

The priority objectives you raised with us under the 'Education and Lifelong Learning' theme are considered below.

<b>Key objective</b>	
<i>ELL1</i>	<i>Reduce school exclusions and provide more support to parents and pupils who are excluded</i>
<i>ELL2</i>	<i>Strengthen partnership between statutory and voluntary sector groups</i>
<i>ELL3</i>	<i>Improve educational achievement, particularly for vulnerable children and young people</i>
<i>ELL4</i>	<i>Develop a co-ordinated strategy for children &amp; young people across all services and agencies</i>

## ***How are Partners for Brent addressing these priority objectives?***

The council's *corporate strategy 'Building a Better Borough'* identifies, as a key objective over the period 2002 – 06, the need to support children and young people. It states that: 'The Council will invest in the borough's children and young people to ensure that they have the best possible life chances. We want to make sure that by the age of 19 all young people will be in full time education, work or vocational training'

The *Education Development Plan* (EDP) is the council's plan to raise standards and improve school performance. The purpose of the EDP is to:

Raise the standards of education provided for children in the Local Education Authority's (LEA's) area

Improve the performance of schools maintained by the LEA.

The local priorities identified for Brent are:

- Raising attainment at the foundation stage
- Raising attainment in primary schools
- Raising attainment in secondary schools
- Raising the attainment of vulnerable groups
- Making effective use of data in school improvement
- Improving the recruitment and retention of staff.

The *Education Service Development Plan* sets the strategic objectives for the fulfilment of the Council's vision for Education. The key strategic objectives, which relate to your identified priorities, are:

- To raise education standards by challenging and supporting schools in their efforts to secure high attainment
- To support effective self-management in schools
- To widen participation in learning for those most at risk of underachievement and social exclusion
- To ensure that children and young people with special educational needs have the maximum opportunity to participate fully in society
- To widen participation and improve levels of achievement in lifelong learning

Specifically in relation to the issues you have raised the Education Development Plan includes the following key objectives:

With regard to exclusions:

### ***Action to improve attendance at school***

- Set and monitor attendance targets for all schools
- Prioritise work with those schools that have above average levels of unauthorised absence

### ***Action to reduce and prevent exclusions***

- Provide advice, training and guidance to schools
- Promote a co-ordinated multi-agency response to assist children and young people at risk of exclusion
- Improve provision for pupils with mental health needs.

*Action to make alternative provision for excluded pupils and to support their reintegration into mainstream activity:*

- Maintain and extend alternative provision for children excluded from school
- Support for arrangements to promote quick, suitable and effective re-integration of pupils into mainstream schools

With regard to improving educational achievement, particularly for vulnerable children and young people:

*Action to improve provision for children educated other wise than in school:*

- Monitor and improve the quality of educational provision for children not in school

*Action to improve the achievement of children in public care:*

- Monitor the educational progress of children in public care
- Implement school-based projects to raise achievement

The Education Development Plan also includes specific objectives and a detailed programme of activity in relation to generally raising levels of attainment of pupils in foundation, primary and secondary schools.

The paragraphs above outline some of the key objectives of the Education Development Plan as they relate to the issues you have identified. Full detail of the targets and objectives in the Education Development Plan can be obtained from the person identified in Appendix one.

Brent PCT's *Local Delivery Plan 2003-06* also recognises the specific needs of children and young people and incorporates the following strategic aims:

- To improve children and young people's health
- To address health inequalities
- To develop a comprehensive and holistic strategy for children's services in Brent
- To consolidate joint projects and initiatives across the borough
- To deliver appropriate and accessible children and young people's services effectively and efficiently.

Good quality sports and recreational facilities are crucial to young people's quality of life. The Environmental Services service development plan makes specific reference to the development of a sports and leisure strategy to ensure that all we do is directed, effective and coherent, and young people will be significant beneficiaries. This document goes on to point out the other issues that will be addressed by the council's Environmental Services: the renewal of existing play facilities across the borough; protection of children through action to prevent the sale of age restricted goods to them; black children being injured in road traffic accidents much more frequently than white or Asian children. The plan also addresses the need to integrate environmental education into the curriculum.

In 2002/03 The council will be undertaking a Best Value review which will examine how the council and other local agencies including the police, health authority and voluntary sector organisations respond to 'What Young People Want'. The findings of this review will be reported to Partners for Brent and will influence how we approach the provision of services/facilities for to our younger residents.

The paragraphs above outline some of the key objectives of a number of strategies that focus on the regeneration of the Borough. For a full account of the objectives included in these plans, you should contact the person whose details are given in Appendix one.



## APPENDIX ONE – LINKS TO KEY STRATEGIC DOCUMENTS

<b>STRATEGIC DOCUMENT</b>	<b>CONTACT PERSON</b>	<b>CONTACT ADDRESS</b>	<b>CONTACT TELEPHONE/EMAIL</b>
Brent PCT Local Delivery Plan	Andrew Parker, Director Commissioning and Modernisation, Brent Primary Care Trust	Wembley Centre for Health and Care 116 Chaplin Road Wembley HA0 4UZ	020 8795 6472 andrew.parker@brentpct.nhs.uk
Brent Council Corporate Strategy 'Building a Better Borough'	Phil Newby, Director Policy and Regeneration Unit, Brent Council	Policy and Regeneration Unit Town Hall Forty Lane Wembley HA9 9HT	020 8937 1032 phil.newby@brent.gov.uk
Social Services Service Development Plan	Jenny Goodall, Director Brent Social Services	Social Services Department Mahatma Gandhi House 34 Wembley Hill Road, Wembley, , HA9 8AD	020 8937 4067 jenny.goodall@brent.gov.uk
Children and Young People's Strategy	Mike Bibby, Strategy Planning and Performance Manager, Social Services, Brent Council	Social Services Department Mahatma Gandhi House 34 Wembley Hill Road, Wembley, , HA9 8AD	020 8937 4164 mike.bibby@brent.gov.uk
Sport and Leisure Development Framework	Sue Harper, Assistant Director Sport and Leisure, Environmental Services, Brent Council	Environmental Services Brent House 349-357 High Road Wembley HA9 6BZ	020 8937 5192 sue.harper@brent.gov.uk

Housing Strategy 2002-07	Maggie Rafalowicz, Assistant Director Housing Strategy and Regeneration, Brent Council	Housing Department Mahatma Gandhi House 34 Wembley Hill Road Wembley HA9 8AD	020 8937 2524 maggie.rafalowicz@brent.gov.uk
Regeneration Strategy 2001-21	Andy Donald, Head Economic Development Team, Policy and Regeneration Unit, Brent Council	Policy and Regeneration Unit Town Hall Forty Lane Wembley HA9 9HT	020 8937 1049 andy.donald@brent.gov.uk
Unitary Development Plan	Ken Hullock, Planning Policy Manager, Environmental Services, Brent Council	Environmental Services Brent House 349-357 High Road Wembley HA9 6BZ	020 8937 5309 ken.hullock@brent.gov.uk
Local Agenda 21 Action Plan	Lella Durante, Environmental Strategy Team Leader, Environmental Services, Brent Council	Environmental Services Brent House 349-357 High Road Wembley HA9 6BZ	020 8937 5002 lella.durante@brent.gov.uk
Draft Waste Strategy	Keith Balmer Director StreetCare Environmental Services Brent Council	Environmental Services Brent House 349-357 High Road Wembley HA9 6BZ	020 8937 5066 keith.balmer@brent.gov.uk
Environment Services Service Development Plan	Richard Saunders Director Environmental Services Brent Council	Environmental Services Brent House 349-357 High Road Wembley HA9 6BZ	020 8937 5002 richard.saunders@brent.gov.uk

Draft Supplementary Planning Guidance	Chris Walker, Director, Planning Service, Environmental Services, Brent Council	Environmental Services Brent House 349 – 357 High Road Wembley HA9 6BZ	020 8937 5246 chris.walker@brent.gov.uk
Interim Local Implementation plan	Phil Rankmore, Director, Transportation Service Unit, Environmental Services, Brent Council	Environmental Services Brent House 349 – 357 High Road Wembley HA9 6BZ	020 8937 5128 phil.rankmore@brent.gov.uk
Parks Strategy	Shaun Faulkner, Head of Parks Service, Environmental Services, Brent Council	Barham Park Offices 660 Harrow Road Wembley HA0 2HB	020 8937 5619 shaun.faulkner@brent.gov.uk
Brent Crime and Disorder Reduction and Community Safety Strategy 2002-05	Andrew Bamber, Brent Borough Commander, Metropolitan Police Service	603 Harrow Road Wembley HA0 2HH	020 8733 3807 andrew.bamber@met.police.uk
Fire Safety First	Gerard Hollingworth Borough Commander London Fire Brigade	Wembley Fire Station 591a Harrow Road Wembley HA0 2EG	020 7587 2714 gerard.hollingworth@london-fire.gov.uk
Education Development Plan	John Christie, Director Education Arts and Libraries, Brent Council	Education Service Chesterfield House 9 Park Lane Wembley HA9 7RJ	020 8937 3130 john.christie@brent.gov.uk

Education Services Development Plan	John Christie, Director Education Arts and Libraries, Brent Council	Education Service Chesterfield House 9 Park Lane Wembley HA9 7RJ	020 8937 3130 john.christie@brent.gov.uk
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