

**SUMMARY**

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

**OUR VISION**

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

**OUR VALUES**

- Fairness
- Respect
- Diversity
- Excellence

**OUR PRIORITIES**

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

## INTRODUCTION

### Our Vision

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

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

### Our Values

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

### Our Approach

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

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

### The Role of the Council

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

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

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

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

## **THE CONTEXT FOR OUR PRIORITIES**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

### **Letting people know how we are doing**

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

## OUR PRIORITIES AND PROMISES

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

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

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



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

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

## OUR PRIORITY: JOBS, GROWTH AND FAIR PAY

This means:

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

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

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

WHAT WE PROMISE TO DO IN 2013-14	WHAT WE WANT TO ACHIEVE BY DECEMBER 2014
<p><b><i>Provide opportunities for local businesses</i></b></p> <p>We will:</p> <ul style="list-style-type: none"> <li>• Offer improved opportunities to local businesses to tender on our major project sites</li> <li>• Establish more business start-up and creative studio space within our identified growth and priority areas, building on the success of the South Kilburn Studios and Library Lab projects.</li> </ul>	<ul style="list-style-type: none"> <li>• An estimated £3million of pipeline contracts will have been sourced from contractors on our Major Project sites and promoted directly to local businesses through expansion of the Supply Chain project</li> <li>• A creative business hub will have been established in Cottrell House on the fringes of Wembley, and 300 m<sup>2</sup> of space created for approximately 50 co-working space members</li> </ul>

**OUR PRIORITY: MAKING BRENT SAFER, CLEANER AND GREENER**

This means:

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

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

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

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



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

**OUR PRIORITY: IMPROVING HEALTH AND WELL-BEING**

This means:

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

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

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

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

## OUR PRIORITY: BETTER LIVES FOR CHILDREN AND FAMILIES

This means:

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

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

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

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

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





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

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