



One Council Overview and Scrutiny Committee

Wednesday, 13 October 2010 at 7.30 pm
Committee Room 4, Brent Town Hall, Forty Lane,
Wembley, HA9 9HD

Membership:

Members

Councillors:

Castle (Chair)
Colwill (Vice-Chair)
Lorber
Beckman
Chohan
McLennan
Sheth
Van Kalwala

first alternates

Councillors:

Brown
Matthews
Long
Hirani
Harrison
Kabir
Denselow

Second alternates

Councillors:

Beck
Brown
Mashari
Hossain
Hector
Kataria
Gladbaum

For further information contact: Anne Reid, Senior Democratic Services Officer
020 8937 1359, anne.reid@brent.gov.uk

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www.brent.gov.uk/committees

The press and public are welcome to attend this meeting

Agenda

Introductions, if appropriate.

Apologies for absence and clarification of alternate members

Item	Page
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1 Apologies for absence	
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2 Terms of reference	1 - 2
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The terms of reference of the committee as agreed by Full Council are attached for information.

3 Declarations of personal and prejudicial interests	
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Members are invited to declare at this stage of the meeting, any relevant financial or other interest in the items on this agenda.

4 Deputations (if any)	
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5 Direct Services Transformation - Learning Disabilities (wave 1)	3 - 6
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The learning disabilities direct services transformation will bring significant change to the way Adult Social Care provides its direct or in-house day services to vulnerable people in Brent. It plans to improve outcomes by consolidating the various day centres within Learning Disabilities, improving service outcomes, increasing independence and customer choice, and realising more personalised services.

Ward Affected: All Wards; **Contact Officer:** Alison Elliott, Adult Social Care

Tel: 020 8937 4230

alison.elliott@brent.gov.uk

6 Personalisation - Customer Journey Project	7 - 10
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The Personalisation – Customer Journey Project will significantly improve the end to end assessment process for adult social care. This is the central process within the Community Care department which is followed by the vast majority of citizens who are clients of, or request services from the department. This project will build on and improve the work that has already been done by the department, by focusing on refining the operating model to reflect the new operational leadership, and the lessons learnt over the last year (from the implementation of Frameworki financials, the restructure of OP/PD Assessment and Care Management

and the introduction of Self Directed Support.

Ward Affected: All Wards; **Contact Officer:** Alison Elliott, Adult Social Care
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7 Performance and Finance Review Quarter 1, 2010/11

11 - 28

This report summarises Brent Council's spending, activity and performance in the first quarter of 2010/11 and highlights key issues and solutions to them. It takes a corporate overview of financial and service performance and provides an analysis of high risk areas. The report is accompanied by appendices providing budget, activity and performance data for each service area, the Local Area Agreement, ring fenced budgets and the capital programme. Vital Signs trend data and graphs are also provided along with the council's overall budget summary.
(Appendices have been circulated separately)

Ward Affected: All Wards; **Contact Officer:** Clive Heaphy, Director of Finance and Corporate Services, Phil Newby, Director of Policy and Regeneration
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8 The Corporate Strategy 2010 - 2014 - Brent Our Future

29 - 54

At its last meeting on 28th July 2010 the Overview & Scrutiny Committee requested that the new corporate strategy be included on the One Council Overview & Scrutiny Committee agenda in October. The attached document – Brent Our Future 2010-2014 sets out the vision and strategic objectives for the borough.

Ward Affected: All Wards; **Contact Officer:** Phil Newby, Director of Policy and Regeneration
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9 Motions referred from Full Council - 13 September 2010

55 - 56

The Full Council at the meeting on 13 September referred the following motion to the One Council Overview and Scrutiny Committee for further consideration:

- Car repair and spray painting garages

Further information regarding issues raised in this motion will follow.

This report sets out a list of options for the One Council Overview & Scrutiny Committee work programme. This list includes issues raised by members at the Overview & Scrutiny Committee on 28 July 2010, the results of a survey of all members undertaken in June 2010 and the results of the One Community Many Voices consultation event on 28 September 2010

Ward Affected: All Wards; **Contact Officer:** Phil Newby, Director of Policy and Regeneration

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11 Any Other Urgent Business

Notice of items to be raised under this heading must be given in writing to the Democratic Services Manager or his representative before the meeting in accordance with Standing Order 64.

12 Date of Next Meeting

The next scheduled meeting of the One Council Overview and Scrutiny Committee is due to take place on 7 December 2010.



Please remember to **SWITCH OFF** your mobile phone during the meeting.

- The meeting room is accessible by lift and seats will be provided for members of the public.
- Toilets are available on the second floor.
- Catering facilities can be found on the first floor near the Grand Hall.
- A public telephone is located in the foyer on the ground floor, opposite the Porters' Lodge

OVERVIEW AND SCRUTINY COMMITTEES

ONE COUNCIL OVERVIEW AND SCRUTINY COMMITTEE

Membership

- The committee is comprised of 8 councillors
- None of the members shall be members of the Executive.

Terms of reference

The One Council Overview and Scrutiny Committee shall perform the following functions. These functions are subject to the limitations set out below.

1. To scrutinise the decisions made or other action taken in connection with the discharge of any of the authority's Executive functions.
2. To scrutinise the performance of the Executive, both in relation to individual decisions and over a period of time.
3. To review and scrutinise the decisions and performance of the Council.
4. To review the decisions and performance of the Executive and other parts of the Council and to make reports and/or recommendations to the Council in connection with the discharge of Council functions and to the Executive in connection with the discharge of Executive functions, or to their respective committees or sub-committees as the case may be.
5. To make reports and/or recommendations to the Council and/or the Executive or their committees or sub-committees on matters which affect the Council's area or the inhabitants of that area.
6. To scrutinise the development and the implementation of the Council's 'One Council' agenda, and review the outcomes.
7. To assist the Council and the Executive in the development of the authority's Policy Framework by in depth analysis of policy issues.
8. To consider any matter appearing in the Forward Plan or on any current or forthcoming agenda of the Executive and to call before the committee a member of the Executive or any Service Area or Corporate Director to provide a briefing on any matter appearing in the Forward Plan or on any current or forthcoming agenda of the Executive.
9. To establish task groups.
10. To conduct research and community and other consultation, in the analysis of policy issues and possible options and consider and recommend mechanisms to encourage and enhance community participation in the development of policy options.
11. To monitor property and asset acquisition and disposal and the procurement and letting of contracts

12. To consider matters relating to the operation of the overview and scrutiny functions and matters relating to the role of members generally.
13. To consider reports or outcomes of inspections by internal or external inspectors or auditors relating to the performance of the council.
14. To consider any corporate or cross cutting issues relating to Human Resources and staffing issues.
15. To consider appeals on petitions as set out in the council's petitions scheme except those in relation to children and young people's issues.
16. To consider any matters referred to the One Council Overview and Scrutiny Committee under section 21A of the Local Government Act 2000 (Councillor Call for Actions) which relate to the functions of this committee.
17. To develop and implement its work programme.
18. To produce and publish together with the other overview & scrutiny committees an annual report on its workings.
19. To perform any other functions allocated to One Council Overview and Scrutiny Committees by any Act of Parliament falling within its terms of reference.

Limitations

- (a) The One Council Overview and Scrutiny Committee will not normally, and not without special reason, scrutinise decisions made in respect of matters concerning individual applications for consent, permission, approval or grants, particularly individual decisions on planning, licensing, registration, etc.
- (b) The One Council Overview and Scrutiny Committee may only consider matters relating to school education in so far as is necessary to enable it to properly consider an issue or matter relating to some other function or functions of the Council, including the overall direction and/or performance of the Council.



**One Council
Overview and Scrutiny Committee
13 October 2010**

**Report from the Director of
Housing and Community Care**

For Action

Wards Affected:
ALL

Direct Services Transformation – Learning Disabilities (wave 1)

1.0 Outline of the project

1.1 The learning disabilities direct services transformation will bring significant change to the way Adult Social Care provides its direct or in-house day services to vulnerable people in Brent. It plans to improve outcomes by consolidating the various day centres within Learning Disabilities, improving service outcomes, increasing independence and customer choice, and realising more personalised services. The associated financial benefits are £850-1,020k by December 2011 against a budget of £500k.

1.2 There are four key phases to this project:

- 1) Consultation (July-Nov 2010 on day opportunities strategy, and Jul-Oct 2011 on JBC);
- 2) Estate consolidation (Oct 2010 -Feb 2011);
- 3) Service re-design (Oct 2010-Apr 2011);
- 4) John Billam Centre (Nov-Jan 2011)

1.3 Day opportunity services in Brent have been changing for the last 20 years. These changes have regularly been given fresh impetus by national initiatives such as Direct Payments and Putting People First. However, the majority of day opportunity services for vulnerable people in Brent still focus on providing activities in specialist day centres on weekdays. Because these services are focused on special buildings and are often block-contracted, they make it more difficult for people to make individual choices about what support and services would best meet their own needs and they are more expensive.

2.0 What has happened so far

2.1 We are currently in the final month of a 3-month consultation period on the Day Opportunities Strategy with service users, carers and staff and management of

the day centres affected. These include the directly provided centres across three client groups:

- 1 Learning Disabilities (Stonebridge, Strathcona, Albert Road, ASPPECT and CASS)
- 2 Older People (Kingsbury, Westbrook)
- 3 Physical Disabilities (New Millennium Centre)

2.2 There have been two previous rounds of consultation meetings in August and September, and the final round is taking place at the moment. In order to have a meaningful consultation with each group, we have tailored our approach to fit each client group and meeting, adapting our approach based on lessons learnt from the previous round and other London Boroughs. For example, we have designed an alternative consultation approach with the Westbrook service users as they suffer from dementia. Admiral Nurses and Elders' Voice have been engaged to hold individual sessions with the users.

2.3 The consultation phase is a period of significant risk and although ongoing, it seems that the risks are being managed and mitigated appropriately. Detailed planning and preparation of the events as well as pro-active management of the press have contributed to an effective consultation exercise. The consultation meetings at the CASS service have been suspended as the provision of the CASS service is to be re-considered due to lack of clarity over whether staff are to be TUPE-ed across from the PCT;

2.4 In addition the Project Initiation Document and long term project plan have been approved by the One Council Programme Board, taking the project officially into delivery stage. The benefits profiling has been started and submitted to the One Council PMO as part of the Special Programme Board on the Council budget FY11/12. A team workshop on benefits realisation is planned for the first week of November.

3.0 Difficulties and risks

3.1 Key risks to the project are:

- Failing to secure and/or maintain support, in particular during consultation periods (Day opportunities strategy and John Billam Centre);
- Consultation on the Day Opportunities Strategy and the move into John Billam results in negative feedback which delays or puts at risk the implementation;
- The project is not adequately resourced (in particular re HR and communications) causing delays and putting the project completion at risk;
- The service re-design phase takes longer than expected due to potential redundancies among day options workers depending on the outcome of service users' care support plan reviews;
- Benefits from the CASS service modernisation are delayed as the provision of the CASS service is being re-considered due to lack of clarity over whether staff are to be TUPE-ed over from PCT;
- Delays occur in the John Billam Centre project plan, either in the design or build phase, which significantly affect the project implementation.

4.0 Next steps

- 4.1 The consultation phase will finish by 25th October and the draft papers for consideration by the Council executive on 13th December will be submitted on 8th November. These will include the consultation report on the Day Opportunities Strategy with options to proceed, as well as the draft staffing structure for the new service model.
- 4.2 The service re-design and planning potential estate consolidation phases will start in October with key milestones such as designing the new staffing structure and Job Descriptions, working with community and mainstream facilities to provide suitable access for vulnerable people, and preparing the potential closure of Stonebridge.
- 4.3 Depending on the Executive decision, it is possible that the building will be closed and Stonebridge and Projects users and staff will start to use the Strathcona centre instead. All day centres will adopt the new service model. If the decision is to close users will be gradually prepared for the move and staff will be trained in new ways of working. Also service user reviews will be conducted by care managers with the support of Learning Disability Voluntary sector agencies to draw up new support plans focused on community activities. Service users will also receive travel training and a staff consultation will take place.
- 4.4 Once clarity has been achieved over the CASS service, they could move into the Albert Road centre later in 2011 (tbc). In the summer of 2011, the 3-month consultation on the move into the John Billam Centre will take place. If a positive outcome has been achieved, the move will be executed in a similar fashion to the move to Strathcona. The project will close after this has been realised by January 2012.
- 4.5 If the decision by the Executive is to endorse the Strategy benefits will be released throughout the estate consolidation phase and service re-design phase by the sale of the Stonebridge, Strathcona and Albert Road day centres and by the rationalisation of overhead staff and (agency) day options workers.

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**One Council
Overview and Scrutiny Committee
13 October 2010**

**Report from the Director of
Housing and Community Care**

Wards Affected:
ALL

Personalisation - Customer Journey Project

1.0 Outline of the project

- 1.1 The Personalisation – Customer Journey Project will significantly improve the end to end assessment process for adult social care. This is the central process within the Community Care department which is followed by the vast majority of citizens who are clients of, or request services from the department.
- 1.2 This project will build on and improve the work that has already been done by the department, by focusing on refining the operating model to reflect the new operational leadership, and the lessons learnt over the last year (from the implementation of Frameworki financials, the restructure of OP/PD Assessment and Care Management and the introduction of Self Directed Support).
- 1.3 The project will deliver:
- **Improvements for citizens** - through a simpler and quicker process which is fair and proportionate to their needs. Minimal hand-off points within the department, and the increase of knowledge and expertise at the front door will ensure that citizens receive the right answer at the first point of contact;
 - **Improvements in performance** - aligned to the first benefit and measured through key national performance indicators and newly defined outcome measures for customers;
 - **Financial savings** - driven by the realignment of staff resources to the new processes (the right staff in the right places), improved processes and practice relating to assessment and allocation of resources for customers with ongoing social care needs, and an improved financial assessment processes. These are estimated at £1,165,000.
- 1.4 The project also addresses a number of key agendas: a number of key agendas:

- **National strategy and policy** – the national policy agenda for transforming adult social care was clearly outlined in Putting People First and over the last couple of years has been fully integrated into the Care Quality Commission’s performance management regime. Although this performance regime may change, the new government has confirmed its commitment to the roll out of Personal Budgets and the principles which underpin this project;
- **Corporate strategy** – Brent’s Improvement and Efficiency Plan 2010-2014 set out a clear case for change, the strategic benefits of that change and an approach to managing that change. This project clearly addresses all of those strategic benefits
- **Improving departmental performance** – the department is struggling to deal with a number of key operational issues at the moment, which are impacting on financial control, service performance and customer satisfaction. These issues are being addressed in this project as part of a positive agenda for change which staff will be able to buy into.

1.5 The department considered three options to address the challenges it faces;

- Option 1 – Do nothing
- Option 2 – Tackle priority areas
- Option 3 – Implement the Customer Journey Project

The first option was not considered sustainable in the medium to long run as it will make it difficult, if not impossible, to improve service performance and outcomes for individuals, and is likely to lead to service deterioration if further savings are required. The second option was rejected based on evidence of previous attempts by the department to deliver a number of individual projects, which has led to uneven development, and some discontinuities, along the customer journey. Also, many of the key changes that need to be made are crosscutting and underpin all elements of the customer journey, for example, improved social work practice, and a performance management framework and culture. The department has decided to implement option three.

2.0 What has happened so far

2.1 We have established a project team, resourced primarily with council staff, who are responsible for the design and delivery of the outlined improvements. In addition, we have secured corporate support to contract external specialist resource, who will work alongside the council project team, bringing expertise from similar projects in other authorities, and transferring knowledge and skills to our staff. This approach will ensure that we build our internal capacity and expertise in these areas to enable us to continuously improve our services in the future.

2.2 We recognise the utmost importance of staff buy-in to the proposed changes to ensure that they are effective and sustainable in the long run. To this effect we have engaged with all staff impacted at the earliest opportunity. At the All Staff Quarterly Meeting, all participants were briefed on the project, given the opportunity to share their comments and views, and asked to put themselves forward to get involved in the project. This was followed by further

communications, to give the same opportunity to those who were not present. We now have over 40 staff members who are actively involved and make part of the extended project team, responsible for the delivery of the project activities.

2.3 In addition, staff are participating in design workshops, participating and engaging in the design of the changes to the processes and systems, which will enable the project benefits to be achieved. These changes will be rolled out as part of a comprehensive training programme to ensure a consistent and high-performing approach to dealing with citizens.

2.4 We also understand the importance of ensuring that these proposed changes take into account the impact on our customers, improving service delivery, and ensure that our services are high performing and easily accessible. We have developed a comprehensive communication plan, for both internal and external stakeholders and our customer groups. We will utilise the extended network of focus groups to communicate the changes that we are proposing. At the same time, we will use focus groups to design and test needed changes to the current forms and letters used by customers and staff as part of the assessment and service provision process.

3.0 Difficulties and risks

1.1 This is a significant transformation project, which is closely linked and impacted by other challenges faced by the London Borough of Brent. The two main risks for this project are:

- Lack of suitable council resources to deliver this project – we have secured some external support, however support and involvement is required by council staff, both for their operational expertise, as well as to ensure the proposed changes are sustainable. This project will be in addition to the day-to-day job, therefore increasing their workload in the short term.
- Impact from other corporate projects – there are a number of significant projects and programmes in the council, which will impact on both skilled staff availability and the design of this project, for example corporate Customer Contact project. We are working closely with other stakeholders to identify these links at the earliest stage and ensure that what we put in place is in line with corporate requirements.

4.0 Next steps

4.1 The new project support resources will start work on the 4th of October.

4.2 The design of the new processes and system changes are in progress through a series of design workshops, attended by staff across the department. System changes are being built in parallel to the process workshops, therefore reducing the development and the overall project timescales.


4.3 We will start to develop the new organisation structure and align the existing skills and resources to the new proposed process to ensure that we have the right skills at the right place in the right number to address customers request for service.

- 4.4 Three roadshows have been organised with all staff, to provide them with an opportunity to learn about the progress of the project so far, and gather their views and comments.

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	<p>Executive 16 September 2010</p> <p>One Council Overview and Scrutiny Committee 13 October 2010</p> <p>Report from the Directors of Finance and Corporate Services and Policy and Regeneration</p>
For Action	Wards Affected: ALL
<p>Performance and Finance Review Quarter 1, 2010/11</p>	

1. Summary

1.1 This report summarises Brent Council's spending, activity and performance in the first quarter of 2010/11 and highlights key issues and solutions to them. It takes a corporate overview of financial and service performance and provides an analysis of high risk areas. The report is accompanied by appendices providing budget, activity and performance data for each service area, the Local Area Agreement, ring fenced budgets and the capital programme. Vital Signs trend data and graphs are also provided along with the council's overall budget summary.

2.0 Recommendations

2.1 The One Council Overview & Scrutiny is asked to review and comment on the council's performance during quarter 1 2010/11.

3.0 Background

3.1 The success of the council is ultimately measured by the delivery of the priorities within the Corporate Strategy and its jointly agreed outcomes in the Local Area Agreement. That is principally determined by the council's overall strategic planning framework and reviewed through the annual report to Council in November on progress against the Corporate Strategy and the Annual Review published in late summer. Regular Performance and Finance Review reports allow members to ensure that council finances and performance remain on track to help achieve these priorities.

- 3.2 This approach to monitoring and reporting reflects other changes in the council's approach in recent years, including strengthening the link between the Corporate Strategy and the Medium Term Financial Strategy, active performance monitoring and management, a greater focus on outcomes as part of capital programme monitoring, and bringing together financial and performance monitoring of partnership activity through the Local Area Agreement. It provides more clarity about the relationship between spending, performance and activity – and provides a basis for assessing the potential impact of future decisions.
- 3.3 Appendices included in this report as supplementary documentation are:

Appendix A	Performance summary -
- A1	- Children and Families
- A2	- Environment and Culture
- A3	- Housing and Community Care
- A4	- Corporate Centre
Appendix B	General Fund services – Financial, activity and performance monitoring information for each of the council's main service areas:
Appendix C	Capital programme
Appendix D	Housing Revenue Account
Appendix E	Local Area Agreement
- E1	- A Great Place
- E2	- A Borough of Opportunity
- E3	- One Community
Appendix F	Budget Virements
Appendix G	Budget Summary
Appendix H	Vital Signs – high and medium risk performance digest

4.0 Corporate context

- 4.1 Looking forward, the Council's new Administration is in the process of developing a new Corporate Strategy, which reflects new priorities for a challenging economic environment – one which will see unprecedented and sustained pressure for the Council to deliver more with considerably less resources. Difficult decisions will need to be taken and priorities will need to be achieved against a background of reduced government grant, Members' ambitions to keep council tax increases low, demographic pressures, and the increasing costs of Waste Disposal and Social Care.

4.2 Continuous improvement has always been at the centre of the Council's approach to service development and financial planning, and we have demonstrably raised the responsiveness, relevance and quality of our public services. Despite these real and sustained improvements, the organisation now acknowledges that the conventional silo-based and incremental approaches to improving performance and efficiency are no longer the most appropriate strategies to sustain us for the new economic realities in which we find ourselves. Brent has therefore developed an ambitious change programme to support the Council's Improvement and Efficiency Strategy which is structured around three key themes:

- *Making the 'One Council' approach a reality*
Development of the infrastructure to build a leaner, more effective, dynamic and community focused organisation, which maximises the use of its resources.
- *Raising performance and maximising efficiency*
Service reviews run by cross-council teams to develop and implement more customer-focused and effective service delivery models.
- *Delivering on major projects*
Delivery of large capital schemes around the borough including the new Civic Centre and the regeneration of Wembley, South Kilburn and the North Circular Road.

4.3 The impact of the recent economic downturn and heightened public concern about child protection means that the council has had to reassess its priorities, although its fundamental approach remains the same. A lot of what we already do supports people who might be most affected by the economy by helping them find work, adult and community education, other employment and training initiatives, preventing homelessness and providing accommodation when people become homeless, ensuring people receive the state benefits to which they are entitled, and supporting those with social care needs. We also have a programme in place to transform our children's social care service which has improved from an 'adequate' (2 out of 4) service that overspent, to a 'good' service (3 out of 4) that lives within its budget.

5.0 Overall financial position

General Fund Revenue budget

5.1 A summary of the latest 2010/11 budget position is included in Appendix G. This is the first quarter of the financial year and takes a prudent view of the likely outturn. All managers are expected to come within available resources and actions to be taken to achieve this may not be reflected in the forecast at this point but when the impact has been assessed.

5.2 The 2009/10 provision outturn was reported to the Executive as part of the quarter 4 2009/10 Performance and Finance review on 26th July 2010. That

showed an improvement in balances brought forward from 2008/09 of £55k, from £8.908m forecast when the 2010/11 budget was set to £8.963m. This improvement is provisional, pending completion of the audit of the 2009/10 accounts by the Audit Commission.

- 5.3 As part of the central government savings announced on 10th June Brent lost £6.855m of grant funding compared with that previously announced of which £5.371m related to 2010/11. These were two main sources of funding, £2.249m of Area Based Grant and £4.606m of other grants including £3.634m of LAA Reward Grant, £390k of Housing Planning Delivery Grant, £143k of swimming grant and £439k from the Local Authority Business Growth Incentive scheme. At the Executive on 26th July members agreed that reductions were to be made directly from areas where the grant was being utilised and service areas are currently building those reductions into their budgets. These will be incorporated into the quarter 2 monitoring report. Members also agreed a number of virements at the same meeting and these are detailed in appendix F(i) and these will also be incorporated into quarter 2 monitoring.
- 5.4 At this early stage in the financial year a number of the budget pressures have been identified. The main factors driving these include:
- (i) Increases in activity, particularly client numbers in Adult Social Care and Children's Services, that became evident or occurred late in the financial year. They were therefore not part of the 2010/11 budget considerations.
 - (ii) Inflationary pressures from suppliers. The retail price index to which a number of major contract prices are linked such as refuse, parking and revenues has been above 5% for a number of months.
 - (iii) In year savings required by central government (see above in paragraph 5.3). Delivering full year savings when the announcement was only made in June puts overall pressure on overall service area budgets as the full saving may not be possible from the area funded from grant.
 - (iv) The continuing legacy of the recession on income figures and some service budgets such as benefits. The number of Housing and Council tax benefit live claims has risen from 34,082 in June 2008 to 40,774 currently.
 - (v) The One Council Programme is driving out "*headroom*" in budgets that may previously have been used to absorb "*overspendings*" elsewhere.

The table below sets out the latest forecast.

	Latest Budget £'000	Forecast £'000	Variance £'000
Children and Families	60,145	62,200	2,055
Environment and Culture	48,859	48,859	0
Housing & Community Care:			
o Housing	27,665	27,790	125
o Adult social care	88,288	91,088	2,800
Finance & Corporate Resources / Central Units / Business Transformation	25,792	25,792	0
Service Area Total	250,749	255,729	4,980
Central items	44,706	44,189	(517)
Area Based Grants	(28,578)	(28,578)	0
Total council budget	266,877	271,340	4,463
Application of balances	(1,408)	(5,871)	4,463
Total after application of balances	265,469	265,469	0

5.4 The main issues in individual services areas are as follows:

- Children and Families. The major risk area to this budget in 2010/11 is the cost of children's placements for children in care and the associated legal costs. The children's placement budget is projected to overspend by £2.0m, with legal costs £500k over budget. This is being partially offset in other budgets. The number of looked after children rose sharply in March 2010 to 374 children having been running at about 350 throughout the year. Much of the increase was for children in the age range 0-12 with high numbers of these being the subject of court proceedings. Although the number of children coming through in the 1st quarter has returned to normal levels the financial commitment brought forward from 2009/10 will have to be funded in this financial year. The mix of independent and in-house foster carers still remains an area of concern and the current review of foster caring aims to increase the number in-house carers so reducing costs. A number of other initiatives including preventative work is being undertaken as part of the One Council Programme to improve the position.
- Environment and Culture. There are a number of general pressures linked to the factors described in paragraph 5.4. The most difficult currently is meeting the impact of the removal of the Planning Delivery Grant which amounted to £390k. We are still anticipating the service meeting its budget limit.
- Housing and Community Care The government's plan to put caps on housing benefit with a £280 per week cap on one-bedroom properties and £400 per week on 4-bedroom or larger properties. This change was

notified only just before the start of the financial year. This will impact on our temporary accommodation budget. Current estimates are £125k.

Adult Social Care recorded a net overspend of £2.8m in 2009/10. This was actually mitigated by some one-off underspendings which will not be available in 2010/11 although £1.3m of growth was added to the budget. A number of these spending pressures continue into this financial year. These centre on rising costs and client numbers. Current forecasts suggest that the level of overspend in 2009/10 is likely to be at least repeated if client numbers and costs remain at current levels. The Transformation Programme, which is a key project within the One Council Programme, is seeking to generate efficiencies while increasing choice and service quality for clients. It will be crucial that this is able to deliver to help ensure that the budget is brought back into balance in the medium term. A more detailed report will be brought to a future Executive.

- 5.5 The forecast for central items is for a £517k underspend. This is made up of an underspend of £223k on concessionary fares where the final settlement agreed for 2010/11 was lower than expected. In addition there is an underspend on savings on the reduction of 50 management posts where the savings achieved have over exceeded original estimates by £294k. The target saving from the overall One Council Programme is on target to be achieved.
- 5.6 The current forecast based on the first quarter's figures show a significant overspend from the two main Service Areas. This will need to be strictly monitored and reduced as the consequences of the present position will adversely impact on both 2010/11 and also future years at a time when resources are severely constrained. It is proposed to bring a report to the next Executive setting out some of the options available.
- 5.7 Members agreed a number of 2010/11 virements as part of the 2009/10 quarter 4 report which went to the Executive on 26th July. These virements are detailed in appendix F(i). In addition members are being asked to agree a number of additional budget virements in 2010/11. These are included in Appendix F(ii) and are as follows:
- Following the transfer of various internal charging budgets as part of the virements agreed by the July Executive An E- Recruitment saving of £150k agreed as part of the 2010/11 budget process will now be allocated to Business Transformation.
 - The Improvement and Efficiency programme includes the Structure and Staffing Review which is projected to achieve at least £8.5m of savings in total in a full year. The first tranche of these savings covering vacant posts and voluntary redundancies can now be allocated to service areas and units.

The above changes will be reflected in the second quarter monitoring report.

Housing Revenue Account

- 5.8 The Housing Revenue Account (HRA) is a ring-fenced account containing the income and expenditure relating to the Council's Landlord duties for more than 9,000 dwellings.
- 5.9 The HRA forecast outturn for 2010/11 indicates a surplus carried forward of £466k, which is in line with the budget.

Schools Budget

- 5.10 The ring-fenced Schools Budget is split into two parts. The first part delivers delegated funding to schools - school budget shares. The second part is termed central items expenditure and covers local authority retained elements to support activities such as pupil referral units and payments to non maintained nurseries.
- 5.11 The central items budget for 2010/11 is £20.8m and the latest forecasts indicate there will continue to be pressures on this budget due to increased numbers of children being given Special Education Needs (SEN) statements in schools. We will have a clearer picture of the position after the start of the new school year.

Capital programme

- 5.12 Financial monitoring information for the capital programme is included in Appendix B.
- 5.13 There have been a number of changes to the forecast outturn position for 2010/11 since the budget was set in March 2010, including the inclusion of re-phased expenditure from 2009/10 which was detailed in the Quarter 4 Performance and Finance Review report to the Executive in July 2010. The following paragraphs detail those changes to the forecast outturn position not previously reported.
- 5.14 The 2009/10 Quarter 4 Performance and Finance review report provided members with initial information on the 2010/11 Government savings and reviews announced to that point in time and the likely impact of those reductions on capital investment. This report builds upon that initial information and where possible incorporates the impact within the forecast figures. Further information on announcements is also included where available but members should note that this does not represent the full extent of the potential adjustments to capital funding and this is unlikely to be known until after the comprehensive spending review has been announced on 20th October.

Children and Families capital

- 5.15 An additional ring fenced Youth Capital Grant allocation of £77k has been received.
- 5.16 Reductions arising from the announcement of Central Government savings have been incorporated as follows:
- Harnessing Technology Grant – Reduction of £465k as per notification dated 14th July 2010.
 - Extended Schools – Reduction of £151k as per notification dated 14th July 2010.
 - Co-Location Grant - Reduction of £141k as per notification dated 22nd July 2010.
 - Building Schools for the Future – Grant potentially totalling £85,587k has been removed from the programme over financial years 2011/12 to 2013/14 as per the Education Secretary's notification of cessation of the initiative dated 5th July 2010.
 - In July 2010 Children and Families were notified that the Department for Education (DfE) was reviewing Sure Start Children's Centre and associated funding in terms of expenditure to date, commitments and potential savings from all Local Authorities in order to propose a savings figure to Treasury. As a result of this a hold was put on making further commitments against the grant until the revised allocation was confirmed. On 12th August 2010 the DfE notified the Council of the revised allocation for 2010/11 which reflected a £200k reduction overall.
- Current forecasts indicate that this reduced allocation will still provide sufficient funding to deliver the approved Phase 3 Children's Centre Programme. However, officers are currently reviewing this to confirm the position and ascertain the impact of the delay in committing expenditure against the grant to the programme deadline of 31st March 2011.
- 5.17 Grants paid directly to Voluntary Aided Schools have been removed from the capital programme as these schools do not appear on the council's balance sheet and the schools are not required to make returns to the Council. These amounts were as follows in 2010/11:
- Voluntary Aided Devolved Formula - £3.846m
 - Voluntary Aided Programme - £4.014m
 - St Mary Magdalen Targeted Capital Funding - £3.336m
 - The Avenue Targeted Capital Funding - £3.410m
- 5.18 Slippage amounts of £26k relating to ICT Mobile Technology and £18k relating to Specialist Schools Grant are no longer being carried forward.

- 5.19 The Gwenneth Rickus scheme totalling £685k has been removed from the programme. This is due to action taken to address Children and Families revenue account overspends in 2009/10 resulting in the revenue contribution that was to fund the scheme no longer being available.
- 5.20 The Education Secretary's notification of cessation of Building Schools for the Future on 5th July 2010 included reference to the Crest Boys and Girls Academy schemes, noting that the future of these was for discussion. On 6th August 2010 the Department of Education notified the Council that the capital funding for these schemes would be released and the schemes could continue as planned.
- 5.21 On 6th July the Council received correspondence from the Big Lottery Fund on behalf of the Department of Education with regard the Myplace capital funding programme. This correspondence notified the Council that until there is a final decision from the Department the milestone review decision is on hold and any commitment to expenditure in excess of 5% of the lead in payment will be at the Council's own risk. The position on this funding stream has not yet been confirmed and as such it has been proposed that the scheme should proceed up to the limit of £250k, representing 5% of lead in payment, at which point the project will be temporarily closed at a natural milestone, whilst officers continue to seek confirmation on a funding decision.
- 5.22 In the Quarter 4 monitoring report to Executive members were advised that the Nursery block at Chalkhill Primary School had been condemned and required extensive refurbishment. The school had devised a scheme to relocate the Nursery to the caretakers' house, remodelling it and refurbishing it to create a Foundation block. The majority of funding for this scheme is to be provided by the school through its own resources but a funding gap of £140k had been identified and Children and Families had been requested to contribute to the funding.

Due to the implications for a potential closure at the Nursery should the scheme not go ahead and the need for works to be carried out over the summer holiday period Children and Families agreed to contribute to the scheme from the LA roofing works, from which the nursery block roof was to be addressed, in the sum of £36k and up to £80k from the Hut Replacement budgets. These contributions were conditional upon the school agreeing to bring forward a further £24k from future years Devolved Formula Capital contributions towards the scheme and taking action to attempt to further reduce the funding gap.

Environment and Culture capital

- 5.23 Additional Contaminated Land Grant of £49k has been received relating to St. Raphael's Estate, Wembley.
- 5.24 Additional grant of £125k has been received from the Department of Transport under Section 31 for repair to damaged highways following the extreme winter weather.

Housing and Community Care: Adults capital

5.25 Additional grant of £165k has been received for Social Care Reform.

Housing and Community Care: Housing capital

5.26 The St Raphael's Estate – Affordable Homes scheme has been deleted from the programme due to the loss of grant as per the notification from the Housing and Communities Agency dated 6th July 2010. This totals £3.737m over the financial years 2010/11 and 2011/12. Full details of the implications of this cut in grant are provided in a separate report elsewhere on this agenda.

5.27 Major Repairs Allowance works have been reduced by £3.435m to reflect the MRA Adjustment previously announced by central government.





Prudential Indicators

5.28 Prudential indicators were introduced as part of the prudential borrowing regime as part of the Local Government Act 2003. The arrangements are aimed at ensuring authorities exercise their borrowing powers responsibly, with capital expenditure plans that are affordable, external borrowing that is prudent and sustainable, and treasury management decisions taken in accordance with good professional practice. Prudential limits are set as part of the budget process, monitored during the year, and actual performance reported at outturn. There are no variations to report for quarter 1.





6.0 Overall performance position

Corporate and Community Strategies

6.1 The council has decided on a revised set of Vital Signs indicators to accurately reflect its changing priorities and keep in line with the changing needs of residents. Newly introduced indicators include those that focus on: communications and diversity, human resources spend and health and leisure. Of the new Vital Signs, 48% are currently on target (green star) or just below target (blue circle), a ten percent drop from last quarter. 17% are well below target (red triangle) compared to 30% last quarter but this is due to the incomplete data returns of many indicators.

Overall Council Performance				
				
	Low risk	Medium risk	High risk	No data
Percentage Quarter 1 PIs	33%	15%	17%	35%

Local Area Agreement Update

Overall LAA Performance				
				
	Low risk	Medium risk	High risk	No data
Percentage Quarter 1 PIs	32%	10%	19%	39%

- 6.2 The Local Area Agreement for 2008-2011 was refreshed between January and March of 2008/09. The Local Area Agreement is currently made up of 29 targets, seven of which are local indicators. March 2008/09 was the final year in which the 12 stretch targets were reported. This is the final year of the Local Area Agreement.

LAA Priorities:

6.21 **NI 16 Serious Acquisitive Crimes**

Performance for the current quarter has worsened by 9% on the previous quarter, with an increase in robbery, burglary and motor vehicle crime. This seems to be due to the increase in 'Cash 4 Gold' shops and the recession. However, the annual target should still be achieved as there is an increased number of Police in vehicle crime hotspots, increased vigilance of housekeeping and recording systems as well as increased publicity in advising people to keep their property concealed.

6.22 **NI 24 Satisfaction with the way the Police and Council deal with ASB**

The performance for this quarter is 2% short of the target. However, 6% of users did not state a response to this question on the survey, the result of which could have an impact on the overall performance for this indicator. In the future, it must be made certain that all users provide a response to this question. However, it is expected that the annual target will be met if staffing levels continue.

6.23 **NI 15 Serious Violent Crimes**

This quarter's performance has improved 25% from the previous quarter and is showing to be on track to meet and possibly over-achieve this year's target. This quarter's performance is below target which indicates good performance. The overall annual target is expected to be met through regular Offender Management Meetings, which review cases across the crime spectrum. This enables trends to be identified early so that remedial action can be taken. Risks which may affect the achievement of the annual target include: the recession (resulting in anger and violence), summer months (increased alcohol consumption resulting in violence) and gang tensions (this is currently being seen around the border with Westminster).

6.24 Local – Number of Accidental and Deliberate Fires in Residential Properties

The Fire Brigade has recently changed its targets to include accidental and deliberate fires. Therefore the annual target has now changed to 251 fires, which equates to less than 62 fires per quarter. The actual performance for this quarter is 60 fires which shows that the priority is on track to achieving the overall target at the end of the year.

6.25 NI 192 Percentage of Household Waste sent for Reuse, Recycling and Composting

This quarter's performance is significantly below target. When the compulsory recycling scheme was first introduced there had been an increase in investment to support this scheme. However, there has since been a decrease in this investment which has made it difficult to support the necessary infrastructure to achieve this target. A waste and street and cleansing review is now underway to identify options for increasing the recycling rate beyond 50%. It will be decided later this year which options will be taken forward and it is intended that these should be implemented during 2011.

6.26 NI 188 Planning to adapt to Climate Change

Steps are being taken to achieve the next level - Level 3 - by March 2011, and we are on track to achieve this, although this will require more active involvement by the Local Strategic Partnership and its members during quarter 2.

6.27 NI 185 CO₂ Reductions from Local Authorities

Current evidence shows that this indicator is unlikely to achieve its target of 6% (37,406,639 kg) reduction in CO₂ emissions. Presently a saving of only 231,520 kg of CO₂ has been identified through behavioural change and reducing business travel alone, although no saving figures have been made available for the work through Property & Asset Management on council premises and schools.

6.28 NI 152 Working Age People on Out of Work Benefits

This indicator is currently on track. However, with the current government spending cuts, the lack of general funding and the minimal impacts that the reduced Brent in2 Work service can provide this priority is not expected to achieve its overall target by the end of the year.

6.29 NI 150 Adults in Contact with Secondary Mental Health Services in Employment

No monitoring form returned for this quarter.

6.30 Local – Income Maximisation

No monitoring form returned for this quarter.

- 6.31 **NI 40 Number of Drug Users Recorded as being in Effective Treatment**
There is usually a three month time lag in receiving data for this priority. However, NHS Brent have developed a *real time* performance management programme, which enables them to provide trajectory figures on how the indicator is performing throughout the course of the year. The current quarter's trajectory target is 207, in comparison to the trajectory performance of 218. This implies that the overall annual target should be met.
- 6.32 **Local – Tuberculosis Treatment Completion Rate**
This indicator is expected to achieve the overall target for this year. This priority is also part of the NHS Brent Corporate Strategic Initiatives, and treatment rates consistently achieve and exceed the targets.
- 6.33 **NI 121 Mortality Rate from all Circulatory Diseases at Ages under 75**
All the milestones for this indicator have been achieved for this quarter. However, the current economic climate and the reorganisation of both NHS Brent and Brent Council make achieving the target for this indicator very challenging.
- 6.34 **NI 112 Under 18 Conception Rate**
Due to a time lag in data, the current available data is for 2009/10. There was a reduction in the number of conceptions for quarter 1, which provides a head start to reduce the rate of conceptions; however it is too early to determine whether the 2009/10 target of a 41.4% reduction will be met. However, the Teenage Pregnancy Unit has indicated that a 34% reduction would be required in 2009 to meet the 50% reduction in 2010. This target is likely to be more achievable for the coming year.
- 6.35 **NI156 Number of Households Living in Temporary Accommodation**
Overall, quarter 1's performance is positive, as the target has been exceeded by 9%. A large proportion of temporary to permanent scheme conversions achieved last year has had a cumulative effect on the good performance so far. Whilst it is envisaged that the overall target will be met, there is a high risk that the target may not be achieved as the planned changes to the housing benefit scheme (announced in the budget) will have a significant impact on overall availability of the private rented sector.
- 6.36 **NI 155 Number of Affordable Homes Delivered (gross)**
The cumulative target over the three year period (2008-2011) is 1552, of which 1384 homes have already been completed in the first two years (2008-2010). The delivery forecast for 2010/11 is over 600 affordable housing units, 20 of which have already been completed and 414 are 'start on site'. Therefore, this indicator will have over-achieved its target by the end of this financial year. However, there are some high risk factors which could influence the attainment of this target such as: changes in funding arrangements, changes in housing benefit arrangements and remodelling of Local Housing Allowance rent regime schemes.

6.37 NI 154 Net Additional Homes Provided

This indicator has an annual target of 650 homes and it can only be measured effectively on an annual basis. Due to the current lack of information on the number of housing schemes in progress and those which will commence later, there is a high risk that this target may not be achieved. In addition, it may not be possible for planned housing developments to commence building or building work may be 'stalled' due to the current economic climate in the private and public sectors. Another possible high risk factor is adverse weather conditions where a harsh winter can significantly reduce anticipated completions.

6.38 NI108 Key Stage 4 Black Caribbean Boys and Somali Boys

Overall, the annual target is expected to be achieved for this year. The nature of the work in this area precludes a direct 'cause and effect' link between project activity and outcome indicators. However, there is a general agreement amongst the wider range of stakeholders that have been involved in this work to date, that there has been an indirect impact between project activity and outcome indicators, and in recent years the majority of outcome indicators have moved positively. The Black Children's Achievement Programme has been delivered in primary schools and the Black pupil achievement programme has been delivered in secondary schools. Targeted schools have seen improvements in their targeted pupil's progress.

6.39 NI 111 First Time Entrants to the Youth Justice System aged 10-17

Overall this indicator is expected to achieve the annual target that has been set. In 2009/10 performance exceeded expectations and this encouraging trend has continued into 2010/11. However, the main reason why the number of reported FTE's is significantly less than the quarterly target, is that the Department for Children Schools and Families has yet to supply Brent-specific PNC-derived NI 111 data, and we are not clear when this will be available. We therefore continue to measure performance using data stored in the Youth Offending Information System. Despite our adoption of the PENY information sharing programme, we would still expect that there will be a discrepancy between what we record locally in YOIS, and FTE's recorded on the PNC (up to 40%). In addition to this at the end of Q2, 2009/10, the YOS established a programme called Triage which aims to reduce the number of young people entering the criminal justice system.

6.40 NI 56 Child Obesity in Primary School (year 6)

This indicator is currently on track to achieving its target, with a quarterly target of 24 families completing the MEND programme, and an actual performance rate of 27 families completing the MEND programme. However, following trends from the previous two years where the percentage of obese children in year 6 has increased (from 22.5 to 22.9%) and the total percentage of overweight and obese children has been maintained (at approximately 32.2%), it is envisaged that the overall LAA target (22%) will not be met.

- 6.41 NI 63 Stability of Placements of Looked After Children**
 This priority is currently underachieving and not meeting the quarterly target. This is partly due to there being 100% increase in the number of care proceedings cases in 09/10 both in Brent and across London; this significantly impacts on the capacity and resources of the care planning service in providing robust and focussed support to all children and young people in care. This is a high risk factor in the indicator not achieving the overall target, and staffing and resource is being reviewed to mitigate this risk. However, comparing the previous outturn figures for the last 3 years (61 to 64%) with the statistical neighbouring outturn for 2009/10 (65.8%) and the target for this year (80%) it is highly unlikely that this indicator will achieve its overall target.
- 6.42 Local – Children’s Sports Participation**
 No monitoring form returned for this quarter.
- 6.43 NI51 Effectiveness of Child and Adolescent Mental Health Services (CAMHS)**
 The LAA CAMHS priority is achieving its current objectives and is working towards achieving the required outcomes by the end of the life of the LAA. There is only one more target across the four proxy indicators that we need to achieve. This will be achieved through the CAMHS review which is starting in July 2010 and should be concluded by the end of March. This will be concentrating on looking at how services can be delivered in a different model to ensure that there are more community based and early CAMHS interventions.
- 6.44 NI 54 Disabled Children’s Services**
 No monitoring form returned for this quarter.
- 6.45 NI 130 Social Care Clients receiving Self Directed Support**
 This indicator is currently on track. Due to increased take up of Personal Budgets by people being reviewed and all new people with long term needs, it is expected that the overall target to be achieved.
- 6.46 NI 135 Carers receiving Needs Assessment or Review**
 This priority is presently underachieving. This is due to Carers Assessments not being prioritised, and therefore additional resources allocated to stimulate the development of DP’s is not being utilised. However, it is anticipated that with the Customer Journey Project and Direct Services Review this will improve the level and quality of information and advice for people who use services and their carers as well as look at undertaking reviews of needs. This should aid in achieving the overall target for this priority.
- 6.47 NI 141 Vulnerable People achieving Independent Living**
 Whilst the first 2 years targets have been met, it is going harder to meet the 3rd year’s target of 80%. Although, through continuous work with partners (providers) and others such as START PLUS are monitoring issues around unplanned moves are trying to be addressed, which may hinder the achievement of this target. Additional work is being done for client groups

such as Young People, Offenders, Drug & Alcohol and Single Homeless (young) which are recognised to be the groups that tend to impact upon this indicator. Overall, it is anticipated that the LAA target will be achieved.

6.48 NI 131 Reducing Delayed Transfers of Care

This indicator is currently on track and the overall target for this indicator is expected to be met.

6.49 Local – Volunteering

Currently this priority is underachieving and is not likely to achieve the overall LAA target. The performance reward grant has been stopped by central government. Therefore, due to the lack of funding to support the work it is not possible to plan ahead for the target in 2010-11. It is anticipated that continued development for new volunteer opportunities take place, but it will not be possible to provide as much 1-2-1 support and training to organisations to enable this to happen.

Comprehensive Area Agreement (CAA)

7.0 The CAA was discontinued from May 2010 under the new central government. However, the LAA continues to be monitored for the remainder of its term until the end of March 2011.

8.0 Financial implications

8.1 These are set out in the body of the report.

9.0 Legal implications

9.1 The capital programme is agreed by Full Council as part of the annual budget process. Changes to, or departures from, the budget during the year other than by Full Council itself can only be agreed in accordance with the scheme of Transfers and Virements contained in the Constitution. Any decisions the Executive wishes to take and any changes in policy which are not in accordance with the budget set out in March 2009 and are not covered by the Scheme of Transfers and Virements will therefore need to be referred to Full Council.

9.2 The Director of Finance and Corporate Resources is satisfied that the criteria in the scheme are satisfied in respect of virements and spending proposals in the report.

10.0 Diversity implications

10.1 This report has been subject to screening by officers and there are no direct diversity implications.

11.0 Background documents

11.1 Corporate Strategy 2006/10
Community Strategy 2006/10
Local Area Agreement 2008/11

12.0 Contact officers

Mick Bowden (Deputy Director, Finance and Corporate Resources) Brent Town Hall, Forty Lane, Wembley Middlesex, HA9 9HD 020 8937 1460

Cathy Tyson (Assistant Director, Policy and Regeneration) Brent Town Hall, Forty Lane, Wembley Middlesex, HA9 9HD 020 8937 1030

CLIVE HEAPHY
Director of Finance and Corporate Services

PHIL NEWBY
Director of Policy and Regeneration

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**One Council
Overview and Scrutiny Committee
13 October 2010**

**Report from the Director of
Policy and Regeneration**

Wards Affected:
ALL

The Corporate Strategy 2010 – 2014 – Brent Our Future

1.0 Summary

- 1.1 At its last meeting on 28th July 2010 the Overview & Scrutiny Committee requested that the new corporate strategy be included on the One Council Overview & Scrutiny Committee agenda in October. The attached document – Brent Our Future 2010-2014 sets out the vision and strategic objectives for the borough.

2.0 Recommendations

- 2.1 That members discuss and comment on the contents of Brent Our Future 2010 -2014

3.0 Detail

- 3.1 At its last meeting on 28th July 2010 the Overview & Scrutiny Committee requested that the new corporate strategy be included on the One Council Overview & Scrutiny Committee agenda in October. The attached document – Brent Our Future 2010-2014 sets out the vision and strategic objectives for the borough.

- 3.2 The strategic objectives are set out under three themes:

- One borough – creating a sustainable built environment that drives economic regeneration and reduces poverty, inequality and exclusion

- On community – Providing excellent public services which enable people to achieve their full potential and promote community cohesion, and improve our quality of life.
- One Council – improve services for residents by working with our partners to deliver local priorities more effectively and achieve greater value for money from public resources

4.0 Financial Implications

4.1 None

5.0 Legal Implications

5.1 None

6.0 Diversity Implications

6.1 None

7.0 Staffing/Accommodation Implications (if appropriate)

7.1 None

Background Papers

Brent Our Future 2010 - 2014

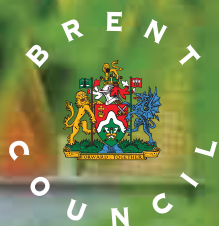
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Brent Our Future 2010 – 2014

One Borough
One Community
One Council



www.brent.gov.uk

Leader's foreword

It is with immense pride and excitement that I write this introduction to our borough strategy, Brent – Our Future, 2010-2014. During the election campaign we promised that our administration would be ambitious, responsible, prudent and fair. This strategy encapsulates that approach!

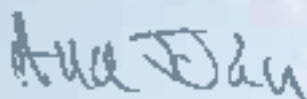
Despite the extraordinary nature of the times and the unprecedented cuts in public funding we remain true to our ambitions, to our fundamental belief in the value of public service, our absolute commitment to making the lives of local people better and to concentrating our services to protect the poorest and most vulnerable.

This is a progressive strategy from a progressive administration. It commits the council and its partners to an unashamedly reforming agenda for the services we provide, taking bold and decisive action to improve and renew our service offer and effect major improvements to the physical environment. We will remain true to green beliefs using our tenure in office to make real and lasting change which benefit future generations.

We know that over the next four years we are going to have to deliver council services in a much smarter fashion taking cost out of how we do things and make efficiencies to protect the taxpayer.

However everything we set out to do is clearly set in the context of improvement of what we do now and providing us with a secure platform for success when the financial circumstances improve.

This is a strategy I can wholeheartedly commend to residents, members and staff. What this strategy does is combine the practical with the daring, and solid delivery with hope. We aim to be the very best place in London to live and work. This strategy is aimed at getting us there.



Cllr Ann John
Leader of the Council



Chief Executive's introduction

Over the next four years, it will be the job of all council staff to deliver the vision and priorities contained within this document. Working with our many partners in the public, private and voluntary and community sectors, we are committed to creating a future for Brent that is prosperous, sustainable and enables our residents to improve their quality of life.

The programme set out within this strategy is ambitious yet realistic. While local government is facing unusually difficult times, this has not diminished our determination to respond to the aspirations of local communities and provide high quality public services.

We are undoubtedly entering a period of significant change which will require innovation, resilience and resourcefulness from all staff. We will have fewer resources and will need to use those we have creatively and wisely. But great opportunities also lie ahead with the creation of the new Civic Centre and a programme of major regeneration projects across the borough.

This process of change is already well underway with the One Council Programme and the restructuring of council departments. These changes will create an organisation with a sharper focus on customer service and local priorities, better capacity to implement major projects and more efficient internal procedures. Most importantly, our services and structure will be better suited to implementing the new Administration's policy priorities and achieving better value for money.

A critical element in the successful delivery of this challenging agenda will be strong officer-member relationships and robust decision-making. Staff will work closely with elected members and be open, transparent and accountable for the delivery of the Administration's programme. We will use our professional skills and local knowledge to provide the best possible services to Brent residents.

Brent – Our Future, 2010-2014 is a positive and confident agenda which provides a clear direction for the organisation and the borough. It is now our task to rise to the challenge and make this vision a reality.



Gareth Daniel
Chief Executive

Our vision

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 local 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 and the borough.

Our commitment to reducing poverty, redressing inequality and preventing exclusion will be at the heart of all our actions.



Our strategic objectives

One borough

Creating a sustainable built environment that drives economic regeneration and reduces poverty, inequality and exclusion.

One community

Providing excellent public services which enable people to achieve their full potential, promote community cohesion, and improve our quality of life.

One council

Improving services for residents by working with our partners to deliver local priorities more effectively and achieve greater value for money from public resources.





Brent today

Brent is a place of contrasts. Home of the iconic Wembley Stadium, and Wembley Arena and the spectacular Swaminarayan Hindu Temple, our borough is the destination for thousands of British and international visitors every year. Brent is served by some of the best road and rail transport links in London and the area is accustomed to the successful staging of major events. We are a 2012 Olympic borough and are working closely with the national Olympic Committee and our local partners to ensure this event leaves lasting economic benefits for our residents and our borough. We have award winning parks, outstanding schools, a great night life and a reputation for fostering and celebrating community cohesion. Our population is young, dynamic and growing. Our long history of ethnic and cultural diversity has created a place that is truly unique and valued by those who live and work here.

However despite these strengths Brent is ranked amongst the top 15 per cent most deprived areas of the country. This deprivation is characterised by high levels of long-term unemployment, low average incomes and a reliance on benefits and social housing. In our priority neighbourhoods the impact of the recession has seen unemployment increase above nine per cent. Children and young people are particularly affected with a third of children in Brent living in a low income household and a fifth in a single-adult household. The proportion of our young people living in acute deprivation is rising with a growing disparity between the educational achievements of some children in comparison with a rising borough average. Living in poverty generally contributes to poorer health, wellbeing and social isolation. The statistics show that people on low incomes are more likely to have a life limiting health condition, take less exercise and have a shorter life.

Tackling these issues underpins the ambitions and commitments that are set out in this document. Our objective is to lead the physical regeneration of the borough to enable all sections of the community to participate in, contribute to, and benefit from the future success of Brent.

These issues underpin our ambition and commitment.



Some facts...

59% of the population in Brent is from black and ethnic minority backgrounds.

36% of the population is aged 20-39 and 23% are 19 or under. 16% are aged over 60 years.

15% of the adult population have no formal qualifications.

Average annual earnings are
£27,248
– the third lowest in London.

20% of households have an annual income of £15k or less.

Average house prices are the
8th highest
in London at £309, 819.

Only 15.8% of adults undertake physical activity for 3 x 30 minutes per week – the second lowest level in London.

An architectural rendering of a modern, multi-story building. The building features a prominent glass facade on the left side and a facade of vertical wood slats on the right. The structure is multi-level, with balconies and walkways. In the foreground, a wide, light-colored ramp or walkway leads up towards the building. Silhouettes of various people, including a person in a wheelchair, are scattered across the ramp and walkways, suggesting a public or community space. The sky is clear and blue. The text "One borough" is overlaid in white on the left side of the image.

One borough

Driving economic opportunity and regeneration

Our borough has great potential for economic regeneration. We benefit from excellent transport links both into central London and out to the wider sub-region. With the international visitor destination of Wembley Stadium located at our heart we are ideally placed to promote Brent as a place to do business and attract new investment into the borough.

The council is leading this drive with the creation of the new Civic Centre within the Wembley regeneration area. This unique building will provide a world class public facility. It will be the most environmentally sustainable public building in the country, offering accessible community services and much needed space for arts and cultural events. Bringing together council activities, along with our partners, into one modern building will enable us to provide better customer services while significantly reducing our property and administrative costs. These savings mean we can create an outstanding community asset for the future while still making better use of our public funding. Our investment in the Civic Centre will act as a catalyst for greater private sector investment with major retail, leisure and commercial developments coming into the area over the next four years.

To enhance access to council services in the south of the borough we will be redeveloping Willesden Green Library with more community facilities, a customer service point and a better library. In addition to these two public buildings we will create three further multi-use council contact points to ensure that all parts of the borough are well served. We will also be working with the voluntary sector to develop a resource centre for local community and voluntary groups.

Brent's Local Development Framework identifies five key growth areas across the borough. These include South Kilburn and Church end which we will transform by working with the private sector to create opportunities for more business, retail, housing and environmental improvements. Through the positive reputation we have already established with developers, vital new investment will be brought into these areas. In consultation with local residents we have agreed plans to tackle the poor environment and air quality along the North Circular. These plans will include redesigning local housing and making better use of open spaces to minimise the impact of traffic on peoples' daily lives.

We will use these regeneration projects to enhance the local skills base of Brent residents, supporting local employment and training wherever possible. Poor transport services to some parts of the borough act as a barrier to employment and we will work with partners in Park Royal to improve transport services to the area.

In addition to regenerating the physical environment existing local businesses are of course crucial to the economic future of the borough. We already have good relationships with many of our small and medium size firms, and are working with our Employers Partnership to coordinate the business support available to grow local enterprise. The 2012 Olympic and Paralympic Games is a great opportunity to promote Brent as a destination and we are working with local businesses to enhance the employment and tourism opportunities from Brent being an Olympic venue.

Our local town centres provide vital services and amenities within their neighbourhoods. We want to work with local traders to improve their viability by creating a better mix of retail and leisure businesses, providing free parking for the first hour and improving public transport services. We will work with Camden Council to develop plans to improve Kilburn High Road as a shopping area.



A unique building... a world class public facility... the most environmentally sustainable public building in the country.

Protecting our environment

Our regeneration plans will be delivered within the context of creating a sustainable economic and social environment which provides residents with the services and opportunities they need, while protecting the quality of our environment for the future. For this reason we are concentrating our growth within areas that have good public transport access, have the capacity to accommodate growth and are in need of regeneration.

Environmentally we will lead by example and aim to reduce our CO₂ emissions by as much as 25 per cent by 2014. This will be achieved by improving energy efficiency in council buildings, encouraging the use of public transport, minimising business travel, promoting car clubs and cycling facilities and using alternative sources of energy. The council will work with partners to implement our Climate Change Strategy so that the whole borough is prepared for its effects and local communities are kept informed. Where possible we will make sustainable choices in our purchasing of goods and services and promote the work of the Brent Fairtrade Network.

A key objective is to reduce the amount of household waste we all create...

Making green choices is very important to many local people and we want to make it easier for them to do this. A Brent 'Green Charter' will be developed setting out how we can work together to protect our environment. One key objective is reducing the amount of household waste we all create and our aim is to increase the proportion of waste that gets recycled or composted to up to 60 per cent by 2014. We will improve the range of items that can be recycled in the collection service and make it easier for people living in flats to recycle by providing more bring sites with mixed collections. More of our residual waste will be treated to reduce the amount that is sent to landfill. Bulky items will be collected free of charge and where possible these items will be reused or recycled. Our residents parking permits will encourage people who choose cars with lower emission levels by using the polluter pays principle.

Everyone deserves to live in a clean and well maintained neighbourhood. Clean streets, free of nuisance cars, graffiti and dumped rubbish will be the norm. We will prosecute those individuals that do not respect our shared environment and spoil our streets.

Brent residents value their parks and open spaces. We will protect our parks by improving their biodiversity and most importantly enabling people to use them safely with improvements to the wardens service. New sports and physical activities, particularly for older people, children and young people will be available in local parks and more multi-use games areas will be provided in suitable spaces. Overall our development plans aim to increase the amount of maintained open space within the borough.

We are continuing to enhance the public realm, improving the state of our roads and pavements, and increasing road safety, particularly where it affects children. In addition the council will lobby the Mayor of London on strategic transport issues which matter to Brent, including high-speed orbital bus based services connecting outer London town centres.

Greater access to affordable housing

As in many parts of London housing in Brent is expensive and in short supply. With a low average income in the borough and with the cost of housing well above the London average many people find it very difficult to afford suitable accommodation. Being in need of housing has a serious impact on people's job prospects, their health and sometimes their family relations. Homelessness affects the most vulnerable people in our community and frequently leads to isolation and exclusion.

One of the core principles of our Housing Strategy is to create more housing within our growth areas at Wembley, Alperton, South Kilburn, Church End, Burnt Oak and Colindale. Over the next four years we will provide 4500 new homes in the borough and 50 per cent of these will be designated as affordable. There is a particular shortage of family sized housing in the borough, which we need to protect through limiting the conversion of larger properties into flats. We will also ensure that 25 per cent of all new build properties are suitable for families.

While there is no quick solution to meeting all the housing need in the borough we provide a range of services that help to prevent people losing their homes, address inequalities and offer alternative solutions. We will continue to reduce the numbers of families who are in temporary accommodation through our partnership work with registered social landlords and the private rented sector. Working with private landlords to improve the quality of rented accommodation and bringing unused property back into use will be part of our overall strategy to create a better supply of affordable housing in Brent.



St Mungo's Pound Lane which opened this summer offers accommodation for 85 homeless men. The centre, developed in partnership by Brent Council and the housing charity St Mungo's, also offers access to employment training.

Increasing sports, leisure and cultural facilities

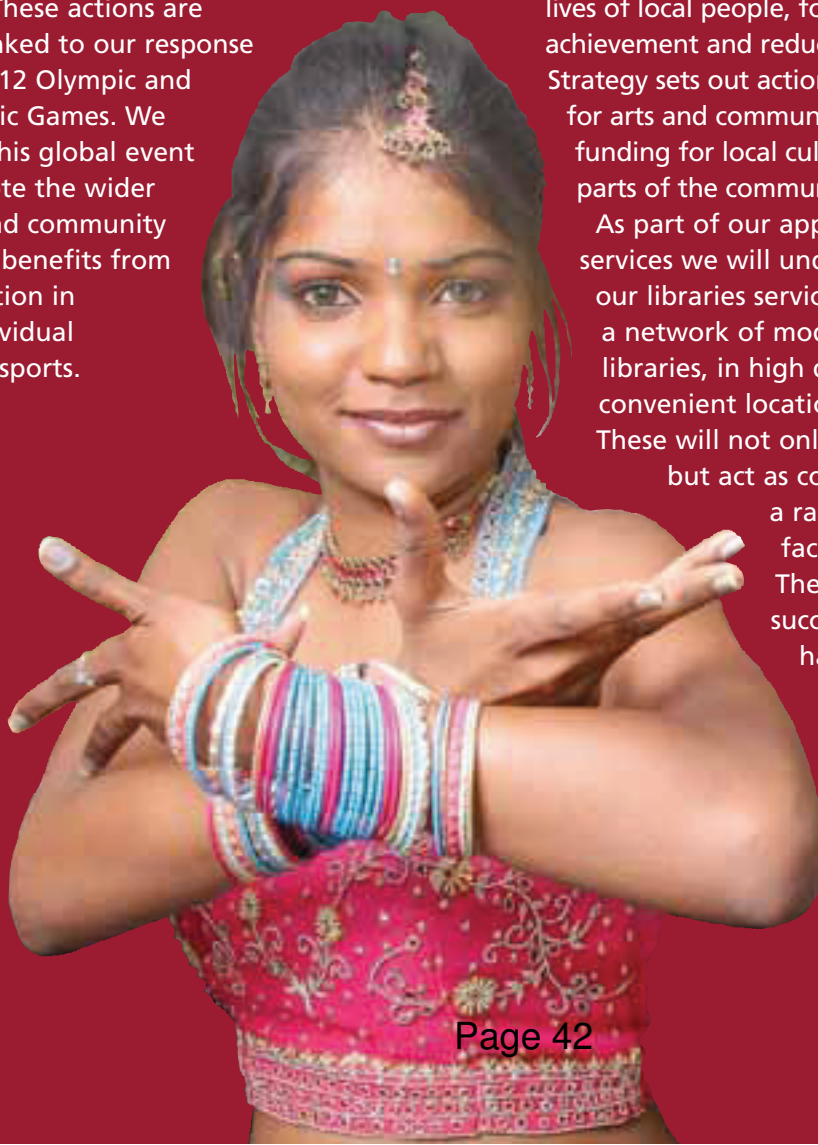
One of our top priorities is to build more high quality sports and leisure facilities. Our ambition is to have a new third swimming pool serving the north of the borough and to redevelop and improve the centre at Bridge Park. Many people in our community are unable to enjoy the health and wellbeing benefits of an active life style which includes regular exercise. This is due to the lack of local facilities. 52 per cent of our population never undertake any exercise and the impact of this can be seen in growing levels of health inequalities and obesity. We must tackle this problem working with local health providers and the community to provide accessible sports facilities and services for all age groups.

Our joint Sports and Physical Activity Strategy sets out a programme of partnership work to increase the numbers of people taking part in regular exercise as well as provide practical support to local sports clubs and schools. These actions are closely linked to our response to the 2012 Olympic and Paralympic Games. We will use this global event to promote the wider health and community cohesion benefits from participation in both individual and club sports.

Our 2012 Action Plan also looks beyond the sporting benefits and includes projects that will train volunteers to gain new work skills and access job opportunities, support young learners to be inspired by the Olympics, Paralympics and cultural events that will showcase Brent at its best. In the build up to the Olympics we will implement the 2012 Action Plan to secure maximum employment, health and community cohesion benefits are delivered and sustained in the borough.

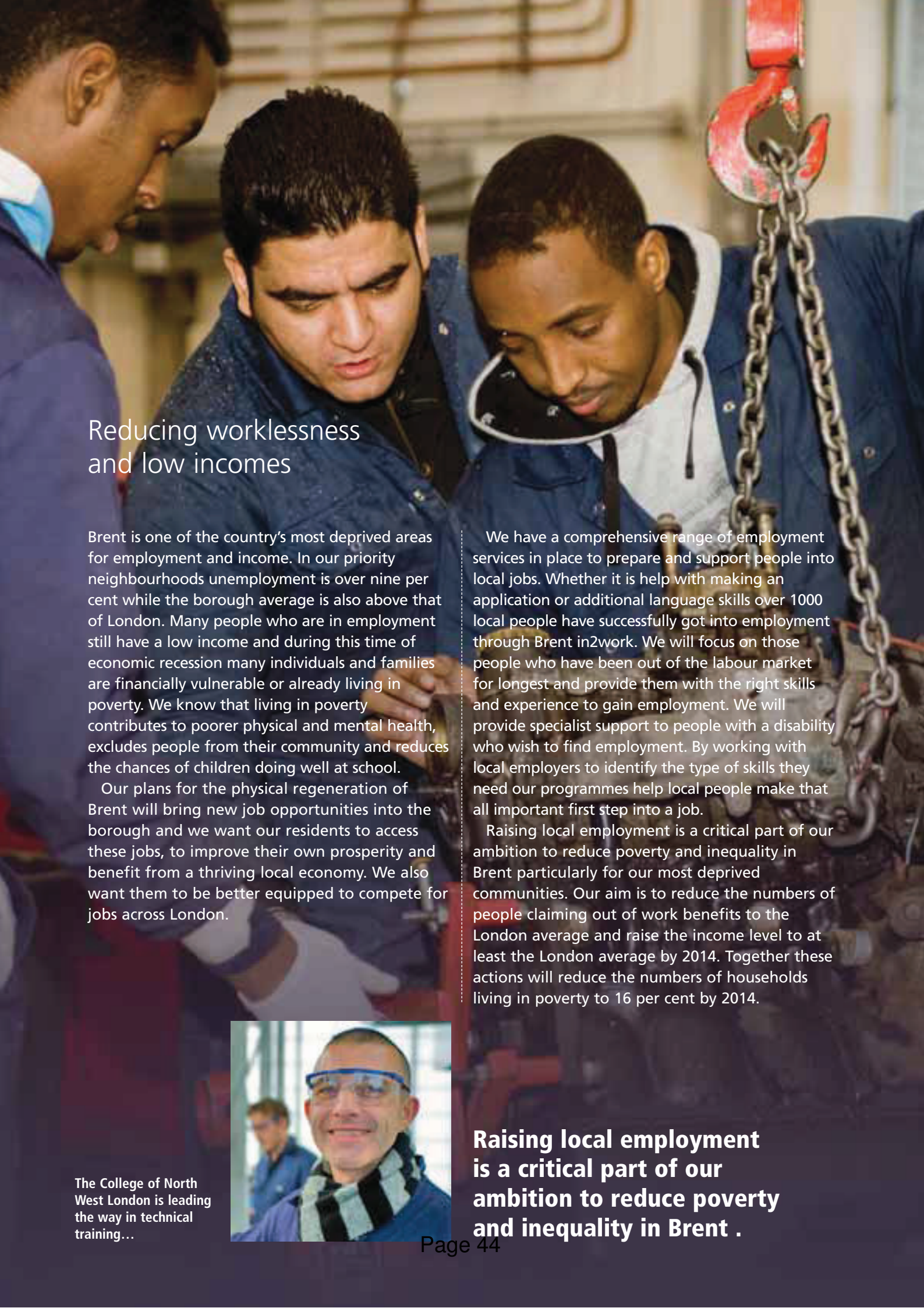
Brent is unique in its cultural diversity. This is reflected in a rich and dynamic cultural heritage which is celebrated and shared through our popular festivals programme and a myriad of local community events. We want to build on this foundation to support the growth of arts and cultural industries in Brent and encourage more people to engage with local arts projects. Cultural activities make a significant contribution to the lives of local people, fostering cohesion, supporting achievement and reducing exclusion. Our Cultural Strategy sets out actions to provide better venues for arts and community events, attract more funding for local cultural facilities and ensure all parts of the community can take part.

As part of our approach to neighbourhood services we will undertake a major review of our libraries service with the aim of creating a network of modern and fit for purpose libraries, in high quality buildings, at convenient locations across the borough. These will not only provide library services but act as contact points with access to a range of information, IT facilities and public services. The model will be our successful Kingsbury Plus which has both increased library usage and made it easier for local people to get the services they need.





One community



Reducing worklessness and low incomes

Brent is one of the country's most deprived areas for employment and income. In our priority neighbourhoods unemployment is over nine per cent while the borough average is also above that of London. Many people who are in employment still have a low income and during this time of economic recession many individuals and families are financially vulnerable or already living in poverty. We know that living in poverty contributes to poorer physical and mental health, excludes people from their community and reduces the chances of children doing well at school.

Our plans for the physical regeneration of Brent will bring new job opportunities into the borough and we want our residents to access these jobs, to improve their own prosperity and benefit from a thriving local economy. We also want them to be better equipped to compete for jobs across London.

We have a comprehensive range of employment services in place to prepare and support people into local jobs. Whether it is help with making an application or additional language skills over 1000 local people have successfully got into employment through Brent in2work. We will focus on those people who have been out of the labour market for longest and provide them with the right skills and experience to gain employment. We will provide specialist support to people with a disability who wish to find employment. By working with local employers to identify the type of skills they need our programmes help local people make that all important first step into a job.

Raising local employment is a critical part of our ambition to reduce poverty and inequality in Brent particularly for our most deprived communities. Our aim is to reduce the numbers of people claiming out of work benefits to the London average and raise the income level to at least the London average by 2014. Together these actions will reduce the numbers of households living in poverty to 16 per cent by 2014.



The College of North West London is leading the way in technical training...

Raising local employment is a critical part of our ambition to reduce poverty and inequality in Brent .

Supporting children and families

A good education is the foundation for future success. The educational achievement of Brent's children and young people has improved dramatically in the past decade and our ambitious young people have exam results amongst the top performers in London. The quality of teaching in our local schools is high with 65 per cent of our schools being judged as good or above by OFSTED. We will work in partnership with local schools to deliver an excellent education for all children in Brent and reduce the gap in attainment that exists for some ethnic groups. Our challenge is to support those children that find it most difficult to succeed educationally, either because they need extra assistance with learning or because the circumstances of their lives are difficult. Through specific support programmes for children looked after by the local authority, those who have special educational needs and children with disabilities, we will ensure they are able to achieve their full educational potential.

Demand for school places continues to increase and our schools are already oversubscribed. Our aim is to build at least one new secondary school and one new primary school in areas with high demand as well as expanding capacity at our existing schools where there is the potential. We will lobby central government for the necessary resources to build new schools, expand our existing schools and re-build dilapidated facilities.

All Brent schools now have a range of extended services that support pupils learning and focus on providing children with the additional help that they sometimes need to do well at school such as home work clubs, language support and mentoring. These extended services also provide vital neighbourhood sports, arts and cultural activities. All Brent schools will achieve accreditation as 'Healthy Schools' promoting sensible eating and regular exercise as part of a preventative approach to health and wellbeing for children and young people.

We know that the earlier in a child's life support is provided the better they will do in the future. All children deserve the best start in life within a strong and safe family environment. Our programme of locality services and children's centres are working with families to provide the right kind of help during those first crucial years of a child's life. We will invest in our early years services and increase access to childcare to make sure that families are able to take-up employment or training opportunities more easily.

Keeping children safe and protecting those that are most vulnerable is a critical responsibility of all local authorities. Working with our partners on the Local Safeguarding Board we will strengthen our role as 'Corporate Parents' making sure that our early intervention services identify, protect and support any child at risk. We will respond quickly and appropriately to the needs of all children and where it is in the interests of the child to be looked after by the authority we will provide a stable, consistent and caring environment.



Our challenge is to support those children that find it most difficult to succeed educationally, either because they need extra assistance with learning or because the circumstances of their lives are difficult.

Enabling young people to thrive

Twenty three per cent of the population in Brent is under 19 years of age. Young people have been particularly badly affected by the economic recession with many finding it increasingly difficult to gain employment or access appropriate further education. We need to ensure that we support these young people during their transition to adulthood with better careers guidance and ensuring they have access to effective education and training provision at age 14-19 within our schools, colleges and other training provider organisations.

A lack of suitable activities for young people in our neighbourhoods is often raised as a concern by residents. We are addressing this through developing neighbourhood projects as part of our Ward Working initiative often in collaboration with voluntary groups and schools. Our sports service works closely with local clubs and groups to deliver activities for young people in parks and sports centres. However we recognise that we can do more and will be reviewing our youth service to ensure that all parts of the borough have access to a relevant and engaging range of activities for young people. Information about the youth activities provided locally needs to be more easily and widely available. We are working with young people to continually improve our dedicated young people's website, Bmyvoice, to make sure they can find out what is going on in their neighbourhood, as well as giving them better information about other public services that can provide them with support and advice.

The Child Health Support Team's Mind, Exercise, Nutrition, Do-it (MEND) programme is just one of the ways Brent Council helps the borough's youngsters to make informed choices about the lives they lead.



Greater personal choice and independence in adult social care

Many people at some point in their lives will require additional care to maintain their quality of life and independence. For some this can be a short intensive period of help, for others with a critical illness or disability it can be more long-term. Our services for adults are designed to give people more choice about the type of care they receive and to retain an independent life style for as long as possible.

We will encourage more of our social care clients to use direct payments as a way of having more choice and control over the services they receive, while working with our partners in the voluntary sector to develop a range of suitable options that reflect cultural preferences. Our staff will provide advice and guidance on making the best choice for each individual client depending on their personal circumstances.

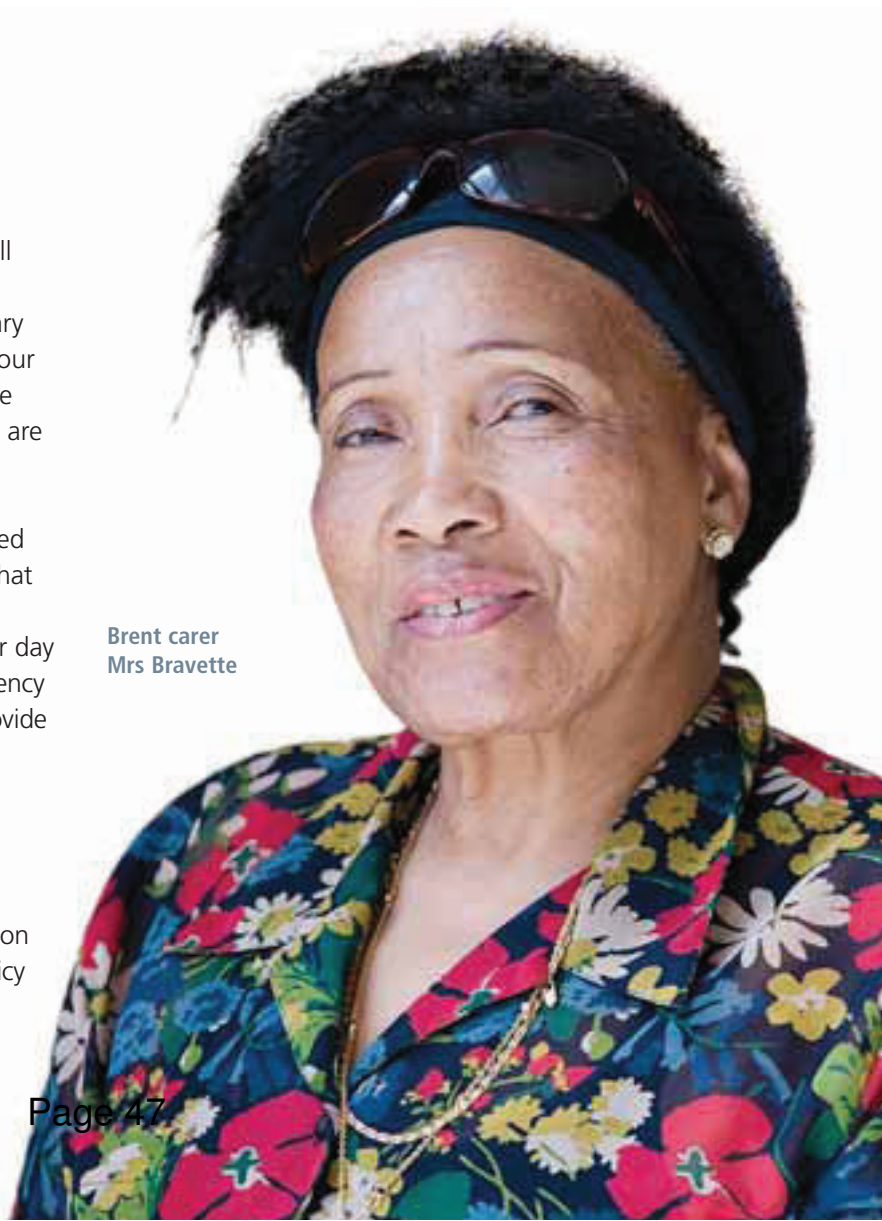
“Direct payments is the best thing that ever happened to our family... everyone who is eligible should take it up.”

Our fully comprehensive reablement service will support people to return to independence more successfully after treatment and avoid unnecessary hospital admissions in the future. Working with our colleagues in the health sector we will reduce the number of people whose transfers from hospital are delayed by not having suitable intermediate care packages in place to help them return home.

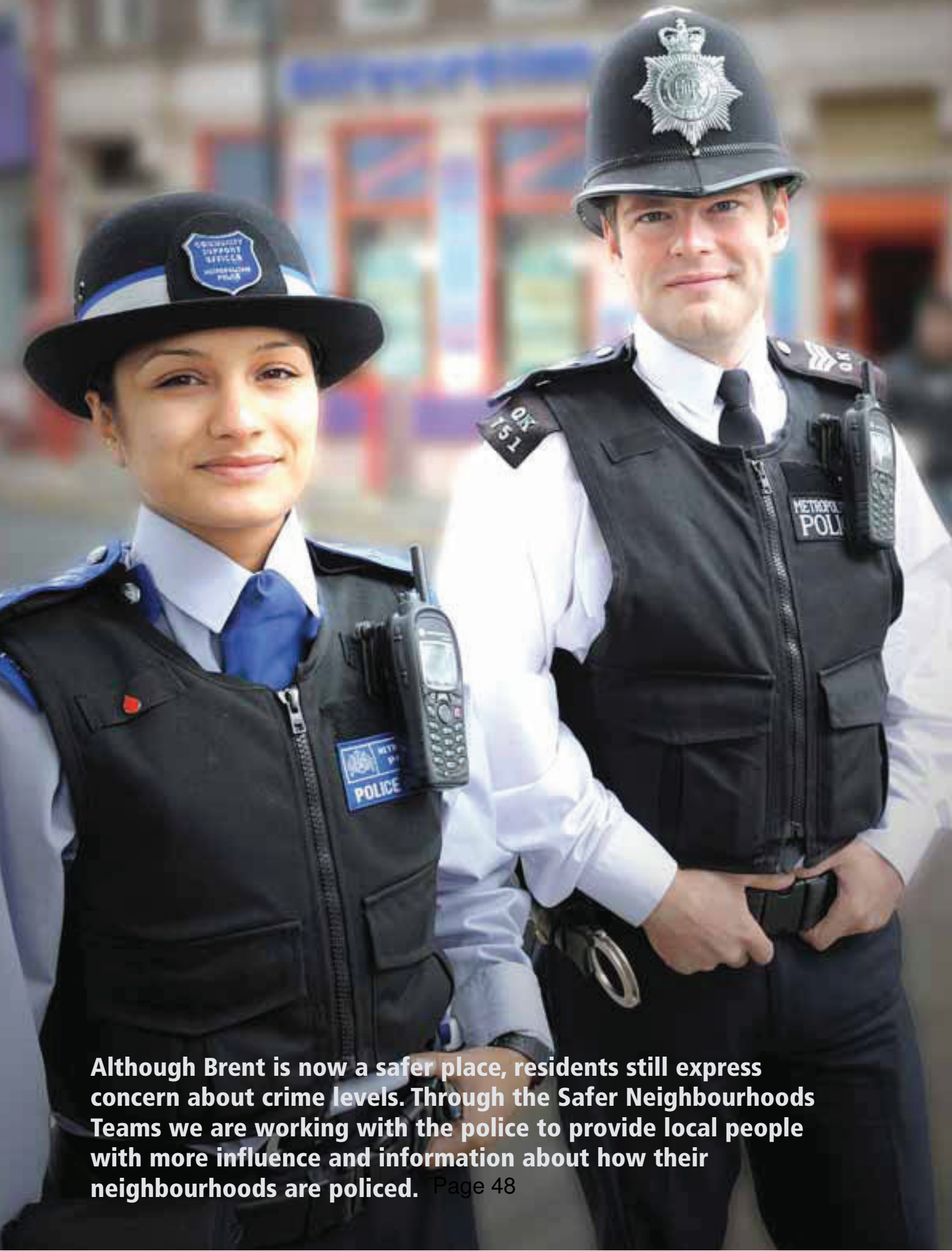
When people decide to use care services provided directly by us, they will receive a modern service that better reflects their aspirations and wishes. We will improve the buildings and facilities for our day care and residential homes and increase the efficiency of our transport services. Relatives and friends provide vital support to many of our social care clients. When putting in place care packages we will also assess the impact on carers and their need for assistance to maintain a good quality of life while caring for their relative or friend. Our assessment process will be streamlined to give people a decision more quickly and we will review our charging policy to ensure that it is fair.

With growing demand for adult care services it is vital that we use our resources wisely to provide the best care options for local people. In collaboration with other local authorities in west London we are working to maximise the purchasing power of our budgets through joint procurement arrangements and shared service models.

Staying active and participating in the local community prolongs health and wellbeing and reduces isolation. Our range of sports, cultural and leisure activities are designed to improve the physical fitness, mental wellbeing and social inclusion of all our residents. Helping people to lead an active life is a key component to maintain independence and prevent the escalation to more serious levels of need.



Brent carer
Mrs Bravette



Although Brent is now a safer place, residents still express concern about crime levels. Through the Safer Neighbourhoods Teams we are working with the police to provide local people with more influence and information about how their neighbourhoods are policed. Page 48

Reducing crime and the fear of crime

Protecting the public from crime and reducing the fear of crime is one of our highest priorities. Despite an overall decrease in crime of over 20 per cent in recent years, there are still some parts of the borough where violent crime, including knife and gun crime, is a concern. We will focus on reducing gun crime through more intelligence led approaches in high risk areas and engaging with the communities most affected. Working with the police, we will focus on preventative programmes in schools engaging children, young people and their families to understand the social impact and consequences of violent crime. Violence in the home frequently leads young people to develop a wider acceptance of violence in all forms. Our programmes to reduce domestic violence, which is a significant proportion of all violent crime in Brent, will support victims and their families to escape from violent situations and put in place alternative solutions.

Working with the Safer Neighbourhood Teams we will reduce residential burglary by targeting known burglary locations, increasing advice and support on home security and focusing on known repeat offenders to prevent future crimes. Our range of local ward projects designed to reduce anti-social behaviour are popular and successful. These targeted initiatives create alternative options for young people, tackle problem locations that encourage anti-social behaviour and use the right level of deterrent measures to prevent re-offending. 85 per cent of residents are happy with how we have dealt with anti-social behaviour in their area and as a result the number of young people coming into the criminal justice system has reduced. We will focus this preventative work on those young people most at risk of becoming an offender and support them to make better choices for their futures.

The incidence of brothels and prostitution is an emerging issue in Brent and one which we are determined to tackle. Following an innovative research project into this disturbing issue the police and other partners have agreed a set of protocols that will make identifying women who have been trafficked or pressurised into prostitution easier. We will lobby local newspapers to stop the advertising of sex services and promote charities that assist women to exit prostitution.

Drug and alcohol abuse, while not a widespread problem in Brent, is an acute and persistent problem for some individuals and can lead to criminal activity as a means of funding a drug or alcohol addiction. The completion of treatment and the successful transition to a new life style are key to preventing repeat offending. We will improve the support available to people completing treatment and help them to lead a life that is drug and alcohol free.

Although Brent is now a safer place, residents still express concern about crime levels. Through the Safer Neighbourhoods Teams (SNT's) we are working with the police to provide local people with more influence and information about how their neighbourhoods are policed. The SNT's work with the Ward Panels and neighbourhood watch to coordinate the work of the Police Community Support Officers on the streets. High visibility policing is central to our approach to stopping street crime and helping to reduce the fear of crime felt by local people.

Ann Ring, manager of Brent Neighbourhood Watch.



Addressing health inequalities and the gap in life expectancy

People who enjoy the best health in Brent can expect to live nine years longer than those who experience poor health. This stark difference in life expectancy across the borough is the result of the significant inequalities in health and wellbeing experienced by residents in our most deprived wards compared to the most affluent parts of Brent. Across a range of health conditions such as heart disease, obesity, cancers, diabetes and respiratory conditions communities on lower incomes are disproportionately affected. Health and wellbeing is frequently determined by an individual's quality of life and circumstances. Poor housing, air quality, diet and poverty are all contributory factors. Working with local health service providers we have developed a set of coordinated plans that will decrease the gap in life expectancy and reduce the inequalities in health and wellbeing. The Health and Wellbeing Strategy focuses on two objectives, improving the wider environment issues that impact on health and supporting people to adopt healthier life styles.

By delivering our ambitions to regenerate the borough, reduce unemployment and improve housing provision we will address many of the underlying causes of poor health. Our environmental health service is focused on protecting and promoting public health with initiatives to improve air quality, enforce food standards, reduce obesity and control tobacco use. By improving Brent's environment, tackling crime and anti-social behaviour and encouraging achievement we will make a significant contribution to securing longer, healthier lives for our residents.

As well as providing the right environment we need to make it easier for people to make healthy choices in their lives. We aim to build at least one new swimming pool serving the north of the borough and run more local sports events in parks and local venues. Our sports centres provide a range of activities for all abilities and ages that will improve physical fitness and help in the management of weight. All of our schools are working towards being accredited as 'Healthy Schools' and we run intensive support projects for families wanting to improve their diet and fitness as part of tackling childhood obesity. Our

planning and design policies will make it easier for people to include exercise in their daily lives with more cycle routes and safe foot paths.

Smoking is the single greatest cause of preventable illness and death. While smoking has decreased overall, in some wards in Brent 25 per cent of people still smoke. We aim to reduce smoking further by delivering our programme of practical help and advice to quit smoking and making sure that young people don't start by implementing robust systems to tackle the availability of tobacco to them.

Take up of routine screening for cancers and immunisation rates are low amongst some communities. We must encourage people to use these valuable preventative services with more information on the availability of primary care services and better access to GP's. Brent has a particularly high level of people contracting tuberculosis. Early diagnosis of this condition is important for effective treatment, so regular screening for those who are most susceptible to this illness is critical.

Changes to the way in which primary health care and hospital services are provided in London are likely to take place in the coming months. The council will work with Brent GP's to ensure that the new process for commissioning local health services reflects the diverse and specific needs of the local population.





One council

By ensuring that their involvement can make a difference to the place they live we aim to encourage residents to participate in the democratic life of Brent.

Consistent engagement with local communities

We will empower local people by providing more opportunities for them to engage with local elected members on decisions affecting their area at ward forums. Our new Brent wide Engagement Strategy sets out the ambition of the council and partners to inform, consult, engage and involve our communities in all aspects of service provision from design through to delivery. To achieve this we will provide a variety of opportunities to engage with officers and members and ensure that all communication and information materials are written clearly and simply. The Brent Magazine will be distributed to households regularly containing information on available services and consultation events. Working with our partners we will make the best use of consultation information and share the results with local communities. Our regular Residents' Attitude Survey and Citizen's Panel will be used to measure residents' satisfaction with the area and local services and we will respond to the concerns raised.

Our Ward Working initiative focuses on members working in their communities to address local priorities and improve the way services are delivered on a neighbourhood level. Each ward has a budget to spend on community led projects and the environmental improvements that matter most to local residents. We will ensure that residents have regular feedback about what is happening in their area through ward bulletins and the opportunity to influence neighbourhood priorities. By ensuring that their involvement can make a difference to the place they live we aim to encourage residents to participate in the democratic life of Brent.

The council website is a popular source of information on services and events. Increasingly people expect to be able to access more services via web technology. We will put more transactional services onto our website to make it quicker for users to get the response they need at a time that is convenient to them.

Overview and scrutiny is a member led process independent of the council's decision making function that looks at the performance of Brent Council and partner organisations in the borough to ensure that they deliver good quality services to local residents. The overview and scrutiny function enables our members to become involved in

reviewing and developing council policies and provides constructive challenge to the Executive and partners. It can also look at other matters of concern such as policing, health services or a particular local issue such as fuel poverty. We will encourage residents from all sections of the community to engage with and participate in overview and scrutiny. To do this we will focus on the issues that matter to local people, hold meetings out of the town hall when possible, work with partners and voluntary groups and publicise our work as widely as we can.

The building of our new Civic Centre will provide the perfect venue for more people to participate in local democratic debate. With the move to the Civic Centre we will consider televising Council meetings and our citizenship ceremonies via the internet.

Our engagement and consultation activities will take into account the need to reflect the diverse needs of our population and seek out the views of all sections of the community. We are working towards achieving 'Excellence' level of the national equalities framework by 2012. Through our approach to addressing and reflecting diversity within our service planning and employment practices we will become a beacon of best practice for ensuring equality of opportunity.



Achieving organisational efficiency and service improvement

The whole of the public sector is facing an unprecedented reduction in the level of central government funding for local services over the next four years. With the level of demand for many services increasing, and the population in urban areas such as Brent expanding, we will inevitably be faced with making some hard choices. However a difficult financial environment should not be used as the excuse for mediocrity and poor service standards. It is now that we need to be most innovative, ambitious and creative to turn this challenge into an opportunity to reinvent how we deliver public services in the future.

Our One Council programme has been carefully designed to target reductions in the operating costs of the council so that we can deliver efficiency savings while minimising the impact on front line services to the public. The programme will reduce our expenditure on property, consolidate our support functions and redirect a greater proportion of our staff and resources to direct service delivery. We will make maximum use of new technology to reduce the costs of internal business processes and review all our externally procured contracts to ensure value for money is being achieved. These actions mean we can redesign our customer contact arrangements making sure that more enquires and requests for service are resolved on the first contact.

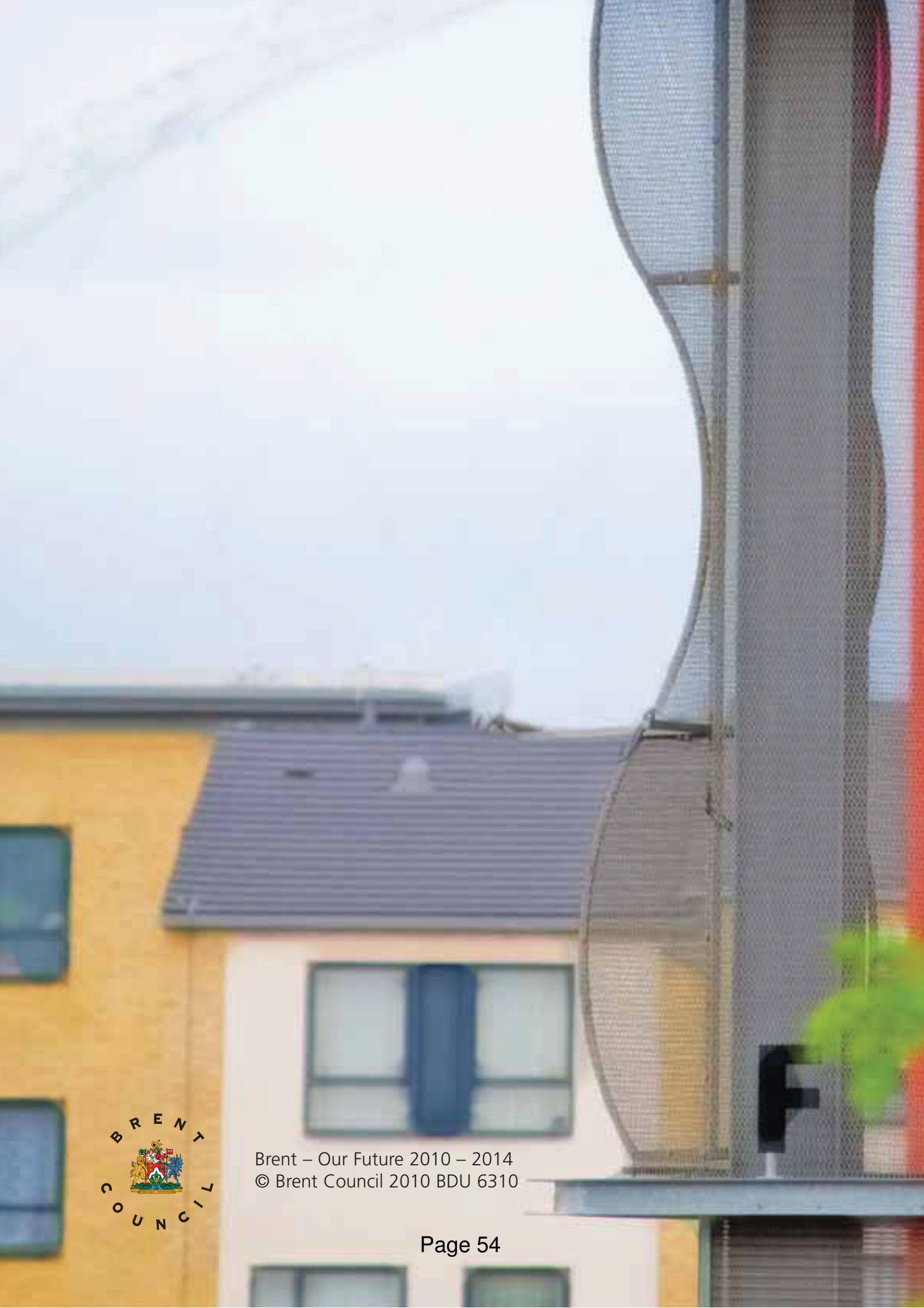
We are undertaking fundamental change projects in our mainstream services such as adult social care, children's social care, waste collection and street cleaning that will enable us to provide better services, increase our performance and reduce the costs. By implementing our One Council programme we will be better placed to protect the vital public services that many people depend on, while still maintaining a fair balance between taxation and spending.

As part of our approach to efficiency we are working with our public and voluntary sector partners to identify how we can collectively make best use of all public spending in Brent. The aim of having an area based focus on our expenditure, rather than a single organisation, is to eliminate duplication, explore how investment in preventative services could release savings and find ways that we can share facilities or support functions.

Although we recognise resources will be tight we have not lowered our performance targets and still aim to have 85 per cent of our indicators within the top two quartiles of performance by 2014. We will measure our achievements against the views of local residents and our objective is for 90 per cent of residents to be satisfied with their area as a place to live and 85 per cent to be happy with how the council runs the local area.

The next four years will be challenging and at times difficult for our staff. We will be a smaller organisation but we will also be more effective with more of our resources focused on responding to the needs of our residents. We will support our staff by providing high quality training that gives them the skills they need to excel as part of a modern, public service organisation. All staff will be given the opportunity to contribute to discussions and decisions on how we implement our change programme and they will be kept well informed through staff forums, briefings and the intranet. Individual appraisals and development plans will ensure that good performance is recognised and rewarded. In return staff will observe the highest standards of conduct, maintaining our commitment to excellence in everything we do and serving the public.





Brent – Our Future 2010 – 2014
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One Council Overview and Scrutiny Committee

The following motion was referred by the Full Council on 13 September 2010 to the One Council Overview and Scrutiny Committee for further consideration:

Car repair and spray painting garages

This Council :

shares the concerns of residents who face disruption from the activities arising from and out of car repair and spray painting garages across Brent, particularly where these are unregulated;

notes that many areas of the Borough, including in particular the Alperton area, are adversely affected by the sometimes inconsiderate activities of these businesses;

recognises that problems caused to local residents have included not being able to park their cars in their streets, being unable to reverse out of driveways, smells from paint fumes, noise at all hours of the day, and abuse from workmen for challenging activity that clogs up local streets;

regrets the impact on safety, where emergency vehicles find it difficult to pass through, and on the overall character of our local communities

recommends to overview and scrutiny that a Panel be established to look into better regulation of car repair/spray painting garages in mainly residential areas, including the possibility of restricting their operation times to 9am to 6pm weekdays, and 10am-5pm on Saturdays, and to investigate how the impact on surrounding streets can best be mitigated and enforced against

supports efforts to seek the relevant Secretary of State's approval for any appropriate bye-laws which may be thought necessary or desirable to assist towards the objectives of this motion.

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One Council Overview and Scrutiny Committee 13 October 2010

Report from the Director of Policy & Regeneration

Wards Affected:
ALL

One Council Overview and Scrutiny Committee Work Programme

1.0 Summary

- 1.1 This report sets out a list of options for the One Council Overview & Scrutiny Committee work programme. This list includes issues raised by members at the Overview & Scrutiny Committee on 28th July 2010, the results of a survey of all members undertaken in June 2010 and the results of the One Community Many Voices consultation event on 28th September 2010.

2.0 Recommendations

- 2.1 That Members discuss and agree a work programme for the One Council Overview & Scrutiny 2010/11

3.0 Detail

- 3.1 A well planned work programme is a critical component of a successful overview & scrutiny function. A programme of carefully selected topics can help engage the public, connect with the council's priorities, community concerns, and has the potential to add value to the work of the council. It is therefore important that this committee's work programme is developed and agreed by its members.
- 3.2 The committee can scrutinise different subject areas in different ways depending on the subject size and the depth of investigation required. This can be done by in depth task groups, issue specific meetings, or short discrete agenda items. In all cases the Overview and Scrutiny Committee has the power to require the attendance of the council's Executive and officers to answer questions at their meetings. The Local Government and Public

Involvement in Health Act 2007 also gave overview and scrutiny committees power to require information from 'relevant partner organisations'.

3.3 It is possible that the committee will have more subject areas that it would like to consider than time and resources available. To help prioritise the committee should consider the following criteria:

- Whether overview and scrutiny investigation will lead to an effective outcome / impact
- The degree of fit with corporate or community strategy priorities
- Public concern
- Stakeholder or partner concern
- Scope for efficiency gains
- Whether it duplicates other work?
- Time and resources

3.4 To help the committee put together its work programme for 2010/11 a survey of all members was conducted in June 2010. In addition a consultation event One Community Many Voices was held on 28th September to launch the new overview & scrutiny structure and to seek suggestions from a wide range of people. The list attached at appendix A includes the outcomes of these consultation as well as suggestions made by members of the Overview & Scrutiny Committee in 28th July 2010.

3.4 The committee will also need to follow up on the recommendations made via task groups completed in the last municipal year. These are:

- The Climate Change task group
- Transition services task group

3.6 Committee work programming is an on-going process and members are strongly encouraged to suggest items for review as and when they arise. Suggestions can come from;

- Ward issues that are also relevant across the borough,
- The local impact of a major national issue, for example the concerns about the impact on services of the economic climate
- Members of the public.

5.0 Financial Implications

51 None

6.0 Legal Implications

6.1 None

7.0 Diversity Implications

7.1 None

8.0 Staffing/Accommodation Implications (if appropriate)

8.1 None

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