



DRAFT BOROUGH INVESTMENT PLAN

NOTE:

This is a working draft of the Borough Investment Plan. A more complete draft of the BIP will be completed in advance of the Executive meeting on 14th September.

This draft has been compiled by the Affordable Housing Development Unit.

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SECTION 1:

INTRODUCTION

- 1.1 This Borough Investment Plan (BIP) sets out the key housing, regeneration and growth priorities on which the council will work with the Mayor of London, the Homes and Communities Agency and other partners in the short, medium and long term. The Plan draws from a range of evidence and policies which are set out in other strategic documents, in particular the Local Development Framework Core Strategy, the Corporate Strategy, the Community Strategy, the Housing Strategy and the Joint Strategic Needs Assessment associated with the Health and Wellbeing Strategy. All of these are informed by Brent's Evidence Base, a corporate initiative supporting decision and policy making. All the relevant documents are available on the Brent website and a list of key documents is provided in Appendix 1.
- 1.2 The Council's Executive approved the draft version of the BIP on [14th September 2010] and delegated authority to the Director of Housing and Community Care and the Director of Regeneration and Major Projects to finalise the BIP before the Spending Review announcement in mid October. The BIP is intended to inform and support the Devolved Delivery arrangements between the Mayor and the Council for investment to deliver housing growth, more affordable housing, estate regeneration and deliver key place making themes such as employment, infrastructure, transport, economic regeneration and town centre development. It is anticipated that the Devolved Delivery Agreement will cover all funding that the Mayor, Homes and Community Agency (HCA) and London Development Agency (LDA) are currently responsible for such as National Affordable Housing Programme (NAHP), targeted funding streams, growth area funding, decent homes funding and resources for economic development, and will include details of the investment that the Council and other delivery partners can contribute over the funding programme.
- 1.3 The BIP has been prepared over the past 12 months following a process of consultation with the HCA, Members and key stakeholders. The development of the BIP has been established in line with Brent's approach to the governance of major projects. The preparation of the BIP has been overseen by the Council's Major Projects Group, which includes senior officers who have responsibility for Housing, Planning, Regeneration, the Schools Building Programme and Transportation. A draft BIP was presented to the Council's Corporate Management Team in February 2010 who gave approval to conduct a wider consultation exercise with key stakeholders.
- 1.4 The Council presented the draft BIP to Housing Association Partners and Brent Housing Partnership on 15th April and invited comments. Additionally, the Council has shared its BIP with other authorities in the sub region for comments. Following the local elections in May, the Council's administration changed to Labour and therefore the BIP was updated further to ensure that the new administration's priorities had been captured. The BIP also addresses the comments and issues raised following the HCA's peer review process that was carried out in July 2010. A further

round of consultation was carried out in August/September with Members and stakeholders.

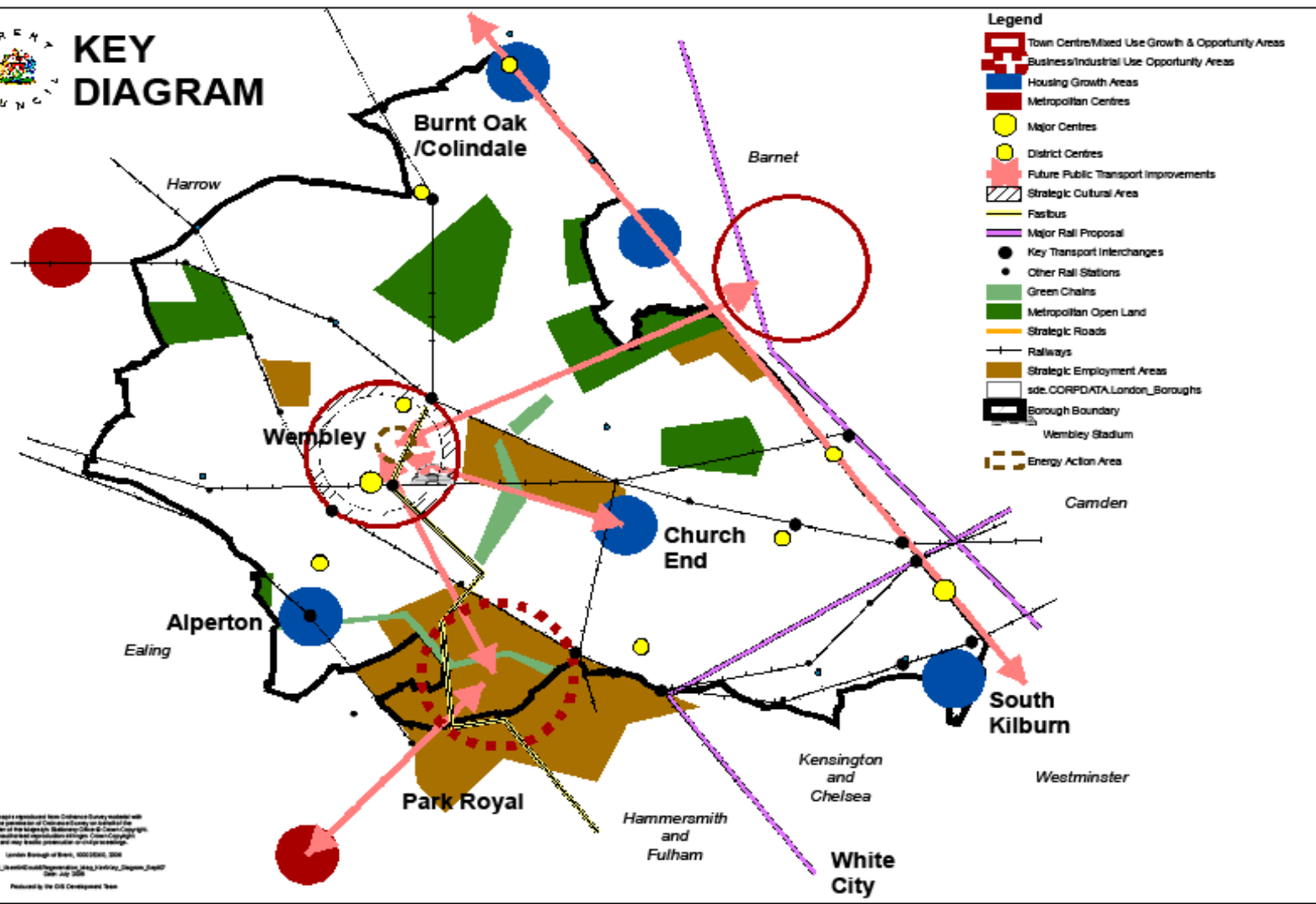
- 1.5 The BIP comprises seven sections and four appendices. The first section provides an introduction to the BIP. The second section provides an overview of the borough and includes specific details on the geography and physical context, population, demographics, economy, deprivation, housing and regeneration. The section also includes details of how Brent is positioned within a regional and sub-regional context.
- 1.6 Brent's corporate vision is set out in the third section. This section provides further context around our key planning, housing and regeneration policies and strategies. The section also provides details of the Council's strategy for economic development, tackling worklessness and sustainability. Section 4 identifies the Council's approach towards delivery, in particular, our delivery performance, governance arrangements and our key partnership arrangements. This section also examines the key challenges and barriers to investment and delivery.
- 1.7 The bulk of the document covers the investment needs for the five growth areas identified in the Council's adopted Local Development Framework (LDF) Core Strategy – Wembley, South Kilburn, Alperton, Church End and Burnt Oak/Colindale. In addition, the BIP includes details of the investment priorities for the two regeneration priority areas of North Circular Road and Barham Park. The key investment priorities across these geographical areas are set out in Section 5. We have included details of our investment and infrastructure priorities over the short, medium and longer term, and what steps are being taken to deliver these.
- 1.8 Section 6 provides details of the Council's other investment priorities, which are summarised as follows:
 - Increasing the provision of family housing;
 - Providing new supported housing accommodation and remodelling existing schemes;
 - Delivering a range of tenures, in particular intermediate and low cost housing for sale and rent;
 - Achieving decent homes for Council, Housing Association and private sector properties;
 - Meeting housing needs for gypsies and travellers;
 - Future of Local Authority Housing Stock and development opportunities.
- 1.9 Finally, section 7 sets out our spatial priorities for investment on a site specific level. A table summarising the key investment priorities on a site by site basis is included as an appendix to the BIP. Other Appendices include details of the evidence base supporting the BIP and a list of key borough contacts.

SECTION 2:

AN INTRODUCTION TO BRENT



KEY DIAGRAM



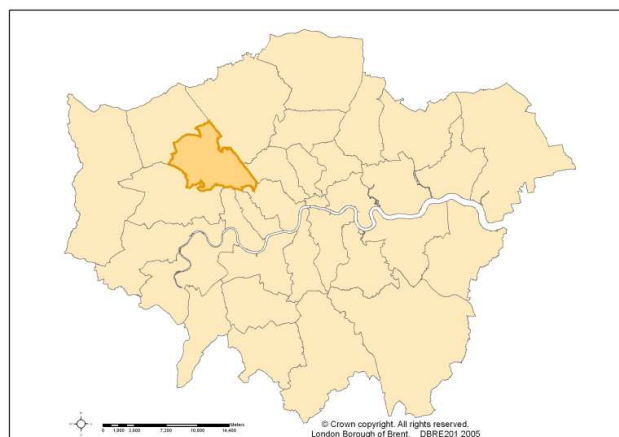
The report is prepared from Ordnance Survey satellite data with the permission of Ordnance Survey on behalf of the Controller of Her Majesty's Stationery Office. Copyright in the data is vested in Ordnance Survey. All other rights are reserved. London Borough of Brent, 00000000, 2008. Source: 2007_LondonCouncilDevelopmentPlan_VisionaryDiagram_080708 Date: July 2008. Prepared by the GIS Development Team.

- 2.1 Brent is a vibrant and exciting place to live, work and study. Its most striking feature is its diversity. From Kilburn and Park Royal in the south, to Queensbury in the north and Northwick Park in the northwest, it is a borough of stark contrasts in terms of its economic, environmental, ethnic and social make up. Brent spans two distinct areas: the densely populated inner city, and leafy outer London suburbia
- 2.2 The council has secured over £1.5 billion of new funding over the last five years to regenerate the borough and the new stadium is acting as a catalyst, pulling further investment into the area. However, much still needs to be done to re-shape Brent's economic base. A major challenge for the council, in partnership with central Government, the Mayor of London and the private sector, is ensuring the successful implementation of plans to rejuvenate the area, encouraging inward investment and creating jobs. A partnership of local public and voluntary service providers has been established to help achieve this.
- 2.3 Brent's strategy is to concentrate housing growth in well located areas that provide opportunities for growth, creating a sustainable quality environment that will have positive economic impacts on deprived neighbourhoods that may surround them. The key diagram sets out the growth areas and illustrates the need to provide more orbital public transport links between such areas.

Geography and Physical Context

- 2.4 Brent is the seventh largest London borough covering an area of 4,325 hectares - almost 17 square miles, between inner and outer North West London. It extends from Burnt Oak, Kenton and Kingsbury in the North, to Harlesden, Queen's Park and Kilburn in the South. The North Circular Road divides the less densely populated northern part of the borough from the south. Brent is bordered by the London Borough of Barnet to the east, Harrow to the north and Ealing to the west. It has small boundaries with the inner London boroughs of Hammersmith and Fulham, Kensington and Chelsea, Westminster and Camden in the south.

Chart 1: Location of Brent within London. Source: West London Sub-Region, London Plan 2004



Population and Demographics

- 2.5 The 2001 Census recorded a residential population of 263,454. According to the Office of National Statistics, Brent's population is 270,100 and is rising at a slow rate. But other data sources suggest Brent's population to be significantly higher – for example, the Greater London Authority estimates Brent's population to be 279,000, and to be increasing at a rapid rate. However, the Council's own study, undertaken in 2007 by Professor Mayhew concluded that Brent's actual population figure was at least 289,100. As part of the Mayor's London Plan, it is expected that there will be around 11,000 new homes in Brent over the next ten years.
- 2.6 Overall, Brent's population is relatively young with almost a quarter of its residents aged 19 years or under. Black and Ethnic Minorities collectively constitute the majority of Brent's population at 59%. Over 120 languages are spoken in Brent and the Borough has been officially recognised as the 'most ethnically diverse local authority area in the country'.
- 2.7 Household sizes in Brent are higher than the national and London averages and there are high levels of overcrowding, particularly in social housing, but there is a severe shortage of larger homes. The 2001 Census recorded the third highest household size in England and Wales and identified that the highest population growth between 1991-2001 had been in the five or more person households sector. Contrary to national trends, the average Brent household size has increased from 2.6 to 2.7 persons in the last six years, with a significant growth in the six person plus households sector and a substantial fall in single person occupancy. Brent's housing stock is inadequate to satisfactorily accommodate the Borough's larger households.

Economy and Deprivation

- 2.8 As a business location Brent has much to offer and makes an important contribution to London's economy. It is well located with excellent road and rail links to central London and the rest of the UK. It is home to the new stadium in Wembley. It also contains two of London's largest industrial estates, Park Royal and Wembley, where some of the country's leading companies are based.
- 2.9 Being part of London, the local economy of Brent is extremely complex. It is fair to say that there is no such thing as the 'economy of Brent' – the Borough benefits from excellent radial public transport links to the city (Metropolitan Line), the West End (Bakerloo and Jubilee Lines) and Canary Wharf (Jubilee Line). Orbital links are also surprisingly strong. The Piccadilly Line links the Borough to inner West London (Hammersmith and Ealing) and the North Circular Road and the A40 allow easy road travel to Heathrow. In line with most of London, travel to work patterns are convoluted and complex. Within the Borough there are a number of local economies, ranging from the large scale (Park Royal and Wembley) to the smaller

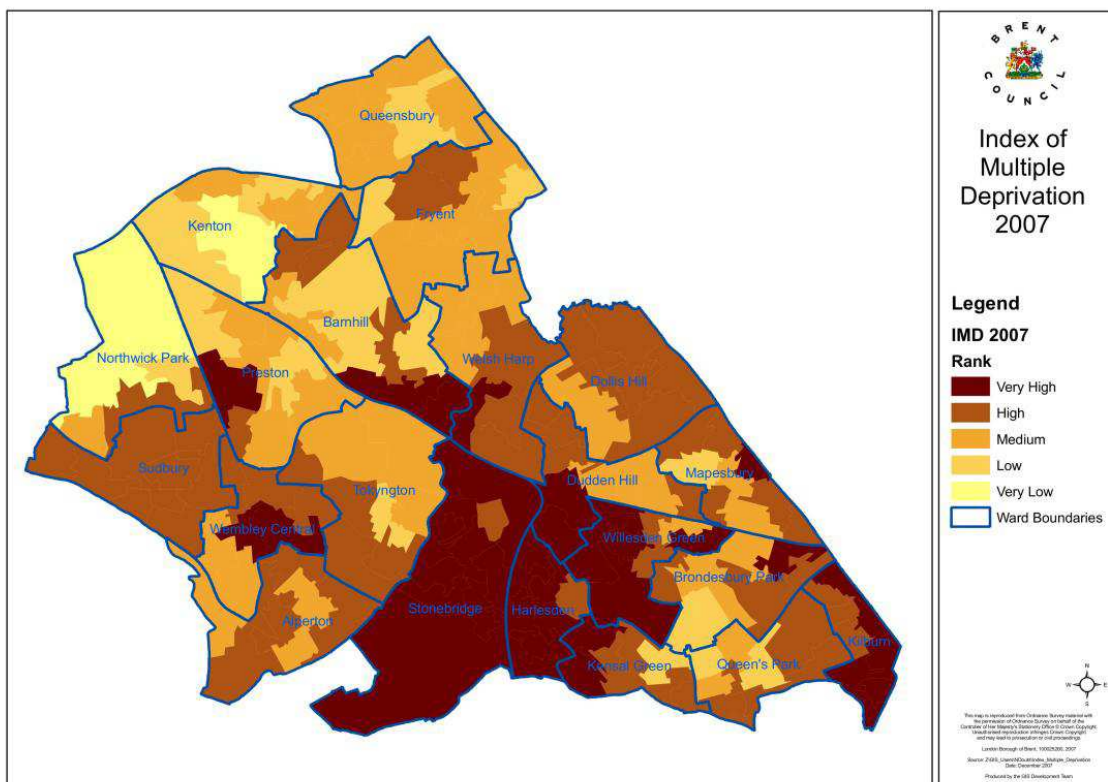
niche scale (eg. Ealing Road has one of the country's most important Asian jewellery and bridal quarters). The Borough is currently undertaking its Local Economic Assessment, which will provide a more sophisticated understanding of the economic forces at work in the Borough and will feed the results of this work into the final Borough Investment Plan.

- 2.10 Brent's regeneration and growth strategy is predicated on identifying areas where there are opportunities to link economic growth with housing growth. At the centre piece of this is the Borough's ambition to capitalise on the National Stadium and Wembley Arena to transform Wembley into a regional scale leisure and entertainment hub, boosting the local and regional economy by providing new jobs and businesses, as well as providing thousands of new homes. The remaining growth areas are also located in parts of the Borough which have weak local economies, and whilst the level of economic ambition does not match that in Wembley, all of them depend on boosting the local economies if we are to deliver successful new places. Hence South Kilburn looks to link the primarily residential area with the commercial centres of Kilburn, Queens Park and Maida Vale, whilst Alperton, Church End and Burnt Oak are all looking to use population growth to boost failing town centres and commercial areas.
- 2.11 Poverty and social exclusion, particularly in the south of the borough, are still significant issues. The gap between rich and poor in Brent is growing and the number of households on low incomes is increasing. Five neighbourhoods fall within the top ten per cent of most deprived in the UK and within these, 20 per cent of households have a gross income of less than £100 per week and 40 per cent have an income entirely made up of benefits.
- 2.12 Brent's employment rate has been steadily increasing since April 2008, and is marginally above the rates for London and Great Britain. The movement in employment and unemployment rates is summarised as follows:
- Employment rate for October 2008 to September 2009 was 70.8%, representing a 1% increase since July 2008 – June 2009.
 - Employment rate is marginally above the London average (69.3%) but below Great Britain (72.9%). Brent is now ranked 15th in London for employment rates.
 - The ethnic employment rate of 64.4% (2nd quarter 2009) is below the average employment rate for Brent. The employment rate for Black or Black British is 59.3%, which has decreased from 64.4%.
 - People with a disability also have a lower employment rate in Brent at 57.7 (Oct 07 – Sep 08), however, this has been increasing over time.
 - Brent's unemployment rate is 8.6% (Oct 08 – Sep 09). The rate is marginally above the London rate (8.4) and Great Britain average (7.4).

2.13 In April 2010, Brent's JSA claimant rate is 9,608 DWP figures show that Job Seeker Allowance (JSA) claimant count in Brent decreased by 244 between mid-March and Mid-April 2010. Brent has the 8th highest claimant count in London. JSA claimant counts in the priority neighbourhoods far exceed the Brent average. In Harlesden the count in April 2010 was 9.94%, Stonebridge 10.41%, St Raphael's 8.4%, Church End 10.45%, and South Kilburn 10.02%

2.14 Nationally, Brent is ranked 53rd out of 354 areas in the Indices of Multiple Deprivation (IMD) 2007. This is a drop of 28 places from 2004, moving Brent from being within the 25% most deprived local authorities in the country to be within the 15% most deprived. The neighbourhoods experiencing the highest levels of deprivation are largely located in the south of Brent. However, this situation is changing with high levels of deprivation now seen in pockets of the north of the borough. Indeed, 19 out of Brent's 21 neighbourhoods have become more deprived.

Chart 2 Index of Multiple Deprivation 2007



Housing Needs and Issues

- 2.15 Housing and Regeneration are at the top of the council's agenda and the challenge is to maintain the quality of existing housing and to deliver new housing growth in the right areas. Design will be a major factor in our decisions about how Brent accommodates the increase in new homes that will be required in the borough. One of our key aims is to ensure that any large scale housing development is supported with appropriate local infrastructure.
- 2.16 There are approximately 108,000 dwellings in the borough. Whilst the borough has experienced increasing activity in residential developments since 2006, the overall figure is affected by demolitions and conversions of existing dwellings. The percentage split between the amount of social housing and private sector housing in the borough has remained fairly constant since 2004. 80% of all dwellings are in the private sector, of which approximately 20% are owner occupied. The Council owns 12,758 homes of which 2,645 homes are located on the South Kilburn and Barham Park Estates. Housing Associations own and manage approximately 16,000 homes in the borough
- 2.17 Brent's diversity is a key factor impacting on housing need and demand and decisions about housing provision and housing services. Brent's diversity in terms of ethnicity, nationality, faith, culture, age and disability requires that housing supply should be sensitive to the particular needs of specific groups. These needs may be reasonably easy to identify, such as providing accessible housing for older or disabled people, or may be more complex. For example, some ethnic groups have larger average household sizes and therefore present a higher proportionate demand for larger homes, while some cultures will require particular facilities either in the home or neighbourhood. Some of these requirements are well understood, but others are not, and planning for new supply and regeneration needs to take account of these needs in homes and in terms of the infrastructure supporting developments.

Housing Demand & Homelessness

- 2.18 As at the end of July 2010, there were 13,710 applicants registered on the Council's housing waiting lists. Of these 1,952 were Council tenants seeking a transfer. Brent has the second largest number of households registered on its statutory Housing Register in London¹. The Council has 2,990 homeless households in temporary accommodation. Whilst the Council has been successful in achieving significant reductions in temporary accommodation use, as well as reductions in applications and acceptances, the historically high temporary accommodation occupancy presents a challenge in meeting national targets and in delivering on other rehousing priorities.

¹ As at the end of March 2009

Temporary Accommodation Reduction

- 2.19 The Council has achieved a 33% reduction in the number of households staying in temporary accommodation², which in numeric terms is the sixth largest reduction in London. The reduction in usage has largely been achieved from our successful homelessness prevention initiatives and through the temporary to permanent conversions that have been made using social housing grant investment. Nevertheless, the drop in the rate of new developments starting on site over the past 12 months, coupled with the pressures to regenerate existing estates, will have a considerable impact on the demand for affordable housing.

Overcrowding

- 2.20 The 2001 Census also recorded that Brent's average household accommodation size of 4.6 rooms was one of the lowest in London and inferred that no more than half of Brent's self contained stock had more than two bedrooms; resulting in 30% of Brent residents living in overcrowded homes, the second highest level in London. At the end of last year, nearly 40% of households registered on the Council's waiting list were seeking rehousing due to overcrowding and therefore a key priority for the Council is to ensure that the level of investment into new development sites supports the provision of family sized housing.

Supported Housing

- 2.21 At the end of August 2009, 3643 people in Brent received a Supporting People funded service at any time. Of these, 52% received an accommodation-based service and 48% received a floating support service. Older people make up 52% of the total number of people receiving Supporting People funded accommodation based services in Brent and the Council recognises that there is a shortage of services for this client group, particularly for frail elderly people. A key objective for the Council is to create opportunities for vulnerable residents to continue to stay in their accommodation rather than having to be placed into residential care accommodation. In addition, a greater variety of housing and support options are required for people with learning disabilities and there is an urgent need for re-modelling of accommodation based services for people with mental health problems.

² The reduction in temporary accommodation usage is measured from the baseline position of January 2004 which is set by the CLG.-

Managing Affordability

- 2.22 At present, market housing and, in many cases, intermediate housing, is not affordable to many households and there are large numbers of older owner-occupiers, many of them on low incomes, at risk of fuel poverty and facing difficulty improving their homes. The Brent Housing Needs Survey found that only 32% of those in priority housing need could afford intermediate housing, mostly only for the smaller (1/2 bed) units.
- 2.23 Although there has been a recent trend of falling market prices followed by a period of limited growth, there is uncertainty about the longer term prospects for the housing market, with some commentators predicting further falls. However, recent falls have not been enough to make the average home affordable to most first time buyers in Brent or London as a whole, especially while access to mortgage finance is restricted, even for those able to meet the cost. This impact is also being felt in shared-ownership schemes developed by housing associations. This is likely to lead to increased demand in the private rented sector, where rents have not fallen in line with house prices and, on latest evidence, appear to be rising.
- 2.24 Some effects are difficult to judge at this stage; for example, Housing Benefit changes and the impact of economic conditions on the buy-to-let market. There is evidence that buy-to-let is experiencing severe problems, with current owners struggling to meet mortgage costs and potential new entrants reluctant to enter the market and there are reports of high numbers of buy-to-let landlords among recent repossession cases. In some cases, this has already led to homelessness for tenants after mortgage default by landlords.
- 2.25 However, a key challenge for the Council is to ensure that a balanced supply of housing is achieved in order to meet a range of needs and affordability levels and to promote greater mobility within housing sectors. Definitions of affordability and security of tenure need to be sufficiently flexible to cover a range of housing types that would suit people at different stages in their lives, for example, to include more options for sub market renting or new kinds of shared home ownership. Given the current funding and investment constraints that affect housing delivery, a pragmatic and flexible approach is needed on how a range of housing tenures and options can be achieved to allow the Council to manage overall affordability levels in the borough.

Stock Condition

- 2.26 Our retained Council housing stock comprises some 12,758 properties and leasehold flats. We anticipate the number of rented units to fall to around 12,000 over the next five years as a result of Right to Buy sales, demolitions and other disposals. Flats and maisonettes comprise 10,604 of the stock, with houses and bungalows making up the remaining 2,154.
- 2.27 The Council housing stock currently meets the decent homes standard. At the end of 2009/10, 96.8% of housing association stock in Brent met the Decent Homes Standard. Our last major survey of the condition of the borough's private sector stock, carried out in 2004, revealed that over 8,594 of dwellings required some repair work to the exterior or interior fabric, in addition 5,992 were unfit and a further 802 dwellings were non decent.

Regional and Sub-regional Context

- 2.28 At a regional level, the Mayor's London Plan represents the Spatial Development Strategy for London as a capital city and provides the contextual background for which Brent is a component. The Council's LDF Core Strategy was adopted in July 2010 and conforms to the Mayor's London Plan. The London Plan has a strong focus on increasing London's supply of housing. It sets out the policy framework for distributing housing capacity among the Boroughs and for realising and monitoring that development. Policy 3A.1 of the London Plan (2008) sets a minimum target for housing provision of 30,500 dwellings per annum across London.
- 2.29 The Mayor has also published a London Housing Strategy in February 2010 which sets a target to deliver 50,000 affordable homes between April 2008 and March 2012, in particular larger family homes and opportunities for home ownership. A key feature of the Housing Strategy is that local authorities take a leading role in transforming homes and neighbourhoods, through improving existing stock, greening homes, promoting successful and mixed communities and tackling empty homes. The Mayor's Housing Strategy introduces a new architecture for delivery through new investment models.
- 2.30 The Mayor has published a draft economic development strategy which sets out the Mayor's broad intentions for building London's economic future, and in particular, building on London's role as a centre for driving economic growth for the country. The Mayor has also published a draft Transport Strategy which sets out his transport vision for London and details how Transport for London and partners will deliver the plan over the next 20 years.

- 2.31 Brent plays an important role in accommodating substantial growth for London's economy, population and transportation needs. In particular, the regeneration of Wembley provides for most of the borough's new retail growth and office development creating thousands of new jobs for the capital. The area is a primary location for new hotels enabling associated uses such as conferencing. Wembley will become a cultural focal point as the borough's main area for tourism, being the location for large scale visitor attractions. Wembley Stadium already attracts thousands of visitors to the capital each year. Brent will also be hosting two key events for the 2012 London Olympic and Paralympic Games at Wembley Arena. It is also important to recognise the importance of Alperton, Burnt Oak/Colindale and South Kilburn in transforming and integrating areas across borough boundaries as such require close partnership working with Barnet, Ealing, Camden/Westminster to deliver the Mayor's ambitions for growth.
- 2.32 The West London housing sub-region contains the Boroughs of Brent, Ealing, Harrow, Hammersmith and Fulham, Hillingdon, Hounslow, and Kensington and Chelsea³. It has a population of almost 1.5 million people. West London's economy remains extremely important to London. Heathrow related activities are key drivers of change. There is also a strong financial and business service base, the main source of growth in London as a whole, and distinct clusters of IT, 'creative', pharmaceutical, logistics and some manufacturing activities as well as others providing more local services.
- 2.33 The West London Alliance (WLA) has made great strides and is now widely seen as one of the most effective and successful sub-regional partnerships in the country. In particular, the WLA is increasingly recognised as an example of 'best practice' by Government and other stakeholders at both national and regional levels. Since its establishment in the late 1990s, the WLA has set up a wide range of cross-borough officer groups on issues as diverse as adult and children's social care, community cohesion, transport, housing, HR and the Olympics and it has been particularly energetic in developing sub-regional strategies and bidding for additional resources.
- 2.34 As required by Planning Policy Statement 3 (PPS3) a Sub-regional Housing Market Assessment (SHMA) has been commissioned to provide the evidence base on which to form housing and planning policies at a regional, sub regional and local level. The main dynamic informing the housing market assessment is the interaction of the economy, the labour market, the housing market and the quality of the place. The balance is consistently in flux and driven by factors such as population change and the affordability and supply of housing. Like the rest of Greater London, West London relies upon a great many low paid jobs to sustain its retail and service sectors. In

³ Kensington and Chelsea does not part of the West London Planning region as part of the Mayor's London Plan.

inner London Boroughs this leads to extremes of wealth and poverty co-existing in a high density inner city setting, whilst outer boroughs are more suburban in nature. The size type and density of the housing stock reflect this in Brent with the North Circular Road acting as a north-south demarcation.

- 2.35 Initial findings of the SHMA report that the affordability of housing as measured using the ratio of lower quartile house prices to lower quartile earnings currently stands at 10.04 in Brent and is the second highest in the sub-region. There is a considerable difference in average house prices between inner and outer London, and locally in Brent this is reflected in the price of houses in the south of the borough being more comparable to house prices in Kensington and Chelsea, Hammersmith and Fulham and Westminster.
- 2.36 The SMHA evidences that the 5 year net requirement for additional housing within the sub-region is 35,924 (Gross = 434,076) against the planned supply (398,151). This estimate of the future requirement is not the same as the requirement for new build housing. The existing housing stock is changing the nature of supply. There is an apparent growth in the supply of 1 bedroom accommodation through sub-division or multi-occupancy.
- 2.37 There is a gap in supply for households approaching median income (average £32k p.a. for West London residents). Such households but especially families, cannot reasonably afford either good quality open market housing in the private rented sector or existing HomeBuy products due to costs being close to market prices. HomeBuy has an important role in assisting households into home ownership however current products are only assisting higher earners within the intermediate income band into a supply of mostly one and two bedroom apartments.
- 2.38 The SHMA highlights problems faced by a number of household groups for example, large households who have low income have less room in their budgets to pay more for their housing than they can reasonably afford. Meeting their needs through new-build will enable a chain of subsequent relets that will assist smaller households; households living in overcrowded housing who will tend to be disproportionately from different BME communities. This does not necessarily translate into a requirement for homes with more bedrooms if a newly formed household is the cause of the overcrowding.

SECTION 3:

OUR VISION, STRATEGIES AND PRIORITIES

Our Vision

3.1 The Council's vision is as follows:

Brent will be a thriving, vibrant place where our diverse community lives in an environment that is safe, sustainable and well maintained. All our services will enable people to fulfil their potential and improve their quality of life. Public resources will be used creatively and wisely to produce lasting benefits for our residents. Our commitment to reducing poverty, redressing inequality and preventing exclusion will be at the heart of all our actions.

Corporate Strategy 2010-2014

3.2 The Council's 2010-2014 Corporate Strategy identifies three key strategic objectives;

- i) **One Borough** - Creating a sustainable built environment that drives economic regeneration and reduces poverty, inequality and exclusion.
- ii) **One Community** - Providing excellent public services which enable people to achieve their full potential, promote community cohesion and improve the quality of life within the borough,
- iii) **One Council** - Improving services for residents by working with our partners to deliver local priorities more effectively and achieve greater value for money.

3.3 In broad terms, the Council's key priorities include placing a strong emphasis on regenerating key areas within the borough, through sustainable and comprehensive improvements in infrastructure, support for training and employment, development of retail and cultural initiatives, and harnessing the unique opportunities presented by the London 2012 Games. There is also a serious policy commitment to environmental and sustainability issues, with specific requirements around waste and recycling, street scene and improved public transport and highway maintenance. A commitment to ensuring active resident and community engagement is prioritised.

Table 1 Corporate Strategy 2010-2014

Objectives	Our Priorities	Our Actions
One Borough	<ul style="list-style-type: none"> • Creating economic opportunity and regeneration • Protecting our environment • Greater access to affordable housing • Increasing sports, leisure and cultural facilities 	<ul style="list-style-type: none"> • Building a New Civic Centre by 2013 • Creating a 2nd Hub at Willesden Green • Delivering Wembley Regeneration • Delivering South Kilburn • Transforming the North Circular Road • Transforming the Growth Areas with more employment, retail and housing provision. • Creating new sports facilities including a third pool
One Community	<ul style="list-style-type: none"> • Reducing worklessness and low incomes • Supporting families and children • Enabling young people to thrive • Greater personal choice and independence in Adult Social Care • Reducing crime and the fear of crime • Addressing health inequalities and the gap in life expectancy 	<ul style="list-style-type: none"> • Enhance the viability of our town centres • Protect and improve parks and open spaces • Deliver sufficient school places and refurbish local schools. • Improve the condition of roads and pavements • Achieve 60% recycling target • Improve street cleaning • Reduce our CO2 emissions • Reduce environmental- crime
One Council	<ul style="list-style-type: none"> • Consistent engagement with local communities and partner organisations • Achieving better organisational efficiency and service improvement 	<ul style="list-style-type: none"> • Deliver the One Council Programme to achieve a reduction in our costs of up to £80m over 4 years • Work with partners and the voluntary and community sector to develop a total place approach to tackling local priorities and using resources.

Planning Policy

Local Development Core Strategy

- 3.4 The Council's Local Development Framework Core Strategy⁴ was adopted on 12th July 2010 and together with the Council's 2009-2014 Housing Strategy⁵ identifies priorities and objectives that underpin the direction of travel for the Council and inform the key housing, regeneration and infrastructure investment priorities in the Plan.
- 3.5 There is a need for new supply of housing in all sectors – affordable, intermediate and market - and access to affordable housing is severely restricted. Our analysis indicates a growing need for intermediate options as well as affordable rented homes and, within this, a need to expand the range of solutions to meet varying demand and affordability criteria. In addition, there is a need for additional supported housing and housing with floating support, in particular to deliver alternatives to residential care. Brent also has a large private rented sector catering to a range of demand across the price spectrum as well as providing permanent and temporary options for homeless households and others with urgent needs. The council wishes to support the expansion of the sector while ensuring that quality is maintained in terms of management and maintenance.
- 3.6 The LDF core strategy is centred on the five growth areas, while recognising that opportunities outside these areas will also be crucial in meeting our objectives, particularly with regard to specialist and supported housing. Maintaining the pace of development to ensure that the supply of new housing prevents demand increasing from current levels will be a key challenge and the growth areas offer the main opportunity to meet these needs. The growth areas - Wembley, South Kilburn, Alperton, Burnt Oak/Colindale and Church End - are central to this agreement, together with other key locations where significant investment is required such as North Circular Road and Park Royal Industrial Park. The growth areas have the capacity to provide 19,000 new homes over the next 15 years, accounting for nearly 85% of our new supply pipeline.
- 3.7 The LDF Core Strategy emphasises that increased supply is not enough unless it meets wider requirements on environmental and community sustainability through provision of the right balance of housing types and tenures, in the right places, supported by appropriate physical and social infrastructure and managed and maintained to the highest possible standards. The Council's Place-making priorities include:

⁴ [LB Brent Adopted LDF Core Strategy \(July 2010\)](#)

⁵ [2009-14 Housing Strategy](#)

- Supporting developments that are mixed in use and mixed in tenure
 - Meeting community needs and in particular delivering social and physical infrastructure such as education facilities, health provision and sports facilities, and infrastructure which promotes sustainable forms of transport
 - Creating open spaces (including new squares / public meeting places) and improving existing open space close to the growth areas.
 - Creating distinctive places with a positive sense of identity which are well connected and accessible.
 - Recognising the heritage of the area which in terms of designing new developments and retaining existing ones.
- 3.8 The Mayor supports Brent’s Housing Opportunity Borough caveat that the implementation of potential housing capacity is dependent on provision of necessary enhanced or new physical and social infrastructure. However, this level of growth and intensification requires significant investment in infrastructure, as set out in the Council’s Infrastructure and Investment Framework ⁶ and a summary of the funding requirement is given in Table 2.

Table 2 Summary of Growth Area and Regeneration Infrastructure Costs

Growth Area	Total Costs (£m)	Costs Met/Identified (£m)	Costs Outstanding (£m)
Wembley	148.77	166.31	17.54
South Kilburn	34.74	37.98	3.24
Burnt Oak / Colindale	27.31	17.00	-10.31
Alperton	24.79	20.71	-4.08
Church End	6.13	5.96	-0.17
North Circular Road Regeneration Area	15.73	12.40	-3.33
Total	257.48	260.36	2.88

- 3.9 The Core Strategy recognises other town centres such as Kilburn, Harlesden, Willesden and Neasden as suitable to meet additional housing growth because there is good public transport provision and local retail facilities, but there are a limited number of available development sites in these areas, affecting scope for growth.

⁶ [http://www.brent.gov.uk/tps.nsf/Files/LBBA-423/\\$FILE/Report%20toExec-6%20April.pdf](http://www.brent.gov.uk/tps.nsf/Files/LBBA-423/$FILE/Report%20toExec-6%20April.pdf)

3.10 However, as part of the council’s overall growth targets, there is a clear emphasis that areas in need of regeneration assist in meeting existing and future housing needs. The Council has commenced plans to regenerate the Barham Park Estate and is considering options to redevelop parts of St Raphaels, Brentfield and Stonebridge estates in order to improve the interface with the North Circular Road and provide a mix of tenures to meet new and existing housing needs.

Housing Capacity and Land Supply

3.11 Brent is a Housing Opportunity Borough. The London Plan 2008 has allocated Brent the annual target of providing a minimum of 1,120 additional homes; comprising 915 new self contained (s/c) homes, 100 non self contained (non s/c) homes and the reoccupation of 103 formerly vacant s/c homes. The Draft Replacement London Plan (2009) proposes an increased annual target of 975 s/c homes, based on the London Strategic Housing Land Availability Assessment and Housing Capacity Study 2009 which found that Brent has the largest potential housing capacity in West London and the 9th highest in London.

3.12 Housing capacity estimates were provided for the LDF Core Strategy Examination (January 2010) and accepted by the Inspector as providing a robust and sound evidential basis for the delivery of the Core Strategy and London Plan housing targets. This statement of Brent’s housing capacity as of 31/3/2009, i.e. end of FY2008/09, details the following capacity components:

- Completions since the start of 2007/08
- Outstanding planning permissions
- Development Plan site allocations without planning permission for residential use
- Capacity deliverability, during the London Plan target period of 2007/08 - 2016/17 and 2017/18 - 2025/26

3.13 An evaluation of the housing capacity estimates there will be approximately 27,000 actual and projected sectoral completions for the periods 2007/08 - 2016/17 and 2017/18 - 2025/26.

Table 3 Housing Capacity 2007/2008 to 2025/2026

	2007/08 – 2016/17	2017/18 – 2025/26	Total
2007/09 Completions	2,561		2,561
Consents	6,085	2,598	8,683
SSA Sites	5,537	4,562	10,099
Other Sites	923	3,027	3,950
Estates Regeneration	1,700		1,700
Total	16,806	10,187	26,993

Existing Completions

- 3.14 The implementation of housing consents for the provision of s/c and non s/c homes is monitored by the annual Brent Housing Completions Survey, which is verified by the London Development Database (GLA). The total number of net completions that have been recorded for the period 2007/08 – 2008/09 is 1,729 homes. The total number of re-occupied empty homes for the same monitoring period is 832 homes. Given this, the total number of completions achieved during 2007/08 and 2008/09 is 2,561 homes.

Outstanding Planning Consents

- 3.15 The London Development Database recorded outstanding planning permissions for a total of an additional 8,608 homes as at 31/3/2009. This residential consent pipeline comprises 7,476 self contained homes and 1,132 non self contained homes. 95% of the self contained homes pipeline is for schemes which would provide 10 or more homes. The equivalent non self contained homes ratio is even higher, as this sector is largely comprised of two very large student housing projects (1,014 bed spaces). Almost 85% of this pipeline is located in the 5 designated Housing Growth Areas (Wembley, South Kilburn, Alperton, Church End and Burnt Oak and Colindale).

Development Plan Site Allocations

- 3.16 The Council has identified 54 sites as suitable for residential development of more than 10 s/c homes (largely as part of mixed used schemes), but which do not currently have a residential planning consent, in its LDF Site Specific Allocations Development Plan Document (DPD). The draft SSA DPD allocates sites for specific land uses and sets out policies to guide their development. In particular, the SSA DPD identifies locations for development opportunities in the designated growth areas of Wembley, Alperton, South Kilburn, Church End and Burnt Oak/Colindale, establishing the broad principles around development and the conditions to be applied in respect of social, economic and environmental factors. The SSA DPD determines opportunities in terms of land use and mixed uses, as well as identifying sites which may require new or improved community facilities or services as a result of development. In addition, the SSA DPD considers how sites can be assembled to ensure a comprehensive approach to redevelopment and regenerating areas. The Council has assessed that the SSA sites can generate a total indicative capacity of 10,099 s/c homes. The Council recognises that detailed site specific design studies may substantially increase this indicative capacity. The SSA DPD was submitted to the Secretary of State for Communities and Local Government to undertake an Examination In Public. It is anticipated that the Planning Inspectorate will conduct the Examination In Public in November 2010. The Council is aiming for the SSA DPD to be adopted by Spring 2011.

Estates Regeneration Programmes

- 3.17 The Council is currently redeveloping its South Kilburn Housing Estate. This project which would provide an estimated additional 1,500 homes is detailed in the South Kilburn Master Plan SPD. The Council proposals to redevelop the Barham Park Estate aim to provide an additional 200 homes.

Other Housing Capacity

- 3.18 In addition to the above consents and SSA sites, the Council has identified a further 30 sites, with a potential capacity for 10 or more s/c homes, which the Council estimates could provide a total of 3,950 additional s/c homes.

Housing Growth Targets

- 3.19 The borough will plan for sustainable population growth of between 25,000 and 28,000 people by 2017. The provision of at least 22,000 additional homes (including 1,030 re-occupied vacant homes) will be delivered between 2007 and 2026 (including over 11,200 homes from 2007/08 to 2016/17). The borough will aim to achieve the London Plan target that 50% of new homes should be affordable. At least 25% of new homes should be family sized (3 bedrooms or more). Over 85% of the new homes will be delivered in the growth areas with the following minimum targets (excluding the reoccupation of vacant homes).

Table 4 Housing Growth 2007-2026 (excluding vacant homes)

LDF Growth Area	2007-2016	2017-2026
Wembley	5,000	6,500
South Kilburn	1,400	1,000
Burnt Oak / Colindale	1,400	1,100
Alperton	1,500	100
Church End	700	100
Rest of Borough	2,050	360
Total	12,050	9,160

(Source: LDF Core Strategy July 2010)

During this period, the Council is also forecasting that over 4,000 vacant homes will be re-occupied to meet its growth requirements.

Affordable Housing Policy

- 3.20 In line with the current London Plan and local policy, the council seeks 50% affordable housing⁷ on suitable sites, 70% rented and 30% intermediate and we expect to continue broadly this approach while tailoring the mix to the requirements of particular sites. As stated above there is a particular emphasis on delivering larger homes to meet the needs of families in temporary accommodation or overcrowded conditions, in line with our needs assessment.

Affordable Housing Targets 2008-2011

- 3.21 The Mayor has retained the overall target of 50,000 new affordable homes over three years and has recently announced new borough-level targets for the delivery of new affordable homes. For Brent, the Mayor expects 1,600 affordable homes to be delivered between 2008 and 2011. This target is a gross figure and includes new build accommodation, as well as Open Market Homebuy and conversion of existing temporary accommodation units to permanent housing.
- 3.22 The target is subject to an annual review to take into account the Council's capacity and current economic climate and the availability of funding and investment. In return for agreement on the targets, the Mayor's draft strategy proposes a new settlement with London authorities that would provide greater local autonomy on the type, location and mix of housing to be provided. In general, the Mayor's strategy supports decision making on the housing mix to be based on appraisal of individual schemes, taking into account a range of factors including deliverability.
- 3.23 The Council has agreed a Local Area Agreement target (NI155) which requires the council to deliver 1,374 homes over the same three year period. This target was negotiated directly with the Department of Communities and Local Government and Government Office for London and therefore is intended to remain separate from the Affordable Housing Targets that have been agreed with the Mayor of London. The LAA target has been revised to deliver 1,552 affordable homes between 2008/09 and 2010/11 to reflect the targets that have been negotiated with the Mayor.
- 3.24 The Affordable Housing Targets from 2011/12 will depend on the amount of investment the Council is able to secure. Given this, the affordable housing targets for the next Spending Review period will be discussed with the Mayor and HCA as part of the negotiations on finalising a Devolved Delivery Agreement.

⁷ Subject to financial viability assessments

Housing Strategy 2009-2014

- 3.25 The Council's 2009-2014 Housing Strategy is fully aligned with adopted LDF Core Strategy. The key strategic priorities are summarised as follows:

Maximising Housing Supply and Supporting Regeneration Priorities

- 3.26 A key priority of the Housing Strategy is to deliver new supply across all sectors in the longer term in order to meet demand and achieve a balanced supply of housing. The current economic climate presents an immediate threat to new supply which is demonstrated by a reduction in housing start on sites that have been achieved. The Housing Strategy recognises the need for larger homes to tackle overcrowding and for smaller homes from an increase in single person households and those leaving care. Similarly, the Housing Strategy seeks to ensure that an appropriate tenure mix is achieved, and in particular, the need to provide more market and intermediate homes within our priority estate regeneration areas such as South Kilburn, Barham Park and around the North Circular Road.

Tackling Homelessness and Reducing Temporary Accommodation

- 3.27 The Council's Housing Strategy is committed to tackling homelessness and reducing temporary accommodation usage and in particular to achieve the overall target of a 50% reduction. It is recognised that in the current climate this will be especially challenging as the increase in new supply is likely to fall off at a time when homelessness might be expected to rise. We will continue to adopt a broad-based approach that seeks to maximise new supply, make the most effective use of existing stock and further develop our partnership with landlords in the private sector, while intensifying our focus on prevention as set out below.

Delivering a Range of Housing Options, Housing Advice and Homelessness Prevention

- 3.28 We will maintain our emphasis on prevention through the development and implementation of a range of services designed to deliver effective advice and support and alternative housing options, particularly in the private rented sector. Although reactive services that respond to crises will remain important, a key aim will be to develop services that provide advice through a household's housing "career", with a view to avoiding problems and steering people towards the most appropriate options.

Reviewing Allocations Policies to achieve Sustainable Lettings

- 3.29 We will undertake a review of the council's allocations scheme to address concerns raised during consultation about the access routes into social housing and how the needs of different demand groups, for example homeless households and those living in overcrowded social housing, can be met most effectively. We will explore means to encourage mobility within and outside the borough and continue to explore nomination arrangements with partners across the sub-region. We will also explore progress and future options for the use of lettings plans in delivering sustainable communities.

Improving Standards and Conditions in the Private Sector

- 3.30 The Council will continue to support programmes of funding, advice and support to private landlords with a view to sustaining improvement in physical conditions and the quality of housing management and assisting in improving supply through tackling empty properties. We will set a firm and ambitious target for energy efficiency in the private sector. We will seek to encourage, in line with the priorities in the Mayor's Housing Strategy, institutional investment in the sector as well as housing association intervention where appropriate.

Managing the Future of Council and Public Sector Housing Stock

- 3.31 Our aim is to establish a close relationship with the Tenant Services Authority or any successor body or other arrangement following the planned review and, as part of this work, to ensure greater consistency of service for tenants of all social landlords. In particular, we aim to ensure that housing management practice contributes to community sustainability with full tenant and resident involvement. In line with the need to make best use of the existing stock, we will explore options for existing tenants to be given greater access to new larger homes and improve incentives and targeted advice and support to households who need to move. More specifically, we will review and agree the future role of BHP following completion of the decent homes programme.

Providing Housing and Support for Vulnerable Households

- 3.32 A key priority is to develop new schemes to support move-on for households in temporary or supported housing and develop schemes to improve warmth and energy efficiency, particularly for older households. In line with our adult social care priorities, we will reduce use of residential care through provision of more appropriate housing solutions, including Extra Care.

Economic Development and Tackling Worklessness

3.33 The Borough's longstanding regeneration strategy (2001-2021) sets out the Council's corporate priorities for regeneration, economic development and tackling worklessness. The strategy has five key priorities:

- To reduce the gaps between Brent's most 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 maintain 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.

3.34 The 20 year strategy has been supplemented by a series of three year Action Plans, setting out the specific actions that the Council will undertake to achieve its long term strategic aims. Underpinning the strategy and action plans is the deep rooted belief that for those that are able to work, the only way to secure an income which allows a decent quality of life in London is for them to secure a job, and much emphasis has been put on developing local delivery arrangements to achieve this aim. Paragraph 2.10 sets out how the Council intends to link housing growth to economic growth, which is fundamental to the success of our regeneration strategy.

3.35 Brent has long been at the forefront of thinking and delivery in relation to tackling worklessness, and has been awarded Beacon Council status for its work in this area. Its well established delivery vehicle, Brent in2work, has succeeded in placing over 1000 workless Brent residents into sustainable employment for each of the 4 years between 2006 and 2010. In the current tightening financial climate, the Council is now actively participating in the procurement processes for the government's new Work Programme, with a view to securing an ongoing delivery capability. Specific areas of expertise include overcoming language barriers to work, working with residents of our most deprived housing estates, and construction training and placements. In addition, the Council actively encourages housing delivery partners to participate in the Notting Hill Construction Training Initiative. More recently, the Council's delivery partners are applying the HCA Employment and Training in Construction guidance in South Kilburn and are collaborating on creating opportunities for local people.

Sustainability

- 3.36 Brent's strategy is to concentrate housing growth in well located areas that provide opportunities for growth, creating a sustainable quality environment that will have positive economic impacts on deprived neighbourhoods that may surround them. It is essential (both economically and sustainably) that local people benefit from new job creation and skills training. The council will seek training and placement opportunities from development to place local people in local jobs. If sustainable growth is to be achieved in the borough, it is vitally important that the necessary supporting infrastructure is adequate, particularly in terms of its capacity to meet future demands upon it. Vital infrastructure includes transport facilities, especially of public transport, utilities such as water supply, sustainable energy, drainage, sewerage and waste management, and community infrastructure such as schools, health provision and leisure / recreation facilities.
- 3.37 Whilst promoting housing growth, Brent will ensure the carbon impact of new housing is minimised by requiring high levels of energy efficient building design and by promoting the development of decentralised energy supply and Combined Heat and Power in appropriate locations, particularly in Wembley and South Kilburn. Opportunities to link existing buildings and housing stock to decentralised energy networks will also be encouraged. Within the boroughs designated Growth Areas, new housing development will be expected to meet CSH Level 4, elsewhere in the borough CSH level 3 is required. Wide scale installation and use of micro generation renewables will be promoted. Resilience to a changing climate will also need to be built into new housing, the council will seek measures to combat overheating, prevent flood risk and use water efficiently.

Diversity

- 3.38 As the most diverse local authority in the country, it is especially important that our policy approach and service delivery and that of our partners should take full account of the needs of Brent's varied communities. In some cases, needs arising from diversity may be simple to identify – for example specific needs arising from culture or faith, the larger average household sizes in certain ethnic or nationality groups, the needs of disabled people – while others may be harder to assess, particularly in emerging communities. We will continue to use our evidence base to obtain an accurate picture of the make-up of Brent's communities and our consultation and engagement processes to discuss existing and emerging needs to enable us to plan effectively for new provision.

- 3.39 This document is primarily concerned with new supply and our immediate priorities with regard to meeting diverse needs are:
- Increased supply of larger homes
 - Increased supply of move-on accommodation for households and individuals leaving supported housing
 - Delivery of an extra care programme to provide more appropriate solutions for older people and people with physical or learning disabilities
- 3.40 A key aspect of our approach to date has been to ensure the transfer of ownership or management of a proportion of new supply to specialist BME organisations. A number of issues have arisen in recent years, including the demise of some high-profile BME organisations and the limited capacity of others, that suggest that it is time to review this approach and look at other ways in which our priorities around diversity can be delivered. As one part of this, we aim to work with our main delivery partners to ensure that they are able to deliver the culturally specific housing products and services that will meet Brent's needs, while continuing to support and enhance the vital work carried out by smaller and more specialised organisations. Work on this area will be undertaken during 2010/11.
- 3.41 Finally, this plan will be subject to an Equality Impact Assessment once it is finalised.

Community Engagement

- 3.41 Although the future of the TSA is uncertain pending the current review, the council has supported the introduction of the national standards and has been working with partners to develop our approach to local standards and we will wish to see this work continue whatever the outcome of the review. In particular, we are interested in the Tenant Empowerment standard and the ways in which this can feed into wider approaches to community engagement at the national and local levels. Consultation on our Housing Strategy during 2008/09 demonstrated strong support for a more powerful role for local communities in general and for social housing tenants in particular and we are keen to advance this agenda.
- 3.42 The council is taking forward and expanding neighbourhood working, aiming at better engagement between the council, including elected members, and local people and a closer relationship between neighbourhood needs and priority and budget setting. In terms of this plan, housing associations and BHP will be important players in this work as managers and developers of housing on existing and new estates and especially in regeneration areas. For example, we have recently embarked on a project in South Kilburn that will bring together the various landlords and other service providers to work with the community on issues around management of the public realm and community safety in line with the tenant

empowerment standard. This will act as a pilot scheme to develop an approach that can be rolled out across other neighbourhoods.

SECTION 4:

OUR APPROACH TO DELIVERY

Governance & Programme Management Arrangements

Preparation of the Borough Investment Plan

- 4.1 In line with Brent's approach to the governance of major projects, a project board has been set up to oversee the preparation of the Borough Investment Plan. The Board is chaired by the Director of Housing and Community Care and includes key members of the Council's Major Projects Group which comprises senior managers with responsibility for Housing, Education, Regeneration, Planning and Transportation. The lead contact on the preparation of the Borough Investment Plan is currently the Assistant Director of Housing and Community Care responsible for Strategy and Regeneration.

Adoption of the Borough Investment Plan

- 4.2 The council is currently in the process of introducing an ambitious programme of change which will see the creation of a new Regeneration and Major Projects Department, which will bring together the strategic regeneration functions which are currently dispersed across the Council. The creation of the new department allows the Council to take a focused approach in driving the growth and regeneration agenda forward at a time when the economic climate is tough and the living standards of local people are under pressure. Placing regeneration is an area that has long been central to the Council's community, corporate and housing strategies. The move to introduce this new department allows Council to provide clarity about is key regeneration and growth priorities and take an imaginative and pro-active approach to establish new and formal partnership models to deliver regeneration and, most importantly, maximising the use of our assets (land, staff, intellectual) to stimulate regeneration. The new department will be introduced from October 2010 and will have overall responsibility for the Borough Investment Plan and development of Borough Investment Agreements. The new department will include responsibility for the following functions:

- Housing delivery and regeneration
- All programmes associated with the building of new educational facilities
- Statutory land use planning including development control and building
- Regeneration and economic development
- Strategic transport planning
- Corporate property and facilities management
- Delivery of the Council's Civic Centre programme

- 4.3 Whilst bringing all the relevant housing delivery, land, regeneration, and planning sections of the Council together in one department allows the Council to maximise the regeneration value of our assets and development opportunities, the Regeneration and Major Projects Department will retain a close partnering role with the Housing and Community Department in order to ensure that housing needs in the borough can continue to be met. It is anticipated that a project board comprising senior officer representatives with responsibility for housing, regeneration, property and planning will oversee the delivery of the Borough Investment Plan and the development of Borough Investment Agreements and Devolved Delivery Agreements. Senior representatives of the HCA and other investment and delivery partners will be invited to attend Project Board Meetings, as appropriate.
- 4.4 The Project Board will meet quarterly. There are several development, regeneration and major projects currently being delivered by the Council and its development partners. A key function of the project board will be to bring the governance arrangements for these projects and programmes under one level of governance and management to ensure key investment decisions can be made at a strategic level in order to progress delivery and to ensure ownership at a cross department and organisational level.
- 4.5 The governance and management arrangements for delivering the investment plan, investment agreements and the Devolved Delivery Agreement recognise the Council's role as a "place shaper", which is at the heart of any decision making. In particular, the Project Board role will ensure that a strategic approach is given towards ensuring that the Council's place shaping priorities are being met and that the focus is not just on delivering numbers or types of residential units.

Devolved Delivery Arrangements

- 4.6 The Council intends to submit an Expression of Interest to enter into a Devolved Delivery Agreement for the 2011-2014 funding programme. The Council is keen to enter into negotiations with the Mayor, the HCA and other investment partners to finalise a Devolved Delivery Agreement so that it can be implemented by Spring 2011. It is anticipated that the Devolved Delivery Agreement will cover all funding that the Mayor and HCA are currently responsible for such as NAHP, targeted funding streams, growth area funding and decent homes, and will include details of the investment that the Council and other delivery partners can contribute over the funding programme.

Lead Contact and Engagement at an Operational Level

- 4.7 The HCA's lead contact on the Borough Investment Plan, Investment Agreement and Devolved Delivery Agreement is the Assistant Director of Major Projects. At an operational level, the HCA and Council shall meet quarterly as part of the quarterly programme partnering agreement (PPA) to review delivery progress and operational issues. Representatives from the HCA's investment team shall attend the Council's Housing Association development liaison meetings on a quarterly basis to discuss planning and delivery issues and to review performance with the Council's joint commissioning partners.

Current Delivery Performance

- 4.8 The majority of affordable housing delivered in Brent has been funded using social housing grant under the HCA's National Affordable Housing Programme. The total amount of social housing grant secured under the National Affordable Housing Programme over 2008/11 is £164.5m and this will support the delivery of 1827 homes. 41% of the funding allocation has supported regeneration schemes and 17% the delivery of temporary to permanent conversions. 1% has funded 23 supported housing bed spaces.
- 4.9 Brent's London Plan target for total conventional (self contained) new housing supply is 915 homes per annum and the NI154 target for conventional (self contained) new housing supply is 650 homes per annum. Unlike affordable housing completions targets, these measures exclude open market homebuy purchases and temporary to permanent completions; moreover the definition of a 'completion' differs. As such these measures are not directly comparable.
- 4.10 In 2009/10, total housing supply under NI154 is currently projected at 831 completions. During the same period, the Council and its partners achieved 616 affordable homes on schemes funded from the National Affordable Housing Programme, of which 414 homes were affordable rented homes and 202 were intermediate homes. During the same period 484 affordable housing "start on sites" were achieved, of 308 were for affordable rented homes and 176 for intermediate homes. An additional 30 units were funded under the Open Market Homebuy scheme.
- 4.11 In 2010/11, total housing supply under NI154 is currently projected at 884 completions. During the same period the Council and its partners forecast delivery of 638 affordable homes on schemes funded from the National Affordable Housing Programme, of which 355 homes will be affordable rented homes and 283 will be intermediate homes. Of the 355 projected affordable rented homes, 38% will be one bedroom units, 35% two bedroom and 27% three bedroom or larger. These affordable rented completions will include an 84 bed hostel for single homeless

persons and 70 temporary to permanent completions. Of the 283 intermediate homes, 43% will be one bedroom units, 49% two bedroom and 8% three bedroom. Additionally 134 Housing and Social Care PFI units are scheduled to complete over 2010-11. During the same period 726 affordable housing “start on sites” are projected to be achieved, of which 497 will be for affordable rented homes and 229 for intermediate homes.

- 4.12 In 2011/12, total housing supply under NI154 is currently projected at 944 completions. The Council and its partners are forecasting delivery of 675 affordable homes on schemes funded from the National Affordable Housing Programme in 2011/12. 494 homes will be affordable rented homes and 181 will be intermediate homes. Of the 494 projected affordable rented homes, 19% will be one bedroom units, 45% two bedroom and 36% three bedroom or larger. These affordable rented completions will include 14 temporary to permanent completions on Middlesex House. Of the 181 intermediate homes, 38% will be one bedroom units, 59% two bedroom and 3% three bedroom or larger. Additionally 252 Housing and Social Care PFI units are scheduled to complete over 2011-12.
- 4.13 Looking at the pipeline, in 2010-11 an estimated further 400 rented and 75 intermediate homes could start on site during the year and on an assumption of a grant requirement of £100k per rented unit and £40k per intermediate unit that would represent a borough allocation of £43 million. Of these units an estimated 65 rented and 25 intermediate units could be completed in 2011-12. In 2011-12 an estimated 410 rented and 110 intermediate units could start on site during the year and on an assumption of a grant requirement of £100k per rented unit and £40k per intermediate unit that would represent a borough allocation of just over £45 million. Scheme specifics, projected start on site dates and the housing trajectory going forwards are detailed in the spatial opportunities schedule in section 8.

Current Funding Arrangements

S106 Policy Requirements

- 4.14 It has not been possible to secure the provision of affordable housing from S106 agreements without securing grant. Brent’s S106 policy requires developers to deliver 50% affordable housing on sites that can deliver 10 properties or more. The policy requires developers to provide an affordable housing tenure split of 70% rent and 30% intermediate on each site, however the overall provision is subject to the viability assessment and consideration being given to the most appropriate form of tenure for a specific site. At present the majority of commuted sums that have been generated from developments have been used to fund the delivery of new homes as part of the South Kilburn regeneration programme. A further review on the borough’s ability to generate commuted sum in lieu of development is to be undertaken .

National Affordable Housing Programme

- 4.15 The majority of affordable housing delivery has been funded using social housing grant secured under the HCA's National Affordable Housing Programme. The total amount of social housing grant generated from the National Affordable Housing Programme between 2008/11 is £164.5m and delivers 1827 properties. 41% of the allocation has specifically supported regeneration schemes and 17% supported the delivery of temporary to permanent conversions. 1% has funded 23 supported housing bedspaces.

Private Finance Initiative

- 4.16 The Council has secured £37m to deliver 384 affordable homes under Round 2 of the CLG's Housing PFI programme. The scheme requires £140m private sector investment which has been secured from Barclays, Nord LB and the Hyde Group. The construction programme has already commenced and the first development which provides 15 residential care places for people with learning disabilities completed in March 2010. The current programme forecasts the completion of 175 units by March 2011, with the remaining 209 units being completed by December 2012.

Settled Homes Initiative

- 4.17 Brent Housing Partnership has secured £10m to deliver up to 284 homes under the Settled Homes Initiative. The scheme provides settled accommodation for homeless households or those households threatened with homelessness. The Settled Homes Initiative plays a significant role in helping the council deliver its temporary accommodation reduction and homeless prevention targets. In order to support delivery of the programme the Council has approved a prudential loan of £8m to assist BHP acquire up to 42 units. Further loan tranches are currently being considered to assist BHP in delivering the remaining properties by March 2012.

Kickstart Funding

- 4.18 The HCA has allocated £3.2m to Mount Anvil under the Kickstart Funding Programme to ensure the delivery of 186 residential scheme, of which 126 are affordable housing unit. The scheme had stalled at in the end of 2009, however the Kickstart Funding has helped Mount Anvil manage the project cash flow during a difficult economic climate. The kickstart funding will support the delivery of 60 private units which are located in an iconic tower which is located in the heart of the Alperton regeneration area.

Recycled Grant⁸

- 4.19 A number of developments have been funded over the past few years using recycled grant. These include [x] which provide [y] units. A number of housing association are discussing their intentions to use Recycled Grant and their Disposals Proceeds Funds to support the viability of schemes that have stalled or cannot be progress due to funding availability. The Council will consider each proposal on a case by case basis and will engage with the HCA to ensure a collective approach is taken new development schemes and refurbishment projects that are funded from recycled grant comply with the Borough Investment Plan and are included in the Borough Investment Agreement or Devolved Delivery Agreements.

Prudential Borrowing

- 4.20 The Council has supported Brent Housing Partnership to acquire nearly 200 properties by providing a prudential loan of £25m. The restrictions on prudential borrowing in the current climate have limited the Council's ability to develop or support BHP using prudential borrowing. As an alternative to prudential borrowing the Council is considering whether it is possible to introduce a public private partnership which can generate development finance without the expenditure being treated as public sector borrowing

Council's Land Assets

- 4.21 A number of development opportunities are being considered on sites owned by the Council. The scale of development opportunities depends on the location of the sites and whether comprehensive redevelopment and regeneration is being proposed. In areas such as South Kilburn and North Circular Road any disposal receipts achieved through the sale of land are to be used as a means of funding future phases of the regeneration. The Council is currently undertaking a Strategic Property Review in preparation for the completion of two civic buildings located in Wembley and Willesden. The review will generate further development opportunities for land and building which are identified for disposal. The Council will engage with the HCA on how these capital receipts generated from the disposal of these sites can provide further investment in housing, regeneration and infrastructure projects over the short and medium term.

⁸ Awaiting confirmation of RCGF spend from HCA. At present, for 2010/11 our records show £2.1m has been spent on delivering 53 affordable units. HCA is to confirm RCGF contributions to new build development and the amount spent on Decent Homes.

Other Public Sector Land Assets

- 4.22 The council will continue to work with other public agencies in order to secure residential and other development that also provides funding and enabling infrastructure improvements. For example it is working with the Health Trusts and local PCT on hospital land (Northwick Park and Wembley Hospitals) to provide health worker and other accommodation that also contributes towards hospital improvements. It is working with Network rail to bring forward enabling development in Wembley and TfL around land in Queens Park station.

Growth Area Funding

- 4.23 In Brent, the Growth Area Funding (GAF) programme has played a key role in strengthening new and existing communities by creating opportunities to deliver more housing, employment and essential infrastructure. The Council has received approximately £5.5m from the GAF programme, of which £1.45m has been allocated for 2010/2011. Under the Round 2 GAF programme, the Council secured £2m to carry out highways works to provide sufficient land to bring forward the development sites in Church End. As a result three sites were brought forward for development, one of which has completed. A planning application for the fourth site to provide 250 homes is due to be submitted by December 2010. At present, the Council has chosen to focus its Growth Fund activities in South Kilburn. The Growth Fund is a critical component of delivering the South Kilburn plan, and will itself stimulate further investment. The Council intends to use its growth funding allocation on the relocation of the Albert Road Day Care Centre, creating a cleared development site within the South Kilburn regeneration and growth area.

Partnership Working

Housing Association and ALMO Partners

- 4.24 Brent is a proactive and outward looking authority with a strong track record of delivery against housing growth targets, using a range of investment vehicles. We have a strong partnership with a number of development partners, including one of the first developing ALMOs and many of the G15 housing associations that provides the basis for delivery. More recently, the Council has demonstrated its appetite to deliver new homes directly and have taken forward a number of development opportunities using council land and assets to deliver housing growth and regeneration objectives.

4.25 The Council has maintained formal joint commissioning partnership arrangements since 2001. Our main development partners include:

- i) A2Dominion Housing Group
- ii) LHA Asra
- iii) Catalyst Housing Group
- v) Family Mosaic
- vi) Genesis Housing Group
- vii) Hyde Housing Group
- viii) London and Quadrant
- ix) Metropolitan Housing Partnershp
- x) Network Housing Group
- xi) Notting Hill Housing Group
- xii) Octavia Housing

4.26 The partnership has worked closely with the Council to inform, develop and deliver our overall housing programme. Our development partners have been actively engaged in developing our strategies to maximise affordable housing delivery, improving quality and design and responding to the sustainability agenda. In addition, our partners have funded research and exploratory studies and master planning activities. The joint commissioning partnership meets quarterly and includes representation from the HCA.

BME and Supported Housing Partners

4.27 In addition to the joint commissioning development partners the council has built a strong partnering relationship with a number of BME and Supported Housing Providers to meet specific housing needs of our diverse population. The Council facilitates a BME Forum for Housing Association Directors at a senior level and on a Sub regional level. Our Commissioning Body also supports the development activities of a range of Supported Housing providers.

Developers

- 4.28 The Council is committed to developing open and transparent relationships with the private sector and developers, encouraging them to support the Council's regeneration priorities by investing in the Borough. To this end the Council regularly attends the annual MIPIM property conference, and is constantly seeking to build its networks and enhance its reputation as a Borough which is open for business and worthwhile investing in. A critical factor in achieving this is the quality of service provided to potential investors. The Council has a reputation for providing clear planning advice and is adept at delivering timely planning decisions. The Borough is careful to maintain strong working relationships with all of the key developers operating in Brent (eg. Quintain and St Modwen in Wembley) despite the inevitable disagreements that arise through the natural course of the planning process.

Other Agencies

- 4.29 The council's partnership with local health services is set out in the Health and Wellbeing Strategy, supported by the Joint Strategic Needs Assessment (JSNA). In future, the relationship is likely to change in light of the governments's proposals in its recent white paper, giving local authorities a more direct responsibility for public health as well as new responsibilities and opportunities in other areas. As far as this plan is concerned, joint working with health is central to assessing need and planning delivery in a number of areas, especially supported housing and other work through the Supporting People programme and delivery of Extra Care housing to meet both housing and health priorities. Other key priorities include delivery of aids and adaptations, energy efficiency and fuel poverty in existing and new housing stock, design issues such as Lifetime Homes and space standards and access to health care, including development of the physical and service infrastructure to ensure proper access across neighbourhoods.

Local Authority and Sub Regional Partnerships

- 4.30 The WLA is overseen by a bi-monthly meeting of Leaders and Chief Executives from each of the six boroughs and it is this group which determines the overall strategic direction and work programme of the alliance. This high level group is supported by a monthly meeting of the six West London Chief Executives who effectively act as an executive planning and monitoring group overseeing the implementation of key projects. The Chief Executives also have regular scheduled meetings with the Greater London Authority, with West London Borough Police Commanders and with the West London Network representing the voluntary and community sectors. A major current concern involves some potentially very significant work on improved procurement of HR, children's social care and adult social care.

4.31 The council will continue to work closely with other local authorities . For example through the London-Luton A5 corridor group with Barnet and Camden. Brent has collaborated with Westminster in bringing forward the St Augustine’s School sports hall in South Kilburn on Brent land, funding by Westminster and with local community access. It is also working in partnership with Westminster in progressing ideas for the expansion of the Moberley sports centre. The council has worked with LB Ealing on the emerging proposals for residential development on the First central site in Park royal where the social, health and educational infrastructure will be paid for through the development but built in Ealing. Brent is an active member of the Future of London network, and is keen to share and learn from best practice across the city.

Key Challenges and Barriers to Investment and Delivery

4.32 Brent is facing a number of unique challenges and opportunities over the next four years. The extremely demanding financial conditions facing the public sector - the recent Government announcement of £1.2 billion savings from local government funding in the current financial year is a precursor to further substantial reductions in the Comprehensive Spending Review expected in October this year and further cuts forecast in the short to medium term as the Government seeks reduce the budget deficit.

4.33 The Chancellor’s emergency budget on 22nd June indicated potential reductions of ‘up to 25%’ in non-protected spending areas which includes much of local government. This is now forcing every local authority to review fundamentally its structures and operating practices and to challenge traditional assumptions about how councils are organised and how we work with our partners in generating and attracting investment for housing, regeneration and infrastructure.

4.34 One of the key challenges is how we can respond to the current depressed property market conditions in order to ensure private development remain viable and that there is still an appetite to deliver housing. A number of schemes have stalled as a result of falling market values, availability of credit and finance and a more conservative approach towards risk. Some schemes are currently in administration which has further delayed the delivery of new private and affordable housing. Whilst Kickstart Funding has helped to deliver the Atlip Road scheme in Alperton, there are still some reservations as to whether some developers would like to commit to this funding to progress sites. In order to restore the market appetite to deliver existing schemes with planning permission, the Council has introduced viability review mechanisms on key strategic sites which aim to safeguard the delivery of affordable housing, infrastructure and planning conditions at a point where the market conditions improve. However, the Council is keen to ensure that quality and design are not compromised as part of any renegotiations.

- 4.35 Another challenge is the availability of capital investment. Access to private finance is constrained due to caution in the banking sector and the current economic climate. Whilst the Council has recently secured £140m private sector investment to deliver a Housing and Social Care PFI, housing delivery partners are still finding it difficult to generate private finance to delivery schemes. The Council is keen to encourage institutional investors to support the delivery of housing and regeneration schemes which can ultimately provide for a range of tenures. A number of discussions have been held with housing delivery partners and financial advisors on attracting new and existing investors and developing a range of new investment vehicles. We would be keen to explore how these could be progressed with support from the Mayor, GLA and the HCA.
- 4.36 It is very important for the Council to ensure that the momentum in delivering our estate regeneration programmes is maintained so that tenants living in accommodation earmarked for demolition can move into new housing that meet the Decent Homes standard. The Council has made considerable progress in kickstarting the regeneration programmes in the Barham Park and South Kilburn estates with the support of the HCA, delivery partners and the residents. A key priority is to ensure we can keep residents engaged with our delivery programme and manage their expectations so that they are able to rehoused from the non decent accommodation they currently occupy. Both estate regeneration projects have ambitious targets to support growth in private housing which is vital to ensure that we achieve a balanced community and create home ownership and renting opportunities for residents. With the longer term nature of regeneration schemes it is vital that housing investment is secured to assure residents that delivery can be achieved over the short, medium and longer term, and that they will not end up an incomplete regeneration scheme..
- 4.37 The Council has support a number of capital projects by using its prudential borrowing capacity. Following the recent announcement to withdraw grant funding support for our Local Authority New Build Programme, the Council has been pursuing a range of different options, one of which considers how private sector investment can be levered or whether housing association partners are able to deliver our programme in the shorter term. It is anticipated that there will be a further constraint on the use of prudential borrowing at a time where the Government are trying to control overall public sector borrowing. Given this, the Council is keen to discuss with the Mayor and HCA whether there are options to jointly develop public private partnerships in order to take some of our potential schemes forward.
- 4.38 The withdrawal of the Planning and Delivery Grant places further uncertainty on the resources available to the Council's ability to support new housing delivery in the short to medium term. Although the introduction of a new incentive system by matching money raised through council tax receipts from new homes is welcomed, further details on how the scheme will be administered are needed in order to fully

assess the impact on the council's capacity to support new housing delivery and on the overall viability of schemes as result of an increase in planning fees.

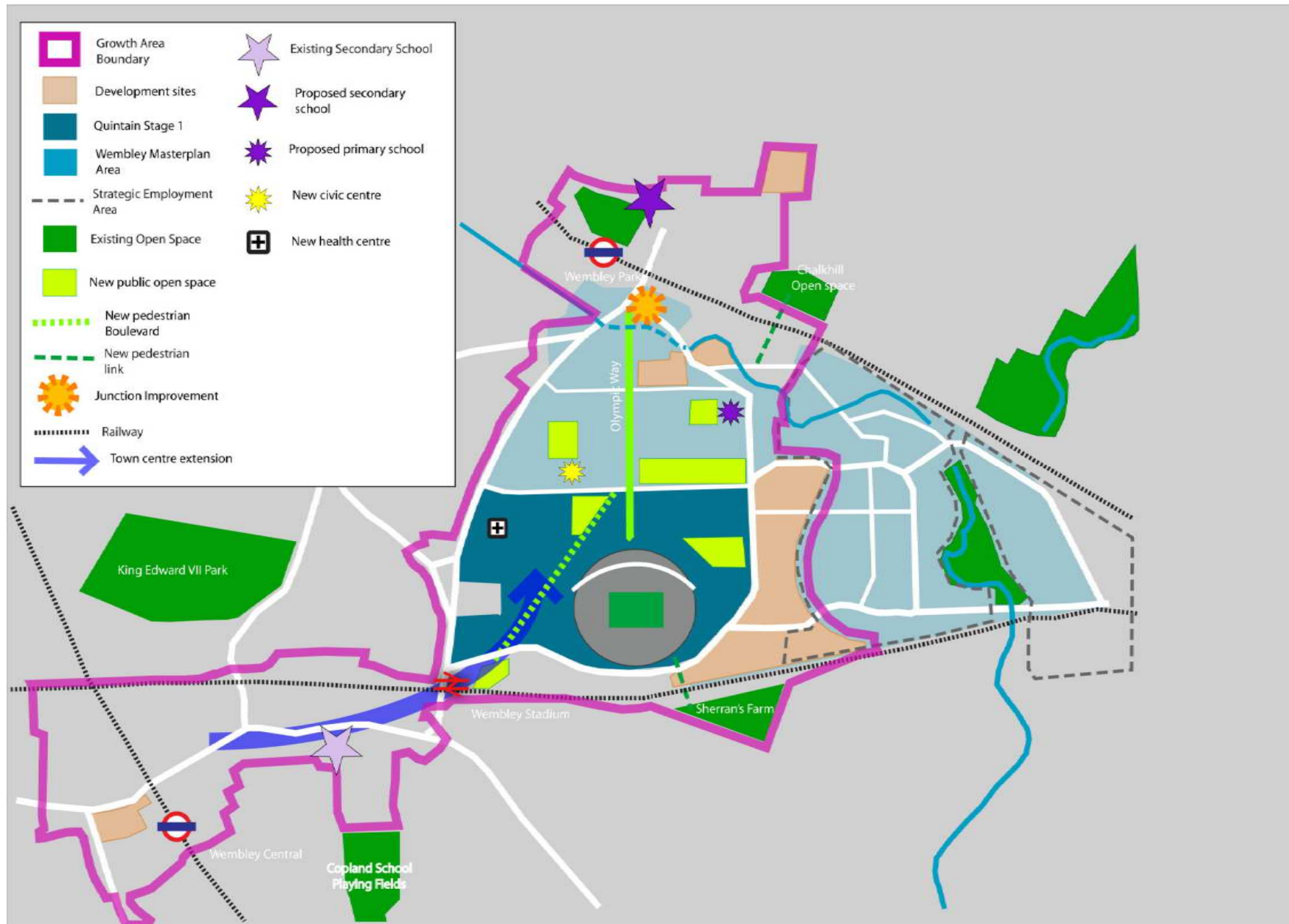
- 4.39 Our approach to managing affordability is also a key challenge. In particular, a key problem is how we can work with lenders to ensure mortgage affordability and deliver interim tenure options for residents who cannot secure a mortgage, especially amongst the young. Delivering intermediate renting options is a key priority for the Council and across the sub region.
- 4.40 The Chancellor's announcement to introduce Housing Benefit Reforms from 2010/11 also represents a significant challenge in terms of how the Council is able to manage its temporary accommodation and homelessness strategies. The Council has just under 3,000 homeless households staying in temporary accommodation. The Council estimates that at least 2,000 residents staying in the private rented sector could be faced with eviction on the introduction of the housing benefit rent caps. It is therefore a key priority to deliver schemes such as the Settled Homes Initiative which seeks to deliver permanent housing over the longer term by charging market or sub market rents. Introducing this model on some larger developments could assist with viability and delivery at a time where overall funding levels are constrained.

SECTION 5:

OUR GROWTH AND REGENERATION PRIORITIES

- 1. WEMBLEY**
- 2. SOUTH KILBURN**
- 3. ALPERTON**
- 4. BURNT OAK/COLINDALE**
- 5. CHURCH END**
- 6. BARHAM PARK**
- 7. NORTH CIRCULAR ROAD**

Map of the Wembley Master Plan Area



Wembley

Wembley will have a modern, service based economy. Hotels, restaurants, offices, shops, leisure uses and an array of other businesses will provide thousands of new jobs, and meet the needs of both visitors and local residents, 24 hours a day, 7 days a week. Where once there was redundant and under used commercial land, there will be a thriving city quarter offering a unique city experience with a range of quality and affordable homes. The new Wembley will epitomise the very best of modern urban living.

(Our Vision for a New Wembley, 2002)

- 5.1.1 Brent's vision for Wembley was launched in November 2002 and challenged our partners to deliver a new Wembley, which by 2020 will be the vibrant heart of Brent, a key contributor to the London economy, and a national and international destination. A master plan was prepared in 2004, which identified the council's and community requirements to ensure that there was a comprehensive approach to the land surrounding Wembley Stadium.
- 5.1.2 Over the following years, the vision began to transform into reality and became one of London's fastest moving regeneration schemes. With the completion of Wembley Stadium, the local landscape has changed. Wembley Arena was refurbished and re-orientated, a new public square introduced, and the new White Horse Bridge connected the Town Centre to the wider regeneration area. In addition, there has been significant investment to the transport infrastructure, with all three stations undergoing major improvements to make Wembley easily accessible by public transport.
- 5.1.3 Given the shift in market conditions and rising development pressures, the 2004 Wembley Masterplan was revisited with a view to develop and strengthen its remit to include lands to the east and north of the new Stadium, maximising the regeneration potential of this area in line with the Council's Vision. In particular, the revised master plan emphasised Wembley being Brent's core growth area for the next 20 or more years and has capacity to provide over 10,000 new homes, over 5,000 new jobs, a new school and a new Civic Centre at the heart of the regeneration area.

Key Achievements

- 5.1.4 The Council has clear strategic plan for delivering regeneration in Wembley and produced a Wembley Development Framework to support the 2004 Masterplan which provided an essential guide for a number of development opportunities within the regeneration area. The Wembley Masterplan has been revised and was adopted in June 2009 as a supplementary planning document. The completion of the National Stadium and refurbishment of Wembley Arena has resulted in a step change in the pace at new development and infrastructure has been provided across regeneration of the area.

- 5.1.5 We have commenced delivering the consented Stage 1 scheme with Quintain Estates and Development plc (Quintain). The £2.5bn stage 1 consented scheme delivers 4,200 new homes, leisure, entertainment, a designer outlet retail park, specialist sports retail, hotels, restaurants and bars. The Stage 1 application is supported by a financial appraisal and worked up business model which is consistently reviewed to ensure delivery over a longer term can be achieved. Quintain have delivered 520 homes as part of the Stage 1 application, of which nearly half are affordable. Quintain have also provided provide 2,500 square metres of community space, including a new employment portal located within Forum House, a new nursery and a new primary health care centre. The pioneering Envac system has also been introduced by Quintain as a key component of regeneration infrastructure. The Envac waste handling system was installed and became operational in December 2008 and is key to promoting recycling, reducing vehicle movements to collect waste, and to provide a more cleaner and healthier environment for people to live and work.
- 5.1.6 Brent is soon to deliver a landmark development comprising 84 homes which over looks the regeneration area. The scheme comprises 27 private and 57 affordable units which are being delivered under the Council's Housing and Social Care PFI scheme. The scheme is being delivered by Hyde Group and is due to complete at the end of the year.
- 5.1.7 The Council has acquired land in the heart of the regeneration area for our new Civic Centre Building which is to be a landmark building and a centrepiece of the regeneration of Wembley. The Civic Centre will bring together council departments from across the borough into one central location. The Civic Centre will include a 1,000 capacity community hall, a library, two cafes, a shopping area, and council offices and committee rooms. Planning approval for the Civic Centre was approved in March 2010 and work has commenced to develop the building by 2013.
- 5.1.8 The connectivity to Wembley has also been enhanced to make Wembley a very accessible destination. In particular, all three Wembley tube and rail stations have been improved to provide substantial additional capacity and enhanced environments for visitors and commuters. Arena Square, which is a new public square located between Wembley Stadium, Wembley Area and the new Civic Centre, has also become a well known landmark, having hosted the 2008 Olympic Torch Relay and a number of celebrity and community events. The White Horse Bridge also provides an important new public space which connects the Wembley Stadium regeneration area to the surrounding town centre. The White Horse Bridge has also become a focal point for local and communal activities.

- 5.1.9 Another key achievement is completion of the Central Square town centre redevelopment which was achieved earlier this year. The redevelopment has transformed the area to provide a mixed use development, which include 259 residential units, a new town square, a refurbished car park and 135 square meters of retail and leisure space arranged over two levels. 532 new homes have been developed across town centre, of which 228 are affordable housing units.
- 5.1.10 The development of the Ark Academy is on site and is expected to complete by September 2010. The new academy will offer 1,600 school places for pupils aged 3 to 18 years and will help to provide urgently needed school places in the borough. Reception classes for 60 pupils opened on the site in temporary buildings in September 2009. The school includes a two storey sports/drama hall, three hard play areas, two floodlit sports pitches and outdoor play areas.
- 5.1.11 Quintain have already developed a new nursery for up to 70 children as part of the the Forum House development. The nursery includes an outside play area and is expected to open by the end of 2010.

Approach to Delivery

- 5.1.12 Future commitments under the Stage 1 consented scheme include a contribution of £9m towards new school provision in Wembley, £3.5m for road and junction improvements and £2m for improved bus services. Quintain are also to provide £2.5m towards education and training programmes as well as job brokering. Later phases of the Stage 1 application will include a further 5,700 square metres of community space including youth facilities such as a skateboard park, climbing wall and multi-use games area.
- 5.1.13 The next phase of the development is focused on the construction of a new Hilton Hotel, student accommodation, nine screen cinema and the pedestrianised designer outlet. Piling and enabling works are already on the way for the new Hilton Hotel which will provide 4 star accommodation and conferencing facilities for visitors to Wembley. Quintain has also commenced works to deliver student accommodation comprising 660 units. Works will also begin shortly on the London Designer Outlet Shopping Mall which brings together a range of restaurant, cafes, bars and the nine screen cinema. The works programme is expected to complete by 2013.
- 5.1.14 A key feature of Wembley City is to the Wembley Park Boulevard which is a new tree lined route which will run from Arena Square through to the White Horse Bridge, and will connect the existing shopping provision on Wembley High Road to the proposed new shopping and leisure facilities at Wembley City. Works will commence to develop this route as the new retail and leisure hub is constructed.

- 5.1.15 The next stage of the regeneration of Wembley will focus around the 14 acres of land immediately surrounding the Council's new Civic Centre, more commonly known as the North West Lands. Quintain are currently working up a planning application to deliver up to 1,300 new residential homes, a new hotel comprising 125 bedrooms and 129 residential apartments, a new community pool and leisure facilities, and a thriving shopping street with space for around 30 shops including a new anchor store. Quintain are also proposing to provide affordable workspace, which will enable local businesses and Brent entrepreneurs to work in the centre of the regeneration area. The plans also include delivering major improvements to Olympic Way which is the main route for large crowds walking from the Arena and Wembley Stadium on event days. Consideration is currently being given on how a bus route can be incorporated to improve Wembley's public transport connections. To deliver this next exciting stage of Wembley's future, the Council and Quintain are keen to discuss investment delivery options with the Mayor and the HCA to ensure works can commence over the next couple of years.
- 5.1.16 The Council's offices at Brent House, and the Copland School lie in an area known as the Wembley Link, so named as it forms the important connection between Wembley Stadium and the exciting new development taking place around it, and Wembley High Road. The LDF core strategy promotes the expansion of the town centre eastwards, towards Wembley Stadium and the Quintain scheme – making the Wembley Link area particularly important strategically. Earlier this year the Council commissioned Navigant Consulting, with specialist retail support from GVA Grimley, to carry out a soft market testing and financial viability analysis of a range of development options to assess market demand from retailers and developers. The Council is currently reviewing the findings from this study and is considering how development options can be taken forward in the current economic climate.
- 5.1.17 A key priority is to secure funding for two development sites that are being delivered across the Wembley Masterplan area. The schemes located at the Wembley Market, Juniper Close and Elizabeth House sites are being progressed by London and Quadrant, and are essential in terms of meeting the decanting needs for the delivery of phase 3 of the Barham Park estate regeneration programme. The Wembley Market Site and Elizabeth House site have a detailed planning consent.
- 5.1.18 In May 2004, the LDA entered into a development agreement with Quintain whereby the LDA agreed to make and implement a compulsory purchase order to assemble a block of land adjoining Wembley Stadium Station on the Chiltern Line. The LDA also carried out works to improve pedestrian links between the new Wembley Stadium and Wembley High Road and, through Quintain, bring forward a mixed-use residential development. The Council is keen to work with the LDA and Quintain to ensure the land can be compulsory purchased as part of the overall approach to delivering the Wembley Link project.

SUMMARY: WEMBLEY

KEY PRIORITIES	short term 2010 – 2012	medium term 2012-2015	longer term 2015+
	<ul style="list-style-type: none"> • Secure funding for. Wembley Market, Juniper Close and Elizabeth House site; • LDA to CPO land next to Wembley Station which is in fragmented ownership; • Progress Wembley Link Project and secure Funding for Copland School • Secure planning and funding for North West Lands • Commence delivery of WO5 	<ul style="list-style-type: none"> • Secure investment and funding to deliver the Housing and Retail elements of Wembley Link Project • Develop wider strategy to deliver more housing on W06, W08, W10 through the development of a investment agreement with Quintain; • Delivery of pilot HCA Private Sector Initiative with Quintain. 	<ul style="list-style-type: none"> • Ensure the comprehensive redevelopment of sites on the North and East of the Stadium; • The CPO action for Wembley West End South progressed.
KEY OUTPUTS	<p>Affordable housing units at Juniper, Wembley Market and Elizabeth House Delivery of WO7 to provide Retail and Leisure Offer Propose key Employment targets School Redevelopment Key outputs from NW Land</p>		
KEY INVESTMENT REQUIREMENTS:	<p>SHG for Juniper Close , Wembley Market Sites and SHG for Wembley North West Lands (year 2/3 funding) Transport infrastructure improvements NWLands – need to refer to investment options</p>		
APPROACH TO DELIVERY	<p>RSLs to deliver affordable housing schemes using NAHP funding CPO of the LDA lands S106 and planning for NW lands</p>		

Map of South Kilburn Regeneration Area



South Kilburn

The people of South Kilburn are keen to improve the environment of their neighbourhood to the standard of the surrounding areas in Queen's Park and Maida Vale. Not only do they want the opportunity to consider the design of the area as a whole, but as importantly they want the fundamentals to be done well. They want clean streets, well-maintained open spaces and lighting that works. The vision is for a South Kilburn that is fully integrated into the surrounding neighbourhoods and London as a whole.

(A New Deal for South Kilburn, 2000)

- 5.2.1 The long term vision for South Kilburn has been distilled from community views. The vision proposes South Kilburn as:
- A single neighbourhood where people are proud to live, learn and work;
 - A safe neighbourhood, free from crime and the fear of crime; and
 - A sustainable neighbourhood which works together to meet the needs of its diverse communities.
- 5.2.2 Top of the list in relation to community objectives is the desire for good quality and affordable homes. The community recognises the links between housing condition and other indicators of social exclusion – in particular health – and is keen to see radical alternatives to the status quo being explored.
- 5.2.3 In April 2005 we, along with South Kilburn New Deal for Communities (now South Kilburn Partnership) produced a Supplementary Planning Document which sought to regenerate South Kilburn, transforming the area from a housing estate into a sustainable urban area. The business case for the South Kilburn Regeneration Project was based on the consortium running the whole redevelopment from start to finish.
- 5.2.4 The downturn in the housing market and reduction in government grants has led us to look at new ways to complete this project and the Council is now looking at how individual sites could come forward for redevelopment in a number of key phases. The key objective is to take advantage of funding in the short term from a number of different sources and consider options for a number of delivery vehicles.
- 5.2.5 Along with South Kilburn Partnership we are in the process of producing a new South Kilburn Masterplan to try to attract funding for redevelopment. The Masterplan's focus is on delivery, with phases 1a and 1b commencing from 2010-2012, and 2012-2014 respectively. Until the new Masterplan is adopted, the previous 2005 Masterplan is still adopted as policy guidance.

Key Achievements

- 5.2.6 The adopted South Kilburn Masterplan is currently being revised. The Council has completed the construction of 135 new homes at Thames Court and Granville Homes developments. In addition, a new sports hall has been constructed in partnership with St Augustine's School and Westminster Council.
- 5.2.7 The approach that been taken to deliver phase 1 sites in terms of planning and procurement processes has derisked the project and generated a receipt which the Council's Members and HCA have given their approval to recycle to ensure the delivery of further phases of the regeneration programme.
- 5.2.8 The Council has received £4m Growth Funding to secure relocation of Albert Road Day Centre and to release the site for the new housing site in South Kilburn to be delivered under phase 1. Planning has been secured for four sites and works have commenced or are due commence on Gordon House (28 units), Texaco Garage (50 units), Albert Road (152 units) and the roundabout site (131 units).
- 5.2.9 The creation of the South Kilburn Neighbourhood Trust with an asset base of £4.5m is a key achievement. SKNT provides a valuable role in delivering the regeneration on behalf of the residents. The Council has developed a long history of working with communities in South Kilburn (now through the South Kilburn Neighbourhood Trust's Housing and Investment Committee, an excellent example of localism). A South Kilburn Partnership Board has board has also been established and has set up four thematic groups representing key agencies delivering services and with resident participation.

Approach to Delivery

- 5.2.10 The approach to deliver the South Kilburn regeneration programme covers four main phases. As part of the first phase the Council has identified four sites that will provide decant capacity to enable us to clear sites to further progress the regeneration. Two of these sites are owned by the Council and are to be disposed to London and Quadrant. In bringing these two sites forward, the Council undertook to deliver the schemes to RIBA stage D+ as part of the disposal terms. By derisking the development schemes, the Council has been able to achieve a capital receipt for the disposal of the sites. The Council's Executive have agreed to ring-fence these receipts to fund the next phases of development within the regeneration area.
- 5.2.11 The Council wishes to enter into an agreement with the HCA to take a partnership approach towards delivering and investing in the future phases which is predicated on the principle of reinvesting any overage or capital receipts that are generated into supporting the delivery of future phases and, in particular, meet the following objectives:

- i) To ensure that the Council is able to bring forward high quality mixed tenure developments that will enhance the area and people will be proud to live in.
- ii) To support the development of further sites to ensure that sufficient decant capacity is generated to achieve phase 3.
- iii) To fund leaseholder acquisition costs which are to required to be met up-front in order to release sites earmarked for development.
- iv) To support the cash flow management strategy required to ensure the delivery of each development phase and the overall regeneration programme.
- v) To avoid prejudicing the potential JV option for later phases

5.2.12 The investment agreement for South Kilburn enables any overage/value that is generated to be shared between the Council and HCA on the completion of the regeneration programme. Reaching an investment approach for South Kilburn with the HCA is key to ensuring that the momentum in delivering the first phase and subsequent phases can continue to be maintained. The investment approach will also set the basis on which the joint venture partnership could be structured.

5.2.13 The council will continue to push forward the planning and development of the Remaining Phase 1 Sites – Bond, Hick Bolton, Cambridge/Wells, Ely (250 dwellings in all).

5.2.14 The council is recycling funds into land purchase either through Leaseholder buyouts or site purchase to assemble the next phase of sites for development, such as Zone 18

5.2.15 Developer Framework Procurement Exercise for the remaining Phase 1 and Phase 2 sites-the OJEU notice has been issued and Framework Partners will be selected by early 2011.

5.2.16 The council intends to contribute to its infrastructure through development and will take the lead for example in bringing forward decentralised energy centres in South Kilburn where it has commissioned its own study working with ESCOs to deliver and run the energy centres.

5.2.17 The council will use Primary Capital Programme Resources and provide former housing land to build a new expanded primary school in South Kilburn.

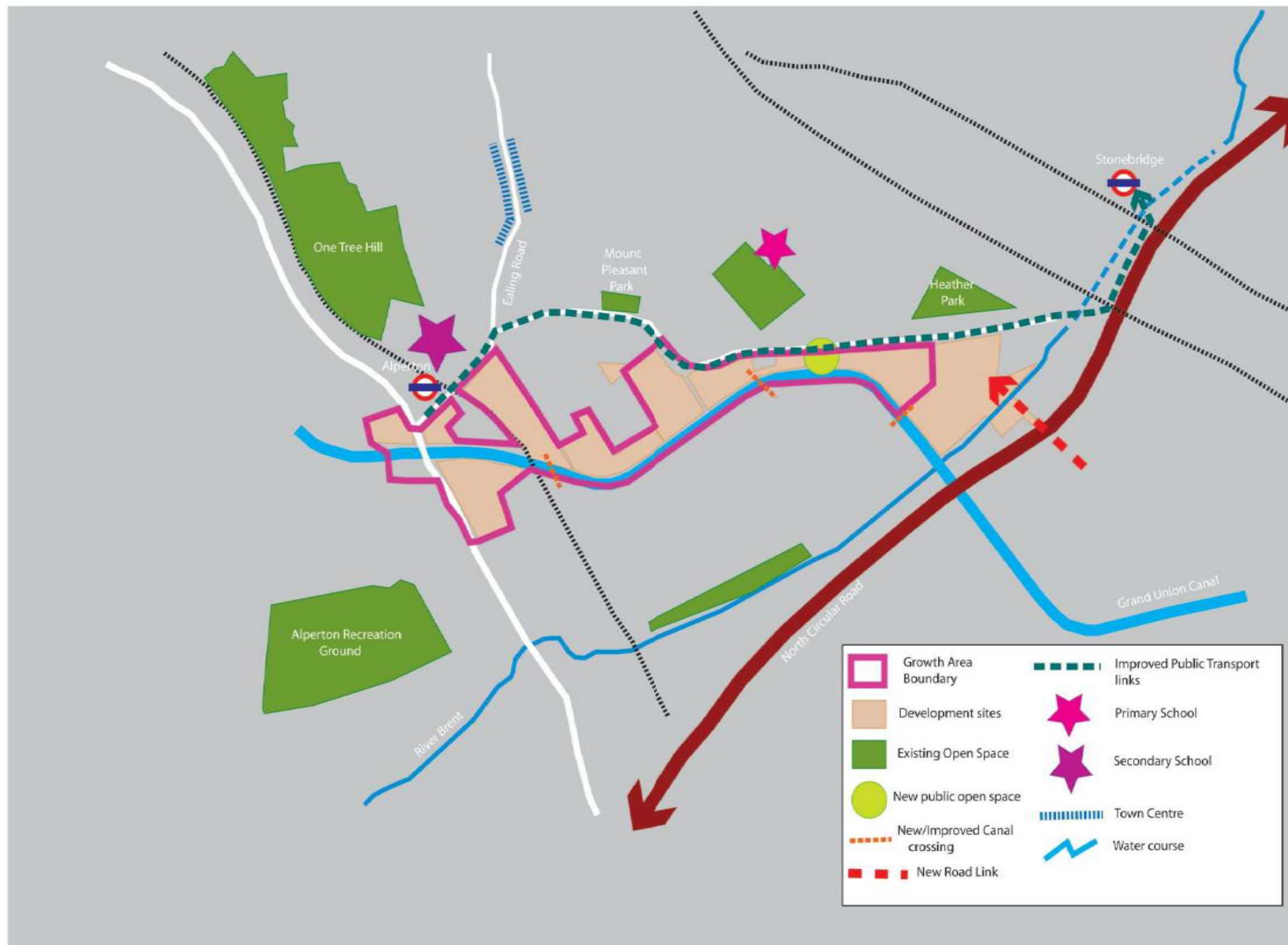
5.2.18 TFL co-operation has been secured in bringing forward the roundabout site for development and in future redevelopment of Site 18 adjacent to Queens park station will offer opportunities to improve station access, provide a better bus-station interchange and improve Train Crew facilities within the development.

DRAFT VERSION

SUMMARY: SOUTH KILBURN

KEY PRIORITIES	short term 2010 – 2012	medium term 2012-2015	longer term 2015+
	<ul style="list-style-type: none"> • Secure funding for Phase 1 decanting sites, which include Zone 11A, 3C and Gordon House and Peel Precinct, so construction can commence by Summer/Autumn 2010; • Secure Planning Permission for the 1b sites and bring forward partners to develop these sites • Secure funding to ensure the longer term management and maintenance of council properties is sustainable during the regeneration programme. • Secure development of Healthy Living Centre 	<ul style="list-style-type: none"> • Progress the demolition of Bronte and Fielding House; • Secure funding for Phase 2 sites and other sites identified for development as part of revised phasing plan; • Commence with the development of a Joint Venture partnership to deliver the regeneration plans over the longer term. • Development of new primary and junior school. 	<ul style="list-style-type: none"> • secure funding to support the long term JV partnership. • Complete redevelopment by 2022
KEY OUTPUTS	To be inserted		
KEY INVESTMENT REQUIREMENTS:	To be inserted		
APPROACH TO DELIVERY	To be inserted		

Map of Alperton Growth Area



Alperton

The ambition is to establish three distinctive new neighbourhoods linked by a high quality and lively stretch of canal.

A canal runs through it: open up the canal for local people – as a place to travel to and from home, work and school, as an open space for them to enjoy and as a place for recreation, respite and peace

Cultural Centre: Alperton's local centre, located around Alperton Station and the new school on Ealing Road will be a busy, cosmopolitan destination catering for its culturally diverse population. The nearly completed Shri Sanathan Hindu Temple will re-enforce the cultural significance of the centre.

Waterside Residential Neighbourhood: As you move east along the canal a different neighbourhood emerges, quieter and more residential, a new type of community which provides family accommodation in a compact modern environment. Development activates the canal, taking advantage of the views and atmosphere.

Industrial transition zone: a new working suburbia: Development on the Northfield Estate will provide enhanced employment space where local industry can be relocated and consolidated. New development will provide a mix of modern intensified light industrial units, studios, managed workspaces and new homes.

Alperton Masterplan 2009

5.3.1 Alperton provides an opportunity to rethink suburbia; to reinvent and redefine suburban living for the 21st century. Our vision for Alperton is to transform a disjointed and rundown part of London into a coherent and attractive place to live and work. This transformation will be driven by growth – Alperton is an excellent location for new housing, new local employment and new amenities. The 12.25 hectares of land along the canal is promoted for approximately 1,600 homes. In addition, a key priority at the heart of the regeneration scheme is to modernise and refurbish Middlesex House, to provide a landmark development that is fully integrated into the regeneration plans.

5.3.2 Much of the land in Alperton that is now being promoted for development has long been protected for industrial use. However, whilst there are a small number of successful and sustainable businesses, the predominant industrial character is one of decline with run down estates occupied by marginal uses and only sustained by low rents. Moreover, industrial operations are located hard up against existing residential streets and cul-de-sacs and there are many bad neighbour uses, such as car repair, spaying and scrapping, that are better located away from established and growing residential areas into managed industrial estates elsewhere in the borough. Alperton

does however have a number of assets in a 1.6km stretch of the Grand Union Canal, good public transport and the unique Ealing Road town centre, which can help support a shift in character towards a compact and sustainable waterside community, and at the same time deliver the modern business premises needed to help further raise the aspirations of the existing business community and attract new investment to reinvigorate the local economy.

- 5.3.3 The LDF Core Strategy has changed the policy designation of the area from protected industrial land to a growth area to facilitate the mixed use redevelopment of the area and Site Specific Allocations introduce revised policy requirements for individual development sites. Alperton is identified as having the potential to deliver approximately 1600 new homes.

Key Achievements

- 5.3.4 183 Ealing Road is a 100% affordable housing scheme of 37 flats that completed at the end of 2008; adjacent 185 Ealing Road is under construction and will also provide 100% affordable housing, with 31 flats and completion scheduled for summer 2011. Both schemes provide new retail frontage at ground floor level. Further down the Ealing Road, works have started on the redevelopment of the Chequers PH, which will deliver two new ground floor retail units and 30 affordable flats above, with completion scheduled for winter 2012.
- 5.3.5 Construction at Atlip Road is progressing well, with the scheme due for completion by March 2011. This canalside development will provide 186 flats across 6 blocks, with 126 affordable homes, including 31 larger family sized social rent units. Redevelopment of this vacant industrial land has also provided commercial units, a new bridge across the canal and play facilities. The 60 private units at Atlip Road successfully secured funding under round 1 of the HCA Kickstart programme to support stalled developments.
- 5.3.6 The HCA has also supported the refurbishment and conversion of Middlesex House. Works on this former 14-storey ex-office block, previously converted for use as temporary accommodation and standing at a prominent location on the Alperton junction, have now started. The refurbishment will rationalise internal flat and building layouts to provide 84 permanent affordable homes and around 100 additional bedspaces, including more family-sized homes with 10 new three bedroom and 1 new four bedroom flats. The new cladding system will not only create an attractive landmark building which will provide balance to regeneration in the local area in virtue of its height and mass but, together with passive and low energy technology measures, improve the building's insulation and reduce energy loads and carbon emissions.

5.3.7 The Council has produced an Alperton vision document and has been developing a comprehensive Masterplan over the past year. The Masterplan will set out the growth and regeneration priorities for the Alperton Growth Area, identified in the LDF as having the potential to deliver approximately 1,600 new homes, and will be adopted as a Supplementary Planning Document. The Planning Service has taken design work undertaken by Fluid architects last year and drawn up detailed designs for three identified character areas – a local centre, a waterside residential neighbourhood and an industrial transition zone – in consultation with CABE, DfL, GLA, British and Waterways. This design works sets out a proposed urban framework, together with building forms and guidance on acceptable heights and densities.

5.3.8 CABE have also constructed a financial model and the Council is now testing the viability of the design guidance to determine what levels and mixes of affordable housing can be reasonably achieved in the area. The masterplanning exercise has considered how redefined suburban living can be delivered in the context of adherence and otherwise to existing planning policies.

Masterplanning Progress:

Baseline Analysis and Preparation:	04/2009 – 05/2009
Fluid architects appointed:	06/2009
Vision Statement:	06/2009 – 07/2009
Fluid Preferred & Final Options:	10/2009
MVA Consultancy appointed for Transport Study:	10/2009
MVA transport study completed:	03/2010
Vision statement executive approval:	06/2010

Indicative Timetable for SPD Adoption:

SPD Development:	12/2009 – 09/2010
CMT/SPD executive approval:	09/2010
SPD formal public Consultation:	10/2010
SPD executive approval:	01/2011
SPD executive adoption:	01/2011

Approach to Delivery

5.3.9 New Housing – the masterplan sets out distinct character areas, which tend to be different housing forms and mixes. Alperton’s local centre or ‘core’ will see higher density housing with a cluster of taller building and be expected to deliver smaller flatted development. The residential neighbourhood surrounding offers an opportunity for low and mid rise family housing but to a tighter grain than traditional suburban housing. Viability assessment work has also illustrated that lower density development of family sized housing can be more deliverable and viable here.

- 5.3.10 Abbey Manufacturing and Sunleigh Road Estates – Brent officers have shared emerging masterplan material with landowners and developers to consider the nature and scale of the development in order to maximise the delivery of family sized homes. Land ownership is fragmented here and the Council may need to use CPO powers for development to come forward
- 5.3.11 Northfields Industrial Estate – Brent is to use the masterplan to work in partnership with the GLA to explore proposals for this Strategic Industrial Location. The council has held discussions with both the land owner and potential delivery partners who are interested in bringing forward this currently redundant industrial site. Options include the use of enabling housing development to facilitate the intensification of industrial use on this constrained site. This could subsidise brand new and fit for purpose commercial units, but predominantly larger sizes that would cater for a range of industrial activities operated to current standards, as well as support a relocation strategy to unlock sites across the growth area.
- 5.3.12 Minavil House – Brent council were able to negotiate a means to set aside employment land policies to bring forward this site for development and planning permission has now been granted for mixed use redevelopment.
- 5.3.13 Commuted Sums – The Council is currently reviewing the approach to taking commuted sums in lieu of affordable housing development and Alperton is one area where this is being considered, particularly on higher density development sites and within the context of both existing and developing concentrations of affordable housing.
- 5.3.14 An increase in educational infrastructure capacity and the provision of new school places is necessary if sustainable housing growth and opportunities for family housing are to be realised in Alperton. The LDF Core Strategy and Infrastructure and Investment Framework identify the need for:
- The provision of a new two form entry primary school and redevelopment of Alperton Community School to provide a further form entry to secondary level; options include the release of some school land for housing to help cross subsidise redevelopment, with an identified capacity of approximately 100 units;
 - The provision of new nursery facilities either as part of the new primary school or within space delivered by new developments;
 - Improvements to junction works to allow for bus route improvements and better cycle and pedestrian routes are all required to raise the PTAL in strategic areas and support growth. In addition, a key priority is to ensure that the regeneration creates opportunities for additional public open spaces, and a series of public

squares and pocket parks and play areas between developments and the provision of a multi-use community centre.

DRAFT VERSION

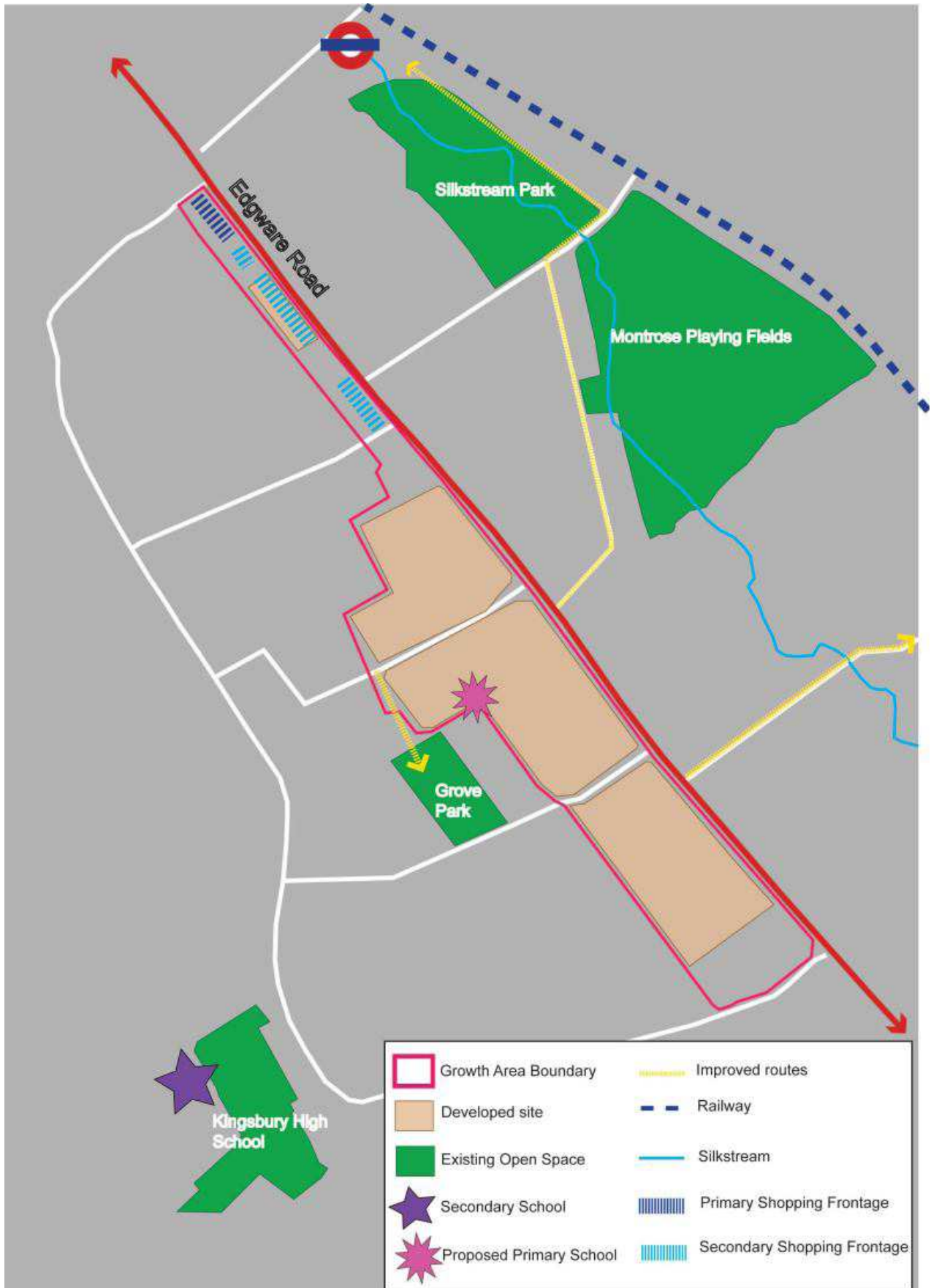
SUMMARY: ALPERTON

KEY PRIORITIES	short term 2010 – 2012	medium term 2012-2015	longer term 2015+
	<ul style="list-style-type: none"> • Complete Alperton Masterplan and adopt as Supplementary Planning Guidance • Bring forward planning and delivery of developments at Minavil House, B&Q and Mount Pleasant sites. • HCA support with GLA on exploring proposals on Northfields Industrial Estate including options for enabling housing development to intensify industrial uses, support the business growth relocation strategy to unlock key sites, and deliver 400+ homes; • Secure funding for Alperton School refurbishment or redevelopment programme; 	<ul style="list-style-type: none"> • Work with TFL to secure improvements to public transport network, in particular, bus penetration and capacity, in order to increase PTAL rating in central Alperton; • Assist Business Relocation strategy through assisted purchase scheme to release sites for housing and mixed used redevelopment. • HCA support and risk sharing of CPO activities where industrial land ownership is fragmented • Develop and deliver a series of improvements to public realm at the front of Alperton Station and Alperton Community School, in particular an improved pedestrian crossing and access at Ealing Road Junction. 	<ul style="list-style-type: none"> • To improve the linkage to Stonebridge Park and contribute towards the wider regeneration of North Circular Road through the provision of “Green” links.
KEY OUTPUTS	<ul style="list-style-type: none"> • Alperton Masterplan and SPG • B&Q has planning permission for 441 new homes (111 affordable); Minavil has planning permission for 55 new homes (28 affordable); Mount Pleasant must secure planning permission • Alperton School • Support from TfL to secure improved transport infrastructure, and in particular bus improvements, to increase PTAL and allow redevelopment in central area of Alperton 		
KEY INVESTMENT	<ul style="list-style-type: none"> • B&Q: estimated £7.9m SHG @ 140K per rented 40K per intermediate unit 		

REQUIREMENTS:	• Minavil House: estimated £2.8m SHG @ 100K per rented unit
APPROACH TO DELIVERY	

DRAFT VERSION

Map of Burnt Oak/Colindale Growth Area



Burnt Oak / Colindale

- 5.4.1 Burnt Oak/Colindale is located at the far north eastern part of the borough along the axis of the Edgware Road, bordering the London Borough of Barnet. The area is identified as a key area for mixed use regeneration and there are 14.65 hectares of land with the capacity to provide at least 2,500 new homes.
- 5.4.2 The area is a gateway location which travels south towards Central London and is considered suitable for intensified development and introduction of tall buildings along the road frontage, to be developed through exemplar designs and approaches. Set back, the development potential will follow a traditional street pattern to break down the urban grain, with new public squares and spaces being introduced. The area is well connected, with access to large public open spaces and public transport interchanges.
- 5.4.3 Development in this area will complement further significant regeneration and growth being proposed by the London Borough of Barnet in and around the Colindale area, allowing an opportunity to prepare and consider joint policies for transport, energy use and sustainability and design and infrastructure requirements.
- 5.4.4 There are already a number of section 106 sites which have consents for residential development which could provide over 1,000 homes but given the current downturn in house prices and the economy many of these larger schemes have had to be reappraised and are likely to come forward when market conditions start to improve in the next couple of years

Key Achievements

- 5.4.5 Planning consent to develop a mixed use scheme comprising various retail uses and 520 residential flats located in eight blocks at the Oriental City site. The scheme also provides for a new primary school and nursery facilities, as well as a health and fitness studio. Planning permission to develop a mixed uses scheme comprising retail and 460 residential flats at the Wickes site (40% affordable housing), which is adjacent to the Oriental City scheme. Construction of a 53 unit affordable housing scheme at the Burnt Oak Broadway site to provide 11 rented units and 42 intermediate units has started and is due to complete towards the end of 2010.

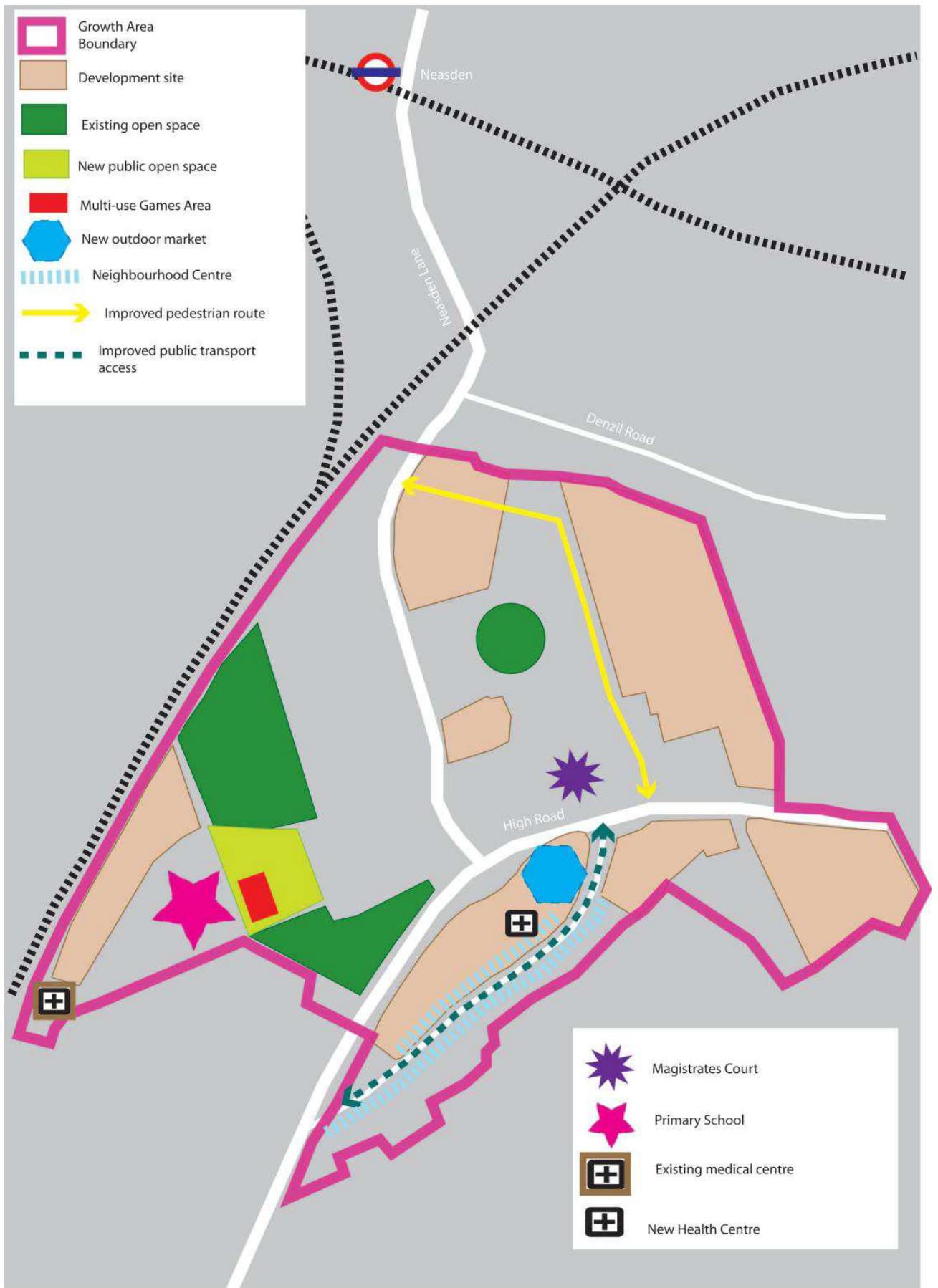
Approach to Delivery

- 5.4.6 Extant planning consents for the large Oriental City and Wickes schemes will need to be reappraised and potentially redesigned to take a more phased approach to delivery if housing growth on these sites is to come forward in the medium term. MFI site has capacity to deliver approximately 200 homes.
- 5.5.7 Options are being considered in terms of ensuring new development can support the key infrastructure requirements which include:
- Provision of a new 2 form entry primary school, extension to a secondary school to provide one further form of entry to 6th form and provision of new nursery places;
 - Provision of new health services including space for 3 GPs and 3 dentists;
 - A series of 3 new public open spaces and squares of at least 0.2ha each, improvements to the quality and accessibility of existing local open spaces and the introduction of a series of play areas within new developments and open space;
 - Provision of indoor and outdoor sports facilities, including contributions towards a new community swimming pool serving the local area;
 - New bus services to provide interchanges.
- 5.5.8 The North West London Coordination Corridor Steering Group is the current forum where joint working on infrastructure requirements and opportunities for the area are currently explored, however more direct working between Brent and Barnet Councils may be required on infrastructure planning, such as a local energy centre and improved bus services, to ensure opportunities are realised as development comes forward in the medium term.
- 5.5.9 The Council is considering whether private sector investment options can be taken forward for Oriental City, in particular using investment from the Bank of China; Far East investment funds.

SUMMARY: BURNT OAK / COLINDALE

KEY PRIORITIES	short term 2010 – 2012	medium term 2012-2015	longer term 2015+
	<ul style="list-style-type: none"> • To reappraise existing scheme and secure funding to kick start delivery to release housing growth potential on consented sites; • To work with the HCA and Barnet to consider possible new investment models as part of delivering schemes through an equity share pilot; • To develop our strategy to link into Barnet regeneration and growth proposals. 	<ul style="list-style-type: none"> • Investment options • Site delivery 	
KEY OUTPUTS	to be updated		
KEY INVESTMENT REQUIREMENTS:	To be updated		
APPROACH TO DELIVERY	<ul style="list-style-type: none"> • Reappraisal of existing larger schemes and sites to consider investment options and potential for phased delivery • Coordinated approach with Barnet Council on infrastructure requirements, particularly transport and sustainability and energy infrastructure 		

Map of Church End Growth Area



Church End

- 5.5.1 Church End is located to the south east of Wembley, south of the North Circular Road. The area comprises light industrial estates and a declining town centre set amongst predominately social rented housing estates. Growth area funding was received to improve the road network and to introduce further public transport interchanges to connect to Wembley and other local town centres. There are around 8 hectares of brownfield land which can provide up to 800 new homes to 2026.
- 5.5.2 The vision is to create a clear identity for Church End, making use of high quality urban design to introduce a new sense of place. New development will be promoted for mixed use regeneration set around the economic revitalisation of the Church End Local Centre and relocation of the existing market to a new outdoor market square. The neighbourhood will be transformed into a home of choice for Brent's diverse communities. There will be an improved balance between private and social homes, and a range of house sizes designed to cater for family living. Promoting the green agenda will be given high priority. There will be new and improved community facilities, including schools and health facilities. There will be an emphasis on a more compact commercial centre, providing shops, services and employment opportunities to local people. New business opportunities will be created, and the area will be home to a thriving small business sector.

Key Achievements

- 5.5.3 Fortunegate Community Housing has completed the estate regeneration programme, refurbishing 700 existing homes and delivering 539 new homes over a 10 year period. 100% affordable housing scheme at Mayo Road completed in December 2009 and delivered 19 family houses and 40 flats. Construction of a 100% affordable scheme at Ebony Court is due to complete in September 2010 and will deliver 21 flats. Redevelopment of the White Hart Public House will deliver 76 flats and is due to complete in July 2012. Catalyst Housing Group have acquired a number of commercial units in the Church End Local Centre which are required to ensure comprehensive redevelopment the site.
- 5.5.4 A new state of the art community centre has been developed within the heart of the regeneration area. Works carried out to improve public transport connections have been completed using £2m of Growth Area Funding. Provision of a new Multi Use Games Area as part of the Mayo Road development.

Approach to Delivery

- 5.5.5 The Church End Estate regeneration is now complete and focus is now turned towards mixed use redevelopment opportunities and particularly the comprehensive redevelopment of the Church End Local Centre. As the housing tenure of area is predominantly social rented, the introduction of stronger elements of private and intermediate sale housing into new development is sought to ensure a mixed and sustainable community, provide home ownership opportunities for local residents and contribute to the economic revitalisation of the local centre.
- 5.5.6 Church Road Local Centre – Two phased approach will be taken, with development to come forward on the Council-owned car park area of the site first, whilst acquisition and, if necessary, CPO activity continues to secure comprehensive redevelopment of the site. Extensive masterplanning and pre-application work has identified the potential for approximately 250 homes, with approximately 30% affordable housing. Planning will be submitted by the end of 2010.
- 5.5.7 Options are being considered on how the following development sites can be taken forward:
- Phase 5 Land – Planning permission has been granted for 178 homes.
 - Asiatic Carpets – SSA for mixed use redevelopment, with an indicative capacity of 200 units; delivery expected in the medium to longer term.
 - Homebase – SSA for mixed use redevelopment, with an indicative capacity of 80 units; delivery expected in the medium to longer term.
- 5.5.8 A key requirement is that any new development supports the provision of a new health centre in the heart of the area with space for a further GP and space for 1 new dentist and the use of the community centre is reviewed to ensure providing education and training can continue to be provided to local people of all ages over the longer term.

SUMMARY: CHURCH END

KEY PRIORITIES	short term 2010 – 2012	medium term 2012-2015	longer term 2015+
	<ul style="list-style-type: none"> • Dispose of council-owned car park land to Catalyst Housing Group and submit a planning application for the Church End Local Centre by the end of 2010, which promotes a range of tenures, in particular intermediate rent and sale, to increase rehousing opportunities for the local community; • Commence compulsory purchase proceedings to enable the comprehensive redevelopment of the Church End Local Centre to proceed; • 	<ul style="list-style-type: none"> • Complete acquisition of dwellings on the Church End Local Centre site under the CPO proceedings and commence works to develop the site; • Work with Catalyst to kickstart delivery of Phase 5 lands to provide 178 private homes in the heart of the new and refurbished existing estates. 	<ul style="list-style-type: none"> • Undertake a series of feasibility studies to bring forward delivery of Asiatic Carpet Warehouse and Homebase sites including identifying relocation sites (possibly linked to other Growth Areas); • Consider options to bring forward development on the Vicarage site adjacent Ebony Court;
KEY OUTPUTS	<ul style="list-style-type: none"> • Church Road Local Centre: planning permission to be secured for approximately 250 homes, with approximately 30% affordable housing to be delivered in two phases • Delivery of extant consent of 178 private homes of Phase 5 land • Medium to long term delivery of Asiatic Car Park and Homebase sites 		
KEY INVESTMENT REQUIREMENTS:	<ul style="list-style-type: none"> • Church Road Local Centre: 30% affordable housing on 50:50 social rented to intermediate ration @ 100K per social rent and 40K per intermediate unit = £5.25 SHG 		
APPROACH TO DELIVERY	<ul style="list-style-type: none"> • Greater private and intermediate sale units in new developments to introduce more home ownership in the area, ensure a mixed and sustainable community and contribute to the economic regeneration of the Church End Local Centre 		

Phasing Plan For Barham Park Estate Regeneration



Barham Park

- 5.6.1 The £80 million estate regeneration programme for Barham Park aims to transform the existing estate through demolition of the 214 resiform flats and delivery of 300 new homes. The regeneration is being delivered through a partnership with Countryside Properties and Notting Hill Housing Trust (NHHT).
- 5.6.2 The regeneration proposals cover the area of the estate itself, plus two adjacent areas of land owned by NHHT. The estate will be redeveloped in three phases over a period of some five years. Start on site was March 2010. The first phase comprised two areas, Phases 1A and 1B, at the eastern and western ends of the estate, and our priority over the short term is to decant these sites and secure vacant possession from leaseholders. Detailed planning permission for the regeneration scheme was granted for phase 1a and 1b with outline consent for phases 2 and 3 in February 2010. We need to stress funding for Barham Park is an absolute priority for 2012-15 as we cannot be left with half a regeneration scheme completed.

Key Achievements

- 5.6.3 The Council and NHHT are working together to decant the existing homes in order to obtain vacant possession to enable each development phase to commence. The demolition programme for Phase 1 sites has commenced. The HCA has provided NHHT grant funding support to acquire 21 properties under a purchase and repair programme in order to assist with the decanting of the first phase. In total, the HCA has allocated over £20m under the 2008/11 National Affordable Housing Programme to deliver 187 affordable units for the Barham Park Estate and the P&R programme.
- 5.6.4 In total the Council and NHHT have decanted 87 tenants in Phase 1. The Council is committed to delivering the scheme in conjunction with our developer partners through to completion. The Council will decant tenants into any available properties at its disposal to ensure that the scheme is completed.
- 5.6.5 The Council has been able to work with shortliffing groups to temporarily bring decanted properties into use to provide short term accommodation, primarily for homeless families, keyworkers or those on low incomes. The shortliffing of these flats has ensured that cost of managing void properties during the construction programme has been kept to a minimum and has also reduced the risk of properties from being squatted. The council has also set up a neighbourhood management office on site to assist and support residents during the construction and decanting programme.

Approach to Delivery

- 5.6.6 Phase 1A and 1B are due for demolition in September 2010 and NHHT and Countryside are reviewing the delivery programme to complete construction programme for this phase by March 2012. Phase 1A and 1B will deliver [31] affordable rent units and [28] intermediate sale units. In addition, the phase will also deliver [37] private sale units.
- 5.6.7 Planning application for phases 2 and 3 to be submitted by November 2010 with a predicted consented scheme date in February 2011 Phase 2 is to be constructed in two parts. **Phase 2A** will include [20] rent and [3] intermediate sale units. The Council is committed to assisting NHHG to decant up to 12 residents from the priority blocks that need to be demolished to deliver this phase. NHHT will need to vacate the four leaseholder flats. Brent will be able to transfer land to NHHT and will allow phase 2 allocation to be taken up within the current financial year. The development programme for phase 2A is planned to start on site by March 2011 and NHHT are working with Countryside to manage the construction programme in order to deliver the affordable housing units in 2012.
- 5.6.8 Phase 2B will deliver [30] affordable rented units and [15] intermediate sale units. In addition, the phase will also deliver [47] private sale units. The demolition and construction programme is expected to commence in 2011/12, however, the properties are not expected to complete until late 2012/2013. NHHT and Countryside are currently reviewing the construction programme to assess whether the properties can be constructed any sooner.
- 5.6.9 Phase 3 comprises 41 affordable rented units, 19 intermediate units and 64 private units and is expected to start on site in 2013/2014. Whilst a funding allocation has been received for this phase under 2008/11 NAHP, the Council would like to redirect the funding allocation to assist in the delivery of other development sites which are needed to support the decanting needs to progress the regeneration programme. London and Quadrant have identified two key sites in Wembley which provide [26] affordable rented units and 11 intermediate units. The Council is keen to ensure these sites are prioritised for funding from the 2010/11 programme. One of these sites has planning approval and the other is expected to be approved by September 2010. A works programme could be agreed to allow the properties to be constructed within the 2011/2012 timeframe.
- 5.6.10 In order to achieve vacant parcels of land it will be necessary to buy-back leaseholders within the development. There are 29 leaseholders on site. Whilst every effort is being taken to acquire properties through mutual agreement the Council is committed to make and confirm compulsory purchase orders over the short term to enable the regeneration programme to be delivered. NHHG are also seeking to bring

forward the development of a number of stand alone sites to assist the decanting requirements, which include:

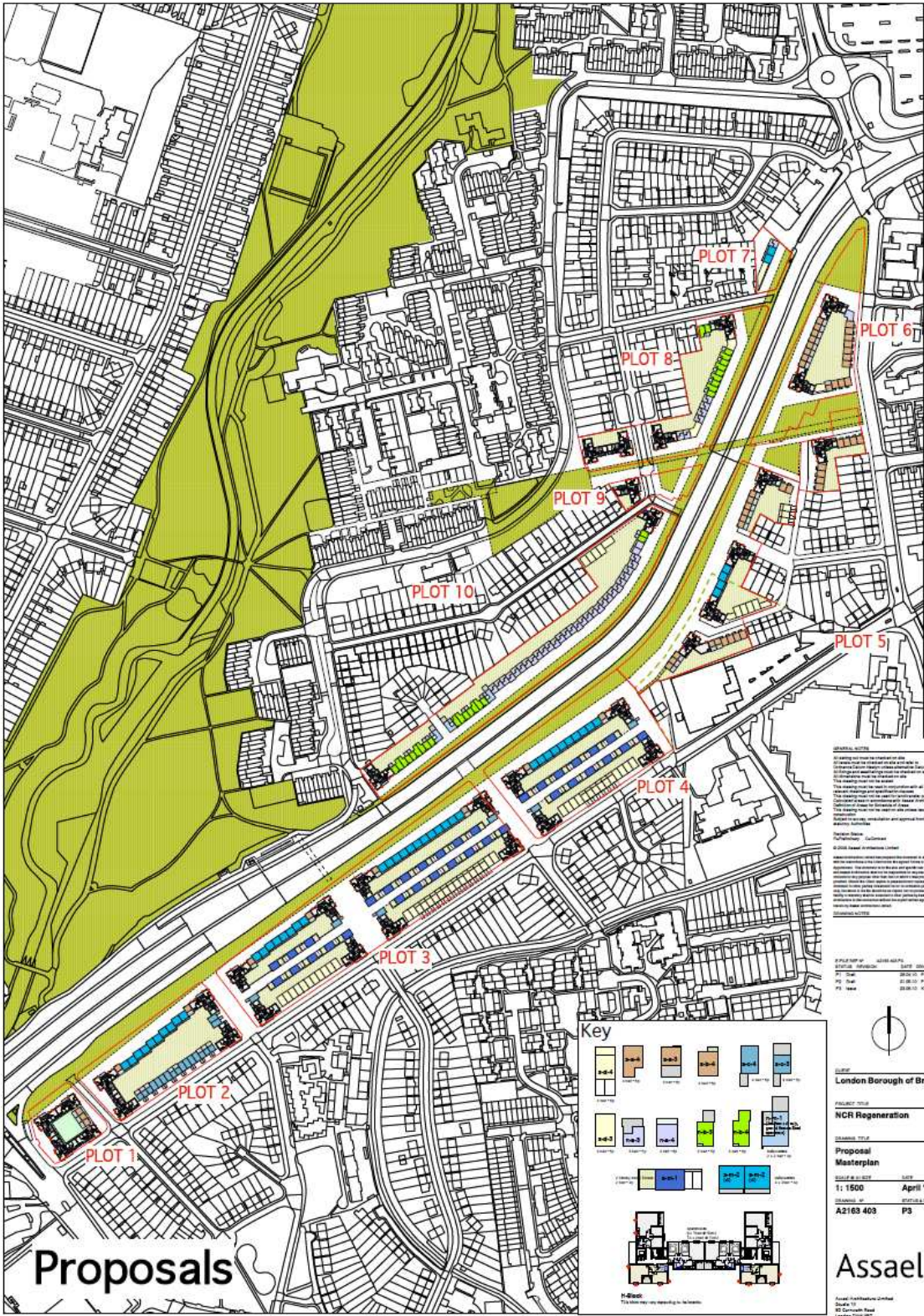
- Texaco Site 971 Harrow Road scheme to deliver around 10 rented units;
- Elms Gardens/Elms Court – It is proposed to deliver 27 affordable rented units on this site; 12 large family houses and a 15 block comprising one and two bedroom flat to meet the decanting needs of elderly people from the estate
- Considering a further purchasing programme that will deliver completed units to assist the HCA to meet completions for 2008-11 programme

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SUMMARY: BARHAM PARK

KEY PRIORITIES	short term 2010 – 2012	medium term 2012-2015	longer term 2015+
	<ul style="list-style-type: none"> • Complete phase 1a & 1b developments by 2012 • Submit detailed planning for phases 2 and 3 and clearing up all reserved matters and secure planning consent by February 2011 • Purchase sites for decanting opportunities for phases 2 and 3 • Vacate land to form phase 2a by Feb 2011 and start on site by March 2011 • Submit new funding bid for phase 2b and phase 3 	<ul style="list-style-type: none"> • Complete phase 1a & 1b developments by 2012 • Complete phase 2a development by 2012 • Decant phase 2b by Spring 2012 • Start on site for phase 2b by 2012 • Decant phase 3 into new build by winter 2012 • Start on site for phase 3 by autumn 2013 • Developing off site decants completed 	<ul style="list-style-type: none"> • Development completed
KEY OUTPUTS	<p>Demolition of phase 1 blocks Decant of phase 2a blocks by February 2011 Delivery of purchased units for decanting by 2011 Complete phase 1 development by 2012</p>		
KEY INVESTMENT REQUIREMENTS:	<p>Rebid for phase 2b (£3m) Rebid for phase 3 (£3m) NHHT to purchase new units to assist decanting(1.5m) NHHT to bid for NAHP funding for off-site schemes (£3m)</p>		
APPROACH TO DELIVERY	<p>Council Transfers vacant land Council to use CPO powers for leaseholders (if required) RSLs to deliver affordable housing schemes (rent and S/O units) using NAHP funding Developer develops out the site and RSL takes on Council tenants and manages new site.</p>		

DRAFT VERSION



Proposals

GENERAL NOTES

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PROPOSAL SPECIFICATIONS

Scale: 1:1500

North Arrow

Key

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London Borough of Brent

NCR Regeneration

Proposal Masterplan

Scale: 1:1500

Date: April '10

Location: A2163 403 P3

Assael

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North Circular Road

The North Circular Road splits Brent into two – dividing the largely suburban communities in the north of the borough from the denser inner-London environment found in the south. The six lane road, which carries transit traffic east-west through the borough – from Hanger Lane to Staples Corner – is a formidable barrier for the residents of the area.

One hundred thousand vehicles a day already pass through Brent on the North Circular Road. As London's growth fuels increased traffic flow through the area, environmental and health concerns are becoming even more apparent. The entire area is a designated Air Quality Management Area, with local communities experiencing high incidences of respiratory problems. Noise pollution too is well above comfort levels for local residents.

Imagination and ambition are required to build a new vision for the North Circular Road corridor. Market forces alone are unlikely to deliver the scale of regeneration necessary to make a step change in the life quality of the area. Intervention and input from all possible stakeholders, from public to private, and from the local community to global investors is required to make a distinct and sustainable impact.

A New Image for the North Circular: Framework for Change (2008)

- 5.7.1 The North Circular Road (NCR) is one of the main arteries of the Borough and the only road classified as a GLA Road. It is a route of strategic importance and most of the traffic along it, including a high proportion of heavy goods vehicles, is passing through the Borough rather than travelling to or from locations within it. A direct consequence of the volume of traffic is the high level of air pollution on or adjacent to the road and the level of noise. The road is also a major barrier to movement, particularly on foot, from one side to the other.
- 5.7.2 At various places along its length there are sensitive uses, particularly housing which often accesses directly onto the road. The residents in these properties have to suffer from the major problems associated with the road. As well as air pollution, which can lead to respiratory problems, there are also the problems associated with the constant noise and road safety problems for those that have direct access onto the road. Existing houses adjacent to the NCR have been shown to fail the UK Government's Air Quality Strategy objectives and EU Directive limit values for Nitrous Dioxide, and there are also concerns regarding Particulate Matter levels. Existing houses adjacent to the NCR have also been shown to exceed the threshold of Noise Exposure Category C which is a level of noise exposure at which PPG24 states that planning permission for new housing should not normally be granted, as well as to exceed British Standard and World Health Organisation guidelines.

5.7.3 There is no prospect in the short term of reducing the volume of traffic along the NCR because of its strategic importance and with major development proposed at various points along it, particularly at Wembley and Brent Cross / Cricklewood, it is likely that traffic will continue to increase. Because of lack of space adjacent to the NCR and the fact that properties have direct access, it is not possible to erect a barrier to limit the levels of pollution. In these circumstances the best option is to relocate the housing into an acceptable environment and to landscape the area adjacent to the road. This would not only improve environmental conditions and safety of residents but would also enhance the image of the borough.

5.7.4 The Council has produced a North Circular Vision document to set the priorities for the area. Imagination and ambition will be required to build a new vision for the North Circular Road corridor. Underpinning the vision are four key outcomes that we want to achieve for this area:

- To create a series of distinct places within the regeneration area, with the North Circular Road connecting these places rather than simply passing through anonymous suburban areas;
- To significantly improve the environment for local communities – with less pollution, more green space, improved connectivity and better community facilities;
- To showcase the borough's key attractions improving their visibility and accessibility for visitors and local communities alike: Wembley, Welsh Harp, IKEA, Shri Swaminarayan Mandir, Ace Café and, just outside of the Borough, the Brent Cross regeneration area;
- To counter the negative environmental impacts of the North Circular Road by turning the Brent section into the greenest stretch of highway in London.

5.7.5 In order to respond to the poor, and worsening, living conditions along the North Circular Road and to enhance the image of the borough, the council will:

- Bring forward proposals that remove the houses most affected by noise and air pollution, with priority to those on the St Raphael's Estate facing the NCR while ensuring no net loss of homes;
- Use developments such as at Bridge Park, Unisys and Wembley Point to offer new focal points that also assist in providing alternative homes;
- Use small infill sites on the St Raphael's Estate to relocate some homes;
- Work with TfL to improve junctions, notably at Brentfield Road;
- Create cycle paths and environmental barriers/open space on the dwellings removed;
- Bring forward more detailed area plans to identify areas of change.

Key Achievements

5.7.6 Over the past two years the Council has undertaken a detailed study and options appraisal as part of a masterplanning exercise for the area surrounding the NCR. Informed by air quality and noise impact assessments and modelling exercises, architects have explored and tested technical solutions to tangibly improve exposure to air and noise pollution for residents whilst realising some of the 'softer' ambitions of the vision for the area. Concurrently, quantity surveyors, valuers and specialist consultants have costed proposed design solutions, undertaken housing market research and considered the linking of strategic development opportunities across the regeneration area, prior to modelling the financial viability of the proposed solutions and exploring phasing options and potential delivery vehicles and mechanisms.

Approach to Delivery

5.7.7 The core development approach to the North Circular Road has now coalesced around three key areas:

- Phased approach to the delivery of the NCR Green Corridor project, whereby existing housing is redeveloped and pulled away from the road and a green buffer introduced. An advance decant would be sought to optimise initial assembly and a 'worst first' focus placed on the north side of the road where properties are worst affected, prior to a staged decant whereby the needs of subsequent plots are matched through new build capacity throughout the programme. Modelling has shown that the financial viability of the programme is questionable, however the Council is considering a procurement strategy for a first phase 'Plot 10' to test the market and assumptions and inform a review of the whole programme.
- The delivery of four small infill sites on the St Raphael's Estate, funding for which was initially secured under the Local Authority New Build Programme but subsequently withdrawn. Planning permissions have now been submitted for the sites with decisions due September / October 2010. These new, predominantly family, houses offer the opportunity to unlock decant opportunities for the first phase of the North Circular Road proposals and thereby help to kickstart the wider regeneration.
- The redevelopment of leisure, sports and community facilities and introduction of housing on Council-owned Bridge Park which would both improve the standard of facilities in the area and provide the opportunity for additional decant accommodation for the NCR Green Corridor project.

SUMMARY: NORTH CIRCULAR ROAD

KEY PRIORITIES	short term 2010 – 2012	medium term 2012-2015	longer term 2015+
	<ul style="list-style-type: none"> St. Raphael's Infill sites 	<ul style="list-style-type: none"> NCR Green Corridor - Plot 10 Bridge Park redevelopment 	<ul style="list-style-type: none"> Rollout of phased delivery of NCR Green Corridor NCR infrastructure improvements
KEY OUTPUTS	<ul style="list-style-type: none"> 29 new, predominantly family, homes which can also provide decant opportunities for a first phase of the wider NCR green corridor regeneration First phase of wider NCR Green Corridor regeneration to improve the physical and environmental conditions for residents living in the NCR area, overcome barriers to movement and provide better and safer facilities for pedestrians and cyclists, and enhance the image of the borough; Plot 10 requires demolition of 47 units replaced with 109 units Redevelopment of leisure and community use improves facilities in area; introduction of housing on site, 130 private units to cross subsidise redevelopment and 70 social units with potential to provide decant opportunities for NCR Green Corridor 4&5. Wider regeneration of whole of NCR area; 377 units demolished replaced with 711 units; housing pulled back from and designed to turn back on road to reduce noise and air impacts; introduction of green buffer; infrastructure improvements 		
KEY INVESTMENT REQUIREMENTS:	<ul style="list-style-type: none"> £100K SHG per unit = £2.9m (but I need to clarify private sector borrowing model) Plot 10 – 20 social rented, 6 intermediate rented units; SHG assumed at £100K and £40K per unit = £2.24m Bridge Park – 74 social rented flats; SHG assumed at £100K per unit = £7.4m; public finance sought to cashflow development of leisure / community facility to ensure continuous service provision and reduce development finance costs; possibly restrictive covenant payment to Bromley SHG assumed at £100K per social rent and £40K per intermediate unit = £18.9m (assumes Bridge Park decant c2014 – otherwise £21.7m); £11.3m infrastructure bill 		
APPROACH TO DELIVERY	<ul style="list-style-type: none"> Either Council lead delivery under PPP arrangement with contractor, SHG and private sector borrowing OR disposal to BHP / HA and, again, SHG and private sector borrowing Options being assessed and current preferred route: restricted procurement procedure to benefit from 		

	<p>commercial / market approach to value engineering and sales value optimisation BUT with development agreement to ensure deliver of social rented units to support rolling decant, distance of housing from road, green buffer, space standards, design principles etc. as well as commitment to e.g. timescales, overage, open book; expectation that St Raphael's infill sites will help with the decant for Plot 10</p> <ul style="list-style-type: none">• Subject to soft market testing of commerciality and attractiveness, Council work up c30% social rented scheme; hybrid planning: detailed to secure comfort on delivery of leisure / community and social rent elements, outline on private to allow developer flexibility to maximise value; expectation scheme will assist decant for wider regeneration of NCR Green Corridor plots• 4&5. Approach informed by success or otherwise of taking Plot 10 to market;

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SECTION 6:

OUR OTHER INVESTMENT PRIORITIES

- 1. FAMILY HOUSING**
- 2. SUPPORTED HOUSING**
- 3. INTERMEDIATE HOUSING**
- 4. FUTURE OF LOCAL AUTHORITY HOUSING STOCK**
- 5. DELIVERING DECENT HOMES**
- 6. PRIVATE SECTOR HOUSING**
- 7. GYPSIES AND TRAVELLERS**

Family Housing

- 6.1.1 There are 13,710 households registered on the Council's waiting lists for rehousing, which represents approximately 5% of the borough's overall population. As at June 2010, 2,990 households were homeless and staying in temporary accommodation, the third highest in London, and approximately 3940 households were registered as living in overcrowded conditions, of which 1316 (33%) are severely overcrowded.
- 6.1.2 In terms of priority, households in temporary accommodation and overcrowded households are normally classed in bands C. Band A and B primarily identify households with life threatening or urgent needs to move, or management transfers such as decants. Table 4 shows that overall, housing need far outstrips supply. Whilst the supply of 1 and 2 bedroom rented accommodation is sufficient to meet urgent need (Band A and B) plus some general need (band C), there is insufficient supply of larger family housing to meet urgent housing needs.

Table 5 Need, Urgent Need and Supply by Bedsize (as at March 2009)

	Total Housings In Need (Band A, B, and C)	Households in urgent need (Band A and B only)	Total Supply 09/10
1B	4,904	415	428
2B	4,795	243	360
3B	3,063	153	125
4B	901	66	32
5B	1,67	19	8
	13,830	896	953

- 6.1.3 Since January 2004, the Council has achieved a 33% reduction in the number of households staying in temporary accommodation, which in numeric terms is the sixth largest reduction in London. The reduction in usage has largely been achieved from our successful homelessness prevention initiatives and through the temporary to permanent conversions that have been made using social housing grant investment. Nevertheless, the drop in the rate of new developments starting on site over the past 12 months, coupled with the pressures to regenerate existing estates, will have a considerable impact on the demand for affordable housing.

6.1.4 Increasing the supply of larger properties is a key priority for Brent and for authorities across London. To reflect the need for larger social rented homes the Council aims to ensure that between 35% and 50% of all new affordable rented developments are 3 bedroom units or larger

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Supported Housing

6.2.1 As at the end of August 2009, 3643 people in Brent received a Supporting People funded service at any time. Of these, 52% received an accommodation-based service and 48% received a floating support service.

6.2.2 Our key priorities include:

- Increasing the provision of extra care housing in the borough with a clear emphasis on replacing use of residential care for older people and others who need support;
- Provision of accommodation based services required for Older and Frail Elderly People including older people with mental health problems and dementia;
- Increasing the supply and housing options for people with learning disabilities and significant re-modelling of existing accommodation for people with mental health problems to promote independent living;
- Increasing hostel accommodation for women escaping violence, offenders with higher risk, mentally disordered offenders, people with mental health and drug or alcohol problems, and Deaf people with mental health or drug problems; and,
- Some of these needs will be met in partnership with other West London boroughs.

Extra Care Housing:

6.2.3 The projected need information suggests that the 65 plus population in Brent is likely to be approximately 42k by 2030 of which only 14k of the population lives alone, this equates to approximately 34% of the population living alone and therefore requiring a 1 bed unit. The information also suggests that 30k of the population suffers from a limiting long term illness, which equates to 72% of the population who may require a 2 bed unit, however, there is no indication whether the individuals with limited long term illnesses live alone. A one bedded unit is suitable for 1 or 2 persons, particularly where a couple are able to share and a two bedded unit is suitable for 2 or more persons.

6.2.4 The Council expects all the new schemes to deliver extra care housing for people aged 55 plus including those diagnosed with dementia. The Council's vision is that anyone requiring up to 7 hours care support needs should be assisted to remain in their own homes wherever possible whether that is through providing telecare or home care, or the Council would consider ordinary sheltered accommodation as an alternative. The Council's vision is driven by the need to reduce the usage of residential care placements which are considerably more costly than the extra care

housing environment. The ECH setting would also empower the individual to remain more independent for much longer thus reducing the customers care needs.

Balance of Needs	Rating Percentage	Brent's Vision
Low	30%	7-14
Medium	35%	15-20
High	35%	21 plus

6.2.5 The Council is working with all partners to ensure sufficient support for end of life care to assist the individuals to remain within their homes and not to be moved into a residential care environment unless absolutely necessary.

Key Schemes (to provide more detail on the current progress – schemes are being reviewed as a result of funding restrictions)

Charles Goddard House

Knowles House Redevelopment

Vivian Avenue

Central Middlesex

Hostel Improvement Programme

6.2.6 To provide more detail on the current progress – schemes are being reviewed as a result of funding restrictions)

I) 150 Walm Lane – more details to follow

II) 8 St Gabriels Road – more details to follow

III) Stadium and PCHA conversions

Wheelchair Housing

6.2.7 The Council need to increased disabled accessible accommodation in order to reduce the number of residential placements for all clients groups, physical disability, learning disability and mental health. Approximately 75% of these placements are more suitable for general needs accommodation where appropriate with some floating support. We are only placing these clients in residential accommodation because we do not have suitable alternative accommodation for these clients.

6.2.8 Accommodation could be provided either through new build with Housing Association provider, specifically built to disabled accessible standards, or by reconfiguring existing stock to meet these needs. As there is a distinct possibility that a customer with a mental health condition or a learning disability may also have a physical disability we have a set a target to deliver at least 50 new homes to meet this housing need.

Current Wheelchair Housing Demand For Clients in Residential Care

Physical disability	55
Mental Health	93
Learning disability	0
Total	148
Target	111 (75%)

Other Supported Housing Priorities

6.2.9 Awaiting update from Commissioning Team and Supporting People Team

Intermediate Housing And Other Tenures

- 6.3.1 The Council continues to work closely with its development partners to make effective provision for key workers and other first time buyers, who are priced out of the London housing market, in a way that is appropriate to local needs and that does not adversely affect the council's ability to meet its primary statutory responsibilities.
- 6.3.2 Figures for 2007 show that Brent has the 11th worst house prices to income ratio in the country.⁹ To put this more vividly, the average price of a property in the borough in January 2008 was £316,746, which would require a household income of £90,499 to meet a mortgage of three and a half times income: a long way from the borough average income of £35,607. These figures show that affordability remains a problem despite the recent reductions in property prices in the borough (see Table 5). A recent report showed an ever bleaker picture on affordability: that 76.6 per cent of younger working households in Brent would be unable to afford to buy a house even at the lower end of the local housing market.¹⁰

Table 6 Average property prices in the borough as at January 2007 and January 2008 and the percentage change for each property type

	Detached (£)	Semi-detached (£)	Terraced (£)	Maisonette/Flat (£)	All (£)
January 2008	566,258	382,180	360,595	255,909	317,902
January 2009	503,267	339,665	320,481	227,441	282,538
% change in value	-11%	-11%	-11%	-11%	-11%

Source: Land Registry (www.landreg.gov.uk):

- 6.3.3 Over the recent year, the Council has experienced an increase in demand for Intermediate Rent products, due to credit restrictions that have affected the take up of LCHO products. Some schemes, such as Forum House in Wembley, have been tenure-switched from LCHO to IR in order to accommodate this change in demand. Others, like Hillside Hub in Harlesden, have successfully trialed a Rent-to-HomeBuy option named 'Try before you buy', with all its units allocated within weeks of the application period ending. Given the change in economic climate the Council is keen to work with its partners and the HCA to examine how flexibility can be provided to intermediate units to reflect changing market conditions.

⁹ *Can't Supply, Can't Buy, Wilcox, 2008, p. 14.*

¹⁰ *Can't Supply, Can't Buy, Wilcox, 2008, p. 48.*

- 6.3.4 In addition, a key priority for the Council is to create homeownership opportunities and intermediate housing opportunities in regeneration areas, where there is already concentration of council and housing association homes, to help create a balanced and sustainable environment for the existing residents and community.

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Future Of Local Housing Stock

Development opportunities on HRA Land

- 6.4.1 Since Brent Housing Partnership was selected as preferred partner under the 2008-11 National Affordable Housing Programme, the Council has been working closely with BHP to bring forward a portfolio of infill sites for development. BHP has set a target to deliver around [40] homes over the next three years and recently appointed Durkan under a framework contract to bring forward sites for delivery. BHP are to start works on the Aldbury Avenue scheme, which comprises three family homes for rent, in [April 2010] and are currently in the process of submitting funding bids on three further sites. In addition, BHP has secured an £8m prudential loan to commence procurement of tranche 1 of their Settled Homes Initiative programme to deliver 50 homes. As part of this acquisition programme BHP will seek to acquire properties within existing estates that they are managing.
- 6.4.2 The Council intends to progress the development sites identified to support the LA new build programme. The LA New Build Programme aims to kickstart the wider regeneration of the North Circular Road. However, there are number of development opportunities that that the Council is considering which are not suitable for development under the ALMO New Build Programme. These sites currently accommodate supported housing schemes which the Council is keen to remodel or redevelop in order to provide improved accommodation and facilities.

Review of Brent Housing Partnership

- 6.4.3 Brent Council currently has 9,225 council homes and shared ownership properties, which we manage through Brent Housing Partnership – our wholly-owned Arms Length Management Organisation (ALMO). In addition, BHP is an asset holding company with over 200 properties in ownership. The Council's management contract expires in August 2012. Given this, the Council has commissioned an independent review of the future options for the management for BHP and the overall management arrangement for council housing stock.

Impact on HRA business plan and possible options forward

- 6.4.4 The Council plans to dispose of just under 1,600 homes at South Kilburn and Barham Park over the next 10 years under long-standing regeneration proposals. The first tranches of these disposals are well-advanced, with grant support from the HCA having been allocated to the recipient Housing Associations. Future phases of the South Kilburn proposals will also be dependent on HCA grant, without which it is unlikely that they will be able to proceed.

6.4.5 The Council recognises that self-financing offers significant potential benefits for its tenants over the current housing revenue account (HRA) subsidy system. These potential benefits include:

- greater funding certainty, through the removal of annual HRA subsidy settlement;
- the ability to reinvest all rent income in the council's housing stock and services to tenants;
- better incentives for active asset management, by allowing 100% of the proceeds from asset sales to be re-invested; and
- capacity to borrow and repay affordable amounts to provide investment on the housing stock, where possible.

6.4.6 The Council has carried out an extensive analysis of the implications of the proposals contained in the Self Financing consultation paper. This has involved developing financial models for a number of scenarios to assess the risks and opportunities. We have also facilitated discussion of the proposals among councillors, the BHP Board of Management, and tenant groups. Our analysis indicates that on the basis of the current assumptions, Brent could not afford to meet its investment needs over the next 30 years, and could not repay all of its allocated debt by the end of the business plan. We estimate, on the basis of our current investment projections, that we would need an additional £5.4m each year, on average over 30 years, to be able to deliver our forecast investment need. Our view is that any settlement must be on the basis that the allocated debt is able to be repaid over the life of the business plan, giving us a choice of whether or not to do so.

6.4.7 We have tested the proposed debt allocation in our business plan and on the basis of our current projections investment needs cannot be met and debt cannot be repaid. There is, therefore, in the short to medium term, no headroom within the business plan to deliver new build housing, while there may be scope for newbuild in the medium to long term, subject to decisions on debt repayment. Clearly if the proposals set out in this response were agreed, then scope for newbuild would be available to Brent.

6.4.8 Brent is broadly in favour of self financing and would be prepared to move to an early implementation of the system. We can see the potential benefits for our tenants and are prepared to work with the Government to deliver these. However, Council needs to ensure that the self financing system make adequate provision for all known expenditure commitments within the debt allocation, including the actual cost of managing and maintaining the housing stock, so as to generate an affordable level of debt, rather than a notional cost based on uplifted HRA subsidy allowances which clearly does not.

6.4.9 In addition to the above, it is imperative for Brent that there be some provision for debt to be adjusted following disposal of properties for regeneration at nil consideration. Failure to incorporate such provisions would mean that councils planning regeneration schemes such as those we are undertaking would be severely disadvantaged due to the loss of net rental income without any corresponding reduction in debt to be serviced.

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Delivering Decent Homes

- 6.5.1 Providers in Brent have either met the Decent Homes target or expect to meet it during 2010. The main exceptions to this are in those areas designated for regeneration, where other solutions including demolition and re-provision are being pursued and these are covered elsewhere in this document.
- 6.5.2 The key priorities are therefore to maintain the standard across all providers and, more importantly, to move beyond the basic standard to achieve “decent homes plus”. Approaches across providers will vary according to their size, type of stock and priorities agreed with tenants but a few points that all will have in common are worth noting. First, providers will need to comply with the proposed Home Standard in the TSA regulatory framework and will need to agree local standards, including performance targets, with their tenants. While needs and priorities may differ, the local authority in its strategic role will wish to ensure consistency as far as practicable. Second, in consultation on the Housing Strategy during 2009, tenants and residents expressed a strong preference for the development of a standard that moves beyond the basic requirements of decent homes and the HHSRS and takes into account the environment outside the home, from common parts to the wider neighbourhood.
- 6.5.3 Finally, maintenance of the decent homes standard and moving beyond it will be reliant on future funding and, while the position is unclear at this stage, it can be assumed that resources will be limited and that plans will need to adapt to prevailing conditions.

Private Sector Housing

- 6.6.1 Brent has one of the largest private rented sectors in London and a slightly lower level of owner occupation. In essence, the priorities are to facilitate access and sustain occupation while improving conditions in both parts of the private sector: improving supply on the one side while enforcing standards on the other.
- 6.6.2 The private rented sector is an essential resource and effective partnership with landlords has been central to the council's work in tackling homelessness, in terms of both temporary and permanent solutions. At the same time, the sector is dominated by smaller landlords and, while many of these provide a good service to tenants, the sector still contains some of the worst conditions and poorest standards of management. The council's approach has been and will continue to be a combination of enforcement, using the powers available, and encouragement, including the use of grants. In particular, this combined approach governs work on empty homes.
- 6.6.3 For the period covered by this plan, priorities will remain as set out in the Housing Strategy and the Private Sector Strategy (which is currently under review with a new version due to be launched by the end of the year), but there are some points that should be emphasised here. First, consultation on the Housing Strategy indicated strong support from tenants and residents for setting a firm and ambitious target for energy efficiency in the private sector. The council is taking this forward through its engagement with the Warmzone programme and is seeking further funding through the CESP initiative. Second, the Housing Strategy recognises the desirability of encouraging and supporting institutional investment in the sector and the council is keen to engage with the HCA as its initiatives in this area develop, with regard to "build to rent" or other options. Finally, the council is also keen to work with providers in situations where intervention might be desirable, such as purchase and repair schemes or dealing with empty homes, where the West London Empty Property Initiative will provide opportunities to support action to tackle long-term empties in line with the Mayor's targets.

Gypsies And Travellers

- 6.7.1 The council has participated in the regional needs study and is developing a strategy to address the identified needs and other issues. This is likely to be published in autumn 2010 and will cover both requirements for new provision and the need to improve the existing site in order to ensure that needs can be met in the longer term.
- 6.7.2 In 2008/09 the Council made a successful bid to CLG for funding to improve the existing site at Lynton Close and the improvements have now been completed. However, the site remains overcrowded and is not capable of extension to meet existing or newly arising need. Brent Housing Partnership therefore submitted a bid to the HCA under the 2010/11 Gypsy and Traveller Grant programme, principally intended to support the purchase of land on which a new site, based on a park homes model, would be developed. The cancellation of the programme has meant that the project has not been taken forward but the proposed model remains viable if funding for land purchase can be secured.

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SECTION 7:

OUR PRIORITY INVESTMENT SCHEMES

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Strategic And Priority Sites

- 7.1 A detailed breakdown of the Council's development pipeline are provided in Appendix 2. The appendices provide details of the funded and unfunded programme across the Growth Areas and the Council/ALMO development programme, the investment required and an indicative timetable for delivery. In particular, the schedule confirms
- i) Details of the site, in terms of location, ownership, current use and planning status;
 - ii) Details of the development proposal in terms of the size of the development and tenure mix;
 - iii) Approach to delivery, in terms of delivery partners, timescales to achieve start of sites and key barriers to delivery
 - iv) Strategic fit in terms of the contributions the development proposal makes to the borough key priorities
 - v) Details of any additional support the Council is seeking from investment and delivery partners
- 7.2 The council has indicated the priority for delivery, in terms of ranking between 1 to 3. An initial prioritisation exercise was carried out in June 2010 based on the deliverability of each development site and the Council's view on the strategic importance of the development. A further prioritisation exercise will be carried out in September as part of the Council's negotiations with the Mayor to enter into a Devolved Delivery Agreement. This prioritisation exercise will consider the reduction of capital funding availability in the short and medium term and identify schemes where a funding commitment is critical in terms of the borough growth and regeneration plans. The prioritisation exercise will ensure that a balanced view is taken to support a mix of development schemes that can deliver and support our new housing growth and estate regeneration priorities, as well as ensure we cater for supported housing need, mix of tenures, decent homes and economic development in the short term.
- 7.3 The prioritisation exercise will need to incorporate the views of the Council's Executive members and delivery partners throughout the negotiations to agree the Devolved Delivery Agreement with the Mayor and the HCA.
- 7.4 Further details on specific schemes that require funding will need to be set out in this section following the Executive Meeting on the 14th September

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Table of Appendices

GLOSSARY **To be completed**

Appendix 1 **EVIDENCE BASE – to be completed**

Appendix 2 **BOROUGH INVESTMENT PLAN OPPORTUNITIES SCHEDULE**

Appendix 3 **KEY CONTACTS**

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Glossary

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Appendix 1 Evidence Base

(must include date of the document and timeline it covers)

Brent's Joint Strategic Needs Assessment (JSNA), produced to support the Health and Wellbeing Strategy.

Brent's housing need and stock condition survey.

West London Strategic Housing Market Assessments

Regional Gypsy and Traveller Needs Assessment

Local Development Framework Core Strategy and Supporting Documents

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Appendix 2 Borough Investment Plan Spatial Investment Priorities

(TO BE INSERTED – EXCEL SPREADSHEET)

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Appendix 3

Key Borough Contacts (subject to review)

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DRAFT VERSION