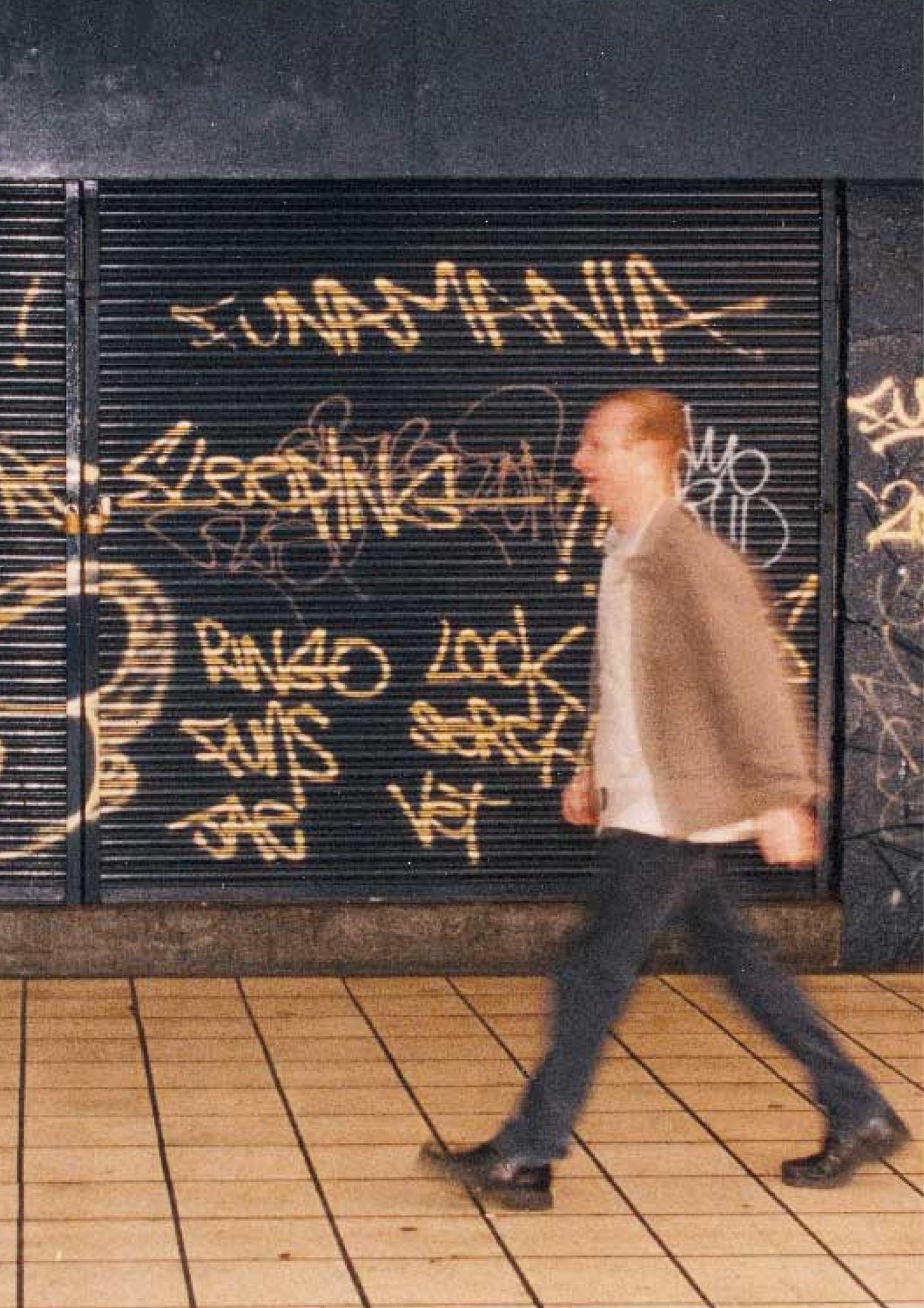




a
regeneration
strategy
for Brent
2001-2021



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Redefining Brent

Brent is a borough of stark contrasts, where affluent suburban areas sit cheek-by-jowl with inner city London. Dynamic population movements have resulted in Brent becoming the most ethnically diverse Borough in the country, generating a series of distinct local communities, such as Harlesden, Wembley and Kilburn. Park Royal – London's largest industrial estate – is situated in the south-western corner of the Borough and Wembley will be home to the new National Stadium.

Despite these huge opportunities and excellent transport links, much of Brent remains disconnected from the London economy. Recent years of economic strength and stability have had little impact on swathes of southern Brent. Large areas remain chronically deprived and many people are effectively excluded from society – a situation compounded by years of under investment in services locally. Even the more traditionally affluent areas in the north of the Borough are increasingly at risk of decline, reflecting the trend towards a property rich/cash poor population.

This document proposes a vision for the Brent of the future – a vision rooted in a rigorous analysis of the trends impacting on the Brent of today. A vision that extends beyond political cycles, challenges existing assumptions, and balances aspiration with pragmatism. It goes on to set out a strategy for achieving this vision, confronting difficult questions and proposing effective solutions.

Redefining Regeneration

At its core regeneration is about need and opportunity – on the one hand identifying and addressing need, whilst on the other identifying and maximising opportunity. Key to successful regeneration in Brent is exploiting opportunity to address social, economic and environmental need in the Borough.

In the past Brent has created opportunity through successfully accessing a host of regeneration funds; gaining money through each round of the SRB as well as City Challenge, Urban, Sure Start and more recently ESE, ERDF and New Deal for Communities. However, experience shows that simply accessing additional resources does not in itself bring about wholesale improvements on the ground.

A step-change in attitudes towards regeneration is required – moving away from a largely opportunistic, funding-driven approach towards a more rigorous, evidence based, strategic approach; away from simply identifying and filling gaps in service provision towards refocussing and redirecting service provision to maximise its impact. Funding and partnership need to be viewed as tools for delivering regeneration and not an end in themselves. Success needs to be defined in relation to changes on the ground, rather than money secured.

This reflects the increasingly sophisticated government and policy contexts, in which regeneration is clearly at the centre of the drive to eradicate social exclusion. The emphasis is on prioritising regeneration activity on those people and places that are most in need whilst ensuring adequate preventative action in relation to people at risk of deprivation and places at risk of decline. Within London, this means ensuring that the regeneration opportunities associated with a world capital city are used to re-connect those people and places who currently do not benefit from London's prosperity.

Fundamental to successful regeneration is the need to focus activity and resources on those places, communities and people most in need. Experience has taught us that the involvement of these local communities is the essential ingredient for success. Over time it is envisaged that the Regeneration Strategy and the emerging Community Plan will converge into a single document. In the meantime, this strategy incorporates the Neighbourhood Renewal Strategy for Brent.

Defining Regeneration (Audit Commission)

In some areas, problems of economic, social and environmental dereliction combine to lock local communities into a vicious cycle of exclusion. Regeneration is a response to these problems, seeking to promote prosperity and an enhanced quality of life for citizens. Regeneration involves a wide range of activity, including social inclusion, housing improvement and physical development, all realised within the context of a coherent vision for an area's future.

Brent 2001

Some of the key trends impacting upon Brent today include:

- Brent has the second largest (and increasing) proportion of Ethnic Minority communities as a percentage of the whole population in the country. The diversity within the Ethnic Minority communities is second-to-none.
- There are five wards in Brent within the top 10% most deprived in the UK – namely Carlton, Stonebridge, St Raphaels, Harlseden and Roundwood;
- The Borough wide unemployment rate is 13% above the Greater London average and over 40% above the National Figure. Of these, the proportion classified as Long Term Unemployed in Brent is a third higher than the National average.
- The unemployment rate across the five priority wards listed above is nearly double the Brent average. Other indicators of health, crime and education are also considerably worse in these five wards;
- Over half of Brent households have an income below the London average. In recent years average house prices have risen five times more quickly than average incomes, leading to a property rich-cash poor phenomenon in much of the Borough and pricing home ownership out of the market for those people not already on the property ladder.
- Brent has the second highest levels of homelessness in London.
- Brent is home to the major economic drivers of Park Royal and Wembley, yet the growth rate of VAT registered firms is poor compared to the rest of London and a quarter of local firms experience recruitment difficulties.

More specific and detailed baseline information is provided in the Measuring Achievement section of this strategy, and contained within the Action Plans.

Brent 2021



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

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



Change Management

Achieving this vision will be a challenging agenda. It will require significant changes to the social, economic and environmental make up of the Borough. Success will depend upon a willingness to embrace new forms of leadership, new ways of working, new priorities and new funding configurations. It will require constant monitoring and analysis of the trends impacting upon, and the forces operating within, the Borough. Most importantly, success depends upon absolute clarity and agreement on the principles underpinning the vision. This in itself involves making difficult strategic choices.

The following principles underpin this regeneration strategy:

Equality: Fundamental to this strategy is the principle of ensuring equality of opportunity for everyone in Brent to participate in society. The strategy and its action plans must make provision for all residents of the Borough who are currently excluded to participate in society. Equality should not be confused with false notions of equity in relation to regeneration activity though. Clearly all residents of the Borough are entitled to certain minimum levels of services, but this strategy is underpinned by the principle that those people (and places) in most need are entitled to enhanced levels of services and activities in order to improve their quality of life.

Local Benefit: At the core of public sector intervention in regeneration is that local people benefit from regeneration efforts. There is a unique opportunity in Brent to underpin all regeneration activity on bringing benefits to local people (and particularly those most deprived) and to try and eradicate exclusion, whilst at the same time stimulating a managed process of population growth, thus reaping the benefits of a more affluent population. A necessary consequence of pursuing this approach will be increased housing densities over the next 20 years across the Borough.

Sustainability: Regeneration activity will be focussed on the long term. There will be a twin track focus on tackling the needs of today in an irrevocable and irreversible way, whilst at the same time identifying those areas at risk of future decline and taking appropriate preventative action.

In so doing, the strategy and action plans must take care to prevent proposing yesterday’s solutions to the problems of today and tomorrow – established norms and practices must continue to be challenged.

Quality: If the Brent vision is to be achieved there must be no compromise on quality. Top quality information, services, programmes, projects, consultation and design are essential ingredients for successful regeneration. Regeneration in Brent will both incorporate and define best practice.

Best Value: Regeneration can play an important role in challenging the way existing services are delivered and in proposing alternative delivery mechanisms. This strategy adopts very strongly an approach of working with existing service providers to improve the quality of their services to those most in need – recognising that new regeneration resources are a drop-in-the-ocean when compared to existing public expenditure and investment.

Partnership: Partnership at a project level is well-established in Brent and has in many cases delivered successful services and projects. The effective delivery of this strategy is likely to require more far-reaching and complex partnership arrangements, considering joint service planning and budget arrangements. This will involve the rationalisation and maturing of existing partnerships, coupled with a strengthening of partnership arrangements with – in particular – the community, private and voluntary sectors and West London partners through the West London Alliance. The new Local Strategic Partnership

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The Strategy



Achieving such a broad and ambitious vision will require concerted and co-ordinated activity across a wide-spectrum of themes. Managing the linkages between these will help to ensure that the co-ordination is

effective and has maximum impact. What follows are the essential components of the 20 year strategy, around which future action plans will be developed:-

- **To 'reduce the gaps' between Brent's deprived communities and the rest of London, and in particular to focus on the neighbourhoods of South Kilburn, St Raphaels/Brentfield, Roundwood, Church End, Stonebridge and Harlesden;**

The neighbourhood renewal concept requires a very local approach to regeneration in the most deprived areas of the country, which within Brent are largely concentrated around existing municipal housing estates. This strategy proposes an approach centred on engaging and empowering local people in these areas to diagnose the key issues and work with a wider partnership to prescribe and implement effective solutions designed to re-connect these neighbourhoods to the city at large. Experience shows that successful neighbourhood renewal will include activities designed to reduce unemployment, tackle crime, improve educational attainment, improve health and provide decent housing.

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

At the crux of this strategy is the concept of regeneration through work. Unemployment levels across Brent remain

above the national and London averages, and are particularly high in southern Brent. The strategy proposes a ruthlessly job focussed approach to addressing employability issues, equipping local people with the skills, attitudes and motivation required to secure permanent employment. The contribution of schools and mainstream education to this process is paramount, as is the development of strong partnerships with both the business community and public sector agencies to ensure a continued supply of local employment opportunities.

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

The strategy seeks to not only promote the transition from welfare to work, but also to ensure that local people are able to progress once they are in work in order to maximise their incomes. The approach is then to retain these people and their wealth in the Borough through the provision of a range of housing, schools and services within a high quality environment. Equally importantly, the strategy proposes a strong safety net, for those people unable to move from welfare to work.

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

Wembley, together with the adjoining Park Royal industrial estate, is the key opportunity area in Brent. The strategy proposes an approach centred on the development of the new National Stadium - linking this to the surrounding areas to provide a World Class Stadium in a World Class Setting. Key to the success of the strategy will be tangible local benefit from Wembley, ensuing that residents in the surrounding estates (in particular St Raphaels, Brentfield, Chalkhill, Church End and Stonebridge) are able to access the employment opportunities and other benefits generated by the creation of one of London's premier visitor destinations.

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

If the strategy is to be successful in retaining local people in Brent and ensuring their increased wealth contributes to the growth of the local economy, then it is essential that Brent provides a high quality of life. There needs to be a diverse range of affordable housing, good schools, thriving town centres that meet local needs, low levels of crime, good health and a high quality environment.

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

As well as responding to the challenges of today, the strategy proposes a robust approach to identifying the issues of tomorrow and taking the necessary action to prevent future decline. There are particular challenges associated with areas containing large amounts of substandard private housing – most acutely evident in Wembley Central, Cricklewood, Mapesbury, Willesden Green and Manor wards.

Implementation

Successful delivery of the vision and strategic priorities will require effective and co-ordinated action across the Borough, involving a combination of various implementation tools and techniques:

Action Plans: Biennial action-plans will supplement this strategy, clearly setting out integrated programmes of activities designed to address each of the strategic priorities. The Action Plans will clearly set out:

- The precise nature of the issue being addressed, using relevant baseline data;
- A description of the proposed activities, and how they will contribute to the strategy;
- A lead organisation or partnership expected to drive forward the activity;
- How the activity will be funded;
- Measurable outcomes to demonstrate the impact of the activity.

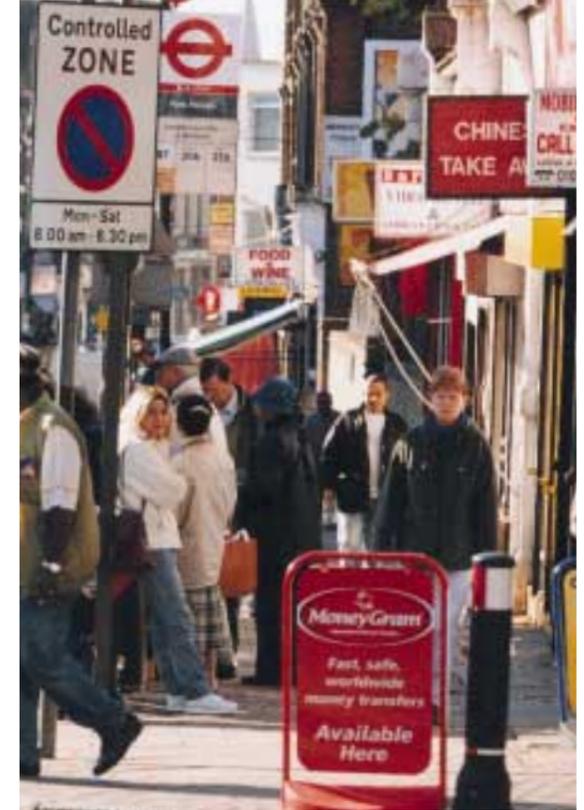
Action Plans will effectively set the regeneration work programme for the period in question. They will provide the flexibility by which the strategy can adapt to changing local circumstances.

Leadership: Strong leadership is a pre-requisite if the strategy is to have maximum impact. Under the new power to promote social, economic and environmental well-being, Brent Council is well positioned to undertake this role, largely through driving forward proposals for the development of the Local Strategic Partnership to oversee the regeneration of the Borough.

Partnership: Partnership is implicit in the approach adopted within this strategy – no one organisation has the powers, resources or influence to single-handedly achieve the vision. For this reason, the strategy and its action plans will be owned and developed by the Local Strategic Partnership. There will be an onus on all partner organisations to assess the contribution that they can make to achieve the vision, to embrace the strategic priorities and to act as advocates for the strategy as a whole.

Resources: Successful delivery of the strategy will be dependent on adequate financial resources being available. Regeneration grant fund in itself will not provide enough resource to deliver the strategy. Rather the strategy will need to draw upon more imaginative (and difficult) ways of finding the necessary financial and managerial resources, including:

- better use of public-private partnerships;
- freeing restrictions on existing mainstream expenditure by negotiating freedoms and flexibilities with government – eg. through Public Service Agreements;
- identifying core regeneration budgets within the Council and across partner agencies, capable of leveraging in significant additional investment;
- promoting increased use of CPO powers for regeneration priorities, and recognising regeneration value when considering property disposal;



- concentrating efforts on scrutinising existing expenditure in an area, and considering ways of re-profiling, enhancing or pump-priming this to achieve maximum impact – eg. through the Best Value process.

Monitoring: Regular monitoring of the evidence base will help assess the impact of the Action Plan and progress on the strategic priorities of this strategy. The results will be used to inform the biennial Action Planning process, and will help to determine when a review of the strategic priorities are necessary.

Measuring Achievement

A two-tier system of performance indicators will be used to measure the regeneration impact in Brent. At the strategic level this will require the monitoring of key indicators set against each of the six objectives. The regeneration strategy in itself is unlikely to have a significant impact on these indicators compared to wider regional, national and international economic and social forces. Nevertheless, their importance in shaping the future direction of the strategy is paramount.

The Action Plans will include then indicators associated with each of the activities proposed. These will feed into the strategic indicators, demonstrating the contribution of each activity to achieving the strategic objectives.



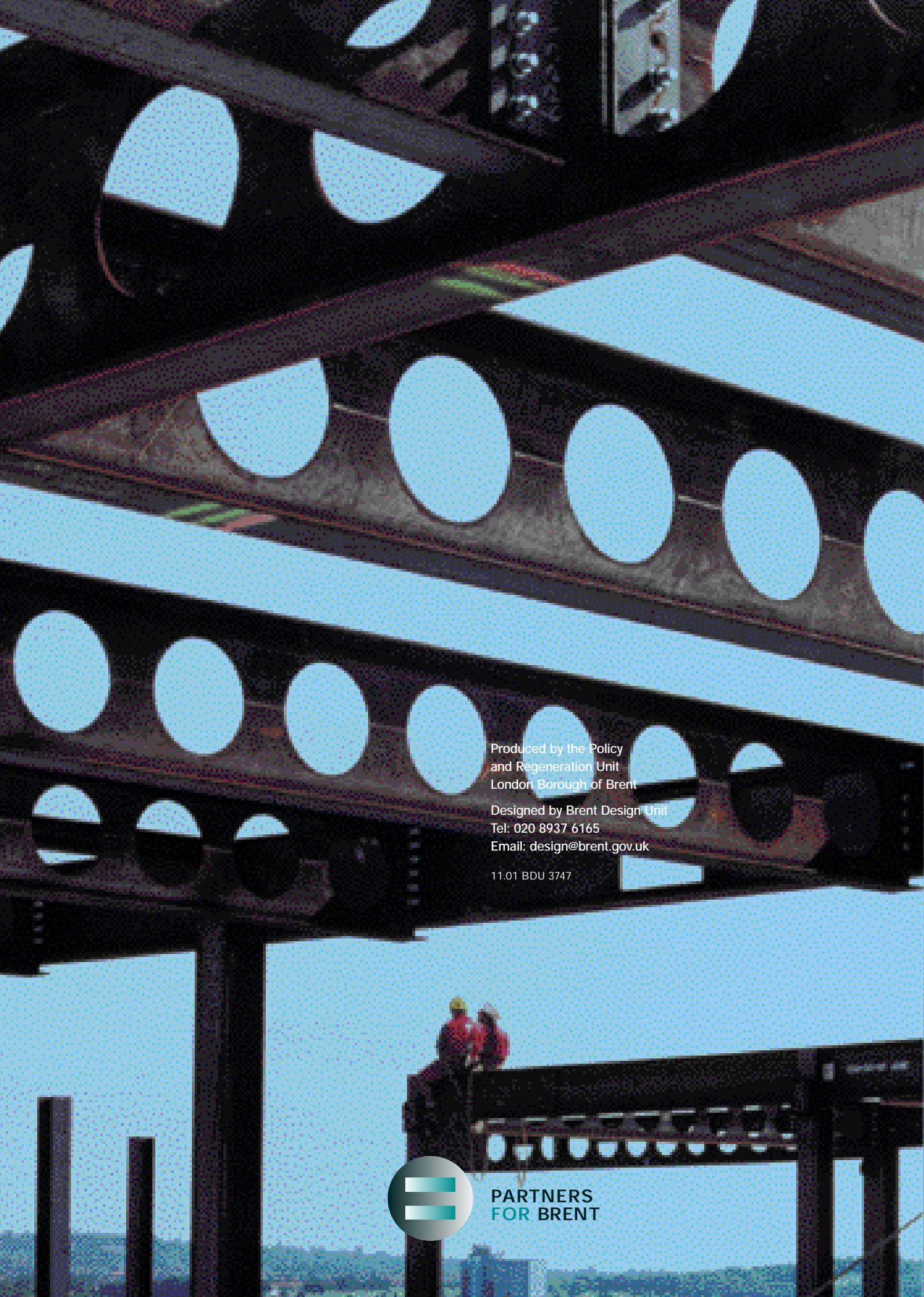
Measuring Achievement

Strategic Objective	Evidence	Outcome	Progress & Milestones
<p>To 'reduce the gaps' between Brent's deprived communities and the rest of London, and in particular to focus on the neighbourhoods of South Kilburn, St Raphaels/Brentfield, Roundwood, Church End, Stonebridge and Harlesden.</p>	<p>There are 5 wards in Brent within the top 10% most deprived in the UK – each with ward scores over 50% higher than the Borough average (ILD 2000).</p> <p>The unemployment rate across the priority neighbourhoods listed is nearly double the Brent average (9.8% compared to 5.1%).</p> <p>The standard mortality rate across the priority neighbourhoods is nearly 50% higher than the Borough average.</p> <p>The overall crime rate in the priority neighbourhoods is 40% higher than that for the rest of Brent.</p> <p>Within the priority neighbourhoods under a third of residents own their own homes compared to a Borough average of 57.4%.</p>	<p>By 2021 none of Brent's wards will be within the most 10% deprived in the country.</p> <p>By 2021 unemployment within the priority neighbourhoods will be at or below the Borough average.</p> <p>By 2021 standard mortality rates within the 'priority neighbourhoods' will be at or below the Borough average.</p> <p>By 2021 the overall crime rate in the priority neighbourhoods will be in line with the Borough average.</p> <p>By 2021 housing tenure will be in line with the home ownership aspirations of Brent residents.</p>	<p>Through NDC and neighbourhood management pilot move South Kilburn and St Raphael's out of the top 10% most deprived wards by 2011.</p> <p>Reduce unemployment, narrowing the gap between the priority wards and the rest of Brent by 50% by 2007, 75% by 2013, reaching the Borough average by 2021.</p> <p>Reduce SMR yearly, decreasing the gap by 25% by 2006, 50% by 2011 and 75% by 2016.</p> <p>Initially we expect an increase in reported crime as public confidence improves. Subsequently, reduce the gap with the Brent average to 20% by 2008, 10% by 2015, to be in line with the Brent rate by 2021.</p>
<p>To reduce unemployment levels across Brent to below the London average, concentrating efforts on those people most in need.</p>	<p>The Borough unemployment rate (5.1%) is 13% above the Greater London average and over 40% above the National figure.</p> <p>The proportion of unemployed residents designated as long term unemployed (claiming benefits for more than 52 weeks) is over a third higher than the UK average. Brent is ranked as the 32nd most employment deprived district in the country and within the top 10% most deprived.</p> <p>A large proportion of Brent residents do not have the necessary basic skills for employment – 29% have basic or no numeracy skills, 17% have basic or no literacy skills, 19% have basic or no communications skills and 51% have basic or no IT skills.</p> <p>Between 1995 and 1998 the number of VAT registered firms in Brent increased by only 0.3% in comparison to a 4% increase across Greater London as a whole.</p>	<p>By 2021 unemployment in Brent will be below the London average, and in line with national rates.</p> <p>By 2021 the proportion of residents classified as long term unemployed will be less than the national average.</p> <p>By 2021 there will be a significant increase in the number of Brent residents employed in local companies and within the public sector.</p>	<p>Initially we expect to see an increase in the number of residents registered as unemployed as confidence in the system rises. Following this, reduce unemployment to narrow the disparity with the London average by 50% by 2009, 80% by 2015 and to be 10% below the London average by 2021.</p> <p>Reduce long term unemployment levels to decrease the gap nationally by 50% by 2009, 80% by 2015 and to be 10% below the national average by 2021.</p> <p>By 2004 we will have accurate information on the location and professions of local people. Further milestones will be set at this point.</p>
<p>To increase income levels across Brent to above the London average and promote measures to retain this wealth in the Brent economy.</p>	<p>Over half of Brent households have an average income below that of the rest of London. Average household income across Greater London is 20% higher than in Brent.</p> <p>Since 1997 the average hourly earnings of Brent residents have increased by 12.9% whilst average house prices have increased by 65%.</p> <p>25% of firms in Park Royal reported skills gaps in their existing workforce.</p>	<p>By 2021 less than 25% of Brent households will have an income below the London average.</p> <p>By 2001 less than 5% of firms in Brent will report skills gaps in their workforce.</p>	<p>To increase household incomes so that the proportion below the London average is 40% by 2009 and 30% by 2017.</p> <p>Information on skills gaps in the workforce to be obtained by 2004. Subsequently, additional milestones will be prepared.</p>

Measuring Achievement

Strategic objective	Evidence	Outcome	Progress & Milestones
To promote a landmark development of regional and national significance at Wembley, creating an identity for the Borough and ensuring substantial local benefit.	<p>The 28 hectare development opportunity area is potentially the largest brownfield site in West London.</p> <p>Between 1991 and 1997 employment in Wembley fell by around 4% - in direct contrast to the rest of London where there was a 6% increase.</p> <p>The unemployment rate in the wards making up the opportunity area is 13% higher than the Brent average and 29% above the Greater London figure.</p> <p>In the adjoining wards of St Raphael's, St Andrew's and Roundwood nearly one in three households have an annual income of less than £10,000.</p> <p>Under 40% of new businesses in the Wembley area survive for more than 4 years.</p>	<p>By 2021 Wembley will be established as Britain's premier sporting venue.</p> <p>By 2021 over 20,000 new employment opportunities will have been created at Wembley, of which at least 50% will be filled by local people.</p>	<p>Decision made on stadium by end 2001. Masterplan agreed by end 2002.</p> <p>Development proceeds so that by 2011 10,000 new employment opportunities have been created, rising to 15,000 by 2016.</p> <p>Mechanisms in place by end 2002 to ensure that local people fill 50% of vacancies.</p>
To ensure a consistently high quality of life for all residents of Brent – incorporating the provision of decent homes for all, high quality facilities, low levels of crime, healthy living and town centres that meet the needs of local people.	<p>24% of all households in Brent are housed in unsuitable accommodation. 15.9% of dwellings are classified as unfit for habitation whilst a further 19.1% are deemed to be in a very poor state of repair.</p> <p>Brent has a higher than average crime rate – in particular robbery and residential burglary, which are 34% and 22% above the London averages respectively.</p> <p>The average age of death is 68.8 years old for males and 75.7 years old for females. This is 7-8% lower than for neighbouring Harrow.</p> <p>Across the Borough school attainment is in line with national averages. However there are some schools where pupils consistently underachieve.</p> <p>Between 1987 and 1997 vacancy rates in Brent town centres have increased. In 1997 over 10% of units were vacant in Harlesden, Kilburn, Wembley, Willesden Green, Kensal Rise, and Preston Road. In Neasden, Sudbury and Church End the figure rises to above 15%.</p>	<p>By 2021 less than 5% of households in Brent will be housed in unsuitable accommodation.</p> <p>By 2021 crime rates across Brent will be at or below the London average.</p> <p>By 2021 the average age of death in Brent will be in line with the figure for surrounding Boroughs.</p> <p>By 2021 Brent will be regarded as a centre of educational excellence, with consistently high performing schools assisting Brent pupils to fulfil their aspirations.</p> <p>By 2021 Brent will have a range of high quality town centres catering for the diverse needs of its populations.</p>	<p>Assessment of accommodation requirements made by end 2003. Actions taken to reduce the proportion to 17.5% by 2010, 10% by 2016 and for only 5% of households to live in unsuitable accommodation by 2021.</p> <p>Reduce crime so that the Brent crime rate is 15% above national average by 2006, 10% above by 2011, 5% above by 2016 and in line with the average by 2021.</p> <p>Increase the average age of death for both males and females so that the gap between Brent and surrounding Boroughs is reduced by 20% by 2006, 45% by 2011 and 75% by 2016.</p> <p>Work with the 15% of schools causing the LEA concern so that by 2011 their numbers have been reduced by 50% and 75% by 2016.</p> <p>Town Centre Strategy and Key Performance Indicators developed by end 2002. Action plans for each centre developed by end 2003. Vacancy Rates reduced by 50% by 2008 and 75% by 2013.</p>
To take positive preventative action in those areas most at risk of falling into decline in the future.	<p>A number of wards with predominantly owner occupied housing stock appear in the top 5% most housing deprived wards in the country. These include Brentwater, Wembley Central, Gladstone, Roe Green, Sudbury and Preston.</p> <p>The cost of rendering fit all non-local authority housing in Brent is estimated at £7783m or £5,739 per dwelling.</p> <p>School intake figures for the 2000/01 school year predict a shortfall in school places within the next 5 years – particularly in the north of the Borough.</p> <p>Unemployment rates for young people across the Borough stand at 19.1%, compared to a rate of 6% for London. Wards with particularly high rates include Gladstone, Alperton, Church End, St Andrews, Wembley Central, Roe Green and Willesden Green.</p> <p>In April 2001 there were 5,480 empty homes in Brent. 5.3% of the total stock. Of these over 80% were in private ownership. Across London 3.3% of homes were empty.</p>	<p>By 2021 Brent will have developed an effective programme of early warning and intervention designed to tackle urban decline and its causes before deprivation sets in.</p> <p>By 2021 the proportion of housing stock lying empty in Brent will be at or below the London average.</p>	<p>By the end of 2004 an accurate analysis of local conditions will be devised, identifying those areas at risk of deprivation. Locally relevant interventions developed by end of 2006. Initial interventions implemented by end 2007.</p> <p>Reduce the number of empty homes, focussing in particular on those in private ownership, so that the gap between Brent and London is reduced by 30% by 2008 and 70% by 2015.</p>





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