

 Brent	Resources & Public Realm Scrutiny Committee 1 st October 2020
	Report from the Assistant Chief Executive
Building a Better Brent	

Wards Affected:	All
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
No. of Appendices:	3: Appendix A – Building a Better Brent Report Appendix B – Borough Plan Performance Summary 2019/20 Q4 Appendix C – Borough Plan Performance Summary 2020/21 Q1
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Shazia Hussain Assistant Chief Executive shazia.hussain@brent.gov.uk Pascoe Sawyers Head of Strategy and Partnerships pascoe.sawyers@brent.gov.uk

1.0 Purpose of the Report

- 1.1 This report reviews the delivery of the Council's policies and strategies including the Borough Plan; Building a Better Brent, (Year 1 and quarter 1 of Year 2).
- 1.2 The purpose of this report is to provide the committee with a corporate overview of performance information linked to the Borough Plan priorities and other council policies.

2.0 Recommendation(s)

- 2.1 The committee is asked to note and comment on the content of the report.

3.0 Detail

3.1 Part 3 of the Brent Constitution (as at May 2020) lists the core plans and strategies that constitute the Council's Policy Framework. The Cabinet is responsible for formulating or preparing the plans listed below and then submitting them to the Full Council for consideration and adoption or approval.

- Crime and Disorder Reduction Strategy
- Development Plan Documents
- Youth Justice Plan
- A plan or strategy for the control of the authority's borrowing investments or capital expenditure or for determining the authority's minimum revenue provisions
- Licensing Authority Policy Statement
- Borough Plan
- Corporate Plan
- Any other plan or strategy (whether statutory or non-statutory) which the authority determines should be approved or adopted by the authority and not the Cabinet.

3.2 Building a better Brent (2019-2023), the council's current Borough plan, was approved by Full Council in early 2019. The Borough Plan has five overarching strategic themes with detailed desired priorities and outcomes that will run for the duration of plan. These are:

- Every opportunity to succeed – working in partnership to support children and young people, educational attainment, work and training
- A future built for everyone, an economy fit for all – regenerating the borough to grow the local economy and provide the jobs, homes and transport that people need
- A cleaner, more considerate Brent – tackling the climate emergency and keeping our environment clean and pleasant
- A borough where we can all feel safe, secure, happy and healthy – safer and healthier communities, opportunities to enjoy Brent's unique cultural heritage, support for vulnerable children and adults to be as independent as possible
- Strong foundations – ensuring the council and its partners are equipped to secure the best possible outcomes for local people, within a context of diminishing resource.

3.3 To assist in the delivery of these outcomes, specific key priorities are to be identified for each of the four years. These are known as annual Delivery Plan Priorities and are agreed annually.

3.4 The successful delivery of the Borough Plan not only depends on the plans and strategies listed in the constitution but also relies on the delivery of local departmental strategies developed through consultations, service plan delivery and budgeting. These strategies are reviewed regularly by departments and

are subject to enquiry by the Resources and Public Realm and Community and Wellbeing Scrutiny Committees. A list of these strategies are listed below:

- Brent Digital Strategy 2019-2023
- Climate sustainability strategy
- Cemeteries Strategy
- Community Safety Strategy 2018-2021
- Cycle Strategy 2016-2021
- Equality Strategy 2019-2023
- Financial Inclusion Strategy
- Flood Risk Management Strategy
- Food Growing and Allotments Strategy
- Brent Inclusive Growth Strategy 2019-2040
- Parking Policy 2020
- Regeneration Strategy 2010-2030
- Stronger Communities Strategy 2018-2023
- Transport Strategy
- Walking Strategy 2017-2022
- Workforce strategy
- Arts Development Strategy
- Brent Borough Plan 2019-2023
- Brent Museum and Archives Strategy
- Brent Tenancy Strategy and Tenancy Management Policy
- Health and Wellbeing Strategy
- Homelessness and Rough Sleeping Strategy 2020-2025
- Housing Strategy
- Physical Activity Strategy for Brent 2016/2021
- School Place Planning Strategy 2019-2023
- Special Educational Needs and Disabilities Strategy 2018-2021
- Sport and Active Recreation Facilities Strategy

3.5 Two reports have recently been presented at Cabinet on the delivery and achievements of the first year of the Borough Plan 2019-23. Appendix A; Borough Plan – Review of Year 1 highlights the achievements the council has made since the implementation of the new plan.

3.6 Appendix B; Cabinet Performance Report (Scorecard) Q4-2019/20 sets out the suite of key performance indicators (KPIs); approved by CMT, being monitored corporately. Commentary is mandatory in line with the current performance framework and is included in the scorecards. This applies to all measures that have an Amber or Red RAG rating.

- The first part of the scorecard sets out 56 key indicators linked to the Year 1 Delivery Plan themed priorities. These indicators are presented graphically (2018/19 outturn figures are also provided where available).
- The second part of the scorecard lists 72 key indicators linked to the wider Borough Plan priorities and the Council's 'Internal Business'. These indicators are presented in a 'at a glance format'.

- 3.7 Appendix C; Performance Report (Scorecard) Q1-2020/21 contains performance data reviewing the first quarter of the second year of the Borough Plan. The format of the scorecard remains unchanged for the purpose of continuity. Due to the unprecedented and unique circumstances the council finds itself in during 2020, it has been agreed that the Year 2 Delivery Plan should remain similar to Year 1 with very slight amendments. The Year 3 Delivery Plan will be finalised once budgets for 2021/22 have been agreed early next year.
- 3.8 A brief overview of achievements and performance based on the Borough Plan themes is set out below. Full details of all measures are included in Appendices A-C.

Every opportunity to succeed

- 3.9 The agreed priorities for this theme are:
- Educational achievement of boys of Black Caribbean heritage (BBCH)
 - Educational achievement of looked after children (LAC) and care leavers
 - High value employment
- 3.10 Of the 17 Year 1 Delivery Plan indicators for this theme, 9 were on or above target (Green status), with a further 5 just off target (Amber status), leaving 3 significantly off target (Red status).
- 3.11 A further 8 indicators were identified as key service delivery priorities for this theme. Of these, 5 were on or above target (Green status), 1 just off target (Amber status), and 1 significantly off target (Red status). A further indicator was for contextual use. Full details of these measures and departmental commentary can be found in Appendix B.
- 3.12 The council 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.
- 3.13 There are two indicators focusing on the number of Fixed-Term Exclusions for BBCH, one each covering primary school and secondary school. During the last academic year were 71 secondary fixed term school exclusions for BBCH compared to a target of 130, earning a Green rating for the year. Although this group is still significantly overrepresented in exclusions overall, the count is well below the target threshold and lower than the equivalent period from the previous academic year. The number of exclusions of BBCH in primary schools finished with a Red RAG rating, with 50 exclusions compared to a target of 28. The number of exclusions in the last few months declined following targeted work to reduce this number; however, BBCH still make up around 30% of the 165 primary Fixed-Term Exclusions in the past academic year.
- 3.14 Over 70% of BBCH in Brent accessed the nursery education grant in 2019/20. Due to Covid-19, promotion and outreach work in person was put on hold. However, it continued through our website, social media and telephone enquiries to the team.
- 3.15 The attendance of Looked After Children (LAC) of secondary school age increased to 87% from 83% in 2018/19. This reflected a range of targeted

actions and collaborative work with schools and carers. There were 12 LAC at Key Stage 3 and 4 with a fixed-term exclusion in the past academic year, down from 25 previously. This is thanks to strong collaborative working, training and more stable school places.

- 3.16 Brent Start, our adult education college, supported over 3,000 residents during the academic year, with an achievement rate of 93.7%. Although in-person classes shut down in March due to Covid-19, continued engagement with learners took place online and across a variety of platforms. This has emphasised the need for further digital skills provision in the future. Provision for digital skills was also rated with a Green RAG, with 537 enrolments compared to a target of 476.
- 3.17 Brent Works supported 60 residents into apprenticeships, across a wide range of sectors including construction, finance and digital. The Employment & Skills teamwork closely with apprentices, employees and training providers to ensure everyone is engaged and has access to support during the current Covid-19 crisis. Brent Works and the Living Room 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.
- 3.18 2019/20 ended with the percentage of Brent pupils attending a good or outstanding school at 96%. All secondary schools in Brent are rated good or outstanding.
- 3.19 The Covid-19 pandemic has meant that 2020/21 will be a challenging year for all local authorities. Q1 data highlights the impact the crisis is currently having on some of the services Brent offer to its residents. Of the 5 Year 2 Delivery Plan indicators for this theme, 2 are on or above target (Green status), with a further 2 significantly off target (Red status). One measure has been identified as contextual. A further 3 indicators were identified as key service delivery priorities for this theme. Of these, 1 is just off target (Amber status), and 1 significantly off target (Red status). A final indicator is for contextual use. Full details of these measures are presented in Appendix C.

A future built for everyone, an economy fit for all

- 3.20 The agreed priorities for this theme are:
- Regeneration
 - Housing supply
 - Roads and pavements
- 3.21 Of the 4 Year 1 Delivery Plan indicators for this theme, 1 was on or above target (Green status), with a further 2 significantly off target (Red status). One measure has been identified as contextual.
- 3.22 A further 16 indicators were identified as key service delivery priorities for this theme. Of these, 6 were on or above target (Green status), 4 just off target (Amber status), and 4 significantly off target (Red status). A further 2 indicators were for contextual use. Full details of these measures and departmental commentary can be found in Appendix B.

- 3.23 A vision for inclusive growth in Harlesden was signed off by Cabinet during 2019/20. The council has 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. This has been met with great positivity from local residents in the area.
- 3.24 The Council's Local Plan, setting out its plans for future development in Brent, went out to consultation in October 2019. Following extensive feedback from residents, the plan was approved in February 2020 and submitted to the planning inspectorate in March 2020.
- 3.25 The timeliness of major planning application decisions performed well above target with 97.6% of decisions made within the agreed time period. Performance has steadily improved over the past three years.
- 3.26 During 2019/20, 35 new properties were built by the council and let to homeless households. A further 300+ properties were let to homeless households in temporary accommodation this year.
- 3.27 The number of households in temporary accommodation; 2,132, and the number of households in emergency B&B accommodation; 101, both rose in the final quarter of 2019/20. This is due to the impact of Covid-19, which caused a suspension in social letting, a reduction in private sector letting and an increase of B&B accommodation for rough sleepers and single homeless people.
- 3.28 242 new affordable homes were generated in the borough of which 168 properties were ready to be let in 20/21 when lockdown measures lifted, with another 48 confirmed for later in the year. The Council also has 702 properties which have started on site, 148 with planning permission and 255 submitted for planning.
- 3.29 62 properties were purchased for use by i4B, the company set up by the council to provide affordable accommodation.
- 3.30 2019/20 began with a comprehensive two-year programme of footway repair costing £20m. 35 schemes were been completed with another 17 in progress during 2020/21.
- 3.31 There were 4,114 selectively licensed properties at the end of 2019/20. This is compared to 8,804 licensed properties in Q3, with the fall coming after MHCLG rejected the application to extend selective licencing across the borough. Only five wards in the borough are covered by selective licensing and it is estimated that the scheme has 94% coverage.
- 3.32 Q1 – 2020/21 - Of the 3 Year 2 Delivery Plan indicators for this theme, 1 is just off target (Amber status), 1 is significantly off target (Red status) and 1 measure has been identified as contextual. A further 17 indicators were identified as key service delivery priorities for this theme. Of these, 8 are on or above target (Green status), 2 just off target (Amber status), and 5 significantly off target (Red status). A further two indicator are for contextual use. Full details of these measures are presented in Appendix C.

A cleaner, more considerate Brent

- 3.33 The agreed priority for this theme is:
- Improve our environment
- 3.34 Of the 9 Year 1 Delivery Plan indicators for this theme, 4 were on or above target (Green status), with a further 2 significantly off target (Red status) and 3 measures were been identified as contextual.
- 3.35 A further 2 indicators were identified as key service delivery priorities for this theme. Of these, 1 was significantly off target (Red status) and a further indicator was for contextual use. Full details of these measures and departmental commentary can be found in Appendix B.
- 3.36 The council declared a climate and ecological emergency in July 2019, aiming for carbon neutrality by 2030. Brent has 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.
- 3.37 In November the council 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. Brent is 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.
- 3.38 Brent planted 1,033 trees in the borough – four times as many as the previous year. Existing tree cover, levels of deprivation and quality of air are all factors in where trees are planted.
- 3.39 No additional electric vehicle charging points were installed across the borough against a planned target of 85. This was due to delay with the supplier, Source London, who had pushed the installation back to May 2020. This was further delayed due to the current Covid-19 crisis.
- 3.40 150 volunteer litter pickers removed over 120 tonnes of waste during the year. Additionally, 19 community clean-up action days took place across our neighbourhoods with input from residents, members, Veolia and neighbourhood managers.
- 3.41 Q1 – 2020/21 - Of the 6 Year 2 Delivery Plan indicators for this theme, 3 are on or above target (Green status), 2 are significantly off target (Red status) and 1 measure has been identified as contextual. A further 2 indicators are identified as key service delivery priorities for this theme. Of these, 1 is significantly off target (Red status) and a further indicator is for contextual use. Full details of these measures are presented in Appendix C.

A borough where we can all feel safe, secure, happy and healthy

- 3.42 The agreed priorities for this theme are:
- Crime prevention and community safety
 - Supporting our most vulnerable residents
- 3.43 Of the 18 Year 1 Delivery Plan indicators for this theme, 7 were on or above target (Green status), with a further 2 significantly off target (Red status). Nine measures had been identified as contextual as their outputs are controlled by the Metropolitan Police and not the council itself.
- 3.44 A further 9 indicators were identified as key service delivery priorities for this theme. Of these, 4 were on or above target (Green status), 3 just off target (Amber status), and 2 significantly off target (Red status). Full details of these measures and departmental commentary can be found in Appendix B.
- 3.45 During 2019/20, Brent recruited four new Neighbourhood Patrol Officers to target anti-social behaviour hotspots in the borough.
- 3.46 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. The total number of knife crime incidents fell by 14% from 682 in 2018/19 to 588 in 2019/20. Additionally, there was a 22% reduction in the number of knife crime victims under the age of 25.
- 3.47 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 with several positive outcomes.
- 3.48 The Rehabilitation and Reablement service continues to support 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. In 2019/20, 85% of those going through the service did not require ongoing support.
- 3.49 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.
- 3.50 Public Health indicators performed well during 2019/20, with 97.3% of new birth visits taking place within 14 days. That was an increase of 2.4% from the previous year. The percentage of successful completions for all opiate drug users in treatment was 8.09%. This data covers the period until the end of February 2020 due to a delay in reporting from PHE because of Covid-19. Many drug intervention services such as one to one support and outreach work continued to run at Willesden Centre for Health and Care and Cobbold Road.

- 3.51 29.8% of Section 47s completed led to an initial Child Protection Conference, very slightly below the 30% target. This is an improvement on the 2018/19 outturn and staff at Brent Family Front Door have worked to ensure the threshold for referrals is maintained consistently.
- 3.52 15.3% of Looked After Children had three or more placement moves. This was against a target of 12%. Changes to the tracking process have since been implemented to better identify temporary placements. This will allow for increased monitoring and support for the young people with complex needs experiencing placement changes.
- 3.53 There were 768 cultural events held in libraries and museums this during 2019/20, 50% above the target of 515. There was a significant decline in the number of attendees to events in Q4, leading to many events being cancelled due to the onset of Covid-19. The number of active borrowers in libraries was at 34,676 users at the end of Q4.
- 3.54 2019/20 saw almost 1.7 million visits to Brent's sports centres. There was a significant reduction in use throughout February and March ahead of the centres' closures due to Covid-19. It is estimated that the number of visitors would be higher were it not for March's closures.
- 3.55 In 2019, the council fought off competition from 22 other London boroughs and won its bid to become London Borough of Culture 2020. 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. The emergence of Covid-19 has had an impact on some of the events that are planned for this year, however, the council continues to ensure as many events as possible can take place.
- 3.56 The various staff networks at Brent have ensured several high profile events have taken place over the past year. The borough has launched a Rainbow Crossings programme and celebrated LGBT History Month. The gender equality network organised an International Women's Day celebration attracting over 300 members of the public to attend. The cultural diversity network continue to host well attended events in 2019/20. These included "Reconnecting with our Roots" which took place in October 2019 and two "Let's Talk About Race" events.
- 3.57 Q1 – 2020/21 - Of the 17 Year 2 Delivery Plan indicators for this theme, 8 are on or above target (Green status), and 9 measures have been identified as contextual. A further 3 indicators are identified as key service delivery priorities for this theme. Of these, 2 are on or above target (Green status) and 1 just off target (Amber status). Full details of these measures are presented in Appendix C.

Strong Foundations

- 3.58 The agreed priority for this theme is:
- Empowering communities

- 3.59 Of the 8 Year 1 Delivery Plan indicators for this theme, 3 were on or above target (Green status), 1 just off target (Amber status) with a further 2 significantly off target (Red status). Two measures had been identified as contextual.
- 3.60 A further 25 indicators were identified as key service delivery priorities for this theme or are regarded as Internal Business indicators. Of these, 9 were on or above target (Green status), 7 just off target (Amber status), and 3 significantly off target (Red status). Three measures had been identified as contextual. Full details of these measures and departmental commentary can be found in Appendix B.
- 3.61 The Community Hubs performed very well in 2019/20. 8,270 residents accessed the hubs during the year. The original target of 3,900 was set when only two hubs were up and running and a rapid rollout of services meant there were four hubs operating by the end of the year, resulting in a significant increase in residents accessing the service. 88% of enquiries at the hubs had been resolved at the point of contact.
- 3.62 Almost three quarters of community hub customers have said they are now more confident in using Brent's online services. This is good progress, but the council will continue to do more this coming year including expanding on the 'Digital Café' sessions for those residents who are least comfortable using digital services and improving the online offer to make it easier for residents to use.
- 3.63 The website redevelopment programme continued to look at how customers use the site with the aim of ensuring they can find what they are looking for online and complete transactions for a wide range of services including parking and benefits. The programme is also implementing improved accessibility to services via the use of tablets and smartphones as residents move away from the use of traditional personal computers.
- 3.64 A new Social Value and Ethical Procurement policy was agreed by Cabinet during 2019/20. 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.
- 3.65 A wide-ranging review of how we can work with the voluntary and community sector was undertaken during the year. On the back of this, Brent 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. This work will continue into 2020/21.
- 3.66 Over £3.6 million in grant funding was dispersed to local people during the year, through initiatives such as the Community Infrastructure Levy (CIL) and Love Where You Live.

- 3.67 Q1 – 2020/21 - Of the 10 Year 2 Delivery Plan indicators for this theme, 5 are on or above target (Green status), 1 just off off target (Amber status) and 4 measures significantly off target (Red status). A further 22 indicators are identified as key service delivery priorities for this theme or are classed as Internal Business measures. Of these, 3 are on or above target (Green status), 3 are just off off target (Amber status) and 13 are significantly off target (Red status). A further 3 indicators have been identified as Contextual. Full details of these measures are presented in Appendix C.
- 3.68 The Corporate performance team will collate data for Q2 2020/21 in October and will present a mid-year report to Cabinet in December 2020.

4.0 Financial Implications

- 4.1 There are no financial implications.

5.0 Legal Implications

- 5.1 There are no legal implications.

6.0 Equality Implications

- 6.1 There are no direct diversity implications. However, the report includes performance measures related to the council's diversity objectives and is part of the framework for ensuring delivery of these key outcomes. Service areas have the responsibility for managing the delivery and performance of their services. Therefore, the service area would also need to consider if a variation in performance could lead to equality implications at a service level.

7.0 Consultation with Ward Members and Stakeholders

- 7.1 Not applicable.

8.0 Human Resources/Property Implications (if appropriate)

- 8.1 No direct implications.

Report sign off:

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Assistant Chief Executive