

CORPORATE STRATEGY

2002 – 2006

SUMMARY OF ACHIEVEMENTS
2002 – 2004

CHILDREN AND YOUNG PEOPLE

EARLY YEARS

- Neighbourhood Nurseries funding has been secured for nine providers in total, the NHS workplace day nursery, Bluebell, Heritage, London Road and Crouch Road, as well as the 4 nursery schools (EAL)
- 6 sites have been identified to operate as Children's Centres. These are located within the most deprived wards. (SS)
- A Family Support Team established. Will intervene to prevent children becoming looked after and will co-ordinate community based services. (EAL/SS)
- Sure Start Roundwood is now offering a wide range of developmental & family support activities for over 400 children. The Centre has received planning approval and is due to be operational in March 2005 offering up to 50 day care places for the 0-5 age range.(EAL/SS)
- Children's Fund has funded up to 32 different services to children in need in the age range 5-13 years. (EAL/SS)

IMPROVING THE LIFE CHANCES OF VULNERABLE CHILDREN AND YOUNG PEOPLE

- Of Looked After Children under 10 years old, 96% are in foster placements or placed for adoption (SS)
- Targets for recruiting and approving carers were met during 2003/04 (SS)
- Additional after hours support 'after hours' for foster carers provided from May 04. (SS)
- The percentage of Child Protection reviews completed on time has increased to 93% (SS)
- 100% of Looked After Children have a named, qualified social worker (SS)
- The new 'framework- i' information management system was introduced on time in April 2004. Project group were established to assist in the implementation and all staff have been trained in its usage. (SS)
- The system will improve case tracking and monitoring and will also provide more accurate and timely management and performance data. (SS)

HEALTH & WELL BEING

- A Teenage Pregnancy Co-coordinator (TPC) has been appointed and is implementing the Teenage Pregnancy Strategy. Teenage Pregnancy Co-coordinator has delivered a number of youth related workshops and consulted with a number of youth forums. (EAL/SS)
- Review of schools' behaviour policy, incorporating anti-bullying, as part of Key Stage Behavior and Attendance initiative (EAL)
- Social Services, Education, PCT etc are working closely together to implement the measures arising from the Children's Bill. This will include further exploration of pooled budget opportunities and multi-agency working as set out in the local Children's Preventative strategy. (SS)

CITIZENSHIP

- Four new schools have been approached to recruit members for Brent Youth Matters. 1 school has engaged in follow up work on Anti-Social behaviour orders. (EAL)
- Total number of young people reached via youth service forums during 2003/4 was 238 (EAL)
- There is an increase in number of schools with active school councils and increased explicit connections between peer support and citizenship (EAL)

CHILDREN AND YOUNG PEOPLE

YOUTH ACTIVITIES

- Core funding of £110,000 for Summer University 2004/5 has been achieved with additional match funding of £80,000 from Connexions Positive Activities budget. (EAL)
- Brent Sports Forum established (EAL)
- Two School Sports Coordinator scheme programmes being successfully implemented (EAL)
- Funding secured to implement the NOF 3 PE/Sports initiative to improve facilities in schools (EAL)
- £36,000 funding awarded in 2003/04 through NRF to deliver out of school hours activities to provide sports coaching in the community - schools, youth clubs, Parks, Bridge Park, Community Centre tournaments, estates league – for young people from St Raph's area. (ENV)
- Revenue growth funding granted to enable the recruitment of a PE advisory post to assist schools raise the standard of PE provision within schools (ENV)
- Brent Sports Forum established with key sports stakeholders including SSCO PDM's and EAL's advisory officer, which acts as a conduit for the exchange of information and good practice (ENV)
- Young people identified as a target group within the Strategy for Sport and Physical Activity (ENV)
- 16 young people from St Raph's and surrounding area achieve Level 1 football coaching certificate, after a course run by the sports development team (ENV)
- Continue to enter teams in inter-borough competitions (ENV)

IMPROVING SCHOOLS

- Just over 50% of secondary schools nationwide have gained specialist status. In Brent, 11 of 14 have achieved this status (EAL)
- All schools have a Connexions Personal Adviser (EAL)
- In partnership with an Islamic Faith group, the LEA has secured funds for a new VA (Islamic) Primary School. (EAL)
- EAL also secured significant resources under New Opportunities Funds, Sure Start and NNIs as well as LSC resources for improvements in the Adult Education Service and Lottery Grants to relocate the Grange Museum. . (EAL)
- A successful conference on challenging racism, celebrating diversity was well attended by head teachers, senior managers and LEA officers. . (EAL)
- Schools continue to monitor ethnic minority achievement, targeting specific groups and reporting on incidents of racial harassment. . (EAL)
- A support project for refugee & asylum seeker pupils has been set up at Copland Science College. . (EAL)
- An increase in funding (Ethnic Minority Achievement Grant) has been successfully devolved to schools to target under-achievement. . (EAL)
- The Traveller Service has made a successful bid for Sure Start funding to increase provision for under 5s on the Traveller site. . (EAL)
- The Asset management plan is being further developed by making all information available electronically via a website which will be accessible by all schools. This will be available for September 2004. (EAL)
- A new central pupil database is now in place and a System Manager was appointed in March 2004 to see through the implementation of centralised systems across the LEA. (EAL)
- In January 04, the census of the schools workforce included non-teaching staff for the first time. (EAL)

CHILDREN AND YOUNG PEOPLE

RECRUITMENT AND RETENTION OF STAFF

- The most recent overseas recruitment visit took place in Nov 2003. To date 8 teachers recruited have been placed on permanent contracts in Brent schools and 4 are currently working on supply (EAL)
- Brent has met its yearly target for Keystart housing. In 2003/04 a total of 25 teachers completed property purchase; a further 24 are currently actively seeking a property and 112 are on the waiting list (EAL)
- All teaching vacancies continue to be filled at the beginning of each term (EAL)
- During 2003-04 various measures were introduced to promote recruitment & retention. These include: Work-life balance & flexible working arrangements
Improved grades for Community Care Social Workers (in line with Children's services) (SS)
- Annual retention allowance for Children's Social Workers
12 Social Work assistants recruited
8 Social Workers recruited from Australia
- The establishment of a Social Inclusion Panel which provides an inter-agency approach to pupils at risk of social exclusion (SS)
- There is a continuing downward trend in exclusions appeals (SS)

CHILDREN AS VICTIMS AND PERPETRATORS OF CRIME

- School programme established and running (EAL)
- Agreement in place with College of NW London for short courses (EAL)
- Termly attendance reports now possible (EAL)
- Targeted Truancy Sweeps and more focused work with police continue – 4 sweeps up to March 2004 (EAL)

QUALITY OF LIFE AND THE GREEN AGENDA

MAXIMISE ACCESS TO AFFORDABLE, QUALITY HOUSING FOR ALL BRENT RESIDENTS

- The Homelessness Strategy was published in line with government guidance in July 2003, following extensive consultation during the review.
Key recent achievements include:
 - Over 180 private sector lettings made through the Breaking the Chain scheme
 - The Homelessness Prevention Team has prevented homelessness in over 200 cases involving families with children
 - The Brent Direct Leasing Scheme and the Private Sector Licence Agreement scheme have enabled over 400 households to be placed in self-contained temporary accommodation
 - The key outcome for the period is that the government's bed and breakfast reduction target was met by the March 31st 2004 deadline. The target required that no homeless family with children should be in bed and breakfast accommodation for more than six weeks. Achieving the target has meant a reduction in use of B&B of 87% over two years. (HSG)
- Brent continues to run the largest private sector programme in London. Key successes in this period include:
 - Continued reduction in the waiting list for Disabled Facilities grants. This will continue to be a priority for 2004/05 and additional resources have been made available.
 - Increase in number of empty properties brought back into use (149 in 2004/05, counting units brought back into use by Private Housing Services only) (HSG)
- During 2003-04 a joint partnership board was set up to oversee the establishment of pooled budgets and relevant agreements between Social Services and PCT as part of the Integrated Community Equipment Stores developments. These were introduced in April 2004. (SS)
- A new IT system has been purchased which will assist in speeding up the ordering of equipment and will also provide more accurate performance data. (SS)
- Performance remains good in terms of delayed hospital discharges with the target of no more than 17 in a week being consistently achieved (SS)
- Services to facilitate discharge have been reviewed and developed, including provision of 77 extra-care sheltered accommodation with 24 hour on-site care services (SS)

IMPROVE THE QUALITY OF THE LOCAL ENVIRONMENT WITH INCREASED INVESTMENT IN PAVEMENT, STREET-CLEANING AND PARKS. WE WILL TACKLE ENVIRONMENTAL CRIMES SUCH AS DUMPED CARS, FLY-TIPPING AND GRAFFITI

- GRAFFITI – a third graffiti removal team has now been employed. (ENV)
- Year 3 -4 Priorities = improve local perception of street environment; improve independent score through LEQSE survey; place greater emphasis on town centre graffiti problems (ENV)
- WARDENS – recruitment of additional wardens will see the number of Town Centres with dedicated teams increased from 2 to 4, plus a 5th mobile team by July 2004 (ENV)
- The wardens services are also being re-branded and a central Control Room is being established to co-ordinate the various warden services and other services in the Borough (ENV)
- Year 3 -4 Priorities = develop closer working links with other services, notably those concerned with the condition of the local street environment; assist in the reduction of crime and the fear of crime (ENV)
- DUMPED CARS – the numbers of abandoned vehicles has reduced substantially, partly due to the Borough's 'free' take back scheme. Response time to AV's now reduced to under 10 days (ENV)
- From October 2004 the Borough will take on some DVLA powers through a London wide initiative known as Operation Scrapit (ENV)
- Year 3 -4 Priorities = maintain the reduction in abandoned vehicles (even after the ELV bites) and reduce the number of untaxed vehicles in the Borough (ENV)

QUALITY OF LIFE AND THE GREEN AGENDA

IMPROVE THE QUALITY OF THE LOCAL ENVIRONMENT WITH INCREASED INVESTMENT IN PAVEMENT, STREET-CLEANING AND PARKS. WE WILL TACKLE ENVIRONMENTAL CRIMES SUCH AS DUMPED CARS, FLY-TIPPING AND GRAFFITI CONT'D

- All consultations for approved programmes were carried out, and where schemes were authorised, the zones were implemented within funding streams. (ENV)
- Schemes implemented as mitigations to congestion charging in Central London have now been completed (ENV)
- Employed additional Parks Community Wardens (static). These wardens will be based at River Brent Park, St Raphael's & Gibbons Recreation Ground. Raised current establishment to 3 mobile and 17 static. (ENV)
- Levels of risk perceived by residents on the 7 secured sites is much reduced, demonstrated by the findings of the Annual Parks Residents Survey (ENV)

DELIVER GREEN POLICIES IN WASTE MANAGEMENT AND ENVIRONMENTAL DESIGN

Completion of the Framework document has been delayed but substantial progress has been made on the ground and in the development of component parts of the Strategy (ENV)

- Playing Pitch Strategy completed and agreed.
- Gibbons Recreation Ground substantially improved.
- River Brent restoration: phase 1 works now completed and complementary projects being developed.
- Improvements to Gladstone Park near completion (ENV)

A range of improvements have been made to local parks including: - (ENV)

- Adoption of 3 new playgrounds at De Haviland, Neasden Lane and St Raphael's Open Space,
- Completion of Gladstone Park HLF Project
- Completion of Gibbons Recreation Ground NOF Project
- Installation of 30+ notice boards at 19 locations
- Extension of PoopScoop scheme to include 150 new bins
- Securing £600k for new changing rooms at Gladstone Park
- Implementation of substantial improvements to Allotments including fencing, gates notice boards, pathways and unisex disabled toilets at Gibbons Rec, Bridge Rd, and Dog Lane allotments
- Securing £300k monies for allotment improvement to Townsend Lane allotments
- Refurbishment of John Billam Sports Ground pavilion and the construction of new changing rooms
- Commencement of work on Northwick Park Golf Course
- Securing new partner for day nursery at Preston Park
- Installation of new lighting in Gibbons Rec valued at £50k (NRF)
- Opening and Adopting River Brent Phase 1
- Production of Playing Pitch Strategy
- The establishment of the Mapesbury Dell Conservation Trust and the commencement of the Mapesbury Dell Doorstep Green Project (ENV)
- The Adopted Unitary Development Plan (UDP, 2004) Policies STR19 & H11 strongly promotes the construction of new housing on previously developed land (brownfield sites) while other Plan policies protect existing green and other open spaces from development (ENV)
- The UDP has set an overall target of 95% of new housing to be built on brown field sites during the envisaged Plan period (2004- 2007) (ENV)

QUALITY OF LIFE AND THE GREEN AGENDA

DELIVER GREEN POLICIES IN WASTE MANAGEMENT AND ENVIRONMENTAL DESIGN

- Regular monitoring of new residential planning permissions and annual housing completions surveys indicate an average of over 90% brown field housing development in recent years and almost 95% in the current monitoring period (ENV)
- Combined recycling/composting rate now at 11%, with 8.6% reported for 2003-04. Successful funding bids to the London Recycling Fund, plus LB Brent budget growth has allowed expansion of green box (dry recyclables) and garden waste collection schemes, as well as the planned opening of a new Civic Amenity Site in July 2004 (ENV)

DELIVER GREEN POLICIES IN WASTE MANAGEMENT AND ENVIRONMENTAL DESIGN CONT'D

- Recycling facilities now in place in around 20 schools with others planned (ENV)
- Year 3 -4 Priorities = complete expansion of services infrastructure; continue and increase the publicity, education and awareness initiatives to encourage residents to use the services available; Reach our Govt target of 18% recycling / composting by 2005/06; maximise the percentage of diverted waste at the CA Site (ENV)
- Phased introduction of services to flatted properties is now underway (ENV)
- Year 3 -4 Priorities = complete the phasing in of services to flatted properties so that all properties in the Borough have access to a kerbside or near-entrance system for the collection of recyclable materials (ENV)

WORK TO IMPROVE THE QUALITY OF LOCAL PUBLIC TRANSPORT, REDUCE CONGESTION AND DECREASE THE NUMBER OF FATALITIES FROM TRAFFIC ACCIDENTS

- Transportation Unit has bid successfully for funding in July 2002 and July 2003 for schemes which will reduce accidents on the highway. Statistics for the borough show year on year improvements and continue to exceed the action targets (ENV)
- Preliminary investigations have already been carried out. Data of accident records have been compiled which will assist in the measures to be carried out within this year with regard to this subject. A consultant has been appointed to carry out the necessary work and study the most prevalent causes of accidents and recommend a way forward (ENV)
- Developed staff travel packs to be circulated to all staff in August 2004. Appointed a new senior sustainable transport officer to be responsible for the delivery of the Councils Travel Plan. Also employed a transport officer to deliver work place travel plan, this post for 2 years only. All schools involved in Safer Routes to School initiatives must be developing School Travel Plan, a process that already started six months ago (ENV)

ENSURE A DIVERSE RANGE OF ARTS, LEISURE, SPORTS AND CULTURAL ACTIVITIES ARE AVAILABLE TO ALL SECTIONS OF THE COMMUNITY

- Library opening hours increased by 29% (EAL)
- Library materials fund increased by 51%.(EAL)
- The number of items added to stock per 1000 population increased from 160pa to 287pa (EAL)
- The number of library items issued to customers increased by 7.1% (EAL)
- The number of visitors to libraries increased by 29% (EAL)
- Framework for Cultural Strategy developed. (EAL)
- Wembley Public Arts Strategy developed and first projects implemented (EAL)
- Successful Respect, Diwali, St Patrick's and Eid festivals taken place with improved organisation, health & safety and good feedback (EAL)
- £1.27 million Heritage Lottery fund awarded March 04 to move Grange Museum to Willesden Green Library Centre, doubling exhibition space (EAL)

QUALITY OF LIFE AND THE GREEN AGENDA

ENSURE A DIVERSE RANGE OF ARTS, LEISURE, SPORTS AND CULTURAL ACTIVITIES ARE AVAILABLE TO ALL SECTIONS OF THE COMMUNITY CONT'D

- A Strategy for Sport and Physical Activity in Brent 2004-09 has been produced in conjunction with the Brent Sports Forum (a group of key sports stakeholders). A best value review has identified that the leisure contract should be retendered (ENV)
- Increased monitoring of the Leisure contract is supported by monthly meetings between the leisure contractor and sports services (ENV)
- Regular meetings are held with Brent Sports Council who represent the voluntary sports sector and enable them to feed back the concerns of sports clubs to senior officers. User surveys have been carried out at three sports centres and areas with low user satisfaction are being addressed (ENV)
- Usage figures show an increase in the number of visits to Brent's sports centres from 739,992 in 2002/3 to 835,800 in 2003/04 (ENV)
- A preferred bidder has been identified for the redevelopment of a new leisure centre at Willesden with PFI credits from the DCMS. Negotiations are at a final stage and it is expected that the centre will be rebuilt by spring 2006 (ENV)
- Negotiations are ongoing with a private developer to build and manage a pool in Kingsbury (ENV)
- Improvements to facilities include:
 - changing rooms / pavilion at Tokyngton Rec.
 - Vale Farm and Charteris obtained QUEST accreditation
 - approval to build a new pavilion at Gladstone Park and improve the pitches on the site
 - 10 tennis courts have been resurfaced at Gladstone Park for public use
 - John Billam sports ground has received substantial investment to improve pitch drainage and other facilities
 - Investment at Gibbons Rec has developed 2 full / 4 mini football pitches, a cricket wicket and a fitness trail (ENV)

CRIME AND COMMUNITY SAFETY

REDUCE THE LEVEL OF CRIME COMMITTED IN BRENT THROUGH IMPLEMENTATION OF THE BRENT CRIME AND DISORDER REDUCTION STRATEGY

- Residential burglary increased by 4.5% (Com S)
- street crime reduced by 0.2%, (Com S)
- violent crime increased by 17%, (Com S)
- Gun crime decreased by 26%. (Com S)
- In 2003: the number of young offenders in Brent decreased by 161 but the number of offences committed by Brent Young Offenders increased by 78. (Com S)
- Robbery & burglary decreased from 10% to 8% as a proportion of all offences committed by young people. (Com S)
- Motor vehicle offences rose from 19% to 26%.(Com S)
- Brent has been involved in the delivery of 36 Acceptable Behaviour Contracts and 12 Anti-social behaviour orders
- Safe Haven Project completed its programme including:
 - Sanctuary DV project launched providing safer choices for victims of DV, now mainstreamed
 - 20 DV cases investigated – 1 successful prosecution of perpetrator
 - 90 pupils received Educational pack on DV at Copland School
 - 10,000 burglary prevention leaflets and 5,000 flyers distributed.
 - 900 personal attack alarms distributed
 - 5 personal safety workshops delivered
 - 170 plug in timer switches, 27 homes fitted with locks and bolts, 890 UV pens delivered
 - 1824 fire safety smoke alarms fitted
 - 47 wardens trained in fire hazards and reporting dangerous situations
 - Operation Cubit cleared untaxed and abandoned vehicles in St Raphaels & Stonebridge (Com S)
- Many projects now mainstreamed and operating Borough wide. (Com S)

REGENERATION

REDUCE GAPS BETWEEN BRENT'S DEPRIVED COMMUNITIES

- In 2002 a 1 in 5 household survey of our priority neighbourhoods was completed. Subsequently detailed evidence bases have been prepared for South Kilburn, St Raphaels and Brentfield, with work in progress for Stonebridge and Harlesden. (REGEN)
- It is proposed to repeat the household survey in 2005 so as to measure the impact of our Neighbourhood based work. (REGEN)
- The New Deal for Communities programme is now well established. It is recognised by the Government as being amongst the most successful NDCs in the country. The physical master plan for the area is well progressed – 75% of local people are in favour of the proposals (based on 55% survey response rate) A recent MORI survey indicated that 41% of residents thought South Kilburn has become a better place to live over the last 2 years. Over the same period, the crime rate has fallen by 16%, and the percentage of local people feeling unsafe whilst walking at night has fallen by 4%. (REGEN)
- Action Plans have been prepared and delivered for each of St Raphaels/Brentfield, Harlesden and Stonebridge neighbourhoods for each of the last 2 years. This year an action plan has also been produced for Church End. An independent review has been established to consider progress to date within these neighbourhoods and to trigger a debate about how we best move forward the neighbourhood renewal agenda. (REGEN)
- Each of the priority neighbourhoods has a full programme of widening participation, capacity building and community engagement in place. (REGEN)
- South Kilburn NDC programme underpinned by the principles of Neighbourhood Management. (REGEN)
- St Raphaels / Brentfield Action Plan produced for each of the last 2 years. This has been well received by the Local Community, which is now at the heart of processes for developing, selecting, delivering and monitoring projects. (REGEN)
- Brent has secured Beacon Council status for our approach to Neighbourhood Renewal. (REGEN)
- Transfer process in place moving responsibilities from HAT to a Community Based Housing Association for housing management and social and economic regeneration. (REGEN)

REDUCE UNEMPLOYMENT LEVELS ACROSS THE BOROUGH TO BELOW THE LONDON AVERAGE, CONCENTRATING EFFORTS ON THOSE PEOPLE MOST IN NEED

- Successful apprenticeship scheme piloted, moving 49 long term unemployed people into positions at Northwick Park Hospital. The NHS Trust is now working with Brent in2work to develop further and roll out the scheme to Central Middlesex Hospital. (REGEN)
- In 2003/04 Brent secured Beacon Status for our work on Removing Barriers To Work (REGEN)

NATIONAL STADIUM DEVELOPMENT

- Comprehensive planning framework agreed for guiding development, including a Wembley SPG and Masterplan. (REGEN)
- Stadium construction agreed and progressing ahead of schedule with Sept 2005 completion.
- Substantial station capacity improvements underway or planned for all three stations, together with supporting bus improvements. (REGEN)
- Substantial highway and footway improvements within the Town Centre and Wembley Estate to improve access and reduce congestion. (REGEN)
- Approved mixed-use developments for major projects such as Quintain Stage 1 site, Wembley Link LDA site and Wembley Central Square. (REGEN)
- Detailed feasibility study underway for a new state-of-the-art civic facility in the Wembley area. (REGEN)
- Town Centre Partnership strategy agreed and business Membership Scheme operating. (REGEN)
- Implementation of new public art projects throughout Wembley as part of an overall strategy. (REGEN)

ACHIEVING SERVICE EXCELLENCE

ENSURE THAT PEOPLE CAN ACCESS SERVICES IN THE WAY THAT IS RIGHT FOR THEM BY PROVIDING A RANGE OF CUSTOMER SERVICE OPTIONS INCLUDING TELEPHONE, INTERNET & PERSONAL CONTACT

- Major expansion of Kilburn One Stop Shop with very positive public feedback and high levels of use (CS)
- Major increase in library opening hours plus 12% increase in public use. (CS)
- Ongoing improvements in complaints handling and tackling underlying causes(CS)
- Implementation of Customer Relationship Management System to raise standards of customer service by improving consistency and follow through (CS)
- 8 am – 8 pm call centre service handling 5% more calls (CS)
- MORI survey results show one third of all residents over 16 have accessed the Council website and 87% of these rate it easy to use (CS)
- 73% of service transactions now available on-line (CS)
- Social Services system replaced to improve standards of care and service management (CS)
- Free internet access points available at 11 libraries and 21 North West London On-line centres in community facilities (CS)
- Major campaign to encourage web access undertaken entitled “Brent people do it on line” (CS)
- Monthly hits on Brent website up from 1.5m (May 2002) to 4m (May 2004) (CS)
- BRAIN community site redeveloped to provide crime (CS)
- reporting links to police (CS)
- Disabled access improvements have been completed in key locations such as One Stop Shops, Libraries, Cemeteries, Adult Education, Trading Standards (CS)
- Staff in all Council Services have now completed a common disability awareness programme (CS)
- Language cards and deaf peoples cards introduced at all contact points (CS)
- More staff with multiple local languages recruited to One Stop Shops (CS)
- One Stop Shop surgery for deaf customers in regular operation (CS)
- Improved translation service offered for all Council forms and publications for any language, plus new website facilities (CS)
- Website redeveloped to conform to national accessibility standards and now speech enabled (CS)
- Email enquiries and service requests available with increasing take up by public (CS)
- We have gained the Disability Symbol Award (CS)
- 95% of public road crossings are now disability friendly (CS)
- School access programme well underway (CS)
- Council-wide programme to raise customer service standards underway (CS)

ACHIEVING SERVICE EXCELLENCE

MEMBERS AND STAFF WILL BE WELL TRAINED AND PROFESSIONAL, WITH AN UNDERSTANDING OF THE DIVERSE NEEDS OF THE COMMUNITIES OF BRENT

- The HR management information system was purchased, implemented and is now in active use by all departments of the council, replacing existing paper based HR processes (HR)
- The commencement of recording sickness data and appraisal data on the system began April 2004 (HR)
- Local PI's are in place to ensure usage of the system and delivery of data and reports to meet the councils needs (HR)
- The council achieved council wide liP accreditation in January 2004. All units of the council now hold liP accreditation. An liP action plan is currently being adopted (HR)
- A revised corporate induction programme was rolled out. (HR)
- New procedures on racial and sexual harassment and managing sickness absence have been implemented and a programme of work for the updating of all procedures has been developed (HR)
- A race equality scheme for 2003-4 and 2004-6 and action plans have been published. The scheme has been supported by diversity training which has been rolled out across the council (HR)
- A corporate policy on work life balance was introduced and a booklet distributed to all staff in October 2003 (HR)
- A revised appraisal scheme has been implemented and will be reviewed prior to the 2004/5 round of appraisals. (HR)
- A new managing sickness absence procedure was introduced in May 2004. The MIS will be used to measure and monitor sickness absence more effectively at departmental and corporate level. 67% of MIS users are now recording absence on line and our aim is to increase this to 90% by October 2004 (HR)
- The senior management development programme commenced in December 2004 (HR)
- The Corporate Diversity Team was set up in August 2004 (HR)
- Guidance has been written and managers trained in undertaking equality impact assessments. To date 102 managers have been trained (HR)
- Hosted a women's conference (HR)
- Launched a Black and Minority Ethnic Consultation forum in October 2003 (HR)
- Adopted the Equality Standard for local government and achieved Level 1 by March 2004 (HR)
- Published a work life balance handbook (HR)
- Applied and been short listed for an Opportunity Now Award for work life balance (HR)
- Published a handbook on Diverse Faiths (HR)
- Launching a Confidential Harassment Advisory Scheme (HR)
- Conducting a Staff Attitude survey (May 2002). A further staff attitude survey has been undertaken and is due to report back July 2004
- Establishment of the staff panel (July 2002) (HR)
- Establishment of the Women's and Disabled Staff forums (in 2003) (HR)
- Funding for recruitment and retention packages have been adopted in:
Social Services social worker posts in Children's Services. Grades have also been developed for Team Manager Posts in Children's Services to attract to 'hard to recruit posts'
- Environment: A market supplement of 10% has been applied to basic salaries within Environmental Planning, Trading Standards and Environmental Health. 'Hard to recruit to posts'
- Housing: recruitment and retention allowance has been helpful in both attracting and retaining new surveyors in Private Housing
- Education – A fund of £25,000 has been provided to aid the recruitment and retention of Educational Psychologists and to support their ongoing development

MEMBERS AND STAFF WILL BE WELL TRAINED AND PROFESSIONAL, WITH AN UNDERSTANDING OF THE DIVERSE NEEDS OF THE COMMUNITIES OF BRENT

- Legal Services – The introduction of a £5,000 market supplement has aided the recruitment of a Contract Team Manager, Senior Contract Lawyer and Contract Lawyer
- Revenue & Benefits – Pay anomalies have been removed as part of the restructuring of the service

SUSTAINABLE SERVICE AND RESOURCES PLANNING

- £18.2m of Service Area growth in 2004/2005 Revenue Budget (BFS)
- £85m Capital Programme in 2004/2005. (BFS)
- £5m of savings generated from base budgeting exercises from 2003/2007. (BFS)
- 250 officers have received Financial Skills training. (BFS)
- Schools budgets increased above “*passporting*” figure for both 2003/2004 and 2004/2005. (BFS)
- Establishment of Performance and Finance Select Committee. (BFS)

STRENGTHENING CORPORATE GOVERNANCE

- There have been no major internal frauds resulting in material (>£50,000) losses in the period. (BFS)
- Since May 2002, 55 Fraud Awareness Training sessions have been delivered across the Council and to key stakeholders, including the Police and Department of Work and Pensions. The Audit and Investigation Team provide Local Authority Fraud Awareness training as part of the Metropolitan Police Detective Training course at the Crime Academy. (BFS)
- Revised Corporate Guidelines in place, the Strategic Procurement Group will continue to meet and review guidelines (BFS)
- Procurement Policy and Strategy in place (BFS)
- Contract Management and Procurement best practice council-wide training programme developed and running (BFS)
- Project Management support provided to service areas on major procurement projects (BFS)
- Council-wide contracts database developed (BFS)
- Guidelines issued ensuring inclusion of risk management issues in Service Development Plans (BFS)
- Council-wide risk register developed – currently manually maintained (BFS)
- Initial risk management training provided to all service area management teams (BFS)
- New applications: 56 days (target 60 days). (BFS)
- Processing accuracy: 97% (target 96%). (BFS)
- Backlogs of outstanding work reduced from 18500 to 5500. (BFS)
- 80% of performance standards implemented. (BFS)
- £2.67m housing benefit overpayments recovered (£2m in 02/03). (BFS)
- 70% of callers to dedicated R&B counter seen within 30 Minutes. (BFS)
- Customer survey for HB shows 70% satisfaction rate with service. (BFS)