

**BRENT BOROUGH PLAN 2015 - 2019****BRENT: JUST BETTER*****Building a better Brent together*****LEADER'S FOREWORD**

I am a Brent boy. I was born in Wembley, went to school in the borough and studied at Kilburn Polytechnic. I live with my wife and children in the ward I represent, Tokyngton. My children go to school in the borough. I have owned businesses in the borough, and worked my way up from an engineer to a Project Manager at BT. I care about the residents of Brent because I am one, and I'm proud to live and work here.

Most people I meet around the borough tell me they enjoy living and working here too. They choose Brent as their home because it is a lively, vibrant place, richly diverse and full of opportunities. That is as true for people whose families have been here for many generations as it is for the residents we welcome from across London, the UK and the world every day.

The talent and energy of our people, our facilities, our dynamic local enterprise, our connectivity and our location all make Brent a place of enormous potential within the powerhouse city that is London. We need to make the very best use of these assets if we are to fulfil that potential in ways that make sure *everyone* who lives and work here – including the most vulnerable – can improve the quality of their lives. This is a particular challenge when public services are facing dramatic cuts in funding from central government.

I work in politics because I want to make Brent a better place and absolutely believe it is possible, even in the face of these financial challenges. I have a passionate desire to see three things for Brent: fairness; wealth and prosperity; and a strong sense of community. The inequality and injustice I see as I travel across our borough makes me angry. I want all residents to have the opportunities and the tools they need to access work that pays a fair wage. I want to attract more jobs to Brent, guarantee our children leave school with the skills they need to access work and ensure people who are unemployed have the support they need to find work again. I believe in a fair day's pay for a fair day's work – work must pay enough for a sustainable and comfortable life. I believe that the bonds that tie us together as a community are our greatest asset, and I want to nurture and strengthen them and foster citizenship and goodwill.

I believe we all – the Council, its partner services, residents, businesses and local charities – have a responsibility to make this happen, and I believe that this document, the Brent Borough Plan provides a path for doing so. Working together, we can make Brent an even better place to live and work.

**ABOUT THIS DOCUMENT**

This document – the **Brent Borough Plan** – sets out how we will go about building a better Brent together. Led by the Council working with our partners in **Partners for Brent**, it is an ambitious plan for the future of the borough.

The plan is based on *your* priorities for *your* services: the things that you said matter most to you when asked in our recent wide-ranging consultation. It is a plan for working together, in genuine partnership, to build a better Brent; a plan for making Brent a better place to live in, a safe and attractive place, environmentally friendly and with good quality housing and engaging arts and leisure facilities; a plan for inclusion, for making sure that all who live and work here – including our children and young people and the most vulnerable of our residents – have better opportunities to improve their lives, to achieve, to work and to prosper, to live healthily and to be supported and cared for when they need it most. The **Borough Plan** is not only about our shared aspirations for the borough. It also sets out exactly what we intend to achieve and how we will go about achieving it.

## OUR VISION

### ***A great place to live and work***

Our vision is to make Brent a great place to live and work, where people feel that they have real opportunities to change their lives for the better, where they feel that they and their children are safe and cared for and achieve well, and where they receive excellent services when they need them. A place where business and enterprise can prosper and where local people can find employment; a place with plentiful access to arts, leisure and cultural activities; a place where people from different backgrounds feel at ease with one another; a place where the principles of fairness, equality, good citizenship and respect for people and place are valued.

We intend to achieve this vision, even in the context of some of the most pressing financial challenges experienced in public services for decades.

It is an aspirational and ambitious vision: but it is one that can be achieved if everyone with a stake in the borough works together with a clear focus on our common goals and we make the best possible use of our resources. We shall have to find new ways of doing things if we are to maintain high standards of service in the face of rising demand and falling funding. We will have to stop doing things more quickly when they are no longer having an impact. We will have to develop more targeted, tailored and localised services; and we will have to work much more in partnership.

### ***Services and citizens working together***

This will mean everyone – the council, its public service partners in the NHS, the police and fire service, housing associations, local businesses, voluntary organisations – working together collaboratively towards our common goals. It will also mean *you*, the people who live and work here – doing your bit to help make Brent an even better place to live. Mostly that will mean doing the kinds of things that the majority of you are already doing: helping to keep the streets clean and litter free, recycling, using your cars a bit less, being considerate neighbours, helping out when people are in need, parking sensibly, reporting antisocial behaviour. There are other ways of getting involved too: participating in neighbourhood watch, for instance, or volunteering. In any event, maintaining and improving the quality of life in the borough will, as always, be very much dependent on your continued good citizenship.

The **Brent Borough Plan** is a starting point for achieving our vision. It is built around the three key priorities set out below, agreed after extensive consultation with local people and organisations.

## **OUR PRIORITIES**

### **1. Better lives**

This means:

- making sure that local people have the best possible life chances, regardless of their starting position
- supporting local enterprise, generating jobs for local people, helping people into work and promoting fair pay
- making sure that our schools are amongst the best and that our children and young people achieve to their potential
- enabling people to live healthier lives and reducing health inequalities
- supporting vulnerable people and families when they need it.

### **2. Better place**

This means:

- making sure that Brent is an attractive place to live, with a pleasant environment, clean streets, well-cared for parks and green spaces
- continuing to reduce crime, especially violent crime, and making people feel safer
- increasing the supply of affordable, good quality housing
- supporting good quality, accessible arts and leisure facilities.

### **3. Better locally**

This means:

- building resilience and promoting citizenship, fairness and responsibility amongst local people and strengthening the sense of community amongst the people who live and work here
- promoting cohesion and integration amongst our communities
- making sure that everyone has a fair say in the way that services are delivered, that they are listened to and taken seriously
- making sure that inequalities in the quality of life in different parts of the borough are tackled by a stronger focus on local needs
- building partnership – between local service providers and between local services and residents – to find new ways of providing services that are more finely tailored to individual, community and local needs.

What these priorities will mean in practice – exactly what we are aiming to achieve and how we intend to go about it – is set out later in this document.

Achieving the goals of the Borough Plan will require the best possible local services. Brent's services are already good quality by most measurable standards, but we aim to make them even better: by working together to find new ways of doing things that will make services seamless, reduce duplication and provide a genuine focus on the needs of local people; and by commissioning services in a way that tailors them more effectively to individual, family and neighbourhood needs and improves value for money.

## **BRENT TODAY: the context and the challenges**

Well-connected by public transport within one of the great world cities and home to one of the world's most iconic sporting stadiums, Brent is attracting new investment, new business, new visitors and new residents every year. This makes the borough an exciting, dynamic and vibrant place to live and work, and it brings both opportunities and challenges.

### ***Our population***

Our population has increased by 18% over the past ten years, to 312,000, and we are now the fifth largest of the London boroughs and the fourteenth most densely populated area in the country. The number of under five-year olds has increased by 37 per cent and those aged 5-19 years by eight per cent in this time, giving Brent a young population, often living in extended families.

### ***Our communities***

Brent is also one of the most culturally diverse boroughs in the UK. People from black, Asian and minority ethnic backgrounds make up 64 per cent of the total population, and we continue to welcome new communities today, such as the growing Eastern European, Filipino and Somali populations. We are proud of our historic ability to welcome different cultures, support their integration and create a context in which people from different backgrounds and cultures feel they get on well together. The cultural diversity of the borough and the cohesion between its different communities are major factors in Brent's characteristic vibrancy and dynamism.

Achieving and maintaining cohesion and promoting integration has to be worked at, however. Citizenship and good relations need to be fostered, nurtured and supported. Different communities need to work to understand each other's perspectives, and service providers must work to engage with our different communities – longer-established groups as well as new arrivals and those who are vulnerable and at risk of being marginalised – and to understand their needs.

### ***Our economy***

Most of the employment in the borough is in small and medium sized enterprises, underlining the entrepreneurial spirit of residents. Supporting these businesses to grow, identifying opportunities and developing local supply chains is vital to the new Employment and Enterprise service. New start-up spaces will be needed to support local entrepreneurs, and the burden of bureaucracy for local businesses needs to be reduced. The borough has benefited from a significant investment in regeneration in recent years, with the development of Wembley and the designer outlet and the new Civic Centre providing an outstanding community and cultural facility, while the Willesden Green Cultural Centre will provide a great cultural venue and better access to services in the south of the borough. We know that more still is needed, however, and five growth areas have therefore been identified across the borough, with capacity for new housing, jobs and better local shops and services. Local people need to benefit from the job opportunities these create.

The median household income in Brent is currently the third lowest in London. One in every three children in the borough is living in poverty, and this increases to 50 per cent in our most deprived wards. Poverty, unemployment and adult skills levels are key challenges for the borough, underpinning the pressing need to promote growth in job opportunities, to encourage and support residents to access them and to tackle inequalities.

### ***Our housing***

Brent has the fifth highest private rent levels in London, making even two bedroom properties unaffordable for many on average earnings. There is a greater reliance in Brent than many other places on benefits and social housing. For families affected by the benefit

cap, larger homes are not affordable and even two bedroom accommodation is becoming increasingly difficult to find. As a result, the government's changes to the welfare system will have a more widespread and more severe impact in Brent than in most other parts of the country. We need to tackle this by getting more people into work and by promoting and encouraging progress towards a living wage.

We also need more homes to be built and to be affordable so that we can house our growing population, and we need to make sure that all housing is of a decent standard. This will require close and constructive working partnerships between the council, housing associations, private landlords and developers.

### ***Our health and well-being***

Living in poverty generally contributes to poorer health, well-being and social isolation. Statistics show that people on low incomes are more likely to have a life-limiting health condition, take less exercise and have a shorter life. Obesity is an increasing concern, and more people are experiencing mental health problems. This happens to too many Brent residents, and more needs to be done to encourage and support healthier lifestyles, to promote and support more community participation in sports, physical and recreational activities, and to ensure prompt access to appropriate treatment. We have excellent health services in Brent, and some first class leisure and arts facilities, and we need to find new ways of making the best use of them.

### ***Our schools***

The majority of Brent's schools have been judged as good or better by Ofsted, but we need to make sure that *all* our schools are good. The attainment levels of many of our children have improved significantly in recent years: we need to make sure that this continues, and that all our children from all our communities in all parts of the borough are achieving well. And we need to make sure that our young people have the very best opportunities to improve their lives in and out of school, and are in the best possible position to move into further and higher education and employment. A rapidly rising population has also put pressure on school places, and Brent needs more primary, secondary and special places to make sure that all children get places in our schools as and when they need them.

### ***Our safety***

The level of crime in the borough has fallen significantly over the past few years. Burglary, street crime and robbery are all down. However, violent crime has increased, particularly in two or three of our wards. Domestic violence and gang activity have also increased which, as well as having a devastating effect on individuals and families, is increasing demands on services. The *fear* of crime and antisocial behaviour, moreover, remains a concern for many Brent residents. Preventing and reducing crime are key priorities, along with making sure that people feel safer and better protected on the streets and in their homes.

### ***Our environment: our streets, green spaces, parks and transport***

Brent's performance in keeping the borough's streets clean, on recycling, on maintaining our parks and open spaces in good condition, and on keeping our roads in good repair compares well with other areas. Even so, we know that we need to do better to make sure that we achieve the highest possible standards for our public realm, which people living, working and visiting want and deserve. The borough is generally well-served by local transport, but our residents want there to be more safe walking and cycling routes, and they want the buses to be less crowded. In addition, the need to improve and protect our environment for future generations has never been more pressing. We must make sure that the policies and practices of public service providers are environmentally friendly and that environmentally responsible behaviour is promoted and encouraged.

### ***Our finances and our services***

Public service finances in the borough have been well-managed. Huge savings have been made over the past four years in response to the economic climate, but the quality of most services has remained high as efficiency and value for money has improved. However, further serious financial challenges lie ahead, with public services facing dramatic cuts in funding from central government. By 2018, Brent Council's budget alone will have been cut in half. These challenges will mean more fundamental changes to the way local services are commissioned and delivered. This will almost certainly include an enhanced role for our voluntary and community sector partners, with their knowledge of our vulnerable residents and communities, and the ability of many of them to provide quality services at a good price.

The Brent Borough Plan describes how we will build on our strengths and work together to address the challenges ahead and build a better Brent for all who live and work here.

## **ACHIEVING OUR PRIORITIES**

This section sets what we intend to achieve for each of our priorities and how we will go about it. The objectives will remain common for the life of the plan, right through to 2019, but the activities to achieve them and their associated outcomes will be refreshed every year.

### ***Doing things differently***

To achieve our objectives and maintain high standards of service in the face of rising demand and falling funding, we shall have to find new ways of doing things. The plan reflects this. We will have to stop doing things more quickly when they are no longer having an impact. We will have to develop more targeted, tailored and localised services; and we will have to work much more in partnership.

### ***Working together***

This will mean everyone – the council, its public service partners in the NHS, the police and fire service, housing associations, local businesses, voluntary & community organisations – working together collaboratively towards our common goals. It will also mean *you*, the people who live and work here – doing your bit to help make Brent an even better place to live. Mostly that will mean doing the kinds of things that the majority of you are already doing: helping to keep the streets clean and litter free, recycling, using your cars a bit less, being considerate neighbours, helping out when people are in need, parking sensibly, reporting antisocial behaviour. There are other ways of getting involved too: participating in neighbourhood watch, for instance, or volunteering. In any event, maintaining and improving the quality of life in the borough will, as always, be very much dependent on good citizenship.

### ***Equality and fairness***

In meeting these challenges and pursuing our priorities, the focus must be on equality and fairness. We need to protect the most vulnerable in our communities and improve their quality of life. This means reducing poverty levels, the inequality in wages levels, promoting the London Living Wage, and supporting independence and choice. And we need to develop practical responses to issues such as fuel debt, expensive childcare, loan sharks and poor health outcomes related to poverty. An enhanced role for our voluntary and community sector partners, with their knowledge of our vulnerable residents and communities, and the ability of many to provide quality services at a good price, will be key in ensuring that these aims are met.

## THE PLAN FOR THE COMING YEAR

### 1. BETTER LIVES

*What you told us you want:*

- Local jobs which pay a living wage, with fair conditions of employment.
- Access to adult education courses that help people to progress in their employment.
- Practical help for local entrepreneurs with premises, business advice and peer mentoring.
- Help with returning to employment when you have been out of work for a while.
- A high quality education for every child, wherever they live in the borough.
- Good quality local nurseries and flexible childcare.
- Support for families in difficult times.
- Youth activities that help young people to gain life skills and successfully go on to further education or work.
- More local apprenticeships.
- Being able to get an appointment with your GP easily and quickly.
- Easy and affordable ways to keep fit and look after your health.
- More early help for people with mental health problems.
- Vulnerable people should receive care that is compassionate and lets them live with independence, choice and dignity.

#### What we are doing

#### Supporting local enterprise, generating jobs for local people, helping people into work and promoting fair pay

##### Outcomes to be achieved by 2019:

- Significantly increased investment and economic activity in the borough
- Employment rates at least as good as the London average
- Employment rates for young people at least as high as the London average
- Average incomes at least as high as the London average
- The proportion of local people earning at least the London Living Wage as high as the London average

##### What we promise to do in 2015-16

##### What we aim to achieve by April 2016

##### We will

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| <ul style="list-style-type: none"> <li>• Pursue investment in Brent from the private, public and community sectors, in line with our regeneration priorities.</li> </ul> | <ul style="list-style-type: none"> <li>• All planning applications will have been determined within benchmark timescales, and Community Infrastructure Levy and section 106 planning gain from major developments will have been secured.</li> <li>• Additional investment will have been secured through successful bids for New Homes Bonus, ESF, ERDF, Mayor's High Street Fund, Housing Zones and other external funding streams.</li> <li>• New investment into the Park Royal industrial</li> </ul> |
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<ul style="list-style-type: none"> <li>• Support local Town Teams to deliver town centre improvements.</li> <li>• Put into effect our employment, skills and enterprise strategy and our new 'Start' service, providing vocational training linked to the skills needs of local employers.</li> <li>• Target employment increases in priority neighbourhoods and support the most excluded households into work.</li> <li>• Promote and encourage payment of the London Living wage amongst local businesses – particularly those who do work on behalf of public services.</li> <li>• Provide advice, information and support – including help to access employment and training – to people affected by changes to the welfare benefits system.</li> <li>• Make it easier for local businesses to access advice and support services.</li> <li>• Deliver increased local employment through our physical regeneration schemes</li> </ul>	<p>estate will have been secured.</p> <ul style="list-style-type: none"> <li>• A new Property &amp; Assets Strategy will set out how the council's property portfolio can be maximised and community asset transfer best managed.</li> <li>• New investment and infrastructure possibilities will have been lobbied, such as a Crossrail stop at Wembley Central.</li> <li>• More empty premises will have been brought back into use through the promotion of 'meanwhile uses'.</li> <li>• Substantive town centre improvements will have been delivered by local Town Teams.</li> <li>• £1 million in additional external employment and skills funding and fewer residents with 'no qualifications', with progress towards the London average.</li> <li>• A reduction in the overall rate of unemployment in the borough, with progress towards the London average, and a closing of the gap in employment levels between priority neighbourhoods and the rest of the borough.</li> <li>• A reduction in the proportion of residents earning less than the London Living Wage, and progress of average incomes towards the London average.</li> <li>• We will continue to target support and advice to those most affected by welfare benefit changes to help mitigate the impact of the changes on those who are most vulnerable.</li> <li>• There will be fewer than 150 households in temporary accommodation because of the impact of benefit capping.</li> <li>• A new Local Welfare Assistance scheme will be developed with voluntary sector partners</li> <li>• A single point of contact for advice on local business support provided by the Employment and Enterprise Team and accessible on the council website.</li> <li>• More new local jobs will be created each year through local regeneration schemes, totalling 5,000 by 2019.</li> </ul>
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<ul style="list-style-type: none"> <li>• Promote and support apprenticeships for local young people, through schemes like through Brent Council's Apprenticeship Programme"</li> <li>• Use our purchasing power to secure the best value for money, and to benefit the social and economic well-being of the borough</li> </ul>	<ul style="list-style-type: none"> <li>• Create 100 intermediate, advanced and Higher-level apprenticeship job opportunities with the council.</li> <li>• Provide 20 apprenticeship job opportunities for looked after children.</li> <li>• Additional local apprenticeships, training opportunities and employment will have been created through our procurement principles and supply chains.</li> </ul>
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<p><b>Making sure that our children and young people have access to the best education and training, achieve to their potential and have the best start in life</b></p> <p><b>Outcomes to be achieved by 2019:</b></p> <ul style="list-style-type: none"> <li>• All local children will have appropriate school places</li> <li>• All Brent schools will be rated as good or outstanding</li> <li>• Attainment levels will be amongst the best in London for all age groups</li> <li>• The proportion of young people not in employment, education or training will be amongst the lowest in London</li> </ul>	
<p><b>What we promise to do in 2015-16</b></p>	<p><b>What we aim to achieve by April 2016</b></p>
<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>• Provide sufficient school places in all sectors.</li> <li>• Work with the Brent Schools Partnership and other education partners to support and challenge local schools to ensure that all of them provide a high quality education.</li> <li>• Work with partners to ensure that our 18 year olds get the qualifications and skills they need to succeed in life</li> </ul>	<ul style="list-style-type: none"> <li>• 1785 additional primary school places will be available for local children for September 2015, and 2940 primary school places available for September 2016, with enough reception places available for all who need them by July 2016.</li> <li>• Fewer pupils with special educational needs will require out of borough placements.</li> <li>• All primary, secondary and special schools in the borough to be rated 'good' or 'outstanding' by Ofsted by 2017.</li> <li>• At least 95% of all schools in the borough will have attendance rates above the national average.</li> <li>• The Level 3 Average Point Score per student will be at least 20 points above the national average</li> <li>• 100% of looked after children have up to date</li> </ul>

<ul style="list-style-type: none"> <li>• Provide the best quality support to ensure that all Looked After Children achieve their potential</li> <li>• Provide a high quality education for children with special educational needs and disabilities</li> <li>• Provide young people with the support they need to improve their lives.</li> </ul>	<p>education plans in place</p> <ul style="list-style-type: none"> <li>• For the year 2016, our looked after children will have achieved 5 or more A* to C grades (excluding English and Maths) at GCSE at a rate above the London average.</li> <li>• For the year 2016, our looked after children will have stayed on in education, training or have obtained employment at age 17</li> <li>• All special schools will be 'good' or 'outstanding'</li> <li>• All children with statements of special educational needs transition to Education, Health and Care Plans by September 2015.</li> <li>• No more than 4.6% of young people are not in education, employment and training (NEET).</li> </ul>
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<p><b>Enabling people to live healthier lives and reducing health inequalities</b></p>	
<p><b>Outcomes to be achieved by 2019:</b></p> <ul style="list-style-type: none"> <li>• Local health services – including mental health services – will be amongst the best in London</li> <li>• Childhood obesity rates will be amongst the lowest in London</li> <li>• Health inequalities, including those related to smoking, diabetes, heart disease and substance abuse will be reduced to at least the London average</li> </ul>	
<p><b>What we promise to do in 2015-16</b></p>	<p><b>What we aim to achieve by April 2016</b></p>
<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>• Pursue our programme of Primary Care Transformation.</li> <li>• Make improvements to children's public health services.</li> <li>• Take action to tackle preventable ill-health and early death, especially in our most deprived communities</li> </ul>	<ul style="list-style-type: none"> <li>• Seeing GPs will be easier, and more treatments will be available in a community setting.</li> <li>• An improved contract for the Schools Nursing service</li> <li>• The upward trend in childhood obesity will be halted, and the number of overweight 4 to 5 year olds reduced by 225.</li> <li>• A 5% increase in fluoride varnish applications to improve child dental health.</li> <li>• Improved targeting of smoking and tobacco services with a 5% increase in the number of people helped to stop smoking.</li> </ul>

<ul style="list-style-type: none"> <li>Strengthen partnership working to tackle substance misuse and sexual health</li> <li>Develop and implement our programme for mental health transformation.</li> </ul>	<ul style="list-style-type: none"> <li>14,000 health checks will have been offered with a take-up of at least 50%.</li> <li>15 Diabetes Champions will be working amongst our communities to tackle the risk of diabetes.</li> <li>New joint contracts will be in place for substance misuse services; sexual health services; young people's substance misuse and sexual health services; local HIV prevention services.</li> <li>Successful completion of alcohol treatment will be 2% above London average rates.</li> <li>There will be 50 recovery champions working with patients, and the Amy Winehouse Foundation will be working with 5 Brent Schools.</li> <li>A whole system mental health and wellbeing strategic plan will be in place, covering children and young people as well as adults.</li> </ul>
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<p><b>Supporting vulnerable people and families when they need it</b></p>	
<p><b>Outcomes to be achieved by 2019:</b></p> <ul style="list-style-type: none"> <li>Safeguarding procedures and outcomes for vulnerable adults are judged as amongst the best in London</li> <li>Safeguarding procedures and outcomes for children and young people are judged as amongst the best in London</li> <li>Fostering and adoption outcome measures amongst the best in London</li> <li>Outcome measures for those identified as vulnerable to domestic violence amongst the best in London</li> </ul>	
<p><b>What we promise to do in 2015-16</b></p>	<p><b>What we aim to achieve by April 2016</b></p>
<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>Have zero tolerance of abuse of adults at risk.</li> <li>Provide effective systems to ensure access to the right advice and support for vulnerable adults, to prevent the need for long term support.</li> <li>To improve the early intervention services offered across health and</li> </ul>	<ul style="list-style-type: none"> <li>100% of Safeguarding alert screenings completed within 24 hours, and no more than 10% of all safeguarding investigations are judged as inconclusive.</li> <li>Outcomes measures – through local experience research, annual service user and carer surveys, and multi-agency outcome audits of 10% of all referrals.</li> <li>Outcomes measures – annual service and carer survey on information and advice.</li> <li>More people still at home after 91 days following hospital discharge and an increase in</li> </ul>

<p>social care to promote independence.</p> <ul style="list-style-type: none"> <li>• Enable and support choice and control for those with ongoing social care needs, to ensure improved health and well-being.</li> <li>• Implement the 2014 Care Act funding reforms to ensure that everyone with a social care need is appropriately supported, and provide a new service to carers in line with the Act.</li> <li>• Integrate health and social care services, building them around the individual and their needs.</li> <li>• Provide high quality safeguarding to keep children and young people safe.</li> <li>• Take effective action against domestic violence.</li> <li>• Bring together services to provide direct and co-ordinated support around our families with the most complex needs</li> </ul>	<p>the percentage of people still living in the community after integrated re-ablement.</p> <ul style="list-style-type: none"> <li>• More people supported to live independently through telecare and telehealth solutions.</li> <li>• An increase in the number of people whose care needs reduce after intervention.</li> <li>• Positive feedback in annual service and carer survey on independence.</li> <li>• All service users offered self-directed support, and increased take up of Direct Payments across all user groups.</li> <li>• Individuals' goals met, as confirmed by annual assessment.</li> <li>• A significant increase in the number of deferred payments, all financial assessments completed on time and income maximised and debt minimised</li> <li>• Positive responses from carers in the Carer survey on their inclusion in the process and their perceptions of support, choice and control</li> <li>• All individual care plan aims achieved.</li> <li>• Fewer unnecessary admissions to hospital, a reduction in delayed discharges from hospital and increased speed of discharge.</li> <li>• Fewer people requiring residential and nursing care.</li> <li>• The multi-agency Local Safeguarding Children Board is rated as at least 'good' by Ofsted.</li> <li>• All women and children referred to the <i>Brent Family Front Door</i> for domestic abuse will be given information on available support services.</li> <li>• A 10% reduction in the number of children requiring a child protection plan for a second time as a result of domestic abuse.</li> <li>• An increase in the number of joint investigations completed by Brent police and Brent Social Care.</li> <li>• Phase 3 of the Troubled Families programme delivered following confirmation of detailed targets and funding</li> </ul>
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<ul style="list-style-type: none"> <li>• Recruit more foster carers in Brent and provide high quality support and training, to make sure that looked after children get the support they need in a local family environment</li> <li>• Ensure high quality, affordable childcare is available, especially to disadvantaged families.</li> </ul>	<ul style="list-style-type: none"> <li>• 53% of looked after children will be placed with Brent foster carers by March 2016.</li> <li>• 95% of families with 3 and 4 year olds take up the free child care places.</li> <li>• Families of 5755 disadvantaged 2 year olds take up childcare places.</li> <li>• 80% of private, voluntary and independent childcare settings are judged 'good' or 'outstanding' by Ofsted.</li> </ul>
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## 2. BETTER PLACE

*What you told us you want:*

- Our streets cleaned regularly to a consistently good standard.
- Enforcement action against the people who dump rubbish on the streets and public spaces of the borough.
- Regular collection of household waste with help to recycle more of your waste.
- You really enjoy our parks: they should be well maintained and safe to use.
- A neighbourhood police presence that you know and also understands your area.
- Visible policing that makes you feel safe and tackles anti-social behaviour and drug dealing.
- Better regulation of parking and residents parking zones.
- Public transport is good but needs to be expanded to cope with the local demand particularly new bus routes.
- Private rented accommodation needs to be better regulated and tenants rights protected.
- More housing built in the borough across all tenures, which more shared ownership schemes to help people into home ownership.
- Our libraries are great: please make sure that they are well stocked and used.
- Community events are valued and important in building cohesion and local networks: how can we find more private sponsorship to make them continue.

### What we are doing

<p><b>Making sure that Brent is an attractive place to live, with a pleasant, sustainable environment, clean streets and well-cared for parks and green spaces</b></p> <p><b>Outcomes to be achieved by 2019:</b></p> <ul style="list-style-type: none"> <li>• Outcome measures for street cleanliness and waste management and recycling amongst the best in London</li> <li>• Residents' satisfaction with the cleanliness and appearance of the borough's streets, parks and green spaces amongst the highest in London</li> </ul>	
<p><b>What we promise to do in 2015-16</b></p>	<p><b>What we aim to achieve by April 2016</b></p>
<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>• Implement our Public Realm contract, ensuring that streets and neighbourhoods are cleaned and maintained to a high standard</li> </ul>	<ul style="list-style-type: none"> <li>• Fewer than 10% of streets below standard for litter, fewer graffiti incidents and a 10% reduction in landfilled waste. Reduced fly-tipping and dumped waste, with a range of successful prosecutions against those committing litter and waste nuisance</li> <li>• A reduction in air pollutants and respiratory diseases, and a 15% reduction in carbon emissions</li> <li>• Improved waste arrangements at houses in Multiple Occupation</li> <li>• More examples of communities taking action for themselves to care for their neighbourhoods</li> <li>• Improved public satisfaction with cleanliness of streets as measured by the Residents Attitude Survey</li> </ul>

<ul style="list-style-type: none"> <li>• Protect and maintain the quality of parks and open spaces</li> <li>• Take action to improve compliance with business regulations and prosecute rogue traders</li> <li>• Promote and support the development of sustainable transport opportunities and manage the use of the road network</li> </ul>	<ul style="list-style-type: none"> <li>• More examples of communities taking action for themselves to care for their local parks and green spaces</li> <li>• Improved public satisfaction with parks and open spaces as measured by the Residents Attitude Survey.</li> <li>• 85% of food businesses will be compliant and communities will be effectively safeguarded against the risk of food poisoning</li> <li>• More licensed premises, safeguarding communities against the risk of infectious diseases</li> <li>• Fewer accidents in commercial premises</li> <li>• All events at Wembley Stadium will have been safe and free from major incidents</li> <li>• Reduced congestion through improved traffic flow, and increased footfall and improved pedestrian, cycling and public transport facilities in town centres</li> <li>• 39 cycle training courses will have been provided for over 600 school children in the borough, and over 300 lessons for adults</li> <li>• 75 new street trees will have been planted as part of highway improvement projects</li> <li>• Investment to improve cycle routes and parking in the borough</li> <li>• Work Place and School Travel plans will have contributed to more people travelling by walking, by bicycle, and public transport</li> </ul>
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<p><b>Continuing to reduce crime, especially violent crime, and making people feel safer</b></p>	
<p><b>Outcomes to be achieved by 2019:</b></p> <ul style="list-style-type: none"> <li>• Levels of crime and the fear of crime amongst the lowest in London</li> <li>• Significant reductions in violent crime, including domestic violence</li> <li>• No wards feature amongst the 10% of localities experiencing the highest crime levels nationally.</li> </ul>	
<p><b>What we promise to do in 2015-16</b></p>	<p><b>What we aim to achieve by April 2016</b></p>
<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>• Implement our crime reduction strategy to reduce the levels of crime and fear of crime in the borough and the risk of offending and re-offending</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce levels of violent crime in five hotspot areas in Brent.</li> <li>• Reported cessation of domestic abuse including physical abuse, emotional abuse, harassment and controlling behaviours for at least 68% of all supported victims.</li> <li>• Fewer than 210 first-time offenders, and a 20%</li> </ul>

<ul style="list-style-type: none"> <li>• Target gangs and serious youth violence</li> <li>• Target areas identified as experiencing the highest levels of crime</li> </ul>	<p>reduction in the number of crimes by repeat offenders</p> <ul style="list-style-type: none"> <li>• A fall of at least 2% in the rate of re-offending amongst young people</li> <li>• Increase the number of known gang members successfully exiting gang involvement</li> <li>• Reduced crime levels in targeted areas.</li> </ul>
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<b>Increasing the supply of affordable, good quality housing</b>	
<b>Outcomes to be achieved by 2019:</b> <ul style="list-style-type: none"> <li>• Development of 5,000 additional homes by 2019</li> <li>• All social housing in the borough will reach the decent homes standard</li> </ul>	
<b>What we promise to do in 2015-16</b>	<b>What we aim to achieve by April 2016</b>
<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>• Deliver transformational change and support and promote neighbourhood planning across the Borough, targeting identified priority and growth areas.</li> <li>• Pursue our commitment to the development of 5,000 affordable homes in the borough.</li> <li>• Take action to improve the condition and performance of the Council's housing stock.</li> <li>• Raise private rented housing standards through Additional and Selective Licensing schemes.</li> </ul>	<ul style="list-style-type: none"> <li>• Investment Plans in place for each of the Borough's growth areas and continued delivery of the South Kilburn Regeneration objectives.</li> <li>• Two new Housing Zones secured in Wembley and Alperton, and new developments brought forward on sites at Church End, Bridge Park, Copland school and Stonebridge.</li> <li>• The regeneration of Old Oak Common will be advanced through work with the new Mayoral Development Corporation.</li> <li>• By end of 2016: 450 homes at Bridge Park 70 homes at Stonebridge 235 home at Kilburn 67 homes for temporary accommodation.</li> <li>• One-seventh of the Council's stock will have undergone Investment standard works.</li> <li>• 90% of eligible properties will be covered by licences, and non-compliant properties will have been identified with enforcement actions to raise standards.</li> </ul>



<b>Providing good quality, accessible arts and leisure facilities</b>	
<b>Outcomes to be achieved by 2019:</b>	
<ul style="list-style-type: none"> <li>Participation rates in sport, physical recreation and cultural activities amongst the highest in London</li> </ul>	
<b>What we promise to do in 2015-16</b>	<b>What we aim to achieve by April 2016</b>
<b>We will:</b> <ul style="list-style-type: none"> <li>Work through the Culture Sport and Learning Forum to develop, support and promote programmes for sport and physical activity and for cultural and arts activities</li> </ul>	<ul style="list-style-type: none"> <li>An increase in participation levels in sport and physical recreation and a reduction in zero activity levels amongst residents</li> <li>A high profile cultural programme will have been supported at the Civic Centre and the Willesden Green Cultural Centre</li> </ul>

### 3. BETTER LOCALLY

*What you told us you want.*

- Better information about council services and local events.
- More information provided on-line and by direct email.
- Opportunities to talk to the council in less formal meetings and places.
- Communicate in plain English in our letters.
- Simple ways to help you volunteer in your neighbourhoods.
- Befriending schemes for vulnerable people.
- Some initial help to look after services such as local parks, libraries and youth projects.
- The council to facilitate sharing of skills and resources between businesses and communities to build strength and resilience collectively.

**What we are doing?**

<b>Building community resilience and promoting citizenship</b>	
<b>Outcomes to be achieved by 2019:</b>	
<ul style="list-style-type: none"> <li>The proportion of people who say that 'Brent is a place where people from different backgrounds get on well together' will be amongst the highest in London</li> <li>At least 4,000 additional volunteers registered across the borough</li> <li>Equality outcome measures amongst the best in London</li> <li>Significantly more examples of communities taking action for themselves to improve the quality of life in their neighbourhoods</li> </ul>	
<b>What we promise to do in 2015-16</b>	<b>What we aim to achieve by April 2016</b>

<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>• Support the development of a thriving culture of volunteering by commissioning a 'Volunteering Centre' to encourage more local volunteering.</li> <li>• Funding independent advice and training for voluntary sector organisations through Brent CVS and securing funding for local projects through the <i>Voluntary Sector Initiative Fund</i></li> <li>• Offer one route for voluntary sector organisations to engage with the council on a range of issues</li> <li>• Support and foster good relations between communities and address inequalities wherever they are identified</li> </ul>	<ul style="list-style-type: none"> <li>• 1000 new volunteers recruited each year with a focus on currently under-represented groups.</li> <li>• 25 unemployed volunteers placed into employment.</li> <li>• 100 volunteers placed into training.</li> <li>• 5 large corporations engaged in staff volunteering initiatives.</li> <li>• A 50% increase the number of voluntary sector organisations that are members of the CVS network</li> <li>• A 4% increase in external funding secured for local groups and investment of £2 million in support of local projects</li> <li>• Provide all information on the voluntary sector webpage</li> <li>• The proportion of people who say that 'Brent is a place where people from different backgrounds get on well together' will be amongst the highest in London as measured by the Residents' Attitude Survey.</li> <li>• The council will have achieved an 'Excellent' standard on the Equality Framework for local government for its equality policy and practice.</li> </ul>
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<p><b>Making sure that everyone in the borough is able to participate in local democracy, has a fair say in the way that services are delivered, and is listened to and taken seriously</b></p>	
<p><b>Outcomes to be achieved by 2019:</b></p> <ul style="list-style-type: none"> <li>• 95 % of residents will be registered to vote under the individual voter registration scheme</li> <li>• Election turnouts amongst the highest in London</li> <li>• Thriving community forums, with higher participation rates year-on-year</li> <li>• Significantly more young people participating in local democracy events and processes like the Youth Parliament</li> <li>• A significant number of examples of local services being materially influenced by user views</li> </ul>	
<p><b>What we promise to do in 2015-16</b></p>	<p><b>What we aim to achieve by April 2016</b></p>
<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>• Promote and support greater</li> </ul>	<ul style="list-style-type: none"> <li>• 95% of residents will be registered to vote</li> </ul>

<p>participation of residents in decision-making, such as voting and council affairs</p> <ul style="list-style-type: none"> <li>• Provide rigorous and effective scrutiny and challenge to local public services, partners and council decisions</li> <li>• Consult local people and service users in a meaningful way, with transparency about the reasons for difficult decisions, about the services and issues that are most important to them</li> </ul>	<p>under the new individual voter registration scheme.</p> <ul style="list-style-type: none"> <li>• 72 young people will be elected to the Brent Youth Parliament and regularly consulted on local issues.</li> <li>• Live streaming of Council meetings, and events such as Brent Question Time.</li> <li>• The concerns of local people will be fully reflected in the council's Scrutiny programme and local people will have been successfully engaged in Scrutiny task group projects</li> <li>• A significant improvement in attendance at the <i>Brent Connects Forums</i>, with residents having more influence on agendas.</li> <li>• Issues raised by the <i>Brent Residents' Attitude Survey</i> will be addressed in the planning and design of services.</li> <li>• Local people in each ward will be engaged in helping to improve the quality of life in their area.</li> </ul>
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<p><b>Working with partners to find new ways of providing services that are more finely tailored to individual, community and local needs</b></p>	
<p><b>Outcomes to be achieved by 2019:</b></p> <ul style="list-style-type: none"> <li>• A range of examples of new service models developed and run in partnership with local people and organisations</li> <li>• Access to all key services 24/7 via digital channels</li> <li>• Levels of public satisfaction with local services amongst the highest in London</li> </ul>	
<p><b>What we promise to do in 2015-16</b></p>	<p><b>What we aim to achieve by April 2016</b></p>
<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>• Develop partnership shared services and collaborative commissioning to Improve the efficiency of service delivery</li> <li>• Develop and promote locality-based data and information that enables residents to have a better understanding of what's happening in their area and what services are available to them</li> </ul>	<ul style="list-style-type: none"> <li>• New service models will have been developed in partnership with local people and voluntary sector providers, with more opportunities for voluntary and community organisations to provide local services</li> <li>• A multi-agency week of action will have been undertaken in each ward, with demonstrable improvements in residents' satisfaction</li> <li>• Regular free and easily accessible e-newsletters tailored to the needs and interests of different areas of the borough</li> </ul>

<ul style="list-style-type: none"> <li>• Continue to build a culture for resident focused services, in which needs and transparency drive service design and workforce behaviours</li> <li>• Redesign face-to-face arrangements to provide those residents with complex needs with a more personalised approach</li> </ul>	<ul style="list-style-type: none"> <li>• Redesign will have resulted in all key services being available 24/7 via digital channels, with this being the access channel of choice for most residents</li> <li>• It will be easier to access services on line through one personalised Brent Account</li> <li>• Residents will no longer have to provide information multiple times to different services, with <i>Tell Us Once</i> systems automatically updating the key services they are known to</li> <li>• Residents' experience when telephoning Brent Council will be significantly improve</li> <li>• We will have responded to 100% of complaints within our publicised targets, and the Council will remain within the top quartile across London for its performance in handling Ombudsman complaints</li> <li>• We will have responded to 100% of valid freedom of information requests within 20 working days.</li> <li>• Enquiry handling will have been integrated to cover a range of services (e.g. housing, benefits and Council Tax), improving residents' experience and enabling enquiries to be handled more efficiently</li> </ul>
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**WHAT'S NEXT?**

The promised activities will be monitored closely through the coming year to make sure that they are happening and achieving their intended outcomes. Each of the public services has its own strategy and action plan for the year ahead, which shows how it intends to contribute to the goals set out in the Borough Plan. Those plans are much more detailed, with a wider range of activities designed to support the achievement of their goals.

A comprehensive review of the Borough Plan will be undertaken every year, with a fresh set of promised activities and outcomes identified for the following year. An Annual Report will be produced each July summarising progress so far and a revised Borough Plan incorporating changes, will be published each September.