



# Brent

## **COUNCIL MEETING – Second Supplementary Agenda**

**Monday 21 November 2016 at 7.00 pm**

Conference Hall - Brent Civic Centre, Engineers Way,  
Wembley, HA9 0FJ

To the Mayor and Councillors of the London Borough of Brent and to each and every one of them.

I hereby summon you to attend the MEETING OF THE COUNCIL of this Borough.

CAROLYN DOWNS  
Chief Executive

Dated: Friday 18 November 2016

**For further information contact:** Thomas Cattermole, Head of Executive and Member Services; 020 8937 5446, [thomas.cattermole@brent.gov.uk](mailto:thomas.cattermole@brent.gov.uk)

For electronic copies of minutes, reports and agendas, and to be alerted when the minutes of this meeting have been published visit: [democracy.brent.gov.uk](http://democracy.brent.gov.uk)

**The press and public are welcome to attend this meeting  
Please note this meeting will be filmed for live broadcast on the  
Council's website. By entering the meeting room you will be  
deemed to have consented to the possibility of being filmed and to  
the possible use of those images and sound recordings for  
webcasting.**

# Agenda

## 5 Debate on the Key Issues Affecting the Borough

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To have a debate on the key issues affecting the Borough, in accordance with Standing Order 43.

The Council will receive a presentation from Dan Gascoyne, Director of the West London Alliance.



Please remember to switch your mobile phone to silent during the meeting.

- The meeting room is accessible by lift and seats will be provided for members of the public.

# West London Alliance

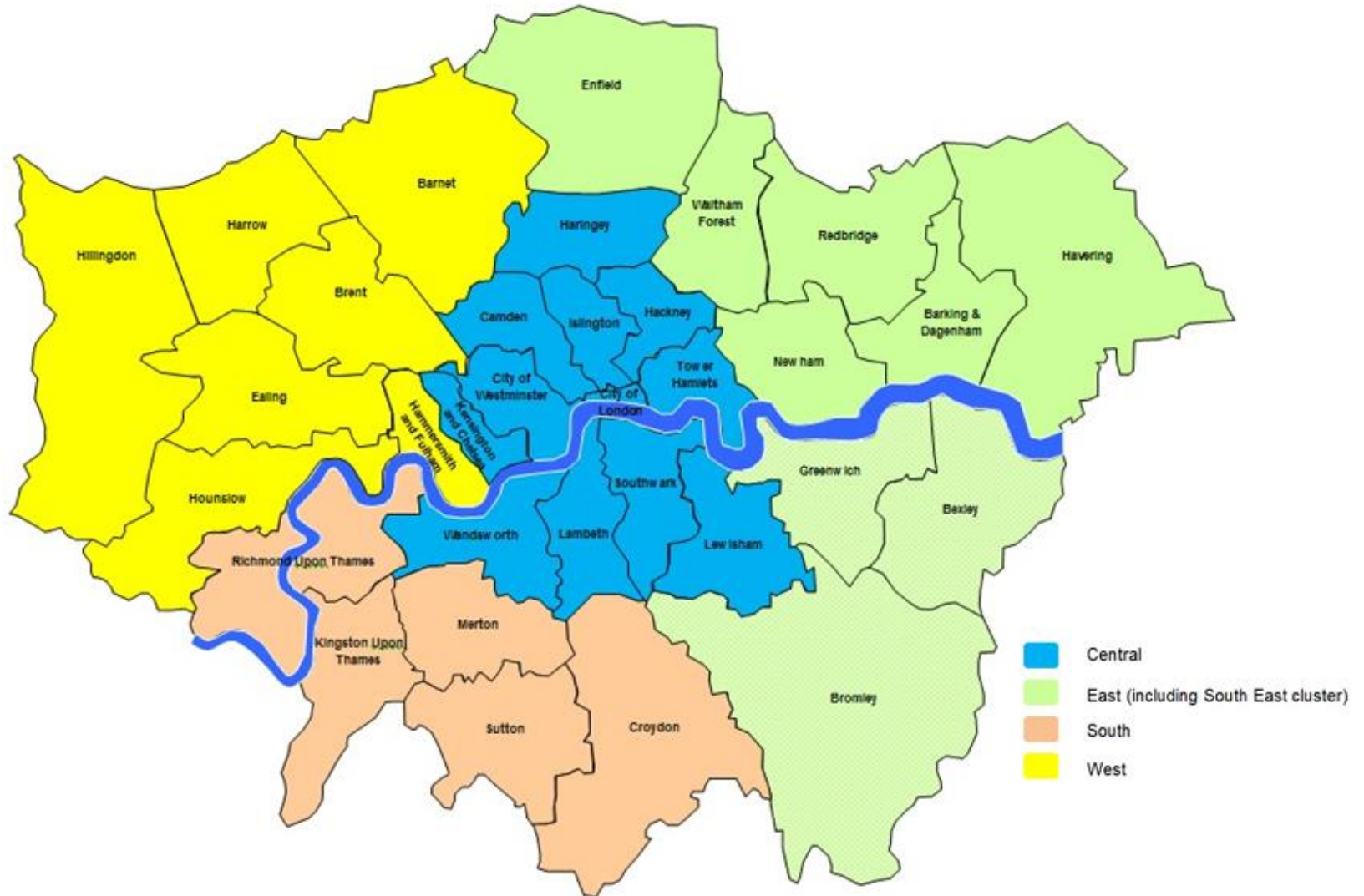
**Dan Gascoyne, WLA Director**

21<sup>st</sup> November 2016

Brent Council

# London boroughs & Sub-regions

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# West London Alliance



## WEST LONDON IN NUMBERS



**100,000**  
businesses in West  
London in 2015  
(Source: ONS)



Total population  
**2,065,000**  
(Source: GLA)



**6,500**  
new homes built  
between 2013-14  
(Source: WLA member boroughs)

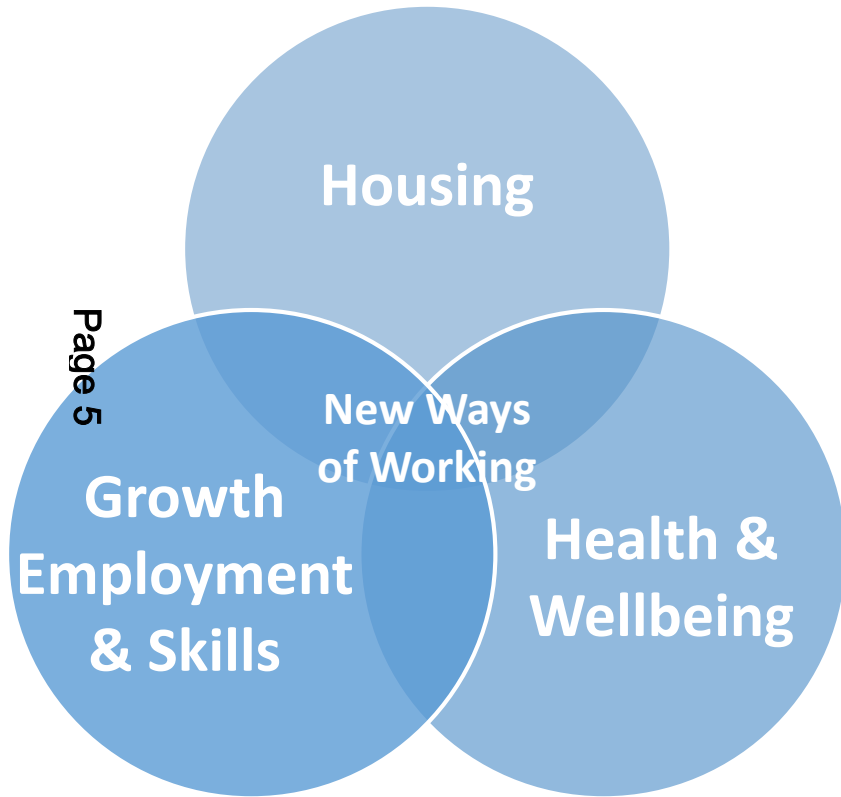
# The Building blocks of Public Service Reform

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	<b>Commissioning &amp; Delivery</b>	<b>Governance</b>	<b>Further Reform</b>
	<b>Ongoing evaluation of what works to evidence reforms</b>	<b>Structures to support devolution &amp; subsidiarity</b>	<b>Housing &amp; Planning Reforms &amp; the influencing the London Plan</b>
	<b>Shared, whole system investment, risks &amp; rewards</b>	<b>Mayor and boroughs working together</b>	<b>Devolution – e.g. employment, skills...fiscal devo?</b>
	<b>Capacity to deliver more and co-commission</b>	<b>Join Leadership of the Health &amp; Care System</b>	<b>STPs and implications in NWL</b>

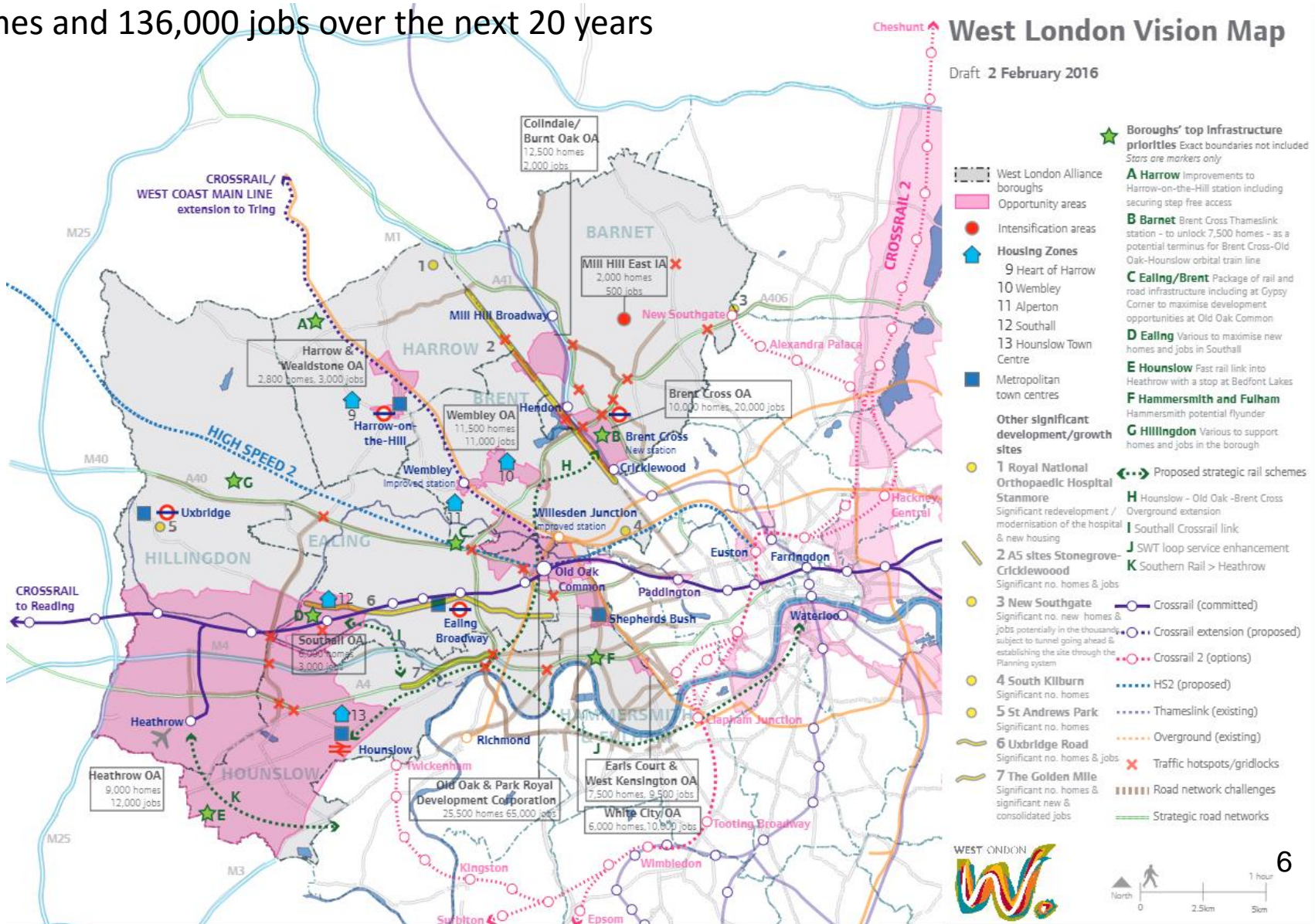
# Priorities, Governance, Influence

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# Regeneration and growth

Planned regeneration and development projects expected to deliver 92,800 homes and 136,000 jobs over the next 20 years



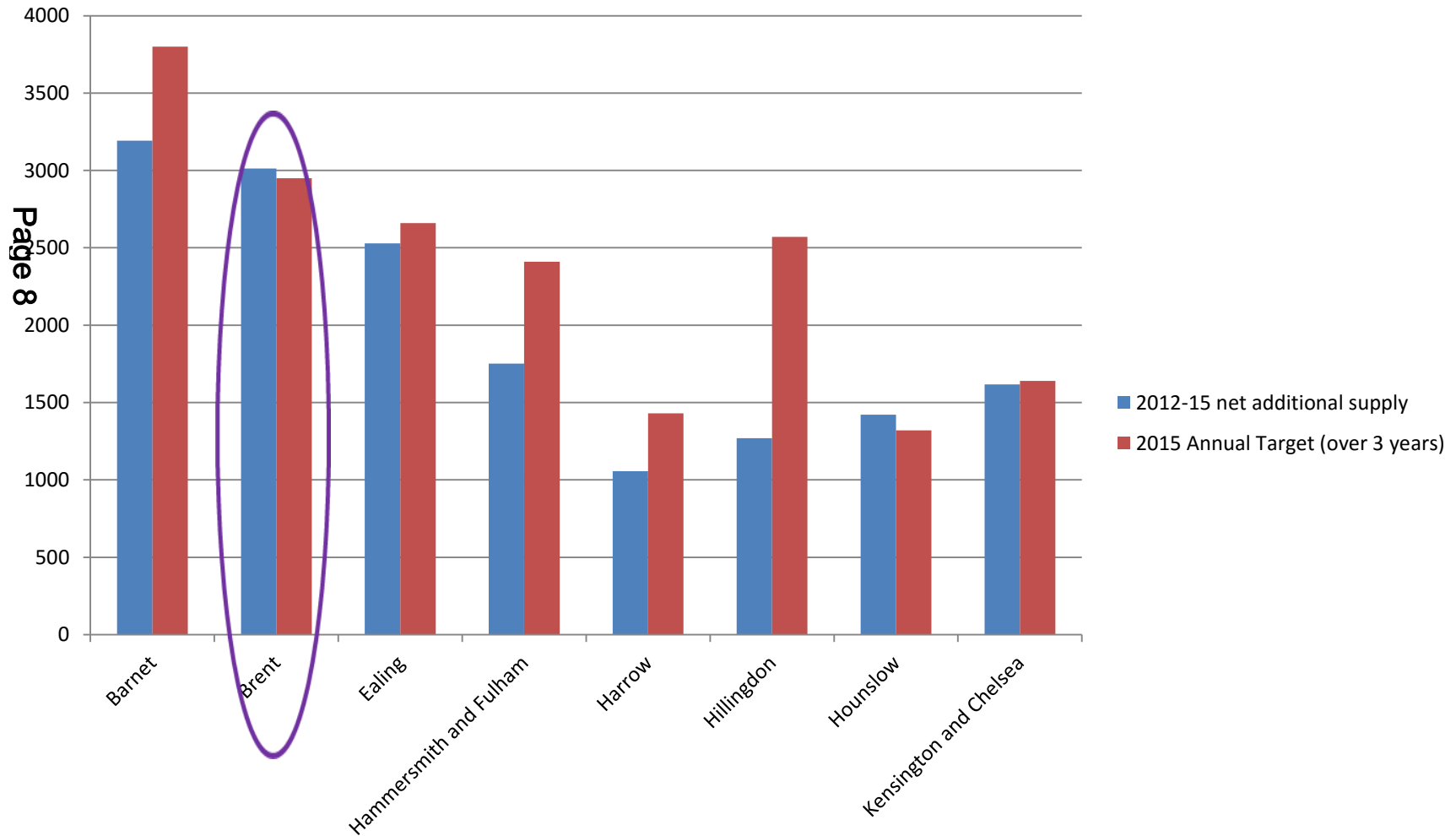




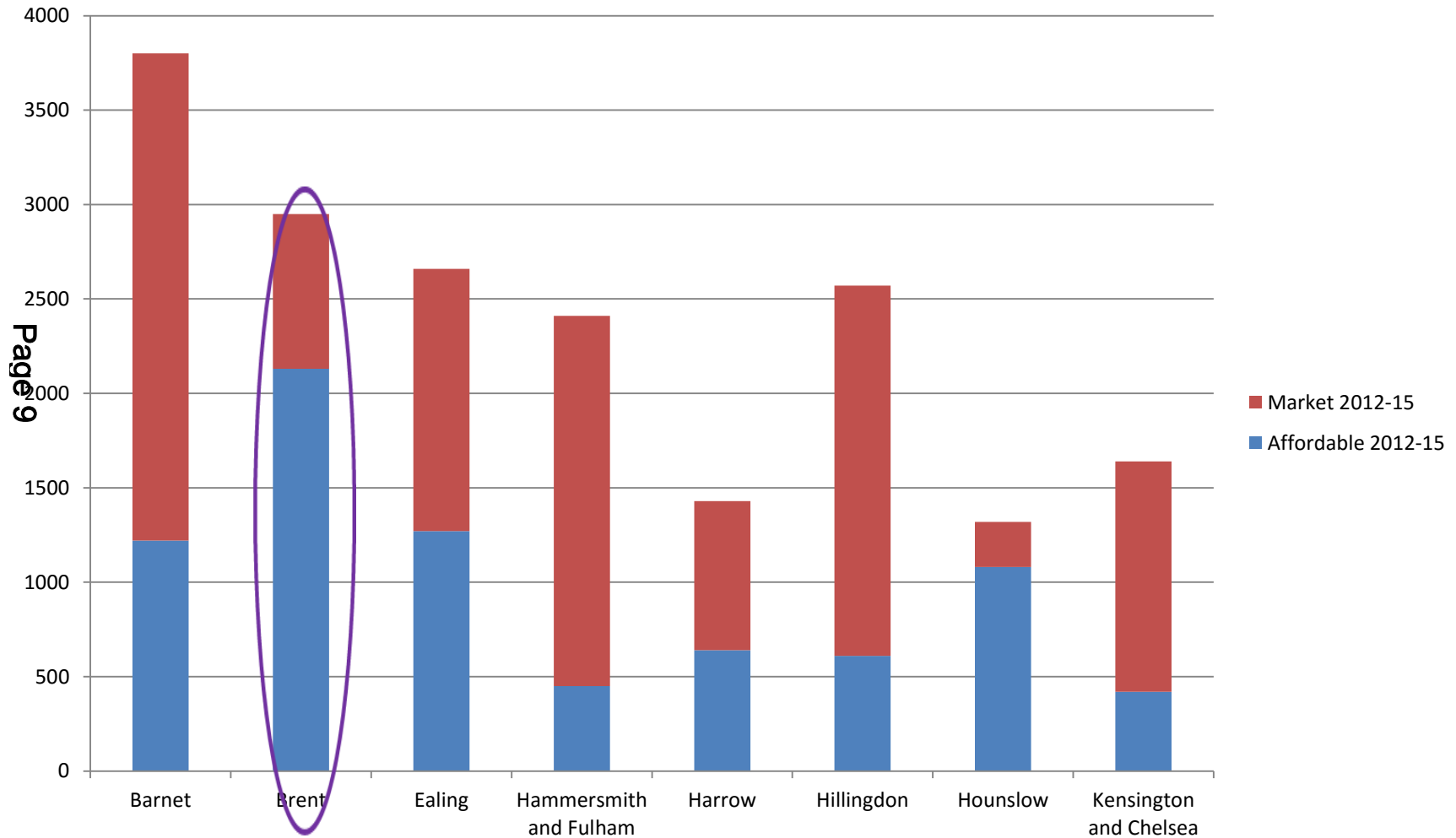
# Growth, Employment & Skills



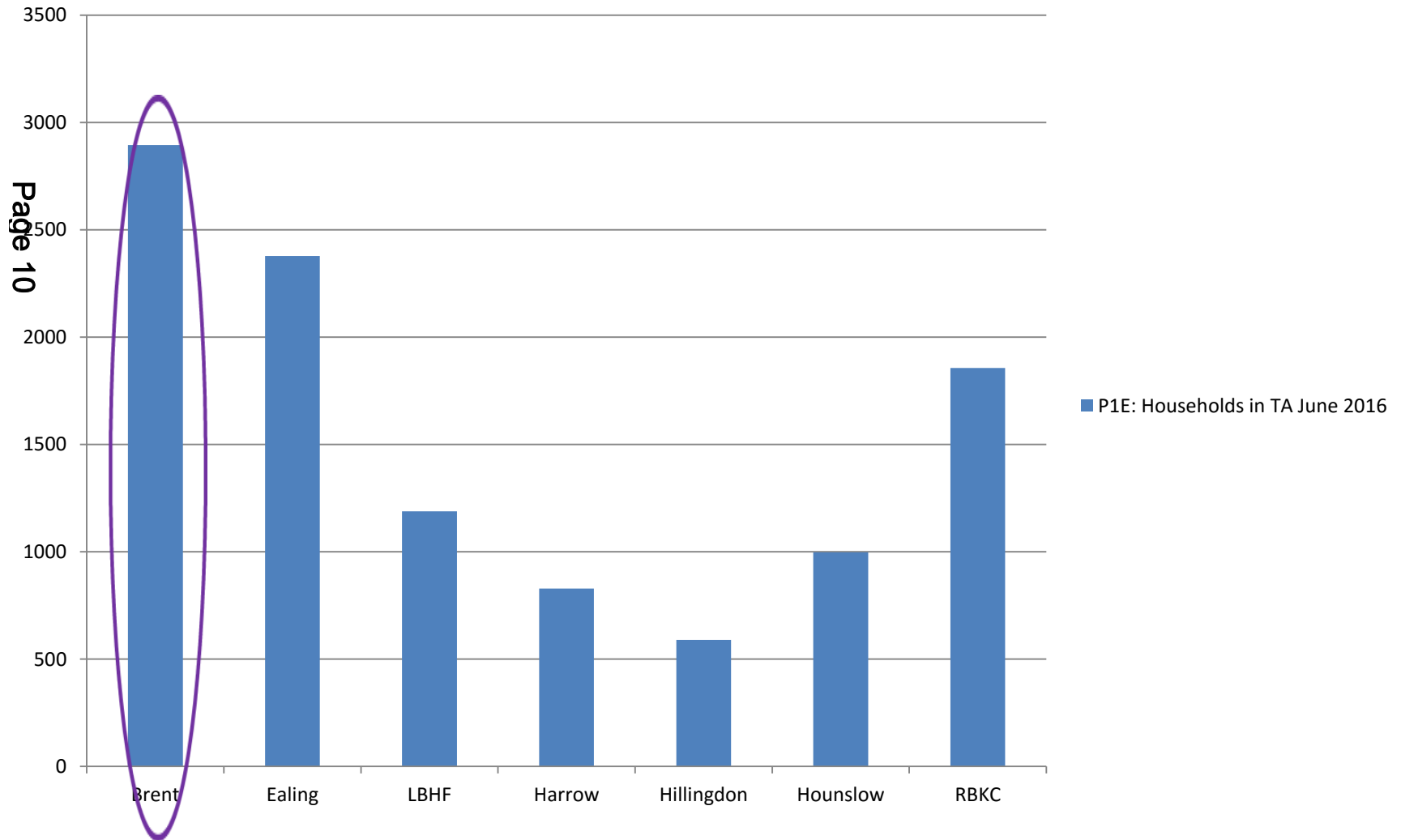
# Housing Supply: past performance against 2015 housing targets



# Net Additions to housing Stock by tenure west London (2012-15)



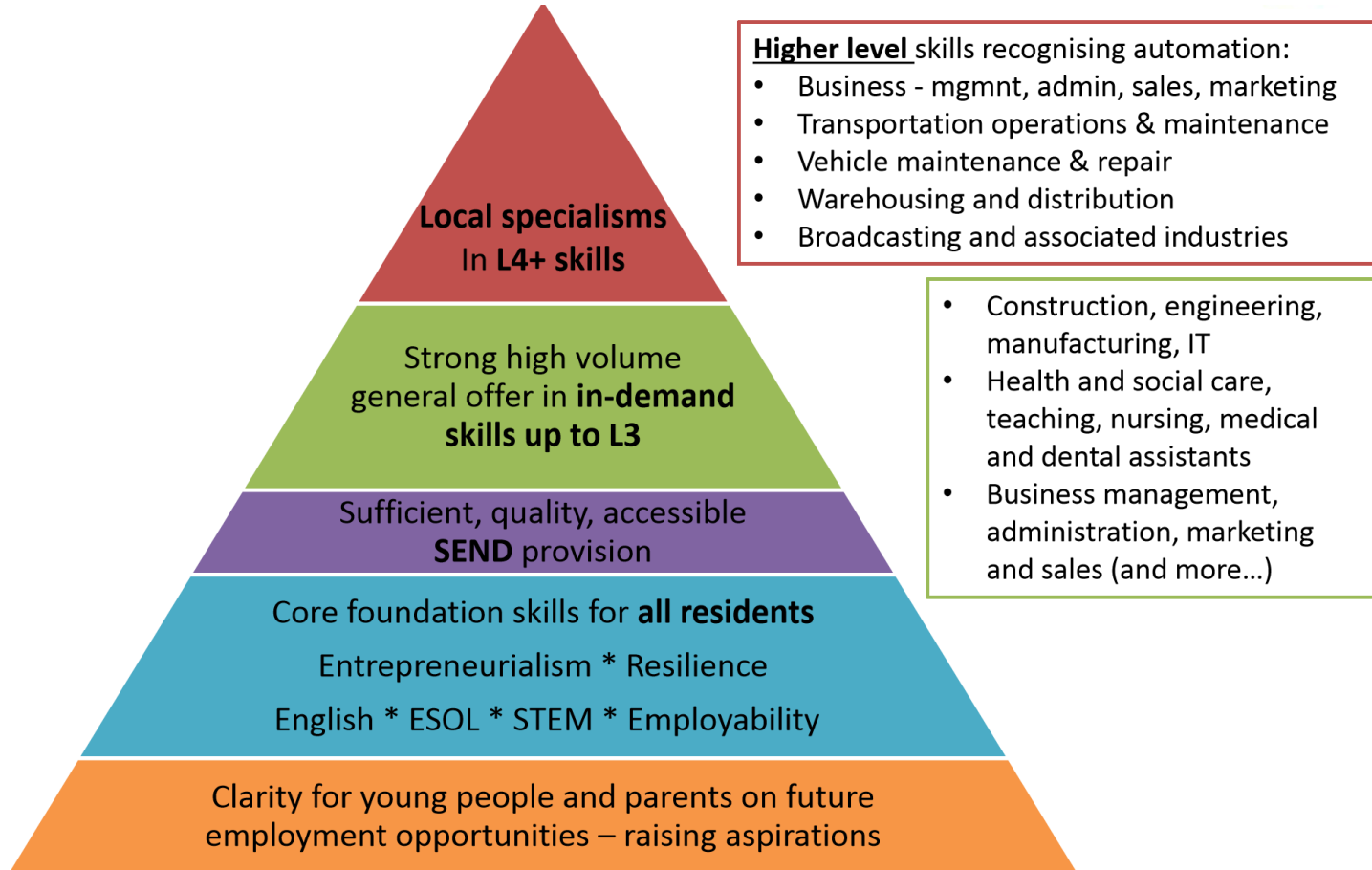
# Numbers in Temporary Accommodation



# Housing – actions being considered

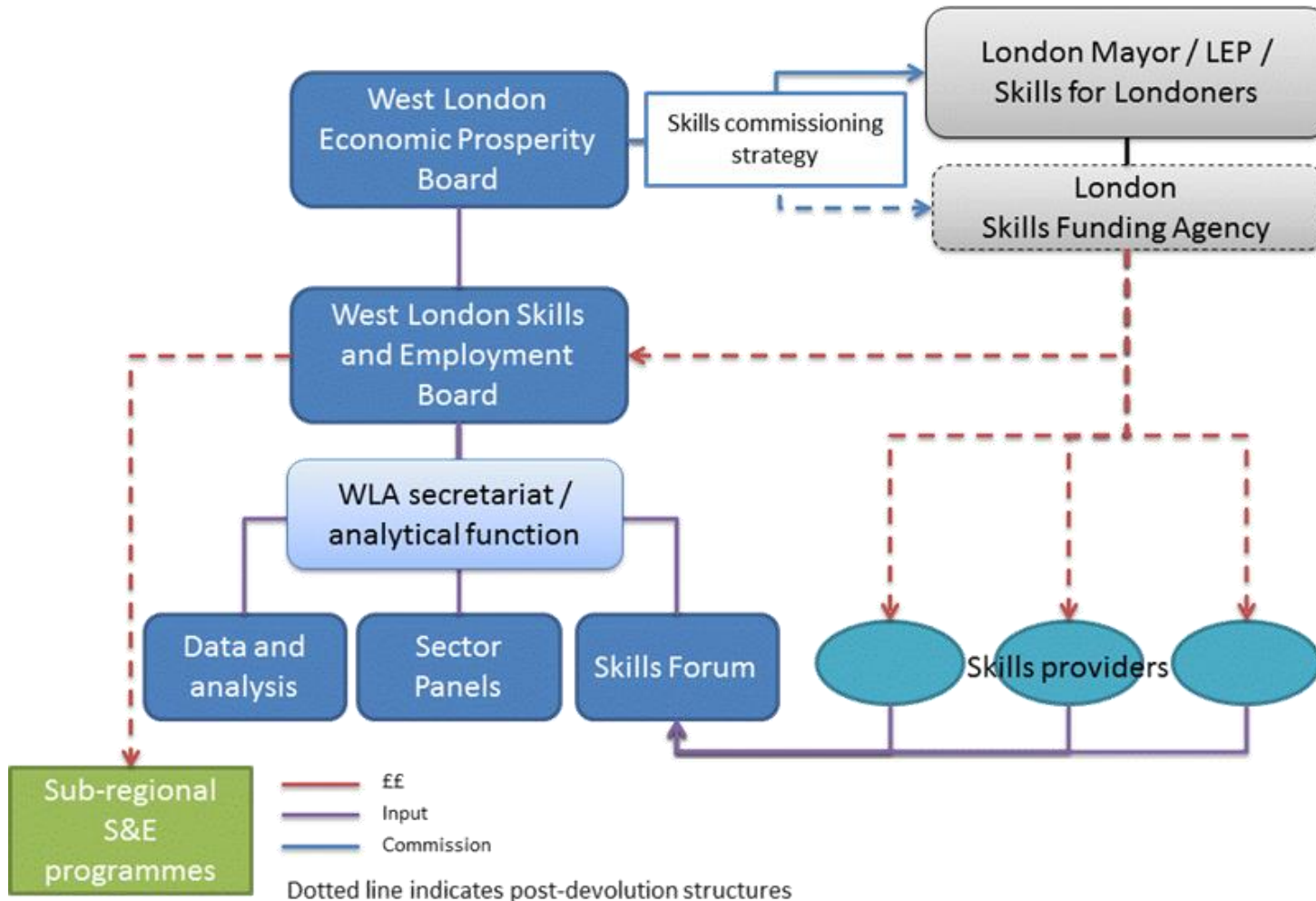
- Ongoing work on to manage demand pressures e.g. TA costs, rough sleepers, allocations
- Reviewing Housing Targets
- Establish a Housing Supply Task Force to accelerate delivery
- Establish a West London housing skills hub
- Reviewing out of London Property Purchase options.
- West London SHMA
- One Public Estate Bid e.g. through the STP
- Working with Pan-London projects e.g. pan-London Collaborative investment vehicle for new supply

# Skills: Needs analysis



# Skills: proposed commissioning model

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# Employment Support: building on our pilots e.g. Working People, Working Places

- Place based support to reduce long term unemployment
- Brings together housing, JCP, benefits, advice, community sector
- Year to date outcomes (April – October) are above target:

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	Brent: Living Room	Barnet: BOOST	TOTALS
Engagement Target	105	400	505
Actuals	129	254	637
Outcomes Target	25	92	117
Actuals	39	87	126



- Integrated, person-centred approaches shown to work best for people who are disadvantaged or have complex needs
- Evaluation commissioned to inform scaling-up and new programmes e.g. Work and Health Programme, STP Preventative activity



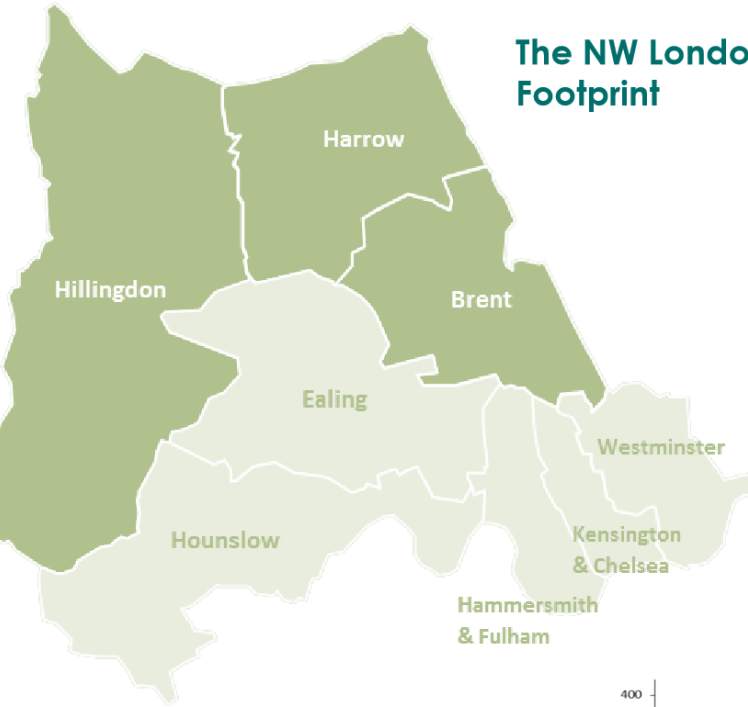




# Health & Wellbeing

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## The NW London Footprint



**Over 2 million** people

**Over £4bn** annual health and care spend

**8** local boroughs

**8** CCGs and Local Authorities

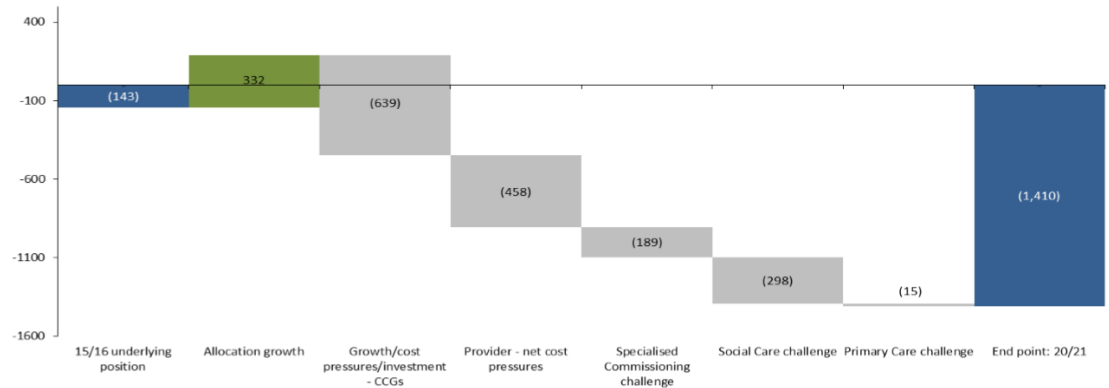
**Over 400** GP practices

**10** acute and specialist hospitals

**2** mental health trusts

**2** community health trusts

## Profile of the 'Do nothing' movement in financial position 2015/16 to 2020/21



# NWL Sustainability & Transformation Plan (STP) Delivery Areas

Triple Aim	Our priorities	Primary Alignment*	Delivery areas (DA)	Target Pop. (no. & pop. segment)	Net Saving (£m)	Plans
Improving health & wellbeing	1 Support people who are mainly healthy to stay mentally and physically well, enabling and empowering them to make healthy choices and look after themselves		<b>DA 1</b> Radically upgrading prevention and wellbeing	All adults: 1,641,500 At risk mostly healthy adults: 121,680 Children: 438,200 Learning Disability: 7,000 Socially Excluded	11.6	<ul style="list-style-type: none"> <li>a. Enabling and supporting healthier living for the population of NW London</li> <li>b. Keeping people mentally well and avoiding social isolation</li> <li>c. Helping children to get the best start in life</li> </ul>
	2 Improve children's mental and physical health and well-being					
	3 Reduce health inequalities and disparity in outcomes for the top 3 killers: cancer, heart diseases and respiratory illness					
Improving care & quality	4 Reduce social isolation		<b>DA 2</b> Eliminating unwarranted variation and improving LTC management	LTC: 347,000 Cancer: 17,000 Severe Physical Disability: 21,000	13.1	<ul style="list-style-type: none"> <li>a. Delivering the Strategic Commissioning Framework and Five Year Forward View for primary care</li> <li>b. Improve cancer screening to increase early diagnosis and faster treatment</li> <li>c. Better outcomes and support for people with common mental health needs, with a focus on people with long term physical health conditions</li> <li>d. Reducing variation by focusing on Right Care priority areas</li> <li>e. Improve self-management and 'patient activation'</li> </ul>
	5 Reducing unwarranted variation in the management of long term conditions – diabetes, cardio vascular disease and respiratory disease					
Improving productivity & closing the financial gap	6 Ensure people access the right care in the right place at the right time		<b>DA 3</b> Achieving better outcomes and experiences for older people	+65 adults: 311,500 Advanced Dementia/ Alzheimer's: 5,000	82.6	<ul style="list-style-type: none"> <li>a. Improve market management and take a whole systems approach to commissioning</li> <li>b. Implement accountable care partnerships</li> <li>c. Upgraded rapid response and intermediate care services</li> <li>d. Create an integrated and consistent transfer of care approach across NW London</li> <li>e. Improve care in the last phase of life</li> </ul>
	7 Improve the overall quality of care for people in their last phase of life and enabling them to die in their place of choice					
	8 Reduce the gap in life expectancy between adults with serious and long term mental health needs and the rest of the population					
	9 Improve consistency in patient outcomes and experience regardless of the day of the week that services are accessed					
			<b>DA 4</b> Improving outcomes for children & adults with mental health needs	482,700 Serious & Long Term Mental Health, Common Mental Illnesses, Learning Disability	11.8	<ul style="list-style-type: none"> <li>a. Implement the new model of care for people with serious and long term mental health needs, to improve physical and mental health and increase life expectancy</li> <li>b. Focused interventions for target populations</li> <li>c. Crisis support services, including delivering the 'Crisis Care Concordat'</li> <li>d. Implementing 'Future in Mind' to improve children's mental health and wellbeing</li> </ul>
			<b>DA 5</b> Ensuring we have safe, high quality sustainable acute services	All: 2,079,700	208.9	<ul style="list-style-type: none"> <li>a. Specialised commissioning to improve pathways from primary care &amp; support consolidation of specialised services</li> <li>b. Deliver the 7 day services standards</li> <li>c. Reconfiguring acute services</li> <li>d. NW London Productivity Programme</li> </ul>

\* Many of our emerging priorities will map across to several delivery areas. But we have sought to highlight where the main focus of these Delivery Areas are in this diagram

**Value and responsiveness achieved through strong WLA borough relationships, key areas of collaborative activity and evidence to inform STP programmes and show clear system leadership**



# e.g. WLA Hospital Discharge

NOW

- **Local authorities:** Brent, Ealing, Hammersmith and Fulham, Kensington and Chelsea, Westminster (& Hillingdon with early identification)
- **Hospital sites:** Northwick Park, Charing Cross, Hammersmith
- New integrated model of care with social workers supporting the hospital wards and MDTs
- Shared processes and assessments across WLA boroughs
- Social workers acting as single team when supporting the ward, including attendance to MDTs

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Nov - May

- **Local authorities:** Hounslow, Harrow
- **Hospital sites:** Ealing, ChelWest, Central Middlesex, West Middlesex, St Marys, Royal Free
- Reciprocal assessments on behalf of partner boroughs
- IT tool allowing sharing of information across local authorities.
- Fully hosted model with hospital managed by one borough and proportionate budgets provided to the host boroughs (go-live TBC)

***“We’re WLA social workers now!”***





# New Ways of Working



# e.g. WLA Children's Services efficiency programme

Residential Children's Homes Managers Network

Semi independence list for accommodation and support for young people leaving care

West London framework for the provision of independent fostering delivered circa £4 Million of cashable and cost avoidance savings across the 4 year term

SEN review process and completed commercial negotiations with commonly used providers delivering cashable and cost avoidance savings of circa £1 million

Design, development and delivery of CarePlace IT platform providing innovative market management and report capabilities and an electronic eBrokerage system

West London Supported Internships Project in West London (4 boroughs) increasing opportunities for young people with disabilities to go into employment

Development of local Children's Homes to meet sufficiency needs and cashable and cost avoidance savings of circa £500,000

DPSs in development for children's placements in development for SEN, Residential Children's homes and Independent Fostering



# Any questions?

[www.wla.london](http://www.wla.london)

@wla\_tweets

gascoyned@ealing.gov.uk



## **Full Council – 21 November 2016**

### **Debate on the Key Issues Affecting the Borough**

#### **West London Alliance**

The West London Alliance plays a central role in improving the collaborative approach of seven London councils, facilitating a communal approach to the challenges facing the residents and businesses of West London.

In housing, children's services, in health and wellbeing, in employment and skills – the WLA has been at the forefront of offering innovative, forward-thinking approaches to the issues that matter to us all.

With ongoing central government cuts to local council funding and further reductions expected in the coming years, it is more important than ever that we work in partnership with our neighbouring boroughs. To share best practice and improve our ways of working, to find solutions the challenges that face us all.

Brent Council pledges to continue to work closely with the WLA and our neighbouring boroughs to deliver the best outcomes for the residents and businesses of West London.

Councillor Muhammed Butt  
Leader of the Council

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