

REGENERATION ACTION PLAN

STRATEGIC PRIORITY ONE	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.
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Issue to be addressed	Proposed Activity	Implementation arrangements	Measurable Outcomes
Effective delivery of established programmes.	<p>Ensure the effective delivery of the South Kilburn New Deal for Communities delivery plan, including completion and implementation of a masterplan for the entire area.</p> <p>Within each of the other priority neighbourhoods, work through locally based teams to ensure the development of annual community-driven, evidence based action plans which meet local needs and contribute to achieving government floor targets. Make use of these plans to commission specific activities which contribute to the priority needs of each neighbourhood.</p>	<p>Lead Partners: New Deal for South Kilburn Neighbourhood Renewal Teams Partners for Brent (LSP)</p> <p>Resources: New Deal for Communities Neighbourhood Renewal Fund Destination Wembley SRB ERDF Mainstream</p>	<p>Refer to the following documents:</p> <ul style="list-style-type: none"> • New Deal for South Kilburn Delivery Plan; • St Raphaels, Brentfield and Mitchellbrook Neighbourhood Renewal Plan; • Harlesden and Stonebridge Neighbourhood Renewal Plan; • Church End and Roundwood Neighbourhood Renewal Plan.
<p>Need to demonstrate that Brent's Neighbourhood Renewal programmes specifically target those residents most in need of opportunities and support.</p> <p>In particular need to focus on improving the quality of services available to young people in each of the Priority Neighbourhoods.</p> <p>Almost 30 per cent of residents are aged 15 years or younger in the priority neighbourhoods compared to 20 per cent across London.</p>	<p>Promote a service culture focussed on the specific needs of individuals (rather than groups) within the priority neighbourhoods.</p> <p>Maximise the effectiveness of the voluntary and community sectors as a route to credibly engaging with the most hard to reach communities.</p> <p>Promote a particular focus on engaging with, and meeting the needs of, younger people within the priority wards.</p>	<p>Lead Partners: Neighbourhood Renewal Teams, Partners For Brent (LSP) Youth Voluntary Support Service Connexions London West</p> <p>Resources: Neighbourhood Renewal Fund New Deal for Communities SRB (St Raphaels / Brentfield) ERDF (Stonebridge) Youth Service NOF Early Years</p>	<p>By 2005, 45% of residents in the priority neighbourhoods will rate Brent's youth facilities as good/ok and this will be monitored through the 1 in 5 household survey and neighbourhood youth forums.</p>

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Two thirds (66%) of all residents in priority areas rate Brent’s youth facilities as bad.			
<p>Need enhanced links between the neighbourhood renewal and employment agendas as this is the prime way of raising income levels.</p> <p>One fifth of households in priority neighbourhoods have an average net weekly income of £100 or less.</p> <p>On average only 23% households in priority areas have incomes higher than the London average, this falls to 19% in St Raphaels.</p> <p>67.6% of Brent’s working age population is in employment compared to 70.4% for London and 78.6% nationally.</p> <p>Claimant count unemployment rate is 4.5% for Brent compared to 3.5% for London. This rises to 13% Harlesden and 11% in both St Raphaels and Stonebridge.</p> <p>However, worklessness levels rise to 33% for the borough.</p>	<p>Role out the Households Into Employment initiative currently operating in St Raphaels to all priority neighbourhoods.</p>	<p>Lead Partners: Brent in2work</p> <p>Resources: LDA Single Programme Neighbourhood Renewal Fund Core Funding</p>	<p>Reduce numbers of households with weekly income of £100 or less to 15% by 2005 – to be monitored through the 1 in 5 household survey and HEI</p> <p>By 2006, 33% households in priority areas will earn more than the average London annual income in line with the rest of Brent – to be monitored through CACI data.</p> <p>Use the claimant count to monitor unemployment rates in priority areas. The claimant count rate to fall below 10% in priority areas and to match the London average in the rest of Brent by 2006.</p> <p>Increase the levels of working age population in actual employment to London average by 2006.</p>

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<p>Fear of crime is top local priority in all of the priority neighbourhoods.</p> <p>86% of residents in priority neighbourhoods do not like to leave their house at night.</p> <p>64% of residents in priority neighbourhoods won't let their children play out in the evening.</p> <p>41% of residents in priority neighbourhoods would like to see a more visible police presence.</p>	<p>Promote enhanced packages of anti enviro-crime measures (over and above those proposed Borough wide) in the priority neighbourhoods, including comprehensive and co-ordinated wardens and ASBO services.</p>	<p>Lead Partners: Neighbourhood Renewal Teams LB Brent</p> <p>Resources: Mainstream, pump primed by Neighbourhood Renewal Fund. Building Safer Communities Fund (GOL)</p>	<p>By 2006 the warden scheme will be rolled out to all priority neighbourhoods.</p> <p>Crime Prevention Strategic Group audit and consultation due in 2005 with a new crime strategy developed by the end of 2005.</p> <p>Establish ASBO team by May 2004.</p> <p>By the end of 2005 release a package of enviro-crime initiatives.</p> <p>Reduce the levels of people who do not like to leave their homes at night to 66% by 2005 – to monitor through 1 in 5 household survey.</p> <p>Reduce the levels of people who do not allow their children to play out to 50% - monitored through the 1 in 5 household survey.</p>
<p>Perceived lack of responsiveness of services at a neighbourhood level.</p> <p>Lack of communication and knowledge sharing between service providers and residents, as well as between service providers themselves.</p> <p>The most common way of hearing about services (37%) is by word of mouth in priority neighbourhoods.</p>	<p>Promote a strong customer-focus within the neighbourhoods.</p> <p>Utilise the neighbourhood teams to help mainstream services better understand the needs of customers within the priority neighbourhoods.</p> <p>Establish through the neighbourhood teams regular and effective communication with local residents.</p>	<p>Lead Partners: Neighbourhood Renewal Teams LB Brent Partners for Brent (LSP)</p> <p>Resources: Neighbourhood Renewal Fund Mainstream</p>	<p>Monitor how residents hear about services through the household survey to measure the impact of the neighbourhood teams.</p>

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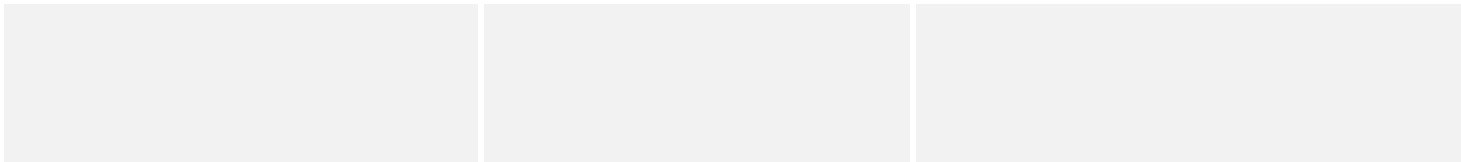
<p>One third of residents in priority neighbourhoods access information about local services through Brent Magazine.</p> <p>Only 2% get information from councillors or the Brain Internet site.</p>			
<p>Need to demonstrate and evidence improved progress against national floor targets, whilst ensuring neighbourhood programmes are locally relevant.</p> <p>Household surveys completed in all of the priority neighbourhoods.</p> <p>Two studies for the evidence bases have been completed (South Kilburn and St Raphael's/Brentfield)</p> <p>Work is beginning on the third (Harlesden and Stonebridge)</p>	<p>Establish an enhanced Neighbourhood Renewal Performance Framework based on impact measures.</p> <p>Establish a set of common targets for partners and service deliverers in Neighbourhood Renewal wards related to Floor Targets.</p> <p>Highlight those projects that have delivered successful results and use them as models in NR wards.</p> <p>Undertake a follow-up 1-in-5 household survey.</p>	<p>Lead Partners: Neighbourhood Renewal Teams Partners for Brent (LSP)</p> <p>Resources: Neighbourhood Renewal Fund Mainstream</p>	<p>The 1-in-5 survey to be repeated in all priority areas in 2005.</p> <p>Baseline survey for Harlesden and Stonebridge to be completed by autumn 2004.</p>
<p>Neighbourhood Renewal Fund committed only until 2006.</p> <p>£1.42 billion of public money is spent across Brent each year. Within the deprived this breaks down to :</p> <ul style="list-style-type: none"> St Raphaels: £60.6 million 	<p>Develop clear mainstreaming and succession strategies for each of the priority neighbourhoods.</p>	<p>Lead Partners: LB Brent Partners for Brent (LSP)</p> <p>Resources: Mainstream</p>	<p>A clear succession strategy to be developed and consulted by July 2005.</p> <p>Exit strategy for Stonebridge HAT to be developed by December 2006.</p>

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- Carlton: £40.8 million
- Stonebridge: £36.3 million
- Harlesden: £34.9 million
- Roundwood: £36.9million



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Issue to be addressed	Proposed Activity	Implementation arrangements	Measurable Outcomes
Need to develop shared understanding and awareness of the worklessness issues faced by Brent, making use of a robust evidence base to drive service planning.	<p>Undertake effective monitoring of the national, regional and local economy.</p> <p>Disseminate information and analysis through regular economic bulletins and Brent in2work partnership.</p> <p>Develop a clear Employment Strategy for the Borough, incorporating a specific business plan for Brent in2work. This to cover the complete process from worklessness to sustainable employment and progression.</p>	<p>Lead Partners: Brent in2 work LB Brent Job Centre Plus Employment Zone Providers College of North West London</p> <p>Resources: Mainstream</p>	<p>Monthly economic and social bulletins produced with analysis of the claimant count on all geographical scales.</p> <p>Monitoring and analysis of detailed economic data to be produced quarterly.</p>
The mainstream employment provision has the largest resource and the most expertise.	<p>Work to enhance the mainstream employment offer in Brent.</p> <p>Focus the work of Brent in2work on 'Hard 2 Fill' vacancies and 'Hard 2 Reach' individuals and communities.</p> <p>Brent in2work's recruitment and training service will expand to create more vacancies for local people.</p>	<p>Lead Partners: Job Centre Plus Employment Zone Providers Brent in2work</p> <p>Resources: Mainstream SRB and LDA Single Programme</p>	<p>Brent in2work plan completed by April 2004.</p>
Need to focus employment efforts on growth sectors that have 'hard to fill' vacancies.	<p>Clearly identify sectors – to include construction, leisure/entertainment, hospitality, retail and public.</p> <p>Build strong sector / industry links and credibility.</p> <p>From 1995-2002 the number of jobs in Brent grew by 18,400 and were focused on the following sectors:</p>	<p>Lead Partners: Brent in2work Building One Stop Shop Job Centre Plus Learning and Skills Council College of NW London Refugees into Jobs</p>	<p>BOSS to create 350 learning opportunities, 190 employment outcomes and 13 business information sessions by April 2006,</p> <p>Work specifically with refugee doctors and teachers to find them work.</p>

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<ul style="list-style-type: none"> • Construction (+2,200) • Distribution/hotels (+12,800) • Transport/communications (+1,900) • Public administration (+1,200) • Banking (+900) <p>Opportunities to be created at the new Wembley development in these growth sectors:</p> <ul style="list-style-type: none"> • 1,600 full time jobs in construction • 300 in leisure • 2150 full time in retail • 400 hotel • 3140 in professional/business services 	<p>Establish sector based forums to develop and oversee sector specific skills and employment programmes.</p>	<p>Resources: Destination Wembley SRB LDA Single Programme</p>	
<p>Need to identify and work with 'hard to reach' individuals.</p> <p>27.5% of JSA claimants have been unemployed for over 12 months in Brent compared to 19.9% London and 14.5% nationally.</p> <p>The proportion of claimant unemployed gaining jobs in Brent in 2003 was 4.34% compared to 5.86% in London and 14.29% nationally.</p> <p>15% of those unemployed have never worked.</p>	<p>Develop and extend the Household Employment Initiative, aiming to identify every individual within a given area who is eligible to work and who wants to work, and then supporting them through a back to work plan.</p> <p>Implement a range of projects specifically targeted at the most 'hard to reach' communities, including Refugees Into Jobs, women, people with physical and learning disabilities, and BME.</p> <p>Work with the private sector through Business Broker to increase</p>	<p>Lead Partners: Brent in2work Job Centre Plus Employment Zone Refugees Into Jobs RSLs Brent Business Broker NW London OnLine Partners for Brent</p> <p>Resources: Destination Wembley SRB LDA Single Programme Neighbourhood Renewal Fund</p>	<p>Reduce levels of long term unemployed to the London average by 2006.</p> <p>Increase the proportion of claimants gaining jobs to 5% by 2006.</p> <p>By 2006, up to 900 local unemployed people to be given entry level basic or IT skills training.</p> <p>HEI to create 160 learning opportunities, 225 employment outcomes and access to further vocational training for 19 by April 2006.</p>

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<p>Unemployment levels rise to 16.8% for British/Black Africans and 12% for British/Black Caribbean groups.</p> <p>There are an estimated 16,300-18,800 refugees in Brent and thought that about 70% of these are aged between 18 and 34 years.</p>	<p>awareness of issues surrounding employment of migrants.</p> <p>Pilot a 'New House New Job' package, offering a range of employment services as part of the 'moving in' package for new social housing tenants in Brent.</p>		
<p>Need to maximise job creation at key regeneration opportunities.</p> <p>Need to ensure Brent residents are best placed to access employment vacancies created.</p> <p>There are to be an estimated 6,120 jobs in leisure, retail and commercial sectors created at the new Wembley development.</p> <p>The Park Royal strategy aims to create 25,000 jobs between 2002-2012.</p> <p>1,500 jobs to be created in the Park Royal Centre in a number of sectors.</p>	<p>Promote the regeneration of Wembley in accordance with 'Our Vision for Wembley' document. <i>(see priority 4)</i></p> <p>Ensure the effective delivery of the Park Royal Strategy, and promote Park Royal as a City Growth Area.</p> <p>Develop a package of section 106 measures to ensure maximum co-operation between developers and employment organisations, with the aim of maximising the number of local people accessing vacancies at new developments.</p>	<p>Lead Partners: LB Brent London Development Agency Private Sector Park Royal Partnership</p> <p>Resources: Private investment LDA Single Programme</p>	<p>Brent in2work to create 250 learning opportunities, 975 employment opportunities and will support 30 SMEs.</p>
<p>Need to realise the potential of the public sector as a major employer of local residents.</p> <p>The public sector is the second</p>	<p>Develop programmes to deliver the recommendations of the Partners for Brent Recruitment and Retention Working Party, specifically around:</p> <ul style="list-style-type: none"> Promoting schemes to help local 	<p>Lead Partners: Partners for Brent (LSP) LB Brent</p> <p>Resources:</p>	<p>Increase the number employed in the public sector to 23% by 2006.</p> <p>RSL to work with associations to participate in welfare to work schemes to assist 180</p>

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<p>largest employment sector in Brent. 20% of employment is in public admin/education /health services in Brent compared to 21% in London and 15% nationally.</p> <p>Just over one sixth of job vacancies in Brent Jobcentre Plus offices were for the public admin/education/health services 2002-2003.</p> <p>Brent has also been identified as an area where a qualified nurse, teacher, social worker or police constable in a post for three or four years would be unable to afford the least expensive starter homes</p>	<p>(workless) people into local public sector jobs;</p> <ul style="list-style-type: none"> • Promoting effective key worker housing provision and schemes; • Promoting cross organisation career development opportunities to aid retention. 	<p>Mainstream Housing resources Modern Apprenticeships</p>	<p>key workers by 2006.</p>
<p>Need to enhance cross Borough working in relation to employment.</p> <p>Four in ten working Brent residents are employed within Brent. Just over a third travel to the City and the West End collectively and one in ten to Harrow</p> <p>There are a number of new commercial developments close to Brent that will create substantial new employment opportunities, including:</p> <p>T5 Heathrow : 6000 construction 6500 at airport</p>	<p>Work with neighbouring Boroughs to maximise job creation at all major new commercial developments, and subsequently maximise linkages between their employment operations and those in Brent – eg. Heathrow T5, White City, Paddington and Cricklewood/West Hendon.</p>	<p>Lead Partners: Brent in2work Job Centre Plus London Development Agency Building One Stop Shop Education Business Partnership Modern Apprenticeship Connexions London West</p> <p>Resources: LDA Single Programme Mainstream</p>	

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<p>Cricklewood : 10,000 construction, IT, business services White City : 5,000 Paddington Waterside : 30,000</p>			
<p>There are a number of critical barriers to work faced by Brent residents, including inadequate basic skills (ESOL, numeracy and literacy), and childcare.</p> <p>A quarter of residents aged 16-74 have no formal qualifications (this rises to almost a third in the more deprived wards)</p> <ul style="list-style-type: none"> • 31% have basic or no numeracy skills • 15% basic or no literacy skills • 19% basic or no communication skills • 51% basic or no IT skills <p>Businesses report lack of skills/qualifications as barriers for recruitment of young people.</p> <p>Some 120 languages are spoken in Brent, and 45% of secondary pupils have English as a second language.</p> <p>There is a perceived lack of affordable, trustworthy childcare that tends to be limited to pre-school children of a certain age.</p>	<p>Promote a wide range of local provision designed to overcome all barriers to employment with a particular emphasis on:</p> <ul style="list-style-type: none"> • Basic skills, including ESOL; • Motivational and attitudinal skills; • Provision of affordable and accessible childcare. <p>Promote specific ESOL skills for professionals such as doctors and teachers.</p> <p>Encourage businesses to interact with residents in a variety of ways eg schools, and employment programmes to remove barriers to work.</p>	<p>Lead Partners: Brent in2work Partnership Learning and Skills Council College of NW London Early Years & Childcare P’ship Connexions London West Baces Refugees Into Jobs London West Learning Partnership Brent Business Broker Learn Direct Voluntary sector organisations</p> <p>Resources: LSC, LDA Single Programme, SureStart</p>	<p>Reduce levels with no qualifications to under 20%.</p> <p>RIJ to run a feasibility study into providing ESOL courses with a view to setting up a programme.</p>

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Issue to be addressed	Proposed Activity	Implementation arrangements	Measurable Outcomes
<p>Need to maximise the competitiveness of Brent firms to ensure a robust business base, thus maximising the opportunities for local people to work and progress within the Borough.</p> <p>The number of businesses registering for VAT in Brent decreased slightly each year from 2000-2002 although from 1994-2003 there was a 16.6% increase in stock compared to 20.7% for London.</p> <p>Increases in the number of VAT registered businesses were seen in most of the priority employment sectors in Brent.</p> <p>The number of businesses per 1000 of the population is 38.4 for Brent compared to 47.4 for London.</p> <p>The average business size (employees per business) is 8.9 for Brent and 10.7 for London.</p>	<p>Undertake improved monitoring of the national, regional and local economy, incorporating an 'early warning system' for adverse economic downturns.</p> <p>Develop a comprehensive business strategy, based on evidence of need and best practice.</p> <p>Promote a co-ordinated and customer-driven inward investment and business support portfolio for the Borough, with clear signposting services to relevant access points.</p> <p>Strengthen the engagement of business within the regeneration agenda.</p>	<p>Lead Partners: LB Brent Business Link for London London Development Agency West London Business Park Royal Partnership Business Brokerage Brent Business Venture</p> <p>Resources: Mainstream LDA Single Programme Business Link for London West London Business Park Royal Partnership</p>	<p>By 2006 a completed comprehensive business strategy.</p> <p>A business support signposting service accessed by 100 enquiries per year.</p> <p>Undertake annual analysis of business trends.</p>
<p>Need to ensure that local people are able to progress in the labour market once they have accessed employment.</p> <p>Average gross average full time</p>	<p>Pioneer innovative approaches to 'aftercare' services as part of Brent's employment offer, specifically:</p> <ul style="list-style-type: none"> At an individual level, job coaching and mentoring schemes; 	<p>Lead Partners: Brent in2work partnership Job Centre Plus Learning and Skills Council London West Partnership</p>	<p>By 2006, up to 1100 local employed people to be given entry level basic or IT skills training.</p> <p>Move towards an "affordability" score of 90 by 2006.</p>

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<p>weekly earnings £481 for Brent compared to £639 for London.</p> <p>In 2002, 43.8% of Brent's workforce received training compared to 32.2% for London over the same period.</p> <p>Earnings increased 4.7% from 2002-2003 while average house prices rose 8%.</p> <p>On an affordability index, Brent has a score of 77 compared to 74 for London and 112 nationally. The higher the score, the greater the likelihood a person can afford to live where they work.</p> <p>The average household income for Brent is £25,785, which falls to £16,850 in Stonebridge and only a third have an income higher than the London average of £35500.</p>	<ul style="list-style-type: none"> Promoting workforce development at a 'sector' level; Promoting Lifelong Learning amongst the economically active as well as those out of work. <p>Produce a comprehensive strategy concerning support for local people in maximising their disposable income.</p>	<p>Resources: LDA Single Programme Job Centre Plus Learning and Skills Council London West Learning Partnership</p>	<p>45% Brent's households to have an annual income greater than the London average in 2006.</p> <p>A comprehensive strategy produced by 2006.</p>
<p>Need to maximise people's disposable income.</p> <p>In the deprived wards, more than half of households receive benefits and most of these have an income derived exclusively from benefits.</p> <p>1.1% of people of working age claim benefits compared to 3.67% in</p>	<p>Maximise benefit take-up for those people unable to work.</p> <p>Develop and implement an Intermediate Housing Policy for Brent which will assist teachers, social workers, nurses/health worker and police, secure homes.</p> <p>Undertake a Best Value review of</p>	<p>Lead Partners: LB Brent Job Centre Plus RSLs Brent Business Broker</p> <p>Resources: Mainstream Housing Corporation Financial companies</p>	<p>Intermediate Housing Strategy developed and to be completed by ?</p> <p>Increase the take up of benefits for those who are eligible to the London average by 2006.</p> <p>Reduce levels of those without a bank account to under 10% in priority areas by 2006- monitored through the 1 in 5</p>

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<p>London.</p> <p>Fewer than one in five working households under 40 living in Brent can afford to get onto the bottom of the housing ladder.</p> <p>27% of pupils receive free school meals.</p> <p>15% of households from priority neighbourhoods do not have a bank account – rising to 20% in Stonebridge</p>	<p>fees and charges within the public sector to maximise the scope for cross-subsidising access to services.</p> <p>Progress work with a major high street bank to ensure all beneficiaries of regeneration programmes in Brent are provided with a bank account.</p> <p>Ensure an effective signposting system for sources of financial advice.</p>		<p>household survey.</p>
<p>Poor perceptions of Brent as a place to live, work, invest or visit.</p> <p>Nearly one fifth of residents are dissatisfied with their neighbourhood. Four in ten residents from priority areas are planning to move out of their current home.</p>	<p>Develop a promotional and marketing strategy for the Borough focussing specifically on particular areas within the Borough with clear identities – eg. Harlesden, Wembley, Kilburn etc.</p>	<p>Lead Partners: LB Brent</p> <p>Resources: Mainstream</p>	<p>Reduce levels of dissatisfaction with neighbourhoods to less than 15% by 2005 – monitor through Mori survey.</p> <p>A promotional DVD to be produced by July 2004 aimed at specific user groups such as residents and business people, focussing in particular on Wembley.</p> <p>A marketing pack aimed at highlighting opportunities within Brent for businesses produced by the end of 2004.</p>

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STRATEGIC PRIORITY FOUR	To promote a landmark development of regional and national significance at Wembley, creating an identity for the Borough and ensuring substantial local benefit.
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Issue to be addressed	Proposed Activity	Implementation arrangements	Measurable Outcomes
<p>The need to deliver Brent's Vision for Wembley.</p> <p>Brent's vision for Wembley was launched by Mayor Livingstone and Cllr Ann John on 19th November 2002.</p>	<p>Develop an investment strategy for Wembley, which exploits to the full its international brand recognition.</p> <p>Work with all major landowners within the Wembley Regeneration Area to bring forward a comprehensive and credible masterplan for the area in its entirety.</p> <p>Work with developers to promote high quality mixed use developments in Wembley, in line with Our Vision for Wembley, transforming this area into an integral part of urban London.</p> <p>Work with the London Development Agency to promote land assembly using CPO powers in order to maximise the regeneration potential of the area.</p>	<p>Lead Partners: LB Brent Landowners Developers London Development Agency Greater London Authority</p> <p>Resources: Private Investment London Development Agency LB Brent</p>	
<p>A need to maximise the impact of the redevelopment of Wembley on local people.</p> <p>£25 million 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</p>	<p>Develop and implement a 'Brent First' package of measures to ensure that local people have the best possible opportunity of benefiting from the Wembley developments:</p> <ul style="list-style-type: none"> • Securing appropriate community, leisure and public facilities within the regeneration area; 	<p>Lead Partners: LB Brent Brent in2work Job Centre Plus</p> <p>Resources: LDA Single Programme Section 106 Mainstream</p>	

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<p>substantial components to ensure local people benefit from Wembley.</p> <p>It is estimated that the development of land around Wembley will create:</p> <ul style="list-style-type: none"> • 6120 new jobs; • at least 3727 new homes and at least 38% will be affordable; • new office space and retail and leisure facilities. <p>This is estimated to bring an extra £175 million to the area per year.</p>	<ul style="list-style-type: none"> • Co-ordinate employment packages for both the construction phases and final occupiers through Brent in2work; • Making an explicit link with the Neighbourhood Renewal work in the priority neighbourhoods. 		
<p>The need to exploit the Wembley opportunity to create a ‘sense of place’ for Brent.</p>	<p>As part of promoting the regeneration of Wembley, seek to provide:</p> <ul style="list-style-type: none"> • Enhanced leisure, retail, food, drink and cultural facilities for the people of Brent and London as a whole; • A range of innovative and integrated civic and public facilities, re-defining the face of public sector service provision. This will include a new style civic building, education facilities (primary, secondary and tertiary) and healthcare provision. • A diverse range of new housing, which will ensure new communities that reflect the uniquely cosmopolitan nature of Brent. 	<p>Lead Partners: Landowners Developers LB Brent London Development Agency Greater London Authority RSLs</p> <p>Resources: Private Investment LB Brent Housing Corporation</p>	

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	<ul style="list-style-type: none"> • Integrated and effective management arrangements. 		
<p>One of the attractions of Wembley is its excellent transport connections. There is a need to ensure that as developments come forward Wembley retains this competitive edge in terms of capacity, but also that it uses transport as a key driver for Regeneration.</p> <p>There are three train stations in Wembley servicing three different lines to central London which takes 15 minutes:</p> <p>Wembley Park – Jubilee and Metropolitan lines to Baker Street/The City/Canary Wharf Wembley Central – Bakerloo Line and Silverlink trains direct to Euston Wembley Stadium – Chiltern trains direct to Marylebone</p> <p>The North Circular runs immediately south of Wembley, providing access to the M1, M4, M40 and M25.</p> <p>The No.18 bus is currently the only bus route to central London.</p> <p>There are no direct links to Heathrow</p>	<p>Promote the ‘three station strategy’, delivering capacity increases and other improvements to Wembley Park, Wembley Stadium and Wembley Central stations.</p> <p>Open up the eastern industrial areas for regeneration through the provision of the Stadium Access Corridor and major junction improvements at the North Circular Road.</p> <p>Improve local penetration into the regeneration area through improved bus routes, a clear link to the existing town centre, and other pedestrian priority routes.</p> <p>Promote a direct high speed link between Wembley and Heathrow.</p>	<p>Lead Partners: Transport Operators Transport for London Greater London Authority Wembley Implementation Team LB Brent London Development Agency</p> <p>Resources: Transport For London Rail Industry Central Government Destination Wembley SRB London Development Agency Private Investment</p>	<p>Improvements achieved prior to Stadium opening, currently scheduled for late 2005.</p> <p>Improvements achieved prior to visit by the International Olympic Committee to assess London’s 2012 Olympic bid.</p>

REGENERATION ACTION PLAN

STRATEGIC PRIORITY FIVE	To ensure a consistently high quality of life for residents for Brent – incorporating the provision of decent homes for all, high quality facilities, low crime levels, health living and town centres that meet the needs of local people.
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Issue to be addressed	Proposed Activity	Implementation arrangements	Measurable Outcomes
<p>If people are to remain in Brent as their incomes improved they need to be assured of a decent standard of living. A range of factors impact on this:</p> <p>There are five wards in Brent within the top 10% most deprived in the UK.</p> <p>Brent has the highest proportion of people born outside the EU in England and Wales.</p> <p>Violent crime is the most prevalent of all crimes committed in Brent.</p> <p>45% of pupils speak English as their second language in secondary schools.</p> <p>The Sports Unit at Brent Council was given a 0 rating in the CPA. Half of residents claim never to do any sport.</p> <p>One fifth of residents describe their health as poor.</p> <p>Brent has the third highest number in London of homeless households living in temporary accommodation.</p>	<p>Review, develop and implement a portfolio of strategies to improve quality of life across Brent, including:</p> <ul style="list-style-type: none"> • Brent Community Plan; • Crime and Disorder Reduction Strategy; • Education Development Plan; • Adult Learning Plan; • Sports Strategy; • Cultural Strategy; • Health Improvement Programme; • Housing Investment Strategy; • Social Services Development; • Children and young peoples strategy; • Early years development plan. 	<p>Lead Partners: LB Brent Brent PCT Crime Prevention Strategy Group Metropolitan Police Other Partners For Brent members</p> <p>Resources: Mainstream</p>	<p>Performance criteria as set out in individual strategies.</p> <p>By December 2006, complete the development of one full service extended school.</p>

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<p>Brent has the second largest Black and Ethnic Minority population of any local authority area in the UK, and the most diverse population breakdown.</p> <p>Over half of Brent's population is made up of Black and ethnic minority groups including:</p> <p>20% UK/Asian Indian 10% UK/Black Caribbean 8% UK/Black African</p> <p>Half of residents claim to be Christians, 17% Hindu and 13% Muslim.</p>	<p>Promote a range of measures to ensure that Brent maximises the potential associated with its diversity:</p> <ul style="list-style-type: none"> • Provide opportunities for different communities to come together, celebrating their diversity and creating shared understandings of cultural and religious customs and beliefs. • Ensure mechanisms are in place to identify at the earliest possible stage any community or racial tensions, and work with the relevant communities to resolve these tensions. 	<p>Lead Partners: LB Brent West London Partnership</p> <p>Resources: Mainstream Community Cohesion Pathfinder</p>	<p>Cultural strategy in place by ?</p>
<p>Persistently high fear of crime levels across Brent, coupled with poor perceptions of the environment.</p> <p>Over half (58%) of residents feel threatened by crime a great deal/fair amount</p> <p>Around a third (32%) of residents feel both crime and the poor environment has a negative impact on their health.</p> <p>41% of residents in priority neighbourhoods would like a more visible police presence and 21%</p>	<p>Prioritise a range of enviro-crime measures, aimed specifically at improving the local environment and reducing fear of crime, including:</p> <ul style="list-style-type: none"> • Introduce single Borough wide warden programme, which is responsive to local needs and fully integrated to the Met Police's new PCSO services. • Introduce single, co-ordinated Anti Social Behaviour package for Brent, including targeted ASBOs and incorporating a range of preventative measures. • Locally targeted clean ups engaging local people in prioritising 	<p>Lead Partners: LB Brent Metropolitan Police Brent Housing Partnership RSL New Deal for South Kilburn</p> <p>Resources: Mainstream Building Safer Communities Fund (GOL)</p>	<p>Reduce fear of crime so that 60% do not feel threatened by 2005. To be measured in the Mori survey.</p> <p>Operation Opal to be rolled out to Stonebridge, Wembley Central, Kilburn and Harlesden. This programme of more visible policing on the streets will be complimented by the work of the community safety team.</p>

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<p>would like to see improved lighting.</p>	<p>and co-ordinating activity and stimulating a sense of community pride.</p>		
<p>Brent has high levels of violent crime and gun crime.</p> <p>Violent crime is the most committed crime type in Brent and levels are higher than the London average, 19% compared to 16.5%.</p> <p>70% see gun crime as a serious problem.</p>	<p>Through the Gun Crime Steering Group, work with local communities to develop a package of measures aimed at reducing gun crime and violent crime across the borough.</p>	<p>Lead Partners: Crime Prevention Strategy Group</p> <p>Resources: Mainstream Neighbourhood Renewal Fund</p>	<p>Reduce levels of violent crime to the London average by 2006.</p> <p><i>New funding for domestic violence co-ordinator until 2005.</i></p> <p><i>Computerised racial harassment monitoring system in place by summer 2004.</i></p>
<p>Existing community facilities scarce and under used.</p> <p>There are only 6 public sports halls and 2 swimming pools in Brent.</p> <p>Willesden Sports centre is the most commonly used in the area, by just over 10% of residents.</p> <p>Almost two-thirds rate children's play facilities as bad and almost half give a similar rating to older people facilities.</p>	<p>Undertake a review of the provision and type of community facilities across the Borough, with a view to better understanding how this meets the demands of local communities.</p> <p>Subsequently develop a strategy for the provision of appropriate community facilities relevant to 21st century needs and demands.</p>	<p>Lead Partners: LB Brent</p> <p>Resources: Mainstream Private investment</p>	<p>By 2006 undertake a review of community facilities and develop an actionable strategy for the future.</p>
<p>Brent has one of the highest levels of housing need in London.</p> <p>Brent has the third highest level of</p>	<p>Ensure the provision of quality affordable housing across all tenures, geographically spread across Brent. In particular:</p>	<p>Lead Partners: LB Brent RSL</p>	<p><i>The 4116 properties identified, as failing (outside of South Kilburn) will be improved by 2006.</i></p>

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<p>homeless households in temporary accommodation in London.</p> <p>There is a higher proportion of both Housing Association (13% Brent vs 9% vs 6%) and Private Rented homes (17 vs 14 vs 9) than London and the UK</p> <p>Overcrowding is also of greater prevalence. Almost a quarter of households (24%) have fewer rooms than is deemed necessary for number of people in household, compared to 17% for London.</p> <p>The average household size is 2.61 compared to 2.35 for London. Only 8% of Houses of Multiple Occupation are registered with the council.</p> <p>14% private dwellings are deemed unfit to live in and 6% are vacant.</p>	<ul style="list-style-type: none"> • Promote mixed used developments that package mixed tenure residential development with a range of other land uses to maximise quality of life; • Promote a range of intermediate housing markets; • Promote a greater emphasis on improving the quality of private rented accommodation (including Houses of Multiple Occupation) within the Borough. 	<p>Resources:</p>	<p>The council has approval to proceed with a Private Finance Initiative scheme that involves additional temporary, permanent and supported housing. Delivery is expected to begin 2004/05 and will be monitored through the Private Housing Forum.</p>
<p>Local residents perceive communication is poor with service providers.</p> <p>Half of residents (51%) in Brent do not think they are well informed by the council.</p>	<p>Promote inclusive and timely communications and dialogue with local residents about regeneration activities.</p>	<p>Lead Partner: LB Brent</p> <p>Resources: Mainstream</p>	<p>Increase the proportion of residents who think they are well informed to 55% by 2005, overtaking the highest ranked London authority in the Mori survey. Monitor through the Mori survey and Area Consultative Forum.</p>

REGENERATION ACTION PLAN

STRATEGIC PRIORITY SIX	To take preventative action in those area most at risk of falling into decline in the future.
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Issue to be addressed	Proposed Activity	Implementation arrangements	Measurable Outcomes
Lack of clear and shared understanding of areas at risk of decline – both where they are and the factors that contribute to this decline.	<p>Undertake specific research project to enhance our understanding of the factors that contribute to decline and to specifically identify those areas in Brent that are most at risk.</p> <p>Make use of this research to develop area specific strategies for dealing with the risk of decline.</p> <p>Establish a robust early warning system highlighting areas that are at risk of falling into decline.</p>	<p>Lead Partners: LB Brent</p> <p>Resources: LB Brent London Development Agency</p>	<p>Consultants' reports identifying areas at risk of decline and taking appropriate action by May 2004.</p> <p>Bi-annual reports on Brent neighbourhoods to assess periodically any factors which may lead to decline in each neighbourhood.</p>
There is no satisfactory framework for measuring the performance of Brent's Town Centres or the impact of existing interventions on those most at risk of decline.	<p>Develop and implement a Town Centre strategy to secure healthy and vibrant town centres that meet the needs of local people. As part of the strategy:</p> <ul style="list-style-type: none"> Review the existing Town Centre Management arrangements across the Borough with a view to maximising their effectiveness; Encourage a co-ordinated approach to Town Centre investment of all uses to maximise its impact. 	<p>Lead Partners: LB Brent</p> <p>Resources: Mainstream Private Investment</p>	<p>By 2006 develop a borough-wide town centre strategy.</p>
Need to encourage private investment into areas at risk of decline.	<p>Once geographical areas at risk of decline have been identified, develop area specific plans to:</p>	<p>Lead Partners: LB Brent RSLs</p>	<p>In response to neighbourhood identified as areas at risk of decline, plans for remedial action developed within 6 months.</p>

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REGENERATION ACTION PLAN

STRATEGIC PRIORITY SIX	To take preventative action in those area most at risk of falling into decline in the future.		
<p>Education, and specifically the availability of high performing schools, is a critical factor in defining quality of life and helping to turn around declining areas.</p> <p>A recent survey stated that the quality of local secondary and primary schools is reflected in local house prices. The better the school, the more likely the catchment area will attract new residents who can afford to move.</p> <p>Half Brent pupils obtained GCSE passes at *A-C which matches the London average and meets national targets.</p> <p>77% of pupils achieved level 4 or above at Key Stage 2 English compared to 75% nationally.</p> <p>72% of pupils achieved level 4 or above at Key Stage 2 Maths compared to 73% nationally.</p>	<ul style="list-style-type: none"> • package together land parcels aimed at attracting mixed use private development; • plan targeted improvements to public services, with a particular emphasis on school improvements. 	<p>Partners for Brent Private developer partners</p> <p>Resources: Mainstream Private investment</p>	<p>Need to maintain GCSE results to national targets.</p> <p>Increase proportions of pupils achieving Level 4 for Key Stage 2 English and Maths to national target of 85% by 2006.</p>