



## Partnership and Place Overview and Scrutiny Committee

**Tuesday, 26 July 2011 at 7.30 pm**  
Committee Room 4, Brent Town Hall, Forty Lane,  
Wembley, HA9 9HD

### Membership:

#### Members

Councillors:

Van Kalwala (Chair)  
Clues (Vice-Chair)  
Brown  
Harrison  
Hirani  
Mistry  
Naheerathan  
HB Patel

#### first alternates

Councillors:

Ogunro  
Matthews  
Lorber  
Oladapo  
Aden  
Chohan  
Al-Ebadi  
Colwill

#### Second alternates

Councillors:

Daly  
Allie  
Leaman  
Sheth  
Adeyeye  
S Choudhary  
Beckman  
Kansagra

**For further information contact:** Bryony Gibbs, Democratic Services Officer  
020 8937 1355. [bryony.gibbs@brent.gov.uk](mailto:bryony.gibbs@brent.gov.uk)

For electronic copies of minutes, reports and agendas, and to be alerted when the minutes of this meeting have been published visit:

[www.brent.gov.uk/committees](http://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
<b>1 Declarations of personal and prejudicial interests</b>	
Members are invited to declare at this stage of the meeting, any relevant financial or other interest in the items on the agenda.	
<b>2 Deputations</b>	
<b>3 Minutes of the previous meeting held on Tuesday 5 April 2011</b>	1 - 6
The minutes are attached.	
<b>4 Matters arising</b>	
<b>5 Registered Social Landlord Performance</b>	7 - 24
The second report on the performance of Joint Commissioning Registered Social Landlords was presented to Overview and Scrutiny on 9 <sup>th</sup> February 2010. This report provides an update on their average performances during 2010/2011.	
<b>Wards Affected:</b> All Wards	<b>Contact Officer:</b> Tony Hirsch Telephone: 020 8937 2336 tony.hirsch@brent.gov.uk
<b>6 Ward Working May 2010 - May 2011</b>	25 - 50
The report reviews the actions taken over the last year by Ward Working including some of the challenges the team have dealt with as well as positive achievements. It also identifies issues to be addressed over the coming year.	
<b>Wards Affected:</b> All Wards	<b>Contact Officer:</b> Christine Collins, Ward Working Manager Telephone: 020 8937 1971

## 7 Partnership Working in Brent (presentation)

A range of partnership approaches are being employed by the council to deliver Corporate Strategy objectives. This presentation will outline the policy drivers, responses to them and highlight recent projects to show what partnership working can deliver in practice.

## 8 The Partnership & Place Overview & Scrutiny Committee Work Programme 51 - 56

This report sets out sets options for the Partnership & Place Overview & Scrutiny Committee work programme. These include issues raised by members at the Joint Overview & Scrutiny Committee on 2<sup>nd</sup> June 2011 and issues requested by the committee during 2010/11.

**Wards Affected:** All Wards

**Contact Officer:** Jacqueline  
Casson, Senior Policy Officer  
Telephone: 020 8937 1134  
[Jacqueline.casson@brent.gov.uk](mailto:Jacqueline.casson@brent.gov.uk)

## 9 Date of next meeting

The next meeting of the Partnership and Place Overview and Scrutiny Committee meeting is scheduled to take place on 12 October 2011.

## 10 Any other urgent business

Notice of items 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.



- 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 Paul Daisley Hall.
  - A public telephone is located in the foyer on the ground floor, opposite the Porters' Lodge

This page is intentionally left blank



**MINUTES OF THE PARTNERSHIP AND PLACE  
OVERVIEW AND SCRUTINY COMMITTEE  
Tuesday, 5 April 2011 at 7.30 pm**

PRESENT: Councillor Clues (Vice-Chair) and Councillors Brown, S Choudhary (alternate for Councillor Mistry), A Choudry, Hirani, Naheerathan and HB Patel.

Apologies were received from: Councillor Van Kalwala

**1. Declarations of personal and prejudicial interests**

None declared.

**2. Minutes of the previous meeting held on Thursday, 24 February 2011**

RESOLVED:-

that the minutes of the previous meeting held on 24 February 2011 be approved as an accurate record of the meeting.

**3. Matters arising**

There were none.

**4. Cultural Strategy for Brent 2010 - 15**

Rachel Evans (Chair of Brent Culture, Sport and Learning Forum, Fountain Studios) introduced herself to the committee and then played a short video to members about the cultural strategy. Copies of the cultural strategy were also circulated to Members. Rachel Evans then gave a presentation on this item and began by emphasising that it was a strategy for Brent and not Brent Council. The strategy sought to set out a vision rather than being a detailed plan and position statement and may change according to circumstances and changing priorities. The strategy had been drawn up by the Culture, Sport and Learning Forum which consisted of the council and its Local Strategic Partnership (LSP) partners, including Wembley Stadium, Wembley Arena, Tricycle Theatre, the Federation of Patidar Associations, Fountain Television Studios, the College of North West London, Park Royal Partnership, Wembley Plaza Hotel and Brent Arts Council. Rachel Evans then set out the vision and principles of the strategy, which were:-

- Enhancing cultural vibrancy
- Increasing participation
- Raising the profile of culture
- Encouraging young people to take part
- Developing public space

- Making the most of London 2012 and other major events
- Supporting the cultural economy
- Promoting health and well-being

Rachel Evans outlined some examples of the Forum's initiatives, which included events such as the Healthy Walks Scheme and the Graffiti Partnership Board, which sought to promote positive use of graffiti as an art form. In order to deliver the strategy, the four objectives that needed to be achieved were communicating what is on offer, enabling people to engage and access culture, increase and improve locations, facilities and opportunities and maximise wider benefits of culture through strong cultural links.

At this point, the committee was split into two groups and went into a workshop session on how to achieve the four objectives of delivery. The two groups then fed back to each other on the outcome of their discussions.

Rachel Evans concluded the presentation by outlining some further ways of delivering the strategy, including the launch of the [visitwembleyvisitbrent.com](http://visitwembleyvisitbrent.com) website on 19 April, a series of events celebrating Brent, production of regular e-bulletins promoting events in Brent, engaging with leaders to promote culture and raising the profile of culture. Further examples of events in Brent were highlighted and Rachel Evans encouraged Members to inform residents of these.

Members then considered this item further. Councillor H B Patel commented on the borough's wide diversity and the various groups and venues which could be utilised to promote Brent's culture. He suggested that the local residents should have been consulted about the strategy at an earlier stage and prior to large businesses. Councillor A Choudry also spoke of Brent's ethnic make-up and the fact that some 35% of its population were from Indian sub-continent, whilst some schools had over 80% of pupils from one particular faith group. It was such aspects of the community that needed to be engaged more and Councillor A Choudry suggested that such schools be visited more often to help children feel a part of the wider culture of Brent. Councillor Hirani expressed concern that the Forum did not consist of any community, faith or voluntary sector organisations whose views should have been included to help shape the strategy. He also enquired if a prototype of the [visitwembleyvisitbrent.com](http://visitwembleyvisitbrent.com) website could be viewed prior to the launch.

Councillor Clues (Vice-Chair in the Chair) felt that the strategy appeared to be based on a top-down view in that the larger organisations had been involved more in the consultation and at an earlier stage. He highlighted that there was also a vibrant cultural scene in Brent at a smaller, more localised scale and suggested that one of the objectives should be to bridge the gap between these levels of culture by engaging more between the two. Furthermore, there should not be a sole emphasis on focusing on Wembley as many other areas contributed significantly to Brent's culture, such as Harlesden, Mapesbury and Kilburn.

In reply to the issues raised, Rachel Evans acknowledged the points raised in respect of consultation and stated that it had involved a variety of organisations as well as Forum members. One of the main purposes of the Forum was to initially ensure that there was business support to pursue the strategy which would help enable the engagement of wider organisations and residents in Brent. She highlighted some successful cultural events, such as the Afghan Theatre Festival at

the Tricycle Theatre which had received praise from as far afield as the Pentagon in Washington DC. Rachel Evans acknowledged the need to engage more with all levels of culture in Brent and stated that the [visitwembleyvisitbrent.com](http://visitwembleyvisitbrent.com) site had been awarded a prize by Visit London. The website highlighted a number of sites to visit in Brent and it was envisaged, for example, that Indians attending the Olympics may also be interested in visiting the Swaminayan Hindu Temple. It was similarly acknowledged that there were other areas besides Wembley that would attract visitors. However, Wembley had been highlighted as it was well known internationally and would be used as the initial draw to attract visitors to the area who would then see what else Brent had to offer and communities were to be encouraged to publicise their attractions on the [visitwembleyvisitbrent.com](http://visitwembleyvisitbrent.com) website. A prototype of the website was not available, but all Members were invited to attend the forthcoming launch. Rachel Evans explained that allowing other organisations to join the Forum may be considered in the future and consideration of what other organisations the Forum should be engaging with was also taking place.

Sarah Tanburn (Interim Assistant Director – Neighbourhood Services, Environment and Neighbourhood Services) added that membership to the Forum was not closed and that any group which put itself forward as a potential member would be welcomed providing it had the necessary capacity. She stated that all effort should be made for more organisations to participate in making the strategy work and a good starting point would be encourage them to attend the launch of the [visitwembleyvisitbrent.com](http://visitwembleyvisitbrent.com) website.

Cathy Tyson (Assistant Director – Policy, Strategy, Partnerships and Improvement) confirmed that the LSP had been fully consulted with regard to the strategy which she stressed was about setting principles and objectives rather than producing an action plan and it would provide a framework upon which the strategy could be developed.

## **5. The employment and skills agenda in Brent**

Joanne Francis (Head of Regeneration Policy, Strategy, Partnerships and Improvement) introduced the report that provided an update from the report presented to the committee in December 2010. She stated that the Local Economic Assessment had presented a challenging picture for Brent and for the country as a whole. Providing some historical context, Joanne Francis explained that up until the summer of 2008, the council had made considerable progress in narrowing both the employment and the unemployment rate in the Borough compared to London overall with an employment rate of 71.6%, above the London average and the highest recorded in Brent and a Job Seekers Allowance (JSA) claims rate of 3.3%, the lowest in a decade. This had primarily been achieved through the Brent in2Work employment programme. However, since January 2008 there had been an increase of almost 3,500 JSA claims meaning the total claimants now stood at 9,490, representing a rate of 5.5% against a 4.1% London average. The increases were particularly prevalent in deprived areas and Harlesden had experienced close to a doubling of claimants. The claimant rate was also considerably higher amongst the Black British ethnic group. Joanne Francis explained that as well as the economic downturn being a significant factor in these trends, the situation was exacerbated by underlying socio-economic circumstances, particularly in the more deprived neighbourhoods. For example, the borough has a particularly high level of residents with no qualifications and almost ten percent of

those of working age had no qualifications and these numbers had grown between 2008 and 2009. Another Brent specific issue was the 30% of the population with qualifications gained overseas that were not formally recognised in the UK. It was also noted that in the most deprived neighbourhoods, approximately a third of residents did not speak English as their first language and this was often a significant barrier to employment, as well as the availability, suitability and affordability of childcare. The committee heard that JobCentre Plus would continue to support the short term unemployed into work despite itself facing 40% reductions in back office functions. The Work Programme provider which addressed the longer term unemployed only received payments in cases where it had successfully placed clients into work on a long term basis.

Turning to the role of the council, Joanna Francis explained that employment had long been a priority and Brent in2Work had been an effective tool in tackling this issue. However, due to the budget pressures brought on by Government cuts to the Working Neighbourhoods Fund following the Comprehensive Spending Review and the council's need to undertake a fundamental review of activities, the services offered by Brent in2Work would be reduced. This included the closing of the Language2Work project and in order to address the language needs in Brent, efforts were being made to enable voluntary organisations to take on a language teaching role through capacity building. Brent in2Work would retain a skeleton staff and continue to operate a project focusing on matching local unemployed residents to the construction and end user employment opportunities as they arise, along with supporting main projects and supporting the voluntary sector to tender for upcoming opportunities through the Work Programme. The Employer Partnership, a sub group of the LSP, would continue to liaise with local businesses. Meetings were also taking place between the Employer Partnership and prime constructors over the next few weeks to try and secure employment and skills providing opportunities and a creative approach would need to be taken to gain tangible benefits.

Maggie Pulle (Deputy Principal – Adult and Employer Responsiveness, College of North West London) then updated Members with regard to the College of North West London (CNWL). She began by stating that the CNWL had approximately 11,000 students, of which 80% were adults and 50% Brent residents and that it enjoyed a good working relationship with the council and JobCentre Plus. Maggie Pulle advised that the college faced a ten percent reduction in budget in the next educational year. For 16-18 year old students, this would mean less provision of sports, leisure and personal support and a cut to the Educational Maintenance Allowance. However, students of 19 years and above would be most affected as a 25% funding cut would be in place and approximately 2,000 adults faced having to pay fees. Of particular concern was the change to the ESOL funding regime meaning that as of September 2012, only those under 24 years of age would not have to pay any ESOL fees at NQV level one, whilst by September 2013 only those students claiming JSA would be eligible for no ESOL fees. Members heard that the Train2Gain programme had come to an end, however it was anticipated that the college would have a new funding relationship with JobCentre Plus and the Department of Work and Pensions to maintain close links with local employers.

During discussion, Councillor A Choudry enquired if an ESOL student who was on a two year ESOL course starting in September would be required to pay fees in their second year. Councillor Hirani expressed concern that the changes may dissuade those to enrol on course who may not be claiming JSA but who were on



low incomes and may also be on other benefits such as Housing Benefit. He enquired whether there was any information on private bids in respect of the new Work Programme to be launched in June. Councillor Brown sought clarification concerning whether there were any measures in place to accredit overseas qualifications and were there any other organisations that could assist in this area. Councillor H B Patel enquired what the differences in the criteria for the Work Programme would be compared to the Employment Zone it would be replacing. He also sought clarification with regard to the potential £300,000 Government funding for the CNWL. Councillor S Choudhary enquired whether Brent may be a recipient of the £50 million regeneration funding for outer London boroughs that had been announced by the Mayor of London on 28 March. He also sought reasons as to why 50% of the college's students did not live in Brent.

The Chair expressed regret that the Language2Work project would not continue as it contributed much in terms of employment opportunities and community cohesion. In noting that adult literacy classes would remain free, he enquired whether these would be open to ESOL students. The Chair also asked whether sponsorships and apprenticeships through private providers would continue to be available for college students, stating that this was an issue worthy of further consideration as there was a demand for apprenticeships at some firms.

In response to the queries raised, Maggie Pulle confirmed that if a student started a two year ESOL course this September, the college would waive fees for their second year although Government guidelines suggested that only those on JSA would be guaranteed no fees. However, in most cases such courses were only for one year. Some basic reading and arithmetic courses were also free although it was possible that beginner ESOL courses could be classified as literacy courses. The college would continue to try and secure sponsorships and apprenticeships for its students and it enjoyed an excellent relationship with some manufacturers, however it was difficult to attain sponsorships for courses below NQV level two. Yet there were a number of college students doing apprenticeships, with some undertaking these with large construction company Skanska. Maggie Pulle explained that £300,000 ring-fenced Government funding could be made available to the college depending on the number of students on JSA finding sustainable employment, although the specific criteria as to how to qualify for this funding and when it would be paid was not yet known. The committee noted that the college was legally obliged to provide education for those of 16 to 18 years old irrespective of whether they were Brent residents, whilst those students of 19 years of age or older who lived outside the borough were provided places to ensure there were sufficient students to run courses.

Joanne Francis explained that conversion courses for those who had overseas qualifications had previously been run, but due to budget pressures these were no longer available. The Partnerships Manager could explore if there were any other organisations that could provide such a service through liaising with the Provider Forum or referring to the Refugee Council. Further details with regard to the Work Programme were awaited from the Department of Work and Pensions following repeated requests, however the remit and area concerned was likely to be wider than the previous Employment Zone scheme. Members noted that there was yet to be an announcement on whether Brent would be amongst the boroughs receiving funding from the Mayor of London's regeneration funding scheme.

Cathy Tyson added that it was difficult for those from underprivileged backgrounds to break out of the poverty cycle and early years intervention and educational achievement were very important in enabling those to avoid continuing the intergenerational trend of low income levels. The costs of childcare also acted as a disincentive for those to seek employment. Cathy Tyson suggested that employment providers be invited to address the committee to discuss and answer questions on future employment provision. She also agreed to the Chair's request to provide further information on multi-level deprivation and the links to its causes.

**6. Date of next meeting**

It was noted that the next meeting of the Partnership and Place Overview and Scrutiny Committee would be confirmed at the Annual Council meeting on 11 May 2011.


**7. Any other urgent business**

There was none.

The meeting closed at 9.20 pm.

D CLUES

Vice-Chair in the Chair

	<p><b>Partnership and Place Overview and Scrutiny Committee</b> 26 July 2011</p> <p><b>Report from the Asst. Director of Housing &amp; Community Care</b></p>
For Action	Wards Affected: ALL
<p><b>Performance Information on Joint Commissioning Registered Social Landlords</b></p>	

## 1.0 Summary

1.1 The second report on the performance of Joint Commissioning Registered Social Landlords was presented to Overview and Scrutiny on 9<sup>th</sup> February 2010. This report provides an update on their average performances during 2010/2011.

## 2.0 Recommendations

2.1 Members are asked to note the performance information currently available and to identify any additional information that they would like to be included in future reports.

2.2 Members are asked to note that this report and future ones to the Overview and Scrutiny Committees will be circulated after the financial year ends.

2.3 Members are asked to note the proposals for housing reform set out in section 5 and the potential impact on future performance reporting.

## 3.0 Background

3.1 This report outlines average performance of the Joint Commissioning Registered Social Landlords (RSLs) and Brent Housing Partnership (the council's Arms Length Management Organisation) for 2010/2011. Its purpose is to measure performance against the organisations' own performance targets and against the West London Common Minimum Management Standards.

3.2 The aims of this exercise are to provide members with information relating to organisations' performance and, more widely, to drive up the quality of service delivery and, through a set of common standards, to ensure that tenants of all Social Landlords in Brent and across West London receive a consistent level of service. While it is recognised that diverse provision by a range of organisations will always mean that there are variations in performance, these can be kept to a minimum by

recognising and tackling performance issues and sharing best practice across the sector.

3.3 The performance information collected covers a number of areas including anti-social behaviour, repairs, lettings, complaints and member enquiries, governance, tenant satisfaction, decent homes and grounds maintenance. The information provides a measure against which local authorities, housing associations, service users, auditors, inspectors and others are able to judge how well an organisation is performing. Over time, they also form the basis for promoting and assessing continuous improvement.

#### **4.0 Detail**

4.1 This report provides average performance information on organisations owning general needs dwellings in Brent. Performance data is intended to show broad trends and highlight areas for further investigation.

4.2 Care needs to be taken when interpreting and using performance data to draw firm conclusions about the organisations' performance for the following reasons:

- although performance information may relate to the stock owned by an association, some or all the stock may be managed on a daily basis by other organisations;
- there may be important contextual issues that impact upon an organisation's performance that are out of its control;
- despite every effort to specify and define the performance information clearly and unambiguously, their interpretation and compilation within and across associations may not always be consistent;
- not all organisations have systems that can provide borough-wide data and therefore comparison / benchmarking is not always possible.

4.3 A number of charts and tables have been used in the main body of this report to outline performance against the organisations' set target and the West London (WL) target. For easier comparison of the data reported by each organisation, two charts have been presented for each indicator, one for Brent and the other, organisation wide.

4.4 Table 1 lists the current performance indicators that are collected under 5 main areas.

**Table 1: Performance Indicator List**

Area	Performance Indicators
<b>Anti-Social Behaviour</b>	<ul style="list-style-type: none"> <li>Total number of reports of a non-urgent incident responded to within target time.</li> <li>Percentage of reports of a non-urgent incident responded to within target time.</li> <li>Total number of reports of threats of violence, racial harassment or serious ASB responded to within target time.</li> <li>Percentage of reports of threats of violence, racial harassment or serious ASB responded to within target time.</li> <li>Total number of racist or offensive graffiti removed following report within target time.</li> <li>Percentage of racist or offensive graffiti removed following report within target time.</li> </ul>
<b>Repairs</b>	<ul style="list-style-type: none"> <li>Total number of emergency repairs responded to within target times.</li> <li>Percentage of emergency repairs responded to within target times.</li> <li>Total number of urgent repairs responded to within target times.</li> <li>Percentage of urgent repairs responded to within target times.</li> <li>Total number of non-urgent repairs responded to within target times.</li> <li>Percentage of non-urgent repairs responded to within target times.</li> </ul>
<b>Lettings</b>	<ul style="list-style-type: none"> <li>Average time taken to re-let vacant properties</li> <li>Total Nominations</li> <li>BME Nominations</li> <li>Non-BME Nominations</li> </ul>
<b>Complaints</b>	<ul style="list-style-type: none"> <li>Percentage of initial complaints responded to within target time.</li> </ul>
<b>Members Enquiries</b>	<ul style="list-style-type: none"> <li>Total number of Members and MP Enquires.</li> <li>Percentage of Members and MP Enquiries answered within your target timescale.</li> </ul>

4.5 Table 2 lists the organisations covered by this report and the average number of dwellings managed by them, both within Brent and organisation-wide, as at the end of 2010/2011.

**Table 2: Average number of Dwellings managed in Brent and organisation - wide**

Housing Association	Organisation wide	Brent Only	Percentage in Brent
A2 Dominion Housing Group	19195	487	2.5%
ASRA Housing Association	3197	240	7.5%
Brent Housing Partnership	9023	9023	100.0%
Family Mosaic Housing Group	8327	929	11.2%
Fortunegate Community Housing Group	1892	1892	100.0%
Metropolitan Housing Trust	16836	1603	9.5%
Nottinghill Housing Group	10422	580	5.6%
Octavia Housing Group	3882	424	10.9%
Paddington Churches Housing Association	13943	4328	31.0%
Stadium Housing Association	7655	2414	31.5%
London & Quadrant Housing Group	62000	780	1.3%
Hillside Housing Group	745	745	100.0%

4.6 Table 2 shows the average number of dwellings managed in Brent and organisation wide. BHP, Fortunegate and Hillside Housing Group own and manage properties only within the borough. L&Q owns the largest average number of properties (62,000), but has only 1.3% of this stock in Brent. Stadium and PCHA have around 31% of their properties within Brent.

## 4.7 Anti-Social Behaviour

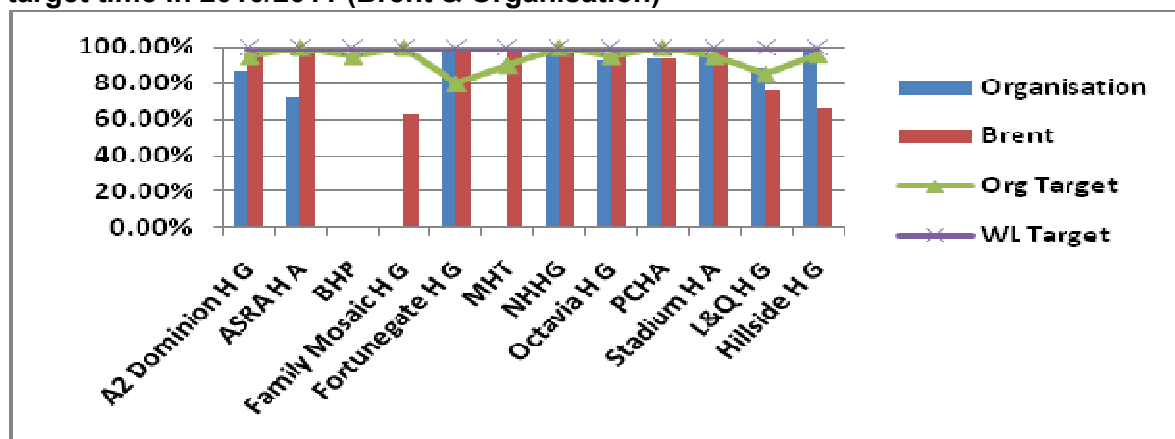
4.7.1 The performance indicators measured under this area are:

- Percentage of reports of a non-urgent incident responded to within target time.
- Percentage of reports of threats of violence, racial harassment or serious ASB responded to within target time.
- Percentage of racist or offensive graffiti removed following report within target time for each organisation.

4.7.2 A substantial amount of crime and ASB is unreported and therefore surveys can help to gauge public perception. According to the latest Place Survey, undertaken in October 2008, 58% of respondents considered a low level of crime as the most important factor making somewhere a good place to live and 42% of respondents felt that crime is the most important thing in their area that needs improving.

4.7.3 Although BHP collects performance information on ASB and has responded to all incidents within target time, they operate a different methodology and have been excluded from this indicator.

**Chart 1: Average percentage of reports of a non-urgent incident responded to within target time in 2010/2011 (Brent & Organisation)**



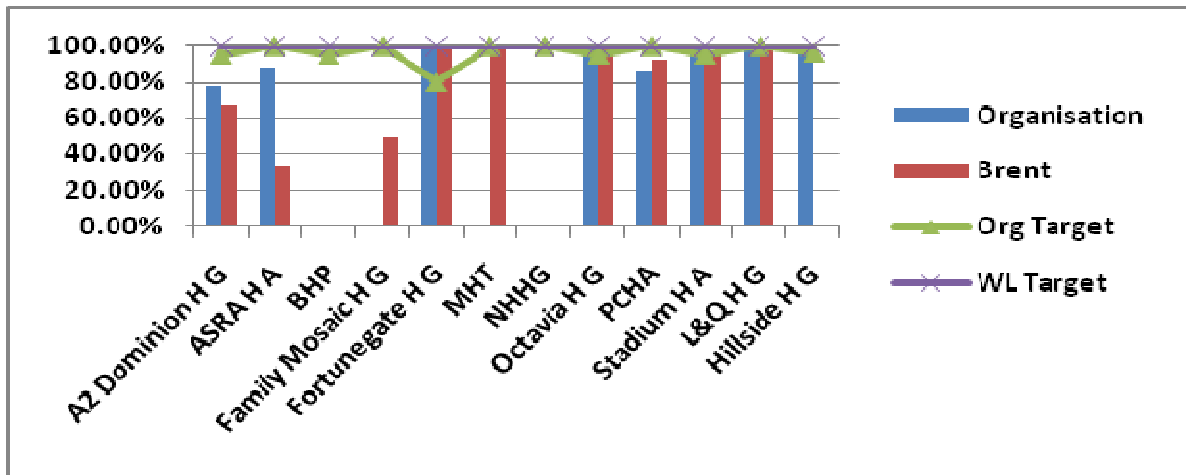
4.7.4 Within Brent, a total of 279 non-urgent incidents were reported in 2010/2011 (Chart 1) with an overall response rate of 95%. Stadium had the highest number (103) of incidents reported while the number for Fortunegate was 93. BHP does not collect information on this indicator.

4.7.5 Organisation and West London targets were achieved by six organisations (A2 Dominion, ASRA, Fortunegate, MHT, Octavia, NHHG and Stadium). The average performances for Family Mosaic, L&Q and Hillside Housing Group were less than 80%.

4.7.6 Organisation-wide, a total of 4409 non-urgent incidents were reported of which 3917 were responded within the deadline. The two organisations with the most incidents were L&Q (3907) and Fortunegate (93). They accounted for 90.7% of non-urgent incidents. Three organisations (Fortunegate, NHHG and Hillside Housing Group)

achieved both the targets. PCHA, Octavia, ASRA, L&Q and A2 Dominion were below set targets. No data was provided by Family Mosaic and MHT at this level.

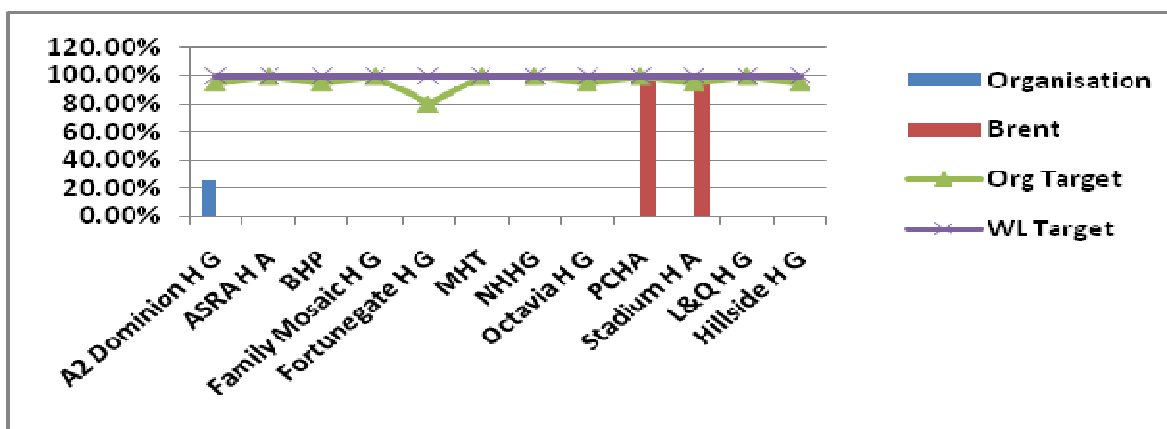
**Chart 2: Average percentage of reports of threats of violence, racial harassment or serious ASB responded to within target time in 2010/11 (Brent & Organisation)**



4.7.7 A total of 81 incidents were reported for the indicator 'percentage of reports of threats of violence, racial harassment or serious ASB responded to within target time' within Brent. PCHA and Stadium Housing Group had the most incidents which were 13 and 93 respectively. Of those organisations that provided data, performance was 100.00% for Fortunegate, MHT, L&Q and Octavia (Chart 2). There were no reported incidents in NHHG and Hillside Housing Group. BHP does not collect this information. The average performance rates for Family Mosaic and ASRA were below 45%.

4.7.8 Organisation wide, there were 1023 reported incidents with L&Q having the most (81.6%). Targets were achieved by five organisations (Fortunegate, Octavia, Stadium, L&Q and Hillside Housing Group). Average rate for A2 Dominion was 78.7%. No data was provided by Family Mosaic and MHT at this level.

**Chart 3: Average percentage of racist or offensive graffiti removed following report within target time in 2010/11 (Brent & Organisation)**



4.7.9 Data for the average percentage of racist or offensive graffiti removed following report within target time were received by three organisations (Chart 3). Organisation wide, A2 Dominion was the only organisation with any reported incidents while within Brent, data was provided by PCHA and Stadium HA. Both organisations achieved the two targets set. The average performance for A2 Dominion was 25%.

#### **4.8 Tackling of Anti Social Behaviour**

4.8.1 All the organisations publicise policies and procedures in a variety of means including surveys, as well as what action has been taken recently to tackle ASB, why and what is being done to prevent it, for example by diversionary activity. Their publicity is also in the form of articles in corporate magazines, local newsletters, Residents' meetings and conferences, through national resident group and website links.

4.8.2 A2 Dominion publicises successful action taken against people responsible for ASB, using press releases, local press and the residents' newsletter. If the action is taken with other agencies, they agree the media strategy with these partners – for example, publicising details of an ASBO that has successfully been obtained against one of their residents.

4.8.3 In the case of Hillside Housing Group, its policies and procedures are advertised through their leaflets on complaints and flyers kept at their reception and other public places.

4.8.4 At Octavia Housing Group, all tenants are provided with a tenants' handbook, "which includes a booklet on our approach to dealing with ASB and harassment. The approach is very much focused on working in partnership to tackle ASB. The booklet is also published on our website. We publish regular articles about ASB in our tenants' newsletter including encouraging reports of harassment incidents, and publicising examples where we have taken enforcement action against perpetrators".

4.8.5 All the organisations (except Hillside) use a range of mediation tools ranging from low key internal mediation through to using external mediation specialists as well as conciliation. The method chosen depends on the nature and severity of the problem.

4.8.6 Hillside does not provide mediation services. However, they have a dedicated Officer for tackling ASB and mediation-related issues. "We have a housing officer whose job includes dealing with ASB; she will offer mediation in suitable cases as part of her work and can refer people to services provided by other bodies. We also liaise with the police over more serious issues."

4.8.7 Octavia Housing Group refers neighbours in dispute to CALM Mediation where mediation is appropriate. CALM Mediation has a proven track record in mediation services dating back to 2003. "Our procedure direct Neighbourhood Officers to consider whether mediation may help at an early stage of ASB cases, and also point out that where appropriate it can be used as a resolution tool at different points of ASB cases".

4.8.8 Octavia Housing Group's ASB booklet and website "specifies the service standards we work to when dealing with reports of ASB, including how quickly we will respond,



ensuring personal safety, securing homes where there is damage and how we will help tenants access support services where needed”.

4.8.9 For ASB cases, London and Quadrant focuses on the emergency incidents first. In addition they have recently introduced a more simplistic way of reporting ASB, this means that more reports are logged than previously, some of which don't always meet the definition of ASB when investigated, this has put a bit of pressure on front line staff who have had more cases to review. Since then they have refined the logging process and also taken a more systematic approach to ensuring all ASB cases are assessed within 3 days so they expect the figures to be more favourable the next time around.

## 4.9 Repairs

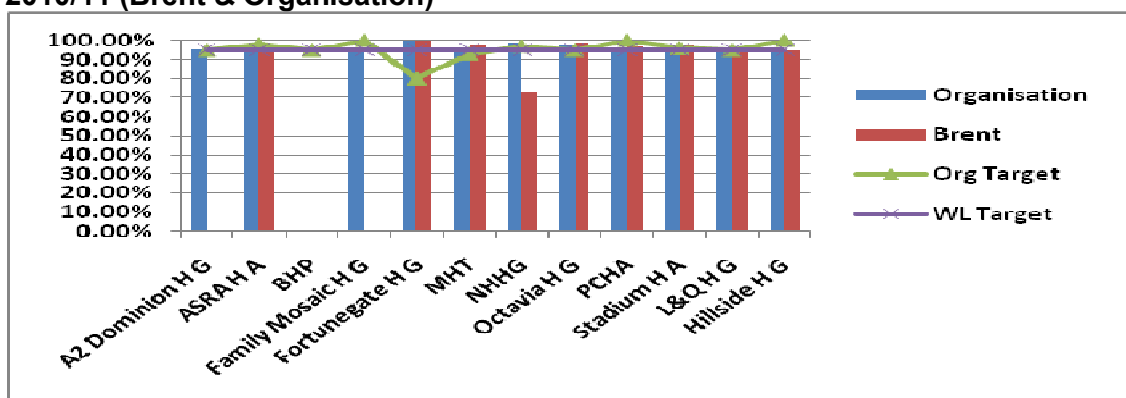
4.9.1 Under this area performance indicators measure the:

- Percentage of emergency repairs completed within target time
- Percentage of urgent repairs completed within target time
- Percentage of non-urgent repairs completed within target time

4.9.2 It is worth noting that Hillside Housing Group, Fortunegate, ASRA, NHHG, PCHA, L&Q and BHP operate an appointment system for their tenants, where they or a contractor will arrange a mutually convenient time for repairs to be carried out. For those organisations with an appointment system, the indicator reflects the number of appointments that were kept in the year, as a percentage of the appointments made. As a result of these changes, BHP no longer categorise their repairs as urgent, non-urgent or emergency.

4.9.3 The overall performance within Brent (where data was provided) is very good. In most cases, organisation and West London targets have been met and in some exceeded.

**Chart 4: Average percentage of emergency repairs responded to within target time in 2010/11 (Brent & Organisation)**

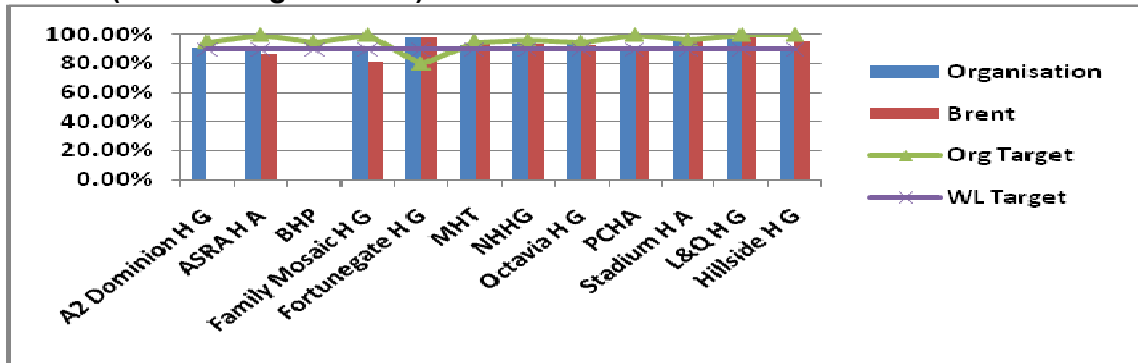


4.9.4 Within Brent, a total of 8795 emergency repair cases were reported in 2010/2011. PCHA and Stadium had 7143 emergency repair cases which account for 81.2%. Of those organisations providing data, Fortunegate, MHT, Stadium and Octavia both met the targets (Chart 4). A2 Dominion does not collect data at this level whereas Family Mosaic did not provide any data.

4.9.5 The average performance of NHHG was 72.7%.

4.9.6 Organisation-wide, there were 45359 emergency repairs reported in 2010/11. Of those, 95.96% were resolved within the set deadline. Six organisations (A2 Dominion, Fortunegate, NHHG, Octavia, Stadium and L&Q met both the targets.

**Chart 5: Average percentage of urgent repairs responded to within target times in 2010/11 (Brent & Organisation)**

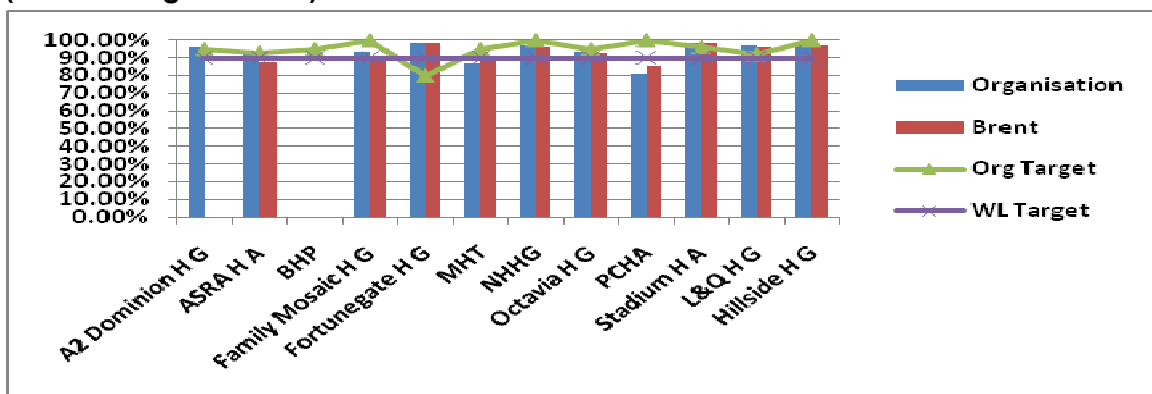


4.9.7 Chart 5 shows the average percentage of urgent repairs responded to within target time in 2010/11. Within Brent, there were 12131 urgent repairs reported in 2010/11 with Stadium and Fortunegate having the majority (9057). Average overall performance for the 10 organisations that provided information was 96.517% with Fortunegate, MHT and Stadium achieving the two targets. Data was not available at borough level for A2 Dominion. BHP does not collect data for this indicator.

4.9.8 Organisation-wide, there were 71388 urgent repairs reported in 2010/2011. The two associations with the highest number of reported cases were L&Q (18378) and A2 Dominion (17519).

4.9.9 Data shows both targets were met by just one organisation (Fortunegate) for this indicator.

**Chart 6: Average % of non-urgent repairs responded to within target times in 2010/11 (Brent & Organisation)**



- 4.9.10 The average percentage of non-urgent repairs responded to within target times in 2010/2011 is shown in Chart 6. Within Brent, the number of non urgent repairs recorded in 2010/11 was 35439. The average performance for the year was 96.3%.
- 4.9.11 Of the 35439 cases, 17019 (48.00%) were dealt by Stadium. West London and organisation targets were achieved by the following: Fortunegate, Stadium and L&Q. ASRA and PCHA missed both targets.
- 4.9.12 Organisation-wide, a total of 190511 non-urgent repairs were reported in 2010/11. Of these, 59130 (31.0%) were in L&Q. The average performance rate was 94.8%. Five organisations (A2 Dominion, ASRA, Fortunegate, Stadium and L&Q) achieved both the targets.
- 4.9.13 Octavia did not meet some of the targets. According to the organisation, 'A number of the jobs which missed target involved sub-contracted works or incorrect prioritisation of reported jobs. We are reviewing protocols with our main contractor to ensure improvements are made on these elements of the service'.

#### 4.10 Average re-let times

- 4.10.1 This indicator measures the average re-let times, based upon the total number of re-lets during the year (excluding lettings made to new dwellings and those subjected to major repairs prior to letting) and the total number of calendar days these dwellings were vacant.
- 4.10.2 There is an even split in performance (where data are provided) between those organizations who have performed well and those that underperformed in Brent (Table 3). Within Brent, average overall performance was 44.33 days in 2010/11.

**Table 3: Average time taken to re-let vacant properties in 2010/11 (Brent & Organisation)**

Housing Association	Organisation	Brent	Org Target	WL Target
A2 Dominion H G	30.14	55.87	30.00	35.00
ASRA H A	30.10	46.00	35.00	35.00
BHP	26.76	26.76	27.00	27.00
Family Mosaic H G	29.23	27.38	32.00	35.00
Fortunegate H G	20.26	20.26	40.00	35.00
MHT	DNP	DNP	35.00	35.00
NHHG	36.03	DNP	30.00	35.00
Octavia H G	16.30	6.67	35.00	35.00
PCHA	79.61	80.27	35.00	35.00
Stadium H A	34.77	31.71	28.00	35.00
L&Q H G	35.45	26.20	21.00	35.00
Hillside H G	52.33	40.19	35.00	35.00

- 4.10.3 BHP, Family Mosaic, Fortunegate and Octavia achieved both the West London and the organisational targets while A2 Dominion missed both targets. No data was provided by MHT. NHHG does not collect information on this indicator at borough level..
- 4.10.4 The current average time taken to re-let vacant properties by A2 Dominion was 67.53 days. They have stated “*This figure unfortunately includes one property that was extremely hard to let. However, we have improved our re let times and continue to do so*”.
- 4.10.5 Organisation wide, both targets were met by ASRA, BHP, Fortunegate, Family Mosaic and Octavia. The average performance for PCHA was 35.53 days. No data was provided by Family Mosaic.

#### 4.11 Allocations

4.11.1 This indicator measures the number of completed nominations to housing associations, split into BME and non-BME (Table 4). In accordance with the Brent nomination agreement:

- 100% nominations are made on S106 and new builds
- 75% nominations are made on re-lets (family size dwellings)
- 50% nominations are made on re-lets (non-family size dwellings)

4.11.2 Table 4 shows the number of nominations by BME/ non-BME for the last four quarters.

**Table 4: Number of HRC Nominations (2010/11)**

Housing Association	Total	BME	Non-BME
A2 Dominion Housing Group	3	0	3
ASRA Housing Association	1	1	0
Brent Housing Partnership	297	234	63
Family Mosaic Housing Group	20	16	4
Fortunegate Community Housing Group	51	28	23
Metropolitan Housing Trust	34	20	14
Nottinghill Housing Group	25	11	14
Octavia Housing Group	1	1	0
Paddington Churches Housing Association	90	53	37
Stadium Housing Association	29	22	7
London & Quadrant Housing Group	3	0	3
Hillside Housing Group	6	2	4

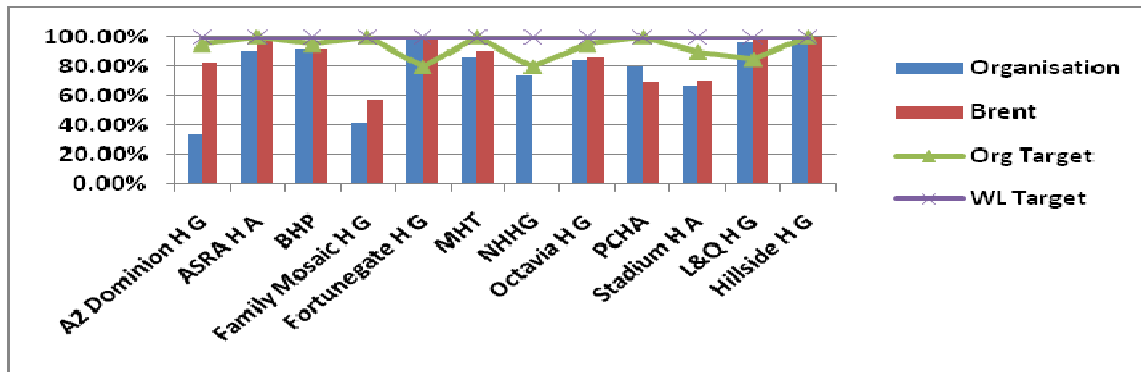
4.11.3 Total nominations & lettings made for 2010/11 were 560, of which 388 were to BME households. The highest lettings were in BHP (297), of which 234 were to BME households (Table 4).

4.11.4 ASRA and Octavia were the two organisations with 1 nomination each. In the case of PCHA, the nominations were 90 of which 53 were BMEs.

## 4.12 Complaints

4.12.1 This indicator measures the total number of stage 1 complaints responded to within target time.

**Chart 7: Average % of Initial complaints responded to within target time in 2010/11 (Brent & Organisation)**



4.12.2 There were 1005 complaints recorded in Brent, 68.0% of which were for BHP. Four organisations achieved the maximum performance in 2010/11 (Chart 7). Average overall performance for the year was 83.8%. No data was provided by NHHG.

4.12.3 The average performance for Family Mosaic was 57.1%.

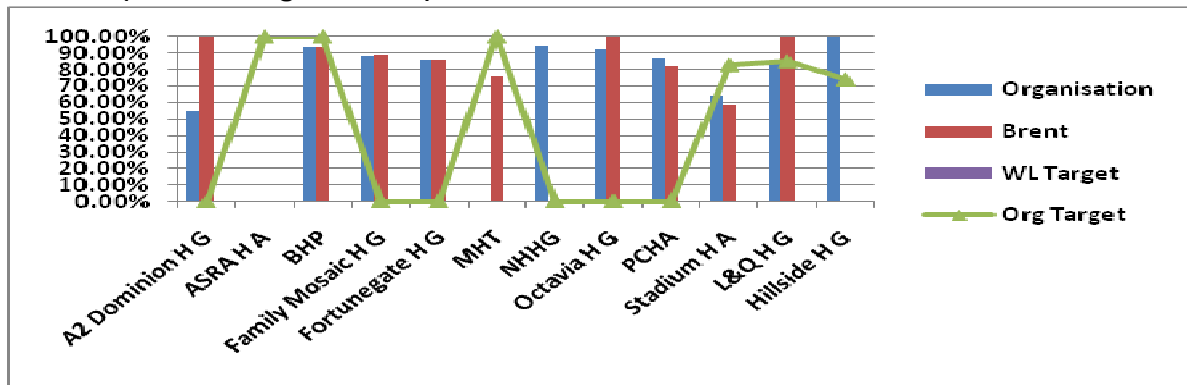
4.12.4 Organisation wide, the number of complaints received by the organisations in 2010/11 was 5832 while the average performance rate was 68.1%. The two organisations with the lowest average performance rates were A2 Dominion and Family Mosaic. The rates were 33.7% and 42.2% respectively. Hillside and Fortunegate achieved the maximum performance.

4.12.5 Octavia's performance was low because 'Brent complaint response which missed target was late by 1 working day. The other organisational complaints responses which missed target were late by 4 working days or less. All these complaints were acknowledged within timescale, but we needed a little more time to investigate the issues before a full response was provided. Tenants are kept updated on any delays'.

## 4.13 Members' Enquiries

4.13.1 This indicator measures the percentage of Members' enquiries responded to within target time.

**Graph 8: Average % of Members and MPs enquiries responded to within target time in 2010/11 (Brent & Organisation)**



- 4.13.2 Within Brent, there were 586 Members' and MPs' enquiries for 2010/11 with 59.04% of the enquiries going to BHP (346). Three of the 12 organisations achieved the maximum performance in 2010/11 while ASRA and Hillside Housing Group did not receive any enquires for the year in question (Chart 8). The average performance for the year for this indicator was 84.1%. NHHG did not provide any data.
- 4.13.3 Although performance information is collected by each organisation, A2 Dominion, Family Mosaic, Fortunegate, NHHG, Octavia, PCHA did not provide targets.
- 4.13.4 Organisation-wide, there were 1117 Members' and MPs' enquiries in this quarter. The highest number received was by BHP (346). The average response rate for this indicator was 82.24%.

## 5. Housing Reform

- 5.1 The consultation paper *Local Decisions: a fairer future for social housing* was published in November 2010, setting out the government's proposals for reform affecting numerous aspects of social housing as delivered by local authorities and Registered Providers (mainly housing associations). These proposals have since been incorporated into the Localism Bill, currently progressing through parliament. The key proposals for the purposes of this report are:
- The introduction of the Affordable Rent tenancy for Registered Providers, allowing rents of up to 80% of market levels for a minimum term of two years.
  - A new "flexible tenancy" for local authorities, providing for similar leeway over the term of future tenancies.
  - A duty on councils to publish a strategic tenancy policy, now referred to as a Tenancy Strategy in the Localism Bill.
  - A power for the Secretary of State to direct on the content of a new tenancy standard to be published by the regulator (now the HCA). Draft directions have now been published
  - More flexibility for local authorities to manage waiting lists and measures to enable moves within the social sector.
  - The ability for local authorities to discharge a homelessness duty into the private rented sector without the applicant's agreement.

5.2 In light of these changes, the council may wish to consider its approach to monitoring the comparative performance of providers. Officers are currently working to develop a Tenancy Strategy, with a report due to go to the Policy Coordination Group shortly, while partner organisations will also be considering their responses. The draft guidance to the Regulator also covers tenant empowerment and, in particular, recommends that:

- Tenants should have a wide range of opportunities to influence and be involved in *“the scrutiny of their landlord’s performance and the making of recommendations to their landlord about how performance might be improved”*.
- That registered providers should welcome scrutiny via a tenant panel (or equivalent group)
- That there should be a clear regulatory obligation on registered providers to provide timely, useful performance information to tenants in order to support effective scrutiny
- In line with proposals in the Review of Social Housing regulation it is also proposed that the Regulator’s statutory power to require registered providers to submit an annual report of their performance should be replaced with a regulatory obligation to provide an annual report of performance to tenants.

5.3 As the strategic housing authority the council will have an interest in how these proposals are implemented by providers and internally and it is suggested that some or all of the areas noted above, together with other matters that emerge once the Regulator has published draft standards in the autumn of 2011, may be appropriate for inclusion in annual monitoring reports. A more detailed report on possible changes will be submitted once the Localism Bill has completed its progress through parliament and the Regulator has published draft standards.

## **6.0 Financial Implications**

6.1 There are no immediate financial implications arising from this report.

## **7.0 Legal Implications**

7.1 None

## **8.0 Diversity Implications**

8.1 While there are no immediate issues relating to diversity, there are one or two points to note. First, some ethnic groups are over-represented in social housing while others are under-represented and there is therefore some potential for differential impact from poor performance. In addition, Brent will be reviewing the way in which performance indicators are recorded and reported in order to ensure compliance with expectations within the new equalities standard that the impact on a range of equalities groups will be measurable.

**9.0 Staffing/Accommodation Implications (if appropriate)**

9.1 None

**10.0 Background Papers**

10.1 None

**Contact Officer**

Tony Hirsch

Email: [tony.hirsch@brent.gov.uk](mailto:tony.hirsch@brent.gov.uk)

Telephone: 020 8937 2336



Appendix 1: Average performance of RSLs (2010/11)

**Average percentage of reports of a non-urgent incident responded to within target time in 2010/2011**

Housing Association	Organisation	Brent	Org Target	WL Target
A2 Dominion H G	87.06%	100.00%	95.00%	100.00%
ASRA H A	72.62%	100.00%	100.00%	100.00%
BHP	N/A	N/A	95.00%	100.00%
Family Mosaic H G	DNP	62.50%	100.00%	100.00%
Fortunegate H G	100.00%	100.00%	80.00%	100.00%
MHT	DNP	100.00%	90.00%	100.00%
NHHG	100.00%	100.00%	100.00%	100.00%
Octavia H G	92.96%	100.00%	95.00%	100.00%
PCHA	93.51%	93.33%	100.00%	100.00%
Stadium H A	96.88%	100.00%	95.00%	100.00%
L&Q H G	88.58%	76.00%	85.00%	100.00%
Hillside H G	100.00%	66.67%	96.00%	100.00%

**Average percentage of reports of threats of violence, racial harassment or serious ASB responded to within target time in 2010/11**

Housing Association	Organisation	Brent	Org Target	WL Target
A2 Dominion H G	78.57%	66.67%	95.00%	100.00%
ASRA H A	87.50%	33.33%	100.00%	100.00%
BHP	N/A	N/A	95.00%	100.00%
Family Mosaic H G	DNP	50.00%	100.00%	100.00%
Fortunegate H G	100.00%	100.00%	80.00%	100.00%
MHT	NIR	100.00%	100.00%	100.00%
NHHG	NIR	DNP	100.00%	100.00%
Octavia H G	100.00%	100.00%	95.00%	100.00%
PCHA	85.71%	92.31%	100.00%	100.00%
Stadium H A	100.00%	94.87%	95.00%	100.00%
L&Q H G	98.08%	100.00%	100.00%	100.00%
Hillside H G	100.00%	NIR	96.00%	100.00%

**Average percentage of racist or offensive graffiti removed following report within target time in 2010/11**

Housing Association	Organisation	Brent	Org Target	WL Target
A2 Dominion H G	25.00%	NIR	95.00%	100.00%
ASRA H A	NIR	NIR	100.00%	100.00%
BHP	N/A	N/A	95.00%	100.00%
Family Mosaic H G	N/A	N/A	100.00%	100.00%
Fortunegate H G	NIR	NIR	80.00%	100.00%
MHT	DNP	NIR	100.00%	100.00%
NHHG	DNP	NIR	100.00%	100.00%
Octavia H G	NIR	NIR	95.00%	100.00%
PCHA	NIR	100.00%	100.00%	100.00%
Stadium H A	NIR	100.00%	95.00%	100.00%
L&Q H G	N/A	NIR	100.00%	100.00%

Hillside H G	NIR	NIR	95.00%	100.00%
--------------	-----	-----	--------	---------


<b>Average percentage of emergency repairs responded to within target time in 2010/11</b>				
Housing Association	Organisation	Brent	Org Target	WL Target
A2 Dominion H G	95.33%	N/A	95.00%	95.00%
ASRA H A	96.52%	96.00%	98.00%	95.00%
BHP	N/A	N/A	95.00%	95.00%
Family Mosaic H G	95.48%	DNP	100.00%	95.00%
Fortunegate H G	99.71%	99.71%	80.00%	95.00%
MHT	94.35%	97.10%	93.00%	95.00%
NHHG	98.43%	72.73%	97.00%	95.00%
Octavia H G	97.37%	98.47%	95.00%	95.00%
PCHA	96.19%	96.51%	100.00%	95.00%
Stadium H A	96.98%	98.26%	96.00%	95.00%
L&Q H G	95.44%	94.81%	95.00%	95.00%
Hillside H G	93.87%	95.00%	100.00%	95.00%

<b>Average percentage of urgent repairs responded to within target times in 2010/11</b>				
Housing Association	Organisation	Brent	Org Target	WL Target
A2 Dominion H G	91.46%	N/A	95.00%	90.00%
ASRA H A	89.52%	87.01%	100.00%	90.00%
BHP	N/A	N/A	95.00%	90.00%
Family Mosaic H G	89.61%	81.54%	100.00%	90.00%
Fortunegate H G	98.03%	97.99%	80.00%	90.00%
MHT	92.73%	96.15%	95.00%	90.00%
NHHG	93.85%	93.75%	96.00%	90.00%
Octavia H G	93.59%	93.29%	95.00%	90.00%
PCHA	92.21%	91.75%	100.00%	90.00%
Stadium H A	95.73%	96.75%	96.00%	90.00%
L&Q H G	97.60%	98.64%	100.00%	90.00%
Hillside H G	92.16%	95.74%	100.00%	90.00%

<b>Average % of non-urgent repairs responded to within target times in 2010/11</b>				
Housing Association	Organisation	Brent	Org Target	WL Target
A2 Dominion H G	96.58%	N/A	95.00%	90.00%
ASRA H A	94.41%	87.58%	93.00%	90.00%
BHP	N/A	N/A	95.00%	90.00%
Family Mosaic H G	93.47%	90.58%	100.00%	90.00%
Fortunegate H G	98.70%	98.70%	80.00%	90.00%
MHT	87.10%	91.18%	95.00%	90.00%
NHHG	96.77%	96.15%	100.00%	90.00%
Octavia H G	93.22%	92.83%	95.00%	90.00%
PCHA	81.39%	85.42%	100.00%	90.00%
Stadium H A	98.46%	98.48%	96.00%	90.00%
L&Q H G	97.27%	96.52%	92.00%	90.00%
Hillside H G	97.64%	97.25%	100.00%	90.00%

<b>Average % of Initial complaints responded to within target time in 2010/11</b>				
<b>Housing Association</b>	<b>Organisation</b>	<b>Brent</b>	<b>Org Target</b>	<b>WL Target</b>
A2 Dominion H G	33.68%	82.35%	95.00%	100.00%
ASRA H A	90.79%	100.00%	100.00%	100.00%
BHP	91.47%	91.47%	95.00%	100.00%
Family Mosaic H G	42.20%	57.14%	100.00%	100.00%
Fortunegate H G	100.00%	100.00%	80.00%	100.00%
MHT	85.89%	90.38%	100.00%	100.00%
NHHG	73.87%	0.00%	80.00%	100.00%
Octavia H G	84.03%	86.67%	95.00%	100.00%
PCHA	80.16%	69.35%	100.00%	100.00%
Stadium H A	66.96%	70.29%	90.00%	100.00%
L&Q H G	96.55%	100.00%	85.00%	100.00%
Hillside H G	100.00%	100.00%	100.00%	100.00%
<b>Average % of Members and MPs enquiries responded to within target time in 2010/11</b>				
<b>Housing Association</b>	<b>Organisation</b>	<b>Brent</b>	<b>Org Target</b>	<b>WL Target</b>
A2 Dominion H G	54.61%	100.00%	DNP	-
ASRA H A	NIR	NIR	100.00%	-
BHP	94.05%	94.05%	100.00%	-
Family Mosaic H G	88.46%	88.89%	DNP	-
Fortunegate H G	85.71%	85.71%	DNP	-
MHT	DNP	76.19%	100.00%	-
NHHG	94.87%	DNP	DNP	-
Octavia H G	92.31%	100.00%	DNP	-
PCHA	86.52%	82.35%	DNP	-
Stadium H A	63.97%	58.90%	82.69%	-
L&Q H G	85.06%	100.00%	85.00%	-
Hillside H G	100.00%	NIR	74.00%	-
<b>Average time taken to re-let vacant properties in 2010/11</b>				
<b>Housing Association</b>	<b>Organisation</b>	<b>Brent</b>	<b>Org Target</b>	<b>WL Target</b>
A2 Dominion H G	30.14	55.87	30.00	35.00
ASRA H A	30.10	46.00	35.00	35.00
BHP	26.76	26.76	27.00	27.00
Family Mosaic H G	29.23	27.38	32.00	35.00
Fortunegate H G	20.26	20.26	40.00	35.00
MHT	DNP	DNP	35.00	35.00
NHHG	36.03	DNP	30.00	35.00
Octavia H G	16.30	6.67	35.00	35.00
PCHA	79.61	80.27	35.00	35.00
Stadium H A	34.77	31.71	28.00	35.00
L&Q H G	35.45	26.20	21.00	35.00
Hillside H G	52.33	40.19	35.00	35.00

This page is intentionally left blank

	<p><b>Partnership and Place Overview &amp; Scrutiny Committee</b> 26 July 2011</p> <p><b>Report from the Director of Customer and Community Engagement</b></p>
<p>For Action <span style="float: right;">Wards Affected: ALL</span></p>	
<p><b>Ward Working May 2010 - May2011</b></p>	

## 1.0 Summary

- 1.1 The report details the work of the Ward Working Team between May 2010 and May 2011.
- 1.2 Expenditure is reported and analysed along with results of consultation. Partnership activity is described including some examples of joint working. Outreach and communications are important aspects of Ward Working and these are covered in some detail.
- 1.3 The report reviews the actions taken over the last year by Ward Working including some of the challenges the team have dealt with as well as positive achievements. It also identifies issues to be addressed over the coming year.

## 2.0 Recommendations

- 2.1 Members are asked to comment on and note the report.

## 3.0 Context

- 3.1 Ward Working operates across all 21 wards to:
  - Support elected Members in their contacts with ward residents to find out what their concerns are
  - Secure long term improvements in the way services are delivered to meet the needs of residents at the local neighbourhood level
- 3.2 In order to do this the team works with colleagues across all other departments and with external partners to develop projects to tackle residents' concerns and to develop a strategic response to more complex issues.

3.3 The provisions of the Localism Bill and central government's view of a "Big Society" set the national context for the work of the team. Locally, Ward Working itself has continued to receive the support of the administration but has been affected by reductions in other areas, which can limit options for project development.

#### **4.0 Structures**

##### 4.1 Ward Working Steering Group

The Ward Working Officer Steering Group has met three times during this period. The group has representatives from all departments and provides an opportunity for an exchange of information as well as for the team to report back to colleagues.

##### 4.2 Ward Working Member Reference Group (MRG)

The MRG has met four times during this period. Members of the Group are:

- Cllr Lesley Jones (Chair)
- Cllr Reg Colwill
- Cllr Gavin Sneddon

4.3 The MRG receives regular updates on the work of the team, progress on projects and budget expenditure. In addition to this they make recommendations on expenditure in wards where the ward members have been unable to reach agreement.

4.4 As the membership was the same, the group has held joint meetings with the Member Development Steering Group.

#### **5.0 Outreach**

5.1 The team has continued to undertake a regular schedule of walkabouts with members. During the period May 2010-May 2011 28 walkabouts were carried out with councillors. However, members should note that in some wards councillors do not hold walkabouts preferring to use other methods of hearing from residents.

5.2 The team continues to attend outreach events with partners participating in 43 events including clean-up days with Environmental Health, Community Payback and local residents and Partnership days or weeks with the Police, Fire Service, Trading Standards, Streetcare and others. Ward Working took responsibility for organising a Partnership Week on the Chalkhill Estate in January, which was generally held to be a success.

5.3 Over the summer months the team attended the following festivals and events with a "Brent Bingo" prize draw to encourage residents to express their priorities for their areas:

- Eton Grove Eco-Festival
- Respect Festival
- Kingsbury High School Community Day

- Queen's Park Day
- Brent Countryside Day

5.4 The team regularly attend meetings of community groups and Tenants' and Residents' Associations to hear their concerns and ideas about their areas, a total of 44 in the year. They also attend all Police Safer Neighbourhoods Team ward panels. In response to a request from ward panel chairs Ward Working organised a free training session on chairing skills through the London-wide Take Part initiative.

5.5 Work with the Area Consultative Forums (ACFs) has improved through the introduction of ward breakout sessions. During these sessions the meeting breaks into ward groups, chaired by a ward member. The purpose is to allow residents to speak directly to their councillors about concerns in their ward and to influence the choice of Ward Working priorities. Ward breakouts were held in all the ACF meetings in July 2010 and April 2011

## **6.0 Communications**

### **6.1 Neighbourhood Bulletins**

6.1.1 In the period June 2010-May 2011 46 Neighbourhood Bulletins were produced and circulated to residents. Each bulletin includes a tear-off slip for residents to suggest ways to improve their area, as well as a "You said... we did" section, information from the local police Safer Neighbourhoods Team, details of councillor surgeries and other local information. Results from the tear-off slips are included in the information on consultation in Appendix 1.

6.1.2 During 2010-11 the number of returned tear-off slips received (from bulletins and leaflets) reduced from the previous year. As this information is important in helping members to set priorities for their wards, the format in bulletins has now been changed to make the slip easier to use and the response rate will be monitored. The Ward Working leaflet has also been updated and reflects this change and the team are about to produce post cards to hand out on walkabouts etc.

### **6.2 Web presence**

6.2.1 The Ward Working Team continues to have a presence on the Brent Council website. The web pages provide an overview of the Ward Working process. Every ward also has its own dedicated page listing current ward priorities, walkabout dates and details of projects funded in the previous financial year. Copies of the latest Neighbourhood Bulletin can be downloaded.

### **6.3 Twitter**

6.3.1 In March 2011 an account on Twitter was set up for the Kilburn ward. The objective of the pilot is to help promote community participation and see if residents would be comfortable about using Twitter to receive information about ward based projects. The pilot has been supported through the Brent Council Twitter feed but relies on a steady flow of information about local events, issues and items of interest from Ward Working and other council departments.

6.3.2 The pilot has now been running for 3 months and has made 21 tweets (tweets are short messages posted on the profile). We have had a steady growth of followers, currently at 43 (followers are other twitter users who are following your Tweets or updates on the site) and are following 8 other twitter users. We are also featured in 1 list (curated groups of other Twitter users).

6.3.3 The steady growth of followers is a positive indication that Kilburn ward on twitter is attracting interest from residents and other organisations. It is a useful tool for sending information to residents instantly and on a local basis. For example if there is a public meeting, we can send a reminder to everyone on Twitter that same day. Also by following other local residents and organisations we can see what is happening in the area and pick up any trends or concerns. For example if there is local event which someone is talking about, we can tweet about it on our profile.

6.3.4 However to fully exploit the potential of Twitter, requires further involvement from other departments in the Council as they may have information on a ward basis, for example, planning applications. Their input would provide residents with relevant and localised updates.

#### 6.4 Media coverage

6.4.1 Ward Working has featured twice in The Brent Magazine. In June 2010 a full-page feature accompanied the feature on newly elected councillors and the April 2011 edition carried a full-page advert highlighting some of the funded projects. This is in addition to items on individual projects.

6.4.2 The local press also covered Ward Working projects on 10 occasions.

6.4.3 Ward Working's campaign to stop paan spitting in Wembley featured in news items on radio and television. It was covered in more depth in the "Filthy, Rotten Scoundrels" programme on BBC1. First broadcast 1 October 2010 (repeated 22 April 2011).

### 7.0 **Partnerships**

7.1 The Ward Working team has continued to develop and sustain a wide range of partnerships with external agencies. In total the team operates in 17 ongoing partnerships in addition to the 21 SNT ward panels and more informal partnership working. Appendix 2 shows a list of ongoing partnerships

7.2 The aims of the partnerships can vary greatly from information sharing to taking a strategic approach to a particular area, to project development. Some examples are given in Appendix 2.

### 8.0 **Consultation results**

8.1 The overall results of consultation from festivals and tear-off slips are included in Appendix 1. (The tear-off slips come from Neighbourhood Bulletins, walkabouts and leaflets in libraries, one-stop shops etc.)



- 8.2 In total 597 people took part in Ward Working consultation with 221 people using the tear-off slips found in bulletins and leaflets and 376 people responding at festivals.
- 8.3 The information on residents' concerns is used to assist ward members to identify priorities for their ward, which in turn help with deciding between project ideas.
- 8.4 All types of Ward Working consultation include equalities monitoring questions. The team use this information to target consultation to parts of the community where there has been a low response e.g. Asian communities and young people.
- 8.5 The majority of people responding via the feedback slips were over the age of 45 years. However at festivals respondents were from a wider range of ages (14–80 years). With regards to the ethnicity, more white participants responded via the tear-off slips than any other ethnicity and white participants were the highest respondents at all festivals except the Kingsbury High School event where Asian respondents were the highest.

## 9.0 Ward budgets

- 9.1 Overall ward budgets totalled £420,000. Total spend was £412,470 leaving an underspend of £7,530. There were a number of different factors that caused underspends including projects that could not be confirmed in the time frame, the reduced time available because of the election and some initial delays while some new members became more familiar with their wards and with the Ward Working process.
- 9.2 Appendix 3 gives a list of 2010/11 expenditure by ward. Table 1 below shows the allocation of funds to priority themes:

**Table 1**

<b>Theme</b>	<b>Number of projects</b>	<b>Amount</b>
Community Safety	25	£45,600
Environment or green issues	15	£25,600
Street improvements	29	£76,825
Parks and open spaces	13	£41,800
Pollution, rubbish and refuse	2	£3,300
Engaging young people	50	£140,255
Local businesses and facilities	14	£40,165
Community activities and facilities	5	£5,635
Other	14	£33,250

While these figures give a good indication of how the ward budgets were spent, they can never be entirely accurate because it is often a matter of judgement which category a project should be included in.

- 9.3 Ward Working funded 87 projects in the voluntary and community sector (VCS) totalling £223,250. (This includes Housing Associations and sports clubs)
- 9.4 Match funding obtained by projects from the VCS, schools, housing associations, other departments and other funders (including grant funding) totalled £435,400.

## **10.0 Challenges and achievements**

- 10.1 The council elections in May 2010 meant that the Ward Working process was delayed by at least two months.
- 10.2 New members were introduced to Ward Working through a member induction session in June 2010 and a further briefing in March 2011, as well as in individual ward meetings with coordinators. Feedback from members after both of these sessions was very positive.
- 10.3 Following the member briefing in March, some changes have been made in the process for Ward Working to address some of the concerns raised by members. One of these changes is to introduce a timetable for the year, suggesting when decisions should be made. This has been well-received by members and is designed to spread expenditure throughout the year and avoid the difficulties caused by last minute allocation of funding. The timetable has already borne fruit as the list of possible projects is looking healthier than it has done in the past at this time of year. Officers have also provided members with a checklist of questions to assist with decision-making on projects.
- 10.4 The team have been part of two internal restructures, which inevitably involves some level of disruption and uncertainty.
- 10.5 It is easy to get caught up with funding and projects but this is actually only part of the work of the team. A number of issues have been tackled without using any Ward Working funds, including:
- Removal of graffiti by British Waterways from their property within the Welsh Harp open space (residents had made complaints for several months prior to Ward Working walkabout).
  - Ward Working planting project near Sainsbury's (Willesden Green). New plants were not being watered in the hot weather and there were no Council resources to do it. Arrangements were made with Sainsbury's to water the plants weekly.
  - Traffic calming measures were introduced outside Wykeham School (Welsh Harp ward). This had been raised as a concern through Ward Working.
  - Improved security and lighting in Odeon Court (Harlesden) to deter ASB. (issue raised on walkabout)

- Installation of double yellow lines at The Link, (Northwick Park) outside South Kenton station to improve access for emergency vehicles (scheme funded by Transportation)

10.6 Developing and sustaining partnerships is another key achievement. In particular maintaining good relationships with Police Safer Neighbourhood Teams in spite of frequent changes in personnel. Links with RSLs have also improved and this enables the team to participate in more joined up responses to a number of issues. (See above paragraph 5.)

10.7 During this period the Member Reference Group was called on to decide on projects in two wards. In both cases the Director of Policy and Regeneration was not willing to give approval to a project and ward members referred the decision to the MRG. In both cases the MRG upheld the decision of the Director of PRU.

10.8 Although Ward Working funding is for one-off projects it is important to ensure that they provide long-term benefit. Where there is a physical project such as trees or benches, this is not a problem. Some other projects have less tangible outcomes that are, nonetheless sustainable – learning or confidence building from a youth project for instance. Difficulties arise where, an organisation has a good idea to tackle a particular priority issue, but there is no clear exit strategy, long-term outcome or alternative source of funding. Unfortunately coordinators do not have the time they would like to support organisations or projects to identify long-term funding, but they do provide as much information on funding sources as possible.

10.9 Officers continue to receive project proposals that fall outside the criteria for Ward Working funds, most often because they are for revenue funding. Many of these are very good ideas and come from excellent organisations, but if they don't meet the criteria they can't receive funding. It is unfortunate if unrealistic expectations are raised and this makes it all the more important for officers and members to be very clear at the earliest possible stage if a project is ineligible.

## **11.0 The future**

11.1 The coming year will be an interesting one for Ward Working. As changes bed in across the council discussions will take place to identify more areas where the Ward Working process can be influential to give councillors more say about what happens in their wards.

11.2 The Ward Working team will soon become part of the Community Engagement Team along with Consultation and Diversity. This will offer many new opportunities for joint working, project development and learning from each other. Closer collaboration on ACFs, sharing knowledge of the borough's communities and developing new approaches to outreach will all benefit the team and residents.

11.3 There will, inevitably be challenges as well. The coordinators and councillors together will need to be even more innovative in their thinking as other funding opportunities reduce and the demand on them increases. However, as everyone looks to find new ways to support borough residents through difficult times, the contribution of Ward Working remains vital.

## **12.0 Financial Implications**

12.1 There are no direct financial implications. However, the effective implementation of Ward Working is one of the council's initiatives to ensure value for money, by providing services that are targeted effectively and that meet the expressed needs of local residents

## **13.0 Legal Implications**

13.1 None

### **Background Papers**

Ward Working Support Notes for Members

### **Contact Officers**

Christine Collins, Ward Working Manager  
020 8937 1971

Toni McConville, Director Customer and Community Engagement

## Appendix 1

### Consultation results 2010/11: At a glance summary of top issues in each ward

Ward	Top issues
<b>Alperton</b>	Streetscene and the environment, Crime and anti-social behaviour
<b>Barnhill</b>	Crime and anti-social behaviour, Youth activities, Community activities, Streetscene and the environment
<b>Brondesbury Park</b>	Crime and anti-social behaviour, Youth activities, Community activities
<b>Dollis Hill</b>	Crime and anti-social behaviour, Youth activities, Community activities
<b>Dudden Hill</b>	Crime and anti-social behaviour, Community activities, Streetscene and the environment
<b>Fryent</b>	Crime and anti-social behaviour, Streetscene and the environment, Youth activities, Community activities
<b>Harlesden</b>	Youth activities, Crime and anti-social behaviour, Community activities
<b>Kensal Green</b>	Youth activities, Crime and anti-social behaviour, Community activities, Streetscene and the environment
<b>Kenton</b>	Community activities, Streetscene and the environment, Youth activities
<b>Kilburn</b>	Crime and anti-social behaviour, Community activities, Youth activities
<b>Mapesbury</b>	Crime and anti-social behaviour, Streetscene and the environment
<b>Northwick Park</b>	Crime and anti-social behaviour, Streetscene and the environment
<b>Preston</b>	Youth activities, Streetscene and the environment
<b>Queens Park</b>	Community activities, Crime and anti-social behaviour, Streetscene and the environment
<b>Queensbury</b>	Community activities, Youth activities, Crime and anti-social behaviour
<b>Stonebridge</b>	Crime and anti-social behaviour, Youth activities
<b>Sudbury</b>	Streetscene and the environment, Community activities
<b>Tokynpton</b>	Community activities, Streetscene and the environment, Youth activities
<b>Welsh Harp</b>	Crime, Traffic and transport, Youth activities
<b>Wembley Central</b>	Crime and anti-social behaviour, Youth activities
<b>Willesden Green</b>	Crime and anti-social behaviour, Youth activities

## **Appendix 2**

### **Partnership Working**

#### **List of partnerships**

Chalkhill Partnership  
Chalkhill Youth sub-group  
Church End multi-agency partnership  
Crest Academy Youth Panel  
Cricklewood Improvement Group  
Elders Voice Intergenerational Steering Group  
Fairshare  
Friends of Chippenham Gardens  
Friends of Gladstone Park  
Harlesden Town Team  
Hirst Crescent Joint Landlords Meeting  
North Kilburn Youth Partnership  
Paan spitting steering group  
Pinemartin Close Committee  
Tiverton Green Partnership  
Tobacco Control Alliance  
Unity Close Consortium

#### **Joint Projects with partners**

The team has undertaken a range of projects working closely with partners. These include:

- Chalkhill partnership group – helping to develop a partnership forum and developing an action plan to identify issues and concerns in order for partners to agree priorities and develop actions to have a more coordinated approach to finding solutions to identified problems. This has resulted in a big increase in youth provision on the estate and a coordinated approach to these activities
- Pinemartin Close partnership group – helping to develop a partnership to assist housing providers to coordinate their actions with regard to specific concerns around ASB and also to work together to improve an unused green space on the estate. Partnership working resulted in Groundwork being commissioned to undertake consultation with residents. Funding totalling well over £100,000 has been secured to undertake development of the site.
- Tiverton Green Partnership – a partnership comprising of local councillors from Queen’s Park and Brondesbury Park, residents associations, Parks department and Ward Working to help guide landscape designs and support engagement with residents in the area. The Partnership also supports fundraising and acts as an interface between LB Brent and the wider community. Ward Working contributed to a Groundwork Consultation report and to installing pathways, benches and planting during the last two financial years. We are now working alongside Groundwork and local residents, business groups to help support fundraising for full installation costs of preferred design – approximately £250,000.

- Partnership enforcement initiative around IKEA and Great Central Way.
- Responsible Dog Ownership Project with Mayhew Animal Home - pilot across Stonebridge

**Appendix 3**  
**2010/11 Ward Working Expenditure by ward**

**Alperton**

No	Project	Project Theme	Amount
1	<b>Alley gating scheme - Dorothy Avenue/Abbey Avenue</b> Installation of alley gates to prevent fly-tipping and anti-social behaviour.	Street scene	£10,798
2	<b>Heather Park Neighbourhood Watch signs</b> Erection of Neighbourhood Watch signs to support a new group.	Community safety	£280
3	<b>Equipped to go youth bus</b> Provision of activities for young people during the October half term.	Engaging young people	£1,815
4	<b>Cricklewood Homeless Concern winter night shelter</b> Support to homeless members of the community who are in need of shelter during the winter at St James Church.	Homeless people	£2,000
5	<b>Lyon Park Avenue cycle restrictors</b> Installation of railings to prevent motorcycles mounting the pavement and speeding.	Street scene	£600
6	<b>Alley-gating scheme - Marquis Close</b> Installation of alley gates to prevent fly –tipping and anti-social behaviour.	Street scene	£995
7	<b>Riverside Gardens/Grand Union Canal clean up</b> Removal of rubbish and installation of fencing to prevent fly-tipping.	Street scene	£1,150
8	<b>Abbey Avenue fencing</b> Installation of fencing to prevent anti-social behaviour.	Street scene	£2,012
<b>Total spend</b>			<b>£19,650</b>

**Barnhill**

No	Project	Project Theme	Amount
1	<b>Chalkhill Primary school swimming pool</b> Support for swimming lessons and other community activities linked to installation of temporary swimming pool.	Engaging young people	£5,000
2	<b>Brent Town Hall library activities</b> Manga art sessions for young people.	Engaging young people	£600
3	<b>Kingsbury and Preston Somali youth project</b> Support for homework club including study, sports and parent classes.	Engaging young people	£4,000
4	<b>Chalkhill DJ project</b> Support for youth engagement project targeting young people aged 14-21.	Engaging young people	£2,170



5	<b>Brent Town Hall library homework club</b> Support for volunteer reading help at homework club.	Engaging young people	£510
6	<b>Chalkhill Wanderers football project</b> Support for pitch hire and other costs for locally-run team.	Engaging young people	£5,350
7	<b>Chalkhill allotments</b> Gardening and growing project transforming unused land into multiple growing spaces.	Sustainable living	£1,000
8	<b>Burglary reduction</b> Purchase of security equipment for vulnerable elderly people.	Community safety	£350
<b>Total spend</b>			<b>£18,980</b>

### Brondesbury Park

No	Project	Project Theme	Amount
1	<b>Tiverton Green consultation report</b> Contribution towards Groundwork London's survey report and pathway completion. Joint project with Queen's Park ward.	Parks and open spaces	£9,309
2	<b>28<sup>th</sup> Willesden Scouts outdoor equipment</b> Purchase of tent for scouting trips and camps.	Engaging young people	£1,341
3	<b>Fruit harvesting project</b> Equipment and workshops to support the Urban Fruit Harvesting project.	Parks and open spaces	£1,100
4	<b>Brent Schools FA coaching/equipment</b> Contribution towards the purchase of equipment, kit and transport for Brent Schools Football Association coaching at local schools and community groups.	Engaging young people	£1,500
5	<b>Landau House community benches</b> Purchase and installation of new benches for Landau House open space.	Street scene	£1,000
6	<b>Tree planting</b> Planting of three new trees in The Avenue.	Street scene	£750
7	<b>Clements Close community portacabin</b> Refurbishment of a community portacabin to encourage greater community use.	Businesses, shops and services	£5,000
<b>Total spend</b>			<b>£20,000</b>

## Dollis Hill

No	Project	Project Theme	Amount
1	<b>Pinemartin Close community space/garden</b> Work with housing providers to develop a community space/garden for local residents to deter anti-social behaviour involving young people in and around the neighbouring housing estates.	Parks and open spaces	£10,000
2	<b>Brent Schools FA coaching</b> Coaching project for students from Crest Academy school.	Engaging young people	£4,100
3	<b>Alley-gating scheme - Cricklewood club/ Pinemartin Close</b> Clearing of rubbish and installation of alley-gates to prevent fly-tipping, anti-social behaviour and criminal activities.	Street scene	£3,648
4	<b>Crime prevention equipment</b> Various items of equipment to be distributed by Dollis Hill Safer Neighbourhoods Team for victims of crime or those who live in hotspot areas.	Community safety	£1,000
5	<b>Citizenship UK affiliation project</b> Support for Crest Academies to participate in a citizenship programme to help pupils forge better relationships between themselves and local residents.	Engaging young people	£1,015
<b>Total spend</b>			<b>£19,763</b>

## Dudden Hill

No	Project	Project Theme	Amount
1	<b>Alley-gating scheme - Neasden Lane and Cairnfield Avenue</b> Installation of alley-gates to deter fly-tipping.	Street scene	£4,424
2	<b>Alley-gating scheme - Neasden Lane / Birse Crescent</b> Clearing of rubbish and installation of alley gates to prevent fly-tipping and anti-social behaviour.	Street scene	£5,133
3	<b>Athletic Football Club (AFC) Wembley</b> Football project with additional support including IT and music, mentoring and support towards coaching qualifications. Joint project with Harlesden ward.	Engaging young people	£3,500
4	<b>Brent Schools FA coaching</b> Mentoring project to develop football skills for Gladstone and Northview Primary school pupils.	Engaging young people	£3,000
5	<b>Neasden Library parent and children workshops</b> Encourage parents and children to participate together in arts and crafts as well as storytelling and illustrating activities at the Library.	Engaging young people	£1,000

6	<b>Crime prevention/reassurance equipment</b> Purchase of equipment for distribution by the Safer Neighbourhoods Team for victims of crime and those who live in hotspot areas.	Community safety	£1,224
7	<b>Alley clean up</b> Removal of rubbish and fly-tips to the rear of Iceland on the North Circular Road.	Street scene	£240
<b>Total spend</b>			<b>£18,521</b>

### Fryent

No	Project	Project Theme	Amount
1	<b>Alley-gating scheme - Wakemans Hill</b> Installation of new height restriction barriers and bollards to prevent environmental crime.	Street scene	£4,000
2	<b>Roe Green Park walled garden signage</b> Erection of new directional signage to the walled garden.	Parks and open spaces	£2,237
3	<b>Fryent Way bench</b> Installation of new bench on Fryent Way for local residents.	Street scene	£1,000
4	<b>Age Concern activities for older people</b> Support for advice and exercise sessions for older people.	Older people	£5,000
5	<b>Bush Grove community garden</b> Purchase of a shed and equipment for a new community garden.	Sustainable living	£2,500
6	<b>Elmwood Crescent fencing</b> Erection of new fencing to prevent environmental crimes.	Street scene	£1,225
7	<b>Sports equipment for Church Lane pupil referral unit</b> Purchase of sports equipment and coaching for local young people.	Engaging young people	£2,000
8	<b>Oliver Goldsmith Primary School nature reserve</b> Contribution towards setting up a school nature reserve.	Sustainable living	£1,000
9	<b>Elders Voice gardening costs</b> Gardening support for Bush Grove community garden.	Sustainable living	£1,000
<b>Total spend</b>			<b>£19,962</b>

### Harlesden

No	Project	Project Theme	Amount
1	<b>Alley-gating scheme - St. Thomas's Road</b> Installation of alley-gates to prevent fly-tipping and anti-social behaviour.	Community safety	£1,905
2	<b>Athletic Football Club (AFC) Wembley</b> Football project with additional support including IT and	Engaging young people	£6,500

	music, mentoring and support towards coaching qualifications. A joint project with Dudden Hill ward.		
3	<b>Harlesden Primary School</b> Contribution to the cost of media equipment to enhance school provision and for community groups who wish to use it.	Businesses, shops and services	£3,726
4	<b>Cricklewood Homeless Concern winter night shelter</b> Support to homeless members of the community who are in need of shelter during the winter at All Souls Church.	Homeless people	£2,000
5	<b>Harlesden Responsible Traders scheme</b> Support for a pilot a scheme in Harlesden Town Centre paying for boundary markers for shops licensed to trade on the pavement.	Businesses, shops and services	£200
6	<b>Challenge Close soil survey</b> Funding of a soil survey for Challenge Close with a view to assessing the suitability for developing an allotment for community use.	Parks and open spaces	£4,000
7	<b>Bang Radio &amp; Harlesden SNT project</b> Funding towards a partnership radio programme with Harlesden SNTs and ward councillors to raise awareness of community safety issues.	Community safety	£400
8	<b>Fortunegate Elders Forum</b> Contribution for a community celebration to bring together elders to combat social exclusion.	Businesses, shops and services	£1,000
9	<b>Energy Solutions scheme</b> To purchase emergency heaters to loan to vulnerable residents whose heating systems have broken down. Also funded by Stonebridge ward.	Businesses, shops and services	£270
<b>Total spend</b>			<b>£20,001</b>

### Kensal Green

No	Project	Project Theme	Amount
1	<b>Odessa &amp; Palermo Road community lunch</b> Contribution towards the cost of hall hire for community lunch.	Sustainable living	£540
2	<b>White House Community Association</b> Development, launch and delivery of an advice service for the Portuguese speaking community.	Businesses, shops and services	£3,960
3	<b>St Mark's church makeover</b> Contribution towards the cost of building an extension including an accessible toilet.	Businesses, shops and services	£7,000
4	<b>Tubbs Road clean up day</b> Support for residents to clean up their streets during April 2011 in partnership with the Junction Association and Community Payback.	Refuse and recycling	£1,500
5	<b>Cricklewood Homeless Concern winter night shelter</b>	Homeless	£2,000

	Support to homeless members of the community who are in need of shelter during the winter at St Marks Church.	people	
6	<b>Flavours of Brent</b> Funding of a three day course covering marketing and food hygiene targeted at the Portuguese speaking community to enable more diverse participation in open air cultural events across the borough.	Businesses, shops and services	£4,000
7	<b>Fairtrade flowerbeds</b> Creation of a flowerbed in Kensal Green to raise awareness of the Fairtrade scheme.	Sustainable living	£1,000
<b>Total spend</b>			<b>£20,000</b>

### Kenton

No	Project	Project Theme	Amount
1	<b>Friends of Woodcock Park</b> Support for residents to develop an organisation to improve Woodcock Park.	Parks and open spaces	£2,000
2	<b>Albanian Union 'Mother Tereza'</b> To develop and run a cultural music/arts programme with Brent Music Service.	Sustainable living	£4,887
3	<b>Silverholme crocus bulb planting project</b> Support for Silverholme residents and Mount Stewart School's bulb project to raise awareness of polio.	Parks and open spaces	£149
4	<b>Crime prevention/reassurance equipment</b> Purchase of equipment for Kenton Safer Neighbourhoods Team to distribute to people to help reduce crime.	Community safety	£1,092
5	<b>KULANU community centre</b> Refurbishment of a community centre and kitchen to enable better provision of services from the centre for the whole community	Businesses, shops and services	£10,000
6	<b>Woodcock nursery</b> Funding of nursery equipment to support and develop community outreach.	Businesses, shops and services	£1,893
<b>Total spend</b>			<b>£20,021</b>

## Kilburn

No	Project	Project Theme	Amount
1	<b>Brent Eleven Streets Resident Assoc</b> Funding of new notice boards and support for an arts project.	Street scene	£5,000
2	<b>Interactive online youth drama project with Granville Centre</b> Funding for coaching, costumes and lighting for a drama project.	Engaging young people	£5,600
3	<b>OK Club football coaching</b> Purchase of equipment and provision of football coaching over 12 weeks in South Kilburn.	Engaging young people	£1,500
4	<b>Kilburn High Road crime prevention equipment</b> Purchase of safety alarms and anti-theft devices to help reduce crime.	Community safety	£1,500
5	<b>Friends of Chippenham Gardens consultation</b> Contribution to the setting up of a new friends group including community research and support for local events.	Parks and open spaces	£1,400
6	<b>North Kilburn football coaching/youth forum</b> Setting up of a youth forum and funding towards football coaching and equipment.	Engaging young people	£5,000
<b>Total spend</b>			<b>£20,000</b>

## Mapesbury

No	Project	Project Theme	Amount
1	<b>Bike marking security project</b> Purchase of security bike marking equipment to be distributed by the police to residents in burglary hotspot areas.	Community safety	£520
2	<b>Cricklewood Homeless Concern winter night shelter</b> Support to homeless members of the community who are in need of shelter during the winter at the Howard Road mosque.	Homeless people	£2,000
3	<b>Cricklewood Improvement Group</b> Support for set up costs, consultation and launch event.	Street scene	£2,000
4	<b>Cricklewood Homeless Concern Youth Engagement programme</b> Music training, sports coaching and mentoring projects.	Engaging young people	£5,000
5	<b>MAPRA tree pits project</b> Installation of new planters around trees to enhance the local area.	Parks and open spaces	£500
6	<b>Anson Road primary school gardening project</b> Purchase of a new shed and associated landscaping improvements.	Engaging young people	£2,500

7	<b>Mora Road Primary healthy eating project</b> Healthy eating project and support to design/create murals.	Engaging young people	£2,500
8	<b>Anson Road playground benches</b> Installation of new benches at Anson Road playground.	Street scene	£3,000
9	<b>Cricklewood Broadway lights</b> Purchase of LED lights to enhance Cricklewood Broadway.	Street scene	£2,070
10	<b>NW2 community planting day</b> Support for set up costs and purchasing of planters for the day.	Parks and open spaces	£310
<b>Total spend</b>			<b>£20,400</b>

### Northwick Park

No	Project	Project Theme	Amount
1	<b>CCTV at Northwick Park pavilion</b> Installation of CCTV cameras to reduce crime at the pavilion.	Community safety	£11,000
2	<b>Tree planting</b> Tree planting across the Pebworth and Sudbury Court estates to replace lost trees.	Street scene	£5,500
3	<b>LightTAG project</b> Light graffiti workshop run by Watermans Arts Centre for 15 NEET (not in education, employment or training) young people.	Engaging young people	£3,254
<b>Total spend</b>			<b>£19,754</b>

### Preston

No	Project	Project Theme	Amount
1	<b>Teens 4 Choice workshops</b> Monthly programme of workshops focusing on health and social issues to empower young people on the Hirst Crescent estate.	Engaging young people	£7,870
2	<b>Lambert Walk community hall workshops</b> Building Bridges Careers Services-led taster workshops to encourage greater community use.	Community engagement	£2,500
3	<b>Ambleside Gardens security mirror</b> Installation of a security mirror in the alley between Ambleside Gardens and Thirlmere Gardens to improve visibility and reduce fear of crime.	Community safety	£350
4	<b>LightTAG project</b> Light graffiti workshop run by Watermans Arts Centre for 15 NEET (not in education, employment or training) young people.	Engaging young people	£3,254

5	<b>Burglary prevention equipment</b> Purchase of burglary prevention equipment to be distributed by the police to vulnerable residents in burglary hotspot areas.	Community safety	£2,780
6	<b>Brent Youth Radio training programme</b> Training programmes in radio techniques and music for up to 30 young people in the Hirst Crescent area.	Engaging young people	£2,500
<b>Total spend</b>			<b>£19,254</b>

### Queen's Park

No	Project	Project Theme	Amount
1	<b>Tiverton Green Consultation report</b> Contribution towards Groundwork London's survey report and pathway completion. Joint project with Brondesbury Park ward.	Parks and open spaces	£5,680
2	<b>Brent Neighbourhood Watch Signs project</b> Erection of signage to support ten new Neighbourhood Watch groups across the ward.	Community safety	£1,120
3	<b>Salisbury World project</b> Support for catering equipment and training.	Sustainable living	£2,000
4	<b>Kensal Triangle Residents Association (KTRA) notice board</b> Contribution towards the purchase and installation of a community notice board.	Street scene	£1,300
5	<b>Brent Schools FA coaching/equipment</b> Contribution towards the purchase of equipment, kit and transport for Brent Schools Football Association to support coaching at local schools and community groups.	Engaging young people	£3,000
6	<b>Queen's Park winter event</b> Contribution towards local schools arts and crafts workshops.	Engaging young people	£1,000
7	<b>Transition town community allotments project</b> Set up costs for a community allotments project.	Sustainable living	£2,000
8	<b>Kilburn library garden equipment</b> Purchase of equipment including benches and planting.	Sustainable living	£2,000
9	<b>Queens Park literary festival</b> Contribution to children's storyteller/puppets costs and room hire.	Learning and development	£1,900
<b>Total spend</b>			<b>£20,000</b>



## Queensbury

No	Project	Project Theme	Amount
1	<b>Equipped to go youth bus</b> Outreach with young people in Westfield Close.	Engaging young people	£360
2	<b>Kingsbury Library Plus</b> Exercise classes for over 50's.	Sport and leisure	£500
3	<b>Kickz at Grove Park</b> Saturday morning football for young people aged 12-18 with structured coaching and games and youth forums.	Engaging young people	£5,000
4	<b>Kingsbury High School study project</b> After-school project including sport and study support in a range of subjects.	Engaging young people	£1,500
5	<b>Age concern older people's activities</b> A programme of health and fitness activities such as yoga classes and targeted weekly advice and advocacy sessions.	Older people	£4,740
6	<b>Cricket project</b> Cricket coaching at Kingsbury High School for young people aged 9-15.	Engaging young people	£2,900
7	<b>Eton Grove designing out crime</b> Redesign of entrance area to address concerns about robberies in the park.	Parks and open spaces	£5,000
<b>Total spend</b>			<b>£20,000</b>

## Stonebridge

No	Project	Project Theme	Amount
1	<b>Somali community event</b> To support the cost of a community engagement partnership event aimed at the Somalian community.	Sustainable living	£100
2	<b>St Raphael's Youth &amp; Community project</b> A programme of activities to train local groups to apply to different funding sources that can benefit the wider community.	Sustainable living	£1,000
3	<b>'Ma Kelly's Doorstep' – distraction burglary play</b> Burglary prevention play to raise older people's awareness of the problem of distraction burglary and doorstep selling.	Community safety	£350
4	<b>Equipped to go youth bus</b> Provision of activities for young people during the October half term.	Engaging young people	£2,003
5	<b>Swaminarayan Mandir – festival lights</b> To part-fund festival lights and banners along Brentfield Road for community festivals.	Street scene	£5,719
6	<b>Intergeneration bulb planting project</b>	Parks and	£149

	Support for a bulb planting project between residents and Stonebridge Primary School children to raise awareness of polio.	open spaces	
7	<b>Unity Elders group</b> Contribution to a community celebration to bring together elders to combat social exclusion.	Businesses, shops and services	£350
8	<b>Help Somalia Foundation – primary school support project</b> To facilitate work with primary schools in Stonebridge supporting families to raise educational achievement.	Sustainable living	£3,000
9	<b>Stonebridge boxing club</b> Support for the development of an enhanced PE/non-contact boxing programme in Stonebridge primary schools.	Engaging young people	£4,000
10	<b>St. Raphael's Children's Centre</b> To support community activities at St Raphael Children's Centre.	Businesses, shops and services	£998
11	<b>WISE &amp; Asian Disability Alliance – community garden</b> To create a community garden in partnership with Groundwork London and local volunteers.	Sustainable living	£2,062
12	<b>Energy Solutions</b> To purchase emergency heaters to loan to vulnerable residents whose heating systems have broken down. Also funded by Harlesden ward.	Businesses, shops and services	£269
<b>Total spend</b>			<b>£20,000</b>

### Sudbury

No	Project	Project Theme	Amount
1	<b>Grass verge protection</b> Pilot scheme to restore grass verges along Eton Avenue, Rugby Avenue and Charterhouse Avenue.	Street scene	£5,040
2	<b>Cricklewood Homeless Concern winter night shelter</b> Support to homeless members of the community who are in need of shelter during the winter at St Andrew's Church, Harrow Road.	Homeless people	£2,000
3	<b>Cycle restrictors</b> Installation of railings and bollards at Maybank Open Space and Windmore Close to prevent scooters speeding on footpaths.	Street scene	£880
4	<b>Paan spitting banners</b> Installation of four 'don't spit paan' banners on Harrow Road (Sudbury Town) to deter spitting.	Street scene	£347
5	<b>Kathak Dance School activities</b> Weekly Kathak dance sessions for young people at Barham reception lounge.	Community cohesion	£888
6	<b>Barham Primary chess club</b> To expand Barham Primary School chess club to other	Engaging young	£498

	young people in the ward and to run a chess tournament.	people	
7	<b>LightTAG project</b> Light graffiti workshop run by Watermans Arts Centre for 15 NEET (not in education, employment or training) young people.	Engaging young people	£3,254
8	<b>Street League football project</b> Weekly football project for young people at Vale Farm run by Middlesex FA.	Engaging young people	£2,080
9	<b>Graffiti operation</b> Operation to deter prolific graffiti taggers blighting the ward.	Street scene	£1,200
10	<b>Paan cleaning in Sudbury Town</b> Specialist one-off pressure washing to remove paan stains.	Street scene	£500
<b>Total spend</b>			<b>£16,687</b>

### Tokynghon

No	Project	Project Theme	Amount
1	<b>Oakington Manor School woodland development (phase 2)</b> Support to develop an outdoor learning environment at Oakington Manor School including wildflower meadow, woodland hide, pond and mini-beast habitat.	Engaging young people	£6,060
2	<b>Cricklewood Homeless Concern winter night shelter</b> Support to homeless members of the community who are in need of shelter during the winter at St Michael's Church.	Homeless people	£2,000
3	<b>White Horse Bridge public art hoardings</b> Erection of hoardings featuring artwork from local young people to prevent fly-tipping at a hotspot adjacent to Wembley Stadium Station.	Street scene	£2,900
4	<b>Islamic Cultural Centre Luncheon Club</b> Support for a twice weekly luncheon club to bring together isolated elderly people of all religions in the Monks Park area.	Older people	£5,000
5	<b>Security equipment</b> Purchase of personal alarms and timer switches to be distributed by the police to vulnerable residents in hotspot areas.	Community safety	£1,000
6	<b>Tree planting</b> Planting of 12 trees along Harrow Road to improve the visual appearance of the road and foster civic pride.	Street scene	£3,000
<b>Total spend</b>			<b>£19,960</b>

## Welsh Harp

No	Project	Project Theme	Amount
1	<b>'Ma Kelly's Doorstep' – distraction burglary play</b> Burglary prevention play to raise older people's awareness of the problem of distraction burglary and doorstep selling.	Community safety	£350
2	<b>Alley-gating scheme – 1-5 Holden Avenue</b> Clearing of rubbish and installation of alley-gates to prevent fly-tipping and anti-social behaviour.	Community safety	£4,598
3	<b>Alley-gating scheme – 2-14 Holden Avenue</b> Clearing of rubbish and installation of alley-gates to prevent fly-tipping and anti-social behaviour.	Community safety	£7,650
4	<b>Bike marking security project</b> Purchase of security bike marking equipment to be distributed by the police to residents in burglary hotspot areas.	Community safety	£892
5	<b>Neasden Lane North clean-up project</b> Clean-up project to improve the appearance of the area and to assist local residents in developing a sense of community spirit/cohesion.	Community safety	£3,356
6	<b>'No fly-tipping' signs</b> Purchase of mobile 'no fly-tipping' signs to deter dumping in identified hot-spot locations within the ward.	Community safety	£310
7	<b>Braemar Avenue community garden</b> To develop a community garden in a secure gated area to the rear of Braemar Avenue and Lyndhurst Close.	Sustainable living	£1,500
8	<b>Brent Schools FA coaching</b> To support football coaching sessions for pupils of Woodfield special needs school.	Engaging young people	£1,350
<b>Total spend</b>			<b>£20,006</b>

## Wembley Central


No.	Project	Project Theme	Amount
1	<b>London Road rail bridge lighting</b> Installation of 'white light' bulbs across the London Road rail bridge to discourage people loitering and reduce fear of crime.	Community safety	£828
2	<b>King George Crescent youth engagement</b> Support for a football project run by Solidarity Sports and Octavia Foundation for young people on the King George Crescent estate.	Engaging young people	£4,000
3	<b>Cricklewood Homeless Concern winter night shelter</b> Support to homeless members of the community who are in need of shelter during the winter at Park Lane Methodist Church.	Homeless people	£2,000

4	<b>KICKZ football project</b> Support for a QPR run football project at Copland School.	Engaging young people	£2,500
5	<b>LightTAG project</b> Light graffiti workshop run by Watermans Arts Centre for 15 NEET (not in education, employment or training) young people.	Engaging young people	£2,774
6	<b>Iraqi Welfare Association Sunday Football Club</b> Football activities at Copland School playing field for young people.	Engaging young people	£1,920
7	<b>Gang*Star theatre performance</b> Performance of Gang*Star, an urban musical by The Complete Works Theatre Company for year 8 students at Copland Community School to educate about the consequences of being involved in gangs.	Engaging young people	£500
8	<b>Volunteer Police Cadets</b> Recruitment of new volunteer police cadets at Copland Community School and funding of additional diversionary camping activities.	Engaging young people	£1,998
9	<b>Wembley Cricket project</b> Summer cricket project run by Wembley Cricket Club for young people.	Engaging young people	£3,374
<b>Total spend</b>			<b>£19,894</b>

### Willesden Green

No	Project	Project Theme	Amount
1	<b>Brent Museum – textile craft workshops</b> Support for six weekly textile crafts workshops following on from a touring exhibition from the British Library.	Engaging young people, adults, parents and carers	£1,800
2	<b>Kings Hall community centre</b> Funding for the playgroup's storage shed and for the new youth club.	Engaging the community	£4,835
3	<b>Victor youth group – football project</b> Purchase of a team football kit and other sports equipment.	Engaging young people	£660
4	<b>Cricklewood Homeless Concern winter night shelter</b> Support to homeless members of the community who are in need of shelter during the winter at Willesden 7 <sup>th</sup> Day Adventist church.	Homeless people	£2,000
5	<b>Brent Community Area Watch</b> Purchase of crime prevention equipment for distribution to vulnerable residents.	Community safety	£900
6	<b>Willesden Green library – CCTV</b>	Community	£1,789

	To extend the recording capacity of the Library's CCTV system.	safety	
7	<b>Environmental improvement project</b> Planting of low maintenance plants in planter located in the walkway leading to Sainsbury's supermarket.	Street scene	£1,400
8	<b>Citizens Advice Bureau</b> Project to improve financial awareness and tackle financial exclusion, targeting 16-25 year olds.	Engaging young people	£1,800
9	<b>Brent Archives and Museum</b> Art workshops to promote well-being aimed at local residents using mental health support services.	Business, shops and services	£1,500
10	<b>Song and storytelling walk</b> Local event to support the strengthening of community relationships/ spirit.	Engaging the community	£450
11	<b>Community green fair</b> Support for a one day event hosted by Brent Friends of the Earth.	Refuse and recycling	£1,815
12	<b>Willesden Green library homework club</b> To provide additional reading support for the library's homework club.	Engaging young people	£510
13	<b>Willesden Green library storage unit</b> Purchase of securing storage unit to store equipment for events.	Equipment	£100
14	<b>Re-location of a 'no ball game' sign</b>	Community safety	£58
<b>Total spend</b>			<b>£19,617</b>

	<p><b>Partnership and Place Overview and Scrutiny Committee</b> 26<sup>th</sup> July 2011</p> <p><b>Report from the Director of Strategy, Partnership &amp; Improvement</b></p>
For Action	Wards Affected: ALL
<p><b>Partnership &amp; Place Overview and Scrutiny Committee Work Programme</b></p>	

## 1.0 Summary

- 1.1 This report sets out sets some options for the Partnership & Place Overview & Scrutiny Committee work programme. These include issues raised by members at the Joint Overview & Scrutiny Committee on 2<sup>nd</sup> June 2011 and issues requested by the committee during 20010/11.

## 2.0 Recommendations

- 2.1 That Members discuss and agree a work programme for the Partnership & Place Overview & Scrutiny 2011/12

## 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 Partnership & Place 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 2011/12 a Joint Overview & Scrutiny Committee was held on 2<sup>nd</sup> June. The joint committee was formed by members of the One Council, the Partnership and Place and the Children and Young People Overview & Scrutiny Committees. The meeting provided the opportunity for members to use the latest information from the council's evidence base to inform a work programming exercise which enable cross committee input into each of the committee's work programmes.

3.5 Committee work programming is an on-going process and the committee Chair's have requested further public events, like the One Community Many Voices event, to be held later in the year. In addition 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.

### 3.6 ***Suggested topics***

- Regular updates on the Community Safety Partnership Performance Indicators
- Crime in Brent – Anti social behaviour, how the new safer neighbourhood teams are bedding in, emerging issues
- Voluntary Sector strategy, how the council works with the new CVS and volunteering in Brent
- DWP Work Programme Providers – to scrutinise their plans in the context on Brent specific needs
- Employment issues eg work experience for young people, life opportunities in our most deprived wards.



## **5.0 Financial Implications**

5.1 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

### **Contact Officers**

Phil Newby  
Director of Policy and Regeneration  
Tel – 020 8937 1032  
Email – [phil.newby@brent.gov.uk](mailto:phil.newby@brent.gov.uk)

Jacqueline Casson  
Senior Policy Officer  
Tel – 020 8937 1134  
Email – [Jacqueline.casson@brent.gov.uk](mailto:Jacqueline.casson@brent.gov.uk)

This page is intentionally left blank

## Joint Overview & Scrutiny Meeting 2<sup>nd</sup> June 2011

### Work Programme Suggestions

- Impact of difference of life expectancy in particular wards
- Impact of Housing changes – financially and socially. Exportation of families to other boroughs. Influx of families from other boroughs.
- What will be the impact of Free Schools in the borough? Is there a role for local authorities in assessing their viability?
- Education changes – Impact of schools potentially leaving local authority control.
- Impact of loss of BSF and waiting lists for schools
- Discounts on Wembley tickets for Brent residents
- Supporting young people to deal with crime and fear of crime
- Developing the Library Service for the 21<sup>st</sup> century
- Crime in Brent
- Environmental service – controlling rats and mice
- Awareness programme for TB
- How to keep all members informed about changes to government policy and new legislation?
- Impact of growing ageing population
- Bullying in and out of school amongst young people
- Swimming pool in the borough
- Localism Bill – How will it be implemented in Brent? What will be the impact on each Directorate?
- Employment and work experience for young people
- Volunteering
- Impact on care provision due to changes to the independent living fund
- Threat to open green space due to planning
- Sports opportunities in schools
- DWP work programme providers – scrutinise their plans for the borough in the context of Brent specific needs
- Public Health and GP commissioning – How can we ensure they meet population needs?
- Explore shared services
- How do we encourage the voluntary sector in Brent to join forces to be able to grasp the opportunities localism might offer in terms of commissioning and service delivery?

- Need to keep a focus on procurement.
- Localism Bill and the role of elected councillor – democratic involvement
- Managing expectations in relation to consultation and referendum
- How do we manage the drive towards economies of scale in relation to commissioning and procurement with the drive towards involving voluntary groups, community groups and social enterprises?
- How do we work with the new CVS?