



Partnership and Place Overview and Scrutiny Committee

Thursday 14 June 2012 at 7.30 pm

Committee Room 1, Brent Town Hall, Forty Lane,
Wembley, HA9 9HD

Membership:

Members

Councillors:

Van Kalwala (Chair)
Clues (Vice-Chair)
Harrison
Hopkins
Naheerathan
HB Patel
RS Patel
Krupa Sheth

first alternates

Councillors:

Ogunro
Matthews
Oladapo
Lorber
Al-Ebadi
Colwill
Chohan
Aden

second alternates

Councillors:

Daly
Allie
Ketan Sheth
Leaman
Pavey
Kansagra
S Choudhary
Denselow

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The press and public are welcome to attend this meeting

Agenda

Introductions, if appropriate.

Apologies for absence and clarification of alternate members

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1 Declarations of personal and prejudicial interests	
Members are invited to declare at this stage of the meeting, any relevant financial or other interest in the items on the agenda.	
2 Deputations	
3 Minutes of the previous meeting held on 29 March 2012	1 - 6
The minutes are attached.	
4 Matters arising	
5 Ward working 2011/12	7 - 42
The report details the work of the Ward Working Team in the year 2011/12.	
Expenditure is reported and analysed along with results of consultation. Some examples of particularly successful projects are given. Outreach and communications are important aspects of Ward Working and these are covered in some detail.	
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.	
6 Partners for Brent Executive progress report - quarter 4	43 - 58
This report sets out the progress in delivering the work programme of partners for Brent. 'Partners for Brent' is Brent's Local Strategic Partnership - the family of partnership groups in Brent made up of representatives from the public, private, voluntary and community sectors. 'Partners for Brent' Executive Board oversees: 'Partners for Brent' Strategic Forum, Brent Children's Partnership, Health and Well Being Strategy Group, Crime Prevention Strategy Group, Brent Culture, Sport and Learning Forum, Brent Sustainability Forum and Brent Employer Partnership.	

7 Partnership and Place Overview and Scrutiny Committee work 59 - 62 programme

This report sets out sets some options for the Partnership and Place Overview and Scrutiny Committee work programme. These include issues raised and requested made by the committee during 20011/12.

8 Date of next meeting

The next meeting of the Partnership and Place Overview and Scrutiny Committee meeting is scheduled to take place on Wednesday, 25 July 2012 at 7.30 pm.

9 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.
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MINUTES OF THE PARTNERSHIP AND PLACE OVERVIEW AND SCRUTINY COMMITTEE Thursday 29 March 2012 at 7.30 pm

PRESENT: Councillor Van Kalwala (Chair), Councillor Clues (Vice-Chair) and Councillors Hirani, Naheerathan and HB Patel

Councillor CJ Patel also attended the meeting.

Apologies for absence were received from: Councillors Brown, Harrison and RS Patel

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

None.

2. **Minutes of the previous meeting**

RESOLVED:-

that the minutes of the previous meeting held on 9 February 2012 be approved as an accurate record of the meeting.

3. **Matters arising**

Policing priorities in Brent

Members enquired about the numbers of police community safety officers on a ward by ward basis and were informed that there was currently a shortage of approximately 40 however the police were due to make an announcement the following week on how to fill the gaps, which would be circulated. The numbers fluctuated as some PCSOs were being trained as police constables for the Olympics. Members asked to receive the latest information when any appropriate caveat.

On stop and search figures members asked to receive the breakdown of figures of cautions and convictions.

4. **Brent's Council for Voluntary Services**

The committee received a presentation from Danny Maher, Chair of CVS Brent, a charitable organisation which started approximately 11 months previously, to give a unified voice to individuals and organisations working in the voluntary sector. Danny Maher outlined the values and principles of the organisation and indicated that they were also willing to work with the private sector and was open to new funding sources. Local groups would be encouraged to be more sustainable and to move away from traditional sources of support. He was pleased to announce the appointment of the CVS' Chief Executive, Tessa Awe, due to start on 1 April 2012

the appointment of whom was seen to be a significant achievement and to introduce her to the meeting. Other newsworthy items were the start of the Transforming Local Infrastructure (TLI) programme, a project to enable groups to access services through digital platforms and IT. Additionally, negotiations were taking place with the council over a venue for the service. Danny Maher also looked forward to the forthcoming annual meeting and the handover from the steering group to a Board. He thanked the council for its support.

Members in discussion asked how the CVS would identify and meet challenges in Brent and address the loss of confidence. Danny Maher responded that there were many opportunities in Brent which was seen to be one of the least lottery funded authorities. The concern was over capacity to access. An increase in CVS membership would provide evidence of an attitudinal change and the service aimed to bridge the gap and raise awareness. There were a number of projects/groups in Brent and the CVS competing for funding would encourage partnerships and joint bidding. There was already evidence of increasing confidence with the CVS with regular attendance at meetings of 85 organisations. The service would provide strong leadership and number of events and initiatives were already planned, for example, the TLI which had to be delivered within 18 months.

On a venue for the service, Danny Maher stated that the service was keen to move away from large, spacious accommodation which was recognised as being unfeasible. What was needed was a flexible start up accommodation, even private sector rental was not ruled out, from which staff would hot desk and which could provide training opportunities. Jo McCormick (Strategy, Partnerships and Improvement) confirmed that consideration was being given to a venue with a robust business case. Tessa Awe would be working from a location in Kilburn.

Members also asked questions on the membership criteria, available options for mentoring and how would the CVS measure success. Danny Maher advised that there were different levels of membership which was fee based. Larger organisations had indicated a willingness to mentor and to encourage other organisations to be more outward facing. A successful CVS would have earned increased funding, a reduction in the number of problems. He also confirmed that in order to identify organisations' needs, skill audits would be conducted and that the anticipated staffing level was two, with a maximum of five.

The committee thanked Danny Maher for his introduction to the service which was both interesting and challenging and wished them every success.

RESOLVED:

- (i) that the role of a CVS and its importance in the present policy context to represent and support the development of the voluntary sector to the benefit of Brent residents be noted
- (ii) that the business plan and strategic and operational plan underpinning the work of CVS Brent as the umbrella representative organisation for the voluntary and community sector in Brent set out in appendices 1 and 2 of the report from the Director of Strategy, Partnerships and Improvement be noted.

5. **Complex Families**

Phil Newby gave an overview of the Complex Families Project being developed by the council and partner agencies aimed at piloting multi agency early intervention with a group of families across the borough. Phil Newby introduced the Troubled Families initiative following on from complex families work as central government's response to the riots in 2011 looking multiple causes based on families. 152 pilot authorities across the country were taking part, and the council was working with 810 families in Brent on a reward basis. Attention would be focused on crime, school attendance, workless in the family and local concerns. The project was based on the key worker approach used in Hackney which had seen vast improvements. Central government funding would be available to support five out of six families. Jo McCormick (Strategy, Partnerships and Improvement) set out the Brent context referring to levels of child poverty, parents on low incomes and the impact of financial capability and debt on life chances being worsened by increase house price and child care costs and national policy to reduce benefit levels. The risk factors that gave rise to the project included the factors that influence families' resources currently, and also influence their ability to enter and sustain paid employment and also to escape poverty in the future. These include childcare, health care, job availability, access to services, teenage pregnancy domestic violence and mental health. The project's approach was to focus on adults knowing that this would impact positively on the children with an innovative use of proactive key workers with consequences for non-compliance and children's centres for early intervention. A package of support would be available however to ask local authorities to tackle the climate of unemployment was considered to be a significant challenge. Other challenges included capturing savings to reinvest and striking the right balance between incentive and consequence.

Members raised questioned how funding would be identified. Phil Newby responded that there was an assumption of savings, match funding and pulling funding sources together. The committee noted that previously there was strong support from other agencies. Schools were also pooling funding to procure better services. The committee agreed that provision needed to be sustainable starting with early years. The funding was mainly to ensure key workers, many of whom were already in post, were able to work more effectively. It was felt that the biggest risk was the size of the task and the timescales involved. Phil Newby advised that Roger Whitmore had been appointed to head the Trouble Families Unit with the aim of developing social work with key staff who have renewed confidence and skills. Partner agencies would work in a hub to whom social workers could refer families. It was noted however that the on-going re-organisation within the health service and the current demands the Olympics were placing on police time were challenges to the success of these arrangements. Members considered the link between gang membership and troubled families noting that there were common indicators such as low levels of immunisations indicating a lack of care when young, domestic violence and illiteracy. Families were currently being identified.

Members thanked Phil Newby and Jo McCormick for the presentation.

6. **Community Safety Updates**

Members had before them a report on crime performance indicators and a briefing paper on the Mayor's Office for Police and Crime. Genny Renard outlined planning

taking place for the period 2012-2015. There was a degree of uncertainty over central government and pan London requirements and latest information was that a formal strategy as previously produced was no longer required. She referred to the areas of residents' concern which were mainly neighbourhood crime and anti social behavior. Genny Renard outlined the resources being committed and to various projects in a number of areas. Growing Up Safely in Brent which aimed at reducing the number of young victims and level of involvement in criminality. CAGGAK (Communities Against Guns, Gangs and Knives) project would now be delivered by central government, funding had been taken back. Work would be modelled on a successful and worthwhile project with gang members in Kilburn aimed at reducing offending. Reference was made to Building Safer Businesses in Brent and businesses 'Tow Bar' scheme as getting young people into work was seen to be important as employment was found to be the best way of reducing offending.

Genny Renard circulated statistical information on crime in Brent in 2010-2012 advising that all councillors would be sent separately information relevant to their wards including key contacts. Genny Renard summarized what was available and referred to difficulties in getting reliable data for a variety of reasons including budget cuts within the police service Data Teams, lack of availability either nationally or locally, differentials in definitions and lack of co-ordination. The crime data set out key crimes grouped into themes. Personal robbery and residential burglary were increasing however police numbers continued to decrease. Efforts were being made to obtaining funding from the European Union to tackle hate crime. The chair referred to efforts to design a matrix to establish the direction of travel and also *bespoke work with pupils - to get funding*. It was noted that sanction and detection data was not necessarily an indicator that the correct person had been convicted. Genny Renard also reminded members that frequently data needed to be interpreted and also could contain double counting. This would be avoided by improved coordination.

The committee received and noted the briefing note on the Mayor's Office for Policing and Crime which replaced the Metropolitan Police Authority in January 2012 on how it would oversee the police service, deal with complaints and problems.

RESOLVED;

that the report be noted.

7. **Policing and Community Safety in an era of public spending cuts**

The committee received a report which set a draft scope for a proposed a task group established to look at the changing context within which police and community safety was delivered highlighting the key issues the task group could address.

RESOLVED:

- (i) that agreement be given to set up a task group based on the scop attached to the report from the Director of Strategy, Partnerships and Improvement.

- (ii) that the group offices are approached for nominations for membership of the task group.

8. Date of next meeting

The date of the next meeting would be agreed by the Annual Meeting of Full Council in May 2012.


9. Vote of thanks

Members on all sides thanked staff in the Strategy, Partnerships and Improvement Unit for their work throughout the year.

The meeting closed at 9.30 pm.

Z VAN KALWALA
Chair

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	<p>Partnerships and Place Overview & Scrutiny Committee 14 June 2012</p> <p>Report from the Director of Customer and Community Engagement</p>
<p>For Action Wards Affected: ALL</p>	
<p style="text-align: center;">Ward Working 2011/12</p>	

Summary

The report details the work of the Ward Working Team in the year 2011/12

Expenditure is reported and analysed along with results of consultation. Some examples of particularly successful projects are given. Outreach and communications are important aspects of Ward Working and these are covered in some detail.

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.

Recommendations

Members are asked to comment on and note the report.

1. Background

1.1. 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

1.2. 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.

1.3. The Ward Working team became part of the Community Engagement Team during 2011/12, along with Consultation and Diversity. This has offered new opportunities for joint working, project development and learning from each other including closer collaboration on ACFs, sharing knowledge of the borough's communities and developing new approaches to outreach. For example, the Equality Act 2010 requires a higher level of engagement with communities as part of Equality Analysis. The ward working team have been able to share their experience in this area with colleagues in the Diversity team.

1.4. During 2011/12 a budget of £20,000 was available in each ward to address local issues. This has been increased to £40,000 for 2012/13.

2. Structures

2.1. Ward Working Steering Group

The Ward Working Officer Steering Group has met four 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.

2.2. 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

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.

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

3. Outreach

3.1. The team has continued to undertake a regular schedule of walkabouts with members. During the year 23 walkabouts were carried out with councillors. (Members should note that in some ward councillors do not

hold walkabouts preferring to use other methods of hearing from residents.)

- 3.2. The team continues to attend outreach events with partners participating in 35 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.
- 3.3. 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
 - Queen's Park Day
 - Northwick Park fun day
 - Tubbs Road Park Fest
 - BAPS Swaminarayan Open House Weekend
 - Harlesden Town Team Love Harlesden event
 - Kilburn Garden Day
 - Gladstone Park Festival
 - Kilburn Festival
 - Eight school festivals and fairs
- 3.4. 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 46 in the year. They also attend Police Safer Neighbourhoods Team ward panels.
- 3.5. The successful ward breakout sessions, introduced at Area Consultative Forums (ACFs) last year, have been held again in 2011/12. 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.
- 3.6. The Kilburn and Kensal ACF piloted an innovative approach to considering project proposals. Immediately before its July meeting four potential projects for Queen's Park ward were presented to a panel of "community dragons" chaired by Cllr James Denselow. The event was based on the popular BBC television programme, but in this instance the "dragons" were the local Police SNT sergeant, a senior council officer, the deputy head of the local secondary school and a local environmental activist. The key aim of the event was for local residents to have a greater input into the ward working budget and priority setting process and to stimulate creativity and innovation. The event was also an opportunity for the local community to find out more information on local community groups and to network with other partner organisations in the borough.
- 3.7. Another innovation during the year was to bring together three voluntary organisations working with older people and councillors in wards that had

chosen older people as a ward priority. This allowed the organisations to present their work and discuss possible project ideas.

4. Communications

4.1. Neighbourhood Bulletins

4.1.1. In the period April 2011- March 2012 42 Neighbourhood Bulletins were produced and distributed 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.

4.1.2. During 2011-12 the number of returned tear-off slips received (from bulletins and leaflets) was 394, an increase of 174 from the previous year. As this information is important in helping members to set priorities for their wards, half-way through the year officers reviewed the distribution of the bulletin and found that a number of residents had not received it. A different distribution company has now been engaged and there has been a significant increase in the number of tear-off slips returned.

4.1.3. The increased response may also be due to changes to the content of the bulletins. As always each bulletin is tailored to be ward-specific with plenty of information on ward projects. However the bulletins now also feature more news items from across the council such as sports activities or council services. This information helps to keep local residents informed of important developments across the borough but these items always take a ward focus to make sure it has relevance for residents.

4.2. Web presence

4.2.1. 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 and walkabout dates. Copies of the latest Neighbourhood Bulletins can be downloaded.

4.2.2. The web team have worked with ward working to produce a web map. Web mapping is an innovative way of displaying information visually on a map. In 2011/12 Ward Working implemented the use of web maps to display the projects funded in each ward. Each ward has been given its own interactive map which allows residents to see where projects are taking in place and who the provider is. This will help to encourage more residents to become engaged in the activities funded by Ward Working. Each entry on the web map will stay online for a year and will then be replaced with new projects. To view the web maps residents can visit the ['Ward Working by ward'](#) webpage and then select the appropriate ward.

4.3. Media coverage

4.3.1. During the course of this year, Ward Working had 17 items of press coverage. Most coverage centred on the Light Graffiti Project and the

Queen's Park Community Dragons event. Ward Working's contribution to the Kilburn Library garden project was also featured in the London Metro. An advert also appeared in The Brent Magazine to promote the work of the team.

5. Consultation results

- 5.1. 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.)
- 5.2. In total 871 people took part in Ward Working consultation with 394 people using the tear-off slips found in bulletins and leaflets, 177 people responding at festivals and approximately 300 people engaging through walkabouts.
- 5.3. 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.
- 5.4. The largest groups of respondents through the feedback slips were white and aged 45 to pension age or 65-85. However at festivals respondents were younger (25-44) and more likely to be Asian or white.

6. Ward budgets

- 6.1. Overall ward budgets totalled £420,000. Total spend was £419,381 leaving an underspend of £619.
- 6.2. Appendix 3 gives a list of 2010/11 expenditure by ward. Table 1 below shows the allocation of funds to priority themes:

Table 1

Theme	Number of projects	Amount
Community Safety	19	£46,913
Environment or green issues	11	£11,840
Street improvements	11	£19,343
Parks and open spaces	8	£31,847
Pollution, rubbish and refuse	4	£2,540
Engaging young people	71	£170,643
Local businesses and facilities	3	£2,185
Community activities and facilities	57	£131,016

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. Many of the projects for engaging young people were intended to address issues of anti-social behaviour for example. Members should also note that the category "Community activities and facilities" includes a large number of projects for older people. There is a further category of "Other", which is not listed here.

- 6.3. Ward Working funded 105 projects in the voluntary and community sector (VCS) totalling £254,300. (This includes Housing Associations and sports clubs.)
- 6.4. Partnership funding obtained by projects from the VCS, schools, housing associations, other departments and other funders (including grant funding) totalled over £800,000. This includes in-kind contributions where they could be quantified e.g. an estimate of the value per hour of volunteer time. In some instances ward working funding was a very small part in a much larger jig-saw, but was nonetheless needed to bring the whole project to fruition. For example, in Harlesden the Tavistock Hall had obtained funding of £253,000 (including £147,000 of their own fund-raising) for the refurbishment of their building. The ward working contribution of £5,190 was the final element to pay for flooring in the main community hall.
- 6.5. The MRG asked officers to identify the projects they felt were most successful in 2011/12. Some of these are detailed in Appendix 2. These projects show that even small amounts of funding can make a big difference in a ward. The Cricklewood Homeless Concern project is a good example of the same project being delivered in a number of different wards that have similar issues and priorities.

7. Challenges and achievements

- 7.1. Following the member briefing in March 2011, changes were made in the process for Ward Working to address some of the concerns raised by members. One of these changes was to introduce a timetable for the year, suggesting when decisions should be made. This was designed to spread expenditure throughout the year and avoid the difficulties caused by last minute allocation of funding. Although there were still some last minute issues, on the whole the timetable worked well and will be used again in 2012/13, with only minor amendments.
- 7.2. 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 that have been raised through walkabouts or other consultation have been tackled without using any Ward Working funds, including:

Ward	Issue	Action
Dollis Hill	Complaints from local community around Crest Academies	Social events including a tea party have been organised between the schools and residents as well as student/teacher patrols looking at ASB street environment issues
Dudden Hill	Dumping of rubbish in Neasden area	Streetcare were informed and enforcement action has been taken
Harlesden	Pigeon-proofing netting	Reported to Network Rail, who

	in need of repair	carried out the repairs
Northwick Park	Lorries illegally cutting across Sudbury Court Drive and into residential streets to circumvent John Lyon roundabout	Reported to Highways, who erected signage and carried out CCTV enforcement
Northwick Park	Complaints of cyclists speeding through access tunnel at South Kenton station	Reported to TfL, who installed cycle barriers
Preston	Drivers turning out of Preston Park Primary School and turning the wrong way in one-way street	Highways erected signage
Stonebridge	Dangerous dogs	Approached Mayhew Animal Home, who developed the LEADS project to promote responsible dog ownership on Stonebridge estate
Sudbury	Street-drinking hotspot outside St John's Church	Bench removed by ENC and patrols by CRI Brent
Welsh Harp	Neasden underpass	Joint ward working visit with Waste and Recycling officers resulted in: <ul style="list-style-type: none"> • Extension of street-cleaners duties to include the underpass • Regular intensive cleaning • Investigation of long-standing drainage problems • Community Payback to paint the walls

7.3. Continuing to obtain partnership funding is another key achievement. At a time when all public sector budgets have been cut it is increasingly difficult to persuade partners to contribute to projects. This year the team has been particularly successful in its work with housing associations to tackle issues that affect their tenants. There has also been some success in developing partnerships with local businesses, some of which have resulted in a financial contribution to projects.

7.4. The team's work with housing associations has been greatly assisted by participation in Local Joint Action Groups (LJAGs). These groups, which are organised by the Integrated Community Safety Team, bring together Police SNTs, relevant housing associations for the area, Brent Housing Partnership, Voluntary and Community Sector (VCS) organisations and

ward working to develop joint approaches to issues of ASB. Small “task and finish” groups are set up with other agencies or departments to deal with issues that need more input, such as Challenge Close in Harlesden.

- 7.5. Some members have raised concerns about transparency, particularly in relation to VCS organisations. While each coordinator tries to get to know all of the VCS groups in each ward and to make sure they know about ward working in general and the ward budgets in particular, there will always be some groups that fall through the net. Contact has already been made with the new CVS Brent and the team are hopeful that this will make it easier to reach out to more organisations.
- 7.6. In common with other colleagues, one of the biggest challenges during the year has been an administrative one. The introduction of Infostore, a web-based system to store and manage all documents took a huge amount of work for all members of the team, transferring all information, document by document, onto a new system, while maintaining a full service.
- 7.7. The year saw an increase in the number of projects that were funded across a number of wards. In some cases this was joint funding of the same project, e.g. Kingsbury Somali Youth Project was jointly funded by Welsh Harp, Queensbury and Fryent wards. In others it was the same project being delivered in a number of wards e.g. Bin the Bling was delivered in Alperton, Tokyngton, Barnhill and Welsh Harp wards.
- 7.8. 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.

8. The future

- 8.1. The coming year will see an increase in the amount of funding available for distribution through Ward Working. In order to ensure that this additional funding is well managed the Member Reference Group has agreed additional guidance including:
 - If an organisation is allocated more than £10,000, they should be subject to the same sort of financial checks as organisations funded through main programme grants e.g. requiring audited accounts
 - Funds may be passed to other funders for particular projects (e.g. where there is match funding) and officers rely on them to carry out monitoring and evaluation
 - In order to allow the officers to manage projects well and to continue with the project development, support and partnership roles they currently have MRG recommend:
 - A maximum number of projects per ward – 12-15
 - At least one major project of at least £10,000 per ward

- More cross ward projects, which can be managed by one officer

Funding of over £20,000 for one organisation will be subject to the council's usual tendering processes.

8.2. Officers reported to the MRG that decisions can be delayed if they do not receive responses from all members in a ward. MRG therefore agreed the following guidelines:

- Ward working meetings
Officers will send members a choice of at least three dates for meetings. After ten days, if a member has not responded the officer will send a reminder. After a further week the officer will check with the group office to see if the member is on holiday, unwell etc. If not they will set the meeting date for the time that suits those who have responded even if that is only one member
- Project funding decisions
Ideally decisions on whether to fund projects should be taken at meetings. However, this is not always possible and it is sometimes necessary to make decisions through emails. Where this is the case, officers will send details of the project(s) to members, with a request to respond within two weeks. If no response is received the officer will send a reminder asking for a response within a week. If no response is received at the end of the week:
 - Where two councillors have agreed the project it will be processed and sent to the Director for final approval and all three members will be informed
 - Where two councillors have rejected the project, officers will write and tell the project that it has not been approved and all three members will be informed
 - Where one councillor has agreed the project the other two members will be sent a further reminder but if there is no response within a week it will be referred to the Member Reference Group for final decision

8.3. There will also be an improvement in the ways residents can feed in their views. The team are currently working on creating an online form which resembles the bulletin tear-off slips. This will provide residents with another method of getting involved in the consultation process.

8.4. Reflecting on the allocation of funds during 2011/12 it is clear that very little was spent under the "Pollution, rubbish and refuse". However, the analysis of consultation results at the end of the year showed that this is one of our residents' top concerns. Ward working have started to do some work with the Communications team and the Refuse and Recycling team to address this issue and develop some project ideas.

9. Diversity implications

9.1. Ward Working seeks to reach out to residents who would not usually attend meetings or take part in consultation exercises. By going out into communities the team are able to gather the views of people from a wide

range of backgrounds, ages, faiths etc. Analysis of consultation returns (see above paragraph 5 and Appendix 1) show that more work needs to be done to reach certain groups, particularly young people. This will be addressed in the coming year by more targeted outreach.

9.2. Projects funded through Ward Working are open to all residents unless they are intended to address an identified gap or issue (e.g. Somali parenting project). This approach helps to foster community cohesion and bring communities together.

9.3. Over the coming year the team will need to review its consultation methods to develop ways to incorporate all nine protected characteristics in equalities monitoring and in particular to explore ways to engage with the transgender community and pass on views to service areas.

10. Financial Implications

10.1. 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

11. Legal Implications

11.1. 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

Ward Working Consultation results 2011/12

The results below provide a snapshot of residents' views captured at various public events and walkabouts (though not necessarily all resident or partnership meetings) as well as responses from neighbourhood bulletins distributed to each home in each ward during the year 2011/2012. The data is intended to give an overview of the key themes that residents have raised rather than a comprehensive list of all issues or details about specific problems. The numbers are too small to be representative of the whole ward, but when considered alongside other information from councillors' surgeries, partners, community meetings and ward breakout sessions at Area Consultative Forums they do give a good indication of residents' views.

Explanation of data sources

Brent Bingo/Festivals An engagement exercise conducted at public events such as the Gladstonebury Festival. It asked residents to choose the top 3 items from a list of 10 issues and rank them in the order of importance deemed necessary to improve their ward. There were 177 returns. (Please note there were more returns but some were not included in the analysis as they were from participants outside the borough.)

Bulletins/leaflet returns Ward Working produced two Neighbourhood Bulletins for each ward. Residents were invited to submit their views using the freepost tear-off form provided. There were over 390 returns.

Walkabouts These were councillor-led and provided an opportunity for residents to come along and voice their concerns about the area to their local councillors. Walkabouts were mostly targeted on a specific area of a ward.

Summary of Results

The top issues across all wards in Brent were:

1. Community safety
2. Pollution, rubbish and refuse
3. Street improvements
4. Facilities for young people

The top issues for each ward were:

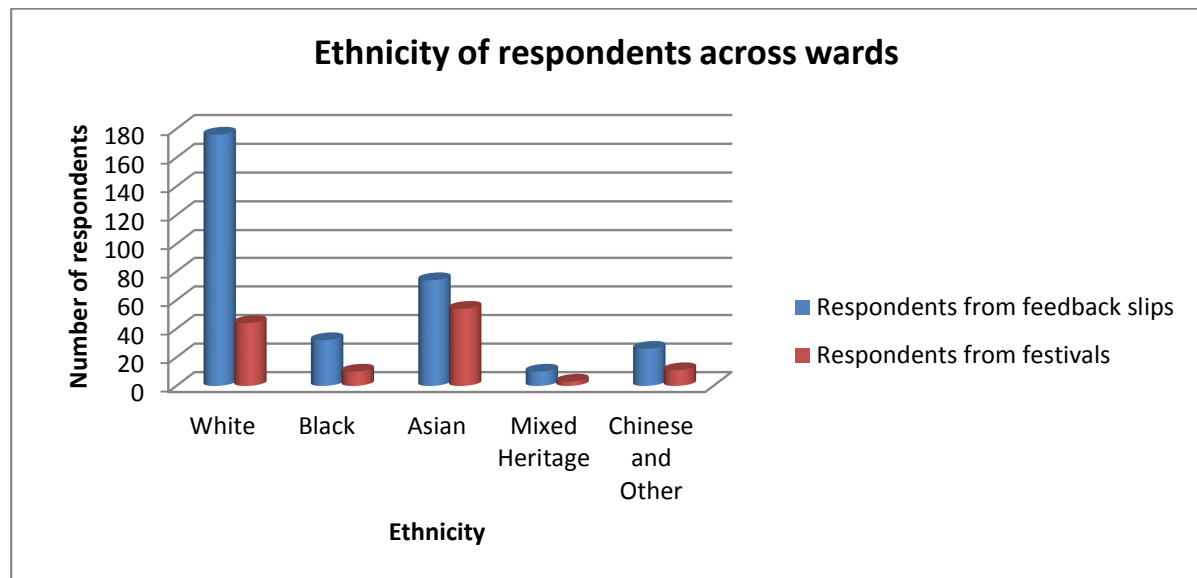
Ward	Top Issues
Alperton	<ol style="list-style-type: none">1. Community safety2. Pollution, rubbish and refuse3. Street improvements4. Facilities for young people
Barnhill	<ol style="list-style-type: none">1. Community safety2. Parks and open spaces3. Traffic and speeding

Brondesbury Park	<ol style="list-style-type: none"> 1. Community safety 2. Facilities for young people
Dollis Hill	<ol style="list-style-type: none"> 1. Community safety 2. Pollution, rubbish and refuse 3. Parks and open spaces
Dudden Hill	<ol style="list-style-type: none"> 1. Community safety 2. Parks and open spaces 3. Street improvements
Fryent	<ol style="list-style-type: none"> 1. Community safety 2. Pollution, rubbish and refuse 3. Street improvements 4. Parks and open spaces
Harlesden	<ol style="list-style-type: none"> 1. Street improvements 2. Community safety
Kensal Green	<ol style="list-style-type: none"> 1. Community safety 2. Pollution, rubbish and refuse 3. Environment or green issues
Kenton	<ol style="list-style-type: none"> 1. Pollution, rubbish and refuse 2. Street improvements 3. Community activities and facilities
Kilburn	<ol style="list-style-type: none"> 1. Community safety 2. Pollution, rubbish and refuse 3. Facilities for young people
Mapesbury	<ol style="list-style-type: none"> 1. Community safety 2. Pollution, rubbish and refuse 3. Community activities and facilities
Northwick Park	<ol style="list-style-type: none"> 1. Community safety 2. Pollution, rubbish and refuse 3. Traffic and speeding
Preston	<ol style="list-style-type: none"> 1. Facilities for young people 2. Community safety 3. Pollution, rubbish and refuse 4. Street improvements
Queen's Park	<ol style="list-style-type: none"> 1. Community safety 2. Pollution, rubbish and refuse
Queensbury	<ol style="list-style-type: none"> 1. Community safety 2. Pollution, rubbish and refuse
Stonebridge	<ol style="list-style-type: none"> 1. Facilities for young people 2. Community safety
Sudbury	<ol style="list-style-type: none"> 1. Community safety 2. Pollution, rubbish and refuse 3. Facilities for young people
Tokington	<ol style="list-style-type: none"> 1. Community safety 2. Pollution, rubbish and refuse
Welsh Harp	<ol style="list-style-type: none"> 1. Community safety 2. Pollution, rubbish and refuse 3. Street improvements
Wembley Central	<ol style="list-style-type: none"> 1. Community safety 2. Pollution, rubbish and refuse

	3. Traffic and speeding
Willesden Green	1. Community safety 2. Pollution, rubbish and refuse 3. Traffic and speeding 4. Parks and open spaces

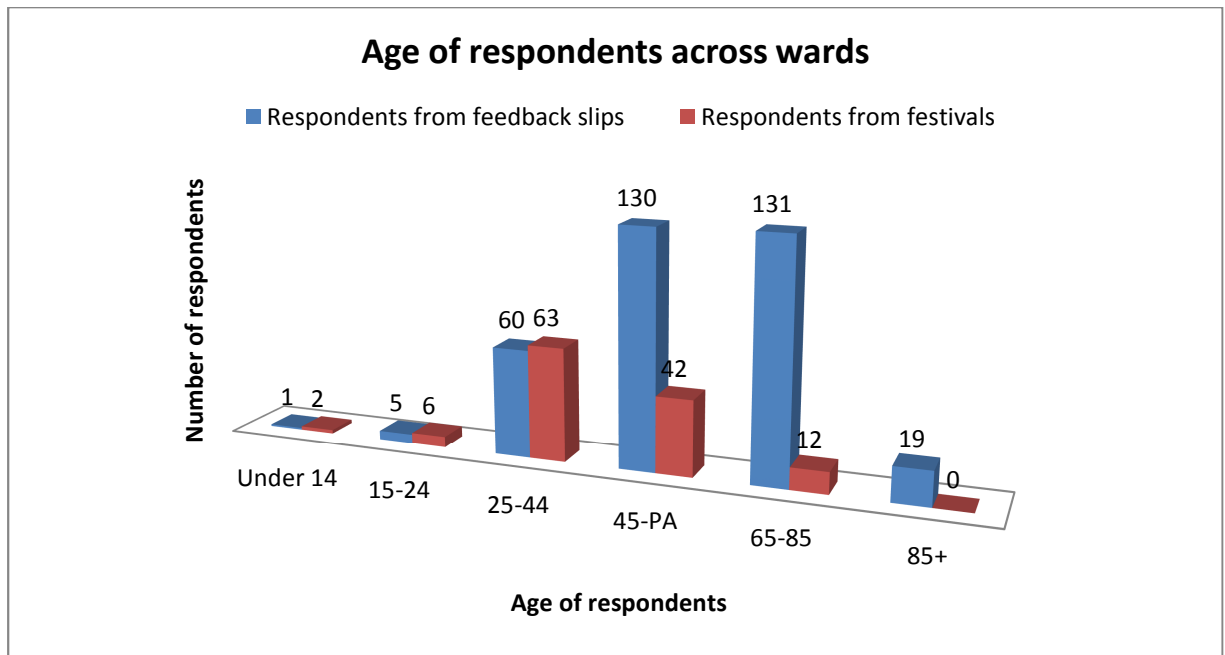
Equalities Data

Equalities data is collected from all consultation returns. It is analysed by ward to assist with targeting consultation in the following year. What follows is the analysis of the overall figures.



Key findings - Ethnicity:

- Asian participants were the highest respondents at the festivals followed closely by White participants. Black and Mixed heritage participants were the lowest respondents at the festivals.
- White participants were the largest group to respond using feedback slips whilst mixed heritage participants were again the lowest group to respond via feedback slips.



Key findings - Age:

- Participants aged 45 – PA (pensionable aged) were the largest group to respond using feedback slips whilst participants aged 15 – 24 and under-14 were the lowest groups to respond.
- Participants aged 25 – 44 were the largest age group to respond at the festivals in 2011-12. There were no respondents aged 85+ from the festival results.

Appendix 2

Case studies of successful projects

3rd Wembley Scouts

Ward Working funding: £681

Ward Working funded three signs, flyers and an advert in W&B Times to promote the 3rd Wembley Scout Group and their activities in the ward to encourage more participation locally. The scouts also promoted their activities among the faith community groups in the area.

They engaged with all the other Ward Working funded projects and worked with new partners such as the schools, older people's groups and cultural groups. They now take part in more community events such as community clean ups and they have more young people showing an interest and joining the scouts.

The Music Project

Ward Working funding: £4,250

The Music Project was an intergenerational project where children from Newfield Primary school learned World War II and old cockney songs and sang them with elderly people who live in local residential accommodation nearby.

The young people were able to engage with older people in the community. The project brought together young and old, giving them opportunities to break down barriers and educate each other.

Lynton Close After-School Club

Ward Working Funding: £3,550

Ward Working contributed to the establishment of a homework club at Lynton Close Travellers site. The purpose of the homework club was to support Traveller pupils with assignments from Brent schools. The homework club is for pupils between the ages of 7-14 years.

The homework club caters for up to 20 children attending each week, running 1 session per week from November 2011 until end of June 2012. The project will be sustained by the Ethnic Minority and Traveller Achievement Service (EMTAS). The EMTAS team can access a range of services within the local authority to enable the support programme to keep continuity with the children they support in local schools.

As a result of this project, other improvements can be developed in partnership with Oxfordshire County Council, who manage the site and enable other council services to engage with the residents on the site.

Following several unsettling years ward councillors and partner agencies were able to build the trust of residents to engage sufficiently to develop an After School Club with Children & Families and the new managing agents

Oxfordshire County Council. This project is the result of months of relationship building.

Sainsbury's community project
Ward Working funding £5,000

The purpose of the project is to develop the outside forecourt area of Sainsbury's supermarket in Willesden Green including food growing; planting of fruit trees; provision of a community notice board; a community art project; repainting and resurfacing the area; children's play area and the provision of seating. Sainsbury's will undertake all capital works/improvements and will commit to a maintenance programme.

As a result of this project:

- A partnership has been developed with a corporate business to participate in improvements to the area
- Local primary school children will be involved in the food-growing aspect of the project
- A community art project will be developed with local schools
- Joint working has begun with local Police and a homeless project (St. Mungo's) to design out the current problem of street drinkers and beggars outside the supermarket.
- St. Mungo's gardening project will provide on-going maintenance, which in turn gives St Mungo's opportunities to train and support their clients.
- Partnership working has developed with the local Transition group working around sustainable and green issues.
- Sainsbury's are investing a significant amount in the local ward area

The project has been successful in bringing together different partners with different objectives to find their common goals and has the potential to provide on-going and lasting partnerships, between Sainsbury's and the wider community.

Cricklewood Homeless Concern Shaping Futures, Yes Project

Ward working funding: £34,030 funded individually by eight wards in varying amounts.

Cricklewood homeless Concern Yes Project deserves a mention in terms of the breadth of the project and the targeted outreach work that was done. This project involved working in partnership with homeless/vulnerable young people exploring which training and personal development courses they were interested in and enabling them to develop life skills in order to progress. The outcome for the young people from attending these courses included access to employment, apprenticeship and further education opportunities.

Fire Service project

Ward working funding £3,553

The Fire Service Project involved members of the fire service visiting schools and giving presentations about fire safety. There had been a devastating fire in the ward in which a mother and five children were killed. The Borough

Commander felt that it was necessary to develop a project as fatalities could have been avoided had the family known more about the nature of fire. The project included the purchase of a fire safety computer programme aimed at young people of all ages. The programme will be made available to all schools in the ward so the message can be taken forward through projects and workshops. Fire Safety alarms were also purchased and distributed to the most vulnerable in the ward.

Northwick Park fun-day

Ward working funding: £4,885

Ward working made a contribution towards the Sudbury Court Residents' Association's (SCRA) inaugural fun-day in Northwick Park open space on Sunday 19 June 2011. The free event was promoted across the entire ward and included bouncy castles, go-karts, dog show, live bands and entertainment and community stalls. The event was attended by around 1,800 people. It was the first community event organised by SCRA and brought together people from across the whole ward rather than just their own catchment area.

Sudbury Town Residents' Association flyer

Ward working funding: £549

Ward working contributed towards the production of 3,000 leaflets to promote the new Sudbury Town Residents' Association (STRA) and develop community cohesion to help reduce crime and encourage environmental improvements. The leaflets were distributed in September 2011 and membership increased from 80 to 120.

In little over a year SCRA has gone from a small group of concerned residents to become a major new Residents Association, giving a voice to local people. This has resulted in them engaging and working in partnership with the council through a new Neighbourhood Planning initiative and given them the confidence to begin organising events to develop community cohesion in the area. Their Diamond Jubilee Event on 5 June promises to be one of the borough's largest events.

Tokyngton youth café

Ward working funding: £5,000

The project was to set up and run a new twice-weekly youth café at Tokyngton Community Centre for up to 50 young people. Activities take place Wednesdays 6-8pm for 13-21 year olds and Fridays 5-7pm for 7-12 year olds. The café provides a place for general socialising, play and tuck shop with pro-active interaction from volunteer youth workers. Young people have access to the internet, pool table, table tennis, games consoles and board games thanks to Ward Working funding. On various weeks there are different topics of interest such as bullying, drug abuse and peer pressure. There is also support for older youths to help find a job and the project encourages local businesses to offer jobs on a part-time and voluntary basis.

This project was the culmination of a lot of consultation with young people by the SNT and youth providers in the area following the August 2011 riots. It

recognises a genuine gap in local service provision and activities are based on what young people have asked for and want.

Tiverton Green

Ward working funding £13,000

Ward working funds were used to complete a pathway across the Green to improve access for local residents and parks users. This provided improved access for residents to the play area, local shops and Malorees School. The path is also extensively used by local dog walkers as well as local runners and walkers. Park users are hugely positive about the new pathways and improvements to landscaping. With such positive momentum, a local community partnership group has been formed to take forward the concept design of disused tennis sports with Brent Council. The partnership will work with the council to bid for external monies to improve the park as whole for the wider community.

Concrete Arts

Ward working funding: £3,960

South Kilburn Stronger Communities project aims to put community groups in a position to build solid relationships with local schools, other boroughs, funders and other parties, leading to greater, more effective partnerships, enhancing the capacity and skills to tackle many challenging issues within the area.

The project has raised the profile of community groups and increased participation in many community projects and initiatives. It has provided a springboard for long-term sustainability by enhancing their skills and capabilities. The key outputs included five promotional videos and podcasts for local groups.

The workshops were fully subscribed and helped community groups with business development, marketing and creative media. Each participant involved in the project received certificates of achievement or recorded outcomes to ensure their learning has been captured and recognised. Irrespective of their educational background, each participant receives guidance to get them to the next level of achievement.

Cricklewood Broadway clean-up

Ward working funding: £4000

The Cricklewood Broadway Big Clean-up was organised by the Cricklewood Improvement Programme (CIP) and ward working funding will contributed towards specialised jet washing to remove all significant grime and stains on pavements on the Broadway. The key outcomes included addressing the perception of crime and reducing anti-social behaviour with an improved area creating a safer environment. Additionally there has been progress in encouraging residents to shop locally and create a vibrant local High Street.

The real success of the Big Clean-up is that it is only one strand within the CIP initiative alongside capacity building with local residents and businesses and a successful funding bid for community improvement via the London Mayor's Outer London Fund. CIP is bringing together the three borough councils who serve Cricklewood with local businesses, residents, police and other community partners in order to co-ordinate efforts for improvement

Appendix 3
2011/12 Ward Working Expenditure by ward

Alperton

Ward priorities: street scene; young people; anti-social behaviour

Project	Amount
Manor Farm Road/Grand Union Canal signage Erection of signs along the Grand Union Canal to deter anti-social behaviour.	£328
Alley clearances Removal of rubbish from alleys in Eden Close, Fulwood Avenue and Egerton Road.	£1,600
Manga comic book workshops Workshops run by artist Steve Marchant at Ealing Road Library for young people learn how to draw comic book/graphic novel/ manga characters. <i>Jointly funded with Wembley Central ward.</i>	£750
3rd Wembley Scouts signage Erection of road signs and promotional material to encourage more participation locally.	£680
SWAY media youth project Media workshop for young people to learn photography, film, editing and production skills. Participants will seek out stories to promote a positive image of local young people. <i>Jointly funded with Northwick Park, Sudbury and Wembley Central wards.</i>	£1,937
SWAY young women's project Funding for a pilot project to engage young women in the Wembley area to provide structured activities focussing on well-being, happiness, personal identity and confidence boosting to encourage a greater understanding of citizenship. <i>Jointly funded with Sudbury and Wembley Central wards.</i>	£1,617
Wembley youth amateur boxing club Boxing project based at Wembley Youth Club for young people to provide new engagement activities to tackle gang/youth violence and crime in the area. <i>Jointly funded with Wembley Central ward.</i>	£2,728
Lyon Park Avenue gate repair Repair of an existing alley-gate in Lyon Park Avenue.	£720
Gang*Star performance Performance of Gang*Star, an urban musical by The Complete Works Theatre Company for students at Alperton Community School to educate about the consequences of being involved in gangs.	£960
Age UK Brent health and well-being day Event in partnership with local health organisations at St James Church to provide older people with a range of health services including health advice, dental advice, blood pressure and diabetes checks as well as a nutritional advice, massages and exercise programmes.	£1,000
Bin the bling Why reading is not a long ting! Workshops to raise academic achievement, literacy and broaden the cultural horizons of young people at Alperton Community School.	£1,500

Cricklewood Homeless Concern Shaping Futures project Series of workshops to help young people develop key skills and find future employment. <i>Jointly funded with Wembley Central ward.</i>	£6,180
Total spend	£20,000

Barnhill

Ward priorities: young people; street improvements; older people

Project	Amount
Chalkhill DJ project Music project for young people on Chalkhill estate	£2,170
Chalkhill Sports Partnership Summer holiday sports activities for children	£4,850
Somali parenting project Support for Somali parents regarding parenting, education, literacy etc.	£1,646
Benches Installation of two new benches on The Mall and one on the field behind Tookey Close, at the request of older people in the area	£2,430
Health and wellbeing Exercise and craft activities for older people at the Town Hall library	£720
Magnolia club armchair exercise and outing Support for older people's group	£1,100
Burglary project – door and window alarms Distribution of door and window alarms to older people by Barnhill Police Safer neighbourhoods Team	£350
Chalkhill first aid project Training in First Aid for staff and volunteers at Chalkhill Community Centre	£1,008
Chalkhill table tennis club Purchase of table tennis tables and other equipment for popular club at Chalkhill Community Centre	£1,400
Bin the Bling A project to inspire reading and literacy for young people, held at Poplar Grove Youth Centre	£1,500
Chalkhill Primary School youth project After school provision for young people to ease the transition between primary and secondary school	£2,000
St David's Close football pitch Pitch markings and goalposts for area behind St David's Close	£800
Total spend	£19,983

Brondesbury Park

Ward priorities: Tiverton Green improvements; young people

Project	Amount
Tiverton Green Contribution towards the completion of a pathway across the Green to improve access for residents.	£10,000
New trees Purchase of eight trees to be planted along Coverdale Road.	£2,000
ABC Football coaching Contribution towards purchase of new balls, equipment and kits for football coaching at local schools and community groups	£1,500
Property Marking Crime Prevention equipment Purchase of property marking kit for Police Safer Neighbourhoods Team to use for the protection and retrieval of electrical and valuable goods.	£1992
Brent Housing Partnership cycle project Purchase and installation of a cycle storage shelter at Yates Court to encourage more cycling.	£2,875
Scouts equipment Purchase of new tents and camping equipment for local scouting organisation, 28th Willesden Scouts Group.	£521
Elders Voice burglary prevention service Provision of home security improvements for vulnerable residents aged 60+ at risk of burglary.	£1,000
Total spend	£19,896

Dollis Hill

Ward priorities: Comber Close area; community cohesion; young people.

Project	Amount
Gladstone Park festival Contribution towards hiring of main stage, sound systems as well as other set up costs for the Gladstonbury Park festival in 2011. <i>Jointly funded with Dudden Hill and Willesden Green.</i>	£2,000
The Special Yoga Centre Series of workshops to help young people deal with a variety of topics through yoga including coping with adolescence, exam stress and confidence building.	£1,500
Tennis lessons at Gladstone park Contribution towards a programme of tennis lessons for children and adults.	£847
Crime reassurance equipment Purchase of reassurance equipment to be distributed by the police Safer Neighbourhoods Team to vulnerable residents and residents at risk from burglary.	£1,680
Cricklewood Homeless Concern Shaping Futures project	£5,000

Series of workshops to help young people develop key skills and find future employment.	
Cycling Project with Transportation and Stadium Housing Provision of cycle storage and classes to encourage cycling and cycle safety.	£5,157
Elders Voice burglary prevention service Provision of home security improvements for vulnerable residents aged 60+ at risk of burglary.	£3,816
Total spend	£20,000

Dudden Hill

Ward priorities: young people; older people

Project	Amount
Gladstone Park festival Contribution towards hiring of main stage, sound systems as well as other set up costs for the Gladstonbury Park festival in 2011. <i>Jointly funded with Dollis Hill, Mapesbury and Willesden Green.</i>	£2,000
Daniel's Den marketing Contribution towards signage to promote Daniel's Den parent and toddler group at Gladstone Park Primary School and help attract isolated parents within the community.	£275
Tennis lessons at Gladstone park Contribution towards a programme of tennis lessons for children and adults.	£847
Crime reassurance equipment Purchase of reassurance equipment to be distributed by the police Safer Neighbourhoods Team to vulnerable residents and residents at risk from burglary.	£2,449
Cricklewood Homeless Concern Shaping Futures project Series of workshops to help young people develop key skills and find future employment.	£5,000
ABC Football coaching Contribution towards purchase of equipment for football coaching at local schools and community groups	£700
Northview Primary School half term activities Support for educational and sporting activities for parents and children.	£1180
Elders Voice burglary prevention service Provision of home security improvements to vulnerable residents aged 60+ at risk of burglary.	£3,816
Fire Service Project – Fire advice promotion to all schools in ward involving a programme of presentations and computer programme	£3,553
Ashcombe park Neighbourhood Watch – Provision of personal safety alarms and safety advice to residents	£180
Total spend	£20,000

Fryent

Ward priorities: Roe Green Park; supporting young people's activities; supporting older people's activities

Project	Amount
Elders Voice burglary prevention service Providing home security improvements for vulnerable ward residents aged 60+ at risk of burglary.	£3,816
Kingsbury Somali youth project Funding for local youth club to set up and run regular football sessions for boys aged 11-16 and weekly badminton sessions for girls aged 11-18. <i>Jointly funded with Queensbury and Welsh Harp.</i>	£2,200
Hay Lane children's group equipment Purchase of play equipment for children aged 4 – 14 years with additional needs including autism and learning difficulties.	£2,086
Swim bus Provision of a weekly swim bus service from Kingsbury to Vale Farm for approximately 12 weeks for local residents.	£1,500
Bush Grove community bench Purchase and installation of new benches for Bush Grove.	£1,000
Bush Grove Community Garden Purchase of a greenhouse, shed and tools for new gardening club.	£1,000
E-book teen club Provision of a new weekly e-book club for young people aged 11 – 16 at Kingsbury Library Plus every last Friday of the month 4 – 5pm.	£2,040
Art for wellbeing sessions A series of art for well-being sessions for older people at Kingsbury Library Plus.	£558
Age UK Brent health and well-being day Event in partnership with local health organisations to provide older people with a range of health services including health advice, dental advice, blood pressure and diabetes checks as well as a nutritional advice, massages and exercise programmes.	£3,400
Dance factor project Funding to develop local dance groups for young people aged 11 – 25 years at Kingsbury High School.	£1,500
Poetry workshops A six-week series of fun poetry writing workshops at Kingsbury Library Plus for residents aged 50+.	£858
Total spend	£19,958

Harlesden

Ward priorities: youth activities; green issues; projects that support the elderly and vulnerable

Project	Amount
Bang Radio Contribution towards a project which will engage and teach 30 14-19 year olds entrepreneurial, marketing and media skills in partnership with FAIRSHARE	£6,000
BYM2 Transition Mentoring Group of 14-18 year olds to mentor young people in local primary schools. <i>Jointly funded with Kensal Green.</i>	£1,915
The Music Project An Intergenerational music project with three local residential homes with children from Newfield Primary School	£4,250
Church Road Youth Outreach Project with the Youth Outreach Team to engage and provide driving theory course to 10-15 young people	£1,995
Age UK Brent plan your future day Event for older residents and their carers living in Harlesden to get one-to-one support on welfare benefits, tax advice, will-writing, financial planning, and long term planning.	£650
Tavistock Hall Contribution towards Tavistock Hall community centre refurbishment	£5,190
Total spend	£20,000

Kensal Green

Ward priorities: youth and anti-social behaviour; projects that tackle economic isolation; community events

Project	Amount
Tubbs Road clean-up day Community clean-up day	£1,500
eBay Workshops Sessions in partnership with LEAP (Local Employment Access Project) to help local residents learn new IT skills including how to use the world's largest online marketplace, eBay.co.uk	£1,940
Brent Centre for Young People at Newman College Programme working with young boys at Newman Catholic College to address behaviour and attitude through sport participation.	£1,955
Burglary prevention project – distribution of reassurance materials to vulnerable residents and people who have been burgled in the ward.	£654
Equipped to Go (E2G) youth bus at Hazel Road Support for E2G youth bus to visit Hazel Road during October 2011.	£500
BYM2 Transition Mentoring Group of 14-18 year olds to mentor young	£1,915

people in local primary schools. Harlesden and Kensal Green joint project.	
LEAP – New boiler for community centre Contribution to Harriet Tubman Community Centre's new heating system.	£2,300
Electronics & IT Creative workshops Programme of design, technology and design workshop for 11-18 year olds.	£4,000
Football at Hazel Road Multi Use Games Area (MUGA) Provision of a series of Saturday morning basketball and football sessions at Hazel Road MUGA for under-16 year olds.	£500
Cricklewood Homeless Concern Shaping Futures project Series of workshops to help young people develop key skills and find future employment.	£2,710
Willow Housing Intergenerational project A unique project involving schoolchildren and volunteers working with older residents to help improve their computer skills.	£2,027
Total spend	£20,001

Kenton

Ward priorities: young people; Woodcock Park

Project	Amount
GAA Kenton Hall acoustic equipment A project to fund improvements to the acoustics in the main hall to encourage more local residents, community organisations and schools to use the hall.	£10,000
St Gregory's outreach project Extending the school's healthy ethos to the local community by promoting the use of a range of recently established school facilities including the new sports facilities and food-growing space.	£3,000
Albanian Union Mother Teresa Sports Project Provision of sports activities for young people aged 10 – 15 in the Kenton area including martial arts, aerobic dance, and health and fitness.	£6,834
Silverholme & GAA festive celebration Support for a community festive celebration in December 2011 for residents from Silverholme and other nearby residents' homes	£166
Total spend	£20,000

Kilburn

Ward priorities: young people; Kilburn High Road; family support

Project	Amount
Kilburn festival Contribution towards hiring of main stage, sound systems as well as other set up costs for the Kilburn Festival 2011.	£2,000
Open Age Provision of keep fit activities for older residents.	£2,000
South Kilburn studios exhibition Contribution towards an exhibition of artwork by trainees.	£500
Chippenham Gardens Provision of funds to pigeon proof Chippenham Gardens to prevent damage to new public open space.	£1,000
Dyne Road/Dunster Gardens Contribution to landscaping project to enhance public access and reduce anti-social behaviour at Dyne Road/Dunster Gardens.	£1,000
Kilburn Somali Association A series of community health workshops to explore healthcare issues and raise awareness of service provision.	£3,000
Vale Community Centre Contribution towards activities for over 50s including walking clubs and health workshops.	£3,000
South Kilburn Community allotments Contribution towards set up costs for allotments project based at William Saville House.	£1,000
Network Stadium Contribution towards creating new public arts installation and community workshops.	£2,540
Concrete Canvas Arts' 'Stronger Communities' project A series of workshops to help local groups develop business, marketing and creative skills.	£3,960
Total spend	£20,000

Mapesbury

Ward priorities: Cricklewood Broadway improvements; young people

Project	Amount
Gladstone Park festival Contribution towards hiring of main stage, sound systems as well as other set up costs for the Gladstonbury Park festival in 2011. <i>Jointly funded with Dollis Hill, Dudden Hill and Willesden Green.</i>	£2,000
NW2 Cricklewood Broadway Contribution towards specialised jet cleaning as part of a project with Barnet and Camden councils.	£4,000

Mapesbury Residents Association Contribution towards improving the local street scene and promoting civic pride.	£700
NW2 community planting Contribution towards improving Cricklewood Broadway and promoting civic pride.	£505
Cricklewood Homeless Concern Shaping Futures project Series of workshops to help young people develop key skills and find future employment.	£5,200
Tennis coaching at Gladstone Park Contribution to programme of tennis coaching	£847
Anson Road Primary School Contribution towards the purchase of new playground equipment for school.	£2,500
Mora Road Primary School Contribution towards the purchase of new playground equipment for local primary school.	£2,500
Scouts equipment Purchase of new camping and outdoor pursuits equipment for local organisation, 20th Willesden Scouts Group.	£1,500
Total spend	£19,752

Northwick Park

Ward priorities: community activities; community safety; young people activities

Project	Amount
Northwick Park fun day Contribution to Sudbury Court Residents' Association's fun day at Northwick Park opens space to develop community cohesion.	£4,885
Light Graffiti project venue hire Hire of St Cuthbert's church hall for a light graffiti workshop with young people.	£180
Daniel's Den Purchase of signage to promote the new Daniel's Den parent and toddler group at St Andrew's Church hall and help attract isolated parents within the community.	£275
SWAY Media youth project Media workshop for young people to learn photography, film, editing and production skills. Participants will seek out stories to promote a positive image of local young people. <i>Jointly funded with Alperton, Sudbury and Wembley Central wards.</i>	£1,937
Age UK Brent/Sudbury Neighbourhood Centre advice/signposting project Development of localised centre offering a range of services for older residents and their carers living in Sudbury and the surrounding area. Services to be provided include weekly advice/advocacy service and an information and signposting. <i>Jointly funded with Sudbury ward.</i>	£3,900
Elders Voice burglary prevention service	£2,794

Providing home security improvements for vulnerable ward residents aged 60+ at risk of burglary.	
Tree planting Tree planting across the Pebworth and Sudbury Court estates to replace lost trees.	£3,500
New benches Installation of new benches at Sudbury Court Open Space (aka the Pimple), Carlton Avenue West and Bryon Court Primary School.	£2,460
Total spend	£19,931

Preston

Ward priorities: GEC sports ground; older people activities; crime and anti-social behaviour (Hirst Crescent)

Project	Amount
Light Graffiti project venue hire Hire of Lambert Walk Community hall for a light graffiti workshop with young people.	£60
Building Bridges summer workshops Weekly workshops for young people at Lambert Walk Community hall during November-December 2011 on clothes design, flower arranging, street dance and drama.	£2,690
Elders Voice burglary prevention service Providing home security improvements for vulnerable ward residents aged 60+ at risk of burglary.	£3,816
Cycle restrictors for Hirst Crescent Installation of staggered guard railing to the pedestrian entrance to the Hirst Crescent estate on East Lane to prevent cyclists riding through at high speed and being a nuisance to pedestrians.	£540
Age UK Brent health and well-being and plan your future day Event for older residents and their carers to get one-to-one support on welfare benefits, tax advice, will-writing, financial planning, and long term planning and to provide a range of health services including health advice, dental advice, blood pressure and diabetes checks as well as a nutritional advice, massages and exercise programmes.	£1,650
AFC Wembley community event and football project Community event at the GEC Sports Ground on Pellatt Road to showcase the work of AFC Wembley with funding for a new 40 week football programme (targeted at young people on the Hirst Crescent estate) to help tackle anti-social behaviour.	£11,250
Total spend	£20,006

Queen's Park

Ward priorities: supporting young people activities; enhancing Salusbury Road.

Project	Amount
Tiverton Green Contribution towards the completion of a pathway across the Green to improve access for residents	£3,000
Fiveways Youth Project Contribution towards setting up football club	£3,000
Queen's Park Community School Contribution towards energy efficiency projects with students from Queen's Park Community School including cycle powered smoothie maker, cycle powered mobile phone charger and other energy saving projects	£1,000
Private Tenants Group Contribution towards costs for group which will raise awareness of needs of private tenants	£1,500
Queens Park Community days Contribution towards summer events to promote local businesses, enterprise ,and wellbeing	£3,000
QPARA Literary festival 2012 Contribution towards room hire, printing and set up costs	£2,360
Kilburn Library garden project Contribution towards planting and furniture for next phase of development	£1,000
The Special Yoga Centre Series of workshops to help young people deal with a variety of topics through yoga including coping with adolescence, exam stress and confidence building.	£1,500
Carnival clean up in Kensal Rise Contribution towards specialised clean post carnival	£612
Transition Town Contribution towards allotments and vegetable scheme projects	£1000
Queens Park Winter Event Contribution towards cost of hiring equipment and materials for local schools lantern workshops.	£1000
Crime Prevention project Contribution towards property marking kits and personal alarms	£1000
Total spend	£19,972

Queensbury

Ward priorities: park improvements; sport and leisure, particularly for girls

Project	Amount
Queensbury Eco-Festival Contribution towards costs for eco-festival 2011 in Eton Grove Park.	£1,650
Continuation of cricket project Provision of funds to continue a Saturday afternoon cricket club for teenage	£3,500

boys at Kingsbury High School.	
De Havilland pocket park Provision of additional play equipment suitable for older children	£4,500
Tamil Cultural Arts Centre Contribution towards a number of sports initiatives for young people.	£2,000
Netball and tennis coaching Provision of sports activities for women and girls in Eton Grove Park	£1,500
Kingsbury Somali youth project Funding for local youth club to set up and run regular football sessions for boys aged 11-16 and weekly badminton sessions for girls aged 11-18. <i>Jointly funded with Welsh Harp and Fryent</i>	£2,000
Roe Green village day Contribution towards funding for a band at local festival in Roe Green.	£400
Art for wellbeing sessions A series of art for well-being sessions for older people at Kingsbury Library Plus.	£558
Health and wellbeing classes A series of health and well-being sessions for older people at the Kingsbury Library Plus including exercise classes, craft workshops and pottery and ceramic arts for beginners	£768
Spark Creative Contribution towards cost of laptops to enable outreach training around the ward so more people can learn to use computers.	£3,000
Total spend	£19,876

Stonebridge

Ward priorities: anti-social behaviour; young people; intergenerational projects that promote diversity

Project	Amount
CCTV at Drury Way Install mobile CCTV fittings to deter fly-tipping.	£270
Daniel's Den marketing Contribution towards signage to promote Daniel's Den parent and toddler group at St. Michael's & All the Angels Church and help attract isolated parents within the community.	£125
Lynton Close After School Club Establish an after school club at the Irish Travellers site	£3,550
Burglary prevention project – distribution of reassurance materials to vulnerable residents and people who have been burgled in the ward in order to deter crime and improve personal safety.	£335
Groundwork Intergenerational garden project Contribution to build a community garden that can be accessed by people of all ages.	£3,220
Enterprise Stonebridge A business/ entrepreneurial programme which supports 15 residents to consider self-employment.	£3,360

Age UK Brent health and well-being day Event in partnership with local health organisations to provide older people with a range of health services including health advice, dental advice, blood pressure and diabetes checks as well as a nutritional advice, massages and exercise programmes.	£1,075
Sports Service – Active Age Over 50's leisure activities programme. Activities include a new dominoes club, exercise referrals, fitness sessions, personal training and access to sauna and steam facilities.	£1,498
St Raphael's Intergenerational Centre – Saturday School Providing maths, English classes to children aged 6-12 years and activities to families residing in St Raphael's Estate.	£3,000
Hillside Housing - Stonebridge Youth proposal A project to bring young people together to hold an inclusive community event.	£1,000
Cricklewood Homeless Concern Shaping Futures project Series of workshops to help young people develop key skills and find future employment.	£2,567
Total spend	£20,000

Sudbury

Ward priorities: Sudbury Town environs; young people; older people

Project	Amount
Sudbury Town Residents' Association flyer Production of 3,000 leaflets to help promote the new Sudbury Town Residents' Association (STRA) and develop community cohesion to help reduce crime and encourage environmental improvements.	£549
Light Graffiti project venue hire Hire of Barham Reception Rooms for a light graffiti workshop with young people.	£516
SWAY media youth project Media workshop for young people to learn photography, film, editing and production skills. Participants will seek out stories to promote a positive image of local young people. <i>Jointly funded with Alperton, Sudbury and Wembley Central wards.</i>	£1,937
SWAY young women's project Funding for a pilot project to engage young women in the Wembley area to provide structured activities focussing on well-being, happiness, personal identity and confidence boosting to encourage a greater understanding of citizenship. <i>Jointly funded with Alperton and Wembley Central wards.</i>	£1,617
Age UK Brent/Sudbury Neighbourhood Centre advice/signposting project Development of localised centre offering a range of services for older residents and their carers living in Sudbury and the surrounding area. Services to be provided include weekly advice/advocacy service and an information and signposting. <i>Jointly funded with Northwick Park ward.</i>	£3,900
Elders Voice burglary prevention service Providing home security improvements for vulnerable ward residents aged 60+	£3,816

at risk of burglary.	
JAM Pivot Point youth club Purchase of equipment to develop and increase participation at a Friday night youth club based at Sudbury Methodist Church hall.	£3,000
Gauntlett Court pigeon proofing Fixing of spikes and clean-up of contaminated surfaces at two blocks within Brent Housing Partnership's Gauntlett Court complex to remedy a long-standing guano problem.	£1,000
Chaplin Road flashing speed sign Erection of an electronic speed warning sign on Chaplin Road to help reduce speeding incidences.	£2,500
Allendale Road litter hotspot clearance Clearing of litter from highways marginal land at the junction of Allendale Road and District Road and cutting back of foliage and installation of fencing to prevent reoccurrence.	£1,165
Total spend	£20,000

Tokyngton

Ward priorities: Sherrins Farm; burglary prevention; young people activities

Project	Amount
White Horse Bridge public art Erection of hoardings featuring artwork from local young people to prevent fly-tipping at a hotspot adjacent to Wembley Stadium Station and promote the area to visitors.	£1,643
Daniel's Den marketing Purchase of signage to promote Daniel's Den parent and toddler group and help attract isolated parents within the community.	£1,375
Bin the bling Why reading is not a long ting! Workshops to raise academic achievement, literacy and broaden the cultural horizons of young people at Tokyngton Community Centre.	£1,950
Elders Voice burglary prevention service Providing home security improvements for vulnerable ward residents aged 60+ at risk of burglary.	£3,816
Tokyngton Community Centre youth café Development of a new twice-weekly youth café for young people.	£5,000
Elsley Primary School mentoring project Provision of additional tuition before and after school to address the needs and raise educational standards of children with English as an Additional Language (EAL) and Special Education Needs (SEN).	£1,540
Burglary prevention equipment Purchase of personal alarms, safes, timer switches and wall spikes to be distributed by the police Safer Neighbourhoods Team to vulnerable residents in hotspot areas.	£1,826

Tokyington youth sports activities Sports scheme providing a range of activities at Tokyington Community Centre during the summer holidays.	£2,850
Total spend	£20,000

Welsh Harp

Ward priorities: Neasden underpass; activities for young people; activities for older people

Project	Amount
Kingsbury Somali youth project Funding for local youth club to set up and run regular football sessions for boys aged 11-16 and weekly badminton sessions for girls aged 11-18. <i>Jointly funded with Fryent and Queensbury.</i>	£2,050
Cricklewood Homeless Concern Shaping Futures project Series of workshops to help young people develop key skills and find future employment.	£2,000
Mentoring project – Network Stadium Housing Association A series of six workshops to motivate young women to achieve their aspirations through mentoring, coaching and goal setting.	£904
Age UK Brent Provision of regular weekly keep-fit classes for older people.	£2,400
Age UK Brent health and well-being day Event in partnership with local health organisations to provide older people with a range of health services including health advice, dental advice, blood pressure and diabetes checks as well as a nutritional advice, massages and exercise programmes.	£1,000
Age UK Brent plan your future day Event for older residents and their carers living in Welsh Harp ward to get one-to-one support on welfare benefits, tax advice, will-writing, financial planning, and long term planning. (proposed)	£650
Bin the bling Why reading is not a long ting! Workshops to raise academic achievement, literacy and broaden the cultural horizons of young people at Press Road community space.	£1,500
Holiday sports programme for children A partnership project to develop and improve sport and play provision for children during school holiday periods.	£4,000
Disability aid project Supporting Elders Voice to provide information, advice and equipment for elderly people with disabilities	£5,226
Tree removal Contribution to the removal of a tree, relating to the installation of an alley-gating scheme in Holden Avenue	£270
Total spend	£20,000

Wembley Central

Ward priorities: One Tree Hill; Ealing Road; young people activities (particularly girls)

Project	Amount
Light Graffiti project venue hire Hire of Patidar Centre for a light graffiti workshop with young people.	£220
One Tree Hill park improvements Range of improvements including planting new hedgerows to increase privacy for neighbouring residents and help deter anti-social behaviour, bulb planting and tree planting to alleviate flooding near the playground.	£4,400
Wembley Crime Prevention Panel performing arts project Singing/street dancing/creative writing/drama/theatre workshop for young women to increase participation and build confidence.	£2,525
Manga comic book workshops Workshops run by artist Steve Marchant at Ealing Road Library for young people learn how to draw comic book/graphic novel/ manga characters. <i>Jointly funded with Alperton ward.</i>	£750
SWAY Media Youth Project Media workshop for young people to learn photography, film, editing and production skills. Participants will seek out stories to promote a positive image of local young people. <i>Jointly funded with Alperton, Northwick Park and Sudbury wards.</i>	£1,937
SWAY young women's project Funding for a pilot project to engage young women in the Wembley area to provide structured activities focussing on well-being, happiness, personal identity and confidence boosting to encourage a greater understanding of citizenship. <i>Jointly funded with Alperton and Sudbury wards.</i>	£1,617
Paul Hannaford drug and crime lecture Lecture by Paul Hannaford for all students at Copland Community School about the dangers of drug awareness, knife and gun crime, gangs, bullying, prison and violence.	£450
Wembley youth amateur boxing club Boxing project based at Wembley youth club for young people to provide new engagement activities to tackle gang/youth violence and crime in the area. <i>Jointly funded with Alperton ward.</i>	£2,728
Cricklewood Homeless Concern Shaping Futures project Series of workshops to help young people develop key skills and find future employment. <i>Jointly funded with Alperton ward.</i>	£5,373
Total spend	£20,000

Willesden Green

Ward priorities: community safety; environment; young people.

Project	Amount
Gladstone Park festival Contribution towards hiring of main stage, sound systems as well as other set up costs for the Gladstonbury Park festival in 2011. <i>Jointly funded with Dollis Hill, Dudden Hill and Mapesbury.</i>	£2,000
World Flavours food market Funding to assist the development of a regular weekly cultural market at Willesden Green Library Centre.	£2,000
Security badge training for library front of house staff Provision of security training to give staff confidence to deal appropriately with situation of anti-social behaviour	£99
Community project outside Sainsbury's Partnership project to develop the outside forecourt area in front of Sainsbury's supermarket. The project will include food growing; fruit trees; children's play; seating and community artwork.	£5,000
Tree planting Tree planted in Chapter Road to replace a lost tree.	£250
Development of play area Unity Close Project to improve Unity Close open space, transforming the area into a multi-use community space to be used by children, young people and adults.	£3,500
Weights for gazebos Part funding of gazebo weights for gazebos previously purchased to support outdoor events at Willesden Green Library centre.	£107
The Special Yoga Centre Series of workshops to help young people deal with a variety of topics through yoga including coping with adolescence, exam stress and confidence building.	£1,500
Health and wellbeing project for older people A series of health and well-being sessions for older people at the Willesden Green library including exercise classes, craft workshops and pottery and ceramic arts for beginners	£1,440
Manga comic book workshops Workshops run by artist Steve Marchant helping young people learn how to draw comic book/graphic novel/ manga characters.	£1,500
Learie Constantine open space improvement to security fencing Funding to improve the security fencing in order to reduce anti-social behaviour issues / concerns.	£2,600
Total spend	£19,996

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Partners for Brent Executive Progress Report Quarter 4

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**PARTNERS
FOR BRENT**

Partners for Brent Executive
Dec - Mar 2011/2012

Agenda Item 6

Introduction

This report sets out the progress in delivering the work programme of partners for Brent. 'Partners for Brent' is Brent's Local Strategic Partnership - the family of partnership groups in Brent made up of representatives from the public, private, voluntary and community sectors. 'Partners for Brent' Executive Board oversees: 'Partners for Brent' Strategic Forum, Brent Children's Partnership, Health and Well Being Strategy Group, Crime Prevention Strategy Group, Brent Culture, Sport and Learning Forum, Brent Sustainability Forum and Brent Employer Partnership.

The Community Strategy sets out the joint strategic objectives of the partner agencies. 'Partners for Brent' aims to improve the well being and quality of life of all Brent's residents, promote well being by tackling discrimination, disadvantage and social inclusion in all forms and deliver accessible, high quality and efficient services based on local choices, the needs of our many neighbourhoods, strong communities and diverse population. Borough Plan Priorities are:

One Borough

- Driving Economic opportunity and regeneration
- Protecting our environment
- Greater access to affordable housing
- Increasing sports, leisure and cultural facilities

One Community

- Reducing worklessness and low incomes
- Supporting children and families
- Enabling young people to thrive
- Greater personal choice and independence in social care
- Reducing crime and the fear of crime
- Addressing health inequalities and the gap in life expectancy

One Partnership

- Consistent engagement with local communities
- Achieving organisational efficiency and service improvement

Key:

R = Project not on track in line with agreed project plan and measures

A = Project plan on track to meet project plan and measures

G = Project meeting agreed project plan and measures

No	Project	Measures	Comment	R/A/G
Partners for Brent Executive				
1	<p data-bbox="226 181 739 252">Community Based Budgets Multi-Agency Family Intervention</p> <p data-bbox="237 293 728 363">Families Projects responding to Troubled Families Initiatives</p> <p data-bbox="181 371 770 919">Developing a business case for a pilot project where partner agencies use key workers to provide one package of support to families with complex needs. Seeking to align the tiers of intervention by different partner agencies and prevent the need for progression to more substantial intervention from the state in the future. Focussing on the following indications of a need for support: substance misuse, mental health issues, domestic violence, anti-social behaviour, housing issues, adult learning difficulties, disabilities, worklessness, school attendance and behaviour.</p> <p data-bbox="181 959 611 1029"><i>Project Lead: Phil Newby</i> <i>Advisory Lead: Jo McCormick</i></p>	<ul data-bbox="801 181 1402 408" style="list-style-type: none"> • Concept agreed by June 2011 • Business case developed by November 2012 • Final Project Plan for set of families projects being developed in light of government troubled families initiative 	<p data-bbox="1420 181 2011 1066">Concept and approach agreed by Partners for Brent Executive in Jun 2011 Operational project group engaged and keen to support project. Project group supported development of business case and operational delivery model. The Business Case aligning the work of the multi-agency family intervention pilot and payment by results pilot also taking place in Brent was agreed by One Council Programme Board in December 2011. Funding for project management support was secured. Central government visit in January 2012 and following guidance on national Troubled Families initiative nationally has led to further development of the edge of care work to sit alongside the initial early intervention project endorsed by Partners for Brent. Brent has signed up to work on the troubled families' initiative. The final list of families for the projects is being completed and the new project manager is drawing the work streams together.</p>	A
2	<p data-bbox="331 1070 629 1102">Asset Management</p> <p data-bbox="181 1110 770 1251">Assessing the opportunity for shared use of partner agency assets in the borough and pursuing any agreed projects arising from this assessment.</p> <p data-bbox="181 1294 604 1364"><i>Project Lead: Andrew Donald</i> <i>Advisory Lead: Tony Hirsch</i></p>	<ul data-bbox="801 1070 1368 1297" style="list-style-type: none"> • Partners engaged in development of property strategy by November 2011 • Partners agree to take up space in civic centre 'partner village' by 2012 • Formal expressions of interest for further space in the civic centre 	<p data-bbox="1420 1070 1995 1177">Concept and approach agreed by Partners for Brent Executive in Jun 2011 Further negotiations ongoing.</p>	A

No	Project	Measures	Comment	R/A/G
3	<p>Intelligence Hub</p> <p>Developing one place for all of our datasets to enable long term strategic planning for the borough and policy development. Reaching a consensus on which datasets we use and how the different partner agencies interpret the data. In addition co-locating specialist data analysts in the borough.</p> <p><i>Project Lead: Judith Young</i> <i>Advisory Lead: Cathy Tyson</i></p>	<ul style="list-style-type: none"> Project plan developed 	<p>Concept and approach agreed by Partners for Brent Executive in Jun 2011</p> <p>First set of project meetings have fleshed out detail of project</p> <p>Update to be provided at Pfb Executive April 2012</p>	G
Partners for Brent Strategic Forum				
4	<p>Themed Information Sharing</p> <p>Engagement with progress of each of the thematic partnerships and multi-agency engagement with key challenges for the future</p> <p><i>Project Lead: Joanna McCormick</i> <i>Advisory Lead: Joanna McCormick</i></p>	<ul style="list-style-type: none"> Full set of themes covered by March 2013 Recommendations from each Pfb Strategic Forum agreed by Pfb Executive Partner agencies involved in leading at least half of the Forum sessions 	<p>Latest meeting covered the tenancy strategy development and the implications of the Green Deal for Brent.</p>	G
5	<p>Engagement Strategy</p> <p>Revision and implementation of a partnership engagement strategy to enhance resident engagement and collaborative use of the feedback from consultation by partner agencies</p> <p><i>Project Lead: Owen Thomson</i> <i>Advisory Lead: Joanna McCormick</i></p>	<ul style="list-style-type: none"> Revised Strategy Begin review of voluntary sector representation on Pfb Groups by April 2012 	<p>Initial assessment of action required undertaken</p>	A

No	Project	Measures	Comment	R/A/G
Brent Employer Partnership				
6	Business Breakfasts Provision of quarterly events to engage local businesses in upcoming council projects and to discuss issues of concern for local business <i>Project Lead: Alka Nepali</i> <i>Advisory Lead: Tony Hirsch</i>	<ul style="list-style-type: none"> • Quarterly meetings • A focus on the impact and changes relating to the Olympics 	A Business breakfast was held in February 2012 and served to inform businesses about new opportunities available to them both from the Council and external partners. The next breakfast meeting will be in June and focusing on Creative Sector businesses	G
7	Enabling supply chain opportunities Supporting local businesses so they can benefit from big regeneration projects in the borough by accessing work further down the supply chain. <i>Project Lead: TBC</i> <i>Advisory Lead: Tony Hirsch</i>	<ul style="list-style-type: none"> • Engaging local businesses in supply chain project • Engaging big business to identify sub contract packages which local businesses can deliver • Enabling local residents to access employment opportunities in construction • Identification of future regeneration schemes to roll out the supply chain project to. 	The Supply Chain project has now launched it's Supply Brent portal, a website for local residents and businesses to apply for jobs or business opportunities arising from construction work taking place in the borough. Initially hosting opportunities from the Civic Centre, the portal will develop to include all construction work undertaken by the Council. Employment opportunities arising from such work will also be advertised on the portal for Brent jobseekers to access.	G

No	Project	Measures	Comment	R/A/G
Brent Sustainability Forum				
8	<p>Community website and social media</p> <p>This site was created, paid for and is maintained by members of the BSF Forum. The aim of the site is to use it as a tool to share environmental information and to let residents know what is going on in the borough.</p> <p><i>Project Lead: Marion Hofmann</i> <i>Advisory Lead: Jeff Bartley</i></p>	<ul style="list-style-type: none"> • Increased usage of website • Development of website • Increased linkages to partner agency websites • Better profile of sustainability in Brent 	<p>Steady growth in the number of people engaging with the website.</p> <p>Attracted further traffic to site by regularly providing updates on events, blogs.</p> <p>Promote any food growing events in the area via BSF social media site</p>	G
9	<p>Food Project</p> <p>In December 2010, BSF became a Local Lead for Brent.</p> <p>The role of the Local Leads is to build on local activity and initiatives and develop further opportunities for local food-growing projects to share information, resources and develop ideas. This brings together not only local Capital Growth spaces but also other groups and individuals involved in food growing locally.</p> <p><i>Project Lead: Marion Hofmann</i> <i>Advisory Lead: Jeff Bartley</i></p>	<ul style="list-style-type: none"> • Agreement of concept (Dec 10) • Action plan of food growing events • Higher profile for Forum • No of meetings / activities 	<p>Q4 saw BSFs quarterly meeting concentrate on growing food. Presentations included the importance of Fairtrade for Brent by Dr Peter Moore, information on Brent's Allotment & Food Growing Strategy consultation, a presentation by Transition Town Kilburn to Kensal and case studies from Energy Solutions and Metropolitan Housing Partnership on Capital Growth spaces. The meeting ended with an Open Forum for Brent Capital Growth spaces.</p>	G

No	Project	Measures	Comment	R/A/G
Culture Sport and Learning Forum				
10	Visit Wembley visit Brent website Development of a website to promote Brent's cultural offer <i>Project Lead: Sue McKenzie</i> <i>Advisory Lead: Jenny Isaac</i>	<ul style="list-style-type: none"> • Development of website • Increased usage • Increased linkages to partner agency websites • Better profile in London 	Link to website now on Council's front page and promoted in Brent Magazine. Website being used by 2012 teams in Brent and promoted as main site for tourism during games. Unique visitors have increased from 2,133 in quarter 2 to 4745 at the end of quarter 4. These visitors are from 107 countries!	G
11	Programme of joint activities Development and delivery of a programme of joint activities by the forum <i>Project Lead: Sue McKenzie</i> <i>Advisory Lead: Jenny Isaac</i>	<ul style="list-style-type: none"> • Yearly action plan • No of activities • Increased usage of website • Wider Forum membership • Higher profile for Forum 	Action Plan signed off and underway. First Business Breakfasts in Planning. Successful presentations to Full Council in January.	G
Children's Partnership				
Page 49	Themed information sharing Provision of information and review of impact of key policy and operational changes by partner agencies which affect children and young people in the borough <i>Project Lead: Krutika Pau</i> <i>Advisory Lead: Anna Janes</i>	<ul style="list-style-type: none"> • Full set of themes covered by March 2012 • Recommendations from each Strategic Forum agreed by Executive 	The last meetings covered the proposed new service delivery model for the Looked After Children Health Team and examined the draft Children & Young People's Plan. Also presentations and discussion on tackling youth unemployment, as well as the Comprehensive Youth Offer and consultation on the JSNA. The SEN and Parenting strategies were also covered in some detail	G

No	Project	Measures	Comment	R/A/G
13	Services for Young People One Council project to develop strategy for transformation of delivery of leisure-time provision to young people in Brent, promoting physical, social and economic wellbeing. <i>Project Manager: Mark Cairns</i> <i>Advisory Lead: Cathy Tyson</i>	High level project milestones: <ul style="list-style-type: none"> • Completion of needs assessment and data management, and research into good practice • Consultation and communications to develop strategy • Financial analysis, options development and appraisal • Consistency of strategic outcomes with objectives of other projects and the council overall ensured • Production of strategy and Equalities Impact Assessment 	Reported through 'One Council' programme and is on track.	N/A
Crime Prevention Strategy Group				
14 Page 50	Increasing confidence in community safety Multi agency work to address fear of crime in the borough by communicating effectively the difference between the level of crime and the fear of crime and what is being done to tackle crime that occurs. <i>Project Lead: Genny Renard</i> <i>Advisory Lead: Genny Renard</i>	<ul style="list-style-type: none"> • Weekly collocation of staff • Joint communication campaigns as required • Delivery of a range partnership days in year the aim of these is to counter seasonal crime changes and assist in community reassurance following any incident or higher profile crime. 	Demand is rising and a new strategy is being developed. The outline and approach has been approved by CPSG. 15 Partnership days made direct contact with a 1,000 people giving advice and seeking their views. Crime prevention advice was developed and provided to 780 older people with 150 people with Learning Difficulties given similar advice packs they helped to design. Eleven of our most crime/gang entrenched young people are currently engaged in a programme to help find them work, increase their self esteem and reduce offending. Their families and wider community are involved in community empowerment events and workshops (funded via bids to Home	A

		<p>Office GLA and others).</p> <p>A Specialist ASB Victim worker was funded in Victim Support from bids and has seen 87 households and trained 9 volunteers to spread the work at no additional cost.</p> <p>A City Academy project has seen young people fight crime and inform their community group via Twitter (bid funded).</p>	
<p>15 Changing delivery of crime reduction</p> <hr/> <p>Changes to the operational model for multi-agency work to tackle crime, making use of locality joint action groups to address complex issues through understanding evidence and seeking collective solutions to problems.</p> <p><i>Project Lead: Genny Renard</i> <i>Advisory Lead: Genny Renard</i></p>	<ul style="list-style-type: none"> • Locality Joint Action Groups to look at complex issues • Identification of more efficient ways of operating • Review of process and value for money 	<p>Locality Joint Action Groups meet every 5 weeks and each has looked at approximately 30 complex issues processed. Work is both reactive and pro-active. Pre-emptive work focuses on improved service and garnering any available savings. An internal review has led to some small changes in process. The Council's auditors are undertaking a review of the new system's process, financial value and risk. Kilburn has had 3 task and finish groups, Wembley 2 and Harlesden 4.</p>	<p>G</p>

No	Project	Measures	Comment	R/A/G
16	<p>Integrated Offender Management</p> <p>80% of crime is committed by people who have already committed a crime. The move to a person centred model for multi-agency management of offenders in the borough is to support the aim of reducing crime in the borough</p> <p><i>Project Lead: Genny Renard</i> <i>Advisory Lead: Genny Renard</i></p>	<ul style="list-style-type: none"> • Development of a strategy • Development of action plan for implementation • Linkage to troubled families 	<p>An IOM strategy has been drafted and agreed by the Crime Prevention Strategy Group. Brent is part of a North West London pilot which involves case managing a cohort of offenders who are selected using the Offender Group Reconviction Scales (OGRS) (which is a tool used by the probation service to predict the likelihood of re-offending). Initially a cohort of 69 offenders was identified. Since this time a further list of offenders has been sent by the London Probation Trust of offenders for inclusion in the pilot. Consideration needs to be given as to whether there are the resources to take on these additional offenders and the fact that there is limited standard reporting across boroughs on this issue.</p> <p>The IOM cohort will now be managed through an integrated multi-agency approach with appropriate information sharing. The IOM Steering Group has been meeting regularly to progress the IOM strategy and action plan. A session has been held on planning effective pathways which focused on identify any gaps or overlaps in provision for offenders in the borough. Work is currently underway to link the IOM project to the Troubled Families project.</p>	A

No	Project	Measures	Comment	R/A/G
17	<p>Violence Against Women and Girls</p> <p>The focus of the work is to prevent violence from happening by challenging the attitudes and behaviours which foster it and intervening early where possible to prevent it, providing adequate support where violence does occur and working in partnership to obtain the best outcome for victims and their families. Violence Against Women and Girls includes but is not limited to female genital mutilation, prostitution, human trafficking, stalking, sexual violence, forced marriage, honour based violence and domestic homicide reviews.</p> <p><i>Project Lead: Genny Renard</i> <i>Advisory Lead: Genny Renard</i></p>	<ul style="list-style-type: none"> Development of a strategy to build on interim plan 	<p>185 people attended the DV conference run in partnership with the voluntary sector about girls involved in gangs. The specialist DV court has been maintained despite major changes and funding cuts in judicial system. Ground breaking use of crack house legislation allowed us to close 4 brothels pre-court and two using court proceedings. 19 women were contacted in these establishments and learning is being used to develop a support package with the voluntary sector. 740 children and their parents (247 all women) were supported through DV work funded in part by the Council, input from the Police and bids to charitable trusts and grant giving bodies. Additional Rape Crisis service drop in sessions have also been developed.</p>	A
Health and Well Being Strategy Group				
18	<p>Joint strategic needs assessment</p> <p>Development of an accessible and easily updateable set of statistics. A JSNA supports the development of a health and well being strategy to assess health needs in the borough and provide an evidence base for commissioning of health and social care provision.</p> <p><i>Project Leads: Cathy Tyson and Simon Bowen</i> <i>Advisory Lead: Andrew Davies</i></p>	<ul style="list-style-type: none"> JSNA updated by October 2011 Public consultation complete before Christmas Preparation of a Health and Well Being Strategy in spring 2012 	<p>The council and NHS Brent are working on an updated JSNA, which has been out for consultation. The consultation ran between January and March 2012. Updates are being made to the JSNA to reflect the consultation responses.</p> <p>Work on the Health and Wellbeing Strategy is underway, building on the JSNA. Further consultation on priorities will take place in May 2012, prior to a draft strategy going out for consultation in June 2012.</p>	G

No	Project	Measures	Comment	R/A/G
19	Development of health and well being board Changes set out in the Health and Social Care Bill include the development of a health and well being board bring together local politicians, GPs and key partner agencies. <i>Project Lead: Phil Newby</i> <i>Advisory Lead: Andrew Davies</i>	<ul style="list-style-type: none"> Clarify membership, role and ways of operating and governance 	<p>A shadow health and well being board is in place and is making steady progress as colleagues respond to the changes to the health and social care bill.</p> <p>Its work programme includes Brent's Out of Hospital Care Strategy and authorising the CCG, both of which will be considered by the Board at its next meeting in May 2012.</p>	A
20	Integration of Health and Social care <i>Project Lead: Alison Elliot</i> <i>Advisory Lead: Andrew Davies</i>	<ul style="list-style-type: none"> Business case developed 	Reported through 'One Council' programme and latest report shows this is on track	N/A
21	Transfer of Public Health <i>Project Lead: Phil Newby</i> <i>Advisory Lead: Andrew Davies</i>	<ul style="list-style-type: none"> PID finalised 	Reported through 'One Council' programme and latest report shows this is on track.	A
Climate Change Steering Group				
22	Revision of Climate Change Action Plan Rationalisation and clarification of the Steering Group's priorities; adoption of more concise actions, and targets which are measurable and focused on outcomes; and a more even sharing of responsibility for practical delivery. <i>Project Lead: Jeff Bartley</i> <i>Advisory Lead: Jeff Bartley</i>	<ul style="list-style-type: none"> Revised plan and allocation of responsibilities amongst Steering Group members in February 2012 	Following selection by the Steering Group of five broad areas of work to prioritise, these are currently being worked up into a new draft Action Plan and a suggested model of themed working groups concentrating on various areas of the Action Plan.	G

No	Project	Measures	Comment	R/A/G
23	<p>Energy Saving Breakfasts</p> <p>Provision of concise, practical information for businesses on:</p> <ul style="list-style-type: none"> a) steps necessary to reduce emissions from energy, transport, waste, water and procurement b) possible risks and adaptation needs in response to climate change. <p><i>Project Lead: Marion Hoffman</i> <i>Advisory Lead: Jeff Bartley</i></p>	<ul style="list-style-type: none"> • Organise two workshops/ information events for businesses in Brent by 31/12/11 	<p>The second Breakfast of 2011 was held in Brent Town Hall on 19th October. 43 delegates attended, from both small and large local businesses, to receive information and advice provided by the Carbon Trust and the University of East London, including how to manage and monitor energy use. A speaker from the University of East London who offered a free energy check for businesses has subsequently been in contact with some attendees. Seven businesses signed the Climate Change Pledge for Businesses at the event, and the next is scheduled for spring 2012.</p>	G
24	<p>Brent Do More With Less Challenge</p> <p>Pilot programme offering residents in Harlesden a home visit and initial assessment of their household's ecological footprint, and the chance to improve this by undertaking a "challenge" of agreeing, monitoring and meeting targets on energy, water, waste, travel or food.</p> <p><i>Project Lead: Roger Kelly</i> <i>Advisory Lead: Jeff Bartley</i></p>	<ul style="list-style-type: none"> • Pilot phase completed by end of March 2012 	<p>During the period Energy Solutions has been preparing for the second year of the project, with a focus on Harlesden. The emphasis has been on engagement in the project, establishing contacts and initiating dialogue with local community groups and schools to learn about existing activities and ambitions. Understanding local issues and priorities is enabling the development of an effective longer term programme.</p>	G

No	Project	Measures	Comment	R/A/G
25	<p data-bbox="412 142 546 181">RE:NEW</p> <p data-bbox="181 186 792 437">GLA-funded programme administered at West London level, and delivered by Groundwork London, who visit homes and provide advice and free energy-saving measures. This began in the Welsh Harp in October 2011 and has extended to Dollis Hill in January 2012.</p> <p data-bbox="181 480 607 549"><i>Project Lead: Matthew Sheen</i> <i>Advisory Lead: Jeff Bartley</i></p>	<ul data-bbox="799 142 1406 288" style="list-style-type: none"> • 1600 homes visited and provided with a home energy report and free, energy-saving measures by 31st March 2012. 	<p data-bbox="1413 142 2020 767">Just over 600 homes visited so far. Uptake has been slower than forecast so an action plan has been put in place by Groundwork to increase the number of visit to 80 per week. To ensure that the target is met, the GLA has been approached through the West London Lead Borough (Hillingdon) for permission to expand the programme to another 4 wards and also increase the number of out-of-area referrals permitted (currently set at 200). The GLA has requested that an action plan be implemented and more detailed evidence of why uptake has been low before granting permission. A final decision on expansion of the area will be made by the end of January.</p>	A
Cross cutting				
26	<p data-bbox="181 892 792 932">Development of child poverty strategy</p> <p data-bbox="181 936 792 1075">Development of a strategy aimed at breaking the cycle of poverty and accelerating the pace at which we can lift children out of poverty in Brent.</p> <p data-bbox="181 1118 607 1187"><i>Project Lead: Cathy Tyson</i> <i>Advisory Lead: Andrea Lagos</i></p>	<ul data-bbox="799 892 1406 1118" style="list-style-type: none"> • Needs assessment complete by Summer 2011 • Draft strategy developed • Strategy approved in November • Public launch November/December • Implementation Plan 2012 	<p data-bbox="1413 892 2020 1107">Following completion of consultation the strategy has now been finalised and will be formally launched in Spring 2012. Ongoing monitoring will identify the need for any changes and a review will be carried out in 2013.</p>	G

No	Project	Measures	Comment	R/A/G
27	<p>Voluntary Sector Strategy Development and implementation of a strategy aimed at harnessing the value of the sector, enhancing the level of funding it brings into the borough for the benefit of residents and where there are joint strategic objectives improving the alignment of work by the sector with that of partner agencies across sectors</p> <p><i>Project Lead: Joanna McCormick</i> <i>Advisory Lead: Joanna McCormick</i></p>	<ul style="list-style-type: none"> • Strategy and renewed compact written and consulted upon • CVS Brent established and enhancing the sector • Voluntary Sector Resource Centre model agreed and business plan developed • Voluntary Sector Initiative Fund changes implemented 	<p>Strategy - A draft strategy was developed within the sector. The changes in central government policy mean this is now being updated.</p> <p>CVS Brent -Funding has been agreed for CVS Brent. The new CVS has been successful in securing £160,000 for Brent for the development of a virtual hub enhancing IT skills of organisations to enable them to better develop their own business plans.</p> <p>VSRC - A revised model for a VSRC has been developed to enable a viable business case for delivery, whilst offering support for the sector as a whole. Possible locations are now being considered.</p> <p>VSIF – Executive agreed to the combining of the former Main Programme Grant and Advice and guidance Budgets. The first round of themed grant funding has been opened and final decisions on recommended projects are due in May. The Advice and Guidance review is now underway.</p>	A

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Partnership & Place Overview & Scrutiny Committee

14th June 2012

Report from the Director of Strategy, Partnership & Improvement

For Action

Wards Affected:
ALL

Partnership & Place Overview and Scrutiny Committee Work Programme

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 and requested made by the committee during 20011/12.

2.0 Recommendations

- 2.1 That Members discuss and agree a work programme for the Partnership & Place Overview & Scrutiny 2012/13

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 2nd 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***

1. Registered Social Landlord Performance information – the committee receives information on the performance on registered social landlords that operate in Brent. A number of RSL's will be invited to attend the meeting.
2. Employment in Brent. In 2011/12 the committee held a meeting which focuses in Employment in Brent to which Job Centre Plus, Work Programme providers and the college of North West London were invited. Members raised concerns about reaching the hard to reach group, the Work Programme provider's ability to deliver within the current economic climate, and performance measures. The Committee agreed to hold a further Employment focussed meeting in 2012/13.
3. Policing in Brent. The Borough Commander will be invited to discuss policing issues in Brent

4. Integrated Offender Management. In March 2012 the committee asked for a briefing on the Integrated Offender Management project.
5. Crime Performance Information and Community safety updates. Members will receive regular information on crime data and community safety in the borough.
6. Council for Voluntary Services Brent. The chair of the recently formed CVS Brent attending a meeting of the Partnership & Place OSC in March 2012 to provide an overview of the vision and strategic aims. The committee asked the chair to return in six months to provide an update on implementation.
7. Partners for Brent. Members will receive a regular update on progress in delivering the work programme of the partnership groups.
8. Members of the committee have suggested looking at parking in the borough.

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

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