

BEST VALUE PERFORMANCE PLAN 2005 - 2006

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Forward from the Leader of Brent Council

I am pleased to introduce Brent council's sixth annual performance plan, which lets you know how the council is performing and sets out our priorities for the coming year and beyond.

We are well on our way towards our stated commitment to becoming an 'Excellent' council, and have increased our score in the last Comprehensive Performance Assessment refresh, from a rating of 'Fair' to 'Good'.

This year has seen the introduction of a new Comprehensive Performance Assessment regime and which places more emphasis on how well the council is delivering positive outcomes for the community, with our partners. We have expanded our partnership activity with the development of a new Children and Young People's Strategic Partnership Board to meet the requirements of new legislation for children's services, and a new Local Public Services Board to promote and streamline effective working with our public sector partners.

As part of our commitment to continual improvement in services for children and young people in Brent, we will be reconfiguring Education and Children's Social Services departments into a single department in order to enable easier access to services for children and young people. These new arrangements will facilitate a more streamlined and integrated approach to service delivery, and a new Children and Families department will come into existence on the 4th July 2005.

We are continuing to work with an array of partners to maximise the positive impact for Brent residents and those in surrounding areas, one of London's most exciting regeneration opportunities. The new Wembley stadium is well on the way to completion with complementing transport improvements underway.

The issues of crime and the environment remain the council's key focus. We aim to achieve sustainable improvements to the quality of life for Brent residents and to where they live. Reinforcing this approach is our commitment to achieving excellence across all our services. This is achieved through robust and accountable corporate governance, sound financial management and enabling councillors to represent the community they serve. The Council continues to strive to provide value for money; Brent residents pay £65 per annum less than the average outer London Resident and £30 less than the average Londoner.

About this plan

This plan is the sixth of an annual series and comes in two parts. Part one, the Performance Plan, tells you about our objectives and priorities for the coming years and reports back progress against delivering those priorities.

The first part of the plan provides you with information about the areas where we are doing well and those where we have set priorities for improvement.

The second part of this plan, the Performance Digest, includes details of our performance against over 100 national and local indicators. We have set out the information in tables to make it as clear as possible and to allow you to make comparisons and to see the targets for improvement that we have set ourselves. Some of the indicators show how the council is doing against other local authorities. Most of these indicators are quite detailed and rely upon precise definitions of what is to be measured – we would be happy to give you a more detailed explanation if this would help.

In this plan we have set out our priorities and targets for the coming years based on what residents and partners have said to us through consultation and what the government expects us to achieve. The following pages tell you about our priorities, and our targets for 2005/06 and beyond.

Part 1 Best Value Performance Plan 2005/06

Introduction

One of only two majority black and minority ethnic boroughs, Brent is the most culturally diverse area in the country. This unique quality is celebrated and has created an exciting place and a harmonious community with a youthful, highly mobile and expanding population.

As a location Brent has much to offer residents and businesses. There are good quality local services and excellent transport links. Brent's 8,000 local businesses make an important contribution to London's economy and there is great potential for business development. With or without the Olympics, the new Wembley development will become a spectacular tourist destination. It will create a town centre in Brent. And it will provide access to an unprecedented range of local sport, leisure, cultural and community facilities for locals and visitors alike.

However, Brent is an outer-London borough that experiences inner-London problems. The sharp socio-economic divide means that a substantial proportion of residents are excluded from the opportunities that living in London presents.

Over the next decade exploiting the new regeneration opportunities for the benefit of local people will be crucial to enhancing local quality of life and to tackling the worklessness, unemployment and low income which currently blight the life choices and chances of so many Brent residents.

The Council and our partners

Brent's local public services aspire to excellence.

The Council is a good authority. We were one of the ten most improved authorities in the country in 2004/05 and aspire to achieving excellence in 2006.

As a result of our focused approach to performance management we have achieved major improvements in:

- Planning – the only service in London to be recognised as having 'excellent prospects for improvement';
- Revenues and Benefits - moving from a score of one to three out of four in the year;
- Sports, leisure and cultural services – now a two-start service;
- Social Services for adults – moving from one to two stars; and
- Use of Resources – achieving a score of four out of four.

Over the coming year we will be extending the support and scrutiny which has achieved these improvements to our youth services and human resources.

More generally we will continue to lead and celebrate our drive for continuous improvement through Improving Brent and to raise the bar by agreeing new challenges by developing our next Corporate Strategy (for 2006-2009)

The quality and capacity of the local Police service and local Crime and Disorder Reduction Partnership is well evidenced by the impact on gun crime of the 'Not Another Drop' initiative. This has resulted in a very significant improvement in public reassurance and engagement in excluded communities, cuts in gun crime and seizures. The police interventions have set a standard for the rest of London and the scheme has a national reputation;

The local Fire service is in London's top quartile for community fire safety provision, reducing total fires attended by over a quarter and accidental fires by nearly a fifth. As a result we are on track to achieve our Local Public Service Agreement 'stretch' targets.

The Primary Care Trust has one-star performance rating, but it is taking forward a programme of radical service modernisation in partnership with the acute Trust, and continues to maintain financial balance. The acute and mental health Trusts that serve the Borough both have two stars. Together with the Council's new Adults and Social Care department, we anticipate a stronger focus on tackling health inequalities and promoting wellbeing in the coming year.

Jobcentre Plus for Brent, Harrow and Hillingdon has been recommended for Charter Mark accreditation for excellent customer service. In 2004/05 the district was the second most successful nationally in terms of achievement against job entry targets. At a local level Jobcentre Plus has played a crucial role in our successful and innovative 'Households into Employment' project which uses outreach to identify long-term unemployed residents within our neighbourhood renewal areas through outreach methods and tailoring support to match their employment needs.

The College of North West London, which is funded by the Local Skills Council, received three Beacon awards in January for their work in equality and diversity, visual impairment and for their Building One Stop Shop, and has three Centre of Vocational Excellence award. Moreover the pass rates of students aged 16 –18 following vocational courses have improved in relation to national benchmarks.

Together the public services have recently established a Local Public Service Board on the model developed with the Government through the local government Innovations Forum. Over the next year this body will significantly enhance the sector's capacity to provide community leadership, plan strategically, deliver jointly, maximise performance and develop a collaborative relationship with the Government Office for London.

In addition, and through our local strategic partnership executive Partners for Brent, we have undertaken a root and branch review of local partnership working. Our inclusive Community Strategy consultation exercise has refreshed partners' understanding of local needs, priorities and preferences and enabled the strategic partnership to agree the priorities which will underpin our new Community Strategy, to published in the coming year, and inform the development of a Local Area

Agreement. And our completed review of partnership structures, roles and ways of working has significantly increased partners' enthusiasm and ability to develop, commit to and deliver on the range of top-line indicators which drive improvement at local level.

Adult Health and Social Care

Mission Statement

We aim to ensure that services are focused on meeting the needs of users and carers, and those users are involved in shaping services wherever possible.

Overview

The council plays an important role in influencing the quality of life for older people, disabled people and those with mental health difficulties.

The 2004 performance rating for Brent Social Services awarded us two stars (good) and said that we have promising prospects for improvement for services provided to adults, and serve most people well.

In 2004-05 we helped 517 people with intensive homecare services (more than six visits per week, involving more than 10 hours of care). In 2004-05 43 adults and older people have begun to receive direct payments to enable them to purchase social services in Brent. Our target is to ensure that by the spring of 2007 100 adults and older people will receive direct payments. In 2004-05 we admitted 231 older people to residential and nursing care. This performance reflected in PAF Indicator C26, is regarded as excellent by the Department Of health.

There is an additional £2.5m in the 2005/096 budget to expand adult care services. More than half of this is being used to meet increased need for spending on people with learning disabilities. The remainder is being used to meet additional need to spend on older people, people with physical difficulties, and people who have a mental illness.

Public Health/Health Inequalities

Brent has significant health inequalities. Addressing these inequalities requires a whole-systems response to reduce differential risk factors as well as improved engagement between services and communities to increase identification and uptake of screening. More generally, developing healthy communities involves supporting adults of working age as well as a focus on the needs of people aged 50 and above.

Brent Council has a strong track-record of working with the health sector, demonstrated through the advanced development and delivery of joint commissioning strategies and integrated service provision. During 2004/5 the Council has made significant progress towards embracing the new and important role of local authorities in promoting healthy lifestyles and tackling health inequalities. The Council has committed to establishing a new Adult Social Care Service, which

through partnership will enable a comprehensive borough wide approach to address the broader determinants of health inequalities.

Children and Families

Mission Statement

"The Council will invest in the Borough's children and young people to ensure they have the best possible life chances. Working with all our partners, we will support Brent's children and young people to achieve well, be healthy, enjoy their lives and stay safe. We want to make sure that Brent's children make a positive contribution to their community both now and in the future."

Supporting Children and Young People

The 2005/06 budget included an additional £10.8m revenue spending on schools in the borough, an increase of 8.2% compared to 2004/05. Funding has also been put in to meet increased costs of children in care and also supporting children leaving care. Growth of £200k has been allocated to improve the youth service. The Council has also expanded its Youth Offending Team.

Additional funds are also going into supporting the fabric of the borough's schools. Almost £16m will be spent on capital works to Brent's schools in 2005/06, and funds are also being used to improve youth service facilities.

This means that Brent schools funding increased by 8% between 2004/05 and 2005/06. Our primary schools received an additional £256 per pupil and our secondary schools an additional £134 per pupil.

Early Years

All three and four year-olds in Brent now have access to free, part-time nursery education. Ninety percent of Brent's children receive this at voluntary, private, independent and local authority maintained sites across the borough. We have increased childcare for under fives through the Neighbourhood Nurseries programme, and are on track to develop six Children's Centres, combining health, education and family services, by 2006.

Achievements

The achievement of pupils in Brent schools continues to improve at all key stages of their education. 54.5% of 15 year olds achieved 5 or more A*-C grade GCSEs in 2004 and 91.5% achieved 5 or more A*-G grades. This represents an increase from 2003 of 4.0% and 1.8% respectively and puts Brent's performance above both the London average and the average for the whole of England.

At Key Stage 3, the percentage of 14 year old pupils achieving level 5 or above increased by 6% in both English and Mathematics. In Science, the national level of achievement dropped by 2%, however it increased by 1% in Brent.

11 year old pupils (Key Stage 2) also showed improvement with the percentage of pupils achieving level 4 or above increasing by 1% in English and by 2% in Mathematics. In Science, Brent's level of achievement remained the same whilst nationally, performance dropped by 1%.

The achievement of pupils at Key Stage 1 (7 year olds) and Key Stage 2 (11 year olds) again showed improvement in 2004 with increases in Reading (3%) and Writing (3%).

The percentage of students in Brent schools gaining 5 or more A*-C grade 'A' levels increased from 63.8% in 2003 to 72.3% in 2004.

At all key stages Brent's pupils achieve at above the London average and we have set challenging targets of further improvement in 2005 and 2006.

Youth Services

During 2004/5 Brent Council has committed to improving the standards of its youth service. We continue to work in partnership with others to develop good relationships with young people, and to raise their aspirations and self-confidence. Brent is committed to addressing the key challenges facing the service. We have established firm plans for a phased increase in resources, refurbishment of borough youth centres, are in the process of establishing accreditation and professional qualification standards for youth workers alongside greater involvement of young people within the development and delivering of youth activities and programmes.

Protected Children

The services we provide for children looked after by the council are the most important responsibility we have as an organisation. Increased investment will continue to raise professional standards and improve the quality of care provided to the most vulnerable children in our society.

A Government inspection in 2003 noted that services are continuing to get better, and this is reflected in an improved star rating from one to two out of a possible three for Social Services published in November 2004.

There have been improvements in the stability of placements of 'looked after children' and in the employment and educational outcomes for care leavers. In 2004-05 the percentage of children on the Child Protection Register who were reviewed rose to 97.2% which the DFES regards as an acceptable performance.

Annual Performance Assessment

The council has recently undergone the first part of a new inspection regime for all services provided to children. An initial score will be announced in July 2005. The second part of this inspection process will be carried out alongside the annual Comprehensive Performance Assessment refresh in December 2005, when the final score for this service block will be given. The inspection will judge the council on how

well it is serving children and young people in relation to 5 key outcomes which are; staying safe, enjoying and achieving, being healthy, making a positive contribution, and achieving economic well being. The integration of children's services into the new Children and Families department will be an important step in helping the council to meet these outcomes.

Revenues and Benefits

Mission Statement

Brent Revenues & Benefits service is committed to providing a professional quality service to our customers. Our aim is to achieve and promote service excellence, ensuring that all resources are effectively used to the benefit of Brent citizens'.

Performance and achievements 2004/5

Significant improvements to the Revenue and Benefits service have been achieved following major changes to service delivery, organisational structures and much of the service infrastructure.

£233k growth has been included within the 2005/06 budget to fund the implementation of the Verification Framework, which will help combat Housing Benefit Fraud.

Backlogs of housing benefits processing work were eradicated by April 2005 and 'work in progress' has been maintained for the whole of 2004/05 at approximately 10 days work. This is a major achievement and represents a significant improvement to standards of service delivery for our customers.

The Benefits Comprehensive Performance Assessment score increased from 1 (poor) to 3 (good) in the autumn of 2004. This is a reflection of the improvements achieved, and we are now aiming for an excellent rating by 2006.

Overpayment recovery has also improved significantly, increasing from £2m to £2.56m between 2002/03 – 2003/04 and £2.56m to £3.31m in 2004/05. Overpayments caused by official error represented less than 0.48% of total expenditure. Our increased focus on quality improvements will help us to continue to improve our management of case and to prevent overpayments occurring wherever possible.

The overall improvements to service standards have greatly enhanced our ability to respond more promptly to customer enquiries. Average waiting times for personal callers reduced from 90 minutes in 2003/04 to 30 minutes in 2004/05 and backlogs of complaints have been cleared and are now being consistently responded to our target times.

Council Tax collection continues to improve year on year – from 89.86% to 90.96% between 2002/03 and 2003/04 and to 93.4% in 2004/05 (the highest ever achieved in Brent). This places us in the top twenty improved collection rates nationally. Likewise the highest ever NNDR collection was achieved in 2004/05, at 97.8%.

Improvement Plan 2005/6

We are not complacent about success to date and have ambitious plans to continually drive up service standards in 2005/06 and beyond. This year we are implementing the Verification Framework for benefits which will strengthen our ability to prevent overpayments of benefits arising and fraud entering the system. We are also planning to integrate our Counter Services into the prestigious One Stop Shop and will be carrying out a major refurbishment of the Brent House One Stop Shop to achieve this.

We are aiming to further improve our Benefits CPA rating to excellent by 2006 and to continue to drive up Council Tax and NNDR collection.

Human Resources and Diversity

Mission Statement

This council wants Brent to be a place where all its communities enjoy a high quality of life and people feel able to fully participate in society.

Overview

Over the last year, the council has held several meetings of the Black and Minority Ethnic User Consultation Forum, we have run another very successful Refugee Week, and Black History Month, and we have launched an LGBT Staff Forum and the council's first ever LGBT History Month.

We have also marked another International Women's Day, and have published our annual Workforce Monitoring Report. In addition, we are well on our way to achieving the targets set in the 2004-06 Race Equality Action Plan and to achieving Level Two of the Equality Standard by March 2006.

Plans for 2005-06 include setting up a new group and running more training for staff to help the council with the new public duty to promote disability equality, and publishing a new Race Equality Scheme.

Brent (excluding the schools) currently has 86 buildings to which the public has access. Of these, as at 31 December 2004, some 73 % were deemed to be accessible buildings, which is due to increase to 80% in 2005/06.

Approximately 85% of Brent's workforce are working in accessible buildings (this figure excludes schools).

Workforce Contribution to Local Economy

Key aspects of the council's commitment to local residents include securing improvements in the following key areas.

- Ensuring that our workforce is representative of the community we serve and supporting initiatives to get local people into local jobs
- Giving support to young people through work experience places and mentoring schemes
- Improving efforts to promote and deliver on diversity in our workforce, particularly at senior levels
- As part of the council's wider social responsibility, and supporting the local economy, ensuring that the council employs local people into local jobs where possible. Exploring government and other initiatives to support this. The success measure of this will be the % of employees who live in Brent by the 2006 Workforce Monitoring and Equalities Report.
- Employing a workforce that is representative of the local population. The success of this will be measured by the percentage of women/BME/disabled staff employed compared with the local population in the 2006 Workforce Monitoring and Equalities Report. In addition it will be measured by the percentage of top five percent of earners who are women/BME/disabled as presented in the 2006 Workforce Monitoring and Equalities Report.

Housing

Mission Statement

We will endeavour to develop a service that, within the next ten years, ensures all residents are living in a fit home of their choice in a tenure of their choice.

Brent Housing Services

Brent's Housing Service remains rated as CPA excellent. In addition to this we have been awarded the government's Opportunity Borough status.

Revenue budget growth of £164k has been included in the 2005/06 budget to improve regulation of health and safety in privately rented properties in the borough. There is also £100k expansion in the budget for housing and welfare rights advice for residents.

In 2005/06, over £50m capital investment is going into improving the council's housing stock, supporting the provision of new housing association properties, improving private sector properties, and providing facilities for disabled people to support them living in their homes.

Brent Housing Partnership

Brent Housing Partnership (BHP) has attracted £45 million from the Government to make improvements to council housing to reach the national decent homes standard. BHP has already improved over 2,700 homes and we are on target to complete our decent homes programme by the spring of 2007.

Plans are being developed to maintain all the councils housing stock, not just those that failed to meet the decent homes standard.

Housing Resource Centre

During 2004/05, no families were in bed and breakfast for more than six weeks. We will work hard in 2005/06 to maintain this excellent level of performance.

The ODPM's five year strategy "Sustainable Communities: Homes for All", published in January 2005, gave a commitment to reduce overall numbers in temporary accommodation by 50% by 2010. This presents a real challenge to Brent, where the use of temporary accommodation has been crucial to preventing homelessness given the lack of affordable housing available.

Private Housing

The council is working hard to increase the amount of affordable housing available in the borough. During 2004/05, 138 empty properties were brought back into use and are now being used by Brent's residents. Also, 789 households were prevented from becoming homeless due to support and advice from Brent's homelessness prevention team.

Brent Council also adapts the homes of people with disabilities making it easier for them to remain living independently in their own homes. During 2004/05, waiting lists were slashed for disability adaptation grants.

During 2005/06, instead of houses being rated as fit or unfit, a new hazard rating system will be used. Whilst homelessness remains a critical issue for the Private Sector Strategy, adjusting to the new rating system will be a priority for the council over the next year. Ensuring the new hazard rating system is effective in protecting vulnerable households is a key challenge for the service.

Supporting People

The Audit Commission awarded Brent two stars for its supporting people programme. In 2005/06 we will be delivering the first year of the supporting people five year strategy. Priorities of the plan include supporting elderly people and cutting crime.

Affordable Housing

During 2004/05, agreement was reached that substantial amounts of affordable housing will be built on the Wembley regeneration site creating much needed affordable properties for the borough. Additionally, the South Kilburn Masterplan has also been approved with residents being heavily involved in the designing of homes.

The council has funded Registered Social Landlords to build an extra 60 properties in addition to the 464 funded by the Housing Corporation. The council will continue to build good relationships with the boroughs Registered Social Landlords in order to ensure they provide good quality, sustainable housing that meets the needs of our residents. The council will also look to maximise the use of Brownfield land for new housing developments.

Strategic Housing Function

Our housing strategy has been judged fit for purpose and will be updated to reflect the regional and sub regional housing strategies in summer 2005.

We will continue to work with the other West London boroughs to deliver the West London Housing Strategy through a number of sub-regional working groups; in particular, Brent has the lead role in the Affordable Housing Group.

Environment

Mission Statement

We will enhance the quality of life in Brent by creating an attractive, secure and sustainable environment, where all communities have access to varied leisure, cultural and sporting activities.

Investing in the Public Realm

We are committed to improving our streets and our plan to deliver £6million of capital improvements to footpaths and roads which began in April 2004 is on course to be completed by April 2006. We have now completed the upgrade of all of our controlled pedestrian crossings so that 100% of them have facilities for disabled people compared with 27% in 1999/2000.

£3.3m growth – a 10.2% increase in the existing budget – was put into environmental improvements in the borough in the 2005/06 budget. £1.6m will be spent on improved street cleaning and a further £0.4m on expanded recycling opportunities. There is also capital investment of over £16m in pavements, roads, parks, and recycling.

Transforming Transport

The total number of traffic injuries continues to fall. This is a priority in our Public Service Agreement and we should meet Government targets for reducing accidents before the 2010 deadline. We have continued our road safety training and cycle training schemes in order to further reduce the number of serious accidents involving children, and have again increased the number of school crossing patrols in operation.

Protecting the Public

We continue to take measures to improve the environment and make people feel safer. Our Town Centre Warden service is a key part of this strategy. The service began in Wembley in 2003 with ten staff and following expansion in the last year now covers four town centres with an additional mobile team, employing a total of 22 staff.

We have again reduced the length of time we take to remove fly tips and we have significantly expanded our graffiti service. The number of abandoned vehicles

reported has fallen by over 40% and our noise nuisance service has taken on additional staff and further extended its service to operate seven days a week.

The War on Waste

With rising costs of waste disposal and Government targets, increasing the amount of domestic waste recycled remains a priority. Last year we substantially increased recycling to 14.3% compared with 8.6% the previous year. This reflects the introduction of garden waste collections, increases to the number of addresses receiving recycling collections, the opening of a new recycling centre and effective promotional work.

We will be extending recycling further to medium and high rise properties and introducing kitchen waste collections, along with further promotion to enable us to meet the 18% recycling target for 2005/06.

Sport and Leisure

In 2002 the Audit Commission found our Sports and Leisure service was “poor with poor prospect for improvement”. Improving Sports Services is one of our six targets as part of our Comprehensive Performance Assessment Action Plan and we have since then developed a Strategy for Sports and Physical Activity and carried out a Best Value Review of the Sports Service. The Sports Service was scrutinised as part of the Cultural Services inspection by the Audit Commission last year which concluded that Brent provided “a good two-star service with promising prospects for improvement”. A PFI deal was signed for the major redevelopment of Willesden Sports Centre with work commencing in March 2005. In line with our commitment to reduce inequality across our services we achieved a rise in the number of women using sports centres from 43% the year before to 47% last year.

Cultural Services

Cultural Services - To become Creative Development 4th July 2005

Cultural Services provides support to the arts and creative sectors in the borough, through information advice and the creation and brokerage of new programmes of activity and external partnerships. Since its inception in 2003 there have been a raft of improvements to the services provided.

- External grants for arts activity in the borough have increased, with a four fold increase of small revenue grants from Arts Council England during 2004-5. Five priority work areas have secured funds which have allowed additional programmes to be undertaken in 2005-6.
- Significant improvements have been made to the festivals programme, with improved health and safety aspects and an increase in community involvement. Event surveys have shown an average 80% satisfaction from attendees.

- A further 12 new partnerships have been created to enable work in 2004-5 and in the future. Advice to the sector has increased, with 30 organisations receiving direct support and detailed advice.
- During 2004-5 further improvements have been made to The seer, the web based one stop shop of information for and about the creative sector, phase two will go live as a cross West London partnership resource during 2005-6. Support for arts education continues with the first stages of development for the government funded Creative Partnerships being secured during 2004-5. 2004-5 saw the new phases of the public art programme roll out with a culminating public exhibition in Wembley 'Switched On'.
- There is further revenue budget growth in libraries, which is on top of growth allocated in previous years. This will help fund recent increases in opening hours. There is also capital funding for redesign of the Willesden Green Library Centre which amongst other things will provide space for the former Grange Museum's permanent display and a temporary exhibition space.

Regeneration

Mission Statement

We believe that the Council's contribution to regeneration in Brent is to create the conditions in which residents can secure sustainable employment. We create long-term job opportunities through our physical regeneration activities, equip residents to take advantage of those opportunities through our social regeneration work and we create sustained community development by targeting resources in our most deprived neighbourhoods.

We have secured Neighbourhood Renewal Funding of £2.3m for 2005/06.

Our aim is to reduce the deprivation gap within the Brent and between the Borough and the rest of London. Priorities include:

- increasing economic activity to the London average;
- reducing long term unemployment to the London average;
- reducing the people claiming JSA to below 7% in all wards;
- increasing median incomes in Brent at a faster rate than in London;
- increasing average earnings in our priority neighbourhoods at a faster rate than Brent; and

Promoting Employment Opportunities

Brent in2 Work leads in the management of the employment market in Brent and support the London Development Agency by co-ordinating activities across west London.

Together with the College of North West London and the Building One Stop Shop, Brent in2 Work has secured an agreement with Wembley's regeneration

development to deliver a £2.5m package of training and employment activities during the construction and operational phases.

Key Achievements in 2004/05

- Every employment project over-achieved its targets.
- Brent in2work placed 370 Brent residents into jobs.
- The Building One Stop Shop placed 186 people into construction jobs, 80% of whom were from an ethnic minority.

Over the next year, Brent in2work will be developing Language to Work provision, expanding HEi provision to include the Roundwood and Church End areas and developing a focus in the leisure, hospitality, catering sectors to take advantage of the stadium job opportunities

Delivering Wembley

Wembley is one of London's most exciting regeneration opportunities. It is key to the Council's ambition to maximise the positive impact of the new Wembley stadium on London, Brent and the people in surrounding areas. In the two years since we launched our Vision for a New Wembley, much has happened. The negotiations, planning and design work has been put into action. Wembley Stadium is well on the way to completion; improvements are underway at each of Wembley's three stations and planning permissions have been granted for an ambitious mixed use of development proposals covering some 50 acres of land surrounding the stadium.

Key Achievements

- The National Stadium is on course for completion in 2006.
- The Wembley regeneration development includes £21m community gain including £9m for a new school and provision of a new healthy living centre for 6 GPs;
- Station improvements at Wembley Central, Wembley Stadium and Wembley Park are on target for completion by 2006
- Construction of the Stadium Access Corridor Project is due to start in May 2005, for completion in February 2006.
- The Estate Access Corridor is substantially completed, allowing businesses access to the North Circular during event days at the stadium.

Promoting Renewal in Our Priority Neighbourhoods

Currently we are using resources to tackle deprivation in:

- Kilburn through the New Deal for South Kilburn;
- Harlesden and Stonebridge through our two Neighbourhood Renewal Fund teams based at St. Raphs, Brentfield and Mitchellbrook and at Harlesden and Stonebridge; and the
- Church End and Roundwood areas

Key Achievements

- The South Kilburn master plan was approved, and new houses are already being built in the neighbourhood.
- An 'extended' neighbourhood wardens programme has been introduced in St Raphael's, Harlesden and Stonebridge, responding to the excessive levels of fear of crime in these neighbourhoods.
- In total nearly 800 young people have participated in programmes across the priority neighbourhoods, including some 300 'hard to reach' young people benefiting from a summer evening activity programme in Harlesden and Stonebridge.
- A number of projects were also undertaken focusing on the areas of crime, education- children and young people, employment, community and housing. Over the next year the NRF teams will focus on crime, employment and incomes.

Crime and Community Safety

Mission Statement

Tackling crime and disorder is critical if we are to improve the quality of life for people who live and work in Brent and so we have so we have committed ourselves to ambitious new targets to reduce crime and the fear of crime over the next three years.

In order to achieve them we are:

- taking action to address anti-social behaviour, reduce acquisitive crime, cut violent crime. and minimise the harm caused by alcohol and illegal drugs, whilst taking into account the cross-cutting themes of youth (as victims and perpetrators), victims (including witnesses and vulnerable communities), offenders, fear of crime, transport and business;
- drawing upon the contribution of all our partners; and
- integrating community safety concerns into everything we do.

Key Achievements

Brent faces some very significant crime and disorder challenges and the nature of the Borough presents demands that are more characteristic of inner-London crime patterns than Brent's outer-London neighbours, particularly in relation to violent crime. Nevertheless we have also achieved some significant success:

- the overall crime rate is towards the lower end when compared to its neighbouring boroughs and London as a whole. In 2004/05 we have halted the 2003/04 rise, albeit at a lower rate than across London more generally as compared with 4.3%;
- we have two Local Public Service Agreement stretch targets. Residential burglaries were successfully reduced in 2004/05 and so Brent is on track to meet the final target by March 2006. Robberies rose over the first two years

of the agreement and so the cumulative target for 2005/06 is extremely challenging; and

- the police had significant success on the Judicial Disposal Rate, increasing it to 14.2% in 2004/05, close to the Metropolitan Police Service 14.7% average for the first time.

The Borough's crime and disorder reduction partnership is well developed. We have a partnership learning and development programme designed to ensure that crime prevention initiatives are understood and well integrated and that community and voluntary groups are able to implement them. Our partnership events have proved to be popular and informative. Major achievements over the last three years include:

- the development of an integrated warden service, safer neighbourhood teams, extensive use of automatic number plate recognition systems and a raft of RAID control initiatives designed to protect small shops in town centres from armed robbery;
- our not a 'Not Another Drop' campaign and research on gun crime has received national acclaim;
- our Brent Against Drugs (BAD) campaign warning young people of drug taking was striking and, recognising the need to support community groups to engage in anti-drug work, we have funded small local groups working in this field;
- we have an effective multi-agency anti-social behaviour team with achievements which include winning a High Court legal challenge concerning offender publicity;
- with the support of the CDRP, Neighbourhood Watch continues to thrive in Brent, with new Watches being established and dormant Watches being revitalised;
- our response to domestic violence includes a sanctuary project which allows victims to remain in their own homes;
- In partnership with the voluntary and community sector, we have launched a successful third-party reporting scheme to support racial harassment victims; and
- we are on track to reach our Local Public Service Agreement stretch target because of major success through LIFE, our local fire intervention project.

New Commitments

Together with our partners we aim to:

- cut crime¹ by 20% in the three years to March 2008; and
- reduce the fear of crime², from 66% in 2004 to 50% in 2007.

¹ As measured by the Government's 10 key crimes

² Those who feel threatened 'a great deal' and 'a fair amount' in their area (Brent CDRP Crime, Disorder & Misuse of Drugs Audit, 2004)

Statement on contracts

The Council has undertaken an exercise to identify all relevant service contracts awarded during the 2004/2005 financial year which have involved a transfer of staff and where the requirements of the Code of Practice on Workforce Matters in Local Authority Service Contracts are applicable. It is believed that with the exception of one case involving a transfer within a company group, where in the circumstances it was not possible to reach an appropriate agreement covering new joiners, the Code of Practice has been complied with in all cases.

