



Executive
17 June 2013

**Report from the
Interim Chief Executive**

For action

Brent Borough Plan 2013 - 2014

1. Introduction

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

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

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

2. Recommendations

Members of the Executive are asked to:

- 2.1 Agree the priorities and targets set out within the Brent Borough Plan 2013 – 2014.
- 2.2 Refer the Borough Plan 2013 – 2014 to the June 2013 meeting of Full Council for agreement.

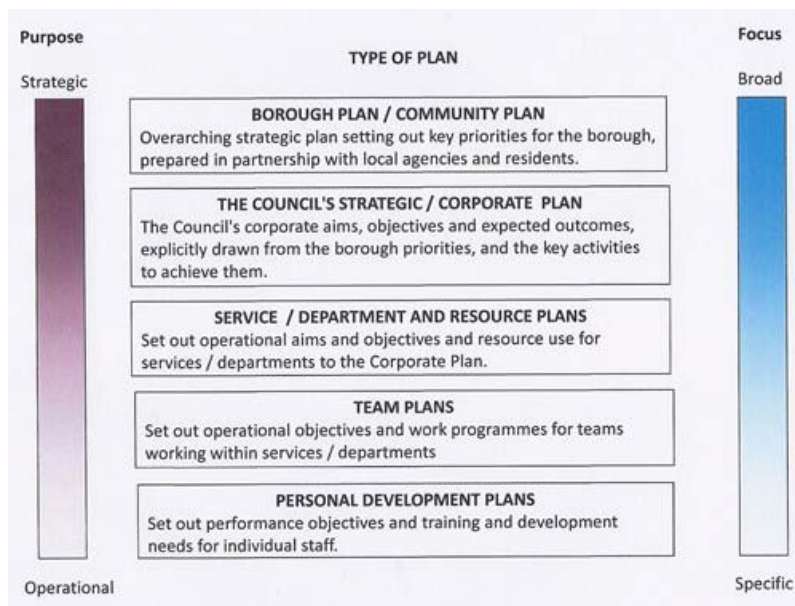
3. Detailed considerations

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

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

The Borough Plan and the Planning Framework

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



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

4. Financial Implications

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

5. Legal Implications

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

6. Equalities Implications

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

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