



LONDON BOROUGH OF BRENT

CORPORATE STRATEGY 2006-2010

Introduction

This document gives a brief summary of the Council's priorities outlined in the Corporate Strategy 2006-2010 which was agreed by Full Council on 26 November 2006. The Corporate Strategy document sets out the Council's priorities and ambitions for Brent over the next four years. A full copy of the Corporate Strategy will be available on the Internet from February 07 at www.brent.gov.uk.

The Council will consider funding from the Main Programme Grant for 07/08. Applications from voluntary and charitable organisations must demonstrate how their work will complement the service and the Council's key priorities as set out in the Corporate Strategy.

The following are 3 key priorities that the Council wants to achieve over the next 4 years.

- A great place
- A Borough of Opportunity
- An Inclusive Community

A Summary of each is set out below.

A Great Place

Creating a borough that is a great place to live, which is safe, clean and green with an accessible range of leisure and recreational facilities is a high priority for the council. The quality of the local environment has a significant influence on the quality of residents' lives and the Council believes that all the communities should benefit from safe, well-designed streets and open spaces maintained to a high standard. Design will be a major factor in the decisions about how Brent accommodates the increase in new households that will be required in the borough. The Council will ensure that all large scale development in Brent is accompanied by appropriate local infrastructure.

A Safe Place	Our Priorities for 2006-2010
Improve and extend programmes to tackle environmental crime, decreasing the negative impact of graffiti, fly posting abandoned vehicles and fly-tipping.	<ul style="list-style-type: none">• Improve the co-ordination and effectiveness of measures to tackle environmental crime and improve consumer protection.• To increase the effectiveness of the warden services provided by the Council, widening their role to improve their contribution to active management of the environment and public reassurance.• Implement the Brent Crime, Disorder and Misuse of Drugs Strategy in Partnership with the Metropolitan Police Service and other partners on the Crime and Disorder Reduction Partnership.• Maximise the effectiveness of existing CCTV installations and develop criteria for the future extension of its use through partners

	<ul style="list-style-type: none"> • Continue to reduce casualties caused by road traffic accidents.
<u>A Clean Place</u>	
Clean, well maintained neighbourhood.	<ul style="list-style-type: none"> • Improve street cleaning through a new waste management contract to start in April 2007 to provide the borough with a service that meets resident's and Members expectations for service and value for money. • Develop a programme to provide access to more public toilet facilities. • Develop a prioritised programme of road and pavement repairs taking into account the need to promote road safety and green travel options. • Improving the co-ordination of environmental enforcement activity to ensure maximum impact and efficiency. • Ensuring that our regulatory services support the development of safe, effective and economic local businesses.
<u>A Green Place</u>	
Expand the recycling service to enable more residents to recycle their rubbish.	Improve waste recycling performance to achieve our local and national targets for increased recycling of waste.

<p>Raise the standards of provision for playground and youth facilities in local parks and improve access to pocket parks and open spaces across the borough.</p>	<p>Review and develop a clear transport policy within the context of the Mayors Transport strategy for London that promotes real choice for residents and others through a clear view about the place of the car within the available range of travel options.</p> <p>Make Brent Council an exemplar of environmental practice and performance on sustainability issues</p> <p>Maintaining the quality of parks and open spaces and upgrading the current range of facilities available within them</p> <p>Develop a programme of green activities – such as tree planting, developing pocket parks and other open spaces.</p>
<p><u>A Lively Place</u></p>	
<p>Host a multitude of arts and cultural events which enhance the local quality of life and reflect the rich diversity of our community.</p> <p>Continue to modernise the library service to reflect the information and leisure needs of a diverse, urban community particularly through greater use of new communication technology and new ways to access other council services.</p> <p>High quality, affordable sports facilities is critical to maintaining health and well-being</p> <p>Work with schools and clubs to increase the range of sporting</p>	<p>Modernising the provision of library services in Brent along side the development of an integrated approach to customer services across the borough.</p> <p>Continue to develop the Brent Museum and Archive</p> <p>Securing the best possible range of retail, leisure, housing and employment opportunities within the redevelopment of Wembley and ensure local residents can access these opportunities.</p> <p>Creating a broader retail offer within the boroughs high</p>

<p>activities available in the borough with a particular focus on under-represented sports and groups.</p>	<p>streets and town centres.</p> <p>Increase sports opportunities and participation across the borough.</p>
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A Borough of Opportunity

As a location Brent has a huge amount to offer residents and businesses. The borough has excellent transport links both to central London and the rest of the Country, while existing local businesses make a significant contribution to the London economy and have great potential for future business growth. It is the Council's belief that everyone in Brent should be able to participate in and benefit from growth in the local economy. The Council will ensure that its residents are able to lead healthy lives with the right skills and opportunities to enable them to prosper.

Local Employment and Enterprise	Our Priorities for 2006-2010
<p>A place where businesses want to locate and can succeed.</p> <p>Reduce deprivation and rejuvenate the priority neighbourhoods.</p> <p>Support people to gain the skills and employment which will secure their long-term prosperity and well-being through programmes such as Brentin2work.</p>	<p>Promote investment across the Borough, and in particular in the opportunity areas of Wembley and Park Royal, to ensure a diverse and strong local economy.</p> <p>Ensure the delivery of the South Kilburn NDC programme for the long-term sustainable regeneration of the area and local communities</p> <p>With our partners implement our programmes to promote employment in the borough and reduce the barriers to employment experienced by the most deprived communities.</p>

	<p>Through our planning, development and regulatory activities create the conditions for the local economy to thrive.</p> <p>To make Brent a place where people want to stay and settle</p> <p>Provide better regulation for local businesses which supports their development while meeting our statutory responsibilities.</p> <p>Secure the maximum local benefits for local business and residents from the 2012 London Olympic Games.</p> <p>Continue to reduce the gaps in achievement, health and opportunity between the most deprived wards in the borough and average levels in line with the aims of the Neighbourhood Renewal Fund. During the period NRF aims will be integrated to mainstream service provision through the Local Area Agreement.</p>
<p><u>Health and Well-being</u></p>	
<p>Reduce the gap in life expectancy, which is 10 years less in the south of the borough than in the north by encouraging and supporting local people to make healthier life choices, through programmes to reduce smoking, promote healthy eating and take part in physical activities.</p>	<p>Produce a partnership Health Strategy for the borough which reduces the health inequalities experienced within Brent and supports general improvement in standards of public health for all communities.</p> <p>Develop an integrated strategy to address the full range</p>

<p>Together with the PCT and health service providers develop more integrated approaches that help people to live independent lives, give them greater choice in the care they receive and prevent the need to use long-term residential care.</p>	<p>of older peoples needs including care services, leisure activities, inclusion and choice.</p> <p>Provide effective Member Scrutiny of health issues and the provision of health services to facilitate improvement in public health across the borough.</p>
<p><u>Help When You Need It</u></p>	
<p>Promote and protect the independence and health of people with physical disabilities, mental health difficulties or learning disabilities</p> <p>Provide tailored care packages for those with the greatest need and engage in preventative work so that need does not escalate unnecessarily.</p> <p>Provide social care services that enable people to maintain an active life, participating in leisure and recreation activities within an inclusive local community.</p>	<p>Develop the provision of adult social care services to enhance peoples' quality of life and enable greater choice and flexibility in the type of care received.</p> <p>With the PCT explore the options for greater integration of adult social care and health services to improve provision and seek increased efficiencies.</p>

An Inclusive Community

The Council believes that Brent is an inclusive community that is welcoming to all. The Council will provide services which reflect the diverse nature of the community and respond to the different needs of young and old alike. The Council will aim to support their service users and local communities to achieve independence, enabling them to fulfil their potential and participate in the opportunities available to them locally to improve their quality of life.

Settled Homes	Our Priorities for 2006-2010
<p>Maintain the supply of affordable new housing being built in the borough and achieve the Council's targets for reducing the use of temporary accommodation for families with children.</p> <p>Bring more empty properties back into use and work with private landlords to provide high quality rented accommodation.</p>	<p>Ensure an appropriate supply of new housing (market and affordable) is created in the borough within the context of regional and sub-regional housing policy.</p> <p>Agree an appropriate policy for the level of housing densities acceptable within the borough while ensuring continuity in the supply of new accommodation and necessary capital income.</p> <p>Achieve our targets for reducing the use of temporary accommodation for homeless families.</p> <p>Provide an appropriate level of support and regulation to private landlords to create a sustainable private rented housing sector.</p> <p>Agree a future strategy and priorities for the management of the Council's housing stock by Brent Housing Partnership (ALMO).</p> <p>Develop effective partnerships with boroughs in the west London sub-region.</p> <p>Ensure that delivery of housing services is responsive to Brent's diversity.</p>

Early Excellence	
<p>A safe, healthy environment for children in Brent with access to excellent facilities to learn, play and develop to their full potential. The Council aims to achieve this through the targets set in the three-year Children’s and Young People’s Plan.</p>	<p>Create the conditions in which children and young people thrive</p> <p>Early years development</p> <p>Educational achievement and school improvement</p> <p>Support for young people and teenagers</p> <p>Focus on excluded and vulnerable groups</p> <p>Safeguarding health and well being</p>
Civic Leadership	
<p>Civic leadership is about pride in the borough, in the people that the Council serves and in the services provided.</p> <p>Champion the interests of Brent and its communities at the national and regional level to secure the resources and opportunities that</p>	<ul style="list-style-type: none"> • Building a shared vision for Brent through the Local Strategic Partnership. • Implement the plans for the creation of a new state-of-the-art Civic Centre in Wembley which will

<p>local people and businesses deserve and need.</p> <p>The Council will work with its partners in the Local Strategic Partnership to build a strong and enduring vision of the borough; a shared commitment to a borough that has excellent public services, offering a great quality of life within an inclusive community. To deliver this vision the Council will engage with and lead the implementation of its joint Community Strategy and Local Area Agreement through relationships with other public agencies, the voluntary and business sector.</p>	<p>bring together council and other key public services in a community focused facility at the heart of the borough.</p> <ul style="list-style-type: none"> • Ensure continued probity, standards and transparency in the conduct of all our business and decision-making at both the officer and Member levels
<p>Community Engagement</p>	
<p>Listening to the opinions of local people and reflecting their views in all the Council's decisions.</p> <p>The Council uses a wide range of ways of consulting and engaging people to ensure that the Council's priorities and services are informed by an understanding of communities and service users needs and preferences. Include a new Citizen's Panel which is representative of the local population, five Area Consultative Forums, formal consultation exercises and regular service based surveys and forums.</p> <p>Voluntary and community groups play a critical role within Brent, frequently providing vital local services, engaging with those individuals that are most difficult to reach as well as building the capacity of the local community. The Council will continue to strengthen its joint working with the voluntary sector through its contractual arrangements, shared priorities and grant funding</p>	<p>Agree and implement an appropriate neighbourhood working structure supported by ward Members and local communities.</p> <p>Deliver our Consultation Strategy with a range of opportunities for local people to influence council policies, services and decisions</p> <p>Ensure residents are kept well informed of council activities and decisions.</p> <p>Improve and develop relationships with the voluntary sector support the effective functioning of the voluntary sector and the achievement of community priorities.</p> <p>Promote active citizenship projects that encourage local</p>

<p>programmes. Support and encourage individuals to take an active role within their communities and work with the voluntary sector to promote volunteering and citizenship projects.</p>	<p>volunteering and support community engagement.</p> <p>Positively celebrate the diversity of our local community and promote good community relations.</p> <p>Create a borough that is internationally welcoming and reflects the rich diversity of Brent's cultural heritage.</p>
<p>Building Our Capacity</p>	
<p>Have excellent standards of management and administration in order to deliver an ambitious programme of change and improvement that meets the needs of a diverse, urban, population</p> <p>Train and develop staff to effectively deliver the Councils Corporate Strategy through the new Human Resources structure and programmes.</p> <p>The Council will continue to refine its approach to procurement to ensure that it gets the best possible value for money without compromising on service standards. Currently the Audit Commission rates the Council as a strong 3 for its use of resources; The Council plan to improve that performance to the highest rating of 4 by 2008.</p>	<p>Continue to improve the performance of the Revenue and Benefits service to achieve upper quartile performance for:-</p> <ul style="list-style-type: none"> • Benefit processing times. • Collection of Council Tax revenue. <p>Fully implement the verification framework and maximise take-up of benefits by eligible people</p> <p>Implement the Strategic HR Transformation programme to create an HR function that serves the business needs of the organisation and improves the performance of all staff.</p> <p>Create a People Centre to deliver improvements in the efficiency and effectiveness of personnel related transactions.</p> <p>Improve our capacity to deliver high performing services</p>

	<p>through effective future workforce planning.</p> <p>Develop flexible working arrangements that meet the business objectives of the Council and enable the most effect use of staff resources.</p> <p>Implement the single status agreement and equal pay findings.</p> <p>Develop and deliver an integrated Customer Service Strategy for the council and its partners to ensure customer focus, modern access arrangements, increased effectiveness and value for money.</p> <p>Review our property and asset portfolio to ensure the sustainability of our asset management strategy to support the effective delivery of council services.</p> <p>Work with our partners both within the borough and at the sub-regional level to identify the scope for shared services and greater efficiency savings.</p> <p>Improve our approach to purchasing and commissioning of services to secure quality and value for money from local resources.</p> <p>Maintain effective stewardship of our resources to achieve value for money, transparency in decision-making and increased outcomes from our expenditure.</p>
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