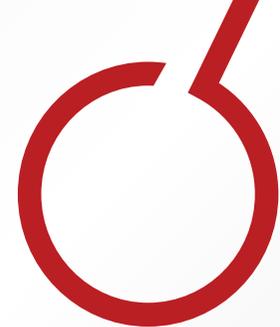


# Building a Better Brent

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## Review of Year 1





# REVIEW OF YEAR 1

It is over a year since we launched our Borough Plan 2019-2023, with the goal of **Building a Better Brent** and **five strategic themes against which to measure progress**. This review of the first year looks at some of **our achievements over the period**. It also helps **point the way forward** in terms of our priorities for year 2.

Our strategic themes

## DESIRED OUTCOMES

- Reduction in anti-social behaviour, the risk of harm and re-offending
- Reduction in violent crime, including gang and knife crime
- Support our most vulnerable adults, enabling them to choose and control the services they receive, to remain independent and lead active lives
- Improve the health of Brent residents
- Make Brent a place where culture is celebrated and vibrant

## DESIRED OUTCOMES

- Enable more residents to get online
- Ensure value for money through our commissioning and procurement
- Building services around residents and their needs
- Increase in resident satisfaction
- Increase in resident involvement

## DESIRED OUTCOMES

- Tackling the climate and ecological emergency
- Improvement in air quality
- Reduction in illegally-dumped rubbish



## DESIRED OUTCOMES

- Improvement in Key Stage results for boys of Black Caribbean heritage
- Improvement in Key Stage results for looked-after children and care leavers
- High-level skills achievement and increase in apprenticeships
- Increase in average wage

## DESIRED OUTCOMES

- Increase in inward investment achieved via the council
- Produce our new Local Plan, setting out our vision, priorities and areas for future development in the borough
- Increase in housing supply
- Reduction in the number of households in temporary accommodation
- Keep traffic moving and our roads and pavements in good repair



## IMPROVEMENT IN KEY STAGE RESULTS FOR BOYS OF BLACK CARIBBEAN HERITAGE

- We have significantly narrowed the gap in attainment between boys of Black Caribbean heritage (BBCH) and all pupils – it is now **7.8% points**. This improvement follows the first year of the schools forum-commissioned **‘Raising the achievement of boys of black Caribbean heritage’** programme.



■ As part of the above, we have **76 Black Caribbean Champions** working across Brent schools.



- There were **71 secondary school fixed-term exclusions** for BBCH in this academic year, which is a vast improvement on 2018/19. Our Inclusion Support service works hard with parents and schools to prevent exclusions from happening.

- **Over 70% of boys of Black Caribbean heritage** in Brent have **accessed the nursery education grant this year**, which enables 15 hours of free childcare provision each week. Promotion and outreach work in person is unfortunately on hold due to COVID-19, but continues through website, social media and telephone enquiries to the team.

## IMPROVEMENT IN KEY STAGE RESULTS FOR LOOKED-AFTER CHILDREN AND CARE LEAVERS

- There were **12 looked-after children** (LAC) at Key Stage 3 and 4 with a fixed-term exclusion this academic year, **down from 25** previously. This is thanks to strong collaborative working, training and more stable school places.

- **Only 1.4% of our 16-17 year-olds are not in education, employment or training** (NEET).

Brent is working closely with Prospects to support all young people into education, employment or training.

- All LAC who have not achieved a level 4 grade in GCSE core subjects are supported from results day through to enrolment onto courses that provide re-sits.



- The attendance of **Looked After pupils of secondary school age increased to 87% from 83%** the year before, reflecting a range of targeted actions and collaborative work with schools and carers.



## HIGH-LEVEL SKILLS ACHIEVEMENTS AND INCREASE IN APPRENTICESHIPS

■ Brent Start, our adult education college, **has supported over 3,000 residents** this academic year, with an **achievement rate of 93.7%**.

■ Whilst in-person classes were put on hold in March due to COVID-19, continued learner engagement has taken place online across a number of platforms such as Google, Zoom, Skype and WhatsApp. Courses have included ESOL, English, Maths, Digital skills, and childcare. In the last few weeks alone, over **3,500**

**activities** have been delivered and over **600 residents** engaged – helpful not only in terms of improving their skills but also promoting mental wellbeing during this difficult time.



■ **Brent Works has supported 60 residents into apprenticeships** this year, across a wide range of sectors including construction, finance and digital. Employment & Skills team are working closely with apprentices, employees and training providers to ensure everyone is engaged and has access to support during the current COVID-19 crisis.

## INCREASE IN AVERAGE WAGE

■ Brent Works and the Living Room have secured **272 employment outcomes** in 2019/20. **Over 70% of these jobs were paid at the London Living Wage** with very few zero-hour contracts. Recent recruitment has included roles for care workers, NHS 111 call handlers, construction and logistics.





# INCREASE IN INWARD INVESTMENT ACHIEVED VIA THE COUNCIL

■ During 2019/20 **Burnt Oak, Colindale and Church End** have been promoted as growth areas through Capital West London – a partnership approach to driving both business and economic growth.



# PRODUCE OUR NEW LOCAL PLAN

■ Our draft Local Plan, setting out **our plans for future development in Brent**, went out to consultation

in October 2019.

Following **extensive feedback from residents**, the plan was approved by the council in February 2020 and submitted to the planning inspectorate in March.



■ **A vision for inclusive growth in Harlesden** was signed off by Cabinet earlier this year. We have since acquired the Picture Palace on Manor Park Road, and received the go-ahead to transform Morland Gardens into a brand new mixed-use development, with a state-of-the-art education centre, council homes, affordable workspace and community areas.



A future built for everyone, an economy fit for all



## INCREASE IN HOUSING SUPPLY

- This year there were:
  - **35 new properties** built by the council and let to homeless households.
  - **242 new affordable homes** generated in the borough
  - **62 properties purchased for use by i4B**, the company set up by the council to provide affordable accommodation.



## REDUCTION IN THE NUMBER OF HOUSEHOLDS IN TEMPORARY ACCOMMODATION

- The number of people in temporary accommodation was **down to 2,080 in February of this year**, after finishing 2018/19 at 2,191. Unfortunately things changed in March due to the impact of Covid-19 and numbers in TA are currently higher than usual, as we help people through this period.

- Our Local Plan has a target of **50% new homes to be affordable**.

## KEEP TRAFFIC MOVING

- This year we began a comprehensive two-year programme of footway repair costing £20m. **35 schemes have been completed, with another 17 in progress.**



- **359 properties were let to homeless households**

in temporary accommodation this year.

- There were **131 transfers of residents** to better-suited housing this year (bands A & B).

TO LET



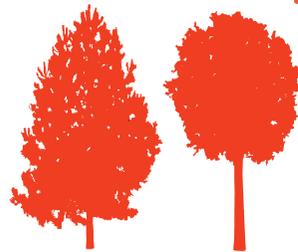
# TACKLING THE CLIMATE AND ECOLOGICAL EMERGENCY

- The council declared a climate and ecological emergency in July 2019, aiming for carbon neutrality by 2030. We have pledged to:
  - **Promote the importance of local biodiversity** and natural habitats
  - **Deliver reductions in carbon emissions** by supporting renewable alternatives
  - **Create a Carbon Offset Fund**, to ensure new developments fund projects that reduce toxic emissions elsewhere in the borough
  - Work with every household and business in Brent, as well as with national government, so that **everyone plays a part in making Brent the cleanest, greenest borough in London.**
- In November we held the **Brent Climate Assembly, to hear what local people think should be done.** The Assembly delivered a number of recommendations at the end of the process. We are also conducting a climate review across the entire council, and both of these measures will feed into a Sustainability Strategy, to be set out during 2020.



# IMPROVEMENT IN AIR QUALITY

- **We planted 1,033 trees** in the borough – four times as many as last year. Existing tree cover, levels of deprivation and quality of air are all factors in where trees are planted.

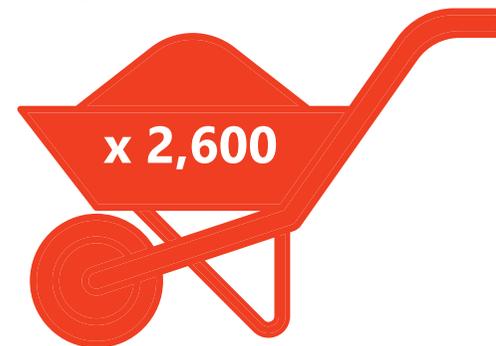


# REDUCTION IN ILLEGALLY DUMPED RUBBISH



- **19 community clean-up action days took place across our neighbourhoods** with input from residents, members, Veolia and neighbourhood managers.

- **150 volunteer litter pickers removed over 120 tonnes of waste** – equivalent to 2,600 wheelbarrows.



## REDUCTION IN ASB, RISK OF HARM AND RE-OFFENDING

- We recruited **four new Neighbourhood Patrol Officers** to target anti-social behaviour hotspots in the borough.



- **The Online Watch Link (OWL)** was launched in May 2019 – a shared online space for the management of a number of different watch schemes. We have seen an increase in residents and partners using the system.



## REDUCTION IN VIOLENT CRIME, INCLUDING GANG AND KNIFE CRIME

- **Our Knife Crime Action Plan** is the best performing in London and is used as an example to facilitate best practise in other London boroughs.
- **We oversee the London-wide Rescue & Response project** and have received positive feedback from other local authorities about the work.



- **Training on violence and vulnerability issues** has been rolled out to frontline staff.
- We obtained **grant funding** to commission St Giles' Trust to deliver a gang intervention service.
- **The 'Bright Futures' ex-offender project has exceeded its engagement target** with 43 ex-offenders supported, ten of whom have been supported into work.

# SUPPORT OUR MOST VULNERABLE ADULTS, ENABLING THEM TO CHOOSE AND CONTROL THE SERVICES THEY RECEIVE, TO REMAIN INDEPENDENT AND LEAD ACTIVE LIVES

## HOMEFIRST

- Thanks to the Brent HomeFirst Pathway, HomeFirst assessments of functional ability can take place at home on the same day of discharge from hospital or the next day. Needs can be best determined in the resident's own home. On average, **38 residents are discharged from hospital into HomeFirst each week**

## REHABILITATION AND REABLEMENT

- The service is **supporting an increasing number of residents**. The Reablement service provides a short intensive service, for those recovering from an illness or injury to promote their independence. **85% of those going through the service did not require ongoing support**
- Rehabilitation Therapists receive referrals from Brent GPs and intermediate care services, for patients often with long-term chronic conditions being managed within the community. **Rehabilitation goals are fully or partially met 93% of the time.**



## DIRECT TRANSFER OF CARE

- Initiatives such as seven day working, HomeFirst and the Handyperson Scheme have **led to a significant decrease in the number of delayed discharges** from acute hospitals. The **average number of delayed days each month has fallen from 280 to 70.**

## NEW ACCOMMODATION FOR INDEPENDENT LIVING (NAIL)

- In 2019/20, the New Accommodation for Independent Living (NAIL) programme **identified and delivered 8 schemes and 149 units of accommodation, providing high quality accommodation for a range of vulnerable people.**

# IMPROVE THE HEALTH OF BRENT RESIDENTS

- **97.3% of births in the borough received a face to face new birth visit** within 14 days by a Health Visitor. Up from 94.9% in 2018/19.



- There were almost **1.7million visits to our sports centres this year.**
- We have continued to work with our partners to deliver our cycle strategy by **developing a coherent network of direct, comfortable and attractive cycle routes for all to use.**

# MAKE BRENT A PLACE WHERE CULTURE IS CELEBRATED AND VIBRANT



■ Fighting off competition from 22 other London boroughs, **we won our bid to become London Borough of Culture 2020**, a year-long celebration of culture marked with amazing art, performances and events in Brent. Our programme is rooted in our communities and explores the stories, art and emotions that hold life in Brent together, uncovering and celebrating its untold tales and unheard voices. In January, **300 members of the community took part in our opening event, RISE**, which showcased how people of different countries, faiths and background have been coming together in Brent for generations. **We have also launched Brent 2020 Unlocked**, our response to the new challenges faced by the creative sector – a range of online cultural events and activities, including interviews, podcasts, event streaming and more. With much more planned throughout the year we hope to build a legacy that will last long beyond 2020.

■ Our staff networks have been revitalised during 2019/20 with a number of events taking place:

- **Initiated the borough’s Rainbow Crossings programme** and held the opening of the first (Civic Centre)
- Held an **LGBT History Month flag-raising event** - over 100 guests in attendance



## INTERNATIONAL WOMEN’S DAY

- Brent’s staff Gender Equality Network organised their **biggest and best International Women’s Day celebration** yet, with over 300 members of the public, Brent staff and local businesses and charities coming together to celebrate women’s successes and explore what everyone can do as individuals to promote gender equality.



## CULTURAL DIVERSITY NETWORK

- In October 2019 the network hosted **Reconnecting with our Roots**, a programme of speakers, panellists, presentations, entertainment, exhibitors from the local community and African-Caribbean cuisine. Over 300 guests attended, including council staff and members of the public.

- Also in 2019/20 the network hosted two “Let’s Talk About Race” focus groups, in recognition that conversations about race are often perceived as ‘difficult’. The focus groups were open to all staff and were **an opportunity for people to come together and share their own experiences of race**, talk about the barriers to meaningful conversation and what the solutions may be.



## ENABLE MORE RESIDENTS TO GET ONLINE

■ Almost three quarters (74%) of our community hub **customers have told us they are now more confident in using our online services.** This is good progress, but we want to do more in the coming year – including expanding on the ‘Digital Café’ sessions for those residents who are least comfortable using digital services and improving our online offer to make it easier for residents to use.



■ **Our website redevelopment programme is looking at how our customers use the site,** as we want to ensure customers can find what they are looking for online and complete transactions in a wide range of areas. We know there are some issues and challenges, especially in popular areas such as parking and benefits, and are working to address these via the new website we are building. A key improvement will be improved accessibility via tablets and smartphones, as we know many residents access services this way.



## ENSURE VFM THROUGH OUR COMMISSIONING AND PROCUREMENT

■ **We reviewed all our commissioning arrangements last year and this exercise** proved to be very useful to each council department when it came to budget planning. We will look to repeat this exercise again during 2020/21 to feed into the budget planning process.

■ A new Social Value and Ethical Procurement policy was agreed by Cabinet. Through this, delivery of Social Value has been aligned to the Borough Plan 2019-2023. As well as setting out the principles of how Social Value will be delivered, the policy sets out **Brent’s strong position on Ethical procurement,** defining the standards of integrity and professionalism expected from the Council’s suppliers in their dealings and practices.

## BUILDING SERVICES AROUND RESIDENTS AND THEIR NEEDS

■ There were over **8000 visits to our community hubs in 2019/20.** A rapid rollout of services meant that as of March 2020 four hubs were operating – at Harlesden, Willesden, Kilburn and Ealing Road. This has resulted in a significant increase in residents accessing the service. Our fifth hub in Kingsbury was due to open at the end of March, which would have seen the full hub network open six months ahead of schedule. Since face-to-face services were suspended due to COVID-19, the hubs have offered advice and support by phone and supported the council’s work with vulnerable residents affected by the pandemic





## INCREASE IN RESIDENT SATISFACTION

- Of 8,229 visits to community hubs, **7,526 queries were fully resolved at point of contact** – almost 90%.

## INCREASE IN RESIDENT INVOLVEMENT

- We undertook a wide-ranging review of how we can work with the voluntary and community sector. On the back of this **we have implemented a new model for collaborative working, with greater involvement of voluntary sector and community organisations** in the shaping of

policies. The next step is to open this out to smaller organisations operating at grassroots level.



- **We dispersed over £3.6 million in grant funding to local people** this year, through initiatives such as the Community Infrastructure Levy (CIL) and Love Where You Live. CIL is a charge on developers whereby the proceeds are used to fund projects which contribute to the development of a local area. Love Where You Live grants offer the chance to **bring communities together to make a difference in their neighbourhoods.**