

LONDON BOROUGH OF BRENT

EXECUTIVE

FROM THE DIRECTOR OF POLICY & REGENERATION

FOR INFORMATION

NAME OF WARD(S): **ALL**

BRENT REGENERATION STRATEGY: IMPLEMENTATION PROGRESS

1. INTRODUCTION

- 1.1 This report outlines progress made in implementing the Brent Regeneration Strategy, which is in its second year of operation.
- 1.2 The Regeneration Strategy was originally published by the Council and the Local Strategic Partnership in November 2001. It sets out a vision for Brent in 2021, and contains six strategic priorities to help bring it about. These priorities are now reflected in the Council's Corporate Strategy. The Regeneration Strategy is supported by a rolling programme of 2 year Action Plans, setting a clear and focussed work programme for regeneration. The Executive have requested an update on progress - this report sets out the progress made since 2001 against the delivery of the Regeneration Strategy and Action Plan.

2 . RECOMMENDATIONS

- 2.1 Members of the Executive are asked to note the progress outlined in this report.

3 FINANCIAL IMPLICATIONS

- 3.1 There are no specific financial implications arising out of this report. Over the last two years the regeneration team has secured some £130 million of external resources for Brent.

4 STAFFING IMPLICATIONS

- 4.1 There are no specific staffing implications arising out of this report

5 **VISION AND STRATEGIC PRIORITIES OF THE REGENERATION STRATEGY**

5.1 The Regeneration Strategy states:

“The vision is of a Brent fully integrated into the city – a single urban borough which makes a full and positive contribution to the London economy. Brent’s communities will enjoy a high quality of life and will be fully able to participate in society. The borough will have a reputation for high quality services focussed on tackling and preventing social exclusion. Unemployment will be below the London average, and everybody will have access to high quality education, health provision and affordable homes. The areas where currently deprivation is most concentrated will be physically, socially and economically reconnected with London as a whole. Brent will provide a home of choice for its diverse populations and businesses.

At the core of Brent will be a landmark international development at Wembley, providing a source of pride, identity, wealth and aspiration for the Borough as a whole.”

5.2 The following strategic priorities are set out in the strategy to achieve the vision:

- 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 Raphaels / Brentfield, Roundwood, Church End, 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.
- 5.3 Within each strategic priority, action points for the period 2001 to 2003 are set out as an addendum to the Strategy.

6. **ACHIEVEMENTS IN CONNECTION WITH EACH ACTION POINT**

Achievements so far in implementing the Regeneration Strategy are set out in the Appendix to this report, analysed according to each action point contained in the Regeneration Action Plan.

7. **ADDITIONAL ACHIEVEMENTS**

- 7.1 Brent Council has a high reputation for the quality of our regeneration work. We have achieved Beacon Council status in each of the last two years – in 2002/03 for our work on Promoting Neighbourhood Renewal and most recently in 2003/04 for Removing Barriers To Work.
- 7.3 During the latter part of 2003 work will progress on producing a new Action Plan covering the period 2004-2006. This will involve extensive consultation and engagement with partners. Work will also progress on developing a robust performance management framework.

8 **BACKGROUND INFORMATION**

- 8.1 The documents used as background to this report are:

Regeneration Strategy for Brent 2001-2021

Regeneration Action Plan for Brent 2001-2003

- 8.2 Contact officer:

Andrew Donald, Head of Regeneration (Development), Policy and Regeneration Unit, Brent Town Hall, Forty Lane, Wembley, HA9 9HD
Tel: 020 8937 1049
Email: Andrew.donald@brent.gov.uk

Phil Newby
Director of Policy & Regeneration

STRATEGIC PRIORITY 1

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 Raphaels / Brentfield, Roundwood, Church End, Stonebridge and Harlesden

Action point	Measurable outcomes	Progress
Develop detailed neighbourhood level evidence bases for each of the priority wards.	<ul style="list-style-type: none"> Neighbourhood household surveys published by January 2002 Analysis of resources already committed to areas compiled by January 2002 Dossier of neighbourhood statistics for each neighbourhood published by March 2002 	<ul style="list-style-type: none"> Household surveys completed in all of the priority neighbourhoods Two of the evidence bases have been completed (South Kilburn and St Raphael's/Brentfield) Work beginning on the third (Harlesden and Stonebridge).
Ensure the South Kilburn NDC programme delivers lasting change for local residents in accordance with their vision.	<ul style="list-style-type: none"> Years 1 and 2 delivery plan outcomes, outputs and milestones achieved within timescales 	<ul style="list-style-type: none"> Chief executive and team appointed. Separate organisation – a company limited by guarantee – set up to deliver the programme. Spend and output targets being achieved in accordance with the delivery plan.
Using the evidence base, work with local communities to develop a vision, strategy and action plan for each of the priority neighbourhoods – beginning with St Raphaels / Brentfield.	<ul style="list-style-type: none"> Joint PRU/Housing St Raphaels/Brentfield neighbourhood team established by December 2001 Neighbourhood regeneration forum established in St Raphaels/Brentfield by March 2002 Neighbourhood Renewal Plan for St Raphaels/Brentfield developed by December 2002 Quick-win projects in accordance with local priorities in place by June 2002 	<ul style="list-style-type: none"> Team established in St Raphaels/Brentfield Community engagement events organised in St Raphaels/Brentfield – attended by over 150 local residents – and forum established St Raphaels/Brentfield strategy and full action plan put together Quick-win projects set up and completed New Stonebridge & Harlesden team established from the old Social Inclusion Unit
Provide local communities within the Priority Neighbourhoods with the skills and opportunity to participate and lead regeneration activity by developing capacity building programmes targeted to meet identified community needs	<ul style="list-style-type: none"> Joint PRU/Housing St Raphaels/Brentfield neighbourhood team established by December 2001 South Kilburn NDC Widening Participation strand rolled out during 2002 Stonebridge Objective 2 CED proposals approved by September 2001 and delivered during 2002 	<ul style="list-style-type: none"> New Deal for Communities scheme in South Kilburn provides for community capacity building initiatives (especially Community Chest) and direct representation of local representatives at Board level. In Brentfield/St Raphaels, the neighbourhood action team has engaged the local communities through a range of events attended by over 200 local residents, together with intensive consultation with local community groups. Stonebridge has secured £500,000 ERDF Objective 2 funding for a capacity building programme

STRATEGIC PRIORITY 1 (cont)

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 Raphaels / Brentfield, Roundwood, Church End, Stonebridge and Harlesden

Action point	Measurable outcomes	Progress
Through the LSP strive to develop a needs based service culture specifically focussed on tackling and preventing social exclusion.	<ul style="list-style-type: none"> • Cross cutting Best Value Review recommendations made by June 2002 • Local Strategic Partnership to consider during 2002 • Local PSA negotiated by December 2002 	<ul style="list-style-type: none"> • Cross cutting Best Value Review completed • LSP established and accredited, with agreed work plan • Negotiations for a local PSA currently proceeding
To pilot different models of Neighbourhood Management across the deprived neighbourhoods, with a view to identifying and rolling out best practice.	<ul style="list-style-type: none"> • NDC Executive Director/Neighbourhood Manager for South Kilburn appointed by December 2001 • Joint PRU/Housing St Raphaels/Brentfield neighbourhood team established by December 2001 	<ul style="list-style-type: none"> • South Kilburn Chief Executive appointed • Neighbourhood teams set up in South Kilburn (that is, New Deal) and in St Raphaels/Brentfield • Best practice networks established through Beacon Council contacts.
Develop a succession strategy for the Stonebridge HAT area, particularly focussing on maintaining appropriate community and economic regeneration initiatives.	<ul style="list-style-type: none"> • Clear succession strategy developed and consulted on by December 2002 	<ul style="list-style-type: none"> • Initial discussions have taken place with Stonebridge HAT • HAT currently reviewing scope and effectiveness of community, social and economic regeneration services • Negotiations opened with Hyde, the preferred successor organisation.

STRATEGIC PRIORITY 2

To reduce unemployment levels across the Borough to below the London average, concentrating efforts on those people most in need

Action point	Measurable outcomes	Progress
Strive to enhance the mainstream employment programmes in Brent – in particular the New Deals, the Employment Zone and the Job Centre Plus pilot.	<ul style="list-style-type: none"> Job Centre Plus pilot fully operational by April 2002 1300 people to have found work through the Brent Employment Zone by April 2002 By December 2002, 50% of New Deal leavers will have entered employment 	<ul style="list-style-type: none"> Job Centre Plus established in Brent 950 Brent people found work through the Brent Employment Zone by October 2002 Partnership structures for the mainstream employment programmes rationalised Employment strategy for Brent being developed
Promote a range of local employment intermediaries, aimed at ensuring diversity in provision to meet the needs of all Brent residents and employers. In particular focus on the most 'hard to reach' communities through maximising the effectiveness of SRB funded programmes.	<ul style="list-style-type: none"> Annual job output targets met and exceeded 	<ul style="list-style-type: none"> By 2003, 4630 residents secured work through SRB funded employment programmes, including: <ul style="list-style-type: none"> 120 Kilburn KITE; 294 Building One Stop Shop 143 Social Inclusion Unit 2053 Wembley Park SRB 208 Refugees Into Jobs
Foster a climate of co-operation rather than competition between all employment initiatives in Brent.	<ul style="list-style-type: none"> Brent Local Labour Agency operational by November 2001 20 partners signed up to the Brent Local Labour Agency protocols by December 2001 BreLLA directly assisted at least 265 people into employment by March 2003 Single 'Brent Strategic Employment Group' established by April 2002 	<ul style="list-style-type: none"> Brent In2Work established – currently 34 partner agencies committed to working together by sharing information about vacancies and job seekers Formal agreements and protocols established Brent Strategic Employment Group established In 2002/03, Brent in2work helped 151 people into work and supported 96 Intermediate Labour Market posts.
Develop schemes to ensure that local unemployed people are able to access public sector/key worker vacancies.	<ul style="list-style-type: none"> By August 2004, 144 Brent residents will have accessed employment through the Hospital Apprenticeship scheme By December 2002 a complete review of public sector involvement in mainstream employment programmes will be complete, and recommendations implemented 	<ul style="list-style-type: none"> 49 long term unemployed people taken on in the NHS Apprenticeship scheme Key worker recruitment and retention identified as one of 3 priorities for the LSP to address during 2003.

STRATEGIC PRIORITY 2 (cont)

To reduce unemployment levels across the Borough to below the London average, concentrating efforts on those people most in need

Action point	Measurable outcomes	Progress
Ensure local people are able to benefit from a full range of employment opportunities at all new developments in and adjoining Brent.	<ul style="list-style-type: none"> Standard s106 clauses agreed by February 2002 	<ul style="list-style-type: none"> Section 106 agreements concluded with developers in Brent, including Multiplex for the new national stadium, to ensure that Brent residents will benefit from local development work. Since 2001, BOSS has assisted over 350 people to gain construction qualifications and 250 into employment
Pilot and support a range of Intermediate Labour Market (ILM) initiatives across Brent, particularly focussing on 'hard to reach' groups.	<ul style="list-style-type: none"> 50 ILM positions occupied by Brent residents through BreLLA by March 2003 	<ul style="list-style-type: none"> 96 local residents have gained ILM experience through the Brent In2Work partnership.
Support a range of programmes to enhance basic literacy levels (numeracy, literacy, ESOL and IT) across all age groups.		<ul style="list-style-type: none"> Working Links' Brent Action Team for Jobs established – an innovative employment driven ESOL programme which to date has supported 550 local residents, of which 300 have gained employment. Basic skills included in other regeneration programmes, eg. the families' reading and learning project, an NRF project under which parents and children learn together in Harlesden library using ICT and other methods.
Build strong relationships with the private sector ensuring an effective response to their business needs.	Private sector partnership established by February 2002 Detailed action plan for Park Royal developed by March 2002	<ul style="list-style-type: none"> Business support partnership set up with Brent In2Work and partner agencies Park Royal Partnership Strategy and Action Plan published £90,000 funding secured for Brent Business Broker project, aimed at engaging the business community in regeneration activity. Employer Partnership developed further.
Promote a range of local provision designed to overcome all barriers to employment.	Audit of existing provision undertaken by December 2002	<ul style="list-style-type: none"> Brent in2work directories to be published July 2003 Following an analysis of existing provision, an initiative using intensive house to house outreach to workless people - the Household Employment Pact - was established in 2003

STRATEGIC PRIORITY 3

To increase income levels across Brent to above the London average and promote measures to retain this wealth within the Brent economy

Action point		Progress
Through the employment strand of the strategy ensure that all those who are capable of work are provided with the necessary advice and assistance to secure a job.	<ul style="list-style-type: none"> • Job Centre Plus pilot operational by October 2001 • Brent Local Labour Agency fully operational by November 2001 	<ul style="list-style-type: none"> • Job Centre Plus pilot and Brent In2Work set up and operational • The Brent In2Work partnership secured employment for 112 people in 2001/2 and 150 in 2002/3 • The Household Employment Pact, which targets hard to reach residents of St Raphaels, Brentfield and Mitchellbrook by door to door visits commences in 2003.
Maximise benefit take-up for those people unable to work.	Benefit take-up levels increased year on year	<ul style="list-style-type: none"> • The level of benefit take up is monitored by agencies in the Brent In2Work partnership.
Through the Lifelong Learning partnership and BreLLA seek to introduce a range of upskilling programmes designed to help people progress in the labour-market.	<p>Increase the number of businesses with IIP accreditation</p> <p>By March 2003 increase the proportion of Brent businesses who had staff participating in training over the last 12 months to 60%</p>	<ul style="list-style-type: none"> • Funding secured for the Digital Village at College of North West London under Objective 2, specifically to help local businesses provide upskilling and training. • New workforce development programme established by Brent in2 Work, commencing in July 2003.
Work with a major high street bank (to be identified) to ensure that all beneficiaries of regeneration programmes in Brent are provided with a bank account.	<p>Assess extent of issue by June 2002</p> <p>Arrangement brokered with bank by December 2002</p>	<ul style="list-style-type: none"> • Negotiations are continuing with HBOS about bank accounts for people in deprived neighbourhoods, and other measures to help financial inclusion.

STRATEGIC PRIORITY 4

To promote a landmark development of regional and national significance at Wembley, creating an identity for the Borough and ensuring substantial local benefit

Action point	Measurable outcomes	Progress
Secure the new National Stadium at Wembley, and exploit this as the key driver for major regeneration in this surrounding area.	<ul style="list-style-type: none"> • Certainty over Wembley as the venue for the National Stadium by December 2001 • National Stadium completed by 2005 	<ul style="list-style-type: none"> • Planning approval has been granted for the new stadium. Construction is underway and due to be complete by the beginning of 2006. • A bespoke employment package is being provided to Multiplex (the main contractors) and relevant sub-contractors.
Promote the comprehensive redevelopment of the Wembley Regeneration Area.	<ul style="list-style-type: none"> • Firm and acceptable development proposals brought forward during 2002 	<ul style="list-style-type: none"> • The Council's Vision for Wembley has been published, and important elements of the Vision are already being proactively developed. • The Council is negotiating with Quintain Estates Development, the LDA and the GLA to bring about a comprehensive mixed use development in line with the Vision
Develop a toolkit of mechanisms aimed at creating the conditions for comprehensive regeneration.	<ul style="list-style-type: none"> • Development Framework complete by October 2001 • Clarity on s106 requirements by January 2002 • Brent Local Labour Agency fully operational by November 2001 	<ul style="list-style-type: none"> • The Vision for Wembley and the comprehensive employment package are vital elements of a toolkit • A Wembley Development Framework has been drafted • Land assembly strategy currently being negotiated with LDA and developers
Pursue a transport accessibility strategy for Wembley, both for visitors on event days and for local people accessing employment	<ul style="list-style-type: none"> • Improvement programmes for all three Wembley stations agreed and implementation begun by September 2002 • Development of the Stadium and Estate Access Corridors begun by January 2003 • Proposals for an improved North Circular Junction worked up by September 2002 	<ul style="list-style-type: none"> • Estate Access Corridor planned to be completed late 2003 • Wembley Stadium station improvement plan produced, and Wembley Hub Study commissioned • Preliminary work for further transport access developments has been done, and substantial works should be funded in the current municipal year pending further negotiations.

STRATEGIC PRIORITY 4 (cont)

To promote a landmark development of regional and national significance at Wembley, creating an identity for the Borough and ensuring substantial local benefit

Action point	Measurable outcomes	Progress
Develop a 'Brent First' package of measures to ensure that local people benefit from Wembley developments	<ul style="list-style-type: none"> • BreLLA to develop targets for proportion of jobs for Brent residents by July 2002 • Joint PRU/Housing St Raphaels/Brentfield neighbourhood team established by December 2001 • Stonebridge Objective 2 CED proposals approved by September 2001 and delivered during 2002 • Local transport package assembled and consulted on by September 2002 	<ul style="list-style-type: none"> • Brent's Vision For Wembley published • Brent In2Work / BOSS activity will ensure local people will be employed at the new developments. • £25m secured for the Destination Wembley SRB programme, and Wembley / Park Royal identified as a priority area for LDA Single Pot expenditure (£37m+). Both programmes include substantial components to ensure local people benefit from Wembley.
Develop a town centre strategy for Wembley	Wembley Town Centre strategy published by December 2002	<p>A number of initiatives have been brought into effect, including:</p> <ul style="list-style-type: none"> • CCTV cameras and radiolink • improved festive lighting • year-round-hanging baskets • high profile events • design guide • visitor's guide • attracting public funding for major improvements to the station and public realm • Street wardens

STRATEGIC PRIORITY 5

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

Action point	Measurable outcomes	Progress
Develop and implement the Crime & Disorder Reduction Strategy, to reduce crime and the fear of crime across Brent with particular emphasis placed on youth offenders.	Revised Crime and Disorder Reduction Strategy produced and adopted by beginning of 2003	<ul style="list-style-type: none"> The Crime & Disorder Reduction Strategy has been revised, adopted and published.
Introduce a range of measures to improve quality of life across Brent.	Strategies all developed, in place and coordinated so as they all work in the same direction by March 2003 Series of interventions designed to improve life expectancy , infant mortality and child poverty devised by the end of 2003	<ul style="list-style-type: none"> Health Promotion Strategy produced by Brent PCT Cultural Strategy under development The Strategic Regeneration Group has met regularly to co-ordinate initiatives to improve the quality of life
Ensure the provision of a range of affordable housing across tenures, geographically spread across the Borough.	Measurable year on year decreases in the demand for affordable housing Measurable year on year decreases in the number of households suffering from overcrowding	<ul style="list-style-type: none"> This approach has been established as a pivotal element in the UDP.
Develop and implement a Town Centre Strategy to secure healthy and vibrant town centres that meet the needs of local people.	Town Centre Strategy developed and consulted on by December 2002 Town centre key performance indicators developed by December 2002	<ul style="list-style-type: none"> An initial issues paper has been developed – actions to be developed and progressed during 2003/04.

STRATEGIC PRIORITY 6

To take positive preventative action in those areas most at risk of falling into decline in the future

Action point	Measurable outcomes	Progress
Develop an 'Early Warning System' of social, economic and environmental indicators to identify areas at risk of decline.	Early warning system developed and in place by December 2002	<ul style="list-style-type: none"> • GIS mapping of evidence base established • Framework for an early warning system has been developed through GIS techniques - £30,000 of LDA funding has been secured to develop work further
Seek to increase housing densities and diversity of size/tenure particularly around transport nodes.	UDP policy adopted during 2002	<ul style="list-style-type: none"> • Policies to increase housing densities have been adopted in the deposit UDP
Ensure the effective delivery of the empty homes strategy. Investigate the use of CPO powers to bring vacant and derelict units back into use.	Town centre strategy completed by December 2002	<ul style="list-style-type: none"> • 712 dwellings created 2001-2003 as a result of Empty Property Strategy implementation • Potential advantages of using CPO powers in this way are currently being examined.
Undertake research into best practice for the renewal of suburban areas and from this develop a private housing renewal strategy.	Research project undertaken during 2002 Assess potential impact of government proposals for reform of private sector renewal during 2002	<ul style="list-style-type: none"> • Research undertaken and the conclusions will be used to inform the direction and specific action points for 2004-2006 Regeneration Action Plan.
Promote the use and provision of ICT facilities, in particular BRAIN, to provide information and services to residents.	Review of the information currently on BRAIN to be completed by the end of 2002 Further milestones for additional information to be set as a result of this review	<ul style="list-style-type: none"> • A review of information on BRAIN has been done, and there has been an exponential increase of hits on the BRAIN website in the last two years • Under the ICT in the Home initiative in South Kilburn, the aim is to ensure that a computer and internet access is available to every household in the neighbourhood which wants such facilities. A pilot project of 100 homes is currently being arranged.