



One Council Overview and Scrutiny Committee

Wednesday 10 July 2013 at 7.00 pm

Board Room 3 and 4 - Civic Centre, Engineers Way,
Wembley HA9 0FJ

Membership:

Members

Councillors:

Ashraf (Chair)
Colwill (Vice-Chair)
Chohan
Harrison
Lorber
Long
Mitchell Murray
Powney

first alternates

Councillors:

Brown
BM Patel
Hossain
Kabir
Clues
Ketan Sheth
Jones
Van Kalwala

second alternates

Councillors:

Green
Kansagra
Allie
Kataria
Hopkins
Hector
Gladbaum
Adeyeye

For further information contact: Lisa Weaver, Democratic Services Officer
020 8937 1358, lisa.weavers@brent.gov.uk

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The press and public are welcome to attend this meeting

Agenda

Introductions, if appropriate.

Apologies for absence and clarification of alternate members

Item	Page
1 Declarations of personal and prejudicial interests	
Members are invited to declare at this stage of the meeting any relevant financial or other interest in the items on the agenda.	
2 Deputations (if any)	
3 Minutes of the last meeting held on 29 May 2013	1 - 6
The minutes are attached.	
4 Matters arising	
5 Council Senior Management Recruitment	
The Chief Executive and Leader of the Council will be at the meeting to answer members questions on this issue, following a request made at the committee meeting in May 2013.	
6 Brent Borough Plan 2013/14 and the Administration's Priorities	7 - 40
The One Council Overview and Scrutiny Committee has invited the Leader of the Council to attend its meeting on 10 th July to outline the administration's priorities for the coming year. In recent years it has become custom and practice to do this at one of the committee's first meetings of the municipal year.	
Ward Affected: All Wards	Contact Officer: Andrew Davies, Policy and Performance, Cathy Tyson, Strategy, Partnerships and Improvement Tel: 020 8937 1609, Tel: 020 8937 1045 andrew.davies@brent.gov.uk, cathy.tyson@brent.gov.uk
7 Update on the Working with Families Programme	41 - 46

This report provides an update on the Working with Families (WwF) One Council Programme.

Ward Affected: All Wards

Contact Officer: Fiona Ledden,
Director of Legal and Procurement,
Sara Williams

Tel: 020 8937 1292,

fiona.ledden@brent.gov.uk,
sara.williams@brent.gov.uk

8 One Council Overview and Scrutiny work programme

47 - 50

The work programme is attached.

9 Date of next meeting

The next meeting of the One Council Overview and Scrutiny Committee is scheduled for 9 October 2013.

10 Any other urgent business

Notice of items raised under this heading must be given in writing to the Democratic Services Manager or his representative before the meeting in accordance with Standing Order 64.



Please remember to **SWITCH OFF** your mobile phone during the meeting.

- The meeting room is accessible by lift and seats will be provided for members of the public.

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MINUTES OF THE ONE COUNCIL OVERVIEW AND SCRUTINY COMMITTEE Wednesday 29 May 2013 at 7.00 pm

PRESENT: Councillors Powney (Chair) Chohan, Harrison, Lorber, Long, Mitchell Murray and Powney

Apologies for absence were received from: Councillors Ashraf and Colwill.

1. Declarations of personal and prejudicial interests

None declared.

2. Minutes of the last meeting held on 2 May 2013

Resolved:

that the minutes of the last meeting held on Thursday 2 May 2013 be recorded as an accurate record of the meeting.

3. Matters arising

None.

4. Libraries Transformation Project

Sue McKenzie (Head of Libraries) gave a presentation on the current progress of the Library Transformation Project. The Committee were reminded that the vision for the project was that wherever people lived in the borough and however they used the library service they would have access to over six million books, they would have access to services online and they would have opportunities to learn, create and improve their life chances. This vision had been the basis of the project for the past three years.

Members were provided with details of how successful the project had been in 2012/2013 compared with 2011/2012. Book issues were slightly down by 2.3% in the six libraries now open compared to the twelve libraries open in 2011/2012. However visits to the six libraries were up, as were the number of new members by 35%. Customers were also 6% happier compared to the last CIPFA survey in 2009. The key reasons as to why the project had been successful, despite the closure of six libraries, had been because the library service had been working hard to ensure that the book stock they had reflected the books that users wanted to read. They had used an electronic programme that analysed which books had been borrowed at each of the libraries. It was added that the library service were also looking at

other data sources, such as mosaic data, to ensure the most appropriate books were at the right libraries. It was noted that the Library Service had been able to increase their book stock by over 25% as they were now part of a book buying consortium.

Members were informed that children and young people made up over 50% of the users of Brent libraries and therefore the library service had paid particular attention to this demographic. They were also campaigning to ensure that all Brent school children had a library card. The library service had also increased the number of home visits it did to those who were unable to get to libraries, as well as the number of community locations it delivered books too.

Members were advised that the library service recognised that it had to increasingly ensure that resources were available online. Therefore it now had access to online encyclopaedias, online magazines as well as search facilities such as 'ancestry' and driving theory practice. The new Wembley Library, due to open on 17 June, would be completely wi-fi enabled, ensuring that customers would be able to get online from their own devices. There would also be 16 Ipads in the library for customer use. The Wembley Library would be the first library in Brent to have a café within it and it was hoped that the library and the café would be able to do joint promotions.

The library transformation project was due to be concluded at the end of June 2013. The project had delivered 85% of its 129 actions, with the rest due to be completed in the coming year. The priorities for the rest of the year would be to firstly support residents through the welfare reforms and recession. Its second priority would be to improve the CIPFA indicators compared to other London Boroughs. Lastly, the library service wanted to increase its number of e-books.

During member's discussion, it was questioned what was happening to the museum at Willesden Green. Members also asked what the net difference was between people joining and people leaving the libraries, as well as how the libraries were going to prepare themselves to help people struggling with the new changes to the benefits system. Councillor Long informed the Committee that she had visited the new Willesden Green Library sites as well as Kingsbury Library and all were very well used. Councillor Chohan added that his constituents had informed him that they now found it much easier to find the books they needed.

In response to the issues raised, Sue McKenzie informed the Committee that the museum was currently on tour and had a number of events organised for the summer. There would be a museum in the new Willesden Green centre which would be much more visible and user friendly than the previous museum. In regards to the number of people leaving the library compared to joining there had been an overall drop in memberships. This was the norm for most London Boroughs who had such a transient population like Brent. However in the last 3 months there had been a net increase in memberships and the Libraries were looking to ensure this trend remained. Jenny Isaac (Assistant Director-Neighbourhood services) informed members that in November 2012 it was demonstrated that 48% of people who used one of the six libraries that had been closed were now using one of the six remaining libraries.

Sue McKenzie assured members that the library staff were being trained to help people who may need help with the changes to the benefits system. However it was added that the Enterprise Unit were going to bid for funding to get specifically trained staff to help people in libraries as well as it was recognised that this wasn't the libraries staff area of expertise.

Members asked if the Library service would mind giving this presentation to Brent Connects and the Library service happily agreed.

5. **Services for Young People**

Cathy Tyson (Assistant Director of Corporate Policy) gave a verbal update to the Committee on Services for Young People which was in the process of being reviewed. The first phase of the review had now been completed and it had demonstrated that there were a wide range of activities provided across the borough, delivered by a number of groups including statutory agencies as well as voluntary and community groups. The review found that most of the provision tended to be for recreational, leisure and arts activities and the council spent approximately £3 million on funding these activities.

The Council had consulted with young people via a series of focus groups as well as web-based surveys to find out their views on the provisions in the Borough. The consultation highlighted a number of key findings including that young people were keen to engage in activities that would offer them some sort of qualification/accreditation or boost their employability. It also highlighted that, although the Council tried to ensure its costs were kept low, sometimes the fee to participate in an activity was a barrier for some young people.

The next steps in the review included Children and Families department working on proposals for the future provision of youth services which would be considered as part of the council's budget and service review process in June and July. These proposals would include; articulating a clearer role and expected outcomes for youth in Brent across all providers, making the best possible use of the excellent facilities at Roundwood Myplace and targeting resources at particularly vulnerable young people in the borough. It was also believed that the service should become more accountable at tackling unemployment and low skill levels amongst young people.

In response to a number of questions raised by Members, Cathy Tyson explained that to ensure that there was enough funding for different activities, the Council was going to have to support the Voluntary Sector to access external funding that the Council was unable to access. It was also noted that preventive measures were crucial to helping vulnerable young people and that the Brent Young People's Centre was renowned as a centre of good practice for mental health services. It was then clarified that during the mapping exercise of the borough there were no significant gaps in the borough in terms of provisions for young people. However it was noted that children and young people did not always want to travel, for a variety of reasons, to access provisions elsewhere in the borough. It was reiterated that employment skills were very important to young people, so the Youth service would try to ensure that the cultural and leisure facilities they offered helped to maximise these skills. Cathy Tyson concluded by stating that it was hoped that the Youth Partnership Scheme would be implemented by autumn.

6. One Council Programme update

Sue Harper (Director of Environment and Neighbourhoods) informed members that there had been a change to the senior levels of the One Council Programme. A CMT/One Council Strategic Programme Board had been established and was chaired by the Interim Chief Executive and its remit was to manage the strategic direction of the One Council Programme. A One Council Programme Delivery Board had also been developed to focus on One Council projects and Sue Harper was the Chair of the One Council Programme Delivery Board.

Irene Bremang (PMO Manager) introduced her update on the One Council Programme by informing Members that since the last update in December 2012 there had been an increase in the number of One Council projects from 36 to 41. Two of the new projects had already begun and were in delivery, these were the Customer and Visitor Management project and the Promoting Pupil Inclusion project. Three further projects were in the pre-delivery stage. It was added that six projects had now been completed which included the Future Customer Services project and the Website Enhancement project. The Members were then kept up to date with the two projects that had been rated as Red in December. The first project was within Procurement and there had been a delay in identifying additional savings; this had now been resolved. The Web Enhancement project was the second project had been Rated red because there had been an issue with using online forms. This has been addressed and the project has been completed. Both of these projects moved to an Amber status prior to their completion and closure.

It was added that there were two other projects currently rated Red as well. The first was the Brent One Oracle E-business suite, which was previously named Project Athena. It was a partnership project and the go live date had been pushed back from July until November 2013 due to some changes to the system requirements made by the partnership. Moving the go live date had meant that Brent had had to temporarily extend the current payroll contract and incur extra costs. The other project also rated Red was the Parking Enforcement Review. This was a large project with 6 interdependent work streams which needed more effective project management. Good progress had been made with project delivery and a new project manager had been put in place to help keep the project moving in the right direction. The project was expected to move from Red to Amber shortly when the revised Project Initiation Document was approved.

Members were further informed about the new governance arrangements for the One Council Programme. The interim Chief Executive had become the One Council Programme Sponsor and the CMT/OC Strategic Programme Board would start meeting on a 4-weekly basis from June 2013. The One Council Programme Delivery Board, chaired by Sue Harper would also begin meeting in June. Robust project and programme management and reporting would still continue to be maintained as part of the One Council Programme. It was added that there had been a drop in risks reported by One Council Projects from 183 to 155. This was largely due to several One Council projects having been completed and closed since the last report to members in December 2013.

In 2012/2013 the One Council Programme had delivered cumulative savings of £54 million, in 2013/2014 another £10 million was forecast to be saved and it was

expected that there would be further savings of £14 million in 2014/15. It was added that there had also been a number of non-financial benefits being delivered through One Council projects as well, and the non-financial benefits from the Adult Social Care Learning Disability Transformation project was used as an example. There were no legal implication arising and no significant cumulative impacts on any one diversity strand across the One Council Programme as a whole. The update was concluded by members being told that the One Council Programme still had a lot to deliver. However, the remaining One Council projects were the harder and more complex projects to deliver in the One Council Programme.

During discussion it was queried whether Brent had any possible sanctions against its partners in the One Oracle project due to the costs that Brent had incurred. Members also asked whether it would have been advisable to ensure the Head of HR had been appointed before the restructure of HR had taken place, especially as the interim head of HR had been in place for over 13 months. Members also sought clarification as to when the new senior management structure would be put into place and how the recruitment of senior posts was progressing. Members also had a number of questions regarding the new parking scheme and therefore it was agreed that an update on the parking project should be on the agenda of the next meeting. Members agreed that they would also like an update on the Adult Social Care project as well.

Irene Bremang replied by stating that system changes agreed by the partnership had resulted in the Oracle go live date being pushed back. Brent had to take responsibility for the temporary payroll arrangements required before the payroll system went live in the Oracle system. Although partners were aware of critical timelines, Brent was unable to regain these costs from the other partners in the project. In regards to the Senior Management restructure, it was explained that the process had begun and the external recruitment of certain posts was imminent. It was projected that the new structures would be in place from the September and that any potential costs would be offset by the savings in this current year. Therefore the project was still expected to save £2.9 million per annum from 2014/15. It was noted that there could potentially be some gaps between the new structure being implemented and the appointments being made to certain roles. However until those gaps were identified, it could not be estimated what implications there may be. The Chair asked for these risks to be highlighted at the next meeting, as well as the lead member to attend, as the Committee were rather concerned at the potential of extra costs and service breakdown.

In conclusion Irene Bremang stated that there was confidence that the One Council Programme would be able to meet its financial targets as they still had a number of projects in delivery or pre delivery as well as projects that would continue to give savings for a number of years. It was recognised that more projects were needed for the future and new opportunities were being discussed in the council at various levels in order to achieve this. Once new potential future projects were identified it was agreed that the Committee would be informed of them.

7. One Council Overview and Scrutiny work programme

Members had before them the committee's work programme. It was noted that Members had asked for the new Parking project, the Adult Social Care project and

Senior Management restructure to be added to the work programme for the next meeting.

8. Date of next meeting


It was noted that the next meeting of the One Council Overview and Scrutiny Committee was scheduled for Wednesday, 10 July 2013 at 7.00 pm

9. Any other urgent business

None.

The meeting closed at 8.40 pm

J Powney
Chair

 Brent	One Council Overview and Scrutiny Committee 10 July 2013 Report from Strategy, Partnerships and Improvement
For Action	Wards Affected: ALL
Brent Borough Plan 2013-14	

1.0 Summary

1.1 The One Council Overview and Scrutiny Committee has invited the Leader of the Council to attend its meeting on 10th July to outline the administration's priorities for the coming year. In recent years it has become custom and practice to do this at one of the committee's first meetings of the municipal year.

1.2 A revised Borough Plan was presented to the Executive for approval in June 2013. This sets out:

- A shared vision for the borough and the priorities for making sure that vision is achieved
- The promises and specific outcomes on which we will be concentrating over the period from April 2013 – to December 2104

1.3 Given this document has only recently been published and sets out the council's priorities for the next 12-18 months, this has been included as an appendix to this covering note for the members of the One Council Overview and Scrutiny Committee. At the committee meeting, members should question the Leader on this document and the priorities contained within it.

2.0 Recommendations

2.1 The One Council Overview and Scrutiny Committee is recommended to consider the Borough Plan and priorities outlined by the Leader of the Council, and question him on the administration's aims for the coming year.

Contact Officers

Andrew Davies
Policy and Performance Officer
Tel – 020 8937 1609
Email – andrew.davies@brent.gov.uk

Cathy Tyson
Assistant Director of Policy
Tel – 020 8937 1045
Email – cathy.tyson@brent.gov.uk



Executive
17 June 2013

**Report from the
Interim Chief Executive**

For action

Brent Borough Plan 2013 - 2014

1. Introduction

1.1 This report sets out – through its attached appendix – a proposed revision of the Borough Plan for 2013 – 2014. The Plan and its detailed targets have been the subject of consultation with Executive Members and Partners since March 2013. The document builds on previous versions of the Borough Plan and comprises:-

- a shared vision for the borough and the priorities for making sure that vision is achieved
- the promises and specific outcomes on which we will be concentrating over the period from April 2013 – to December 2104

1.2 Little of what is presented in the Plan should be new to Members. It has sought to capture the key elements of the numerous plans that currently exist. The Borough Plan constitutes a community strategy for Brent and sets out how the Council, its partner services, local residents, local business and the voluntary and community sector – will, working together, improve the quality of life for local people. The priorities and the promised outcomes identified are firmly rooted in what local people have told us they believe to be the most important things to be achieved.

2. Recommendations

Members of the Executive are asked to:

2.1 Agree the priorities and targets set out within the Brent Borough Plan 2013 – 2014.

2.2 Refer the Borough Plan 2013 – 2014 to the June 2013 meeting of Full Council for agreement.

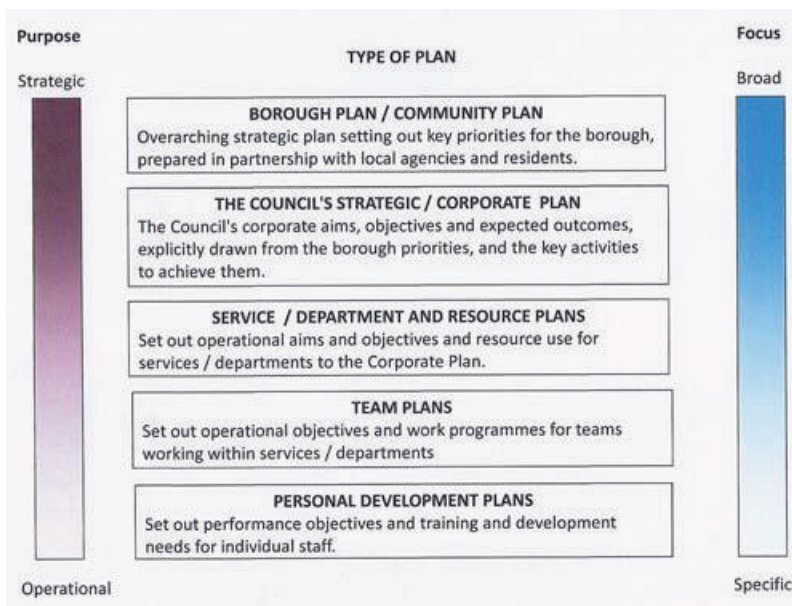
3. Detailed considerations

3.1 The Council has a key role in overseeing the Borough Plan for Brent, which sets out the community strategy for the borough. The borough's Local Strategic Partnership, Partners for Brent, has a key role in this.

- 3.2 The Borough Plan 2013-2014 details the priorities and specific targets on which the Council and its partners intend to concentrate for the period to December 2014.

The Borough Plan and the Planning Framework

- 3.4 Planning is a major thread running through all organisations. It enables them to set objectives and priorities, turn policy decisions into action, decide how best to allocate resources, and review results so that learning feeds back into the decision-making process.
- 3.5 It is through an effective planning framework, with clear processes for monitoring and evaluating progress, that all stakeholders can understand exactly what goals are being worked towards and assess progress towards them. An effective planning framework also reflects the role of the organisation and each of its various services and teams – and of each individual within those services and teams – in achieving those goals, and it sets out how performance will be judged.
- 3.6 There are many providers of public services in Brent, including the Council, schools, health services, the police, the voluntary and community sector, businesses. The need for better co-ordination and integration between services has become all the more important because so many of the key issues affecting local communities cut cross organisational boundaries.
- 3.7 The Borough Plan is therefore an overarching plan, which sets out the vision and priorities for the borough as a whole, and how this can be achieved by all of us – the Council, partner services, local residents, local business and the voluntary and community sector – working together.
- 3.8 The Council takes the lead in the development and co-ordination of the Borough Plan, working with local residents and partners in its preparation, implementation and review. Usually this would be an extensive process involving local people as much as possible. Given this stage in the life of the Council, the Plan has been put together from other plans that have generally gone through a detailed engagement process. The Borough Plan, to address the priorities identified by local people, is agreed through *Partners for Brent*, the borough's Local Strategic Partnership.
- 3.9 The Borough Plan is one of a series of plans, interconnected at different levels, each of which informs the other and each of which has identified mechanisms for monitoring and evaluating progress.
- 3.10 The diagram below illustrates the links between each of these plans. It is followed by a brief explanation of the purpose of each plan.



- 3.11 Each organisation involved in delivering the Borough Plan has its own plan, setting out how it is working towards the goals of the Borough Plan.
- 3.12 The Council's Corporate Plan, for example, which will be produced to support the Borough Plan, will set out corporate aims, objectives and expected outcomes – explicitly drawn from the borough priorities – and the key activities through which it aims to achieve them. The Corporate Plan is Member-led, reflects community needs, involves and informs staff, and incorporates the Council's contribution to partnerships and other joint initiatives. Many other statutory and local plans also both inform and are informed by both the Borough and Corporate Plans. Performance against the Council's strategic objectives and targets should be evaluated annually, along with its contribution to the Borough Plan.
- 3.14 Within the Council, each of its larger services will have its own Service Plan, through which it implements the objectives of the Corporate Plan. Service Plans may have different formats, but all show how the service is financed and its budget used to contribute to the achievement of corporate and borough goals. They include targets against which the performance of the service can be judged.
- 3.15 Individual services are made up of different teams or sections focusing on specific areas of service delivery. Each team will have its own Team Plan, demonstrating through a clear, budgeted work programme how it is working towards the strategic goals of the larger service. As with Service Plans, team performance can be judged against how well objectives are met and best value provided.
- 3.16 Finally, each member of staff within a team will have a personal development plan, through which s/he sets out how they intend to contribute to the achievement of service and team objectives. Personal development plans also identify specific training or professional development required to support the staff member in further improving their skills and knowledge to do their job more effectively. They are key to ensuring a skilled, motivated and effective workforce.

4. Financial Implications

- 4.1 The Borough Plan provides the strategy framework for the Council's Medium Term Financial Strategy reflecting the Administration's priorities for the borough and response to the needs of Brent residents. Over the coming period the council will face a considerable reduction in its available resources and it is critical that budget decisions are taken within the context of a clear strategic intent, while still settling ambitious targets to improve service standards and deliver value for money.

5. Legal Implications

- 5.1 Under section 4 of the Local Government Act 2000, every local authority in England must prepare a sustainable communities strategy for promoting or improving the economic, social and environmental well-being of their area and contributing to the achievement of sustainable development in the United Kingdom. A local authority may modify its sustainable communities strategy from time to time. When preparing or modifying its strategy, a local authority consult with and seek the participation of "each partner authority" it considers appropriate, and any other person the local authority considers appropriate.
- 5.2 A local authority also needs to have regard to guidance from the Secretary of State under section 4 of the 2000 Act, any arrangements for co-operation to reduce child poverty in the local area (as set out section 21 of the Child Poverty Act 2010), any local child poverty needs assessment (as set out in section 22 of the Child Poverty Act 2010) and any joint child poverty strategy for the area (as set out section 23 of the Child Poverty Act 2010). This list of what constitutes a "Partner authority" is set out in Chapter 1 of Part 5 of the Local Government and Public Involvement In Health Act 2007 and includes, inter alia, the metropolitan police district, a joint waste authority, Transport for London, a Primary Care Trust, youth offending team, local probation board, NHS trust/foundation trust and the London Fire and Emergency Planning Authority. As stated above, it is for the local authority to decide which partner authority it considers is appropriate to consult with.
- 5.3 In table 3 of Part 4 of the Council's Constitution, it states that the Executive is responsible for formulating and preparing the sustainable communities strategy and then submitting the same to Full Council for consideration and adoption or approval. The sustainable communities strategy constitutes part of the Policy Framework.

6. Equalities Implications

Reducing inequality of opportunity and improving the quality of life experienced by all local people is the central objective of the Brent Borough Plan 2013 – 2014. Individual aspects of the plan when appropriate will be supported by equality assessments.

Christine Gilbert
Interim Chief Executive

SUMMARY

This plan provides a vision for a better future for the borough, to be achieved by the Council and its local public sector, business, voluntary and community sector partners working together with our residents. It sets out the key priorities for achieving that vision, and makes specific promises against which our progress towards those priorities can be judged.

OUR VISION

We will make Brent a place that creates the right opportunities for all who live and work in Brent to change their lives for the better.

OUR VALUES

- Fairness
- Respect
- Diversity
- Excellence

OUR PRIORITIES

Priority	Outcomes promised
Building a strong community	<ul style="list-style-type: none"> • Increased participation by local people in shaping and improving the borough • Improved satisfaction with local services • A place where people from different backgrounds get on well together • An independent, inclusive and thriving local voluntary sector • Excellent sports, leisure and cultural facilities used by more people
Improving health and well-being	<ul style="list-style-type: none"> • More and better managed housing of a higher standard • More people living healthier lives • A reduction in inequalities in life expectancy • More provision and more choice for people needing care and support
Improving Lives for Children and Families	<ul style="list-style-type: none"> • There are places in Brent schools for all who need them • All Brent schools are good quality • All pupils achieve well • Families needing support get it when they need it most • Vulnerable children and young people have high quality support when they need it
Making Brent safer, cleaner and greener	<ul style="list-style-type: none"> • Reduced crime and antisocial behaviour • People feel safer on the borough's streets • Cleaner, safer streets and a healthier, greener environment
Promoting jobs, growth and fair pay	<ul style="list-style-type: none"> • Regeneration of the area to promote economic growth • More opportunities for local businesses • More local people in more local jobs • More people supported into work • A closing of pay gaps compared with other London boroughs
Developing better Ways of Working	<ul style="list-style-type: none"> • Better quality and more efficient, value for money services • Successful partnership working and shared services • A skilled, motivated and effective workforce

INTRODUCTION

Our Vision

Our vision is to make Brent a place that creates the right opportunities for all who live and work in Brent to change lives for the better. This means helping to create a strong, thriving community in which people feel at ease with one another. It means making sure that all children from all backgrounds have the best possible education and can achieve their potential. It means making sure that local business can prosper and grow and provide more job opportunities, which can be taken up by local people who have the skills that are needed. It means that our residents enjoy a safe and attractive environment together with a wide range of cultural and leisure opportunities, and that they are encouraged and supported to live healthy lifestyles. And it means making sure that those who need support and help receive it when it is most needed.

The Brent Borough Plan sets out how we in Brent – the Council, partner services, local residents, local business and the voluntary and community sector – will, working together, achieve this vision. The priorities and the promised outcomes identified are firmly rooted in what local people have told us they believe to be the most important things to be achieved.

Our Values

- **Fairness** Our actions will reduce inequality and promote fairness and justice, in particular for the most vulnerable people in our community
- **Respect** We will respect local people, engage them in decision –making and support their independence
- **Diversity** We will work co-operatively to respond to the different needs of local communities and individuals ensuring cohesion and resilience in Brent
- **Excellence** We will strive to ensure the best possible services are provided for local people and re-designed with local people at a fair and affordable cost

Our Approach

Achieving our agreed vision and priorities will require collaborative working, determination and a sharp focus on improving services for the people of the borough. This will mean:

- Using and creating opportunities innovatively when they present themselves
- Preventing demand for public services occurring in the first place
- Ensuring early intervention and a more personalised approach to meeting needs
- Doing more to support independence and resilience
- Integrating services around individuals
- Embedding co-operation, collaboration and partnership as a way of thinking and acting
- Using joint procurement with partners to ensure value for money
- Exploring the potential of different structures of delivery and governance to establish new and more effective and efficient ways of working

The Role of the Council

The Council has a particular legitimacy in providing a local lead for the development of the Borough Plan and in coordinating our approach to its implementation. This is partly because of the mandate given by the Council's democratic base: ultimately, it is accountable to local people through the ballot box. We use this democratic mandate to ensure that our vision is

an inclusive one, which reaches out to all local people, sustains and celebrates diversity, and which seeks to ensure that barriers to development and success are overcome for individuals from all communities.

The Council's distinctive role in the borough is to lead in:

- building local vision and direction
- coordinating a confident and co-operative response to the scale of change
- promoting effective partnership and collaborative working
- enabling community involvement and participation
- securing improvements in services and standards
- ensuring equity, access and inclusion, especially for the most potentially vulnerable
- managing conflict and competing demands
- ensuring that improved results are delivered with reducing resources
- accounting for performance and service quality and communicating progress and outcomes to local people

THE CONTEXT FOR OUR PRIORITIES

Brent is a place of contrasts. Home of the iconic Wembley Stadium, and Wembley Arena and the spectacular Swaminarayan Hindu Temple, our borough is the destination for thousands of British and international visitors every year. We are served by some of the best road and rail transport links in London, and we are well accustomed to the successful staging of major events. Our population is young, dynamic and growing. There is a palpable entrepreneurial spirit about the place. We have award winning parks and fine open spaces, good schools, a vibrant cultural offer, and a reputation for fostering and celebrating community cohesion. Our long history of ethnic and cultural diversity has created a place that is truly unique and valued by those who live and work here.

In short, Brent is a great place to live, work and do business.

But we also face many challenges, especially at a time of acute economic austerity.

Brent's population is now 312,000, an increase of 18% over the past ten years, caused by a high birth rate, people living longer, and adults moving into the borough: 29,000 people have moved into Brent since 2007. Good transport links into central London and strong community and family bonds within our ethnically diverse population make the borough a popular destination. Brent is now the fifth largest London borough in terms of population, and the 14th most densely populated area in the country. Since 2001, the number of under 5 year olds has increased by 37% and those aged 5-19 years by 8%, giving Brent a young population, often living in extended families.

Our population is highly ethnically diverse with larger Indian, other Asian, Black African and Black Caribbean populations than elsewhere in London. The black and minority ethnic population now makes up 64% of the total population, and Brent is acknowledged as the most diverse community in the country. Cohesion between our communities is strong, and people in Brent say that it is a place where people from different backgrounds get on well together. We need to work hard with our various communities to make sure this continues, that all are fairly treated and receive high quality services, and that any emerging concerns are heard and addressed.

At £27,500 per annum, the median household income in Brent is the third lowest in London (Median £33,000). One in every three children in the borough is living in poverty, and this increases to 50% of children in our most deprived wards. Poverty, unemployment and adult

skills levels are key challenges for the borough, underpinning the pressing need to promote growth in job opportunities, support residents to access them and to tackle inequalities.

The rapid population growth has increased the pressure on available housing, and the huge increase in the private rented sector is a major cause of concern, especially in relation to enforcement of standards, overcrowding and illegal housing – the so-called ‘beds in sheds’. 29% of the population now lives in privately rented accommodation, and the number of people owning their own home has decreased by 12% in the past decade. There is a greater reliance in Brent than many other places on benefits and social housing. As a result, the government’s changes to the welfare system will have a more widespread and more severe impact in Brent than in most other parts of the country. Without better job opportunities, people with larger families will experience a significant reduction in the benefits they receive and will find it increasingly difficult to live and thrive in London. We need more homes to be built and to be affordable, and we need to work with our various communities and with our partners to develop resilience and practical responses to the challenges of austerity.

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

Most of the employment in the borough is in small and medium sized enterprises, underlining the entrepreneurial spirit of our residents. Supporting these businesses to grow, identifying opportunities and developing local supply chains is vital to the new Employment and Enterprise service. New start-up spaces will be needed to support local entrepreneurs, and we need reduce the burden of bureaucracy for local businesses.

The development of Wembley and the designer outlet will bring 1500 new jobs and significantly increase the number of visitors to Brent. The new Civic Centre will provide an outstanding community and cultural facility. When it opens in 2014, the Willesden Green Cultural Centre will bring a great cultural venue and better access to services in the south of the borough. These are very important developments for the borough, but we need to do still more to regenerate the area. Five growth areas have been identified across the borough with capacity for new housing, jobs and better local shops and services. We will need to link these to our employment service to ensure that local people benefit from the job opportunities these create.

Living in poverty generally contributes to poorer health, wellbeing and social isolation. The statistics show that people on low incomes are more likely to have a life-limiting health condition, take less exercise and have a shorter life. This applies to too many of our residents, and we need to do more to encourage healthier lifestyles, to promote and support more community participation in sports, physical and recreational activities, and to ensure prompt access to appropriate treatment.

The level of crime in the borough has fallen significantly over the past few years. But the fear of crime and antisocial behaviour remains a key priority for most of our citizens. We remain determined to prevent and reduce it and to make sure that people feel safer and better protected on the streets and in their homes.

Our performance on keeping the borough's streets clean, on recycling, on maintaining our parks and open spaces in good condition, and on keeping our roads in good repair compares well with other local authorities. Even so, we know that we need to do better still to make sure that we achieve the highest possible standards for our public realm, which people living, working and visiting want and deserve.

The need to improve and protect our environment for future generations has never been more pressing. We must make sure that the policies and practices of public service providers are environmentally friendly and that environmentally responsible behaviour is promoted and encouraged.

We also need to recognise the impact that people's own behaviour has, to promote the role of the citizen and foster individual and collective responsibility, and to invite and support participation. We need to find ways to make it easier for people to make the positive choices that will contribute to more recycling, less littering, more use of public transport, healthier lifestyles, more exercise, and more involvement in community and public life. We need to enable people to take more control of their lives, and in the way in which local services are provided.

The reduction in public spending brought about by the austerity measures presents a real challenge in meeting the needs of an increasing population. We need to reduce our costs while protecting and improving service standards. Such challenging times require radical service redesign and really effective commissioning and procurement processes with a focus on early help and intervention, greater independence, effective partnerships and better community engagement.

In meeting these challenges and pursuing our priorities, we need to retain our focus on equality and fairness. We need to protect the most vulnerable in our communities and improve their quality of life, to reduce poverty levels, to reduce the inequality in wages levels, to promote the London Living wage, and to support independence and choice. And we need to develop practical responses to issues such as fuel debt, expensive childcare, loan sharks and poor health outcomes related to poverty. An enhanced role for our voluntary and community sector partners, with their knowledge of our vulnerable residents and communities, will be key in ensuring that these aims are met.

Letting people know how we are doing

We will make sure that residents, local businesses and others with an interest in how well the borough is doing are kept informed about our performance in keeping the promises of the Borough Plan. Progress will be monitored closely and review reports will be published at quarterly intervals over the period of the plan. These reports will be available – in plain language – on the Council's website.

OUR PRIORITIES AND PROMISES

OUR PRIORITY: A STRONGER COMMUNITY	
<p>This means:</p> <ul style="list-style-type: none"> • consistent, high quality engagement of local services with local communities • working together to achieve more • promoting cohesion and integration • providing excellent sports, leisure and cultural facilities and increasing participation 	
WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<p><i>Listen and respond to local people and communities.</i></p> <p>We will:</p> <ul style="list-style-type: none"> • Support and promote greater participation of residents in decision-making, through democratic processes such as voting and council meetings • Ensure that local services engage with local communities more effectively about the services and issues which are important to them, and promote a better understanding about how decisions are made about tough choices • Make improvements that respond to local needs and views and raise resident satisfaction about the borough as a place to live and how the council manages services • Support and promote volunteering 	<ul style="list-style-type: none"> • An improvement on the 2012 response rate for voter registration in the 2013 annual canvass • 72 young people will have been elected to Brent Youth Parliament, providing a representative voice for 72,000 Brent young people. • A significant improvement in attendance at Brent Connects Forums • Effective engagement of local people in each ward, generating views that shape local services, through a comprehensive series of Ward working 'walkabouts' by councillors • An improvement in resident satisfaction to be amongst the best in London in the in 2014 resident survey (this has a minimum £120k cost implication) TBC <p><i>A 2012 telephone survey shows that, currently, 70% satisfied with their area as a place to live and 58% satisfied with the way Brent Council runs things.</i></p> <ul style="list-style-type: none"> • An increase in the number of volunteers in Brent through a number of high profile campaigns and support to volunteering programmes.

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<ul style="list-style-type: none"> Support and foster good relations between communities and address inequalities wherever they are identified 	<ul style="list-style-type: none"> An increase in the proportion of people who say that 'Brent is a place where people from different backgrounds get on well together' to amongst the best performance in London. <p><i>A 2012 telephone survey shows that, currently, 82% believe that Brent is a place where people from different backgrounds get on well together (an 8% improvement on the 2009 RAS)</i></p> <ul style="list-style-type: none"> An <i>Excellent</i> Standard on the Equality Framework for Local Government by January 2014
<ul style="list-style-type: none"> Introduce a new form of budget consultation to inform the preparation of the 2015/16 budget. 	<ul style="list-style-type: none"> Residents will have a greater say in how public money should be spent in Brent
<ul style="list-style-type: none"> Make the democratic process more transparent and accessible to residents 	<ul style="list-style-type: none"> The introduction of live 'streaming' of all Council meetings on the website TBC Provision of space and time for residents to meet and interact with councillors before and after the meetings TBC A significant improvement in the quality and accessibility of the data and information that helps people to understand what is happening in the borough The introduction of regular access to councillors and officers in public places like shopping centres, markets, libraries etc., through the 'On your side campaign' The introduction of regular 'house meetings', in which the Council Leader meets neighbourhood residents in the houses of local volunteers

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<p>Promote and support greater community control of neighbourhood services</p>	<ul style="list-style-type: none"> • We will have undertaken a multi-agency 'week of action' in each ward, with demonstrable improvements in resident satisfaction • We will have strengthened resident involvement in our 'Community Champions' scheme, providing annual recognition of local community leaders who have made a real difference across the Borough
<p><i>Support an independent, inclusive and thriving voluntary sector in Brent</i></p> <p>We will:</p> <ul style="list-style-type: none"> • Support and fund independent advice and training for voluntary sector organisations • Open a voluntary sector resource centre • Secure external funding for local projects that benefit local people • Fund local projects through the borough's <i>Voluntary Sector Initiative Fund</i> • Offer one route for voluntary sector organisations to engage with the council on a range of issues, 	<ul style="list-style-type: none"> • Increase the number of voluntary sector organisations which are members of the CVS network by 50% on the baseline for 2012. • CVS will have a new Voluntary sector resource centre and a programme of training in place for local organisations by July 2013. • An improvement of 4% in the levels of external funding secured by local groups • The investment of approximately £2 million to support local projects during 2013/2014 • Provide an updated voluntary sector webpage with all relevant information by August 2013.

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<p><i>Provide excellent sports, leisure and cultural facilities</i></p> <p>We will:</p> <ul style="list-style-type: none"> • Transform six library services into modern, fit-for-purpose libraries in high quality buildings at convenient locations across the borough, serving as council contact points with a range of information, IT facilities and public services 	<ul style="list-style-type: none"> • Increase to 280 the number of outreach services to nurseries, schools and housebound residents • An increase of 211,000 in the number of library visits • An increase of 34,000 in the number of issues. • An increase of 48,000 in the number of electronic interactions with the library services • A programme of events and activities that reflect resident needs and local priorities will have been delivered.
<ul style="list-style-type: none"> • Increase awareness of the cultural offer in the borough, and promote more community participation in cultural activity 	<ul style="list-style-type: none"> • Delivery of a programme to promote cultural venues and arts opportunities which encourage participation and creative expression • Partnership with the Tricycle Theatre to deliver creative learning activities to young people in Brent • High profile cultural programme for the Civic Centre and Willesden Green Cultural Centre • Working with the Culture Sport and Learning Forum to maximise the wider benefits of culture for Brent residents through strong cultural leadership
<ul style="list-style-type: none"> • Provide practical support to sports and community groups working in the borough 	<ul style="list-style-type: none"> • £250K in external funding secured for Brent community groups • Have supported 250 people in obtaining coaching, officiating and leadership qualifications • We will have successfully implemented the borough's Sports and Physical Activity Strategy and Planning for Recreation and Facilities Strategy

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<ul style="list-style-type: none"> • Promote and support increased community participation in sports, physical and recreational activities • Improve community satisfaction with the provision of leisure and sporting activities in parks and open spaces 	<ul style="list-style-type: none"> • A 13,000 increase in the number of visits to Brent's sports centres above the 2012 baseline. • More opportunities for both formal and informal sports and physical activities through provision of new equipment or areas, including: <ul style="list-style-type: none"> - 5 outdoor gyms installed in parks - Multi Use Games Areas installed at Neasden and Alperton recreation ground - a cricket wicket provided at Eton Grove - pitch improvements at Northwick Park - a BMX track at Chalkhill Open space • Reduce the proportion of people dissatisfied with the service by 2% to 9% by December 2014.

OUR PRIORITY: JOBS, GROWTH AND FAIR PAY

This means:

- Driving economic opportunity and regeneration
- Raising employment
- Increasing income

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<p><i>Deliver our key major economic and regeneration projects to time and budget</i></p> <p>We will:</p> <ul style="list-style-type: none"> • Complete the move to the Council's new Civic Centre. • Complete the Willesden Green Cultural Centre, providing an exciting new cultural hub for the borough • Continue the expansion of the Wembley development, including the opening of the London Designer Outlet that will create new jobs in the retail and hospitality sectors • Continue the South Kilburn regeneration programme for the long term transformation of the area, offering new high quality homes and an improved living environment 	<ul style="list-style-type: none"> • The Civic Centre will open in the summer of 2013 providing integrated customer services, a state of the art library, function rooms and cafes • Opening of the Cultural Centre at Willesden by Winter 2014/15 • The London Designer Outlet will open in the Autumn 2013, creating 1500 additional local jobs • The Wembley Area Action Plan will set out proposals for further growth and physical regeneration of the Wembley area. • We will have provided 339 new homes, transferred 178 existing South Kilburn households into new properties, and planning permission granted for 200 further new homes

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<p><i>Support local people into jobs</i></p> <p>We will:</p> <ul style="list-style-type: none"> • Deliver an employment programme, with voluntary partners, to drive up employment and ensure that the most excluded households receive the support they need to move into work • Support the borough's most excluded households to access service provision that will help them overcome barriers to work • Provide more vocational training opportunities that meet employer needs, linked directly to real jobs and offer a chance to raise skill levels when in work • Implement the London Living Wage within the Council and promote it with local employers, particularly those who do business with the Council • Offer a package of support, including benefit / housing advice, budgeting support and employment provision, for those households most affected by the welfare reforms 	<ul style="list-style-type: none"> • At least 20% of people employed on these major project sites will live in Brent • An increase in the number of local people in employment by 1,700. • An increase in the employment rate for the most excluded groups and a narrowing of the gap between them and the borough average • A team of 6 Navigators will have placed 108 members of these households into work within the first year of operating • Brent Adult Community Education Service users will receive an employment action plan detailing a personalised route to work. • A rise in the weekly average salary for Brent residents and a closing of the gap with the London average • All households most affected by welfare reforms will have been offered one-to-one advice and a number of choices to mitigate the impact of the changes, with alternative affordable housing sourced for them where necessary • 735 households affected by the overall benefit cap will have been supported to retain their housing tenancies by finding employment

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<p><i>Provide opportunities for local businesses</i></p> <p>We will:</p> <ul style="list-style-type: none"> • Offer improved opportunities to local businesses to tender on our major project sites • Establish more business start-up and creative studio space within our identified growth and priority areas, building on the success of the South Kilburn Studios and Library Lab projects. 	<ul style="list-style-type: none"> • An estimated £3million of pipeline contracts will have been sourced from contractors on our Major Project sites and promoted directly to local businesses through expansion of the Supply Chain project • A creative business hub will have been established in Cottrell House on the fringes of Wembley, and 300 m² of space created for approximately 50 co-working space members

OUR PRIORITY: MAKING BRENT SAFER, CLEANER AND GREENER

This means:

- reducing crime & fear of crime
- improving & protecting our environment for future generations

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<p><i>Reduce crime and antisocial behaviour</i></p> <p>We will:</p> <ul style="list-style-type: none"> • Reduce the level of violent crime, robbery and residential burglary. • Deal with anti-social behaviour quickly and prevent future incidents through early intervention services • Implement a robust partnership strategy to tackle gangs and serious youth violence • Make more arrests for domestic violence incidents. • Reduce the impact and recurrence of domestic violence on families by providing and signposting specialist services • Reduce the number of people reoffending • Protect vulnerable service users by investigating all <i>Adult Safeguarding</i> alerts 	<ul style="list-style-type: none"> • A 2% reduction in violent crime with injury • A 1% reduction in personal robbery • A 6% reduction in residential burglary • A 10% reduction in the number of incidents of serious youth violence • To increase by 50 the number of known gang members subject to a positive intervention. • An increase in the number of known gang members successfully exiting gang involvement. • An increase in the proportion of domestic violence offenders arrested to 80%. • All women and children referred to Multi Agency Safeguarding Hub for domestic abuse will have been referred on to specialist support services, including Independent Domestic Violence Advocates and specialist children’s workers for those receiving social care services • A reduction of 10% in the number of offences committed by repeat offenders • A reduction of 10% in the number of first time young offenders entering the criminal justice system • 100% of Safeguarding alerts will be examined and investigated where appropriate, remedial actions will be put in place as necessary

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<p><i>Take action to improve and protect our environment</i></p> <p>We will:</p> <ul style="list-style-type: none"> • Implement <i>The Green Charter</i>, demonstrating how the Council goes about improving the environment when delivering its services 	<ul style="list-style-type: none"> • We will have achieved in partnership with local communities the targets set out within the Council's Green Charter to reduce the impact of climate change • A reduction in the Council's carbon emissions by 25% from the 2009/10 baseline • 60% of waste diverted from landfill • Have developed a Flood Risk Management Plan, which delivers drainage improvements and the installation of new gullies at over 80 locations • Retention of the borough's Fairtrade status • An increase from 63% to 70% in the percentage of designated biodiversity sites meeting the Government standard.
<ul style="list-style-type: none"> • Make sure that the borough is clean and attractive and feels safe and secure by maintaining streets and neighbourhoods to a high standard and protecting the quality of parks and open spaces. 	<ul style="list-style-type: none"> • Fewer than 10% of streets below standard for litter • A reduction in number of graffiti incidents • A 10% reduction in the incidence of fly-tipping and dumped waste • The successful prosecution of those who commit nuisance, dump rubbish and damage through graffiti • Have improved waste arrangements and tidiness in place at houses in Multiple Occupation, through partnership work with landlords and tenants • Have improved public satisfaction with cleanliness of streets, parks and open spaces as measured by the resident's attitude survey.

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<ul style="list-style-type: none"> • Improve the built environment and open spaces of the borough through the rigorous application of policy and design guidelines and specifications 	<ul style="list-style-type: none"> • Investment of over £7m of our £10m investment budget to improve our roads, pavements and transport infrastructure schemes • A reduction in congestion by improving traffic flow, and increased footfall and improved pedestrian, cycling and public transport facilities in town centres (e.g. Sudbury, Harlesden) • The resurfacing of over 7 miles of the boroughs roads in over 26 streets, and the renewal of over 5 miles of pavements in more than 11 streets by March 2014 • We will have provided road safety education to all infants and junior schools • Performance in road safety will be amongst the best in London
<ul style="list-style-type: none"> • Design, develop and implement, working with the Brent Housing Partnerships, the integrated Public Realm Contract for refuse and recycling collections, street cleansing and parks maintenance in a way that delivers the borough's environmental, economic and social objectives 	<ul style="list-style-type: none"> • A change in public perception and behaviours, as measured through the residents attitude survey, through which ultimately residents and visitors will improve and take pride in the appearance of the borough's public places • Have created local growth and job opportunities through initiatives such as apprenticeships and support for the development of the local supply chain • A significant reduction in the cost of providing public realm services
<ul style="list-style-type: none"> • Improve compliance with business regulations and prosecute rogue traders to ensure a safe, fair and equitable trading environment both for consumers and for commerce 	<ul style="list-style-type: none"> • 85% of food businesses will be compliant • Communities will be effectively safeguarded against the risk of food poisoning including outbreaks • Premises that are licensed to safeguard communities against the risk of infectious diseases • Health and safety visits will have reduced the number of accidents in commercial premises • All events at Wembley Stadium will be safe and free from major incidents.

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<ul style="list-style-type: none"> • Tackle environmental causes of poor health and encourage low carbon modes of transport to reduce emissions 	<ul style="list-style-type: none"> • A reduction in air pollutants and respiratory diseases • 39 cycle training courses will have been provided for over 600 school children in the borough, and over 300 lessons for adults • 75 new street trees will have been planted as part of highway improvement projects • Investment of over £30,000 to improve cycle routes and parking in the borough • We will have implemented Work Place and School Travel plans, with more people travelling by walking, by bicycle, and public transport

OUR PRIORITY: IMPROVING HEALTH AND WELL-BEING

This means:

- Improved access to affordable housing
- Addressing health and inequalities and the gap in life expectancy
- Supporting greater personal choice and control

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<p><i>Improve the management of local housing</i></p> <p>We will:</p> <ul style="list-style-type: none"> • Raise living standards in the private rented sector by working more closely with landlords to improve the quality and overall management of their properties • Ensure better management of houses deemed to be overcrowded • Clamp down on the number of illegal “beds in sheds” <p><i>Raise the standards of local housing supply</i></p> <p>We will:</p> <ul style="list-style-type: none"> • Improve the quality and safety of council properties • Use grants effectively and efficiently to support older and disabled people to live at home • Tackle fuel poverty and support affordable warmth across all housing sectors 	<ul style="list-style-type: none"> • The improvement of 650 properties through enforced action • We will explore with private landlords the possibility of a licensing scheme and other innovative options to drive up standards in the sector • 40 additional shared properties will have been licensed to ensure they are fully safety checked, not overcrowded and in a good state of repair • The closure of up to 80 illegally converted outbuildings between • We will have spent £3 million to good effect upgrading and repairing Brent Housing Partnership properties • 530 properties will have been improved to support both older and disabled people to live at home • At least 500 properties will have been assessed for new energy measures and 135 will have received energy saving measures.

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<p><i>Increase the supply of local housing</i></p> <p>We will:</p> <ul style="list-style-type: none"> • Increase the supply of local accommodation, including affordable homes • Bring back empty properties into use to help house those most in need of accommodation 	<ul style="list-style-type: none"> • The completion of 1950 new homes, of which 975 will be affordable • At least 50 empty properties will have been brought back into use
<p><i>Address health and inequalities and the gap in life expectancy</i></p> <p>We will:</p> <ul style="list-style-type: none"> • Integrate Public Health and Council Services and improve performance for key programmes • Reduce the number of people living with preventable ill-health and dying early, especially in our most deprived communities. • Carry out a comprehensive review of Brent Mental Health Service in order to improve access and user outcomes 	<ul style="list-style-type: none"> • An increase in the annual rate of uptake of the <i>NHS Health Checks</i> programme to 65%. • An increase of 5% in the number of people successfully completing the 4-week <i>Quit Smoking Programme</i> • A reduction of 225 in the number of 4 to 5 year olds who are overweight • Improve the proportion of people successfully completing drug treatment programmes to 2% above the London average • A new operating model will be in place, which focuses on prevention and person-centred support
<ul style="list-style-type: none"> • Offer every new service user the option of self-directed support in Adult Social Care to maximise independence and personal choice 	<ul style="list-style-type: none"> • The proportion of service users receiving direct payments will have increased by 10%

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<ul style="list-style-type: none"> • Put in place a Sports and Physical Activity Strategy and a Planning for Recreation and Facilities Strategy to increase participation in physical activities • Review all care packages for 'children in transition' between the ages of 14 to 24 • Improve the cost-efficiency of Supporting People services • Develop, with external partners, alternatives to residential care provision for Older and Disabled People • Develop a more efficient operating model for the future delivery of Adult Social Services In Brent • Develop a single point of access which provides the full co-ordinated range of rehabilitation and reablement options for adult social care service users 	<ul style="list-style-type: none"> • A reduction in the zero participation rate in sport and physical activity from 58% to 57%, as measured by the annual Active People survey • An increase in the proportion of adults participating in at least 30 minutes of sport at moderate intensity at least once a week from 31% to 32% • Reviews will have been completed for 100% of the Transitions cohort • A £1.5m budget saving by March 2014, and better use of resources to improve preventative outcomes • 600 extra care units in the borough • A new and improved operating model will be in place by December 2014 • Service users requiring rehabilitation or reablement will have a single point of access by December 2014
<ul style="list-style-type: none"> • Implement the Joint Strategic Needs Assessment and Health and Wellbeing Strategy 	<ul style="list-style-type: none"> • We will put in place actions that limit the availability and advertising of tobacco • Increase the number of prosecutions for underage sales of tobacco • We will have improved prevention and management programmes for the most common health conditions in Brent particularly, diabetes, heart disease, cancer and Tuberculosis.

OUR PRIORITY: BETTER LIVES FOR CHILDREN AND FAMILIES

This means:

- Good quality schools where all pupils achieve
- Supporting families when they need it most

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<p><i>Make sure that all Brent schools are good quality and that all pupils achieve well</i></p> <p>We will:</p> <ul style="list-style-type: none"> • Make sure there is a school place for every child in the borough through a school building and expansion programme and effective administration of admissions • Work in partnership with headteachers and governors to ensure that all schools in the borough provide a high quality education • Support and challenge providers to ensure high quality early years provision in the borough • Ensure high attainment in our primary schools through support, challenge and strategic partnership with schools • 	<ul style="list-style-type: none"> • Every child between the ages of 4-16 years registered as living in Brent will have a school place • All children, including those arriving in the borough mid-year, will have received an offer of a school place within 6 weeks of applying • At least 700 additional primary school places by September 2014 • Plans in place by September 2013 for sufficient secondary school places to meeting the rise in demand in 2017. • 85% primary, secondary and special schools in the borough will be rated 'good' or 'outstanding' by Ofsted • 72% of the Private, Voluntary and Independent early years settings will be judged as 'good' or 'outstanding' • 70% of childminders will be judged as 'good' or 'outstanding' • All children's centres will be judged as 'good' or outstanding • An increase in the number of staff with Level 3 qualifications. • At least 84% of 11 year olds will have achieved Level 4+ in both English and mathematics • No primary schools will be below the floor standard (65% Level 4+ in both English and mathematics) • No primary schools will be below the national median for progress Key Stage 1 – Key Stage 2

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<ul style="list-style-type: none"> • Ensure high attainment in secondary schools through support, challenge and strategic partnership with schools • Ensure that our 18 year olds get the qualifications they need to go to university through support for our local 16 to 19 partnership of schools and colleges • Support and challenge all our schools to make sure that all pupils, including those in groups at risk of underachievement, achieve well • Support young people to make informed choices, to enter and remain in learning, training or employment and to make effective transitions to adult and working life 	<ul style="list-style-type: none"> • 66% of 16 year olds will have achieved 5 A* to C grades, including English and maths, at GCSE (London average is 62.3) • No secondary schools will be below floor the standard (40% 5A*-C grades including English and mathematics) • The Level 3 Average Point Score per student will be 15 points above the London and national averages • 100% of 16-19 education and training providers will be above the minimum threshold standards at Key Stage 5 • The percentage of Somali pupils achieving L4+ in both English and mathematics will be in line with the national average for all pupils • The gap between the percentage of Black Caribbean pupils and White Free School Meals pupils achieving L4+ in English and mathematics and all pupils nationally will be narrowed by 3 percentage points • The gap between the percentage of Black Caribbean and Somali pupils achieving 5A*-C grades at GCSE, including English and mathematics, and that of all pupils nationally will be narrowed by 4 percentage points • A reduction in the young people Not in Employment or training to 4.7%, measured as an average November 2013 to January 2014 • All 16 and 17 year olds have an offer of education or training by the end of September. 2012 performance was 97.8% Year11 and 97.6% Year 12


WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<ul style="list-style-type: none"> • Provide a high quality education for children with special educational needs and disabilities through expanding inclusive provision, both in mainstream and special schools, and focusing resources more efficiently and effectively on the pupils' needs 	<ul style="list-style-type: none"> • There will be 109 additional special school and additionally resourced places within the borough by September 2014. • All pupils needing a statement of special educational needs will receive it within the on time and to a high quality. • All pupil with statements of SEN will receive a secondary school place at secondary transfer on time • All special schools will be 'good' or 'outstanding' and inclusion provision in mainstream schools will be judged as good or better. • A coherent approach to support and provision from age 0 to 25, including a diverse and high quality offer for 16 to 25, will have been agreed with partners and stakeholders and put in place,
<p><i>Support families when they need it most</i></p> <p>We will:</p> <ul style="list-style-type: none"> • Improve the lives of our families with the most complex needs through direct family support and bringing together services around the family • Make sure that looked after children get the support they need in a local family environment by recruiting more foster carers in Brent and providing high quality support and training • Make sure that all children in need of it are adopted with minimum delay • Behave as a caring, responsible and creative corporate parent to improve the lives of our 'looked after children' • 	<ul style="list-style-type: none"> • Families with complex needs will have been worked with to gain employment / address school attendance issues and meet other criteria with successful outcomes for 100 families by December by 2014. • The number of Brent foster carers will have increased from ** (Feb 2013) to ** by July 2014 • Average adoption timescales will have reduced from the current 565 days to 475 days, against a national average of 635 days. This target will be reduced to 365 when new government framework is introduced.

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<ul style="list-style-type: none"> • Make sure that high quality safeguarding arrangements are in place to keep children and young people safe • Provide high quality, positive activities and targeted support for young people 	<ul style="list-style-type: none"> • 38% of looked after children will have achieved 5 or more A* to C grades (excluding English and Maths) at GCSE (July 2014) Current performance 27% London average 37%. • 54% of looked after children will have stayed on in education, training or have obtained employment at age 17 • Local services for looked after children will be rated as 'good' or 'outstanding' by Ofsted in Looked After Children inspection • The new Multi-Agency Safeguarding Hub, put in place in July 2013, will be rated as 'good' or 'outstanding' by Ofsted in safeguarding Inspection • A programme of high quality activities (including arts, outdoor pursuits, sports and guidance) will be directing young people away from crime and gang-related activities using Roundwood Myplace as a hub.

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<ul style="list-style-type: none"> • Significantly reduce the number of buildings occupied by Council staff and make better, more effective use of remaining buildings • Streamline support services to remove duplication and improve efficiency • Develop and improve our procurement practices. 	<ul style="list-style-type: none"> • The Civic centre will have replaced 12 Council buildings, with significant cost savings that will keep council tax down and fund improved services • The Civic Centre will be the greenest building in the UK, having obtained outstanding BREAM status • The new Willesden Green Cultural Centre will be complete and open on schedule • Staff will be able to work effectively from remote locations, with desk use optimised within Council buildings through shared desk working arrangements • A new centralised business support function will be in place for the Civic centre, reducing the number of administrative staff by 35 and providing much greater flexibility in aligning resources to support service delivery • We will have implemented a programme of automation and streamlined processes in a range of services • We will have a new contract providing facilities management for all Council buildings, delivering a more consistent level of service • Ensure that our procurement practices secure the best value for money, as well as benefiting the social and economic well being of the borough • We will have implemented shared systems for finance, human resources and payroll, and self-service facilities for both financial and HR processes. We will be sharing the costs for hosting of the new Oracle system application support with 6 other partner authorities • Brent and Barnet will be formally sharing services for Registration and Nationality services

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<ul style="list-style-type: none"> • Improve efficiency of service delivery through partnership working to provide shared services and collaborative procurement <p><i>Employ the best possible workforce to meet the needs of the people of Brent</i></p> <ul style="list-style-type: none"> • Make sure we recruit, support, involve, train, develop and manage our people in a way that nurtures a skilled, motivated and effective workforce • Make sure that our workforce provides the best possible services for local people <p><i>Explore and develop partnership and workshare opportunities between service providers in Brent</i></p> <ul style="list-style-type: none"> • Improve efficiency of service delivery through partnership working to provide shared services and collaborative procurement 	<ul style="list-style-type: none"> • We will have procured, developed and implemented tri-borough leisure centre provision for Vale Farm Leisure Centre • We will be working collaboratively with two other boroughs to deliver parking transformation • We will have implemented the collaborative London Highways Alliance Contract <ul style="list-style-type: none"> • The Council will have achieved gold in Investors In People accreditation, confirming the excellent quality of local authority service workers in Brent • A strong performance compared with other London boroughs in inspections of local authority services • An increase in the proportion of people who agree that the Council and its partners are doing a good job as measured by the resident attitude survey. • Through the West London Alliance work with our regional partners to develop collaborative services models which both improve services and reduce costs.

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 Brent	One Council Overview and Scrutiny Committee 10 July 2013 Report from the Director of Children & Families
For Information	Wards Affected: ALL
Update on Working with Families Programme	

1. Summary

- 1.1. This report provides an update on the Working with Families (WwF) One Council Programme.

2. Recommendation

- 2.1 That the report be considered and noted.

3. The objectives of the Working with Families Initiative

- 3.1 The WwF Initiative was established as a One Council Programme in 2012 aiming to:
- Successfully work with 810 'Troubled Families' under the CLG programme (increase educational attainment, decrease crime and anti-social behaviour, and reduce unemployment)
 - Mainstream the Troubled Families approach/principles to put in place whole systems change for a broader cohort to ensure that all families in Brent receive the 'right support, from the right agencies at the right time'
 - Embed a partnership approach to tackling the intergenerational cycle of family dysfunction by sharing (and maximising) expertise and resources and shift the culture of professionals towards being more family focussed
 - Put in place multi-agency management data and monitoring systems to track families and better understand outcomes that are being achieved, including understanding how better intervention with families avoids cost in 'acute' and reactive services
 - Reduce the numbers of young people coming into care by providing targeted, preventative early help

4. Brent's approach to the delivery of the national Troubled Families Programme

4.1 Brent started the Troubled Families (TF) Programme without an existing Family Intervention Programme or Early Help Service in place. Rather than using the TF Programme solely to set up a TF Team, the WwF programme took the approach of wider systems change targeted at reducing the pressures on the social care placement budget, enabling social workers to do better quality work with those who need it most and addressing the concerns raised by Ofsted at the lack of early help service for stepping up and stepping down from social care. The WwF Programme aims to achieve 'whole systems change' with the aim that all agencies would work in a more family-focused way. This approach has been made very explicit to CLG on their visits and they have been very positive about our approach.

5. Organisational change brought about through Working with Families?

5.1 Through the Working with Families programme and utilising the Troubled Families funding as well as General Fund and DSG, the programme has established the following services in Children and Families Directorate:

5.2 **Early Help and Family Support Team:** This is a team of 27 staff who work with 'troubled families' already identified, support the identification of further troubled families and co-ordinate the team around the family. The staff have all been trained in the assertive and persistent key worker methodologies advocated by Louise Casey, national Troubled Families lead. The team was recruited during late 20/02/13 and has been fully up and running since May 2013. CLG (Ian Brady and Robert McCullough Graham) were impressed with the quality of the team and how they have been trained. In addition to working with the troubled families cohort, the team also receives all CAF referrals and works on a step up/step down basis with the social care teams to improve the range of support available to families and relieve pressure on Locality Social Care Teams. The key worker is able to access and co-ordinate support for troubled families from aligned services and some spot purchased services, such as mentoring support, relationship support and counselling. Children's Centres play a key role for those with younger children.

5.3 **Family Front Door:** This is the Brent version of 'MASH' (multi agency safeguarding hub) which is due to 'go live' in July 2013. It is a new multi-agency team that will act as a first point of contact for all referrals that are received by the Council relating to children and families with additional needs. As a multi-disciplinary team they will:

- Receive all initial referrals from concerned practitioners and members of the public (including those relating to potential 'Troubled Families');
- Where necessary carry out a thorough information gathering process across partner agency data systems to build a picture of the whole family circumstance (i.e. via a 'MASH' process);
- Reach a joint decision about the most appropriate onwards referral route for the individual family.
- Ensure that the family are put in contact with the services that they require.

5.4 **New Edge of Care Services:** This includes the **Family & Adolescent Support Team (FAST)** which gets involved with a family at point of crisis with the objective of diverting an adolescent (10 years and over) from the care system whenever safe to do so. The other component is the **Family Assessment and Intervention Resource (FAIR team)** which addresses the gap in assessment and intervention services for families with younger children where care proceedings are under active consideration, working to ensure as far as possible that the family can be supported to stay together. This service partly is a response to the new duties under the Family Justice Review, with the requirement to complete care proceedings within 26 weeks. It is upon the success of these new 'edge of care services' that the planned savings of £852k in the children's placement budget is partly dependent.

6. Partnership involvement

6.1 Governance of the project has been through a Strategic Board consisting of CMT members and senior representatives from health and the police. More recently to implement the Aligned Services Strategy, an Operational Board has been set up with middle management representatives from all agencies, including the police, voluntary sector, education, health and which is well supported and attended.

6.2 Alongside setting up of the Brent Family Solutions team, an 'Aligned Services Strategy' was developed to establish an action plan for multi-agency working around the family. The majority of the actions in the plan have been implemented or are being implemented. It is monitored and progressed through the WwF Operational Board.

6.3 The Brent Family Solutions team is co-located with social care colleagues, YOS, Education Welfare and the Family Front Door while a domestic violence worker, a substance misuse worker and a JCP adviser are integrated into the team. The Family Nurse Partnership will also be aligned closely with the team when it is established. In order for work with troubled families to be really successful, there needs to be adoption of a family oriented approach to work across relevant agencies, with the 'lead worker' role adopted in teams beyond the Brent Family Solutions team where appropriate. Guidance for agencies on how this works has been signed off by the Operational Board and has been used with the YOS, EWOs, Health Visitors and others. This has resulted in information being shared appropriately and some families being worked with in a family-focused way, as opposed to an individual child or young person approach. More work and training is in place over the next few weeks to extend this.

7. Progress in delivery of the Troubled Families Programme

7.1 Brent has committed to working with 810 families over the three years of the Programme. These can be broken down as follows:

	Target	Actual
Year 1 (12/13) number of TF identified	300	303
Year 2 (13/14) number of TF identified	405	100 to date
Year 3 (14/15) number of TF identified	105	-

Year 1 number of TF being worked with	303	101 reported as at April 2013 303 to be reported at 8 th July 2013
Year 1 number of TF where outputs have been achieved	75	*75 to be reported – 24 th July 2013

*Outputs achieved: regular school attendance and no reoffending. Employment outcomes awaiting DWP data match.

7.2 The introduction of the Family Front Door is key to better identification of troubled families and identifying the next cohort.

8. Financial Implications

8.1 The Project Initiation Document (PID) agreed by the Strategic Board in October 2012 set out funding sources and proposed use of funding. Total cash funding for the project is between £2.155m and £3.105m over three years depending on the extent to which Troubled Families targets are hit.

8.2 Troubled Families grant of between £2.05m and £3m consisting of:

- £300k over three years toward co-ordination of the Troubled Families Programme;
- An estimated £1.75m over three years as attachment fees for working with 810 families¹;
- A potential additional £950k total reward grant if all Troubled Families targets are hit.

8.3 The PID set out proposed use of £2.3m funding as follows:

- £300k toward the cost of setting up the Working with Families project
- £200k as a one-off contribution to costs of setting up the Family Front Door
- £1.2m over three years (£400k per annum) to fund additional Family Support Workers;
- £600k over three years (£200k per annum) to fund other additional interventions. This is funding the edge of care services and the initial costs of locating social workers in the Family Front Door.

¹ Attachment fee is £3,200 per family in 2012/13, £2,400 per family in 2013/14, and £1,600 per family in 2014/15 and applies to 5/6ths of the total number of families. The £1.75m total is based on the current profile for working with families in the Troubled Families cohort

8.4 The project budget made the modest assumption that Brent would receive a minimum of £145k reward grant with any further reward grant above £145k being recycled into further interventions as part of the Working with Families Programme.

9.0 Legal Implications

9.1 The work being undertaken through the Troubled Families project is compliant with the requirements to achieve the relevant funding. Advice has been taken in respect of the protocol for sharing information and agreement has been reached between all the relevant organisations for the information to be shared. Advice will be provided as required.

10.0 Diversity Implications

10.1 A predictive equalities impact assessment has been carried out in respect of the WwF programme. Clearly the Troubled Families are from groups who are socio-economically vulnerable and are often led by women who have been subject to domestic violence or other problems. Given the very diverse nature of Brent's population, the Family Solutions Team has to take account of widely varying family issues and needs and show considerable understanding of cultural issues.

11.0 Staffing/Accommodation Implications (if appropriate)

11.1 The programme has recruiting additional staff. Part of the programme's work is to develop the future sustainability of the programme to avoid the work with complex families ending when the project funding ends.

Contact Officers

Sara Williams, Acting Director, Children and Families
Fiona Ledden, Director of Legal and Procurement

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**One Council Overview & Scrutiny Committee Work Programme 2013/14
Chair Cllr Ashraf**

Date of Meeting	Agenda Item	Requested information/evidence	Invited witnesses	Notes
<p>29th May 2013</p>	<p>Libraries Transformation</p>	<p>Members are interested in knowing the impact of the libraries being closed, evidence around how many people are using libraries and more information on future plans for libraries in Brent.</p>	<p>Jenny Isaac/Sue Mckenzie</p>	<p>Members were pleased with the positive progress being made by the library service in Brent. The chair requested for the presentation to be emailed to all committee members. This was done on 30/05/13.</p>
	<p>Services for Young People</p>	<p>Members will receive a verbal update on the progress made and how this project is being developed and what has been achieved to date.</p>	<p>Cathy Tyson</p>	<p>The update was noted. Timetable to implement the scheme should be in place in Autumn.</p>
	<p>One Council Work Programme update</p>	<p>The committee will receive an update on the status of the programme and the individual projects within it.</p>	<p>Irene Bremang</p>	<p>The update was noted. Members requested for the Senior Management Restructure project, Project Athena, Adult Social Care Mutual project and Civic Centre Project be added to the work programme.</p>
<p>10th July 2013</p>	<p>Performance and Finance report Q4</p>	<p>To provide members with performance information</p>	<p>Cathy Tyson</p>	
	<p>Working with families initiative</p>	<p>The committee will receive an update on how this project is being developed and what has been achieved so far.</p>	<p>Robert Hardy</p>	

Items to be timetabled

Adult Social Care Mutual project: This is a new project that will look at the alternative models for providing care in the future

Civic Centre Project: Members are interested in knowing how the £1.5 million savings are being achieved

Senior Management Restructure: Members have raised serious concerns regarding the number of interims in senior positions and the cost to the council. Members have requested for the Leader of the Council and CEO to attend One Council to explain the strategy behind this.

Parking Procurement Project: Members are concerned about the new online payment system and the impact this will have on the community

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