

BRENT REGENERATION ACTION PLAN 2007 - 2009

Introduction

Welcome to Brent's third Regeneration Action Plan, setting out the focus and activities for regeneration in the Borough in support of the priorities contained within the Brent Regeneration Strategy 2001-2021. The plan sets out what we intend to do over the next two years in pursuit of our regeneration goals.

Since the launch of the Brent Regeneration Strategy significant progress has been made. Wembley is one of the country's most exciting and ambitious regeneration programmes – the new National Stadium is almost complete, planning consent has been granted for over 6 million square feet of mixed use development with more in the pipeline, the transport infrastructure has been completely renewed and local people are beginning to access the new jobs being created. Our estate renewal programmes continue to deliver high quality new homes for local people in Chalkhill and Stonebridge, and a masterplan has been agreed for rebuilding South Kilburn. In relation to employment, the suite of projects managed through Brent in2work are now placing nearly 1000 workless Brent residents into jobs on an annual basis. And our neighbourhood renewal teams have established strong community driven programmes that have made significant inroads into tackling local issues, perhaps most successfully in relation to fear of crime.

We have strong external endorsement for our regeneration work. It's fair to say that Brent is now nationally recognised as an exemplar of best practice for regeneration. This was recognised in the Council's recent Comprehensive Performance Assessment (CPA). We have received Beacon Council status for our work on 'Promoting Neighbourhood Renewal' and 'Removing Barriers To Work'.

There is still much to do. This Action Plan sets out at headline level the activities that we intend to undertake over the next two years and the impact we anticipate them having. We very much look forward to working with you to help us achieve these challenging aims and objectives.

A Framework for Regeneration

The action plan sets out activities under each of the five strategic priorities for regeneration, as set out in the Brent Regeneration Strategy 2001-2021, namely:

- To reduce the gaps between Brent's deprived communities and the rest of London
- To reduce worklessness levels across the Borough to below the London average, concentrating on those people most in need
- To increase income levels across Brent and promote measures to retain this wealth within the local economy
- To promote a landmark development of regional and national significance at Wembley, ensuring substantial local benefit
- To ensure a consistently high quality of life for the residents of Brent.

In order to support the delivery of this Action Plan, and to maximise our effectiveness, there are a wide range of other critical tasks that will be undertaken over the next 2 years:

- Further refine our approach to business planning and performance management, ensuring integration with the new Council wide performance management arrangements.
- Continue to successfully deliver our regeneration programmes and projects to achieve their output and budget targets.
- Maintain an up to date and relevant evidence base of socio-economic indicators so as to ensure that policy, programmes and projects are based on fact rather than anecdote.
- Pursue a robust research programme in order to inform and shape the future direction of regeneration activity, including a new 1 in 5 household survey across the priority neighbourhoods and research into the recruitment practices of the American leisure industry.
- Continue to be outward facing in our pursuit of excellence, identifying and researching best practice from elsewhere and transferring or adapting this to the Borough as appropriate.
- Identify and secure external resources to deliver the regeneration programmes set out in this Action Plan, in particular from the Government, the London Development Agency, the private sector (through section 106) and Europe. This is particularly important given that much of Brent's existing regeneration funding is due to expire in 2007 and 2008.
- Continue to make a proactive contribution to West London regeneration policies and programmes.
- On-going development of the Local Strategic Partnership and the Public Sector Management Board.

- Promote equality and cohesion by ensuring that regeneration interventions have a positive impact on the most socially excluded groups and individuals.
- Maintain strong relationships with the institutions that shape the regeneration agenda at central and regional level, in particular the London Development Agency, the Department of Communities and Local Government, the Greater London Authority and the Government Office for London.
- Build and maintain strong networks with the private sector – particularly the property and development industry – who we will be dependent on for the delivery of our physical regeneration aspirations.
- Ensure that local people and our partners are able to access up to date and relevant information about regeneration, including ongoing improvements to the website.
- Share Brent's good practice by proactively participating in seminars and conferences, helping to raise the profile of the Borough regionally and nationally.

Strategic Priority 1

To Reduce the gaps between Brent's most deprived Communities and the rest of London

Ambition

- **To focus improvements on the 5 priority neighbourhoods of South Kilburn, Stonebridge, Harlesden, St Raphaels and Church End**
- **To ensure that no resident of Brent is disadvantaged by virtue of where they live**
- **To maximise the impact of the New Deal for Communities programme in South Kilburn**

Performance Indicators

1. Reduce claimant unemployment rates in priority areas at a faster rate than that for the borough by 2009.

The borough claimant count rate is currently 4.4% compared to 3.4% for London. In the priority areas this rises to:

- Harlesden – 9.7%
- Stonebridge – 10.1%
- St Raphaels – 7.2%
- Church End – 8.8%
- South Kilburn – 8.9%

2. To raise the proportion of households above the low income threshold by 10% for each household type by 2009 with a focus on couples with children and lone parents

61% of couples with children and 50% of lone parents are below the low income threshold in our priority areas.

Activities

Clearly identify those individuals and households who are out of work, primarily through existing outreach services and other credible organisations– eg. BEARS in Stonebridge.

Ensure clear referral routes for unemployed residents of the priority neighbourhoods into the mainstream employment networks in Brent, including Job Centre Plus and Brent in2work.

Set targets for each of Brent in2work's employment programmes to ensure that they are focussed towards residents of the priority neighbourhoods. In particular maximise the potential of Wembley and Park Royal to provide new employment opportunities.

Promote the Wembley-Park Royal fast bus link, providing a direct connection through the priority neighbourhoods to the Borough's major employment areas.

Develop a comprehensive programme designed to prevent worklessness, working closely with local schools and young people. This will include activities to raise the aspirations of young people and build a culture of employment.

Promote an enterprise culture through continuation of "NW10 Connect" providing targeted business support and advice in Harlesden.

<p>3. To reduce the proportion of residents who do not like to leave their homes at night by 5 percentage points in each priority area by 2009</p> <p>The proportion of residents who currently do not like to leave their homes at night is:</p> <p>Harlesden – 30% Stonebridge – 38% St Raphael's – 40% Church End – 33%</p> <p>4. To reduce the proportion of residents who do not let their children play out by a further 10 percentage points in each priority neighbourhood by 2009</p> <p>The proportion of residents who currently do not let their children play out at night is:</p> <p>Harlesden – 41% Stonebridge – 54% St Raphael's – 48% Church End – 56%</p> <p>5. Reduce overall crime in line with local Crime and Disorder Reduction Partnership targets and narrow the gaps between the worst performing wards/neighbourhoods and other areas in Brent.</p>	<p>Support the safer neighbourhoods and reassurance policing initiatives, ensuring a coherent and relevant service at a local level between the police, the police community safety officers and the neighbourhood wardens scheme.</p> <p>Promote measures to 'design out' crime and the fear of crime within the priority neighbourhoods through initiatives such as 'Living Streets' in St Raphaels and Brentfield.</p> <p>Develop strong image management initiatives for each of the priority neighbourhoods, building on the 'Love Where You Live' campaign in Harlesden, building a positive profile of each neighbourhood and raising awareness of this both within and beyond the neighbourhood.</p> <p>Increase participation in local democracy through the area forums and future Borough wide neighbourhood initiatives, so as local residents have mechanisms for articulating their concerns to local decision makers.</p> <p>Work with the Crime Prevention Strategy Group to ensure direct linkages between its work and the work within the priority neighbourhoods. In particular to continue to address high profile and violent crimes, including gun-crime, knife crime, robbery and domestic violence.</p>
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6. By 2009 increase the proportion of residents in each priority neighbourhood who are satisfied with their area as a place to live by another 10 percentage point.

The proportion of residents who are satisfied with their area as a place to live is:

Harlesden – 54%
Stonebridge – 51%
St Raphael's – 58%
Church End – 57%

Continue to implement a community driven model for neighbourhood renewal, using locally based teams to engage local communities to diagnose the key issues that need to be addressed (based on an evidence base) and help prescribe appropriate solutions.

Identify ways of ensuring that successful neighbourhood outcomes are maintained when Neighbourhood Renewal Funding comes to an end in March 2008.

Promote improvements to the accessibility and quality of core services within the priority neighbourhoods, including housing, education and health. For example, build on the successful 'extended school' programme at Mitchellbrook Primary School.

Ensure continual feedback of progress and dissemination of information through local publicity campaigns.

Strategic Priority 2

To reduce worklessness levels across the borough to below the London average, concentrating on those people most in need

Ambition

- **To create a culture of employment across the Borough, and in particular in our most deprived neighbourhoods**
- **To focus regeneration activity on those vacancies that are hardest to fill and those individuals who are hardest to reach**
- **To ensure local provision is ‘demand led’ – ie. that we are preparing Brent residents for real jobs**
- **To ensure that local provision is customer focussed towards the needs of both employers and unemployed individuals, by promoting collaboration and partnership between employment organisations**

Performance Indicators

Activities

1. Borough wide claimant count to reach the London average by 2009

The borough claimant count rate is currently 4.4% compared to 3.4% for London.

2. Reduce the levels of long term claimant count unemployment rate to the London average by 2009.

The long term claimant count rate for Brent is 22.3% compared to 20.2% for London.

Clearly identify target populations through intensive outreach work, and undertake initial assessments of barriers to employment. Specific activities will include:

- Outreach services focussed on identifying each and every individual in the priority neighbourhoods who is eligible for work and who wants to work.
- New Home New Job – pilot an initiative in partnership with social housing providers to work with new tenants at the point of occupation of properties within the Borough.
- Incapacity Benefit – work with adult social care services to develop tailored employment provision for existing and potential social care clients.
- Refugees Into Jobs – continue to support specialist employment provision for refugee clients and explore ways of greater integration with mainstream activity.

3. To increase the employment rate at a rate faster than London by focussing on those groups most in need

The employment rate for Brent stands at 68% against 69.1% for London.

The rate is much lower amongst particular groups: BME 61.4%, disabled 45.1%, those with no qualifications 38.4% and those aged 16-24 41.1%

4. To reduce the proportion of residents claiming incapacity benefit by 5 percentage points across the priority areas.

Total claimants for all benefit types are currently 17.7% or 30,800 people. Of this the proportion claiming incapacity benefit is 42%. Levels of incapacity benefit claimants in the priority neighbourhoods range from 8.5% to 12.4% of the working age population.

Build strong relationships with local employers, and use this intelligence to provide bespoke training and employment 'pipelines' to assist people into work. Maintain a focus on growth sectors of the economy, including:

- Construction – developing the work of the Building One Stop Shop.
- Retail – particularly focussed on the new opportunities in Wembley.
- Leisure and Hospitality – particularly focussed on the opportunities in Wembley.
- Park Royal – in particular the three key sectors from the City Growth Strategy (food, media and logistics).
- Public Sector – work to improve the contribution the Council and its partners make to reducing unemployment.

Through the Brent in2work partnership ensure that there is a range of quality, client focussed provision across the Borough that meets the twin needs of employers and local people. Specifically, build on the work of the Brent in2work Recruitment and Training programme, Fair Cities and Park Royal Workforce.

Identify gaps in provision across the Borough and seek to fill these through development of innovative programmes, including:

- Language To Work – intensive work focussed language programme.
- Numeracy – explore the development of a unique work focussed, intensive financial numeracy programme.

Develop new programmes to enhance job retention rates and career progression.

Through Brent's Olympic programme promote the use of volunteering as a route to employment in partnership with local education providers and the community and voluntary sector.

Actively participate in the West London Working City Strategy pilot with a view to further focussing and enhancing employment activities across the Borough.

Strategic Priority 3

To increase income levels across Brent and promote measures to maintain this wealth within the Brent economy.

Ambition

- **To maximise incomes for all of the Borough's residents**
- **To ensure a strong and diverse local economy, thereby maximising Brent's contribution to the wider London economy**
- **To have a close relationship with the private sector and ensure that they feed into the regeneration priorities**

Performance Indicators	Activities
<p>Promote local economic growth</p> <p>1. Increase the business start-up rate towards the West London level.</p> <p>Business start-up rate in Brent stands at 31 per 10,000 compared to 37 per 10,000 in West London.</p> <p>2. Increase the self-employment rate for Black/Black British ethnic groups to meet the Brent average.</p> <p>The self employment rate for Black/Black British groups stands at 3.9% compared to 12.7% for Brent.</p> <p>3. Increase the firm density of the borough to the West London level</p> <p>Currently 336 firms per 10,000 people in Brent compared to 444 firms per 10,000 people across West London.</p>	<p>Develop a new Economic Development Plan for Brent, based on a robust evidence base of existing local economic conditions. The plan will provide clarity on Brent's role within the London economy and identify clear areas for intervention in order to create the best possible environment for business growth, including:</p> <ul style="list-style-type: none">• A reduction of worklessness• Encouragement of entrepreneurship• Improvement of innovation and business support• Improvement of the (business) environment to attract inward investment. <p>The plan will focus on making tangible connections between local economic growth and employment opportunities for Brent residents.</p> <p>Work with Park Royal Partnership to deliver the Park Royal City Growth Strategy, focussing on growth within the 3 key clusters of Food, Film and Media, and Logistics.</p> <p>Promote Brent and West London to the development and property industry as a prime location for investment by actively participating in the new 'WEST!' initiative and the West London delegation to the annual international property conference (MIPIM).</p> <p>Strengthen the engagement of businesses within the regeneration agenda paying special attention to the opportunity areas of Park Royal and Wembley.</p>

<p>4. Reduce the number of households living in poverty (below 60% median or 50% mean) Brent household income year on year to 16% by 2009</p>	<p>Promote a range of employment, skills and workforce development programmes for Brent residents in line with those outlined under strategic priority 2, focussing in particular on the lowest income households.</p>
<p>5. Increase the proportion of working age residents with level 2 qualifications and above by 4%</p>	<p>Work with employers to develop effective workforce development interventions designed to increase skills of employees.</p> <p>Through the Brent in2work partnership develop the local training provider base to ensure more relevant and coherent provision of skills curriculum that is informed by the current and future needs of employers.</p> <p>In particular develop and offer sector specific training to the growth sectors of the economy, along the lines of the Building One Stop Shop model.</p>

Strategic priority 4.

To promote a landmark development of regional and national significance at Wembley, ensuring substantial local benefit

Ambition

- **To deliver Brent's Vision for Wembley**
- **To create a destination of local, regional and national significance**
- **For Wembley to be open and accessible to all of Brent's communities, and a source of local pride**
- **To ensure that the Wembley development delivers substantial employment and career progression opportunities for the residents of Brent**

Performance Indicators	Activities
1. To deliver Brent's vision for Wembley	<p>Work with landowners and developers to promote high quality mixed use developments across the whole of the Wembley Regeneration Area, in line with Brent's vision for Wembley. Specifically work with Quintain Estates and Development to deliver their existing planning consents.</p> <p>Secure a range of facilities that remain outstanding from the vision, including:</p> <ul style="list-style-type: none">• International conference and convention facilities• A new Civic Centre for Brent• Significant leisure and entertainment facilities• Further cultural and community facilities, including a new museum and a central library• New higher and/or further education facilities. <p>Develop a retail strategy for Wembley with the aim of securing a diverse mix of retail uses across the whole of the Regeneration Area, including the land surrounding the stadium, the existing High Road and the Ealing Road.</p> <p>Promote ongoing improvements to the transport infrastructure, including:</p> <ul style="list-style-type: none">• The completion of improvements to Wembley Park and Wembley Central tube stations

	<ul style="list-style-type: none"> • The completion of the Stadium Access Corridor, linking the new National Stadium with the North Circular Road • A new 'fast bus' linking the two opportunity areas of Wembley and Park Royal <p>Develop and deliver a clear regeneration strategy for the Wembley Industrial Estate area.</p> <p>Work in partnership with MICE London to deliver a major new museum cultural facility in Wembley.</p> <p>Investigate the feasibility of business incubator and start up units within the Wembley Regeneration Area, particularly for the cultural sector.</p> <p>Develop a clear tourism strategy for the Borough, using Wembley as the key driver, clearly setting out the public and private sector interventions required to generate and successfully manage visitors to Brent.</p>
<p>2. 6450 jobs to be created through the Wembley development by 2008</p> <p>3. At least 36% of all jobs to be filled by residents of Brent.</p>	<p>Secure the completion and handover of the new 'Wembley Works' employment facility on the ground floor of Quintain's first residential block, WO1, in partnership with the College of North West London.</p> <p>Promote a 'Brent First' package of measures to ensure that local people are best placed to take advantage of the new employment opportunities.</p> <p>Through the Building One Stop Shop, work in partnership with developers and their contractors to identify construction vacancies and support local people into these opportunities.</p> <p>Work closely with developers to identify at the earliest possible opportunity end user employers, and co-ordinate appropriate bespoke employment packages through Brent in2work.</p> <p>Focus labour market interventions on those communities most in need of support, including making specific links with the Council's outreach services in our most deprived neighbourhoods, and pioneering a 'New Home, New Job' initiative for new residents within the Wembley Regeneration Area.</p> <p>Require all new developments to produce in partnership with the Council a construction and end user employment strategy, which will form the basis of an ongoing legal agreement</p>

	between both parties.
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Strategic priority 5

To ensure a consistently high quality of life for the residents of Brent.

Ambition

- **To ensure that the ongoing growth of London and the Borough delivers the maximum possible benefit to local people;**
- **To ensure that Brent residents directly benefit from the 2012 Olympic Games;**

Performance Indicators	Activities
1. Ensure that the delivery of Brent's Local Development Framework has the maximum possible impact for local people.	<p>Promote sustainable growth in each of the identified 'growth' and 'regeneration' areas contained with the local development framework, namely Wembley, South Kilburn, Church End, Alperton, Edgware Road and the North Circular Road corridor.</p> <p>Develop clear visions for each of these areas by 2008, in partnership with key stakeholders, setting out:</p> <ul style="list-style-type: none">• Clear principles and parameters for development;• Necessary and acceptable land uses;• Brent's commitments to the delivery of the vision. <p>Ensure the delivery of new and renewed community facilities, including schools and healthcare, as part of these new developments in line with clearly identified needs.</p> <p>Proactively seek investment partners from both the public and private sectors to help drive the delivery of these visions.</p>
2. Maximise the impact of the 2012 Olympics on Brent residents	<p>Maximise the positive benefits to Brent of London hosting the 2012 Olympics, through the development of action plans that focus activities around the key themes of:</p> <ul style="list-style-type: none">• Culture & Events - to fully participate in the 2012 cultural programme under the theme of 'Wembley welcomes the World', beginning with a 2008 handover celebration at Wembley.• Health & Fitness – to use 2012 to promote measures to improve the health of Brent

	<p>residents and employees, including reducing barriers to sports participation, supporting and developing local sports clubs and the improvement of local sports facilities.</p> <ul style="list-style-type: none"> • Physical Environment – to use 2012 to establish Wembley as one of London’s prime ‘open air’ venues, to include maximising community use of new public spaces in Wembley both during the Olympics and in the period running up to 2012. Specifically to host five major community events in Wembley during this period. • Young Learners- build upon the extended schools provision, promote use of children’s centres and link 2012 directly to the citizenship agenda. • Enterprise, Skills and Employment – to exploit 2012 employment, business and volunteering opportunities for the benefit of Brent residents and businesses. There is to be a strong focus on volunteering as a route to employment through Brent’s pilot status with the 2012 Pre Volunteering Programme and the Employer Accord. • To develop a set of performance measures to demonstrate the impact of the 2012 Olympics on Brent residents.
<p>3. Maximise links between the cultural strategy and the regeneration strategy.</p>	<p>Explore ways of promoting culture as a driver for regeneration across the Borough.</p>
<p>4. Develop a clear framework for measuring the performance of Brent’s town centres, and the impact of existing interventions on those most at risk of decline</p>	<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; • Set out a clear approach for new investment in Town Centres, which considers the role of a range of mixed uses including retail, leisure, community and residential. <p>Consider the potential for a critical mass of new retail within the Wembley regeneration area.</p>