



Overview and Scrutiny Committee

Tuesday 13 October 2009 at 7.30 pm
Council Chamber, Brent Town Hall, Forty Lane,
Wembley, HA9 9HD

Membership

Members

Councillors:

Jones (Chair)
Castle (Vice-Chair)
Clues
Leaman
Mistry
R Moher
HB Patel
Thomas

First alternates

Councillors:

Beswick
Dunn
Bessong
Motley
Kansagra
Arnold
Joseph
John

Second alternates

Councillors:

Crane
Green
Hirani
Anwar
Mrs Fernandes
Long
H M Patel
Ahmed

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0208 937 1307, toby.howes@brent.gov.uk



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 any relevant financial or other interest in the items on this agenda.	
2 Deputations (if any)	
3 Minutes of the Previous Meeting of the Overview and Scrutiny Committee held on Thursday, 9th July 2009	1 - 8
The minutes are attached.	
4 Matters Arising (if any)	
5 Appointments to Sub-Committees (if any)	

6 Leader's Update on the Council's Priorities

Councillor Lorber, Leader of the Council, will attend the Committee and has been asked to give a presentation on the following issues:

- The provision of school places in the borough
- The impact of the recession on local people and on the council.
- Efforts to recruit social care staff, especially in children's services.
- Shared services opportunities. The original request was to focus on adult social care, but the committee would like a general update on the progress made in this area.

The Committee received a presentation from the Deputy Leader at their meeting in July where a number of these issues were addressed. At that meeting the Committee agreed to invite the Leader to attend in October 2009 to follow up on developments.

7 Transforming Adult Social Care: Modernising Day Opportunities for People with Learning Disabilities - Update on Progress

9 - 14

This report provides an update on progress in respect of an aspect of the Adult Social Care Transformation programme – the modernising of day care opportunities. This include an update on the assessment programme for users and carers within Brent Learning Disabilities Service and the move toward implementing the Self Directed Support model to promote independence and choice and meet the needs of people attending Brent Learning Disabilities Day Centres.

The report outlines the next steps in order to deliver self directed support and outcome focused support plans for service users as directed by the Personalisation agenda in full collaboration with service users and carers of day care services within the overall context of meeting assessed needs. The report also provides information about the progress to date in finding a suitable site for the re-provision of Albert Road day centre supporting people with complex needs.

8 Local Strategic Partnership Annual Report

15 - 66

The report is attached.

9 Local Strategic Partnership Self Evaluation

The Local Strategic Partnership has recently undergone a self evaluation process against a best practice governance model, considering the partnership focus and structure for effective delivery of the Local Area Agreement and priority partnership projects. Joanna McCormick, Partnerships Coordinator will attend the meeting to provide an overview of the self evaluation findings and highlight the implications for Overview and Scrutiny of the resultant changes agreed by the Local Strategic Partnership.

10 Tubbs Road Councillor Call for Action Request

67 - 74

The Overview and Scrutiny Committee has received a councillor call for action request from Councillor Powney relating to the volume of traffic using Tubbs Road. Councillor Powney believes that the road is being used as a cut through by people seeking to avoid High Street Harlesden and Station Road to get to Old Oak Lane. As a result the street is congested, polluted and residents are concerned about road safety. Councillor Powney would like the Overview and Scrutiny Committee to consider this issue and recommend a solution to the problems at Tubbs Road.

The Overview and Scrutiny Committee will need to decide whether or not to take the Tubbs Road issue forward and could use the criteria set out in the protocol to help to make the decision.

11 Recycling in Flats Task Group

75 - 98

Attached is the final report of the Overview and Scrutiny Committee Task Group on Increasing Participation in Recycling in Flats.

12 Overview and Scrutiny Committee Work Programme

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This document, for the Committee's information, sets out the Overview and Scrutiny Committee Work Programme.

13 Date of Next Meeting

The next meeting of the Overview and Scrutiny Committee is scheduled for Tuesday, 8th December 2009 at 7.30 pm.

14 Any Other Urgent Business

Notice of items to be 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 No 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.
- Toilets are available on the second floor
- Catering facilities can be found on the first floor near the Grand Hall
- A public telephone is located in the foyer on the ground floor, opposite the Porters' Lodge

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Agenda Item 3

MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE 9 July 2009 at 7.30 pm

PRESENT: Councillor Jones (Chair), and Councillors John (for Thomas), Mistry, Motley (for Leaman) and R Moher.

ALSO PRESENT: Councillor Blackman (Deputy Leader of the Council) and Councillors Butt and Dunwell.

Apologies for absence were given on behalf of Councillors H B Patel, Castle, Leaman and Thomas.

1. **Declarations of Personal and Prejudicial Interests**

None declared.

2. **Minutes of Previous Meetings**

RESOLVED:

that the minutes of the meetings held on 18 May 2009 and 27 May 2009 be approved as accurate records.

3. **Matters Arising**

None.

4. **Appointments to Sub-Committees**

None

5. **Deputations**

Mr Chambers and Mr Sayers were given permission by the committee to speak on the item regarding the Cricklewood Library Children Centre Project and Archive move.

Mr Chambers addressed the committee as a member of the friends of Cricklewood Library and as a user of the archive. Mr Chambers explained what he felt were inaccuracies and omissions in the briefing paper, provided for this item, including the information provided on the consultation carried out and the legal position regarding the covenant. He also claimed that there was opposition to the children's centre expressed at a recent public meeting. In addition, he stated that he was of the impression that planning permission would be required if a children's centre was to be located in the library, because of the change of use of the building.

Mr Sayers also addressed the committee. He felt that the consultation had been misleading and had not been thorough. He did not believe that there was the support for the project as was suggested in the briefing note. He was of the belief that the library was better used than suggested in the briefing note. Also he was of the opinion that having another children's centre when there was one less than a mile away would be unnecessary and would cause disruption to the library.

In response to the legal issues regarding the covenant raised by Mr Chambers, Sue McKenzie (Head of Libraries, Arts and Heritage) stated that she was unable to go into the legal position as the Council were currently awaiting legal advice. Furthermore, in response to the issue of consultation she assured the committee that information was never withheld from people and that the consultation was comprehensive. She also stressed that consultation with service users on the design of the new building and service would continue. With regards to the issue of planning permission, Sue McKenzie stated that there was a possibility that planning permission would be needed. The chair thanked Mr Chambers and Mr Sayers for their contribution and informed them that their views had been noted by the committee.

6. **Cricklewood Library Children's Centre project and Archive move**

Sue McKenzie (Head of Libraries, Arts and Heritage) introduced her briefing note and provided the committee with the background, key points and latest position on the Cricklewood Library Children's Centre project and the related project to move Brent Archive to Willesden Green Library.

In the discussion which followed, a concern was raised that the crèche could cause disruption and noise problems to library users. In response, Sue McKenzie explained that to minimise disruption, the crèche would most likely be sited on the ground floor at the back of the building and that the possibility of sound proofing would be looked at. Members were keen to stress that there would be a need to ensure that a variety of books would be available. A concern was raised that many of the people who visit the new Kingsbury Library were not using it for traditional reasons and that this could happen to Cricklewood Library. In response, Sue McKenzie stated that the new Kingsbury Library had experienced sustained increased usage and book borrowing. A view was expressed that it was important to give careful consideration when deciding partnership arrangements for libraries. It was raised that there was confusion over what children centres actually do.

The committee were sympathetic to the proposals but felt that more work needed to be carried out on informing service users as to what children centres do, how they operate and how the centre and library would interact within the refurbished building. It was also felt that service users should be informed as to how the £400,000 investment in the building would be spent, how noise from children's centre would be contained to reduce the impact on library users and how access to the building would be separate for users of the library and children's centre to minimise disruption for library users. Members requested that the outcome of the legal investigations regarding the covenant on the building be reported to the members of the committee when completed.

RESOLVED:

that the briefing paper be noted.

7. Leader's update on the Council's priorities

Councillor Blackman (the Deputy Leader of the Council) was welcomed to the meeting. He explained that Councillor Lorber (Leader of the Council) was unable to attend the meeting and that he had sent his apologies. The committee had requested, following the Leader's update at the February 2009 meeting, that the following areas be addressed; the impact of the recession on local people and how the Council was responding to this, progress on the delivery of the improvement programme, progress on the provision of new social housing and efforts made to recruit more permanent social care staff.

Councillor Blackman began his update by explaining how the recession was having an impact locally. He informed the committee that whilst the income the council was receiving, for example through parking and land searches, had decreased, the demand on services had increased. He stated that the council had experienced an increase in the number of people applying for benefits and making enquiries. He added that Brent had the ninth highest claimant level in London. He stressed that the recession was not a white collar recession and that it was having an impact across the whole borough. He added that there was a marked difference in deprivation between areas, with Stonebridge having experienced the highest level of deprivation. He also highlighted that Brent was the fourth lowest borough for income levels and that the difference between the highest income and the lowest was considerable. Furthermore, he explained that whilst the unemployment rate in Brent was about the same as the London average, it was higher than the British average and that rises in unemployment could have a huge impact on the borough.

In order to reduce the impact of the recession on the borough, Councillor Blackman, informed the committee of the steps which were being taken. He explained that the council had to ensure that as the council makes service improvements and efficiencies that front line services could adapt and that robust data, which was being compiled, would be used to ensure that this happens. He stated that the Council would work to maximise revenue and take legal action against those who would not willingly pay their taxes. Yet, the council would also encourage benefit take up for those that needed it. Councillor Blackman also informed the committee that a small business rate relief was available to help small businesses. He explained that the number of businesses using this rate relief had increased, but that there were still many small businesses which were unaware that it existed. He stated that the council was working to increase small businesses' awareness of this rate relief. In order to ease unemployment, he explained that the council was working to make people aware of jobs available in the borough and how they could take advantage of training opportunities. The council, he added, was also working to increase the use of apprenticeships available for school leavers and was also working to support the development of the College of North West London.

Councillor Blackman also informed the committee that social housing development was being encouraged. Furthermore, the council had also recently reviewed its capital programme to look at what the council could do now to assist in the local economy. In the discussion which followed on the impact of the recession, the need for focusing on

those areas which had been worst hit by the recession was raised by the committee as being very important.

Councillor Blackman then went on to inform the committee on the progress of the improvement programme. He explained that the Director of Business Transformation had been appointed to support the council with its programme. He explained that there was a challenging time ahead for the next administration as it was likely that government grant would at best have a 0% increase and at worse could be reduced. In response to a concern expressed about the morale of staff within the council, he advised that reviews would be carried out in a way which would be open and transparent, with staff being kept informed of all progress. He explained that the council would be looking at ways to rationalise its property portfolio, the way it carries out commissioning and contract management, and the way it delivers IT. Councillor Blackman explained that the council would also be looking at how to stop duplication and maximise income and would continue to examine the possibility of shared services with other boroughs in West London.

Councillor Blackman then provided the committee with an update of the progress in the provision of new social housing. He explained that in the last financial year there were 477 social housing units built. Furthermore he stated that 275 units had changed from temporary accommodation to permanent social housing. He expressed a concern that private sector development had reduced due to the recession. However, he explained that there was more interest from housing associations. He stated that Brent was doing better than some other boroughs and that the council had funding for the next three years to deliver approximately 900 affordable homes. He also stated that through private finance initiatives, the aim was to deliver 275 new units, the first of which would provide accommodation for those with learning disabilities.

Councillor Blackman then informed the committee that Brent Housing Partnership had achieved funding for their settled home bid. In addition, he added that the council's housing department had worked with the Mayor of London to set a target of delivering 1600 new homes over the next three years. He stressed the need to also reach the council's Local Area Agreement target of 1374 affordable homes to ensure that the council receives the grant money.

The recession, Councillor Blackman explained, would lead to the number of section 106 agreements being reduced. However, he added that the government had announced further funding for housing projects, which would mean that there would be an opportunity for more resources, thus the opportunity for regeneration in areas such as South Kilburn. In the discussion which followed, a concern was raised that there were new blocks in Wembley which seemed to be empty. Phil Newby (Director of Policy and Regeneration) explained that this had happened as a result of the credit crunch.

In responding to the issue of recruiting more permanent social care staff, Councillor Blackman explained that the council was not experiencing any problems recruiting permanent social care staff in adult social care, except occupational therapists. He stated that there was a shortage of occupational therapists nationally. With regards to children services, he advised that the council was investing money to improve front line standards following the Baby P case and that a significant effort had been made to recruit permanent staff. He explained that front line services for children's social care

had the highest number of agency staff, but highlighted that there had been a 50% increase in the number of people permanently employed. He advised that the council's goal was to have two thirds of front line staff in children's social care permanently employed by the end of the year. Currently only 42% of staff working in child protection were permanent council employees. As well as recruiting permanent staff, he emphasised that the council was working to ensure that experienced staff be retained. In the discussion which followed, the concern was raised that an influx of new permanent staff could put pressure on existing experienced staff who would be needed to assist the less experienced staff. A concern was also raised as to the government's proposals to fast track recruits to social work. The committee noted that children's social work was a difficult sector to work in and recognised the difficulty in finding permanent staff who want to work in this area.

A discussion then followed on the issue of school places. Councillor Blackman highlighted that the number of school places required was hard to measure. One of the predictions, he stated, suggested that the borough could need 16 extra forms of entry by 2014. However, he added that figures tended to alter month to month, which had made it hard to assess the numbers of places required. Furthermore, recent arrivals from Eastern Europe were returning home which had made figures fluctuate. He advised the committee of what provisions had been made for the expansion of schools places and what was in discussion. It was raised that the Children and Family Overview and Scrutiny Committee had this issue on their work programme for this year.

The chair thanked Councillor Blackman for his contribution. It was noted that Councillor Lorber would be invited to the meeting in October and that members were asked to inform the chair or Andrew Davies of any questions that they would want to ask Councillor Lorber.

RESOLVED:

- (i) that the areas which were addressed be noted;
- (ii) that the briefing note sent to all members earlier in the year, providing details of the small business rate relief scheme be re-circulated;
- (iii) that Councillor Lorber to be invited to the Overview and Scrutiny meeting in October 2009 and that members should inform the chair or Andrew Davies of any questions that they would want to ask Councillor Lorber

8. Introduction to the work of the Business Transformation Department

Graham Ellis, the Council's Director of Business Transformation, provided the committee with an introduction to the work of the Business Transformation Department, in which he outlined his main priorities and key areas of work.

Graham Ellis joined Brent Council in February 2009. Since that time, he had been impressed with the council's ambition and by the commitment of staff to excellence. He began his presentation by explaining that his department incorporated HR, IT, One Stop Service / Customer Care, the People Centre and the Civic Centre Project and that the department's role was to support the council in its business transformation.

Graham Ellis introduced his four main areas of focus which were focusing on the customer, getting the basics right, improvement and efficiency and effective delivery. He explained that it was vital that the council puts the customer at the centre of everything that it does and that customer insight was key to ensuring effective service provision. He highlighted that the civic centre would become a benchmark for service offer in 2013.

The committee then heard about the importance of getting the basics right and was provided with examples such as the roll out of exchange and IP telephony and the roll out of new ways of working. Graham Ellis explained that HR and IT would need to play a key role in ensuring that the council was equipped with the right tools to achieve its ambitions. He stressed the need for services to work with HR and IT to let them know what support their services would require.

Graham Ellis explained that to ensure improvement and efficiency, the delivery of the one council programme was vital in building credibility, confidence and momentum. He believed that the £53 million savings which would be needed to be made over the next four years would be challenging but achievable. To ensure delivery of the improvement and efficiency programme, he stressed the importance of governance, effective programme and delivery management, strong leadership, good internal communications and a willingness to carry through promises.

In the discussion which followed, a concern was raised that staff morale, following the introduction of the improvement programme, was currently low in areas of the council and that those members of staff who would not be in the civic centre would be at further risk of low morale. In response, Graham Ellis stated that the majority of staff with whom he had spoken to had been positive in their response to the improvement and efficiency programme. He explained that what staff did not like was uncertainty and therefore there was a need to continue to ensure that staff were kept fully informed about everything so that they would continue to feel part of the process. He explained that a number of internal communications staff had been appointed to help improve internal communication. Furthermore, he was keen to stress that not only would the civic centre be an important key component in the regeneration of Wembley, but that it must also symbolise the way services would be delivered across the borough. If staff across the borough were to be given the right tools, he believed that the burden on them would decrease and staff morale would increase as a result.

A concern was also raised that often departments did not share data and that information was often duplicated and needed to be centralised. Graham Ellis agreed that information would need to be more centralised to avoid duplication. He ensured the committee that safeguarding measures would remain in place.

The committee thanked Graham Ellis for his presentation and invited him back to the Overview and Scrutiny Committee in February to provide an update on the progress of the business transformation projects.

RESOLVED:

- (i) that the introduction to the work of the Business Transformation Department be noted;
- (ii) that Graham Ellis be invited to the Overview and Scrutiny meeting in February 2010 to provide an update on the progress of the business transformation projects.

9. **One Stop Service Redesign Project Update**

This report updated the committee on the following matters as requested at the Overview and Scrutiny meeting of 24th March 2009:

- (i) user contacts received via the self service facilities as part of the One Stop Service Redesign including the nature of enquiries received and any increases and decreases in particular service uses including enquiries related to school places;
- (ii) the contingency arrangements which were in place to manage any anticipated increase in user demand, associated with the economic recession, including a returning demand for face to face.

The chair noted that the report contained a good level of detail which covered the requested information. It was requested that an update on service demand figures be presented to the committee in February 2010 to ensure the continued monitoring of the possible impact of the recession on service demand. This was of particular interest following the reporting of a fall off of enquiries which the chair pointed out was surprising considering the recession.

RESOLVED:

- (i) that the report entitled 'One Stop Service Redesign Project Update' be noted;
- (ii) that an update on service demand figures be presented to the committee in February 2010.

10. **Overview and Scrutiny Annual Report 2008/09**

The chair introduced the Overview and Scrutiny Annual Report for 2008/09, which reflected the work of all of the committees within Brent's overview and scrutiny structure. It was noted by the committee that good progress had been made in all aspects of scrutiny. Members thanked officers for the support they had received as members of task groups.

RESOLVED:

that the Overview and Scrutiny Annual Report for 2008/2009 be agreed.

11. Care plans for people with learning disabilities and physical disabilities

Following a request by the chair, the committee had before them a briefing note setting out the council's responsibilities for care plans for people with learning disabilities and physical disabilities. The committee was asked to note the briefing paper and to discuss whether it wished to take forward any of the issues raised. There were no issues raised by the committee.

RESOLVED:

that the briefing paper entitled 'care plans for people with learning disabilities and physical disabilities' (appendix 1 of the report) be noted.

12. Overview and Scrutiny Committee Work Programme

Andrew Davies (Policy and Performance Officer) updated members on the committee's Work Programme for 2009/10 and stated that he would update the programme to include the issues raised at this meeting. It was noted that the October programme was looking very full and therefore that it may need to be altered to ensure that it would be more manageable.

RESOLVED:

that the work programme be noted.

13. Date of Next Meeting

It was noted that the next meeting was scheduled to take place on Tuesday 13 October 2009.

14. Any Other Urgent Business

None.

The meeting ended at 9.46 pm.

L JONES
Chair



Overview & Scrutiny Committee 13th October 2009

Report from the Director of Housing and Community Care

For Action/Information

Wards Affected:
ALL

Report Title: Transforming Adult Social Care

MODERNISING DAY OPPORTUNITIES FOR PEOPLE WITH LEARNING DISABILITIES – UPDATE ON PROGRESS

1 SUMMARY

- 1.1. This report provides an update on progress in respect of an aspect of the Adult Social Care Transformation programme – the modernising of day opportunities for people with learning disabilities.
- 1.2. This includes an update on the assessment and review of needs programme for users and carers within Brent Learning Disabilities Service and the move towards implementing the Self Directed Support model to promote independence and choice in meeting the needs of people attending Brent Learning Disabilities Day Centres.
- 1.3. The report outlines the next steps in order to deliver self directed support and outcome focused support plans for service users in the Personalisation agenda in full collaboration with service users and carers of day care services.
- 1.4. The report also provides information about the progress to date in finding a suitable site for the re-provision of Albert Road day centre supporting people with complex needs.

2. ASSESSMENT PROGRESS TO DATE

- 2.1 The first assessments began in 2008 after the recruitment and training of staff. The assessments commenced at Stonebridge day centre, then moved on to Strathcona in October and then on to Projects in April 2009. To date 270 service

users and 99 carers' assessments have been completed. Albert Road and ASPPECTS day centres assessments are yet to be completed. It is envisaged that the assessment process will be completed by the end of Nov 2009. It is intended to continue to consult and work with service users and carers in the programme on how their choices can be met within the resources available in implementing individual reviews over the next few months.

3 CONSULTATION

- 3.1 A Consultation Strategy has been developed in conjunction with the Brent Learning Disabilities Partnership Board (BLDPB) which is made up of key stakeholders of learning disabilities service. The agreed document establishes the principles and key pathways for consulting and communicating with people who use learning disabilities day services in Brent and their carers. It sets out a framework which promotes openness and trust with both people who use services their carers and the wider public and provides an opportunity for all stakeholders to be involved using a variety of mechanisms and methods.
- 3.2 The Learning Disability Partnership Board (BDPB) has developed an ad-hoc sub group to develop a better understanding of the various issues. Two meetings of this group have taken place and once the assessment and analysis of ASSPECTS and Albert Road day centres have been completed the Learning Disability Partnership Board will support communication between community care, care management, users and carers on the best ways forwards.

4. SERVICE DEVELOPMENT

- 4.1 The strategic theme for improving day opportunities for people with learning disabilities comes from central government agenda for Putting People First (personalisation) and the Valuing People Now guidance The government publication 'Putting People First: a shared vision to transforming of adult social care (HM, Government, 2007) forms the basis of how personalisation will work. Giving users and carers appropriate choice and control over the services they receive underpins the Personalisation agenda. Brent's Learning Disabilities service has already started implementing the strategic aims for personalisation. This is evidenced through Self Directed Support assessments and reviews currently being undertaken. The analysis of the assessments will result in a menu of activities on how users that are meaningful, productive, meeting their needs and within available resources. The next stage in this process is to facilitate service users support plans to make their assessment outcomes happen.
- 4.2 Longer term development of services will be done through:

- The development of a robust Joint Learning Disability Commissioning Strategy which takes on board how the outcomes of service user's assessments will be met.
- The development of a Joint Commissioning Strategy to:
 - Stimulate market development to ensure the provision of high quality services that treats people with dignity and maximise choice and control.
 - Specifically support and build capacity in the third sector who have the potential to offer a wider choice of specific or specialist services required by the diverse communities of Brent.
- A review and re-alignment of current day care operations to better support service user's needs and aspirations. Choice, cost efficiency and value being the core to this.
- The current service will need to be able to compete in a market place in the longer term. This means providing high quality efficient services for all users to include those who can achieve independence or steps towards it, and those who continue to want and need their existing arrangements.
- Empowering service user choice by promoting personal budgets that include where appropriate direct payments, in-house services and self funded services.
- To develop a range of different modes of travel options for service users including supporting people to use ordinary transport.
- The implementation of an Organisational Development Strategy for staff to work differently to better support service users, develop their skills and enhance job satisfaction
- Better support for service users, carers and staff, advocacy and brokerage underpins the above work streams

5 PROGRESS ON THE RE-PROVISION OF ALBERT ROAD

- 5.1 The Albert Road day centre site is critical in the South Kilburn redevelopment. Re-provision and re-location of the centre had been approved since 2004. It is crucial to give impetus to this project because it will be two years before the site could be handed over for development. Any more delay in its relocation will delay the south Kilburn redevelopment project.

In total 15 sites have been looked at and one site, John Billham sports ground, has been shortlisted as being the preferred site agreed by Housing and Community Care and carers. A feasibility study is currently happening to make the site work to relocate and re-provide Albert Road Day Centre as a Resource Centre for people with learning disabilities.

- 5.2 Parents and carers have been involved through the consultation process in the specification of the new resource centre. In establishing a resource centre base work will centre on the provision of a range of daily and evening activities that can be organised, on and off site so that users can then decide how they want to spend their day. The council's Executive will be considering recommendations in November 2009
- 5.3 Once the feasibility study on the John Bilham site has been agreed and subject to Executive approval Planning Services will be approached for outline planning approval. Property Services will provide support with the design and construction of the new resource centre.

6 Next Steps

- 6.1 To complete the need assessment of Albert Road and ASPPECTS day centre service users by the end of November 2009.
- 6.2 To begin to meet and consult with individual users and carers on how best to meet their needs impractical ways that maximise choice, within existing resources.
- 6.3. To complete analysis on all service users' assessments of needs which will then begin to help formulate ideas on the future shape and types of services to be provided.
- 6.4. To share the findings of the analysis with users and carers first and then to members at a later stage. The finding will form part of the consultation process and we will be empowering users and carers to make choices about the services they would like to develop based on current resources available.
- 6.5 The process will be users and carer led to ensure that choice and independence is promoted. Users and carers will co-design new services with us and all staff, and will be clear about the options and resources available for day care provision. Management and staff will continue to work closely with all stakeholders to ensure outcomes are achieved and where ever possible that Brent's model for day care services is one which reflects what users want.
- 6.6 These services will need to be both in house day care and external alternatives provided by our partners in the private and voluntary sector. Our own day centres will need to be able to specify their

services, be transparent as to cost, and work towards competition – they need to be efficient and of high quality.

- 6.7 Housing and Community Care is implementing a development programme in order to raise the standards of our day care and make sure our services are as efficient and effective as possible.
- 6.8 A further report will be provided to Overview & Scrutiny in January on the progress to date on the modernisation of day care services

Report Prepared by Nancie Alleyne, Special Projects Manager

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2009

Annual Report



**PARTNERS
FOR BRENT**

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Chair's Foreword

I am pleased to present the annual report of Partners for Brent, our Local Strategic Partnership. The report highlights the Partnership's achievements over the last year, and the challenges it faces in the year ahead.



Partners for Brent is made up of a group of representatives from the public, private, voluntary and community sectors, who work together to improve the wellbeing of people living and working in the borough. The members of the Partnership know that working together can bring real and far reaching benefits to the community. The Community Strategy 2006 - 2010 provides a strong vision for improvements to the borough and the Local Area Agreement focuses on the priority projects.

The partnership strives to listen to the views of residents and communities and feed back on our progress to ensure that we remain focussed on the priorities that matter most to the people of Brent. Treating others as we ourselves would wish to be treated is critical to our approach.

In 2008/09, Partners for Brent has continued to deliver real benefits to the area and to improve people's lives through the Local Area Agreement. The partnership has been tackling issues like crime, regeneration and employment, supporting children and young people to achieve their potential, environmental sustainability, health and well being, housing, supporting older people when they need it and increasing community engagement.

The Partnership has been monitoring the local impacts of the global recession. There is clearly a global response to a global recession, but the partnership evidence base and recession monitoring highlight that our Community Strategy and Local Area Agreement focus on the right priorities to best address the needs of the borough during a recession. With increased pressure on collective resources in 2009/10, the Partnership must continue to work ever more closely in our neighbourhoods, as well as at a strategic level, to deliver integrated and seamless services for the citizen's of Brent – they are what matter.

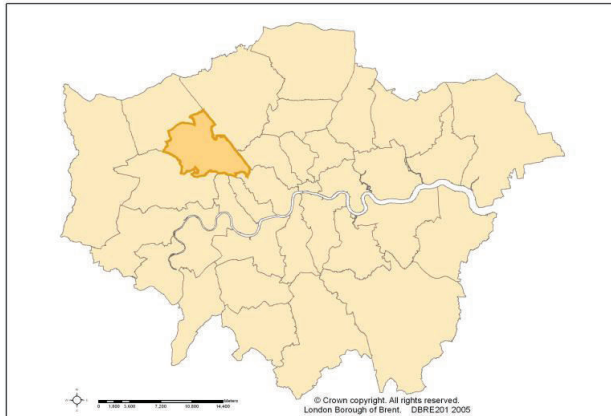
I hope you find this Annual Report an interesting update on the work of Partners for Brent. Please use the contact details at the end of the report if you would like any further information or want to get in touch.

Finally I would like to thank the LSP members for their hard work and commitment in completing the delivery of our first Local Area Agreement and delivering our second Local Area Agreement. We will continue to rely on the positive contribution of all the members of the partnership to take our work forward.

Cllr Paul Lorber,
Chair of Partners for Brent

About Brent

Please refer to the Borough Evidence Base for full range of data and maps. Data tables are also provided in the Appendix to the evidence base.



Brent is a place of contrasts. Located in North West London the borough is classed as an outer London authority, yet is characterised by a sharp divide between the relative affluence of the northern wards and high levels of social and economic deprivation in areas south of the North Circular Road. While the north of the borough is generally sub-urban in character with an older population, the south experiences many of the challenges faced by inner city communities. Within the West London sub-region Brent has the highest levels of diversity and multiple deprivation and is also the most densely populated borough.

Our population is growing and dynamic with recent figures indicating significant numbers of people moving into the borough creating new emerging communities, as well as significant numbers of transient people within the borough. Brent is one of only two local authorities serving a population where the majority of people are from ethnic minorities. ONS estimates for 2007 give our population as 270,000. However independent research commissioned by the council estimates the figure to be nearer 289,000 at March 2007. This growth is largely in the south of the borough and is predominantly young adults, often with pre-school or young children. Brent has the second highest number of new National Insurance registrations in the country at 19,240 in 2007/08. The GLA expects our population to grow to 287,238 by 2012. As many of our existing and new communities have high levels of complex needs this will place particular pressure on the prioritisation and allocation of available public resources.

These changes in population have created a borough of rich diversity with 71% of our residents being from an ethnic group other than White British. As well as the longer established Indian, Black Caribbean, Black African and Irish communities there are also emerging Eastern European, Somali, Turkish and Hispanic communities. An increasing number of Brent's school children are of mixed heritage.

The population of Brent is relatively young with almost a quarter of our residents aged 19 years or under. Many of these young people live in the south of the borough and in our 5 most deprived wards a quarter of residents are under 16 years of age.

In the 2007 Index of Multiple deprivation Brent increased from 81st most deprived in 2004 to 53 out of 354 boroughs. This ranking places us within the 15% most deprived areas of the country. While the main locations of multiple deprivation are in the south of the borough, there are new pockets emerging in the north and west, with more acute concentrations in the most deprived wards.

The deprivation experienced within the borough is characterised by relatively high levels of long-term unemployment, low house-hold incomes, dependence on benefits and social housing. The prevalence of life limiting health conditions and health inequalities is also higher within these areas of the borough.

The proportion of our young people affected by acute deprivation is rising, with a growing disparity between the educational outcomes achieved by some BME children in comparison to the rising borough average.

Wembley is one of London's most ambitious regeneration projects. The scale and pace of change over the last few years has been breathtaking. The new Wembley stadium is now complete and bringing world-class events back to Wembley. Wembley Arena has been refurbished and re-orientated and the space is being invigorated by performance and festivals. Each of Wembley's three stations has been dramatically improved, making transport to Wembley easier and more pleasant than ever before. The stunning new White Horse Bridge and the magnificent Arena Square with its interactive fountains and lightshows set an impressive blueprint for the remainder off the regeneration programme.

The Council's Development Framework and Regeneration Strategy have identified specific areas across the borough with the potential for new development for both housing and employment uses. These areas at Church End, Alperton, and Burnt Oak/ Colindale are well placed to access Brent's excellent transport links and will be supported by new infrastructure improvements and community facilities. Our new regeneration program, North Circular Road, aims to mitigate the negative impacts of the road while capitalising on the areas opportunities. The vision document produced outlines the key ambitions and objectives of the regeneration programme and lays the foundation for subsequent project work

The South Kilburn Masterplan sets out a framework for physical change in the area that is to be accompanied with economic and social programs. The first phase of an ambitious renewal program in South Kilburn is underway with the design development and submission of planning application planned for early 2009.

While the social and economic regeneration and development of the borough are critical to promoting the future prosperity of our residents, we also recognise the need to retain and protect the quality of the local environment. Approximately a fifth of the land in Brent is open space, parks and water. Our parks have won national accolades and three of our open spaces are designated as sites of metropolitan importance. These facilities are much valued by local residents and are widely used for sporting, recreational and cultural activities. The quality of the local environment, our approach to tackling enviro-crime and promoting sustainability is central to our future vision for the borough.

Recession:

- Brent is experiencing the local impact of a global recession. The partnerships Recession Conference and regular partnership monitoring look at the impacts in detail but key indicators so far include:
 - An increase of 2,000 people claiming Jobseekers Allowance (JSA) and National Insurance credits since the recession began, with claimant levels the 9th highest in London.
 - An increase of 2,800 people claiming housing and council tax benefits from the council since the start of the recession.
 - Some of the lowest qualification levels in London.
 - Modelled data shows Brent has one of the lowest GDP levels in London Boroughs after the recession.

Resident's views – Place Survey:

- The top 5 priorities for improvement are: level of crime, road and pavement repairs, level of traffic congestion, activities for teenagers, clean streets.
- These priorities have been reiterated in the neighbourhood working engagement with several additional issues also raised: parking (home/street), anti-social behaviour and fly-tipping.
- Satisfaction with the local area as a place to live has increased by 10% to 69%, but this is still below London average of 75%.
- Satisfaction with Brent Council is just below the outer London average of 46%. Value for money (VFM) is the primary driver behind how satisfied people are with Brent council. Satisfaction with Brent Police and Brent Fire Service is in line with London, whilst satisfaction with Brent's GPs is below the London average. In response to questions about satisfaction with the different partners, there are large gaps between the least and most satisfied wards in Brent.

These broad factors provide the context for the ambitions for Brent's Local Area Agreement and the drivers for our partnership improvement priorities.

About Partners for Brent

'Partners for Brent' is Brent's Local Strategic Partnership - the overarching Partnership body in Brent. The partnership is made up of a group of representatives from the public, private, voluntary and community sectors. They meet regularly to work together to improve the wellbeing of people living and working in the borough. Their statutory requirements in partnership include developing and delivering a Sustainable Community Strategy and its delivery plan the Local Area Agreement and fulfilling the duty to cooperate with the LAA. The Local Government and Public Involvement in Health Act 2007 reinforced the role of Local Strategic Partnerships as the recommended way to jointly work to support the delivery of community strategy outcomes.

The Partnership aims to:

- improve the well being and quality of life of all Brent's residents
- promote well being by tackling discrimination, disadvantage and social inclusion in all forms
- deliver accessible, high quality and efficient services based on local choices, the needs of our many neighbourhoods, strong communities and diverse population

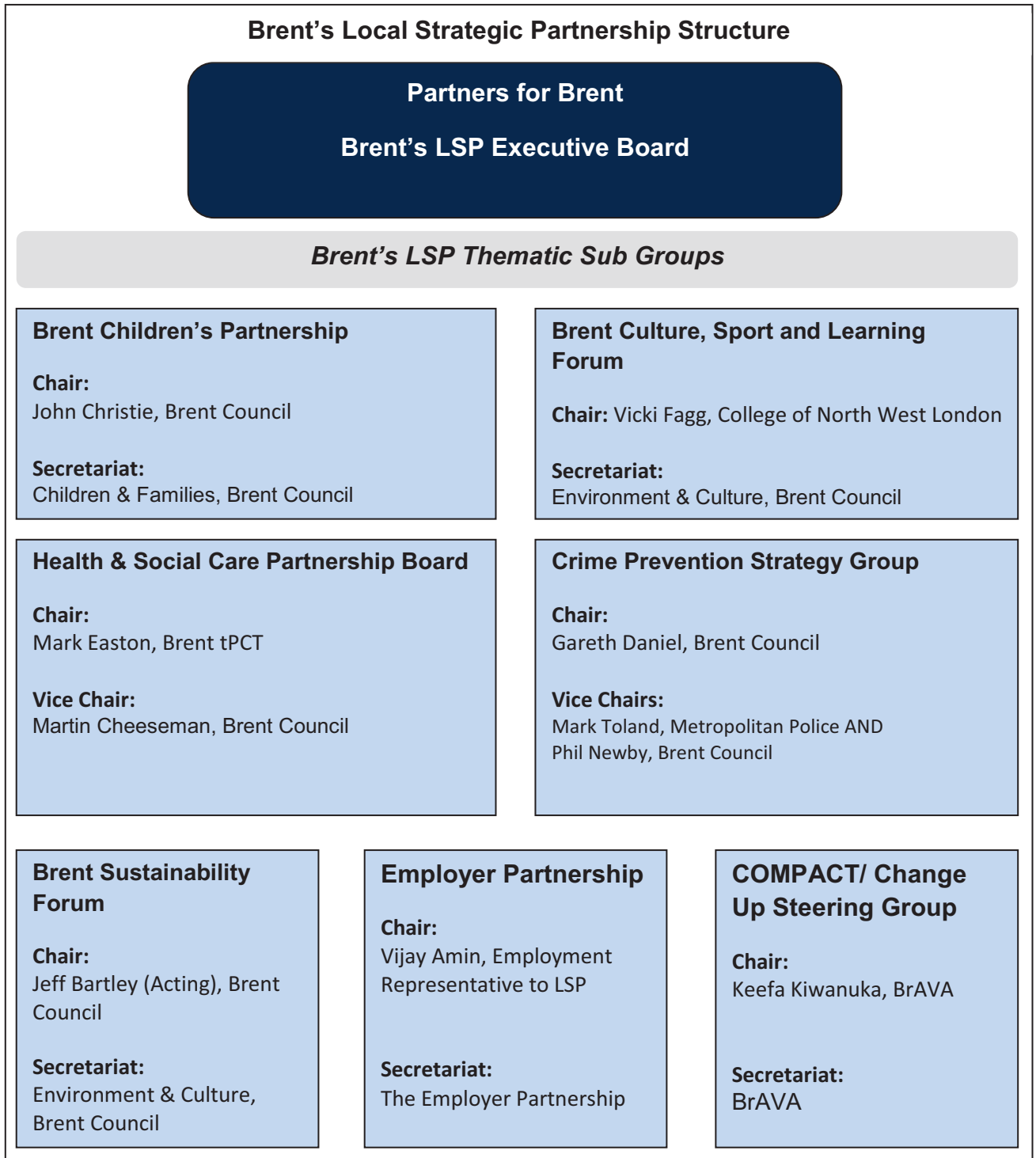
The roles and responsibilities of Partners for Brent are to:

- provide strong leadership which brings together at a local level the public, private, business, community and voluntary sectors
- establish a shared local vision for Brent articulated in the community strategy
- develop the Local Area Agreement (LAA) which outlines priority actions for delivering the community strategy
- agree supporting partnership strategies and action plans which deliver community strategy themes
- collectively review and performance manage progress against delivering partnership priorities and targets
- oversee the planning and alignment of resources for the delivery of the Community Strategy and LAA
- develop and agree Brent's 'story of place' and hold a shared responsibility for the outcome of Brent's area assessment under the CAA.
 - oversee all local thematic sub partnerships

The Partners for Brent consists of a family of partnerships overseen by the Partners for Brent board. The LSP contains sub-groups which are based around community themes:

- Brent Children's Partnership
- Health and Social Care Partnership Board (now Adults Strategic Partnership Board)
- Crime Prevention Strategy Group
- Brent Culture, Sport and Learning Forum
- Brent Sustainability Forum
- Employer Partnership
- Change Up Steering Group (for the voluntary and community sector)

The structure is set out in the diagram below:



Partnership Achievements March 2008 – March 2009 – Delivering the Community Strategy and Local Area Agreement

1. A Great Place



A Safe Place

- Reducing the rate of serious acquisitive crime in the borough
- Increasing public satisfaction with the way we deal with anti-social behaviour
- Reducing the level of serious violent crime in the borough
- Reducing domestic violence incidents in the borough
- Reducing the number of residential fires



A Clean and Green Place

- Improving street cleanliness
- Increasing the percentage of domestic waste recycled
- Adapting to climate change
- Reducing CO2 emissions from Local Authority operations



A Lively Place

- Young peoples participation in sport

LAA 2006 - 2009 Stretch Target achievement

The majority of LAA priorities for 2006-09 achieved their agreed stretch target, with many significantly overachieving. (The figures are still subject to audit and we look to get final confirmation later in the year). Congratulations go to priority leads for this achievement. Stretch targets which have been fully achieved, subject to audit, are:

- Reducing Domestic Violence
- Reducing Accidental Fires
- Street cleanliness (provisional data)

The following stretch target has a high risk of not being achieved:

Adults Participating in Sport and Physical Activity

Results will not be available until December 2009, however, there is a high risk this target will not be achieved. The recession is likely to impact on people's spending patterns including the payment of memberships. Key actions being undertaken include promoting sports facilities and activities through special offers and promotions such as free swimming for OAP's. In addition members of staff are phoning people with memberships to encourage them to attend three times a week.

1.1 Crime Prevention Strategy Group

The CPSG mission is to work together in partnership to make Brent “a safer community” for all. The Crime Prevention Strategy Group (CPSG) is responsible for developing, agreeing, delivering and monitoring the Partnership’s *Crime Prevention Partnership Plan* for Brent in accordance with Section 5 of the Crime and Disorder Act 1998. In addition, the Group steers, co-ordinates, drives and focuses all work by partners in relation to Community Safety and Youth Offending Services **and Drug and Alcohol offending**. The Group provides a vehicle through which the partners will account to each other for their performance and operational delivery of the strategy.

Key achievements 2008/2009

2008 figures recorded a 21% reduction in crime since 2005. The three key outcomes set out in the Crime Prevention Partnership Plan 2008-2011 are:

To reduce serious violence in the home and on the streets -

- This includes domestic and sexual violence, guns, knives and gangs and robbery

To provide reassurance, increase satisfaction and to problem solve crime and anti-social behaviour problems at a neighbourhood level -

- This includes reactive and proactive communications and increasing the satisfaction of victims and witnesses

To prevent crime in the medium to long term -

- This includes reducing substance misuse, the number of youth offenders, the rate of re-offending and targeted work with vulnerable victims.

Examples of projects undertaken in partnership to achieve the Crime Prevention Partnership Plan aims are highlighted below:

Reducing Serious Violence

- Brent Crime Mediation - a conflict clinic operating on Church End Estate in partnership with Fortunegate Housing where trained mediators are available to advise and intervene in neighbourhood disputes and a programme of interventions to minimise disputes developed and introduced at Preston Manor School, with the intention of rolling it out to other schools.
- Enhancing partnership working and performance management systems in relation to domestic and sexual violence. - the Specialist Domestic Violence Court (SDVC) increased successful outcomes by over 50%, we increased efficiency in the collation of SDVC case tracking data, increased the safety and support for victim/witnesses attending court, and completed a year of the operation of Brent Multi Agency Risk Assessment Conferencing (MARAC)
- Not another drop campaign – mobilising the community against gun and knife crime in Brent

- 21 Arrests for Operation Athena during raids the Metropolitan Police carried out across Brent, targeting perpetrators of domestic, homophobic and race hate crime amongst other offences.
- Secured a bid of £30,000 from the government to try out a range of measures designed to tackle violence and anti-social behaviour in the borough's Neasden Circle area.

Reassurance and Anti-Social Behaviour

- The Tackling Crime, Changing Lives Campaign with activities to publicise how drug misuse is being tackled in Brent
- Solving Crime in Your Area Training delivered to Police Community Support Officers and Neighbourhood Ward Working staff
- The Brent Safer Transport Team providing crime prevention and personal safety advice at transport-related locations across the borough.
- Anti-social Behaviour in Willesden and Mapesbury tackled – Joint working between the Brent Anti-social Behaviour (ASB) team, Safer Neighbourhoods Teams (SNT's) and substance misuse agency, Crime Reduction Initiatives (CRI) resulted in 13 individuals going through the Acceptable Behaviour Contract (ABC) process and 12 individuals being considered for post conviction Anti-social Behaviour Orders (ASBOs).
- Crack House Closure - the Kilburn SNT and ASB team worked in partnership to shut down a crack house located at Bronte House in Kilburn.
- Graffiti – The ASB team and SNT's tackled graffiti. Borough-wide tags were identified and investigated. A number of individuals were investigated for committing acts of graffiti, and others have been charged with criminal damage and a post conviction ASBO has been obtained.
- The Respect Festival - The community safety partnership provided crime prevention advice, information and a property marking service.
- Diwali, Fireworks and Halloween crime prevention campaigns – crime prevention campaigns focused on advice and information regarding anti-social behaviour, robbery, burglary and the misuse of fireworks during this historically busy time of year.
- First meeting of the new Brent Transport Action Group took place. Made up of representatives from the MPS Safer Transport Team, Transport for London, Brent Council and local transport operators, the group concentrates on localised problem solving and actions that work towards making travel in Brent safer.
- Not in My Neighbourhood Week 13 -17 October informing local people of the actions being taken in their area to tackle crime and anti-social behaviour and to make their communities safer. This was to increase public confidence in their local crime reduction partnership, encourage the public to play their part and provide reassurance to residents.
- Christmas Partnership Day: Part of an annual campaign to encourage people to drink sensibly over Christmas and the New Year, NHS Brent staff, Brent Council Community Safety Staff, local Police Safer Neighbourhood Team and specialist staff from drug and alcohol projects were on hand at Sainsbury's in Willesden Green on 19 December 2008. A month of activities was undertaken, including the distribution of free alcohol unit calculators to shoppers and passers by so they can work out safe alcohol levels

- Tackling anti-social behaviour in council homes. Brent Housing Partnership's ASB Team and Warden Services participated in walkabouts in South Kilburn and Kensal Green with Police SNTs, Brent ASBT, Councillors and partners to devise an action plan to tackle reports of increased anti-social behaviour in those areas. BHP Wardens now conduct increased patrols in these areas and other measures are being undertaken by all concerned to tackle the issues.
- Brent Police Launched Operation "Arapito" a Brent-wide initiative focused on reducing burglary offences. In partnership with Brent Council, police ran a number of proactive operations, such as targeting known offenders, increased patrols and providing crime prevention advice, particularly in hot spot areas.
- BHP partnership project involving the Stonebridge SNT, NRP and Brent ASBT won the Best Partnership Project Award at the National Federation of Almos Awards gala night in York on 13th May 2008. The award was given for the partnership work done on the St Raphael's Estate to combat anti-social behaviour
- Brent Action for Responsible Canines (BARK) was honoured as a shortlisted partnership project for the MJ Public Protection Award. BARK has been very effective on council estates where reports of dog nuisance received by BHP have significantly reduced.

Crime Prevention

- Smartwater Property Marking Action Days –SNT officers were on hand at events in a number of wards to assist residents to property mark their valuables
- Trader's Alcohol Licence Revoked- Best Express, situated at 98 Willesden Lane, recently had its alcohol licence revoked by Brent Council's Licensing Committee. This occurred following a number of offences, including alcohol being sold to and by a minor and alcohol being sold outside of licence hours were reported.
- Brent and Harrow Trading Standards Service took part in a London-wide tobacco project funded by the Department of Health. The project has been looking at four problem areas related to tobacco - underage sales, counterfeit and illegal tobacco, advertising, and new tobacco products. Underage test purchases have taken place from both retailers and vending machines; Officers have been using a tobacco reader device from HMRC, which can identify illegal tobacco products, to check shops' products; in-store advertising has been checked to make sure it complies with the law and Officers will be carrying out work in relation to paan products.
- Best Bar None – Brent's second Best Bar None awards ceremony was held on 19 September 2008 at Wembley Plaza Hotel, with a 50% increase in establishments signing up to the scheme. Licensees have greatly improved standards following the introduction of the scheme in the Borough last year. Licensees have also worked closely with Brent NHS in promoting sensible drinking campaigns.
- Trading Standards - Age Restricted Goods Responsible Trader Scheme The scheme set up by Brent & Harrow Trading Standards Service is going from strength to strength with 195 businesses now signed up. It was developed as a way of working with retailers by providing clear information about the law and guidance on how best to train their staff.
- Tag Map TV - Young people on Church End Estate took part in the Tagmap TV project. This initiative was designed to open up dialogue between young people and policy makers to help them gain an understanding of how and why they make the decisions that affect them. The young people made a range of short films expressing their opinions about their local area, including why they feel these opinions are important and how they think they should be used in the future. At the end of the course, relevant parties such as

the Met Police and Local Councillors will be invited to watch the films and shoot their own responses, addressing the issues raised.

Priorities 2009/2010

- The partnership priorities for delivery are set out in the Partnership Plan and highlighted above
- Our work and partnership approach will also be shaped in accordance with any agreements made by the Partners for Brent Board about future improvements in partnership working following the LSP self evaluation report

A Safer Place: Neasden Circle Alcohol Project

Tailored solution to identified alcohol-related violence and disorder at Neasden Circle.

Action:

- Awareness campaign on dangers of binge drinking
- Test purchase campaign, targeting underage drinking
- Technology recording infringements by premises serving drunks
- Police enforcement activity and visible presence
- Equipment for premises staff to maintain a safe environment
- Pilot project (taxi safe haven), paying venues affected by crowding at closing time to stay open

Outcomes:

- Arrests, underage test purchases, commencing licensing reviews and the issuing of 'direction to leave'
- Local Pubwatch expanded to accommodate off-licenses, giving them a voice, practical advice and a sense of responsibility
- Local residents responding positively and being reassured

1.2 Brent Sustainability Forum

The Brent Sustainability Forum (also known as BSF) was launched in a public meeting on 14 November 2007, to establish a network of individuals, groups and organisations interested, experienced and committed to sustainability. The Forum was incorporated as a theme group of Partners for Brent, our Local Strategic Partnership, in November 2007 and reports to this partnership on a quarterly basis. The Forum exists to:

- Bring together the vast array of sustainability based projects, initiatives and efforts that are taking place in the borough
- Concentrate the efforts and initiatives of different individuals, groups and organisations with an interest in or taking action on environmental and sustainability issues in Brent
- Promote and share knowledge, experiences and best practice to pursue innovative initiatives
- Provide the support network to assist individuals, community groups, businesses and different types of organisations that are either currently taking action, would like to take action or feel they have a role to play in driving sustainability forward in Brent.

The Forum's more recent role has also been to develop and progress the six projects it has set out to deliver.

Key achievements 2008/2009

Partnership working progress

The Forum is now a network of approximately 100 interested parties and members who meet quarterly to progress themes and activities. We have made great progress in establishing the main governance and delivery arrangements:

- Have developed terms of reference, had regular core group and forum meetings and updated the Partners for Brent Board of progress
- Undertaken team building, promoted the forum and identified key projects for delivery
- Are investigating sources of funding, potential project partners and potential award schemes
- Linking up with voluntary opportunities and establishing links with the GLA's London Leaders Programme

Through involvement in the Brent Sustainability Forum, residents and other partners have attended meetings, seminars and training workshops providing information on a series of sustainability-related themes and demonstrating skills to progress environmental initiatives in Brent, namely: Climate Change training, a resources workshop - to acquire funding & volunteers for environmental projects and GLA London Leaders talks.

Members of the Forum have also forged several links, namely:

- Five project teams have been formed to deliver the Forum projects

- A number of other partnerships have also been formed to progress member's own sustainability initiatives (e.g. Groundwork working with more community groups; BHP working with Transportation; more residents and faith centres working with Energy Solutions).
- Core group of members held several meetings to provide guidance and leadership to the Forum.
- Chair, vice-chair and LSP representative elected creating new working relationships between the BSF's lead members and the LSP.

Key Project achievements

- **Green Zones** – Funding received from DEFRA to roll out the pilot programme, enabling the creation of 20 further Green Zones in Brent. This project was highly commended by the Future Friendly awards - which generated a video and a great deal of publicity / media coverage for the project. A GIS-based map is being devised to record the roll out of Green Zones throughout Brent. A communications strategy for the project is in development. Green Zones phase II will be delivered Autum/Winter of 2009, focusing on expanding the level of environmental awareness of Green Zone leaders.
- **Brent Cross Railway (project name changed to North London Light Railway)** – This light railway proposal is being promoted at all of Brent's major public events in order to raise public awareness of this initiative. Funding is being sought to undertake a feasibility study to ascertain costs and other viability factors. Several public meetings held in various boroughs specifically on this project. Interest in this proposal has been received from council officers in Brent and neighbouring boroughs.
- **Bio Digester** – A series of workshops/conferences have been attended to gain information about the latest thinking on this subject, learn from other case studies and identify project partners. A small scale anaerobic digester proposal has been received and discussions have been held with the proponent in order to establish viability in Brent. Relevant funding streams have been identified for such a project and work is underway to find a suitable site to implement such a facility.
- **Sustainable business and trade waste recycling promotion** – Presentations delivered to Employer's Partnership, Town Centre Partnerships and other business groups to promote this initiative and gather feedback from businesses. Research work carried out to identify variety of environmental support services available to Brent businesses. Volunteers recruited to carry out interviews to Wembley businesses to identify priority areas for action. Interviews held with 60 businesses in Wembley. An options report is being drafted to make the case for such a project and to enable funding to be sought.
- **Recycling from flats** – A group of Forum members have inputted into the development of a strategy to tackle this issue. In addition, a task group of councillors was formed to carry out a number of site visits to identify problems and determine solutions for this. Brent Housing Partnership made a funding bid to install recycling chutes in a number of council buildings.

- **Creation of a Climate Change Partnership** – The Climate Change Strategy & Action Plan has been completed, providing guidance on the roles and responsibilities of the Partnership. The Strategy was agreed by the Executive in June and is being formally adopted by the LSP this month. A number of Forum members have signed up to support delivery of this project which was added to the original list of 5 projects.

Priorities 2009/2010

The Sustainability Forum's priorities will be shaped in accordance with any agreements made by the Partners for Brent Board about future improvements in partnership working following the LSP self evaluation report.

During 2009/10 we aim to:

- Achieve the continuing participation of members and increase active participation of other Brent stakeholders and residents;
- Get Forum members to sign up and actively participate in delivering the six Brent Sustainability Forum projects;
- Create an outreach programme that can engage with local residents and communities;
- Find extra resources to deliver the aims and objectives of the Brent Sustainability Forum as well as fund the six priority projects;
- Ensure that sustainability underpins the work of Partners for Brent, the Local Strategic Partnership, and its Sustainable Community Strategy;
- Make best use of the Forum's pool of experience to improve members' environmental awareness and performance and help influence others to do the same.

A Green Place: Green Zones

Delivering environmental education to all our diverse communities

Action:

- Green Zones' suggested by local resident, who went on to win a Brent Community Champions Award for her pioneering work
- Resident to resident approach to role model behaviours
- Trained residents talk through a questionnaire with their neighbours on simple environmental behaviours
- Scheme recognises and rewards residents who demonstrate positive behavioural changes in waste and recycling, energy efficiency, water efficiency and smart travel.
- Scheme supported by partners sitting on Green Zone's Board

Outcomes:

- 7 confirmed Green Zones and further 11 streets actively interested
- 358 households meeting the criteria in recycling and composting, using at least 3 low energy light bulbs, practising water conservation and travelling more sustainably.
- Residents communicating environmental information to hard to reach communities
- Strengthening pride in the area and community cohesion as residents get to know each other better
 - Scheme expanding to include community hubs, like faith centres, schools and town centres

1.3 Brent culture, Sport and Learning Forum

Brent Culture, Sport and Learning Forum exists to inform and direct the development and delivery of Brent's Cultural Strategy and 'sub-strategies' linked to the Cultural Strategy and to work co-operatively across all sectors to develop culture, sport and learning within Brent.

The Brent Culture, Sport and Learning Forum works to achieve the following outcomes:

- To ensure that the Local Strategic Partnership recognises the wider role that culture, sport and learning can play within society and that this is reflected within Brent's Local Area Agreement
- To identify areas of potential joint-working and sharing of resources, especially in relation to securing additional funding for culture, sport and learning within the Borough.
- To act as a united voice' for the development of culture, sport and learning in Brent and to raise the profile of culture and sport within the Borough
- To act as a key consultative forum for cultural, sport and learning policies and strategies
- To assist in reducing barriers to participation in culture, sport and learning.
- To promote and encourage the development of high quality public art in the borough.
- To promote the development of Brent's tourism/visitor offer
- To recognise and encourage the contribution of creative industries and the leisure sector to regeneration and employment in the borough
- To continue to develop opportunities for training/volunteering in cultural and sporting activity, including the 'Personal Best' programme
- To ensure that Brent achieves maximum benefits from London 2012 for residents and businesses.
- To map, plan and promote the range of Personal and Community Development Learning opportunities provided by a broad range of organisations across Brent

Key achievements 2008/2009

- The Culture, Sport and Learning Forum was set up during 2008 and initial meetings finalised the terms of reference and membership for the group and identified knowledge gaps between partners to be addressed.
- A draft cultural strategy for Brent was agreed, including setting the core principles for the development of cultural services and activities in Brent.

Priorities 2009/2010

- The partnership priorities will be shaped in accordance with any agreements made by the Partners for Brent Board about future improvements in partnership working following the LSP self evaluation report.
- To consult on the draft cultural strategy for Brent and agree and 'launch' the final document

2. A borough of opportunity



Local employment and enterprise LAA priorities

- Increasing access to employment for people from a BME and disadvantaged groups
- Increasing the overall employment rate within the borough, including those in social housing
- Improving access to employment for people with mental health difficulties
- Income Maximisation
- Reducing benefit processing times
- Working age people on out of work benefits



Health and wellbeing LAA priorities

- Increasing the number of people helped to stop smoking in priority areas
- Reducing the number of drug users recorded as being in effective treatment
- Reducing the number of tuberculosis cases within the borough
- Reducing the rate of mortality from all cancers under age 75
- Reducing the number of under 18 conceptions

LAA 2006 - 2009 Stretch Target achievement

The majority of LAA priorities for 2006-09 achieved their agreed stretch target, with many significantly overachieving. (The figures are still subject to audit and we look to get final confirmation later in the year). Congratulations go to priority leads for this achievement. Stretch targets which have been fully achieved, subject to audit, are:

The following stretch target still has provisional data:

Current data for the stretch target 10) *Disadvantaged Groups into Employment a) Disadvantaged Jobs and b) BME jobs achieved* is provisional. This is due to a process of reclassification and verification currently underway for the first 2 years of the target. Reclassification needs to be undertaken due to 2 factors a) how the classification of the category 'disadvantaged' was undertaken and b) organisations submitting job start returns instead of confirmed 13 weeks sustainable jobs.

The following stretch target has not achieved target.

- Smoking cessation
 - a) 4 week quit NRF areas
 - b) 13 week quit

Whilst data is still provisional, it is clear that the smoking stretch target has not been achieved. Funding for the smoking cessation programme has been re-instated, however, and performance has already improved and is expected to improve further as the programme matures.

2.1 Employer Partnership

The Employer Partnership exists to coordinate employer engagement to support and contribute to the delivery of Brent's economic growth by developing local business networks, offering opportunities to develop the local skills base to make Brent a key economic player in the London economy, and providing strategic business steer in supporting and developing the regeneration agenda.

The employer partnership works to:

- Develop collaborative working to bring together the private and public sector, maximising economic growth for local business and generating sustainable jobs and income for local residents
- Work closer with Council departments to help businesses better understand Council regulatory requirements and procurement procedures/opportunities
- Provide local market intelligence and inform/explore potential business opportunities arising from Wembley Stadium and London 2012
- Work closely with Brentin2Work to develop and deliver bespoke courses to unemployed Brent residents that address existing skills gaps and the demands of employers
- Generate real impacts and communicate the advantages of employing a diverse workforce, including the long-term unemployed, lone parents, people with disabilities and those with no qualifications
- Coordinate business support activities so that it meets the need of local businesses, identifying gaps in the current provision and developing innovative approaches to fill these
- Promote entrepreneurship and enterprise to the boroughs young, ethnic minority, and female groups.
- Use a business-to-business approach to recruit new members from a variety of sectors, including SME and BAME businesses from across the borough
- Through its Chairman, represent the private sector on Brent's Local Strategic Partnership Board
- Support and contribute to local funding bids that would enhance local provision, particularly the Working Neighbourhoods Fund
- Work closely with other business and regeneration initiatives across West London, to identify areas of joint working and share examples of responsible business practices
- Advise, attend and where possible, sponsor events to showcase its work

Key achievements 2008/2009

- The EP has organised an event each quarter inviting businesses from across the borough to network with each other and hear from speakers and presenters from a range of organisations supporting and encouraging business development. On average 40-45 businesses attend the event
- Engaged with public and private organisations including the Federation for Small Businesses, Supply London and National Skills Academy to inform local businesses of opportunities and services available to them
- Secured private sector support to host these events free of charge at a local hotel
- Develops and distributes each quarter an e-newsletter aimed at disseminating information, market intelligence and new items from the Council relevant and useful for businesses.

- Together with CompeteFor organised an evening event inviting businesses to learn about how to register and tender for pre-procurement opportunities arising from the 2012 Games. Over 75 people attended the event and benefited from the networking opportunity
- Have worked with business support agencies in the borough to coordinate their individual activities and to encourage joined up working between them
- Discussed and planned the implications of the government Business Support Simplification agenda, exploring how support services may be delivered in the future
- Assisted with business engagement on Major projects such as the Alperton Visioning/Master planning phase.

Priorities 2009/2010

- The partnership priorities will be shaped in accordance with any agreements made by the Partners for Brent Board about future improvements in partnership working following the LSP self evaluation report.

A Borough of Opportunity: Brent in2 Work

Driving a coordinated, client focused and targeted approach to the delivery of employment provision in Brent.

Action:

- Leading the efforts to tackle the high levels of unemployment and economic inactivity
- Leading and coordinating local employment providers
- Only delivering employment services as a last resort, where there is a perceived gap in provision to support the most disadvantaged clients.
- Brent in2 Work uses its limited resource to reach out and support those groups that are most isolated and for whom mainstream generic services cannot meet their complex needs.
- Working in Partnership with the third, private and public sector training and employment providers
- Maximising local benefits from Wembley
- Building a sustainable scheme

Outcomes:

- In 2008/2009, Brent in2Work supported over 1,000 workless local residents into employment, with over 80% of these residents from Black Asian Minority Ethnic groups, two-thirds long term unemployed and half from our most deprived neighbourhoods.

2.2 An inclusive community

Settled homes LAA priorities



- Reducing the number of households in temporary accommodation
- The number of affordable homes delivered
- The number of additional homes provided

Early excellence LAA priorities



- Improving educational achievement at key stage 4 for black Caribbean boys and Somali boys
- Reducing the number of first time entrants to the youth justice system
- Reducing obesity in primary aged children
- Stability of placements for looked after children
- Increasing the number of schools achieving the National Healthy Schools Standard
- Increasing the proportion of primary and secondary schools offering the core service of extended schools
- Improving educational outcomes for looked after children
- Improving CAMHS services
- Services for disabled children – respite breaks

Support when you need it LAA Priorities



- The number of social care clients receiving self directed support
- The number of carers receiving assessment, advice or information
- Percentage of vulnerable people achieving independent living
- Delayed transfers of care from hospital

Community Engagement LAA priority



- Increasing the number of people participating in regular volunteering.

LAA 2006 - 2009 Stretch Target achievement

The majority of LAA priorities for 2006-09 achieved their agreed stretch target, with many significantly overachieving. (The figures are still subject to audit and we look to get final confirmation later in the year). Congratulations go to priority leads for this achievement. Stretch targets which have been fully achieved, subject to audit, are:

- Housing and Council Tax Benefits Processing Times
- Healthy schools
- Extended schools a) Primary b) Secondary
- Children and Young People Sports Participation (provisional data)
- Value for Money
- Volunteering

Data for the stretch target *Improving Educational Outcomes for Looked After Children* is not available until October / November 2009, however, the target is expected to be achieved.

Settled Homes: START Plus Service

Meeting Housing Need of Vulnerable People

Action:

- Single point of referral and access into and out of supported housing, floating support services and move on from hostels
- Floating Support to help people to live independently or maintain their tenancy through providing housing related support
- Accommodation Based Support with a number of specialist providers offering support to promote independence.

Outcomes:

- Co-ordinated approach for single homeless people
- Improved signposting to services, and more timely solutions
- More effective partnership working with the Voluntary and Community Sector and other Stakeholders, reduced duplication of services and empowering service users
- Improving the sustainability of tenancies by providing appropriate support when placements are made into the Private Rented Sector
- Increased numbers of people moving out of hostels and Registered Care Homes and improved take up of the Private Rented Sector as the move-on alternative
- Improved take up of services by excluded groups and people in priority need, and increased customer satisfaction with the services

2.3 Children's Partnership Board

Section 10 of the Children Act places a duty on local authorities to make arrangements to promote co-operation between agencies in order to improve children's well-being. The Brent Children and Young Peoples Strategic Partnership Board was established in January 2005 and recently renamed itself to the Brent Children's Partnership to reflect the mature partnership arrangements which have evolved. The Brent Children and Young Peoples Strategic Partnership Board exists to ensure that every stakeholder is engaged at its most senior level and actively supports the delivery of a local strategic plan for services for children and young people. It is a fundamental driving force for change, empowered and enabled to achieve real transformations, at the same time as adopting policies and strategies informed by children, their families and communities.

The Partnership covers services to children and young people aged 0 to 19 and in exceptional cases beyond 19 for looked after children, those with a disability or special educational needs.

The partnership works to

- provide strategic leadership in the design and delivery of services for children and young people
- secure improved outcomes for all children and young people in Brent
- determine priorities on behalf of and informed by children and young people
- ensure effective governance is in place which secures appropriate high quality provision
- provide effective financial monitoring
- agree and monitor the change management process
- ensure a strong Child Protection framework is in place
- agree a workforce model which effectively meets the identified needs of children and young people
- develop the Children & Young Peoples Plan for Brent

Key achievements 2008/2009

The Annual Performance Assessment (APA) and annual review of the Children and Young People's Plan (2006-09) has enabled the partnership to assess its performance against five ECM outcomes over the past three years. We have established a robust baseline of performance over this period. The most recent assessment (APA 2008) confirms that Brent has made good progress towards our goals and delivers services that are well above minimum requirements with determined leadership and close partnership working that ensures good performance across the five Every Child Matters (ECM) outcomes.

Since our last plan we have made good progress across all the five ECM outcome areas, including:

Be Healthy – we have achieved:

- a decline in the number of teenage conceptions
- sustained improvements in child and adolescent mental health services for children and young people with learning difficulties and disabilities
- an increase in the proportion of mothers who initiate breastfeeding
- an increase in the number of children and young people who participate in two or more hours per week of PE and sport in and out of school

Stay Safe – we have achieved:

- increased adoption rates and numbers of children and young people in kinship placements
- a reduction in the number of children in care through effective and well-targeted preventative and intervention services
- children and young people reporting being well supported at school and feeling safe from bullying
- an increase in the resources available to protect children who may be at risk of significant harm
- the implementation of the Common Assessment Framework (CAF) across Brent to enable practitioners to identify risk factors early
- an increase in the resources available to offer preventative services to children with additional needs

Enjoy and Achieve – we have achieved:

- good GCSE results which are above the London and national averages
- improved the educational attainment for children and young people with learning difficulties/disabilities in comparison to national levels
- a reduction in secondary and primary permanent and fixed-term exclusions
- improved the educational outcomes for some black Caribbean and Somali children and young people at KS2 and KS4
- improvements in the capacity and quality of alternative educational provision

Make a Positive Contribution – we have achieved:

- an increase in the opportunities for all children and young people, including hard to reach groups, to offer their views and influence decisions
- an increase in the number of young people participating in positive activities
- a reduction in the numbers of young people offending for the first time

Achieve Economic Well-being – we have achieved:

- an increase in the proportion of young people gaining Level 2 and Level 3 qualifications at age 19 above the national rate of improvement
- improvement in the participation levels of those over 16 in education, employment or training including for those with learning difficulties and/or disabilities and those leaving care
- reduced the percentage of children and young people aged 16 to 18 who are not in education, employment and training and whose status is unknown to well below national targets

Priorities 2009/2010

In line with the Community Strategy, Brent Children's Partnership's vision is for Brent to be a great place for children and young people to grow up in. The partnership's vision is based on:

- high aspirations for all children and young people to become successful learners, confident individuals, and responsible citizens, and to know and believe that they matter

- a recognition that the safety and well-being of all Brent children and young people is paramount if they are to grow up to realise their dreams and achieve their full potential
- a commitment to delivering integrated services that are designed to identify needs early and preventative services that offer support and protection when needed

The values that will govern the Partnership's approach are based on a collective aspiration to improve outcomes for all children and young people in Brent, irrespective of their starting point through:

- Partners working collaboratively to ensure a consistent and complementary approach to reducing child poverty and crime in our communities.
- Supporting universal services to promote resilience to risk, ensuring that vulnerable children and young people are identified early and offered targeted interventions to prevent poor outcomes
- Empowering communities to ensure a child and family focused approach
- Delivering integrated services organised around the child, young person and their families

The Partnership has selected four broad priorities which are central to securing improved outcomes for children and young people. These priorities encapsulate Brent's partnership priorities as articulated in our Local Area Agreement and describe what the partnership is setting out to achieve over the next two years. They are to:

1. ensure that children and young people remain safe and protected
2. ensure that excellent education and training is available to all our children and young people
3. ensure access to the very best opportunities in and out of school
4. support the development of strong families to improve outcomes for children

We want to ensure that all children and young people are able to access the opportunities available to them. For some, this may mean that they will need additional support to allow them to have the same chance to succeed. We are committed to ensuring that these additional needs are identified in a timely manner and that we have in place a continuum of support to address all levels of need:

- Universal or Level 1 - for all children and young people irrespective of their starting points
- Targeted or Level 2 - for children and young people identified as vulnerable or with additional needs
- Specialist or Level 3 - for children and young people with severe or complex concerns requiring a specialist/statutory response

Achieving the vision is dependent on all schools being hubs at the heart of their communities, delivering excellent personalised education and effectively contributing to all aspects of well being at the front line of a preventative system.

Universal services such as early years' settings, schools, youth clubs and primary healthcare provision have an essential role to play in our preventative work and good quality services at this level are the foundation of our strategy for improving outcomes. It is at this level that the needs of most children and young people in Brent can be met. Children and young people with additional needs will require additional targeted responses from services for varying periods of time. Such needs may be met by one agency (Level One) or, where there are multiple additional needs, a multi-agency approach may be required (Level Two). A small number of children have more complex or severe needs (at Level 3) and the lead responsibility for working with them is likely to be taken by specialist statutory services.

The Partnership recognises that socio-economic disadvantage is a key factor which makes children and young people experience poor outcomes. Deprivation is still a reality for a large number of families in Brent but we are committed to prioritising services for such children and young people to redress the inequalities between the most disadvantaged and their peers.

Early Excellence: MEND Programme

Tackling Childhood Obesity - Mind, Exercise, Nutrition, Do it!

Action:

- family-based behavioural programme for treating childhood obesity over 10 weeks with dietary, exercise and psychological components
- a parent / guardian must accompany their child at every session – and some sessions are for parents only while the children participate in an hour of fun exercise.
- delivered at a number of different centre's in Brent to ensure that families are able to access the service - Sports Centres, Community Centres and Children's centres.
- Partnership with vouchers for fruit and veg at ASDA, swimming/gym/cl vouchers for vale farm sports centre, signposting to other service providers

Outcomes so far:

- 60 children have successfully completed the 10 week programme.
- Success in getting some children onto the sports coaching programme
- Children and parents rate the sessions as good and very good.
- Positive changes post programme in participants Body Mass Index, waist circumference, heart rates, self confidence measures and nutrition scores.

Early Excellence: Somali Children and Families

Improving outcomes for Somali children and families

Action:

- Plan to improve the engagement and attainment of Somali pupils - one of the disaffected groups of pupils at Kingsbury High school and to improve engagement of their Parents in school life and education
- Respected members of the Somali community and a staff member from the African Child engaged parents in a Somali Parents Group
- As a result of issues raised in the Somali Parents Group, a six week parenting programme was tailored to the needs of these parents and delivered bilingually by ParentLine Plus, and attended by the Assistant Headteacher.

Outcomes:

- Somali pupils attending extra English classes with 3 pupils maintaining their literacy attainment sub level, 8 pupils improved by 1-4 levels and 1 improved by 6 sub levels.
- Greater engagement of Somali parents in school life, with parents feeling able to approach the school with any concerns, and satisfied that their concerns were addressed.
- Somali Pupils engagement, behaviour and attainment in all school classes improved.
- Somali Parents and pupils build a sense of their own community.

Early Excellence: Common Assessment Framework

Integrated, preventative, frontline services to improve outcomes for children and young people at risk of poor outcomes

Action:

- Targeted children aged 0-19 whose needs were not catered for by statutory provision
- Piloted integrated services in Stonebridge and Kingsbury localities – with the newly appointed Integrated Services Support Officers, social workers, health practitioners, family support workers, government funded intervention programmes and voluntary sector agencies.
- Used common assessment framework to achieve a collaborative advantage in assessing and addressing need

Outcomes - 2007- 2009:

- 519 children have been referred.
- 258 required advice, sign posting or a referral to a single agency.
- 261 children have received personalised packages of support
- Each child has a Lead Professional
- Reduced duplication by agencies and a holistic picture of client need
- Integrated service coordination groups to recommend package of support and lead professionals to act on behalf of all the agencies
- Integrated Services Officers ensuring teams provide coordinated support
- Model successfully rolled out to all 86 schools within the boroughs five localities. The CAF process offering inclusive early intervention provision for children and young people and their families who are at risk of poor outcomes.

2.4 Adults Strategic Partnership Board

The Adults Strategic Partnership Board exists:

- To agree the overall strategic direction for the development of health and social care services and health improving initiatives in Brent, taking into account local needs, national direction and LSP priorities.
- To ensure the implementation of the strategy by a variety of partnership structures.
- To support the generation of whole-system solutions to problems within the health and social care system, whether these problems present with single- or multi-agency symptoms.
- The group does not take budgetary decisions and cannot commit partner organisations' resources unless specifically tasked to do so.

Key achievements 2008/2009

The health and Social Care Partnership Board has helped ensure the following joint achievements within Brent:

1. **Development of the Local Area Agreement** and Health and Social Care are an integral part of the LAA and **Health & Well being Strategy (including the Joint Strategic Needs Assessment)**. There is new NHS Brent commitment to support the LAA with additional senior health input to this LA led process, coordinated by Dr Jim Connelly, joint Director of Public Health.
2. **Regeneration** has received greater input from the PCT and is linked to the wider and evolving primary care strategy. Specifically:
 - Contributing to regeneration and borough wide planning initiatives.
 - Responding to issues of increased house building and population growth.
 - Decreasing reliance on temporary accommodation.
 - Regular joint meetings between the Council's and NHS Brent's top management teams agree how to make joint progress on these broader issues affecting the borough.
3. **Delayed transfers of care (DTC) –**
The partnership has focused significant attention on improving on the delivery of the LAA target to reduce the number of people per a hundred thousand delayed from being discharged. Performance at year end in 2008/09 was above our LAA target. This has been achieved through sustained and robust partnership working over the last two years, in particular through the most challenging of times in Brent especially through the turnaround at the PCT (now NHS Brent). The number of delayed bed days remains high and there is ongoing work to reduce this and improve overall performance
4. **Intermediate Care** The Partnership has developed a joint intermediate care strategy which will ensure timely discharges from hospital, reductions in inappropriate hospital admissions and improved rehabilitation and reablement support and reductions in inappropriate placement in long-term care.

The development of new models of service have contributed to the practical implementation of services geared to keeping people out of hospital maintaining where ever possible in their own homes.

- 5. Improved Joint working.** The Partnership Board governance arrangements including terms of reference, membership as well as sub-board partnership boards have been strengthened to support a much more structured approach to our partnership working including ensuring that all relevant key stakeholders are engaged and involved in delivering the partnership agenda.

Joint priorities have been agreed and the Partnership Board receives/will receive regular performance and delivery updates

We have made adjustments, in consultation with the non-statutory sector, to the Health & Social Care Partnership Board (its functions within the new, re-invigorated arrangements, delegated authority and decision-making powers, associated terms of reference, composition and frequency of meetings).

- 6. Adult Social Care Transformation** NHS Brent and the Council are on the Adult Social Care Transformation Board and key projects within the programme are being delivered in partnership with NHS Brent and voluntary sector these are reported regularly to the health and Social care Partnership Board.

7. Safeguarding

The Partnership (NHS Brent & Brent Council) have joint agreement in place for the implementation of the Mental Capacity Act including agreeing joint mechanisms for the implementation of the Deprivation of Liberty arrangements as supervisory bodies. The Local Authority will lead on behalf of both organisations. There is also now agreed increased capacity within the PCT to support safeguarding arrangements

Priorities 2009/2010

- The partnership priorities will be shaped in accordance with any agreements made by the Partners for Brent Board about future improvements in partnership working following the LSP self evaluation report.

Key priorities for the year include:

1. Development of the Local Area Agreement
2. Health & Well being Strategy (including the JSNA).
3. Regeneration
4. Delayed transfers of care (DTC) –
5. Intermediate Care including development of reablement service
6. Continued improvement and adjustments in joint working arrangements including where necessary continued adjustments, in the strategic Partnership Board and associated Boards
7. Adult Social Care Transformation
8. Adults Safeguarding arrangements

Support when you need it: Better Government for Older People

Promoting the engagement, independence, quality of life and wellbeing of people aged 50 and over who live in the Borough

Action:

- Older People Well being Strategy developed based on resident's views and mapping of need in the borough
- Residents aged 50 years or older able to sign up to the Better Government for Older People Forum
- Registered residents provided with information of key activities taking place across partner services that are relevant to their stated needs

Outcomes:

Ensured older people are engaged, active and their wellbeing and quality of life is improved:

- Age Concern running groups to further engage older people and provide them with information, advice, support and computer literacy.
- Promoted mental health and social inclusion with the Library Service by establishing over 50's reading and knitting groups, where older people can chat and discuss books in libraries over tea and coffee.
- Successful befriending project pairing older people to ensure that social and diversity needs of older people are met
- Promoted active ageing with the Sports Service by promoting healthy walks, free swimming and reduced prices with the B.Active scheme.
- Promoted healthy eating through a number of projects with the health service to encourage and advise older people on healthy eating.
- Promoted computer literacy with the adult education service by providing ICT classes for older people.

Support when you need it: Employment for Service Users and Carers

Increasing the number of adult social care users accessing paid work, volunteering opportunities, education and training opportunities

Action:

- Improving access to recruitment through open days, job trials and in work support
- Agreeing targets to employ people with learning disabilities, providing disability equality training to raise awareness
- Translating long term work placements into jobs
- Service User Involvement programme to build confidence by training and supporting service users to participate in interviewing prospective employees in the Council and the PCT
- Specific support for young people in Transitions, providing up to date information on the Transition process and how to maximise learning, training, volunteering and employment opportunities.
- Working to ensure that people can access mainstream college courses and that any mental health specific courses link up with mainstream opportunities

Outcomes:

- Staff at CNWL Mental Health trust identifying and supporting people with mental health problems into work
- Brent Mencap secondment supporting people with learning disabilities into work
- Brent in 2 Work wrap around service to ensure clients not eligible for the governments pathways to work scheme are still offered support
- Toucan Employment supporting service users currently in day centres to access employment opportunities
- BRAVA BME volunteering post supporting 40 people to volunteer with 40 more seeking placements

Community Engagement: Celebrating Communities

Building understanding within communities and improving skills and capacity to deal with complex issues

Action:

- Commissioning community organisations to carry out work with hard to reach sections of the community.
- Focusing on learning, building leadership, giving people opportunities to voice their views and build their understanding of both their faith and the Brent environment.
- Providing two community cohesion officers to support organisations to deliver these projects

Example Outcomes:

Active Change Foundation, Brent Young Muslims Project engaged 'harder-to-reach' young people through skills development, team-building activities and exploration of citizenship and was awarded the 'Best Youth Project' by Minister for London Tony McNulty at the Prevent awards in London, February 2009.

Horn Stars Football Team Active Citizen Mentoring Programme

engaged with the Somali Community, mentoring five young people as well as involving young Somalis in workshops to explore various global, national and local issues. The young people involved report that they know more about issues such as under age drinking, gun and knife crime and their rights as young people. Most importantly they've been able to form bonds with other young people who understand what it means to be Muslim, British and Somali.

Partnership Achievements March 2008 – March 2009 – Improving Partnership Working

2008/2009 has seen the Partnership consolidate and build upon many of the developments that took place in the previous year, for example:

- Negotiating and refreshing the Local Area Agreement**
 March 2009 signified the end of the first Local Area Agreement which included 12 stretch targets focusing on key priority areas for the borough. Audits of the stretch targets are now being completed to provide the evidence to claim the associated performance reward grant. At the beginning of 2008, the LSP negotiated and agreed the 2nd Local Area Agreement with Government. Between the end of 2008 and early 2009, the LSP negotiated on some targets further as part of the refresh process. Technical changes were also made in light of the national indicator set and the associated changes in definitions of indicators. The refreshed Local Area Agreement is made up of 29 indicators, 7 of which are local indicators and work is underway throughout the partnership to deliver improved outcomes for residents in the borough
- Enhancing Brent's Partnership evidence base**
 2008/2009 saw the ground work to develop further the partnerships evidence base. This particularly involved the planning, design and data collection for the Ward and Mosaic Place Survey Profiles. Brent's new Evidence Base was finalised in June 2009 and is available on the Council's website. It comprises:

Brent's Borough profile

Analysis, maps, tables, charts of key trends (London comparison, ward level comparison)

Place Survey

Brent results to the new Place Survey

Ward Place Survey Profiles

Place Survey and demographic data specific to a ward

Mosaic Place Survey Profiles (intranet)

Place Survey and demographic data specific to a ward

Please note that whilst the Mosaic Profiles are not available on the external website, they have / can be shared with partners for their own use.

The new Evidence Base collects all key relevant data sets about the borough in one place in an easy to use, accessible format. Used together, they provide a robust source for customer insight about the needs and issues affecting Brent's residents. Brent council and partners will use this data to shape service delivery in the future and deliver better quality outcomes for customers.

- Overseeing delivery of partnership projects**
 The LSP focused on performance against the Local Area Agreement, with quarterly reviews of progress. The LSP board considered a range of aspects of delivery including the impact of the recession, the Health and Well Being Strategy and the Building schools for the future expression of interest.

- **Assessing Financial Arrangements**
During 2008/09, the partnership made the first attempt to map the Area Based Grant utilized within the borough and highlighted the fact that this funding was clearly aligned to LAA priorities. The partnership also considered how the Working Neighbourhoods Funding element of this would work and received information about the Council budget.

Performance Reward Grant from previous LSPAs in place prior to Local Area Agreements was utilized to pump prime the work within Local Area Agreement One and Performance Reward Grant from achievement of the stretch targets will be utilized to support the ongoing implementation of the LAA programme.

The partnership has a good track record of aligning resources to deliver joint partnership projects and will look to build on this in the future, learning from other local strategic partnerships and new tools which can be used to support greater alignment of limited resources within the context of a difficult financial context globally.

- **Developing performance, risk management and data quality arrangements**
In 2008/09, The LSP developed and agreed a Partnership Performance Framework, which included clear agreements on data quality particularly for Local Area Agreement indicators. A partnership Performance management group was set up to address performance management across the partnership. The partnership also addressed the issue of partnership complaints and the changing rules nationally about dealing with these.
- **Evaluating Partnership working in the LSP**
During 2008/09 the Partnership put in place a governance framework and agreed principles for working together. The LSP assessed current engagement activities against the empowerment white paper and reviewed and improved its website communications.

In the first quarter of 2009/10, the LSP went on to commission Tribal Consulting to undertake a self evaluation of the structure and operation of the LSP in line with the aspirational model of partnership working set out by the Audit Commission in their seven 's' model: which looks at the Sustainable Community Strategy, staff and skills, style, synergies, steering, systems and standards.

The recommendations and next steps action plan will enable the LSP to embed the governance and performance management infrastructure it agreed upon during 2008/09.

Partners for Brent Future Plans

Joined up working across the Partnership

The detail of the plans following the LSP self evaluation is being considered by the LSP at present but a summary of the recommended changes to partnership working is outlined here:

- Enhancing the work of the LSP by changing the structure. This will allow the LSP to divide its attention between delivery of the Community Strategy and Local Area Agreement and the engagement of people in the borough to better understand key factors affecting their lives and the future of the borough
- Refocusing on the Community Strategy and Local Area Agreement as the basis for a coordinated programme of work across the different groups which make up the LSP
- Improving joint service planning with partners assessing strategic direction, improvement and efficiency and alignment of resources where appropriate
- Ensuring practical delivery of the LAA through the thematic partnerships within the LSP structure
- Developing further engagement of the council executive and overview and scrutiny with partnership delivery
- Strengthening the coordination of support provided to facilitate partnership working
- Aligning the governance of the different parts of the LSP and their work programming
- Embedding performance management and data quality approaches further across the partnership

Delivering the Community Strategy and the refreshed LAA Agreement

The agreed Local Area Agreement delivers the priority projects of the Community Strategy, and the priorities for the delivery of the LAA through the LSP are set out here for the year ahead.

A Great Place



A Safe Place

- Reducing the rate of serious acquisitive crime in the borough
- Increasing public satisfaction with the way we deal with anti-social behaviour
- Reducing the level of serious violent crime in the borough
- Reducing the number of residential fires



A Clean and Green Place

- Increasing the percentage of domestic waste recycled
- Adapting to climate change
- Reducing CO2 emissions from Local Authority operations



A Lively Place

- Young peoples participation in sport

A borough of opportunity



Local employment and enterprise

- Increasing the overall employment rate within the borough, including those in social housing
- Improving access to employment for people with mental health difficulties
- Income maximisation
- Working age people on out of work benefits



Health and wellbeing

- Reducing the number of drug users recorded as being in effective treatment
- Reducing the number of tuberculosis cases within the borough
- Reducing the rate of mortality from all cancers under age 75
- Reducing the number of under 18 conceptions

An inclusive community



Settled homes

- Reducing the number of households in temporary accommodation
- The number of affordable homes delivered
- The number of additional homes provided



Early excellence

- Improving educational achievement at key stage 4 for BME groups
- Reducing the number of first time entrants to the youth justice system
- Reducing obesity in primary aged children
- Stability of placements for looked after children
- Improving CAMHS services
- Services for disabled children – respite breaks



Support when you need it

- The number of social care clients receiving self directed support
- The number of carers receiving assessment, advice or information
- Number of vulnerable people achieving independent living
- Delayed transfers of care from hospital



Community Engagement

- Increasing the number of people participating in regular volunteering

Recommended Alignment of LAA Priorities and targets to Thematic Groups in future

Crime Prevention Strategy Group

Crime prevention – 18 to 25 age group	*NI 16 Serious Acquisitive Crime	Genny Renard, Community Safety Team, Brent Council *Mark Toland, Borough Commander, Metropolitan Police
Anti Social Behaviour LOCAL INDICATOR	*NI 24 Satisfaction with the way the police and local council dealt with ASB	Kiran Vagarwal, Community Safety Team, Bret Council
Violent Crime	*NI 15 Serious Violent Crime rate	Geoff Ervine, Metropolitan Police
Youth Crime Prevention	*NI 111 First time entrants to the criminal justice system aged 10-17	Anita Dickinson, Children and Families, Brent Council
Reducing accidental residential fires LOCAL INDICATOR	The number of accidental fires in residential properties	Sean Bennett, London Fire Brigade
Reducing Substance Misuse	*NI 40 Number of drug users recorded as being in effective treatment	Andy Brown, Drugs and Alcohol Action Team, Brent PCT; *Martin Cheeseman, Housing and Community Care, Brent Council

Sustainability Forum

Climate change adaptation with partners*	*NI 188 Planning to adapt to climate change	Jeff Bartley, Environment and Culture, Brent Council
Climate change – reducing emissions	*NI 185 CO2 reductions from local authority operations	Jeff Bartley, Environment and Culture, Brent Council

Adults Strategic Partnership

Tuberculosis LOCAL INDICATOR	Increase treatment completion rate (NHS London target)	Jim Connelly, Brent PCT
Adult Obesity	*NI 121 Mortality rate from all circulatory diseases at ages under 75 (rate per 100,000)	Jim Connelly, Brent PCT; Farhat Hamid and Brigitte Dingle, Brent PCT
Increasing self directed support	*NI 130 Social Care clients receiving Self Directed Support (per 100,000 population)	Lance Douglas, Housing and Community Care, Brent Council Independent and Voluntary Sector, care providers, RSLs, service users and carers
Brent carers	*NI 135 Carers receiving needs assessment or review and a specific carers service, or advice and information	Fay Austin, Housing and Community Care, Brent Council; *Shirley Bickers, Brent Carers Association Brent Carers Centre, Brent PCT, BACES , Brent into Work Brent Play
Move on project	*NI 141 Percentage of vulnerable people achieving independent living	Varsha Mehta and Perry Singh, Housing and Community Care, Brent Council
Reducing delayed discharges and increasing admissions avoidance	*NI 131 Delayed Transfers of Care	Christabel Shawcross, Housing and Community Care, Brent Council; *Thirza Sawtell Brent PCT NWLHT, Brent PCT

Children's Strategic Board

Improving outcomes for BME groups	NI 108 Key Stage 4 attainment for Black and minority ethnic groups	Rik Boxer, Children and Families, Brent Council
	* Black Caribbean boys	
Improving Sexual health	NI 108 Key Stage 4 attainment for Black and minority ethnic groups	Faira Elks, Children and Families, Brent Council
	*Somali boys – please see commentary	
Child Obesity	*NI 112 Under 18 conception rate	Sarah Mansuralli, Children and Families, Brent Council Jim Connelly, Brent PCT;
	a) Proportion of pupils in year 6 with height and weight measured b)*NI 56 Obesity in primary school age children in year 6	Melanie O'Brien, Children and Families, Brent Council
Improving outcomes for LAC	*NI 63 Stability of placements of looked after children : length of placement	Ros Morris, Children and Families, Brent Council
	*NI 51 Effectiveness of child and adolescent mental health (CAMHS) services	Sarah Mansuralli, Children and Families, Brent Council
Disabled Children's Services LOCAL INDICATOR	*NI 54 Services for Disabled Children	Marion Rodin, Children and Families, Brent Council

Children's Education Mandatory targets which are not linked to PRG	NI 72	Early Years	to narrow the achievement gap at age 5
	NI 73	Key Stage 2	to improve achievement for all children at age 5
	NI 93	Key Stage 1-2	to increase the proportion achieving level 4+ in both English and maths
	NI 94		to increase the proportion progressing 2 national curriculum levels in English
	NI 75	Key Stage 4	to increase the proportion progressing 2 national curriculum levels in Maths
	NI 75		to increase the proportion achieving 5 A*-C grades at GCSE and equivalent GCSE English and Maths
	NI 87	Attendance	to reduce persistent absentee pupils in secondary schools
	NI 87		to reduce persistent absentee pupils in primary schools
	NI 99	Children in Care	to increase proportion achieving level 4+ in English at Key Stage 2
	NI 100		to increase proportion achieving level 4+ in maths at Key Stage 2
NI 101	to increase proportion achieving 5 A*-C grades at GCSE and equivalent GCSE English and maths		

Culture, Sport and Learning Forum

Children's sport participation LOCAL INDICATOR	The annual number of visits by young people (under 17) taking part in sport and physical activities at council owned sports centres (not part of a school, club or term-time learn to swim course).	Gerry Kiefer, Environment and Culture, Brent Council
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COMPACT/Change Up Steering Group

Volunteering LOCAL INDICATOR	Number of new volunteering opportunities created	Kate Goddard, Volunteer Centre, BrAVA
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Executive

Recycling and composting	*NI 192 Percentage of household waste sent for reuse, recycling and composting	Chris Whyte, Brent Council (with Veolia)
Access to employment for social housing tenants	**NI 152 Working Age people on out of work benefits	Joanne Francis, Regeneration, Brent Council; *Dave Ashdown, Job Centre Plus
Improving access to employment for those with mental health needs	*NI 150 Adults in contact with secondary mental health services in employment	Natalie Fox and Sharon Parker NWL Foundation Trust (Brent Mental Health Trust)
Income maximisation LOCAL INDICATOR	Annual amount of additional benefit in payment as a result of advice and assistance provided by relevant services in the borough	Tony Hirsch, Housing and Community Care, Brent Council; Revenue and Benefits; Voluntary Sector
Reduction in households living in temporary	*NI 156 Number of households living in Temporary Accommodation	Perry Singh, Housing and Community Care, Brent Council Needs & Private Sector division, Affordable Housing

accommodation		Development Team, RSLs, private sector landlords, other providers.
Increasing Affordable Homes	*NI 155 Number of affordable homes delivered (gross)	Manjul Shah, Housing and Community Care, Brent Council Housing Corporation, Joint Commissioning Partnering RSLs, Planning, Private Developers, Funding Agencies, Affordable Housing
Additional Housing	*NI 154 Net Additional Homes provided	Chris Walker and Dave Carrol, Environment and Culture, Brent Council Housing Corporation, Joint Commissioning Partnering RSLs, Planning, Private Developers, Funding Agencies, Affordable Housing Development Unit, Policy and Regeneration, private developers, Asset & Property Management

Latest Budget					
Stretch target	Spent: 06/07-07/08 (£000)	Allocation 08/09 (£000)	Forecast 08/09 (£000)	2008/09 Under/ (Over) Spend £000	Alert
Street cleanliness	200	0	0	0	n/a
Fires	80	0	0	0	n/a
Domestic Violence	110	71	71	0	n/a
Young Peoples Sport	13	35	35	0	n/a
Adults Sport	93	83	83	0	n/a
LAC Programme	1	50	50	0	n/a
Disability CYP Programme	114	98	98	0	n/a
Diversionsary Activities	158	150	150	0	n/a
Housing benefit	300	0	0	0	n/a
Smoking	17	25	25	0	n/a
Obesity in children	40	40	40	0	n/a
Stonebridge/Early Success	144	146	146	0	n/a
Extended Schools	30	0	0	0	n/a
LAC educational achievement	96	98	98	0	n/a
Volunteering	60	63	63	0	n/a
Management - resident surveys	55	55	55	0	n/a
Residual LAA carried forward	519	433	433	0	n/a
Total Pump Priming spend	2,029	2,145	2,145	0	n/a

Issues
Smoking - The number of smoker who have ceased smoking for 4 weeks is far below target this quarter. Data for 13 week cessations is not available for this quarter.
BME jobs - Total BME jobs achieved is currently less than half of the target for the quarter.
Risks
None noted.

Performance Indicators					
	Performance YTD	Target YTD	Alert YTD	Distance from target	
1 Community Safety					
NI 016 D Serious Acquisitive Crime Rate	24.14	31.30	★	-6.3%	
NI 024 D Satisfaction with the way the police & local authorities deal with ASB	97.00	81.00	★	16.00	
NI 015 Serious Violent Crime Rate	1.97	n/a	n/a	n/a	
CS DV LAA01.1.2.32 D % domestic violence incidents where suspect is present and arrest is made ST	77.00	51.20	★	25.80	
CS DV LAA01.1.2.33 D Sanctioned detection rate for domestic violence	43.20	37.40	★	5.80	
CS CPS01 D % of ineffective/cracked cases	20.4 (provisional)	26.30	★	-5.90	
BV142iii No. Accidental Fires in Residential Properties	231.00	272.00	★	-41.00	
2 A Clean Place					
BV199a.05 D Env. Cleanliness - Litter (4 monthly tranche periods)	12.58	19.00	★	-6.42	
NI 188 D Adapting to climate change	28.39	27.00	★	3.64	
NI 185 D CO2 reduction from Local Authority operations	n/a	n/a	n/a	n/a	
REG 11 LAA BME jobs achieved	n/a	n/a	n/a	n/a	
3 Employment					
REG 11 LAA BME jobs achieved	651.00	244.00	★	407.00	
REG 12 LAA Disadvantaged jobs achieved	275.00	180.00	★	95.00	
NI 152 D Working age people on out of work benefits	14.04	14.00	●	0.04	
NI 150 D Adults in contact with secondary mental health services in employment	n/a	n/a	n/a	n/a	
BV078a D Average time for new claims	21.90	24.00	★	-2.10	
4 Health and Wellb					
PCT SST LAA02.2.26 The number of people who quit smoking for 13 weeks borough wide ST	3 (provisional)	n/a	n/a	n/a	
PCT SST LAA02.2.27 The number of people who stop smoking for 4 weeks in NRF areas ST	261 (provisional)	n/a	n/a	n/a	
NI 040 % change drug users in effective treatment after 12 week continuous treatment	934 (Jan 09)	1000 (Dec 08)	●	-66.00	
EC SP25 D % of Adults Who Take Part In Sport/Exercise for 30 mins on three occasions a week.	19.50	22.00	▲	-2.50	
NI 121 D Mortality rate from all circulatory diseases at ages under 75	89.00	n/a	n/a	n/a	
NI 112 D Under 18 conception rate	44.20	32.70	▲	11.50	
5 Settled Home					
NI 156 D No of households living in temporary accommodation	3651.00	3715.00	★	-64.00	
NI 155 D Number of affordable homes delivered	705.00	450.00	★	247.00	

Please note that Indicators marked provisional w

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Overview & Scrutiny Committee 13th October 2009

Report from the Director of Policy & Regeneration

Ward Affected:
Kensal Green

Tubbs Road Councillor Call for Action Request

1.0 Summary

- 1.1 The Overview and Scrutiny Committee has received a councillor call for action request from Councillor James Powney (appendix a) relating to the volume of traffic using Tubbs Road. Councillor Powney believes that the road is being used as a cut through by people seeking to avoid High Street Harlesden and Station Road to get to Old Oak Lane. As a result the street is congested, polluted and residents are concerned about road safety. Councillor Powney would like the Overview and Scrutiny Committee to consider this issue and recommend a solution to the problems at Tubbs Road.
- 1.2 The councillor call for action was introduced in the Local Government and Public Involvement in Health Act 2007. It enables any member of the council to refer to an overview and scrutiny committee any local government matter which affects their ward. A local government matter is defined as one which:
- Relates to the discharge of any function of the authority
 - Affects all or part of the ward for which the referring member is elected or any person who lives or works in the ward
 - Is not an excluded matter
- 1.3 A protocol on how councillor call for action will operate in Brent has been discussed previously by the Overview and Scrutiny Committee, scrutiny chairs and agreed by all group leaders. The protocol recommends that a councillor should try to resolve the issue / problem using the mechanisms and resources available to them including Neighbourhood Working and the council's complaints system, prior to asking an overview and scrutiny committee to take the matter further.

1.4 The Overview and Scrutiny Committee will need to decide whether or not to take the Tubbs Road issue forward and could use the criteria set out in the protocol to help to make the decision.

2.0 Recommendations

2.1 The Overview and Scrutiny Committee is asked to decide whether it wants to consider the councillor call for action relating to traffic congestion at Tubbs Road in Kensal Green ward. If the committee chooses to do this, it will be included on the agenda of a future meeting.

3.0 Detail

3.1 The Overview and Scrutiny Committee has received a councillor call for action request from Councillor James Powney (appendix a) relating to the volume of traffic using Tubbs Road. Councillor Powney believes that the road is being used as a cut through by people seeking to avoid High Street Harlesden and Station Road to get to Old Oak Lane. As a result the street is congested, polluted and residents are concerned about road safety. Councillor Powney would like the Overview and Scrutiny Committee to consider this issue and recommend a solution to the problems at Tubbs Road.

3.2 Councillor Powney has highlighted a number of problems that the traffic is causing.

- Traffic congestion, in what is quite a narrow, largely residential street
- Air pollution, associated with the large volume of traffic
- Concerns about road safety

3.3 Councillor Powney has discussed this issue with Phil Rankmore, Director of Transportation and also raised the matter with TfL, via Navin Shah, London Assembly member for Brent and Harrow. Councillor Powney would like Tubbs Road downgraded from an A road to a B road. He also wants drivers to be stopped from turning left into Old Oak Lane from Tubbs Road, which would take away one of the incentives to use it as a cut through.

3.4 Members of the committee may also be aware that a question on this issue was submitted by Councillor Joseph to Full Council on 13 July 2007. A copy of the question and the response is attached.

3.5 The councillor call for action introduced in the Local Government and Public Involvement in Health Act 2007 enables any member of the council to refer to and overview and scrutiny committee any local government matter which affects their ward. A local government matter is defined as one which:

- Relates to the discharge of any function of the authority
- Affects all or part of the ward for which the referring member is elected or any person who lives or works in the ward
- Is not an excluded matter

3.6 A protocol on how the councillor call for action will operate in Brent was discussed by the Overview and Scrutiny Committee, scrutiny chairs and agreed by all group leaders. The protocol recommends that a councillor should try to resolve the issue / problem using the mechanisms and resources available to them including:

- Raise the issue through the Neighbourhood Working process. The Neighbourhood Working Co-ordinators advice / assistance should be sought in finding way to resolve the matter.
- Ensure that the service area or partner agency has been informed of the issue and been given enough time to resolve it.
- Ensure that this is not an issue that is currently being or should be pursued via the council's complaints process.
- Ascertain whether or not any other form of local scrutiny is investigating the issue. The Local Involvement Network for instance.
- Assist local communities with petitions and deputations
- Ask questions at committee or Full Council
- Submit motions to Full Council
- Hold public meetings

3.7 Once on the agenda it is for the overview and scrutiny committee to decide whether or not to take the matter further. To aid their decision the committee could use the criteria set out in the protocol. The criteria are:

- Is the committee satisfied that appropriate attempts at resolving the issue/problem have been made by the ward councillor?
- Has the committee considered a similar issue recently – if yes have the circumstances or evidence changed?
- Has the relevant service or partner agency been informed and been given enough time to resolve the issue? What response has the councillor received?
- Is this a case that is being or should be pursued via the council's corporate or the statutory complaints system?
- Is this an issue currently being looked at by another form of local scrutiny e.g. Local Involvement Networks?

3.8 Assuming that the Overview and Scrutiny Committee does want to look at this subject in the future, officers from the Transportation Department, representatives from TfL and local people could be invited to a meeting so that the members have a good overview of the issues relating to Tubbs Road. It might also be possible to hold the meeting in Kensal Green ward, close to Tubbs Road, so that the committee can see for themselves the problems that Councillor Powney is concerned about.

4.0 Financial Implications

4.1 None

5.0 Legal Implications

5.1 None

6.0 Diversity Implications

6.1 None

7.0 Staffing/Accommodation Implications (if appropriate)

7.1 None

Background Papers

Contact Officers

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Tel – 020 8937 1609
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Appendix 1

Councillor Call for Action Referral Form

This form is for use by councillors who wish to refer a local government matter or a local crime and disorder matter (please refer to the CCfA protocol) to an overview and scrutiny committee for consideration. The completed form should be sent to the Local Democracy Team in the Policy and Regeneration Unit. Contact details are at the end of the form.

1. Councillor: *Cllr James Powney*

2. Ward: *Kensal Green*

3. Please provide a brief description of issue / problem and what you think an overview & scrutiny committee could do to help resolve it. This should include details of any deputations made by local residents and consultations that have taken place:

The problem is the very large volume of vehicles going down Tubbs Road in Kensal Green, a narrow residential street. It is reported to be the slowest A-road in Britain. This creates air pollution and a feeling of lack of safety in the road.

A local residents' association (The Junction Association) has raised this matter with Cllr Thomas and me repeatedly. We have had meetings with Phil Rankmore and another member of the Transport department.

The essential problem is that this residential road is used as a cut-through for people who want to avoid Scrubs Lane and the High Street, but wish to get to Old Oak Lane. The two solutions that I think would be useful would be signage to stop people coming down Tubbs Road and turning left into Old Oak Lane and a downgrading of the Road from an A-road to a B road.

I hope downgrading the road would help it to be seen by transport planners as the minor road it actually is, rather than part of a strategic transport network. This needs to be done by a representation from Brent Council to the Secretary of State.

5. Please outline the steps you have taken to resolve the issue / problem. This should include:

- Work undertaken via Neighbourhood Working.
- Contact with and responses from services / partner agencies.
- Discussions with other councillors in your ward
- Investigations under the council's corporate complaints process.
- Any other information / evidence that will help the committee make a decision.

I have been in contact with the Brent Council transport department as mentioned above. This is not a matter susceptible to Neighbourhood Working or the corporate complaints service. Through Navin Shah, I have also contacted TfL, who say they have received no representations from Brent Council on the subject.

TfL have confirmed that the speeds on the road are very slow. The results of a speed survey in May 2007 were (average link speeds for Tubbs Road from junction with High Street Harlesden to junction with Old Oak Lane):

- *12.0 mph in the AM Peak (7 to 10am)*
- *9.4 mph in the Inter Peak (10am to 4pm)*
- *8.2 mph in the PM Peak (4pm to 7pm)*

Appendix 2

Question to Council 13th July 2009 – Tubbs Road

29. QUESTION IN THE NAME OF CLLR JOSEPH

Residents have requested reducing the classification of Tubbs Road and a reduction in congestion and pollution, particularly when there are restrictions due to either road or utility works. Can the Lead Member please consider lightening the burden of traffic on Tubbs Road so residents can enjoy their neighborhood and breathe cleaner air?

Response from the Lead Member for Highways & Transportation

Tubbs Road forms part of the Boroughs Principal (A) road network, linking High Street Harlesden (A404) and Station road (A4000), both of which are also Principal roads. Approximately 8 years ago a scheme was implemented changing Tubbs Road into a one way street, introducing speed cushions, controlled parking and a width restriction to both reduce traffic speeds and help mitigate congestion. However, this remains the most direct route to Station road and Willesden Junction for traffic travelling north along High Street Harlesden.


Roads were classified by the Ministry of Transport many years ago to demote the importance of roads as part of the highway road network and the Council would need to apply to the Department for Transport for the reclassification of a road, where there are appropriate grounds to do so. However the reclassification of Tubbs Road would not in itself result in any significant reduction of traffic as it is used mainly by local traffic and there is a width restriction near the junction with Station Road which prevents larger vehicles from using the road.

Officers in Transportation have applied to Transport for London (TfL) for funding in 2010/11 for a major scheme to improve the infrastructure in Harlesden Town Centre. This scheme will not only focus on improving the public realm but will also consider traffic flows, including buses and private vehicles and any improvements that can be made to the configuration of signalled junctions in the area. It is anticipated that reducing congestion in this town centre would also reduce the volume of local traffic using Tubbs Road as through route. Officers will be mindful of the conditions in Tubbs Road when developing the bid to TfL and the scheme.

The Council also continue to work to promote the use of sustainable transport such as walking, cycling and public transport. In terms of public transport, improvements have been made to the overground service at Willesden junction station, and there are also good local bus links. There are now over 50 car clubs in the borough, the nearest to Tubbs Road being situated in Rucklidge Avenue. Significant developments require transport assessments incorporating traffic reduction measures by developers, such as green travel plans. In 2008 Brent won the smarter travel award for the highest number of Travel plans in London. Through this activity the Council is working to reduce traffic congestion generally which in turn will impact on locations such as Tubbs Road.

Under legislation utility companies are required to serve a notice for their work and the Council have a duty to coordinate and monitor their activities to mitigate congestion on the network. Quarterly meetings are held to discuss utility companies major work programme so that these are scheduled to minimise any inconvenience to local residents, businesses and the travelling public. Brent is also one of 21 London Boroughs to apply to the Secretary of State for a permitting scheme under the Traffic Management Act and this will improve the control and monitoring of utility work.

The London Local Authorities and Transport for London Act 2003 gives the power to a local authority to take on the civil enforcement of certain Moving Traffic Contraventions by decriminalising those offences. This in effect allows the transfer of the enforcement responsibility from the Police to the traffic authority for certain offences. Officers in Transportation submitted a report to Council Executive earlier this year and the recommendations for implementation were approved. Improved enforcement of yellow box junctions and banned right turns will also help improve traffic flows in the borough – including locations such as Tubbs Road.

	<p style="text-align: center;">Overview & Scrutiny Committee 13th October 2009</p> <p style="text-align: center;">Report from the Director of Policy & Regeneration</p>
<p>For Action Wards Affected: ALL</p>	
<p style="text-align: center;">Increasing Participation in Recycling in Flats</p>	

1.0 Summary

- 1.1 To present the final report of the Overview & Scrutiny Committee task group on increasing participation in recycling in flats.

2.0 Recommendations

- 2.1 That the Overview & Scrutiny Committee agrees the recommendations of the Increasing Participation in recycling in flats task group.
- 2.2 That the report is forwarded to the Executive.

3.0 Detail

- 3.1 The task group was set up by the Overview & Scrutiny Committee to investigate ways of increasing participation in recycling in flats in Brent. The task group members are:

Councillor HB Patel (Chair)
Councillor Clues
Councillor Thomas

- 3.2 In order to complete its work and produce a set of recommendations that benefit local communities the task group undertook the following activities:

- Reviewed research on increasing participation in recycling, particularly research related to flats. This included Beacon Council information

- Talked to a number of witnesses. These included:
 - Keith Balmer, Director of Streetcare, Brent Council
 - Chris Whyte, Head of Environment Management, Brent Council
 - David Pietropaoli, Waste Policy Manager, Brent Council
 - Tanya O'Rourke, Waste Education and Environment Officer, Brent Council
 - Edward Yendluri Westminster Council
 - Matthew Homer Islington Council
 - Tenants & Landlords from the following:
 - Brent Housing Partnership
 - Stadium Housing Association
 - ASRA Housing Association
 - Paddington Churches Housing Association
 - Fortungate Housing Association
 - Hillside Housing Association

- Reviewed the technical memo for *Estates Recycling Services in Brent* produced by London Remade for WRAP 2007
- Reviewed *Recycling Collections for Flats* produced by WRAP in August 2009
- Undertook a tour of sites in Brent
- Visited the London Boroughs of Westminster and Islington to identify best practice
- Held a meeting with local RSL's including BHP and with local residents to identify the barriers to recycling and what would need to happen to increase participation.
- Used a Mosaic profiling report produced by the Street Care team

3.3 The council's Local Area Agreement includes a target of 40% of domestic waste to be recycled by 2011. This target is unlikely to be reached without finding a solution for flats particularly as only around fifty per cent of flats in Brent currently receive a recycling service. The task group therefore views this issue as not just about reaching a target but also about equality of service provision.

3.4 In considering how to increase participation in recycling in flats the task groups focussed on the following:

- Understanding our local population to raise the profile of recycling
- Resources available for recycling from flats
- Making recycling easy
- Communication education and involving residents

4.0 Financial Implications

4.1 None

5.0 Legal Implications

5.1 None

6.0 Diversity Implications

6.1 None

7.0 Staffing/Accommodation Implications (if appropriate)

7.1 None

Background Papers

Contact Officers

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Increasing Participation in Recycling in Flats

An Overview & Scrutiny Task Group

October 2009

**Councillor HB Patel (Chair)
Councillor Clues
Councillor Thomas**

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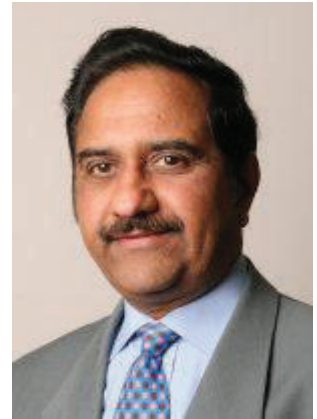
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Chair's Foreword

This task group was set up to investigate ways of increasing participation in recycling in flats as a way on improving historically relatively low recycling rates in Brent. The council has set a target of 40% of domestic waste to be recycled in its Local Area Agreement 2008/11, which is supported by the introduction of compulsory recycling. However compulsion is unlikely to have the same impact on recycling rates in flats in comparison to houses.

Our work has led us to believe that this issue is not just about meeting a target. It is about service provision and equality. We believe that Brent Council must sell itself as a recycling borough where our most deprived communities can expect the same level of service provision as the most affluent.



In undertaking this review we received evidence from a wide range of witnesses, which included visiting other authorities and talking to a number of residents and landlords. The task group also undertook a tour of a range of estates in Brent. My colleagues Cllrs. Clues, Thomas and I would like to thank the following for contributing to our discussions and findings:

- Keith Balmer, Director of Streetcare, Brent Council
- Chris Whyte, Head of Environment Management, Brent Council
- David Pietropaoli, Waste Policy Manager, Brent Council
- Tanya O'Rourke, Waste Education and Environment Officer, Brent Council
- Edward Yendluri Westminster Council
- Matthew Homer Islington Council
- Tenants & Landlords from the following:
 - Brent Housing Partnership
 - Stadium Housing Association
 - ASRA Housing Association
 - Paddington Churches Housing Association
 - Fortungate Housing Association
 - Hillside Housing Association

I hope the findings and recommendations set out in this report can provide the building blocks on which sustained improvement in recycling can be made.

I would also like to take this opportunity to thank my fellow task group members Cllrs. Clues and Thomas for their support and efforts during the course of our review. Their dedication and proactive support ensured a lively and productive debate, which lead us in reaching our findings.

Finally I would like to thank Jacqueline Casson from Policy & Regeneration for her support during this review.

Executive Summary

This report sets out the key findings and recommendations of the Overview and Scrutiny task group investigation into increasing participation in recycling in flats.

The task group was set up to identify how participation rates could be increased on estates in Brent to help the council reach its Local Area Agreement target of 40% recycling by 2011. This target is unlikely to be reached without finding a solution for flats.

The task group has taken evidence from a number of sources including visits to other boroughs, a tour of sites in Brent and focussed discussions with a number of residents and registered social landlords.

Key findings are as follows:

Understanding our local population to raise the profile of recycling

The task group used mosaic information¹ to identify ways in which each population type can be persuaded to participate. The task group concluded that it would like to see Brent sell itself as a recycling borough and hold an annual waste reduction and recycling conference to inform and involve local people.

Resources available for recycling from flats

The task group found that only fifty percent of flats currently have recycling facilities and found that the resources currently targeted on increasing this number are unlikely to do so. We are concerned that this means that many of those who currently do not receive a service are in our most deprived communities. We would also like to ensure that the green agenda, particularly waste reduction, recycling and reuse should be a narrative that runs through every aspect of service provision, including housing and planning.

Making recycling easy

The task group believes that as well as making recycling facilities available to all, the key to increasing the tonnage of recycling collected is to make it as easy as possible to recycle. The review looked at different solutions, including near entry sites, door to door collection and co-mingled collection. Although more expensive than the current near entry source separated method currently used for those flats that have facilities the task group would like to see the council explore further the use of co-mingled collections for flats.

Communication, education and involving residents

Our discussions with local residents highlighted that besides the availability of facilities information and education was frequently cited as a barrier to participation. Our findings set out a number of ways to overcome this, including the development of a network of 'Recycling Champions' to encourage and support fellow residents, the involvement of residents from the start when rolling out facilities and a programme of engagement with children and young people.

The findings of the task group will feed into the wider review of waste.

¹ Mosaic Profile: Brent residents living in flats produced by Environment & Culture

Recommendations

1. That an annual waste reduction and recycling conference is held aimed at informing and involving local people. This should include a programme of annual recycling awards.
2. That recycling facilities particularly the use of new technologies are a priority consideration in all planning applications for flats in the borough.
3. That Environment and Culture review how resources are allocated within the department with a view to redirecting resources towards increasing the number of flats that receive a recycling service.
4. That Environment and Culture explore further the use of co-mingled recycling collection for flats. This should include setting up a pilot scheme to ascertain the impact on recycling in Brent.
5. That a reusable bag or sack for collecting recycling is provided for all flats in Brent that do not receive a green box service. The bag should have printed on it information on it about what to recycle.
6. That a network of recycling champions is developed on estates in Brent to support and encourage fellow residents to recycle and to link into the recycling service. Recycling champions should also be invited on Neighbourhood Working ward walkabout and other consultation and engagement events.
7. That a programme of engagement for children and young people is developed, particularly in areas where new recycling facilities are being rolled out.
8. That the service ensures that residents are involved from the start in the roll out of facilities on estates, particularly when deciding where bins are sited and how best to provide information
9. That the task group supports the implementation of the newly developed communications and involvement strategy for recycling in flats.
10. That clear and consistent signage on how to recycle is used across the borough
11. The leader of the council's annual council tax letter includes a message about the cost and importance of recycling and an information line number.

1. Introduction & Scope of the Review

Improving recycling rates in Brent is one of the council's key priorities as outlined in the Corporate Strategy 2006-10. The Corporate Strategy sets a target of 30% of waste reused or recycled by 2010. The Government's Waste Strategy for England 2007 set new targets for recycling and composting of household waste. These are at least 40% by 2010, 45% by 2015, and 50% by 2020. The first of these targets, 40%, was built in to the council's Local Area Agreement 2008/11.

Recycling rates in Brent have historically been relatively low. For 2007/8 the council fell short of its target of 25% capturing only 22% of waste for recycling. When compared to other boroughs Brent consistently appeared near the bottom for dry recyclables and near the top for wet recyclables.

In its final report for 2007/8 the Budget Panel recommended that further provision of recycling facilities should be considered alongside the introduction of compulsory waste recycling. The Budget Panel was particularly concerned that the lack of recycling facilities in some properties in the borough, particularly flats, would hinder progress in increasing recycling rates in Brent. Records show that only around 50% of flats have recycling facilities.

There are no figures available for participation rates in Brent, though work carried out on behalf of Brent by WRAP² in 2007 suggests that there is scope for Brent to significantly increase the amount of recycling collected from flats³. Records of which flats have recycling facilities and what sort of facilities they have are incomplete, but work is currently being completed to create an up to date database.

The task group was set up to identify ways through which participation in recycling in flats could be increased. To do this the scope suggested members could:

- Visit sites in the borough to look at current practices
- Talk to tenants and residents group to identify issues and potential solutions.
- Talk to registered social landlords to identify their role in increasing participation in recycling.
- Visit other local authorities who have introduced pilot schemes aimed at improving collection rates.

2. Methodology

In order to complete the work identified in the scope and produce a set of recommendations that will deliver increased participation in recycling in flats the task group undertook the following research.

- Reviewed research on increasing participation in recycling, particularly research related to flats. This included Beacon Council information
- Talked to a number of witnesses. These included:

² WRAP is an organisation that helps individuals, businesses and local authorities to reduce waste and recycle more.

³ Technical Memo for Estates Recycling Services for London Borough of Brent

- Keith Balmer, Director of Streetcare, Brent Council
 - Chris Whyte, Head of Environment Management, Brent Council
 - David Pietropaoli, Waste Policy Manager, Brent Council
 - Tanya O'Rourke, Waste Education and Environment Officer, Brent Council
 - Edward Yendluri, Westminster Council
 - Matthew Homer, Islington Council
 - Tenants & Landlords from the following:
 - Brent Housing Partnership
 - Stadium Housing Association
 - ASRA Housing Association
 - Paddington Churches Housing Association
 - Fortungate Housing Association
 - Hillside Housing Association
- Reviewed the technical memo for *Estates Recycling Services in Brent* produced by London Remade for WRAP 2007.
 - Reviewed *Recycling Collections for Flats* produced by WRAP in August 2009.
 - Undertook a tour of sites in Brent.
 - Visited the London Boroughs of Westminster and Islington to identify best practice.
 - Held a meeting with local RSL's including BHP and with local residents to identify the barriers to recycling and what would need to happen to increase participation.
 - Used a Mosaic profiling report produced by the Street Care team to identify our local population types that live in flats and their key characteristics.

3. Membership

Councillor HB Patel (Chair)
Councillor Clues
Councillor Thomas

4. Context

Local

There are 99,991 households in Brent with almost 46.8% of properties being flats⁴. The 2001 census identified that 27% of dwellings in Brent were purpose built and 18% were part of a converted or shared house. Flats that are in converted houses will be serviced by a green box collection. It is therefore increasing the participation in recycling of residents in the 27% of flats in purpose built blocks that this review will focus on.

⁴ Figures taken from the 2001 census as reported in Mosaic Profile: Brent residents living in flats produced by Environment & Culture

Wrap Report

In 2007 the council received funding from WRAP to engage London Remade to undertake a survey of estates recycling in Brent. This included an inventory of local authority estate blocks without recycling facilities, an analysis on estates tonnage data and research into recycling options for estates. The resulting report, *Estates Recycling Services in Brent*, states that tonnage data provided by Brent Council shows that 18 kg per household per year recycling is collected from estates (flats) which is significantly lower than the average of 33 kg/hh/yr collected in four of the boroughs they surveyed that provide source separated estate collections and the 67 kg/hh/yr average collected by four other boroughs that provide Co-mingled collections.

The WRAP report sets out options for recycling schemes on estates. These are:

- Bring recycling systems
- Co-mingled Collections
- Door to Door Collections
- Collection points on each floor
- Modified chute recycling systems
- Dedicated chute recycling systems
- Food waste collection for estates
- Food waste processing options

Door to Door collection trial

In late 2005 and early 2006 Brent Housing Partnership and Wettons (estates cleaning company) undertook a three month trial of door step recycling⁵. The blocks selected for the trial were:

- Alexander Court 1- 48 & 81-103
- Besant Way 17- 25
- Gauntlett Court 38- 43 & 75-7
- Hyde Court All 27 Flats
- Mead Court 1- 6 & 57- 68
- Rainborough Close 92 - 103 & 104-115

As part of the trial the following actions were taken:

- Wettons provided a leaflet informing residents of the Pilot scheme along with 5 clear plastic sacks to place co-mingled waste in.
- Glass was not collected due to health and safety issues with regard to collecting this waste in plastic bags.
- Wettons' staff were asked to complete a summary page in order to keep a record of the number of bags collected and the locations.
- Initially some residents were confused and left waste at the main entrance to the block, but this did not cause a problem because Wettons were there early to collect. As experience tells that after a few weeks the number of people contributing to a

⁵ This information was extracted from a report by Brent Housing Partnership Board produced following the completion of the pilot scheme.

recycling service tends to reduce, Wettons kept up the supply of leaflets to try and encourage the residents to use the service.

- Just before the Christmas period Wettons carried out a survey in the blocks to ascertain whether or not the residents had any issues with the service. Wettons also tried to encourage the use of the service especially over the Christmas period when waste would be higher than usual.
- During the pilot scheme residents in other areas had asked Wettons to collect recycled waste from their area. They did take this waste but did not record it so that figures were comparable week on week.

The results of the trial were as follows. The number of tenants recycling averaged 13.50%. The initial period was promising with a 20% uptake. This is broken down into the following areas;

- Alexander Court	10.00 %
- Besant Way	27.78 %
- Hyde Court	20.37 %
- Rainborough Close	10.80 %

Wettons carried out a survey over a few days and a weekend to try and get as many people as possible. Due to language barriers and people refusing to talk to them, they only managed to speak to 30 % of the total dwellings in the pilot scheme area.

Total collection for the 10 week period in this small area amounted to 2.4 tonnes of bulky items. 94.5 % of items collected were recyclable with 5.5 % contamination.

Introduction of compulsory recycling

Compulsory recycling was introduced in the borough in August 2008 to help increase participation rates and reduce the amount and therefore the cost of waste going to landfill. The roll out of this initiative involved providing information, assistance and advice to residents so that they are able to access the kerbside collections service for dry recyclables.

The impact of this initiative has so far been significant. In the first eleven months of being in place the recycling rate has risen from 22% achieved in 2007/8 to 29%. This exceeds the target of 27% set for 2008/9.

Compulsion does not currently apply to flats but if it did it would be unlikely to have the same impact on those living in flats as those in houses. This is because flats in blocks frequently have communal recycling bins which means that it is difficult to know who is recycling and who is not. In addition the logistics of collecting recyclables and taking them down to communal bins means flat dwellers are likely find recycling more challenging.

National

The Government's Waste Strategy for England published in 2007⁶ aims to reduce the overall amount of waste produced. The government's key objectives are to:

⁶ A copy of the strategy can be found at www.defra.gov.uk

- decouple waste growth (in all sectors) from economic growth and put more emphasis on waste prevention and re-use;
- meet and exceed the Landfill Directive diversion targets for biodegradable municipal waste in 2010, 2013 and 2020;
- increase diversion from landfill of non-municipal waste and secure better integration of treatment for municipal and non-municipal waste;
- secure the investment in infrastructure needed to divert waste from landfill and for the management of hazardous waste; and
- get the most environmental benefit from that investment, through increased recycling of resources and recovery of energy from residual waste using a mix of technologies.

The aim is to create incentives that will push producers, retailers, consumers and local authorities towards waste prevention, re use and recycling and away from disposal. One of the key drivers for local authorities is the increase in landfill tax escalator by £8 per tonne per year from 2008 to at least 2010/11. The strategy says that to compensate against the cost of this increase ' local authorities will have to commission or provide convenient recycling services for their residents and commercial customers and advice and information on how to reduce waste. They will also have to work with their communities to plan and invest in new collections and reprocessing facilities'

5. Key Findings

To help develop an understanding of current facilities, practices and problems members of the task group took part in a tour of estates in Brent. We visited a variety of sites across the borough and identified a number of issues that we believe need to be addressed if participation rates in Brent are to increase.

We also held small group discussions with a number of residents and RSL representatives. The task group chose this method of consulting to enable us to dig deeper into issues raised and help to have open discussions about some of the possible solutions.

A report produced by the Streetcare Unit using Mosaic data to profile residents that live in flats in Brent, provided us with a useful insight into some of the key characteristics of our local population. This data is particularly useful for identifying the preferences and views of different population groups in relation to, for instance, attitudes to the environment. This information can also be used to develop communication and engagement strategies that target different population types.

All of this has helped us build a picture of the main issues impacting on recycling from estates. These are:

- Understanding our local population to better target resources
- Making recycling easy for residents in flats
- Resources for recycling from flats
- Communications and Education
- Signage

The remainder of this section will set out our key findings and recommendations in relation to each of these issues.

Understanding our local population to raise the profile of recycling

The importance of understanding resident 'types' was recognised by WRAP in its *Recycling Collections for Flats* report August 2009⁷. They said that 'flats might have clusters of certain types of residents meaning different approaches to recycling and communications are needed'. They also point out that this information is useful in designing communication and engagement strategies for different population types and blocks of flats.

A Mosaic report produced by Streetcare identified four main population types that make up the greatest proportion of Brent residents that live in flats. These are:

D27 – Multi-cultural inner city terraces attracting second generation settlers from diverse communities. This type accounts for 29.96% of Brent residents living in flats.

E28 – Neighbourhoods with transient singles living in multiple occupied old houses. This type accounts for 27.81% of Brent residents living in flats.

F36 – High density social housing, mostly inner London, with high levels of diversity. This type accounts for 16.55% of Brent residents living in flats

E29 – Economically successful singles, many living in privately rented inner city flats. This type accounts for 7.05% of Brent residents living in flats.

The map attached at appendix (A) shows the spread of flats in Brent. There are significantly more in the south than the north of the borough. The map attached at appendix (B) shows flats by Mosaic type in Brent.

The data shows that types E28 (green on the map) and E29 (pink on the map) are more likely to believe that people should recycle more than the national average. They are also significantly more likely than the national average to be concerned about the environment. The biggest difficulty in increasing participation in this group is likely to be the transient nature of their lifestyles. Their concern about the environment and their belief that people should recycle suggests that they can be easily persuaded to participate in recycling particularly if recycling was made easy and they get targeted clear messages about how to do it.

D27 (red on the map) is no more concerned than the national average about the environment and is slightly less than the national average to believe that people should recycle. This population type is more likely to live in converted Victorian flats and therefore served by the green box scheme. It is clear that more could be done to convince them of the need and benefits of recycling.

⁷ Can be found at http://www.wrap.org.uk/local_authorities/research_guidance/collections_recycling/recycling_collections_for_flats/

F36 (yellow on the map) is identified as significantly less likely to believe that people should recycle than the national average and is significantly less likely to be concerned about the environment. This population group is the most likely of all of the types that live in blocks of flats and to be unemployed, therefore economically disadvantaged. Type F36 is also three times more likely than the national average to be council or housing association tenants. Increasing recycling rates in this group could prove to be challenging and more resources will need to be targeted in developing strategies for working with this group to increase participation in recycling.

Our consultation with residents and RSL's identified the main barrier to recycling for people living in blocks of flats were:

- No recycling facilities in their area
- Lack of knowledge and understanding about how to recycle, what to recycle and the cost of not recycling
- Bringing recycling down stairs then sorting – why can't it all go in one bin
- The council should provide something to keep recycling in and take it down stairs
- Mess around the bins and contamination of the different collection bins deters recycling.

We believe that Brent must sell itself as a recycling borough, where reducing waste and recycling is accepted by all of our residents as their individual and collective responsibility. We also believe that to do this the council needs to actively engage residents. We would therefore recommend that an annual waste reduction and recycling conference is held to inform, and involve individuals, groups and schools. A programme of annual recycling awards should be set up as part of conference activities.

Recommendation

That an annual waste reduction and recycling conference is held aimed at informing and involving local people. This should include a programme of annual recycling awards.

Resources for recycling from flats

The task group is concerned about the level of resources currently available to increase participation in recycling in flats. Members of the task group are in no doubt that one of the key ways of increasing participation in recycling in flats is to increase the percentage of flats that have recycling facilities. At present around fifty per cent of flats in Brent have recycling facilities. We were informed that currently there is only one member of staff who works on service development and engagement in relation to estates. This means that there is a limit to the number of flats that receive new facilities which impacts on the team's ability to increase the percentage of flats served. In addition we found that the records of which flats have what facilities are patchy. Over the last few months a great deal of this officers time has been taken up by developing a new database so complete and accurate information is gathered.

There are currently three vehicles (top loaders) collecting recycling from estates. The collection crew for each vehicle is made of one driver and one loader. Two of the vehicles are running at full capacity and the third has some spare capacity.

This level of resource means that the service is not able to be proactive and the team only provides facilities to flats when a request is made. To be able to increase participation and therefore recycling rates the council needs to push up the percentage of flats that are able to recycle not just to reach the LAA target but to ensure that it is being equitable in the provision of services to a large proportion of our population who are not able to participate. The task group is concerned that too many of those who currently do not receive this service are from our most deprived communities because services are currently configured with suburban households in mind.

The task group believes that the green agenda, particularly waste reduction and recycling should be a narrative that runs through every aspect of relevant service delivery including housing and planning and that the planning service needs to ensure that high quality recycling facilities are available in all new build flats. The task group was particularly impressed by the Envac system installed at the Wembley site and believes that all large scale developments should be encouraged to consider new technology as part of their scheme.

Ideally we would like to recommend that recycling and reuse becomes the direct responsibility and focus of an assistant director level post. However, given the work being carried out as part of service reviews for the council's Improvement and Efficiency strategy we will recommend that Environment and Culture look at how resources are allocated within the department with a view to redirecting resources towards increasing the number of flats that receive a service.

Recommendations

That recycling facilities particularly the use of and new technologies are a priority consideration in all planning applications for flats in the borough.

That Environment and Culture review how resources are allocated within the department with a view to redirecting resources towards increasing the number of flats that receive a recycling service.

Making recycling easy

Members of the task group are in no doubt that the key to increasing the tonnage of recycling collected from flats is to make sure all flats have access to recycling facilities and make it as easy as possible for residents to participate. One of the key focuses of our investigation has been the systems used for recycling from flats both in Brent and piloted in other boroughs.

We heard from a number of sources as well as the WRAP report that different solutions needed to be found for different estates. In Brent estates are mainly served by near entry source separated bring sites using 240 litre or 1100 litre bins depending on the size of the

site. For smaller blocks of up to 8 flats green boxes could be provided. The recycling officer informed us that systems worked best when residents took the lead and were committed. However, as we saw during our tour of sites in Brent, contamination is a major issue.



The Waste Policy Officer outlined a number of the different systems used across London.

Kerbside collection – Each local authority sets its own criteria for kerbside collections from flats. In Brent green boxes can be provided for blocks where there are 8 or fewer flats in a block. This is the most cost effective way of extending existing provision for this type of residence.

Door to Door collection – Boxes or reusable bags are used by residents to store recycling in their flat then the box/bag is placed outside their door on a pre arranged day for collection. This system can perform well but can also have health and safety implications. For instance there can be a fire risk or injury risks to collection crews. Each individual block needs to be assessed. Southwark Council currently provide 40,000 households on estates with door to door collection. This is co-mingled and is collected weekly. They are currently collecting 68kk/hh/yr. Other local authorities that do door to door collections include: City of London, Islington, Haringey and Westminster.

Collection point on each floor – Bags of recycling are then taken from the collection point to a bring site usually by the caretaker. One of the main advantages of this system is that residents can get rid of their recycling whenever they want to. This is particularly effective if recycling points are situated next to residual waste chutes. There is limited data on the cost and effectiveness of this type of scheme. However, costs prepared by one authority estimated that the cost of paying a caretaker to take the recycling to a bring site may be around £26 per household per year. Islington have undertaken a small pilot of this system.

Chutes - Chute systems can obtain the highest recycling rate (See WRAP report 2009) . They can be introduced by installing new chutes (this can cost approximately £2000 per floor), making changes to the way residents use existing chutes (alternate collections for instance), and modifying existing chutes. We heard that Westminster have a dedicated chute system, with two chutes running in parallel – one of the chutes has been converted to take co-mingled recycling. They provided residents with co-mingled recycling bags and sound proofed bins were installed at the bottom of the chutes. The scheme has seen a large increase in the amount collected from 0.68 kg to 5.7kg per household per week.

The recent WRAP report *Recycling Collections for Flats* sets out the average kilogram per household per week collected for many of the collection schemes outlined above, appendix (C). This shows that besides chutes (for which only a small amount of data is available and they would be impractical to build retrospectively), co-mingling offers the best average collection rate. During our tour of sites in Brent and our visits to other local authorities we saw examples of each of these systems in use. The task group heard over and over again that solutions for recycling from estates need to be tailored to the site.

When we looked at the pilot schemes in other authorities whatever system was in use including, door to door collection and bring sites, the biggest single factor in increasing participation rates was the introduction of co-mingled collections. We heard from Islington that the change from source separated to commingled collections had seen their participation rates rise from 12% to 27% in 8 months. When we toured sites in Brent we saw many examples of bring sites where the separated collection bins had been cross contaminated and where recycling had been left on the ground around the bins. We believe that the sight of already contaminated bins will have a negative impact on those trying to recycle properly. Residents who have a low or moderate commitment to recycling are likely to find collecting recycling in one bag or box to take to the bring site and then having to sort into different bins adds to the process of recycling. For residents that are not strongly committed to recycling this is a barrier that ideally should be removed.

The WRAP report highlighted this as a particular problem in high rise flats where they said that the additional distance to bring sites and effort or perception of difficulty was a barrier.



We have obtained some figures from Street Care setting out to the estimated cost of expanding the current scheme of sources separated bring sites and of introducing co-mingled collections for flats. These figures were produced in late 2008 but are based on 2009/10 prices.

Expansion of existing source-separated scheme	
Collection costs	429,000
Gate fee/revenue	0
Campaign costs (based on £1.50/hhld)	37,500

Sub-total	466,500
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Expansion of scheme to all estates (co-mingled collection)	
Collection costs	420,000
Gate fee/revenue	153,020
Campaign costs (based on £1.50/hhld)	50,000
Sub-total	623,020
Container costs capital (940 1,100 Litre bins @ £235pu plus lid replacement costs)	230,900
Prudential charges for capital	54,815
Sub-total revenue costs	677,835

Disposal and collection cost savings

Option	Savings in residual disposal costs		
	09/10	10/11	11/12
Maintain existing scheme (no expansion)	-169,696	-207,383	-239,465
Expanding existing scheme (source separated)	-289,651	-353,978	-408,739
Expanding scheme (co-mingled)	-349,629	-427,276	-493,375

The cheapest way to collect recycling is the current source separated method, though saving in residual disposal costs are greater for co-mingled collection over the timescales outline above. The task group is attracted to the simplicity, from the point of view of people who live in flats, of co mingled collections and the potential of this method to increase the amount of recycling collected and increase participation rates. We would therefore recommend that the use of co-mingled collections for residents living in flats is explored further.

In our discussions with local residents they frequently cited the lack of something to carry their recycling to the bins in as a barrier to recycling. During our visits to other local authorities we heard that although boxes, like those given to houses are frequently impractical for flats, a bag to collect recycling was provided. WRAP research shows that residents provided with a reusable sack or box to collect and store recyclables collected an average of 2.26 kg/hh/wk as compared with an average of 1.18kg/hh/wk for those without. We believe that by providing a reusable sack with information printed on it about what to

recycle sends a clear message that recycling is important and the council wants to help you participate.

Recommendations

That Environment and Culture explore further the use of co-mingled recycling collection for flats. This should include setting up a pilot scheme to ascertain the impact on recycling in Brent.

That a reusable bag or sack for collecting recycling is provided for all flats in Brent that do not receive a green box service. The bag should have information printed on it about what to recycle.

Communication, Education and Involving Residents

Our discussions with local residents and RSL's and the Mosaic data highlighted earlier in this report provided us with invaluable information that should be used when designing ways of communicating with residents and influencing their behaviour. It is important to use this information to develop communication and education strategies that take the preferences of our main population types that live in flats into account.

Our discussions with local residents highlighted information and education as a barrier to recycling and information and education strategies as a way to increase participation. Time and again we heard comments like:

- 'Lack of knowledge about how to recycle'
- 'No clear message about what to recycle'
- 'People who have never recycled need support to start'
- 'People need to be educated about the benefits of recycling and the cost of not recycling'
- 'Include children they will persuade their parents to recycle'
- 'Develop recycling champions on each estate'

When asked how they would launch recycling on their estate one group of BHP tenants suggested the following:

- Provide a constant flow of information and encouragement from the start
- Prior to launching scheme put signs, developed by the tenants group all over the estate saying 'We are going to recycle / become recyclers'
- Tenant's group should take the lead and a call meeting. Consult with residents on where bins should be sited, explain what, how and to provide a countdown to launch – with council support
- Make it easy – provide a bag for recycling (the bag should have information about what can be recycling on it) and provide facilities for co-mingling
- At the same time go through local schools to get kids involved
- Tie in launch with existing tenants event

Mosaic data can help identify the best way to target our different population groups. For instance type E28 and F36 are generally responsive to all forms of media particularly poster and telemarketing calls. However, as discussed earlier, these groups have very different views in relation to the environment and recycling. This means that the same form of communication could be used but with different messages – E28's need to know how to recycle where they live, F36's might need to be persuaded about the importance of recycling as well as how to do it. For F36s, who are more likely to be BHP residents and live in areas with a high school age population, recycling education through schools would be a useful way of targeting adults with key environmental messages. During the course of our investigation the service has developed a communications and involvement strategy based on Mosaic and we would like to support the implementation of this.

We heard from the recycling officer and during our visits to other authorities that recycling schemes worked best when they had been requested by residents themselves or when residents were involved in the design of the scheme. During our visit to Islington they told us that in developing pilot schemes they were 'cherry picking' estates where residents were likely to be keen recyclers as their buy-in would ensure the best chance of success. In Westminster a pilot scheme on one of their estates had become 'self enforcing' with residents encouraging and supporting others to recycle. The Brent residents we talked to thought that it was a good idea to involve people when deciding where to site recycling bins. They also believed that a network of 'recycling champions' should be developed to provide support through education information and encouragement to their fellow residents on estates and a link into the council. Indeed a number of the people we met were keen to get involved particularly in areas where no recycling facilities were available yet. This type of involvement will prove invaluable in changing the habits of residents and helping the council to spread the message about the importance of recycling and how to recycle. As Neighbourhood Working is one of the council's main mechanisms for engagement and involvement recycling champions should be invited to take part in all ward walkabouts and consultation events.

Recommendations

That a network of recycling champions is developed on estates in Brent to support and encourage fellow residents to recycle and provide a link into the recycling service. Recycling champions should also be invited on Neighbourhood Working ward walkabouts and other consultation and engagement events.

That a programme of engagement for children and young people is developed, particularly in areas where new recycling facilities are being rolled out.

That the service ensures that residents are involved from the start in the roll out of facilities on estates, particularly when deciding where bins are sited and how best to provide information.

That the task group supports the implementation of the newly developed communications and involvement strategy for recycling in flats.

The leader of the council's annual council tax letter includes a message about the cost and importance of recycling and an information line number.

Signage

Time and again during our tour of Brent and visits to other local authorities we saw examples of how signs could either help or hinder recycling. Signage is particularly difficult to get right when residents are being asked to sort their recycling into the correct bins. We would therefore recommend that clear and consistent signage is used across the borough.

Recommendation

That clear and consistent signage on how to recycle is used across the borough



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Overview and Scrutiny Committee

Work Programme – 2009/10

Overview and Scrutiny Committee – 27th May 2009

Pre Meeting Planning		Post Meeting Actions		
Subject and Witness	Issue	Outcomes and Actions Arising	Responsible Officer	Deadline and Status
Crime and Disorder Reduction Partnership – Genny Renard, Interim Head of Community Safety	Crime targets – This item should be considered by the Overview and Scrutiny Committee to give members an overview of the main issues in Brent for the police and the Crime and Disorder Reduction Partnership. This will include information on how the different partners in the CDRP work together to reduce crime in the borough. It is also now a requirement under the Police and Justice Act 2006 for councils to scrutinise the CDRP.	The committee requested the following: Information on operation payback The project being run by the probation service to work with people sentenced to prison for less than 12 months. Information on Section 60, stop and search powers - how this works, when it's been used in Brent, including a breakdown of the age, gender and ethnicity of those people searched under S60 in the last 12 months. These issues should come back to the committee by December 2009. This will form part of its formal work as the Crime and Disorder Scrutiny Committee of the Council.	Genny Renard, Interim Head of Community Safety	December 2009
Voluntary Sector Strategy – Linda Martin, Head of Service Development and	The Committee would like an update on the progress in preparing the Voluntary Sector Strategy. This work is likely to have been moved on following the	The Committee requested a progress update in 6 months focussing on: the development of the voluntary sector strategy	Linda Martin, Head of Service Development and	8 th December 2009

Commissioning	Voluntary Sector conference held in Brent in March 2009, which was one of the task group's original recommendations.	relationships with the voluntary sector the use of Grant Tracker to avoid double funding organisations. It was suggested that some voluntary sector representatives might also attend the committee for this item.	Commissioning	
Town Centre Regeneration Task Group Follow Up – Andrew Davies, Policy and Performance Officer Page 100	The Committee will follow up the recommendations made by the Town Centre Regeneration Task Group to ensure they have been implemented, or are being implemented where agreed.	The committee has asked for answers to the following questions: 1. What is the likely timescale for developing a protocol to agreeing priorities and respond to environmental issues raised by town centre managers? 2. Does the council have an existing town centre strategy and is it still relevant, as the development of a new strategy appears to be reliant on funding for an external consultant? 3. Are there still plans to review the possibility of introducing dual use of properties in town centres e.g. retail or residential through the LDF in 2010? 4. When are PCSOs to begin environmental monitoring as the introduction of this power for PCSOs was one of the reasons why members agreed to stop funding a street warden service? These will be reported to the next meeting of the committee, in July 2009.	Andrew Davies, Policy and Performance Officer	9 th July 2009
Current Task Group Updates - Andrew Davies, Policy and Performance Officer	The Committee will be given progress reports on each of the task groups currently in progress. They are:	Reports noted		Completed. Task Groups will report in due course.

	Transition Services Recycling in Flats Services for people exiting prostitution Climate change			
Task Group Scopes - Andrew Davies, Policy and Performance Officer	The Committee will receive two scoping documents: Services for adults with learning disabilities Review of councillors commission report From these scoping documents, members should select which of these task groups they would like to establish once current task groups have been completed.	Agreed to add services for adults with learning disabilities to the list of task groups.	Andrew Davies, Policy and Performance Officer.	Task Group will begin once there is capacity amongst officers to start work on this project.
Overview and Scrutiny Committee Work Programme - Andrew Davies, Policy and Performance Officer	The Committee should consider the items currently listed in the work programme and decide what they wish to prioritise and which items can be removed from the work programme. Members should also add in any issues they wish to consider at future meetings.	Work programme agreed. Members will have the opportunity to discuss the programme at each committee meeting this year to add or take away items depending on priorities.	Andrew Davies, Policy and Performance Officer	Work programme agreed.

Overview and Scrutiny Committee – 9th July 2009

Pre Meeting Planning		Post Meeting Actions		
Subject and Witness	Issue	Outcomes and Actions Arising	Responsible	Deadline and

			Officer	Status
Introduction to work of Business Transformation Department – Graham Ellis, Director of Business Transformation	Business Transformation - Graham Ellis has been invited to the Overview and Scrutiny Committee so members can learn more about the new Business Transformation Department and priorities for the year ahead.	The committee has asked for a progress update on transformation projects to be presented to members in February 2010.	Graham Ellis	9 th February 2010.
Leader's Update on Council Priorities – Cllr Paul Lorber	<p>Councillor Paul Lorber, leader of the council, will be invited to the Overview and Scrutiny Committee to provide an update on the work of the administration and to give the committee the chance to question him on performance and policy. Members have asked for an update on four areas:</p> <ul style="list-style-type: none"> the impact of the recession on local people and how the Council is responding to this progress on delivering the improvement programme progress on providing new social housing and efforts made to recruit more permanent social care staff. 	<p>Deputy Leader attended the committee in place of the Leader. As a result, members have asked that the Leader attends in October to answer questions on the following issues:</p> <ol style="list-style-type: none"> The provision of school places in the borough The impact of the recession on local people and on the council. Efforts to recruit social care staff, especially in children's services. 	Andrew Davies to arrange with Ian Young	13 th October 2009
One Stop Service – Sandra Walker, Assistant Director, Customer Services	One Stop Service redesign update – Update to include specific information on nature of enquiries and increases / decreases in demand for specific services following discussion on this issue at the Overview and Scrutiny Committee in March 2009.	Report noted by the committee. Members wish to follow up the issue of falling numbers of service users, and the implications this has for the service. This has been scheduled in to the work programme for February 2010.	Sandra Walker	9 th February 2010.
Overview and Scrutiny	The Overview and Scrutiny Committee	Report agreed. Will go forward to Full Council.	Stella Akintan	September 2009

Annual Report – Stella Akintan, Policy and Performance Officer	will consider the annual report as part of the process of improving the scrutiny function, to assess what aspects of O&S worked well in 2008/09 and consider areas for improvement in 2009/10.			
Town Centre Regeneration Task Group – Answers to members questions - Andrew Davies, Policy and Performance Officer	Answers to questions about this task group for information, following request in May 2009.	Andrew Davies to follow up and provide answers to members questions.	Andrew Davies / Michael Read	August 2009
Cricklewood Library	The chair of the committee has asked for a briefing on the future plans for Cricklewood Library. This is in response to media reports suggesting the use of the building may be changed. Members will need to decide how they want to take this issue forward if they are concerned about the proposals.	<p>The committee discussed this issue in detail, following representations from two members of the public on the plans for Cricklewood Library and the borough archive. Members support the project to move the archive and refurbish the library to include a children’s centre. The following recommendations were made:</p> <p>1). That steps are taken to fully inform Cricklewood Library users on what children's centres do, how they operate, how the centre and library will interact within the refurbished building.</p> <p>2). That information is made available to Cricklewood Library users setting out:</p> <p>a). How the £400,000 investment in the building will be spent</p> <p>b). How noise from children's centre will be contained to reduce the impact on library users</p> <p>c). How access to the building will be separately for users of the library and children's centre,</p>	Sue McKenzie, Head of Libraries, Arts and Heritage	September 2009

		again to minimise disruption for library users 3). That the outcome of the legal investigations regarding the covenant on the building be reported to the Overview and Scrutiny Committee		
Care Plans for people with physical or learning disabilities	The chair has asked for a briefing on the requirement for local authorities to produce care plans for people with physical or learning disabilities and how these are delivered in Brent Such information will inform questioning on social care items that come to the committee in the future.	Report noted		

Overview and Scrutiny Committee – 13th October 2009

Pre Meeting Planning		Post Meeting Actions		
Subject and Witness	Issue	Outcomes and Actions Arising	Responsible Officer	Deadline and Status
Leader's Update on Council Priorities – Cllr Paul Lorber	Councillor Paul Lorber, leader of the council, has been invited to the Overview and Scrutiny Committee as he was unable to make the July meeting. The purpose of the invite is to provide an update on the work of the administration and to give the committee the chance to question him on performance and policy. Members have asked for an update on:			

	<ol style="list-style-type: none"> 1. The provision of school places in the borough 2. The impact of the recession on local people and on the council. 3. Efforts to recruit social care staff, especially in children's services. 4. Shared services opportunities. Original request was to focus on adult social care, but the committee would like a general update on the progress made in this area. 			
<p>Learning disabilities day centres – Lance Douglas, Assistant Director, Quality and Support</p>	<p>Consultation on learning disabilities day centres – Report on outcomes of the consultation and the way forward. This follows on from the committee item on this issue considered in March 2009. A visit to a day centre may also be organised to tie in with this item.</p>			
<p>Local Strategic Partnership Annual Report – Cathy Tyson, Assistant Director, Policy</p>	<p>Overview and scrutiny has a responsibility to bring democratic accountability to local strategic partnerships. Reviewing the LSP's annual report is a useful way of carrying out this role and assessing the impact the partnership has had on services, and the outcomes from those services.</p>			
<p>Local Strategic Partnership Self Evaluation – Cathy Tyson, Assistant Director, Policy.</p>	<p>LSP Self Evaluation / Assessment – review of LSP self assessment work as part of member involvement in partnership scrutiny.</p>			
<p>Tubbs Road Councillor Call for Action</p>	<p>Councillor James Powney has submitted a councillor call for action request regarding traffic and congestion concerns</p>			

	at Tubbs Road, Kensal Green. The committee should consider whether it wishes to look at this issue in more detail at its meeting in December 2009.			
Recycling in Flats Task Group	Final report of the task group, for committee endorsement. The report will be sent to the Executive for approval, once recommendations have been agreed by the Overview and Scrutiny Committee.			

Overview and Scrutiny Committee – 8th December 2009

Page 406	Pre Meeting Planning		Post Meeting Actions		
	Subject and Witness	Issue	Outcomes and Actions Arising	Responsible Officer	Deadline and Status
	Tubbs Road Councillor Call for Action	The Overview and Scrutiny Committee has been asked by Cllr Powney to investigate the traffic issues at Tubbs Road. The committee should call witnesses to the meeting to outline the problem and agree recommendations for a way forward.			
	Neighbourhood Working – Christine Collins, Neighbourhood Working Manager	Neighbourhood Working – Feedback on key issues: member engagement, commitment and satisfaction with the process and new ways of involving residents and presentation of Annual Report.			
	CAA result – Cathy	CAA Report – To highlight areas for			

<p>Tyson, Assistant Director, Policy</p>	<p>attention that Overview and Scrutiny may wish to include in its work programme.</p>			
<p>Crime and Disorder Issues follow up – Genny Renard, Interim Head of Community Safety</p>	<p>In May 2009 the committee requested the following:</p> <p>Information on operation payback The project being run by the probation service to work with people sentenced to prison for less than 12 months. Information on Section 60, stop and search powers - how this works, when it's been used in Brent, including a breakdown of the age, gender and ethnicity of those people searched under S60 in the last 12 months.</p> <p>These issues should come back to the committee by December 2009. This will form part of its formal work as the Crime and Disorder Scrutiny Committee of the Council.</p>			
<p>Services for women exiting prostitution task group</p>	<p>Final report of the task group, for committee endorsement. The report will be sent to the Executive for approval, once recommendations have been agreed by the Overview and Scrutiny Committee.</p>			
<p>Voluntary Sector Strategy – Linda Martin, Head of Service Development and Commissioning</p>	<p>In May 2009 the Committee requested a progress update focussing on:</p> <ul style="list-style-type: none"> • the development of the voluntary sector strategy • relationships with the voluntary sector • the use of Grant Tracker to avoid double funding organisations. 			

	It was suggested that some voluntary sector representatives might also attend the committee for this item.			
Joint Commissioning Registered Social Landlord Performance report	This item will give members of the Overview and Scrutiny Committee an opportunity to question RSLs in the borough on their performance during the past 12 months. Information will be sought from all RSLs with housing stock in Brent.			
Review of Fees and Charges for Adult Social Care – Gordon Fry, Assistant Director, Finance and Resources	The chair of the committee has asked that this report be included on the committee’s work programme. She wants members to monitor the implementation of the new fees and charges for adult social care, and in particular consider the impact on service users and carers.			
Authority to Award Direct Payments Support and Advice Service Contract - Beverleigh Forbes Contracts Manager	The chair of the committee has asked that this report be included on the committee’s work programme. She wants members to monitor the implementation of this contract and consider the impact on service users.			
Climate Change Task Group	Final report of the task group, for committee endorsement. The report will be sent to the Executive for approval, once recommendations have been agreed by the Overview and Scrutiny Committee.			
Safeguarding Adults Annual Report – Martin Cheeseman, Director, Housing and Community Care	Safeguarding Adults Annual Report – Partner organisations will be invited			

Overview and Scrutiny Committee – 9th February 2010

Pre Meeting Planning		Post Meeting Actions		
Subject and Witness	Issue	Outcomes and Actions Arising	Responsible Officer	Deadline and Status
Crime Reduction Initiatives – Genny Renard, Interim Head of Community Safety and Christine Collins, Neighbourhood Working Manager	Ally gating schemes – How effective are these crime reduction schemes, what evaluation takes place, how sustainable are they, how are these schemes are designated and followed up? These are issues that O&S could look at, which would also help the committee meet its requirements under the Police and Justice Act 2006.			
Business Transformation: progress check on transformation projects – Graham Ellis, Director of Business Transformation	At the committee meeting in July 2009, members asked for a progress report on the council's transformation programme in February 2010.			
One Stop Service Redesign – Sandra Walker, Assistant Director, Customer Services	The Overview and Scrutiny Committee have considered two reports previously on the redesign of the one stop service. They are keen to follow up on the reasons why the numbers of clients using the service is reducing (as reported in July 2009), and the implications this has.			

Overview and Scrutiny Committee – 23rd March 2010

Pre Meeting Planning		Post Meeting Actions		
Subject and Witness	Issue	Outcomes and Actions Arising	Responsible Officer	Deadline and Status

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Outstanding items – committee date still to be allocated.

Proposed Item	Issue for Overview and Scrutiny Committee to consider	Meeting Date
Task Group follow up – Andrew Davies, Policy and Performance Officer	Task Groups – updates, final reports and 6 & 12 month follow ups – it is good practice to follow up completed task groups to ensure recommendations that have been agreed are being implemented in line with member’s wishes.	Dates vary, depending on the task group.
Gangs in Brent – Phil Newby, Director, Policy and Regeneration	Independent research into the nature and prevalence of gang activity in Brent has been commissioned. The Overview and Scrutiny Committee may wish to consider the results of this research and could also choose to carry out a task group looking at this issue.	
Residents Attitude Survey – Cathy Tyson, Assistant Director, Policy	The results of the residents’ attitude survey will provide the committee with useful information for its work programme. It will provide information on residents’ views on services and perceptions of the borough. Members will have the chance to scrutinise the results of the survey and ask how the council intends to address issues where resident satisfaction isn’t as high as hoped or expected.	
Consultation and Engagement – Toni McConville, Director of Communication and Diversity	The council is reviewing its approaches to consultation and engagement. Overview and Scrutiny Committee could comment on the proposals and monitor progress in achieving the outcomes being sought from this work.	

Task Groups

1. Climate Change – current
2. Services for Women Exiting Prostitution – current
3. Transition Services for 16 – 25 year olds – current
4. Gangs – Possible task group once research currently being undertaken is complete
5. Health services for people with learning disabilities

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