

**2013/2014**  
**Q1: Apr – Jun**

**Partners for Brent Report**

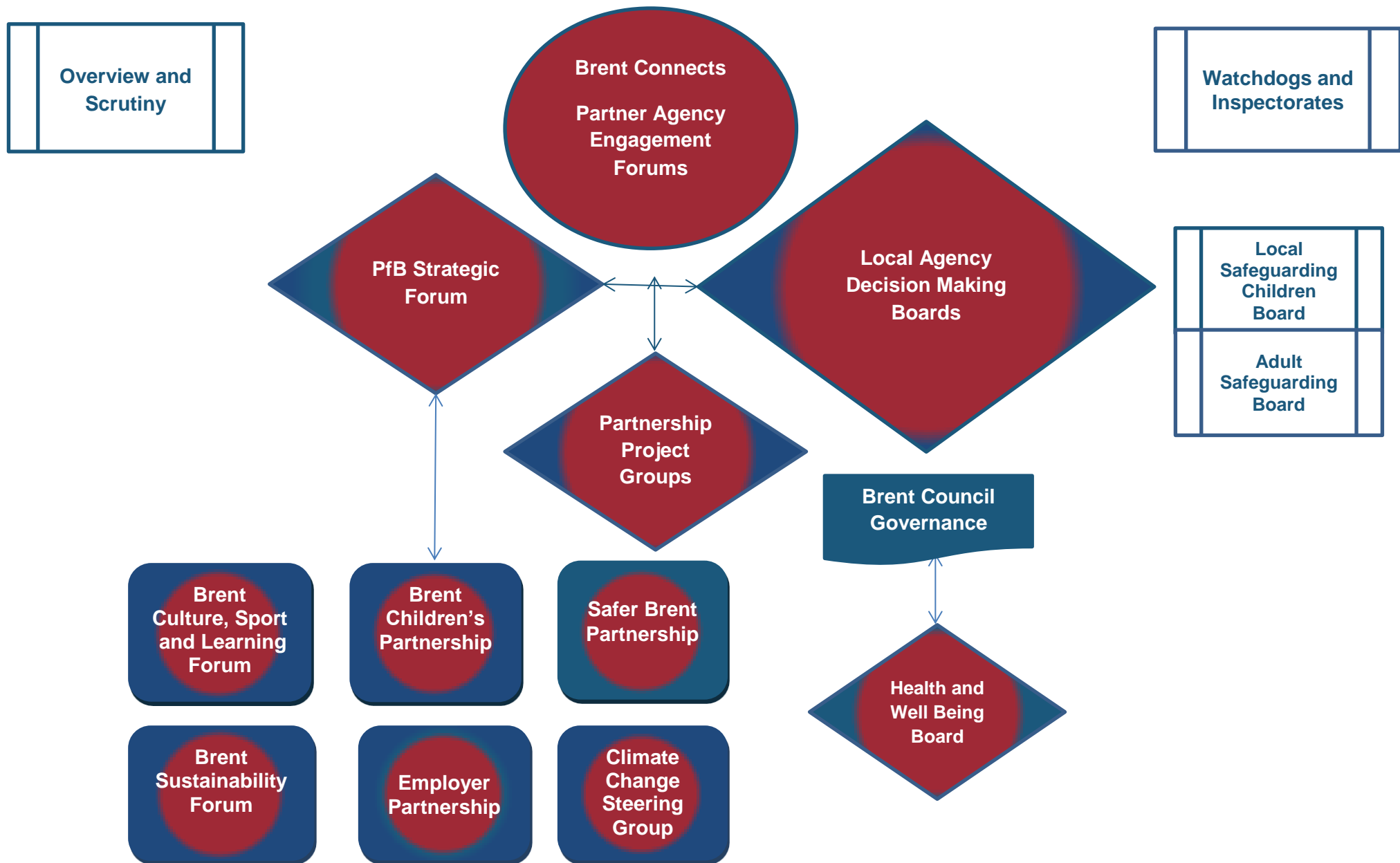


**PARTNERS  
FOR BRENT**

# 1. Partners for Brent

## Partners for Brent

'Partners for Brent' is Brent's Local Strategic Partnership made up of local representatives from the public, private, voluntary and community sectors



## 2. Strategic Priorities

### Partners for Brent Strategic Priorities (Borough Plan)

Building a strong community	<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>
Improving health and well-being	<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>
Improving Lives for Children and Families	<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>
Making Brent safer, cleaner and greener	<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>
Promoting jobs, growth and fair pay	<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>
Developing better Ways of Working	<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>

## 2. Strategic Priorities

Theme	Projects	Other Initiatives/Partnerships
<b>Cross cutting</b>	Intelligence hub	Strategic Forum
<b>Building a stronger community</b>	CVS Brent infrastructure development	Ward working
	Voluntary sector initiative fund	Multi agency weeks of action
	Volunteering	Brent Connects
	Community champions	Visit Wembley Visit Brent Website
	Cultural offer	Culture Sport and Learning Forum
	Work with Sports Groups	
<b>Improving Health and Well Being</b>	JSNA and health and well being strategy delivery	Health and Well Being Board
	Efficient adult social care model	Adult Safeguarding Board
	Private rented housing sector	Beds in sheds
	Houses in multiple occupation	
	Fuel poverty and affordable warmth	
	Sports Participation	
	Self directed support	
	Tackling health inequality priorities: smoking, obesity, drugs	
	Mental health review	
	Alternatives to residential care	
<b>Improving lives for children and families</b>	Working with families	Children's Partnership
	Quality education	Local Children's Safeguarding Board
	Positive activities and support for young people	
<b>Making Brent safer, cleaner, greener</b>	Tackling priority crimes	Community Safety Partnership
	Antisocial behaviour	Local Joint Action Groups
	Gangs and serious youth violence	Integrated Offender Management Group
	Violence against Women and Girls	Violence Against Women And Girls Strategy Group
	Reoffending	
	Green charter	Sustainable Brent website and social media
	Business regulation	Sustainability Forum
	Low carbon transport	Climate change steering group
<b>Promoting jobs, growth and fair pay</b>	Welfare Reform	Employer partnership breakfasts
	Wembley area action plan	London Living Wage
	South Kilburn regeneration	
	Employment	
	Overcoming barriers to work	
	Apprenticeships	
	Enabling supply chain opportunities	
	Business Hub Cottrell House	

### 3. Overview of progress

#### Overview of Progress across partnership projects

Perspectives and RAG Status								
<p>This report monitors progress of key partnership projects which support delivery of Borough Plan joint strategic objectives.</p> <p>Engagement is being reviewed through community engagement and communications reviews. Some areas of partnership governance are being reviewed or refreshed. Management Control is also being refreshed.</p>	<b>RAG Status Explanation</b>			<b>Previous</b>	<b>Current</b>	<b>Forecast</b>		
	Overall the progress is rated Amber reflecting the percentage of projects on track.			N/A	<b>A</b>	<b>A</b>		
	Benefits	Financial Management	Risk Management	Engagement	Partnership Governance	Resource Management	Management Control	
<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>		
Commentary				Projects Metrics				
<p><b>Highlights:</b></p> <ul style="list-style-type: none"> <li>Support for business - supply chain opportunities and Business Hub</li> <li>Regeneration activities in south Kilburn and Wembley</li> <li>Employment partnership agreement between JCP and the Council</li> <li>Work to improve infrastructure support for the voluntary sector</li> <li>Multi agency weeks of action</li> </ul> <p><b>Areas for development/Areas of change</b></p> <ul style="list-style-type: none"> <li>Progress on Integrated Offender Management has slowed following significant personnel changes and this is being addressed through review and changes to community safety activity.</li> <li>Review of community engagement underway</li> <li>Changes to partnership landscape in health and community safety areas</li> </ul>				<b>Projects</b>	<b>Current</b>	<b>%</b>	<b>Movement</b>	<b>Notes</b>
				<b>RED</b>	0	0	↔	
				<b>AMBER</b>	14	40	↔	
				<b>GREEN</b>	18	50	↔	
				Not reporting	0	0	↔	
				Pre Delivery	3	8.5	↑	
				Awaiting Closure	0	0	↔	
				Closed Projects	1	2.8	↔	Self Directed Support
				<b>TOTAL</b>	<b>36</b>	<b>100</b>		
				<p><b>RED</b> = Project not meeting agreed project plan and measures</p> <p><b>AMBER</b> = Project plan on track to meet project plan and measures</p> <p><b>GREEN</b> = Project meeting agreed project plan and measures</p>				20 other initiatives - 8 Green, 11 Amber, 1 Red

#### 4. Cross cutting projects

Cross cutting projects			
Project: Intelligence Hub	Outcome and Milestones	Commentary	R/A/G
<p><b>Overview:</b> Developing one place for all of our datasets to enable long term strategic planning for the borough and policy development. Reaching a consensus on which datasets we use and how the different partner agencies interpret the data. In addition co-locating specialist data analysts in the borough.</p> <p><b>Project Lead:</b> Alisdair MacLean <b>Advisory Lead:</b> Cathy Tyson</p>	<ul style="list-style-type: none"> <li>• Provision of up to date data about the borough to support business planning ad bid writing</li> <li>• Enhancements to content</li> </ul>	<p><b>This period:</b> Brent Data has over 380 data items on it. There has been a delay in refreshing some of the data sources as we load 2011 Census data. Promotion of Brent Data is being agreed upon with communications. The number of contributing editors has increased and a training course is planned.</p> <p><b>Reason for RAG:</b> Brent Data is live and being updated regularly, in line with the agreed milestones.</p>	<b>G</b>
<p><b>Most significant Risks:</b> 1. Information not updated frequently enough</p>	<p><b>Most significant Issues:</b> 1. Ocassionally runs slow</p>	<p><b>Financial Benefits:</b></p> <p><b>Non Financial Benefits:</b> Information supporting bid writing by us and partners</p>	

Other Initiatives		
<p><b>Strategic Forum</b> Engagement with progress on delivering joint priorities in the Borough Plan, progress by each of the thematic partnerships and multi-agency engagement with key challenges for the future</p> <p><b>Governance:</b> PfB Forum, Agency Boards <b>Project Lead:</b> Joanna McCormick <b>Advisory Lead:</b> Cathy Tyson</p>	<p><b>Status:</b> On track with updated work programme reflecting changes to structure of the board</p> <p><b>Next Steps:</b> Full set of themes covered by March 2014 Partner agencies involved in leading at least half of the Forum sessions</p>	<b>G</b>

## 5. Building a stronger community

Voluntary Sector Projects			
Project: CVS Brent Infrastructure Development	Outcome and Milestones	Commentary	R/A/G
<p><b>Overview:</b></p> <p>CVS Brent are funded by Brent Council to provide support to voluntary sector organisations to develop and be sustainable. They are an independent umbrella organisation for the sector drawing together a representative understanding of voluntary sector need and views</p> <p><b>Project Lead:</b> Joanna McCormick <b>Advisory Lead:</b> Cathy Tyson</p>	<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> </ul>	<p><b>This period:</b> CVS Brent have exceeded the level so of one to one and group support provided to local organisations and are now looking to bed in a firm programme of group support to cope with levels of demand once they have moved into their new premises. Year 2 of the SLA for infrastructure investment is being refined to respond to progress so far and the present context.</p> <p><b>Reason for RAG:</b> Work is on track in line with the agreed milestones</p>	<b>G</b>
<p><b>Most significant Risks:</b></p> <ol style="list-style-type: none"> <li>1. Embedding new organisation</li> <li>2. Effectively managing the demand</li> </ol>	<p><b>Most significant Issues:</b></p> <ol style="list-style-type: none"> <li>1. Groups seeking one to one support</li> <li>2. Getting move to new premises finalised</li> <li>3. Representing the sector and consolidating joint working within the sector</li> </ol>	<p><b>Financial Benefits:</b> Support groups to secure funding for the benefit of the borough</p> <p><b>Non Financial Benefits:</b> Enhance the ability of local groups to deliver and become more sustainable</p>	

## 6. Building a stronger community

Project: Voluntary Sector Initiative Fund	Milestones	Commentary	R/A/G
<p><b>Overview:</b> Executive set up the fund to invest in the voluntary sector through infrastructure support, themed project funding to enhance local delivery and advice and guidance provision for local residents.</p> <p><b>Project Lead:</b> Joanna McCormick <b>Advisory Lead:</b> Cathy Tyson</p>	<p>The investment of approximately £2 million to support local projects during 2013/2014</p>	<p><b>This period:</b> 2013-2016 projects are all now underway 2012-2015 projects are being reviewed for progress in their first 9 months, following site visits to all. Advice and Guidance Review is complete and Executive have decided on next steps for investment and delivery Infrastructure funding is mostly allocated to the CVS project above. <b>Reason for RAG:</b> Advice and Guidance stream changes still to be implemented A few projects in both 12-15 and 13-16 streams need to provide further evidence before payment is released.</p>	<p><b>A</b></p>
<p><b>Most significant Risks:</b></p> <ol style="list-style-type: none"> <li>1. Advice and Guidance Implementation in timeframe</li> <li>2. Themed grant projects not delivering against grant agreements</li> </ol>	<p><b>Most significant Issues:</b></p> <ol style="list-style-type: none"> <li>1. Implementing interim advice for disabled people in light of governance and financial issues for BADP</li> <li>2. Revising grant priorities for future rounds in line with refreshed Borough Plan</li> </ol>	<p><b>Financial Benefits:</b> Investment of approximately £2million p.a.</p> <p><b>Non Financial Benefits:</b> Enhancement of grass roots community work, voluntary sector service delivery and advice as part of welfare reform response.</p>	
Project: Volunteering	Outcome and Milestones	Commentary	R/A/G
<p><b>Overview:</b> Volunteering options are being developed.</p> <p><b>Project Lead:</b> Joanna McCormick <b>Advisory Lead:</b> Cathy Tyson</p>	<p>An increase in the number of volunteers in Brent through a number of high profile campaigns</p>	<p>This project is in pre delivery stage pending the CVS locating to new premises.</p>	<p><b>N/A</b></p>



## 6. Building a stronger community

Project: Community Champions	Outcome and Milestones	Commentary	R/A/G
<p><b>Overview:</b> The council celebrates local voluntary work through community champion awards.</p> <p><b>Project Lead:</b> Joanna McCormick <b>Advisory Lead:</b> Cathy Tyson</p>	Strengthened resident involvement in our 'Community Champions' scheme	This project is in pre delivery stage for 2013/2014	N/A

Other Initiatives			
<p><b>Brent Connects Forums</b></p> <p>Significant improvement in attendance at Brent Connects Forums</p> <p><b>Governance:</b> Brent Council Executive <b>Project Lead:</b> Owen Thomson</p>	<p><b>Status:</b> <u>Brent Connects area forums (x 5) ongoing</u> Area Forums - Total area forum attendance statistics for the full years 2011/12 and 2012/13 show a 17% increase for 2012/13. <u>Brent Connects user forums (x5) ongoing</u> User Forums (covers Pensioners / Disabled / Equalities / Private Sector Housing / Voluntary Sector Liaison). For some forums there are incomplete statistics – comparison is therefore between the last two successive meetings. Overall attendance between last two successive meetings has increased by 21% (average for five Brent Connects user forums).</p> <p>Outcomes of the current review of community engagement are likely to impact on the future way area and user forums are delivered.</p> <p><b>Next Steps:</b> Implement review recommendations. Venues for Brent Connects area forum meetings for 2013/14 are being rotated in order to attract more people.</p>		A
<p><b>Multiagency Weeks of Action</b></p> <p>We will have undertaken a multi-agency 'week of action' in each ward, with demonstrable improvements</p> <p><b>Governance:</b> Brent Council <b>Project Lead:</b> David Murray</p>	<p><b>Status:</b> Ongoing. First week of action taking place w/c 15 July First week involved a range of statutory and VCS partners in the Church Road area including the market,</p> <p><b>Next Steps:</b> Review in w/c 22 July to learn lessons and identify future areas.</p>		G

## 6. Building a stronger community

<p><b>Ward Working</b></p> <p>Effective engagement of local people in each ward, generating views that shape local services</p> <p><b>Governance:</b> Ward Working Steering Group <b>Project Lead:</b> Christine Collins</p>	<p><b>Status:</b> Service currently under review. Briefing session for VCS organisations held on 20 June with CVS Brent</p> <p><b>Next Steps:</b> Respond to outcome of review. Second tranche of project allocations in July. Cllr walkabouts in several wards also in July.</p>	<p><b>A</b></p>
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Culture, Sport and Learning Projects			
Project: Cultural offer	Outcome and Milestones	Commentary	R/A/G
<p><b>Overview:</b></p> <p>Ensure a good cultural offer making use of the extensive range of skill and knowledge in the borough to increase participation and enhance the profile</p> <p><b>Project Lead:</b> Sue Mckenzie <b>Advisory Lead:</b> Jenny Issac</p>	<ul style="list-style-type: none"> <li>Promote cultural venues and arts opportunities to 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> </ul>	<p><b>This period:</b></p> <ul style="list-style-type: none"> <li>2013/14 SLA with Tricycle agreed with enhanced focus on creative learning and opportunities for young people in Brent</li> <li>Arts Award centre training has begun for Libraries, Arts and Museum staff</li> <li>Civic Centre programme has begun with successful Wordfest in June/July and Brent Dance Month. Full year round programme planned</li> </ul> <p><b>Reason for RAG:</b> <b>On target to deliver</b></p>	<p><b>A</b></p>
<p><b>Most significant Risks:</b></p> <ol style="list-style-type: none"> <li>External funding bids for cultural programme unsuccessful</li> <li>Staffing resources limited even further</li> </ol>	<p><b>Most significant Issues:</b></p>	<p><b>Financial Benefits:</b> Sponsorship and income from Cultural programme</p> <p><b>Non Financial Benefits:</b> People benefiting from Tricycle Creative Learning Programme</p>	

## 6. Building a stronger community

Project: Work with sports groups	Outcome and Milestones	Commentary	R/A/G
<p><b>Overview:</b> Provide practical support to sports and community groups working in the borough</p> <p><b>Project Lead:</b> Gerry Kiefer <b>Advisory Lead:</b> Jenny Isaac</p>	<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> </ul>	<p><b>This period:</b> 53 people gained coaching award through courses provided or arranged by Sports and Parks Service. Eight organisations that were awarded Wembley National Stadium Trust funding and were supported in their application by the Sports Development team bringing in over £107,000.</p> <p><b>Reason for RAG:</b> On track to deliver the targets set</p>	A
<p><b>Most significant Risks:</b></p> <ol style="list-style-type: none"> <li>Limited/no external funding sources available</li> <li>Reduction in staffing levels means there is no one to support sports clubs and community groups</li> </ol>	<p><b>Most significant Issues:</b></p>	<p><b>Financial Benefits:</b> Bringing external funding into the borough to support sports and community groups</p> <p><b>Non Financial Benefits:</b> Improving quality sports provision and supporting the improvement of health and well being in the borough</p>	A

Other Initiatives		
<p><b>Visit Wembley Visit Brent Website</b></p> <p>Development of a website to promote Brent's cultural offer</p> <p><b>Governance:</b> Culture Sport and Learning Forum <b>Project Lead:</b> Sue McKenzie</p>	<p><b>Status:</b> Website currently being enhanced with heritage pages</p> <p><b>Next Steps:</b> Team plans to develop further by contacting local businesses and promoting any special offers</p>	G

## 6. Building a stronger community

<p><b>Culture Sport and Learning Forum Joint Programme of activities</b></p> <p>Working with the Culture Sport and Learning Forum to maximise the wider benefits of culture for Brent residents through strong cultural leadership</p> <p><b>Governance:</b> Culture, Sport and Learning Forum</p> <p><b>Project Lead:</b> Sue McKenzie</p>	<p><b>Status:</b> On track in line with agreed programme</p> <p><b>Next Steps:</b> Three high profile events planned in 2013/14 to promote Culture, Sports and Learning in the borough.</p>	<p><b>G</b></p>
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## 7. Improving health and well being

### Health and Well Being Projects

Project: JSNA & Health and Well Being Strategy Delivery	Outcome and Milestones	Commentary	R/A/G
<p><b>Overview:</b></p> <p>Implement the Joint Strategic Needs Assessment and Health and Wellbeing Strategy</p> <p><b>Project Lead:</b> Melanie Smith <b>Advisory Lead:</b> Mary Stein</p>	<ul style="list-style-type: none"> <li>• An agreed action plan (with indicators and targets) will be in place by September 2013 to deliver the Health and Wellbeing Strategy.</li> <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>	<p><b>This period:</b></p> <p>The draft Strategy has been discussed by both the CPG and the Health and Wellbeing Board. The strategy has been broadly approved and there is a consensus amongst partners to work collaboratively to develop an action plan. A series of multiagency workshops will be held over July and August to finalise the action plan.</p> <p><b>Reason for RAG:</b></p> <p>Work is still progressing to embed this new structure.</p>	<p><b>A</b></p>
<p><b>Most significant Risks:</b></p> <ol style="list-style-type: none"> <li>1. Ensure engagement with CCG going forward</li> <li>2. Ensure that all Council directorates are engaged with the Strategy</li> </ol>	<p><b>Most significant Issues:</b></p> <ol style="list-style-type: none"> <li>1. Ensure the action plan has clearly defined outcomes with associated targets.</li> </ol>	<p><b>Financial Benefits:</b></p> <p>n/a</p> <p><b>Non Financial Benefits:</b></p> <p>The delivery of the Health and Wellbeing Strategy is a statutory duty of the new Health and Wellbeing Board and provides an opportunity to increase joint working to improve Health and Wellbeing</p>	
Project: Efficient adult social care operating model	Outcome and Milestones	Commentary	R/A/G
<p><b>Overview:</b></p> <p>Develop a more efficient operating model for the future delivery of Adult Social Services In Brent</p> <p><b>Project Lead:</b> Phil Porter <b>Advisory Lead:</b> Mary Stein</p>	<p>A new and improved operating model will be in place by December 2014</p>	<p>This project is in pre delivery stage as options are evaluated</p>	<p><b>N/A</b></p>

## 8. Improving lives for children and families

Project: Private Rented Sector Housing	Outcome and Milestones	Commentary	R/A/G
<p><b>Overview:</b></p> <p>Raise living standards in the private rented sector by working more closely with landlords to improve the quality and overall management of their properties</p> <p><b>Project Lead:</b> Perry Singh <b>Advisory Lead:</b> Tony Hirsch</p>	<ul style="list-style-type: none"> <li>• The improvement of 650 properties through enforced action</li> <li>• Explore with private landlords the possibility of a licensing scheme and other innovative options to drive up standards in the sector</li> </ul>	<p><b>This period:</b> Housing Quality Network have been commissioned to undertake a study of the options for the extension of licensing and the development of an ethical lettings agency. Interim report to July PCG to agree basis for further work.</p> <p>Landlord Fair planned for 17<sup>th</sup> July and outcomes will be reported in next quarter.</p> <p><b>Reason for RAG:</b> Progress in line with agreed milestones</p>	G
<p><b>Most significant Risks:</b></p> <ol style="list-style-type: none"> <li>1. Legal challenge to extension of licensing</li> <li>2. Failure of lettings agency to compete in commercial market</li> <li>3. Landlords withdrawing from sector</li> </ol>	<p><b>Most significant Issues:</b></p> <ol style="list-style-type: none"> <li>1. Affordability in the sector</li> <li>2. Poor conditions</li> <li>3. Access to the sector for low income households</li> </ol>	<p><b>Financial Benefits:</b> Licensing is potentially self-funding and could produce savings in other areas such as homelessness</p> <p><b>Non Financial Benefits:</b> Improved service to tenants and landlords</p>	
Project: HMOs	Outcome and Milestones	Commentary	R/A/G
<p><b>Overview:</b></p> <p>Ensure better management of houses deemed to be overcrowded</p> <p><b>Project Lead:</b> Perry Singh <b>Advisory Lead:</b> Tony Hirsch</p>	<p>40 additional shared properties will have been licensed to ensure they are fully safety checked, not overcrowded and in a good state of repair</p>	<p><b>This period:</b> Officers continue to pursue the mandatory licensing scheme, while future progress will depend on decisions taken following the completion of the HQN research noted above.</p> <p><b>Reason for RAG:</b> Progress in line with agreed milestones</p>	G

## 8. Improving lives for children and families

<p><b>Most significant Risks:</b></p> <ol style="list-style-type: none"> <li>1. Legal challenge to extension of licensing</li> <li>2. Reduction in funding for enforcement action</li> </ol>	<p><b>Most significant Issues:</b></p> <ol style="list-style-type: none"> <li>1. Poor conditions</li> <li>2. Poor standards of management</li> </ol>	<p><b>Financial Benefits:</b> Licensing is potentially self-funding and could produce savings in other areas such as homelessness</p> <p><b>Non Financial Benefits:</b> Improved service to tenants and landlords</p>	
<p><b>Project: Fuel poverty and affordable warmth</b></p>	<p><b>Outcome and Milestones</b></p>	<p><b>Commentary</b></p>	<p>R/A/G</p>
<p><b>Overview:</b></p> <p>Tackle fuel poverty and support affordable warmth across all housing sectors</p> <p><b>Project Lead:</b> <b>Advisory Lead: Tony Hirsch</b></p>	<p>At least 500 properties will have been assessed for new energy measures and 135 will have received energy saving measures.</p>	<p><b>This period:</b> Using DECC and DoH funding, the target has been exceeded although final figures will not be available until next quarter as the DECC funded projects will run to 31<sup>st</sup> July.</p> <p>Implementation of the Green Deal and ECO in 2013 has changed the basis on which fuel poverty work will be funded going forward. It will be necessary to review objectives and targets in this project and work on this is being undertaken as part of the wider consultation on the Housing Strategy. In particular, there is a need to ensure that fuel poverty work fits with the council's approach to the private sector, where the most serious fuel poverty problems are concentrated.</p> <p><b>Reason for RAG:</b> The project has met the milestones agreed</p>	<p><b>G</b></p>
<p><b>Most significant Risks:</b></p> <ol style="list-style-type: none"> <li>1. Low Green Deal take-up</li> <li>2. Uncertainty about implementation of</li> </ol>	<p><b>Most significant Issues:</b></p> <ol style="list-style-type: none"> <li>1. Fuel poverty in the private sector</li> </ol>	<p><b>Financial Benefits:</b> Green Deal and ECO have the potential to draw significant new resources into the</p>	

## 8. Improving lives for children and families

<p>ECO</p> <p>3. Uncertainty about future DoH winter warmth programmes</p>		<p>local economy and, although difficult to quantify, produce savings for other services, particularly health.</p> <p><b>Non Financial Benefits:</b> Improved comfort, lower fuel bills, reduced carbon emissions, local employment and training.</p>	
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Project: Sports Participation	Outcome and Milestones	Commentary	R/A/G
<p><b>Overview:</b></p> <p>Put in place a Sports and Physical Activity Strategy and a Planning for Recreation and Facilities Strategy to increase participation in physical activities</p> <p><b>Project Lead:</b> Gerry Kiefer <b>Advisory Lead:</b> Jenny Isaac</p>	<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> </ul>	<p><b>This period:</b> Active People interim results show 0 x 30 reduced to 56% Active people interim results show 1 x 30 increased to 34.9%</p> <p><b>Reason for RAG:</b> Interim figures are above the target set</p>	G
<p><b>Most significant Risks:</b></p> <p>1. Closure of sports facilities in the Borough</p>	<p><b>Most significant Issues:</b></p> <p>1. Active People figures fluctuate every year</p>	<p><b>Financial Benefits:</b> More users of Council owned leisure centres</p> <p><b>Non Financial Benefits:</b> Increased use of parks for physical activity and so increased presence in parks People leading healthier lifestyles</p>	
Project: Self directed support	Outcome and Milestones	Commentary	R/A/G
<p><b>Overview:</b></p> <p>Offer every new service user the option of self-directed support in Adult Social Care to maximise independence and personal choice</p> <p><b>Project Lead:</b> Project closed</p>	<p>The proportion of service users receiving direct payments will have increased by 10%.</p> <p>Internal targets have now been set by different client groups, which will be</p>	<p>This period: Now 100% of new service users are routinely offered self directed support. This project closed 2 years ago and we have overachieved since project closure. At 2011/12 Direct payments were at 53%, in accordance with the NI130</p>	G



## 8. Improving lives for children and families

Josephine Wessels contact for further information	monitored as part of budget setting for 2014/15 onwards.	measure, (now obsolete) The latest measure at June 2013 is 55%. Because this is business as usual we are recommending a new measure is developed which will provide more meaningful information.  Reason for RAG: (Note project has closed, new measure is being developed)	
<b>Project: Mental Health Services</b>	<b>Outcome and Milestones</b>	<b>Commentary</b>	<b>R/A/G</b>
<p><b>Overview:</b> Carry out a comprehensive review of Brent Mental Health Service in order to improve access and user outcomes</p> <p><b>Project Lead:</b> Andrew Davies <b>Advisory Lead:</b> Mary Stein</p>	A new operating model will be in place, which focuses on prevention and person-centred support. Phase 1 of this project will focus on realignment of the current service to deliver improvements for new and current service users.	<p><b>This period:</b> A project initiation document has been developed and workstreams defined, and this will be presented to the Corporate Management Team in August. Phase 1 is a 6 month project which will address performance and finance concerns which were highlighted through the review.</p> <p><b>Reason for RAG:</b> Amber as project approach still being finalised.</p>	<b>A</b>
<p><b>Most significant Risks:</b></p> <ol style="list-style-type: none"> <li>1. Delay in jointly agreeing targets and measures</li> <li>2. CNWL do not obtain strategic clearance to use the MHA legislation better.</li> <li>3. Project timescales mean that a significant amount of work needs to be delivered very quickly within 6 months.</li> </ol>	<p><b>Most significant Issues:</b></p> <ol style="list-style-type: none"> <li>1. CNWL already have an overspend from last year.</li> <li>2. The impact of realigning services will potentially be disruptive at operational level.</li> <li>3. The impact of an ASC restructure could affect plans for closer links with the council.</li> </ol>	<p><b>Financial Benefits:</b> Cost avoidance through reduced use of residential care.</p> <p><b>Non Financial Benefits:</b></p> <ul style="list-style-type: none"> <li>• Improved service and outcomes for users based on prevention, and person centred support.</li> <li>• Improved performance management system developed.</li> <li>• Improved financial management system developed.</li> </ul>	

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Project: Alternatives to residential care	Outcome and Milestones	Commentary	R/A/G
<p><b>Overview:</b> Reduce reliance on and cost of residential and nursing care for older and disabled people</p> <p><b>Project Lead:</b> Chris Pelletier <b>Advisory Lead:</b> Mary Stein</p>	<p>Identify existing activity which may be absorbed into the plan for implementation of this strategy and delivered within the current financial year</p> <p>Conduct further research and analysis which confirms the business cases for change outlined in this paper, and produce an interim analytical report</p> <p>Return to DMT with a strategic outline (vision, aims, and objectives)</p>	<p><b>This period:</b> DMT has endorsed a new vision for the provision of accommodation-based care</p> <p><b>Reason for RAG:</b> New project in the concept development phase</p>	<b>G</b>
<p><b>Most significant Risks:</b></p> <ol style="list-style-type: none"> <li>1. Clients resistant to change/ legal challenge</li> <li>2. Lack of in-borough sites available for the development of new services</li> </ol>	<p><b>Most significant Issues:</b></p> <ol style="list-style-type: none"> <li>1. Significant up front investment required to achieve savings</li> </ol>	<p><b>Financial benefits:</b> An efficient model of service delivery (to be quantified following further research into the business case)</p> <p><b>Non Financial Benefits:</b> A better fit between the needs of ASC clients and the local care services available</p>	

Project: Tackling health inequality priorities	Outcomes and Milestones	Commentary	R/A/G
<p><b>Overview:</b> Reduce the number of people living with preventable ill-health and dying early, especially in our most deprived communities</p> <p><b>Project Lead:</b> Melanie Smith</p>	<p>An increase of 5% in the number of people successfully completing the 4-week Quit Smoking Programme</p>	<p><b>This period:</b> Brent Stop Smoking Service successfully transferred from Brent PCT to the Council. Baseline number of annual 4-week quitters was 2378. Q1 data is not yet available.</p>	<b>A</b>

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<p><b>Advisory Lead:</b> Mary Stein</p>		<p><b>Reason for RAG:</b> Activities in line with milestones but awaiting performance information.</p>	
	<p>A reduction of 225 in the number of 4 to 5 year olds who are overweight</p>	<p>This is a joint target to be agreed with partners as the Health and Wellbeing Strategy is developed later this year.</p> <p><b>Reason for RAG:</b> The approach to address this is still to be agreed</p>	<p>n/a</p>
	<p>Improve the proportion of people successfully completing drug treatment programmes to 2% above the London average</p>	<p>A strong partnership approach has been key to the successful delivery of local substance misuse programmes. This includes the extensive involvement of a local service user group who have helped tailor services for local people</p> <p>Opiates: 12.1% opiates clients successfully completing treatment as a proportion of total number of opiate users in treatment. this is above the London average of 9.1% and the national average of 8.3%. Brent is performing at 3% above London average (exceeding the target)</p> <p>Non-opiates: 43.9% non-opiates clients successfully completing treatment as a proportion of total number of opiate users in treatment. this is above the London average of 35.8% and the national average of 40.0%. Brent is performing 8.1% above London average (exceeding the target)</p>	<p><b>G</b></p>

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		<b>Reason for RAG:</b> Work is in line with agreed milestones and resulting in good outcomes.	
<b>Most significant Risks:</b> 1. Transition of Stop Smoking Team and downsizing of team may affect performance on smoking cessation in 13/14 2. New investment from HWBS may take several years to have realistic impact on rates of childhood obesity	<b>Most significant Issues:</b> 1. Brent has significant health inequalities which are most pronounced for men where there is a 9.5 year difference in life expectancy between men from the most and least affluent areas of Brent. 2. Brent has high-levels of chronic health conditions such as diabetes	<b>Financial Benefits:</b> n/a <b>Non Financial Benefits:</b> Reducing rates of smoking and substance misuse (including alcohol) will have a significant effect on health inequalities in the borough.  Reducing levels of obesity will help reduce the risk of chronic long-term health conditions such as diabetes.	

Other Initiatives		
<b>Health and Well Being Board</b>  <b>Governance:</b> Health and Well Being Board, Brent Council <b>Project Lead:</b> Phil Porter/Cathy Tyson	<b>Status:</b> The Health and Wellbeing Board was formally established by Full Council in June 2013 and met for the first time in early July. The agenda was focussed on adult social care and ensuring that governance of the board was agreed. For future meetings it's been decided to base agendas around one of the four health and wellbeing priorities.  <b>Next Steps:</b> Public health will be organising a series of events with providers and key stakeholders over the summer to agree an action plan for the health and wellbeing strategy. This will be reported to board in September.	A

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<p><b>Adult Safeguarding Board</b> Protect vulnerable service users by investigating all Adult Safeguarding alerts. 100% of safeguarding alerts will be examined and investigated where appropriate; remedial actions will be put in place as necessary</p> <p><b>Governance:</b> Adult Safeguarding Board (independent) <b>Project link:</b> Yolanda Denne</p>	<p><b>Status:</b> Amber rated as this is always a high risk area</p> <p><b>Next Steps:</b> A change in duty processes means all alerts are now seen within 24 hours maximum. All alerts are screened. The new process has resulted in dealing with referrals more proportionately. The Safeguarding Board has audited the new process 'outcomes' through 10 randomly selected cases. Cases going to investigation which were inconclusive have gone from 33% to 13% which is an improvement. A restructure is in place to reinforce the changes over the next 3 months.</p>	<p><b>A</b></p>
<p><b>'Beds in sheds'</b></p> <p>Clamp down on the number of illegal "beds in sheds" - The closure of up to 80 illegally converted outbuildings.</p> <p><b>Governance:</b> Health and Well Being Board, Brent Council Executive <b>Project Lead:</b> Tim Holt</p>	<p><b>Status:</b> 22 Notices issued and 3 direct actions following non compliance with notices.</p> <p><b>Next Steps:</b> : Continuation of programme of proactive inspection, targeting known problem areas and taking appropriate action to tackle unauthorised beds in sheds.</p>	<p><b>G</b></p>

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### Children and families partnership projects

Project: Brent Working with Families Initiative	Outcome and Milestones	Commentary	R/A/G
<p><b>Overview:</b>            Improve the lives of our families with the most complex needs through direct family support and bringing together services around the family</p> <p>The Working with Families Initiative aims to fundamentally change the way that Brent council and its partners identify and deliver services to the Borough's most vulnerable families. Underpinned by the national 'Troubled Families' agenda, the initiative addresses whole systems change, and a genuine multi-agency approach to the way services are delivered to families with complex needs. The initiative comprises 3 broad work streams:</p> <p>The development of a Multi-Agency Front Door (inc. a MASH) for Brent by July 2013;            The development of a robust Family Support Service (utilising a key worker/Team around the Family model)            The delivery of an integrated set of 'aligned' family support services</p> <p>Project Lead: Sara Williams            Advisory Lead: Anna Janes</p>	<p>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.</p>	<p><b>This period:</b>            303 families who are identified as 'troubled' are now being worked with by 'Brent Family Solutions', our team of key workers with the aim that they gain employment, cease offending and their children attend school more regularly. Of these, we are reporting successful outcomes with 75 families in July 2013.</p> <p>The Brent Family Front Door (the multi-agency safeguarding hub) opened on 1st July 2013 and new 'edge of care' services have been put in place to reduce the numbers of young people going into care.</p> <p><b>Reason for RAG:</b>            The Family Solutions team has only been fully up and running since April and engagement with some partners is at an early stage. While the current troubled families targets are being met, there are challenges in sustaining this through a second and third cohort.</p>	<p><b>A</b></p>

## 8. Improving lives for children and families

<p><b>Most significant Risks:</b></p> <ol style="list-style-type: none"> <li>1. Risk of delays in identifying cohort 2 of Troubled Families.</li> <li>2. Lack of capacity to take on all Early Help referrals</li> <li>3. Not having information required to effectively evaluate the impact of MASH.</li> </ol>	<p><b>Most significant Issues:</b></p> <ol style="list-style-type: none"> <li>1. Delays in appointment of permanent Health MASH staff.</li> <li>2. Lack of access to the Health Rio database for MASH staff</li> <li>3. Permanent TF Data Analyst not yet in post. Hope to appoint week of 22<sup>nd</sup> July.</li> </ol>	<p><b>Financial Benefits:</b></p> <p>Maximise receipt of Troubled Families monies from central government.</p> <p>Cost avoidance from fewer children in care and less anti-social behaviour.</p> <p><b>Non Financial Benefits:</b></p> <p>Long term and ingrained issues will be resolved and inter-generational cycles of deprivation can be broken.</p> <p>Issues will be identified early and prevented from escalating into crises.</p>	<b>R/A/G</b>
<p><b>Project: Quality Education</b></p>	<p><b>Outcomes and Milestones</b></p>	<p><b>Commentary</b></p>	
<p><b>Overview:</b></p> <p>Work in partnership with headteachers and governors to ensure that all schools in the borough provide a high quality education</p> <p><b>Project Lead:</b> Sara Williams <b>Advisory Lead:</b> Anna Janes</p>	<p>85% primary, secondary and special schools in the borough will be rated 'good' or 'outstanding' if inspected by Ofsted</p>	<p><b>As at 30<sup>th</sup> June</b> 75% of primary schools have been rated "good" or "outstanding" and 79% of secondary schools have been rated "good" or "outstanding". A new school improvement strategy is in place from autumn 2013 to ensure progress to the target.</p> <p><b>Reason for RAG:</b></p> <p>Those schools judged to be good in the previous framework may be vulnerable to a reduced judgement under the new framework. Work to refine local authority support school improvement is at an early stage.</p>	<b>A</b>

## 8. Improving lives for children and families

<p><b>Most significant Risks:</b></p> <ol style="list-style-type: none"> <li>1. Reduction in attainment leads to early inspections and reduction in judgment</li> <li>2. Improvements insufficiently embedded by the time an inspection happens</li> <li>3. Limited local authority role with academies</li> </ol>	<p><b>Most significant Issues:</b></p> <ol style="list-style-type: none"> <li>1. Quality / accuracy of LA information about all schools</li> <li>2. Need for robust support and challenge for underperforming schools</li> <li>3. Opportunity to work with BSP and Teaching School Alliance to develop support programme for schools causing concern.</li> </ol>	<p><b>Financial Benefits:</b> As schools improve, there is less requirement for core support and challenge from LA</p> <p><b>Non Financial Benefits:</b> Improved educational provision for all children and young people in Brent</p>	
<p><b>Project: Activities and support for young people</b></p>	<p><b>Outcomes and Milestones</b></p>	<p><b>Commentary</b></p>	<p><b>R/A/G</b></p>
<p><b>Overview:</b></p> <p>Provide high quality, positive activities and targeted support for young people</p> <p><b>Project Lead:</b> Sara Williams <b>Advisory Lead:</b> Anna Janes</p>	<p>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.</p>	<p><b>This period:</b> Regular activities at the Centre are a Chess club, the Duke of Edinburgh Award, Taekwondo sessions on Fridays, music and events management workshops, the Ability youth club for young people aged 13 – 25yrs with special educational needs to express their views, and have the chance to get involved with activities. A successful careers event was held at the Centre on 21<sup>st</sup> March and this is to be followed up with fortnightly apprenticeship master classes over a 6 week period from mid-July to support young people looking for employment. The Outreach and Detached team held a successful intergenerational event attended by 350 people. A number of ‘prom’ events have been held for young people. Brent Youth Parliament have held some of their meetings at Roundwood.</p>	<p><b>A</b></p>



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		<p>The Outreach and Detached team are operating out of the Roundwood Centre, working on estates with gang affected young people, an Information Advice and Guidance hub for Careers, Information Advice and Guidance for young people in the NEET Group, with a service offered there every week day. Youth Offending Team use of the Centre is being developed to target work with young people who have offended.</p> <p><b>Reason for RAG:</b> The Right Track programme has not as yet moved into the Centre. This will happen in July. The arts programme is still under development and further work on sports needs to be done with Environment.</p>	
<p><b>Most significant Risks:</b></p> <ol style="list-style-type: none"> <li>1. Challenging income generation targets given proximity of residential area/licensing requirements.</li> <li>2. Young people's willingness to travel to new flagship facility owing to gang/postcode issues</li> </ol>	<p><b>Most significant Issues:</b></p> <ol style="list-style-type: none"> <li>1. The Right Track Programme has not been able to move into the allocated classrooms owing to delays in installing the Guest Wi-Fi.</li> <li>2. Still some snagging issues in respect of the building which have limited usage</li> <li>3. Challenge in balancing need for income generation with maximising usage.</li> </ol>	<p><b>Financial Benefits:</b></p> <p>Youth activities can help avoid the costs of youth crime.</p> <p><b>Non Financial Benefits:</b></p> <p>State of the art flagship youth centre for Brent's young people.</p>	

## 8. Improving lives for children and families

Other Initiatives		
<p><b>Brent Children's Partnership (BCP)</b></p> <p><b>Governance:</b> Children's Partnership  <b>Project Lead:</b> Anna Janes</p>	<p><b>Status:</b>            BCP is currently being reviewed with a view to refreshing our approach to partnership working.</p> <p><b>Next Steps:</b>            A revamped BCP will go live in the autumn.</p>	A
<p><b>Local Children's Safeguarding Board</b></p> <p><b>Governance: LSCB (independent)</b>  <b>Project link: Sue Matthews</b></p>	<p><b>Status:</b>            The LSCB is a statutory body that is meeting every two months. The Board is currently in Year 1 of a three year Business Plan. The Annual Report covering this period was presented to the Children &amp; Families Overview &amp; Scrutiny Committee on 18<sup>th</sup> July 2013</p> <p><b>Next Steps:</b>            A Business Planning Day has been arranged for 18<sup>th</sup> September to review and refresh the plan.</p>	A

## 9. Making Brent safer, cleaner, greener

### Crime and community safety projects

Project: Tackling priority crimes	Outcome and Milestones	Commentary	R/A/G
<p><b>Overview:</b> Reduce the level of violent crime, robbery and residential burglary.</p> <p><b>Project Lead:</b> Head of Community Safety <b>Advisory Lead:</b> David Murray</p>	<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> </ul>	<p><b>This period:</b></p> <ul style="list-style-type: none"> <li>• Violence with injury is down -3.9% year on year</li> <li>• Personal Robbery is down -32.9% year on year.</li> <li>• Total burglary is down -29 % year on year.</li> </ul> <p>A strong focus on enforcement activity has led to improved performance against all the core MOPAC indicators.</p> <p>Note that these indicators now collate all burglary and work is ongoing to monitor residential burglary as a particular key indicator for the Safer Brent Partnership.</p> <p><b>Reason for RAG:</b> Performance is on target and likely to remain so with current emphasis on key areas of activity.</p>	<p><b>G</b></p>
<p><b>Most significant Risks:</b></p> <p>1. No identified significant risks. The MPS violent crime reduction target is -5% so we are showing Amber RAG status for this crime type but Green RAG status against this 2% target.</p>	<p><b>Most significant Issues:</b></p> <p>1. Measurements do not directly reflect the MPS reduction targets which are based on the MOPAC 7. MPS targets are based on Total burglary rather than Residential Burglary for example.</p>	<p><b>Financial Benefits:</b> There are considerable financial benefits for individuals and the wider community when crime falls.</p> <p><b>Non Financial Benefits:</b> Lower levels of crime in the borough. Evidence to inform drive to reduce the fear of crime.</p>	

## 9. Making Brent safer, cleaner, greener

Project: Antisocial behaviour	Outcome and Milestones	Commentary	R/A/G
<p><b>Overview:</b> Deal with anti-social behaviour quickly and prevent future incidents through early intervention services</p> <p><b>Project Lead:</b> Head of Community Safety <b>Advisory Lead:</b> David Murray</p>	<p>A 10% reduction in the number of incidents of serious youth violence</p>	<p><b>This period:</b> Repeat victims and high demand locations are being tracked. On going problems are addressed via Local Joint Action Groups. There is a multi-agency ASB team in place that actively works to address issues. This is not, however, an early intervention team.</p> <p>There are 65 crimes of serious youth violence compared to 27 in the same period last year. This is a 140% increase. This is partly explained by a change in the definition of serious youth violence to include all crimes of Grievous Bodily Harm and Actual Bodily Harm (ABH) committed by a youth. The definition of ABH has been tightened to include all injury that causes pain or reddening of the skin which, although not necessarily serious, is classified as such. Improved reporting of data may be possible from Airspace and CAD systems</p> <p><b>Reason for RAG:</b> Progress not in line with agreed outcome sought.</p>	<p>A</p>
<p><b>Most significant risks:</b></p> <ol style="list-style-type: none"> <li>1. No early intervention team</li> <li>2. High volume of incidents, many of which are low level but may have covert corporate risk hidden within.</li> </ol>	<p><b>Most significant issues:</b></p> <ol style="list-style-type: none"> <li>1. Milestone needs to be reviewed</li> <li>2. Police response to ASB is managed through the Airspace system and performance is tracked accurately.</li> <li>3. Responses predominantly managed by SNTs. The Local Policing Mode will deliver greater resilience.</li> </ol>	<p><b>Non Financial Benefits:</b> Reduced levels of anti social behaviour. Evidence to inform the drive to reduce fear of crime in the borough.</p>	<p>A</p>

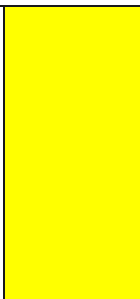
## 9. Making Brent safer, cleaner, greener

Project: Gangs and Serious Youth Violence	Outcomes and Milestones	Commentary	R/A/G
<p><b>Overview:</b> Implement a robust partnership strategy to tackle gangs and serious youth violence</p> <p><b>Project Lead:</b> Head of Community Safety <b>Advisory Lead:</b> David Murray</p>	<ul style="list-style-type: none"> <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> </ul>	<p><b>This period:</b> Pathway Multiagency Partnership (PMAP) is jointly managed by police and LBB and has a high volume of referrals with positive interventions and decision making. The structure is beginning to see significant outputs.</p> <p>Between the periods of APR – JUN 2013 12 referrals were made by various agencies and partners. 28 nominals are currently subject to multi agency management plans managed by an identified lead agency and monitored through monthly PMAP meetings. Nominals have been referred to SOS and Addaction services. 1 nominal referred to SOS has been employed by the organisation.</p> <p>The level one PMAP meeting has been replaced with a Strategic Gangs Co-ordination meeting which is now well attended and ties in preventative and diversionary work with Police intelligence and proactive enforcement operations.</p> <p>19 nominals from PMAP are currently engaging in positive interventions. A breakdown shows: Addaction – 3 SOS – 10 P2P – 1</p>	<p><b>A</b></p>

## 9. Making Brent safer, cleaner, greener

		<p>Early intervention team – 1          Safe and secure – 2          Conflict management – 1          Connexions – 1</p> <p>Outside of PMAP since January 2013 there have been 11 individuals referral made to SC&amp;03 Mediation and a further 1 about to be submitted.</p> <p>In previous years there have been 2 main gang mediation referrals submitted CRS v TOS and SK v SMG, along with a further 10 individuals.</p> <p>In relation to Safe and Secure referrals there have been a total of 8 referrals made since October 2011, not all of those have been accepted onto the scheme for a variety of reason, one has been removed and another one has now successfully been permanently rehoused.</p> <p><b>Reason for RAG:</b> While there has been no Strategy or resilient governance structure as reflected in recent Peer review and scrutiny report, progress has recently been made in these directions</p>	
<p><b>Most significant Risks:</b></p> <p>1. Lack of a Strategic Gangs co-ordinator manager. There is a risk that our response to gang issues will be unmanaged with poor leadership or strategic direction.</p>	<p><b>Most significant Issues:</b></p> <p>1. There are diverse groups and approaches to these issues - Police Operation Trident and the Quad borough forum as well as all our internal portfolios such as Community</p>	<p><b>Financial Benefits:</b></p> <p>Reducing the high cost of tackling gang crime, merits an early intervention approach. Costs accrue to the criminal justice and judicial system and range of services provided by the local authority.</p>	

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<p>2. Previous lack of a Gangs Strategy or delivery Plan - now being imminently addressed. This has led to a lack of corporate direction or strategy</p> <p>3. No resilience in terms of identified posts to address the issues will lead to less than a robust response to key issues</p>	<p>Safety and Safeguarding Hubs etc. Achieving a joined up approach to common issues is a significant challenge and on going issue.</p>	<p><b>Non Financial Benefits:</b> Reducing crime in the borough, harnessing potential of gang members, moving people into employment and enhancing their health and well being.</p>	
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Project: Violence Against Woman & Girls (VAWG)	Milestones	Commentary	R/A/G
<p><b>Overview:</b></p> <ul style="list-style-type: none"> <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> </ul> <p><b>Project Lead: Mala Maru</b> <b>Advisory Lead: David Murray</b></p>	<ul style="list-style-type: none"> <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> </ul>	<p><b>This period:</b> A draft VAWG strategy has now been produced, it covers all areas such as female genital mutilation, prostitution, human trafficking, stalking, sexual violence, forced marriage and honour based violence. .</p> <p>VAWG Strategic Group meeting has been formed, to provide direction and identify gaps and any issues raised by the various agencies and partners.</p> <p>It will help to prevent violence, support victims and their children to rebuild their lives, intervene at an early stage and reduce the risk of experiencing further violence.</p> <p>The domestic violence advisory service will go out to tender in the second quarter of 2013/14.</p> <p>In the fourth quarter (2012 – 2013), the IDVA co-located within Children's Service has received 24 referrals and successfully contacted engaged 14 women within the service. The Family Support Worker (FSW) within Children's Service has received nine referrals and has successfully contacted and engaged with</p>	<p><b>A</b></p>



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		<p>eight women referred.</p> <p><b>(Awaiting arrest figures).</b></p> <p><b>Reason for RAG:</b> The strategy to reach the outcomes set has been drafted and services are being commissioned. However, much work remains to drive delivery.</p>	
<p><b>Most significant Risks:</b></p> <ol style="list-style-type: none"> <li>1. Families with children affected by domestic violence (what do we mean?)</li> <li>2. Repeat victims of domestic violence and need to develop ways to change cultural attitudes, barriers and beliefs</li> <li>3. Further culturally sensitive early intervention needed</li> </ol>	<p><b>Most significant Issues:</b></p> <ol style="list-style-type: none"> <li>1. Ensure all data input by external partners are correctly recorded and identified as DV case.</li> <li>2. DV definition now states - age reduced to 16 from 18 years old.</li> <li>3. Continued funding of external provider of service (ADVANCE).</li> </ol>	<p><b>Financial Benefits:</b></p> <ul style="list-style-type: none"> <li>• Reducing the high cost of tackling VAWG crime.</li> <li>• To prevent DV, at an early age – reducing repeat offending.</li> <li>• To reduce the levels, of Domestic Homicides, related to VAWG.</li> </ul> <p><b>Non Financial Benefits:</b></p> <ul style="list-style-type: none"> <li>• Reduce incidents of VAWG and consequent improvements in safety and quality of life</li> </ul>	

Project: Reoffending	Milestones	Commentary	R/A/G
<p><b>Overview:</b></p> <p>Reduce the number of people reoffending</p> <p><b>Project Lead: tbc</b></p> <p><b>Advisory Lead: David Murray</b></p>	<ul style="list-style-type: none"> <li>• A reduction of 10% in the number of offences committed by repeat offenders</li> <li>• Ensure that number of first time offenders does not exceed 210</li> </ul>	<p><b>This period:</b></p> <p>43% reduction in re-offending achieved – as at March 2013.</p> <p>Total criminal convictions of cohort supported:</p> <p>(a) Prior to engaging in the IOM Scheme = 311</p> <p>(b) During engagement with IOM Scheme = 176</p>	<b>G</b>

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		<b>Reason for RAG:</b> Exceeded target of 10% reduction of re-offending.	
<b>Most significant Risks:</b> 1. Changes in the probation services could be an opportunity but resourcing levels remain a challenge 2. 3.	<b>Most significant Issues:</b> 1. Sustainability of the IOM Scheme post re-organisation of police teams under the new LPT model.	<b>Financial Benefits:</b> The cost of crime with 135 fewer incidents of crime  <b>Non Financial Benefits:</b> Better life chances for individuals and more resilient communities	

Other Initiatives		
<b>Safer Brent Partnership</b>  <b>Governance:</b> Safer Brent Partnership, Partners for Brent <b>Project Lead:</b> David Murray	<b>Status:</b> The group replaces the crime prevention strategy group and is now working to put in place appropriate delivery plans to meet the newly refreshed priorities for community safety.  <b>Next Steps:</b> Appoint new Head of Community Safety. Approve Safer Brent Partnership priorities and translate into delivery plans with accountable officers and clear resource plans.	A
<b>Local Joint Action Groups</b>  <b>Governance:</b> Safer Brent Partnership <b>Project Lead:</b> Kiran Vagarwal	<b>Status:</b> The groups is meeting and continuing work in line with agreed governance and project plans  <b>Next Steps:</b> Circulate review of LJAGS and align structures to the new Safer Brent Partnership arrangements.	A
<b>Pathway Multiagency Partnership (PMAP)</b> <b>Governance:</b> Borough Gang Delivery Group, Safer Brent Partnership, <b>Project lead:</b> Monica Roucou	<b>Status: Amber</b> The figures provided are for the reporting period Oct 2012 to Jun 2013 as figures have not previously been reported. To date 52 nominals referred to PMAP and 26 nominals exited PMAP further breakdown of the exited figures show the following: <ul style="list-style-type: none"> <li>• In Prison – 6</li> <li>• Referred back to a single agency or to another management structure such as Integrated Offender Management, MARAC, MAPPA or Prevent – 10</li> </ul>	A

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	<ul style="list-style-type: none"> <li>• Reside outside of the borough – 5</li> <li>• Subject to police enforcement – 1</li> <li>• No intelligence of offending or arrest for over 20 weeks – 3</li> <li>• Missing person – 1 (this person is subject to police MISPER)</li> </ul> <p><b>Next Steps:</b> Expand and develop interventions by voluntary sector groups. . Also the voluntary sectors are not commissioned for services provided to PMAP gang nominal. This relation needs to be explored regarding sustainability therefore commissioning specific gang interventions from the voluntary sector will be explored by the Borough Gang Delivery Group.</p>	
<p><b>Integrated Offender Management Group</b></p> <p><b>Governance:</b> Safer Brent Partnership <b>Project Lead:</b> TBC</p>	<p><b>Status:</b> This group and its work is not progressing in line with agreed governance and project plans following significant personnel changes.</p> <p><b>Next Steps:</b> Review the structure and work of the group</p>	R
<p><b>Violence against Women and Girls Strategy Group</b></p> <p><b>Governance:</b> Safer Brent Partnership <b>Project Lead:</b> Mala Maru</p>	<p><b>Status:</b> The group has met to support development of a strategy. A draft working document is in place.</p> <p><b>Next Steps:</b> Safer Brent Partnership to review themes and issues identified.</p>	A
<p><b>Graffiti Partnership</b></p> <p><b>Governance:</b> Brent Safer Partnership <b>Project Lead:</b> Simon Egbor</p>	<p><b>Status:</b></p> <ul style="list-style-type: none"> <li>• To agree a partnership approach via this action plan, a partnership policy and procedure for tackling graffiti in the London Borough of Brent.</li> <li>• To improve the multi-agency casework and investigation approach to tackling Graffiti in the London Borough of Brent.</li> <li>• To implement an approach to tackling Graffiti that has a clear balance between enforcement, prevention, diversion, rehabilitation &amp; interventions. With a focus on being proactive and Reactive.</li> <li>• To improve the sharing of data and information between partners and the analysis of the data.</li> <li>• To improve the way in which evidence is gathered to take enforcement action or other appropriate intervention for offenders.</li> <li>• To closely monitor areas, trends, offenders and repeat tagging.</li> <li>• To achieve a consistent approach to removing graffiti and monitoring / recording of</li> </ul>	A

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tags across The borough.

- Multi-agency press and publicity plan in place and delivered.
- Multi-agency training delivered for graffiti: recording, monitoring and investigating.

### Milestones:

- Have identified over 40 offenders involved in graffiti
- Conducted over 4 covert surveillance operations in Brent
- 3 Post Conviction ASBO orders for Graffiti
- Criminal Damage charge and 12 month custodial sentence for a graffiti offender in 12/13
- Significant 3<sup>rd</sup> party graffiti visible from the trackside removed. This was an effective partnership between Brent Council and Network Rail
- Graffiti Casework procedure signed off by Board Members in 12/13.
- Graffiti density as reduced immensely across the Borough as reflected in the Environmental scorecard.

Annual Data	Graffiti
2009/10	13.0
2010/11	14.7
2011/12	10.6

### Next Steps:

- Proposal by Board members to widen the scope of the partnership board to include fly-tipping crime.
- Plans to raise awareness and training around graffiti casework procedure with Environment officers and partner agencies.
- Continued work with partner agencies such as BTP and Network Rail where 3<sup>rd</sup> party graffiti has been a persistent issue,
- Working closer with LJAGs and other casework forums to identify low level asb at an intermediary stage.
- Keep Graffiti and fly-tipping levels down in the Borough

## 9. Making Brent safer, cleaner, greener

### Green and Clean partnership projects

Project: Green Charter	Milestones	Commentary	R/A/G
<p><b>Overview:</b></p> <p>Implement The Green Charter, demonstrating how the Council goes about improving the environment when delivering its services</p> <p><b>Project Lead: Marion Hofmann</b>  <b>Advisory Lead: Ceridwen John</b></p>	<ul style="list-style-type: none"> <li>• Have worked with local communities to deliver 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>	<p><b>This period:</b> Most of the data required for reporting the Green Charter is collected and reported annually to the Executive. Therefore data from 2012/13 will be used for reporting and where applicable up to date 2013/14 data will be used to support quarterly performance.</p> <p><b>Reason for RAG:</b></p> <ul style="list-style-type: none"> <li>• In 2012-13 CO2 emission increased by 7% due to the cold weather. This increase meant that the previous achievement of 14% reduction in 2011/12 is now reduced to an overall average of only 9% from the 2009/10 baseline.</li> <li>• 43% of waste diverted to landfill in 2012/13. Initiatives such as targeting house to house communication, vigorous monitoring and enforcement are in place to improve performance.</li> <li>• A project delivery plan has been developed to deliver and communicate the Flood Risk Management Plan. An initial meeting has been set up and held with an internal project advisory group. The gulley inspection and replacement programme is underway.</li> <li>• Borough's Fairtrade status has been retained for the 2013/14.</li> <li>• Work programme for biodiversity site inspections planned during the coming months</li> </ul>	<p><b>G</b></p>

## 9. Making Brent safer, cleaner, greener

<p><b>Most significant Risks:</b></p> <ol style="list-style-type: none"> <li>1. Carbon emission target not met leading to increase costs for energy procurement and CRC tax</li> <li>2. Failure to meet recycling budget target of 50% by March 2014, resulting in higher disposal costs of increased level of waste to landfill</li> <li>3. Unable to meet biodiversity target as this is currently not a statutory obligation</li> </ol>	<p><b>Most significant Issues:</b></p> <ol style="list-style-type: none"> <li>1. CO2 emission reported in 2012/13 has shown that energy consumption is on the increase due to cold weather. Reduction in the number of buildings the council occupied and a Carbon Management Programme may help to reduce energy consumption for 2013/14</li> <li>2. Recycling performance in April and May 2013 is only 42%. This means that the attainment of reducing landfill and increasing recycling to meet the 50% target by 2014 is becoming more difficult</li> </ol>	<p><b>Financial Benefits:</b> Reducing energy bills will also reduce the CO2 levy currently priced at £12 Per tonne. The cost of landfill levy is £72 per tonne and in 2012/13 the Council paid £3M on landfill levy.</p> <p><b>Non Financial Benefits:</b> Reputational</p>	
<p><b>Project: Business Regulation</b></p>	<p><b>Milestones</b></p>	<p><b>Commentary</b></p>	<p><b>R/A/G</b></p>
<p><b>Overview:</b></p> <p>Improve compliance with business regulations and prosecute rogue traders to ensure a safe, fair and equitable trading environment both for consumers and for commerce</p> <p><b>Project Lead: Shamsul Islam/Sue Emery</b>  <b>Advisory Lead: Nagendar Bilon</b></p>	<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>	<p><b>This period:</b> The team has been reduced from ten to eight officers. There has also been an increase in the number of new food businesses opening up in the Borough that require an inspection to assess whether they are 'Broadly' Compliant.</p> <p>81.4% were 'broadly' compliant as at 30 June 2013 (1891 businesses out of 2323 businesses of which 94 were new businesses). Under the current arrangements it will therefore be difficult to maintain 85% being 'Broadly' Compliant. There is more focus on enforcement to reduce the risk of food poisoning. The team is also actively inspecting special treatments premises to safeguard the spread of infectious diseases.</p>	<p><b>G</b></p>

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		<p>The team carried out an annual survey at the Stadium. In addition the following are carried out at each event:</p> <ul style="list-style-type: none"> <li>• Pre-briefing</li> <li>• Security on the day</li> <li>• Inspections for pre-event and on the day of the event</li> </ul> <p><b>Reason for RAG:</b> The overall performance above for the business regulations demonstrated that work is progressing well</p>	
<p><b>Most significant Risks:</b> 1. Increase in food premises and reduction in staff will impact on the number of inspections to meet the target of 85% broadly compliant</p>	<p><b>Most significant Issues:</b></p>	<p><b>Financial Benefits:</b></p> <p><b>Non Financial Benefits:</b> Reputational and a safe and healthy community.</p>	
<p><b>Project: Low Carbon Transport</b></p>	<p><b>Milestones</b></p>	<p><b>Commentary</b></p>	<p><b>R/A/G</b></p>
<p><b>Overview:</b></p> <p>Tackle environmental causes of poor health and encourage low carbon modes of transport to reduce emissions</p> <p><b>Project Lead: Jennifer Barrett/ Paul Chandler</b> <b>Advisory Lead: Paul Chandler</b></p>	<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>• Work Place and School Travel plans in operation, with more people</li> </ul>	<p><b>This period:</b> The Air Quality Action Plan is being implemented and will be reported annually.</p> <p>Of the 39 cycle courses planned for this year, 37 have been delivered and 2 are programmed, these will be attended by approximately 610 children and 228 adults.</p> <p>50 % of schools in the borough currently have an active travel plan and a programme has been developed to encourage the remaining schools to further develop and implement travel plans.</p>	<p><b>G</b></p>

## 9. Making Brent safer, cleaner, greener

	travelling by walking, by bicycle, and public transport	A campaign to encourage businesses in the borough to develop work place travel plans and the use of sustainable transport is in development. The boroughs larger businesses will be targeted this year.  <b>Reason for RAG:</b> Work is progressing well as stated above	
<b>Most significant Risks:</b> 1. Increase in air pollutants and respiratory diseases 2. Lack of support from other services and external partners to implement Flood Risk Management Plan	<b>Most significant Issues:</b>	<b>Financial Benefits:</b> Reduce costs of dealing with flooding  <b>Non Financial Benefits:</b> Reputational	

Other Initiatives		
<p><b>Sustainable Brent Community website and social media</b></p> <p>This site was created, paid for and is maintained by members of the BSF Forum. The aim of the site is to use it as a tool to share environmental information and to let residents know what is going on in the borough.</p> <p><b>Governance:</b> Brent Sustainability Forum <b>Advisory Lead:</b> Ceridwen John <b>Project Lead:</b> Marion Hofmann</p>	<p><b>Status:</b> Steady growth in the number of people engaging with the website.</p> <p><b>Next Steps:</b></p> <ul style="list-style-type: none"> <li>• Attracted further traffic to site by regularly providing updates on events, blogs.</li> <li>• Promote any food growing events in the area via BSF social media site</li> <li>• Increased linkages to partner agency websites</li> <li>• Better profile of sustainability in Brent</li> </ul>	<b>G</b>



## 9. Making Brent safer, cleaner, greener

<p><b>Brent Sustainability Forum</b></p> <p><b>Governance:</b> Brent Sustainability Forum, PfB Board</p> <p><b>Advisory Lead:</b> Ceridwen John <b>Project Lead:</b> Marion Hofmann</p>	<p><b>Status:</b></p> <ul style="list-style-type: none"> <li>• Higher profile for Forum</li> <li>• Quarterly meetings, act as consultee organisation</li> </ul> <p><b>Next Steps:</b></p> <ul style="list-style-type: none"> <li>• In the following quarter, the community forum event will take place in the new civic centre and will include a tour the sustainably constructed building.</li> <li>• Topics include:</li> <li>• Climate Change Steering Group Update</li> <li>• Do more with less challenge</li> <li>• Cycle routes to new civic centre Sustainable Transport in Brent</li> <li>• Info on new parks (Barham Park, Chalkhill..tbc)</li> </ul>	<p><b>G</b></p>
<p><b>Climate Change Strategy</b></p> <p><b>Governance: Climate Change Steering Group, PfB Board</b></p> <p><b>Project Lead:</b> Helen Sankey <b>Advisory Lead:</b> Ceridwen John</p>	<p><b>Status:</b></p> <p>Work with residents groups has been progressing well: research is to be undertaken to establish what level of knowledge and engagement there is amongst residents, so that communications and events can be appropriately designed and targeted. Conversely, however, the local businesses that were involved have become disengaged with the project.</p> <p>Work is ongoing with schools, that has been very successful.</p> <p><b>Next Steps:</b></p> <p>To consider how best to progress the strategy, particularly for how to involve businesses again, but also to build on the existing commitment and momentum of the residents' group.</p>	<p><b>A</b></p>

## 10. Promoting jobs, growth and fair pay

### Jobs, growth and fair pay partnership projects

Project: Welfare Reform	Milestones	Commentary	R/A/G
<p><b>Overview:</b> Offer a package of support, including benefit / housing advice, budgeting support and employment provision, for those households most affected by the welfare reforms</p> <p><b>Project Lead:</b> Perry Singh <b>Advisory Lead:</b> Elizabeth Alexander</p>	<ul style="list-style-type: none"> <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>	<p><b>This period:</b></p> <ol style="list-style-type: none"> <li>Colocated team of benefits advisors, navigators, Temporary Accommodation mitigation officers, Department for Work and Pensions and Citizen's Advice Bureau supporting residents</li> <li>514 households in Temporary Accommodation no longer affected by the benefit cap as at end of Q1</li> <li>1500 letters out to households affected by the size criteria. Increased incentives payment for BHP tenants was agreed at Executive Committee on 22nd June and nearly 100 underoccupiers have contacted the council to downsize</li> <li>Colocation with Department of Work and Pensions outreach advisors set up, with a heavy focus on contacting households that have been choosing not to engage with Department of Work and Pensions or Council services.</li> </ol> <p><b>Reason for RAG:</b></p> <ul style="list-style-type: none"> <li>All households affected by Welfare Reforms have been contacted, and have a named advisor working with them.</li> <li>DWP reports 657 job starts for claimants affected by the Overall</li> </ul>	<p><b>G</b></p>

## 10. Promoting jobs, growth and fair pay

		<p>Benefit Cap since September 2012</p> <ul style="list-style-type: none"> <li>Overall Benefit Cap delay until 12th August means that the significant levels of benefit losses for households will not be seen until Q2</li> </ul>	
<p><b>Most significant Risks:</b></p> <ol style="list-style-type: none"> <li>Increase in number of vulnerable households due to effects of Welfare Reform and choices made by households.</li> <li>Relocated households not sustaining tenancies, and children not continuing education</li> <li>Risk to reputation: media coverage of households affected by Welfare Reform and how LB Brent has responded</li> </ol>	<p><b>Most significant Issues:</b></p> <ol style="list-style-type: none"> <li>Effective communication plan still remains to be put in place for the year.</li> <li>Colocation issues with DWP have been overcome, understandably focussed on data security and IT access</li> <li>Number of households affected by the cap is constantly changing, and while mitigation work is successful, the number of households that will still be affected by the cap is high – 2,267.</li> </ol>	<p><b>Financial Benefits:</b></p> <p>Better support for residents now should reduce future demand on services in the borough, particularly Council services - Homelessness and Housing demand, and including Childrens and Families services, and Education</p> <p><b>Non Financial Benefits:</b></p> <p>Where possible, assisting households to secure a sustainable and affordable home, and continue to access their established support network</p>	
<b>Project: Wembley Area Action Plan</b>	<b>Milestones</b>	<b>Commentary</b>	<b>R/A/G</b>
<p><b>Overview:</b></p> <p>An Area Action Plan for the Wembley Regeneration area that will become a Development Plan Document that forms part of the Council's Local Development Framework (the Borough Plan)</p> <p><b>Governance:</b> Council Executive and Full Council</p> <p><b>Project Lead:</b> Ken Hullock</p>	<ul style="list-style-type: none"> <li>The Wembley Area Action Plan will set out proposals for further growth and physical regeneration of the Wembley area.</li> </ul>	<p><b>This period:</b></p> <p>Council agreement for submission draft to be sent to DCLG for public examination (expected in October 2013)</p> <p><b>Reason for RAG:</b></p> <p>Timetable met</p>	<b>G</b>
<p><b>Most significant Risks:</b></p> <ol style="list-style-type: none"> <li>Programme delay</li> <li>Significant objection leading to further modifications</li> <li>Plan found to be unsound by Inspector</li> </ol>	<p><b>Most significant Issues:</b></p> <ol style="list-style-type: none"> <li>Transport for Wembley Area</li> <li>Site specific proposals</li> <li>Sites for new retail development</li> </ol>	<p><b>Financial Benefits:</b></p> <p>New development leading to higher business rates and new homes bonus. CIL contributions for required infrastructure</p>	

## 10. Promoting jobs, growth and fair pay

		<b>Non Financial Benefits:</b> Public realm and wider community benefits through regeneration of the area e.g. jobs, housing, improved shopping.	
<b>Project: South Kilburn regeneration</b>	<b>Milestones</b>	<b>Commentary</b>	<b>R/A/G</b>
<b>Overview:</b>  <b>Governance:</b> South Kilburn Programme Board, (Regeneration and Growth) <b>Project Lead:</b> Abigail Stratford <b>Advisory Lead:</b> Tony Hirsch	<ul style="list-style-type: none"> <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> <li>362 new homes have been completed as part of Phase 1a of which 264 have been occupied by South Kilburn Households.</li> <li>Phase 1b, commenced in July 2012, it will deliver 208 homes by 2015 of which 113 will be made available to South Kilburn households.</li> <li>Work will commence on site later this year to develop a further 340 new homes as part of Phase 2a.</li> </ul>	<b>This period:</b> Entered into development agreements to deliver 340 new homes as part of Phase 2a  <b>Reason for RAG:</b> Programme currently on time and on budget	<b>G</b>
<b>Most significant Risks:</b> 1. Technical limitation on delivery of design 2. Risk of people moving away as result of welfare reform 3. Risk of rent and charges being too costly for people	<b>Most significant Issues:</b> 1. Limitations on some sites 2. Public Realm Strategy 3. New home Target Rents	<b>Financial Benefits:</b> £20 million invested into regeneration programme <b>Non Financial Benefits:</b> <ul style="list-style-type: none"> <li>2500 households with access to sustainable heat</li> <li>13 local traineeships and social and economic benefits via south Kilburn studios</li> </ul>	

## 10. Promoting jobs, growth and fair pay

Project: Employment	Milestones	Commentary	R/A/G
<p><b>Overview:</b></p> <p>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</p> <p><b>Governance:</b>Council Executive  <b>Project Lead:</b> Shomsia Ali  <b>Advisory Lead:</b> Tony Hirsch</p>	<ul style="list-style-type: none"> <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>• At least 20% of people employed on major project sites will live in Brent</li> <li>• The London Designer Outlet will open in the Autumn 2013, creating 1500 additional local jobs</li> <li>• Support those residents we work with access the 1000 jobs available on the LDO through a Brent-wide partnership</li> <li>• Drive better value from existing employment services through improved strategic partnership</li> <li>• Increase employment rate from 67.3% to 68.3% (jcp/council partnership agreement).</li> </ul>	<p><b>This period:</b></p> <p>Imperative that key partners including Jobcentre Plus, the College of North West London and Work Programme Primes have close collaborative working in order to drive better employment outcomes for Brent residents.</p> <p>To support with this, we are in the process of signing a Partnership Agreement with Jobcentre Plus, College of North West London, and the three Work Programme Providers to codify our joint objectives, targets and actions.</p> <p>Aligned to this, we are convening and chairing a Brent Employment Partnership, which brings together senior decision makers from each of the partners, including Brent Council's Strategic Director of Regeneration &amp; Growth and Head of Employment &amp; Enterprise, Jobcentre Plus District Manager and Head of Student Support at the College of North West London.</p> <p>We have also pulled together a borough-wide partnership to maximise resource available to support with the LDO recruitment. The Partnership Forum, which brings together over 50 local employment providers, particularly from VCS, meeting this month to take LDO</p>	<p><b>G</b></p>

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		recruitment forward.  <b>Reason for RAG:</b> Employment & Enterprise team is being formed and has started to make clear in-roads to strengthen partnership work in the borough.	
<b>Most significant Risks:</b> 1. Resource for the LDO recruitment. We have a very small team (compared to an in-house team of 150 in Newham Council for Westfield recruitment)	<b>Most significant Issues:</b> 1. Recruitment for LDO is resource intensive 2. Ensuring borough-wide partnership for LDO operates smoothly	<b>Financial Benefits:</b>  <b>Non Financial Benefits:</b> Improved partnership across the borough, both at a strategic and delivery level	
<b>Project: Overcoming barriers to work</b>	<b>Milestones</b>	<b>Commentary</b>	<b>R/A/G</b>
<b>Overview:</b> Support the borough's most excluded households to access service provision that will help them overcome barriers to work  <b>Governance:</b> Regeneration and Growth <b>Project Lead:</b> Shomsia Ali <b>Advisory Lead:</b> Tony Hirsch	Navigators - team of 6 Navigators will have placed at least 108 members of these households into work within the first year of operating	<b>This period:</b> A shifting of resources from the Navigator team to specifically support the LDO opportunities in an effort to make available a better pipeline of jobs to this client group.  Commissioning of job brokerage services to the voluntary and community sector (Cricklewood Homeless Concern) in order to help build the capacity of more local and community driven employment provision. Delivery will commence on 5th August, with referrals coming via Council's Welfare Reform Mitigation Team.  Working specifically with VCS partners in the Somali community, as the single biggest community impacted by Welfare Reform in Brent. The Navigator Team are training 10 Community Champions, working with Help Somali Foundation, who	<b>A</b>

## 10. Promoting jobs, growth and fair pay

		<p>will in turn refer households to the specialist employment services. We are also supporting Somali Diaspora run job clubs from the Unity Centre in Church End.</p> <p><b>Reason for RAG:</b> Job outcome target is behind profile however, the support being provided to some of our most excluded residents is proving to be invaluable.</p>	
<p><b>Most significant Risks:</b></p> <ol style="list-style-type: none"> <li>1. Service not receiving adequate number of referrals as implementation of OBC is later than expected</li> <li>2. Absence of job brokerage service in the borough</li> </ol>	<p><b>Most significant Issues:</b></p> <ol style="list-style-type: none"> <li>1. Service is working with those residents most excluded, not engaging with other services, and furthest from the labour market.</li> </ol>	<p><b>Financial Benefits:</b></p> <p><b>Non Financial Benefits:</b></p> <ul style="list-style-type: none"> <li>• Supportive of VCS partners</li> <li>• Potential to support more Brent residents remain in Brent through access to employment which exempts them from OBC.</li> </ul>	
<b>Project: Apprenticeships</b>	<b>Milestones</b>	<b>Commentary</b>	<b>R/A/G</b>
<p><b>Overview</b> Create local opportunities</p> <p><b>Governance:</b> Regeneration and Growth <b>Project Lead:</b> Shomsia Ali <b>Advisory Lead:</b> Tony Hirsch</p>	Thriving apprenticeships	<p><b>This period:</b> Recruitment for a post to lead on this project is currently underway. We expect a person in post for November.</p> <p><b>Reason for RAG:</b> Delay in recruitment</p>	<b>A</b>
<p><b>Most significant Risks:</b></p> <ol style="list-style-type: none"> <li>1. Further delay in recruitment</li> </ol>	<p><b>Most significant Issues:</b></p> <ol style="list-style-type: none"> <li>1. Delay in recruitment</li> </ol>	<p><b>Financial Benefits:</b></p> <p><b>Non Financial Benefits:</b> Support drive to make more people employment ready and engage a range of organisations in the borough in achieving this through the hosting of apprentices.</p>	

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Project: Enabling supply chain opportunities	Milestones	Commentary	R/A/G
<p><b>Overview:</b> Supporting local businesses so they can benefit from big regeneration projects in the borough by accessing work further down the supply chain.</p> <p><b>Governance:</b> Regeneration and Growth <b>Project Lead:</b> Sinead Prunty <b>Advisory Lead:</b> Tony Hirsch</p>	<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>• Increase in the number of Contractors / Sites we are now engaging with</li> <li>• Supply Brent Initiative now included within the Brent Enterprise, Employment and Training Initiative</li> <li>• Strategic monthly reporting process agreed with sites we are currently working, to update on local spend</li> </ul>	<p><b>This period:</b> The project continues to expand and develop and we are working on a number of projects to generate and advertise opportunities on the Supply Brent website.</p> <p><b>Reason for RAG:</b> All sites are generating monthly local spend</p>	<b>G</b>
<p><b>Most significant Risks:</b></p> <ol style="list-style-type: none"> <li>1. Lack of opportunities generated</li> <li>2. Local companies are not awarded contracts</li> <li>3. BEETI document is not included within planning / procurement process</li> </ol>	<p><b>Most significant Issues:</b></p> <ol style="list-style-type: none"> <li>1. No technical / procurement knowledge once the current consultants contract ends.</li> </ol>	<p><b>Financial Benefits:</b> Local businesses secure contracts</p> <p><b>Non Financial Benefits:</b> Local business profiles are raised</p>	
Project: Business Hub Cottrell House	Milestones	Commentary	R/A/G
<p><b>Overview:</b> Supporting micro business starts with affordable workspace in a collaborative environment with on site business support.</p> <p><b>Governance:</b> Regeneration and Growth <b>Project Lead:</b> Alex Hearn <b>Advisory Lead:</b> Tony Hirsch</p>	<ul style="list-style-type: none"> <li>• A creative business hub will have been established in Cottrell House on the fringes of Wembley, and 300 m2 of space created for approximately 50 co-working space members</li> </ul>	<p><b>This period:</b> This is a pilot project to inform a business case for more permanent provision in growth areas. The pilot began during quarter one with a building secured, renovations completed. Seven businesses are now operating from the building, with hot desking and a business support agency also available there.</p>	<b>G</b>



## 10. Promoting jobs, growth and fair pay

		<b>Reason for RAG:</b> Project is progressing in line with agreed plan.	
<b>Most significant Risks:</b> 1. High demand	<b>Most significant Issues:</b> 1. Meanwhile premises are temporary and generally within poor quality buildings	<b>Financial Benefits:</b> Economic growth and employment  <b>Non Financial Benefits:</b> Environmental improvement & reduction in vacancy and dereliction	

Other Initiatives			
<b>Employer Partnership Business Breakfasts</b>  <b>Governance:</b> Employer Partnership, PFB Strategic Board <b>Project Lead:</b> Sinead Prunty <b>Advisory Lead:</b> Shomsia Ali	<b>Status:</b> We recently held a meeting with FSB to discuss a potential "Brent means Business" event, in which local companies can come together to network, hear from guest speakers and source information which could be of benefit to their business. Harrow and a number of neighbouring boroughs have held these events and hailed them as a success. We are considering November 2013, to host ours here in the Civic Centre.  <b>Next Steps:</b> Plans for the next EP Event will be around Shisha Cafes and will provide an opportunity for owners of these local establishments to speak to colleagues in H&S and Environment about the regulations around these types of premises. There are also plans to have the EP meetings at different locations in the borough.		<b>G</b>
<b>London Living Wage:</b> Implement the London Living Wage within the Council and promote it with local employers, particularly those who do business with the Council. Leading to a rise in the weekly average salary for Brent residents and a closing of the gap with the London average.  <b>Governance:</b> Council Executive <b>Project Lead:</b> Mark Burgin	<b>Status:</b> Milestones have been formally agreed with the Living Wage Foundation and key accreditation documents submitted. LLW Project Group has been established to implement the milestones and associated project plan. Draft policy/procedures are complete but may need some adjustments to deal with specific legal issues (see below).		<b>G</b>

## 10. Promoting jobs, growth and fair pay

**Advisory Lead:** Cathy Tyson

**Next Steps:**

Policy/Procedure need to be agreed with departments. Procurement Category Managers are currently evaluating and prioritising individual contracts. They will then map out and plan when LLW can be addressed for each contract. Legal and financial implications and restrictions will be further investigated for Social Care contracts. Internal and external Communications Strategy to be developed.

## 11. Brent Strategies

<b>Strategies</b>					
<b>Strategy</b>	<b>Partnership Oversight</b>	<b>Portfolio Holder</b>	<b>Operational Owner</b>	<b>Formal Decision Making</b>	<b>Dates to be seen by PfB</b>
Borough Plan 2013/2014	PfB Strategic Forum	<b>Cllr Butt</b>	<b>Brent Council Chief Executive</b>	Brent Council Executive & Full Council Partners for Brent Strategic Forum	September 2014
Local Development Framework 2010-2026	PfB Strategic Forum	<b>Cllr Crane</b>	<b>Andrew Donald</b>	Brent Council Executive	TBC
Regeneration Strategy 2010-2020	PfB Strategic Forum	<b>Cllr Crane</b>	<b>Andrew Donald</b>	Brent Council Executive	<b>TBC</b>
Employment & Enterprise Strategy	PfB Strategic Forum Employer Partnership	<b>Cllr Crane</b>	<b>Andrew Donald</b>	Brent Council Executive	<b>TBC</b>
Housing Strategy 2009-2014	PfB Strategic Forum	<b>Cllr McLennan</b>	<b>Andrew Donald</b>	Brent Council Executive	<b>TBC</b>
Homeless strategy 2008 -2013	PfB Strategic Forum	<b>Cllr McLennan</b>	<b>Andrew Donald</b>	Brent Council Executive	<b>TBC</b>
Tenancy Strategy 2012 - 2013	PfB Strategic Forum	<b>Cllr McLennan</b>	<b>Andrew Donald</b>	Brent Council Executive	<b>TBC</b>
Brent Housing Partnership Business Plan 2008-2013	PfB Strategic Forum	<b>Cllr McLennan</b>	<b>Andrew Donald</b>	Brent Council Executive	<b>TBC</b>
West London Housing Partnership - Investment Guide	PfB Strategic Forum	<b>Cllr McLennan</b>	<b>Andrew Donald</b>	Brent Council Executive	<b>TBC</b>
Fuel Poverty Strategy	PfB Strategic Forum	<b>Cllr McLennan</b>	<b>Andrew Donald</b>	Brent Council Executive	<b>TBC</b>
Transport Strategy	PfB Strategic Forum	<b>Cllr J Moher</b>	<b>Andrew Donald</b>	Brent Council	<b>TBC</b>
Voluntary Sector Strategy and compact (1 <sup>st</sup> Draft Stage)	PfB Strategic Forum	<b>Cllr Butt</b>	<b>Deputy Chief Executive</b>	Brent Council Executive	<b>TBC</b>
A plan for Children and Families in Brent 2012-2015	Children's Partnership	<b>Cllr Pavey</b>	<b>Sara Williams</b>	Brent Council Executive	<b>TBC</b>

## 11. Brent Strategies

Breaking the Cycle – A Child Poverty Strategy for Brent	PfB Strategic Forum	<b>Cllr Pavey</b>	<b>Sara Williams</b>	Brent Council Executive	<b>TBC</b>
Youth Participation Strategy	Children’s Partnership	<b>Cllr Pavey</b>	<b>Sara Williams</b>	Brent Council Executive	<b>TBC</b>
Brent NEET Partnership Strategy	Children’s Partnership	<b>Cllr Pavey</b>	<b>Sara Williams</b>	Brent Council Executive	<b>TBC</b>
Special Educational Needs and Disability Strategy and Plan	Children’s Partnership	<b>Cllr Pavey</b>	<b>Sara Williams</b>	Brent Council Executive	<b>TBC</b>
LAC Improvement Plans	Children’s Partnership	<b>Cllr Pavey</b>	<b>Sara Williams</b>	Brent Council Executive	<b>TBC</b>
Strategic Plan for 14-19 Education and Training	Children’s Partnership	<b>Cllr Pavey</b>	<b>Sara Williams</b>	Brent Council Executive	<b>TBC</b>
Brent Youth Justice Strategic Plan	Children’s Partnership/Community Safety Partnership	<b>Cllr Pavey</b> <b>Cllr Choudry</b>	<b>Sara Williams/Sue Harper</b>	Brent Council Executive	<b>TBC</b>
Community Safety Strategy (1 <sup>st</sup> draft stage)	Community Safety Partnership	<b>Cllr Choudry</b>	<b>Sue Harper</b>	Brent Council Executive and Partner Agency Boards	<b>TBC</b>
Domestic Violence Strategy (1 <sup>st</sup> draft stage)	Community Safety Partnership	<b>Cllr Choudry</b>	<b>Sue Harper</b>	Brent Council Executive	<b>TBC</b>
Integrated Offender Management Strategy	Community Safety Partnership	<b>Cllr Choudry</b>	<b>Sue Harper</b>	Brent Council Executive	<b>TBC</b>
Gangs Strategy?? (potentially)	Community Safety Partnership	<b>Cllr Choudry</b>	<b>Sue Harper</b>	Brent Council Executive	<b>TBC</b>
Safeguarding Improvement Plan	Local Safeguarding Children Board	<b>Cllr Pavey</b>	<b>LSCB</b>	LSCB	<b>TBC</b>
LSCB Business Plan	Local Safeguarding Children Board	<b>Cllr Pavey</b>	<b>LSCB</b>	LSCB	<b>TBC</b>
Safeguarding Action Plan	Adult Safeguarding Board	<b>Cllr Hirani</b>	<b>Adult Safeguarding Board</b>	Adult Safeguarding Board	<b>TBC</b>

## 11. Brent Strategies

Safeguarding Strategy (planned)	Adult Safeguarding Board	<b>Cllr Hirani</b>	<b>Adult Safeguarding Board</b>	Adult Safeguarding Board	<b>TBC</b>
Health and Well-being Strategy and JSNA	Health and Well Being Board	<b>Cllr Hirani</b>	<b>Phil Porter</b>	Health and Well Being Board as sub of full council	<b>TBC</b>
Adult Social Care Strategy (scoping stage)	Health and Well Being Board	<b>Cllr Hirani</b>	<b>Phil Porter</b>	Brent Council Executive	<b>TBC</b>
Carers Strategy (scoping stage)	Health and Well Being Board	<b>Cllr Hirani</b>	<b>Phil Porter</b>	Brent Council Executive	<b>TBC</b>
Cultural Strategy for Brent 2010-2015	Culture, Sport and Learning Forum	<b>Cllr Mashari</b>	<b>Sue Harper</b>	Brent Council Executive	<b>TBC</b>
Arts Development Strategy 2011-2015	Culture, Sport and Learning Forum	<b>Cllr Mashari</b>	<b>Sue Harper</b>	Brent Council Executive	<b>TBC</b>
Sport and Active Recreation Facilities Strategy	Culture, Sport and Learning Forum	<b>Cllr Mashari</b>	<b>Sue Harper</b>	Brent Council Executive	<b>TBC</b>
Sports and Physical Activity Strategy	Culture, Sport and Learning Forum	<b>Cllr Mashari</b>	<b>Sue Harper</b>	Brent Council Executive	<b>TBC</b>
Parks Strategy	N/A	<b>Cllr Mashari</b>	<b>Sue Harper</b>	Brent Council Executive	<b>TBC</b>
Food Growing and Allotments Strategy	Sustainability Forum	<b>Cllr Mashari</b>	<b>Sue Harper</b>	Brent Council Executive	<b>TBC</b>
Household Waste Collection Strategy	N/A	<b>Cllr Mashari</b>	<b>Sue Harper</b>	Brent Council Executive	<b>TBC</b>
Climate Change Strategy	Climate Change Steering Group	<b>Cllr Mashari</b>	<b>Sue Harper</b>	Brent Council Executive	<b>TBC</b>
The Green Charter	Climate Change Steering Group/Sustainability Forum	<b>Cllr Mashari</b>	<b>Sue Harper</b>	Brent Council Executive	<b>TBC</b>

## 12. Other Multi Agency Partnerships

### Other Multiagency Partnerships

Partnership	Owner	Formal Decision Making
Registered Providers/ALMO Forum		
Private Housing Forum		
Brent Housing Partnership		
Design Panel		
Brent Provider Forum (former Brent in2 work Forum)		
South Kilburn Partnership		
West London Private Housing Group West London Strategy Group West London Housing Partnership West London affordable Housing Group Sub-regional nominations group West London Partnership West London CIL collection Group Park Royal Opportunity Area Planning Framework Steering Group Old Oak Common Transport Group West London Waste Plan Steering Group North West London Growth Corridor Group North London Transport Forum Westrans Forum West London Property Board		
Graffiti Partnership		

**13. Actions and Forward Plan Log**

Date	Action	Owner	Formal Decision Making Route

Forward Plan Item	Owner	Board and proposed Meeting	Notes