

# Dec - Mar 2011/2012

## Partners for Brent Executive Progress Report Quarter 4



**PARTNERS  
FOR BRENT**

Partners for Brent Executive

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## Introduction

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

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

- |                 |   |
|-----------------|---|
| One Borough     | <ul style="list-style-type: none"><li>• Driving Economic opportunity and regeneration</li><li>• Protecting our environment</li><li>• Greater access to affordable housing</li><li>• Increasing sports, leisure and cultural facilities</li></ul>  |
| One Community   | <ul style="list-style-type: none"><li>• Reducing worklessness and low incomes</li><li>• Supporting children and families</li><li>• Enabling young people to thrive</li><li>• Greater personal choice and independence in social care</li><li>• Reducing crime and the fear of crime</li><li>• Addressing health inequalities and the gap in life expectancy</li></ul> |
| One Partnership | <ul style="list-style-type: none"><li>• Consistent engagement with local communities</li><li>• Achieving organisational efficiency and service improvement</li></ul>  |

Key:

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

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

G = Project meeting agreed project plan and measures

No	Project	Measures	Comment	R/A/G
<b>Partners for Brent Executive</b>				
1	<p data-bbox="226 181 739 252"><b>Community Based Budgets Multi-Agency Family Intervention</b></p> <p data-bbox="237 293 728 363"><b>Families Projects responding to Troubled Families Initiatives</b></p> <p data-bbox="181 371 770 919">Developing a business case for a pilot project where partner agencies use key workers to provide one package of support to families with complex needs. Seeking to align the tiers of intervention by different partner agencies and prevent the need for progression to more substantial intervention from the state in the future. Focussing on the following indications of a need for support: substance misuse, mental health issues, domestic violence, anti-social behaviour, housing issues, adult learning difficulties, disabilities, worklessness, school attendance and behaviour.</p> <p data-bbox="181 959 611 1029"><i>Project Lead: Phil Newby</i> <i>Advisory Lead: Jo McCormick</i></p>	<ul data-bbox="801 181 1402 408" style="list-style-type: none"> <li>• Concept agreed by June 2011</li> <li>• Business case developed by November 2012</li> <li>• Final Project Plan for set of families projects being developed in light of government troubled families initiative</li> </ul>	<p data-bbox="1420 181 2011 1062">Concept and approach agreed by Partners for Brent Executive in Jun 2011 Operational project group engaged and keen to support project. Project group supported development of business case and operational delivery model. The Business Case aligning the work of the multi-agency family intervention pilot and payment by results pilot also taking place in Brent was agreed by One Council Programme Board in December 2011. Funding for project management support was secured. Central government visit in January 2012 and following guidance on national Troubled Families initiative nationally has led to further development of the edge of care work to sit alongside the initial early intervention project endorsed by Partners for Brent. Brent has signed up to work on the troubled families' initiative. The final list of families for the projects is being completed and the new project manager is drawing the work streams together.</p>	A
2	<p data-bbox="331 1070 629 1102"><b>Asset Management</b></p> <p data-bbox="181 1110 770 1249">Assessing the opportunity for shared use of partner agency assets in the borough and pursuing any agreed projects arising from this assessment.</p> <p data-bbox="181 1294 604 1364"><i>Project Lead: Andrew Donald</i> <i>Advisory Lead: Tony Hirsch</i></p>	<ul data-bbox="801 1070 1368 1297" style="list-style-type: none"> <li>• Partners engaged in development of property strategy by November 2011</li> <li>• Partners agree to take up space in civic centre 'partner village' by 2012</li> <li>• Formal expressions of interest for further space in the civic centre</li> </ul>	<p data-bbox="1420 1070 1995 1177">Concept and approach agreed by Partners for Brent Executive in Jun 2011 Further negotiations ongoing.</p>	A

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

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

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

No	Project	Measures	Comment	R/A/G
<b>Culture Sport and Learning Forum</b>				
<b>10</b>	<b>Visit Wembley visit Brent website</b> Development of a website to promote Brent's cultural offer  <i>Project Lead: Sue McKenzie</i> <i>Advisory Lead: Jenny Isaac</i>	<ul style="list-style-type: none"> <li>• Development of website</li> <li>• Increased usage</li> <li>• Increased linkages to partner agency websites</li> <li>• Better profile in London</li> </ul>	Link to website now on Council's front page and promoted in Brent Magazine. Website being used by 2012 teams in Brent and promoted as main site for tourism during games. Unique visitors have increased from 2,133 in quarter 2 to 4745 at the end of quarter 4. These visitors are from 107 countries!	G
<b>11</b>	<b>Programme of joint activities</b> Development and delivery of a programme of joint activities by the forum  <i>Project Lead: Sue McKenzie</i> <i>Advisory Lead: Jenny Isaac</i>	<ul style="list-style-type: none"> <li>• Yearly action plan</li> <li>• No of activities</li> <li>• Increased usage of website</li> <li>• Wider Forum membership</li> <li>• Higher profile for Forum</li> </ul>	Action Plan signed off and underway. First Business Breakfasts in Planning. Successful presentations to Full Council in January.	G
<b>Children's Partnership</b>				
<b>12</b>	<b>Themed information sharing</b> Provision of information and review of impact of key policy and operational changes by partner agencies which affect children and young people in the borough  <i>Project Lead: Krutika Pau</i> <i>Advisory Lead: Anna Janes</i>	<ul style="list-style-type: none"> <li>• Full set of themes covered by March 2012</li> <li>• Recommendations from each Strategic Forum agreed by Executive</li> </ul>	The last meetings covered the proposed new service delivery model for the Looked After Children Health Team and examined the draft Children & Young People's Plan. Also presentations and discussion on tackling youth unemployment, as well as the Comprehensive Youth Offer and consultation on the JSNA. The SEN and Parenting strategies were also covered in some detail	G

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



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

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16	<p><b>Integrated Offender Management</b></p> <p>80% of crime is committed by people who have already committed a crime. The move to a person centred model for multi-agency management of offenders in the borough is to support the aim of reducing crime in the borough</p> <p><i>Project Lead: Genny Renard</i>  <i>Advisory Lead: Genny Renard</i></p>	<ul style="list-style-type: none"> <li>• Development of a strategy</li> <li>• Development of action plan for implementation</li> <li>• Linkage to troubled families</li> </ul>	<p>An IOM strategy has been drafted and agreed by the Crime Prevention Strategy Group. Brent is part of a North West London pilot which involves case managing a cohort of offenders who are selected using the Offender Group Reconviction Scales (OGRS) (which is a tool used by the probation service to predict the likelihood of re-offending). Initially a cohort of 69 offenders was identified. Since this time a further list of offenders has been sent by the London Probation Trust of offenders for inclusion in the pilot. Consideration needs to be given as to whether there are the resources to take on these additional offenders and the fact that there is limited standard reporting across boroughs on this issue.</p> <p>The IOM cohort will now be managed through an integrated multi-agency approach with appropriate information sharing. The IOM Steering Group has been meeting regularly to progress the IOM strategy and action plan. A session has been held on planning effective pathways which focused on identify any gaps or overlaps in provision for offenders in the borough. Work is currently underway to link the IOM project to the Troubled Families project.</p>	A

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

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

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

No	Project	Measures	Comment	R/A/G
25	<p data-bbox="412 140 546 172"><b>RE:NEW</b></p> <p data-bbox="181 181 763 437">GLA-funded programme administered at West London level, and delivered by Groundwork London, who visit homes and provide advice and free energy-saving measures. This began in the Welsh Harp in October 2011 and has extended to Dollis Hill in January 2012.</p> <p data-bbox="181 475 607 549"><i>Project Lead: Matthew Sheen</i> <i>Advisory Lead: Jeff Bartley</i></p>	<ul data-bbox="801 146 1404 287" style="list-style-type: none"> <li>• 1600 homes visited and provided with a home energy report and free, energy-saving measures by 31<sup>st</sup> March 2012.</li> </ul>	<p data-bbox="1422 146 2002 766">Just over 600 homes visited so far. Uptake has been slower than forecast so an action plan has been put in place by Groundwork to increase the number of visit to 80 per week. To ensure that the target is met, the GLA has been approached through the West London Lead Borough (Hillingdon) for permission to expand the programme to another 4 wards and also increase the number of out-of-area referrals permitted (currently set at 200). The GLA has requested that an action plan be implemented and more detailed evidence of why uptake has been low before granting permission. A final decision on expansion of the area will be made by the end of January.</p>	A
<b>Cross cutting</b>				
26	<p data-bbox="188 887 779 922"><b>Development of child poverty strategy</b></p> <p data-bbox="181 928 770 1069">Development of a strategy aimed at breaking the cycle of poverty and accelerating the pace at which we can lift children out of poverty in Brent.</p> <p data-bbox="181 1110 607 1184"><i>Project Lead: Cathy Tyson</i> <i>Advisory Lead: Andrea Lagos</i></p>	<ul data-bbox="801 893 1357 1117" style="list-style-type: none"> <li>• Needs assessment complete by Summer 2011</li> <li>• Draft strategy developed</li> <li>• Strategy approved in November</li> <li>• Public launch November/December</li> <li>• Implementation Plan 2012</li> </ul>	<p data-bbox="1422 887 2002 1104">Following completion of consultation the strategy has now been finalised and will be formally launched in Spring 2012. Ongoing monitoring will identify the need for any changes and a review will be carried out in 2013.</p>	G

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