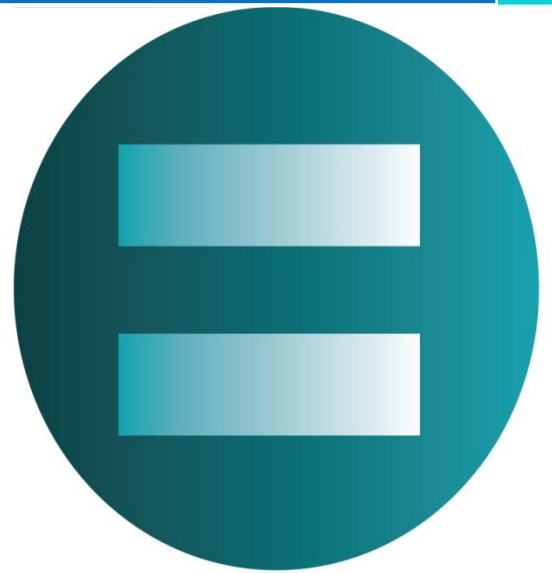


2009

Annual Report



**PARTNERS
FOR BRENT**

Partners for Brent
September 2009

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Chair's Foreword

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



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

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

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

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

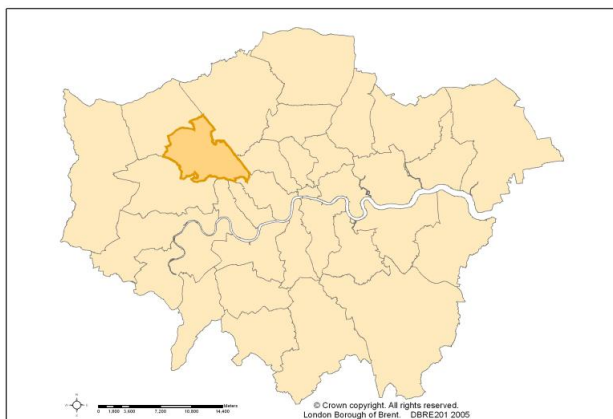
I hope you find this Annual Report an interesting update on the work of Partners for Brent. Please use the contact details at the end of the report if you would like any further information or want to get in touch.

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

Cllr Paul Lorber,
Chair of Partners for Brent

About Brent

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



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

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

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

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

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

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

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

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

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

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

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

Recession:

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

Resident's views – Place Survey:

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

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

About Partners for Brent

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

The Partnership aims to:

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

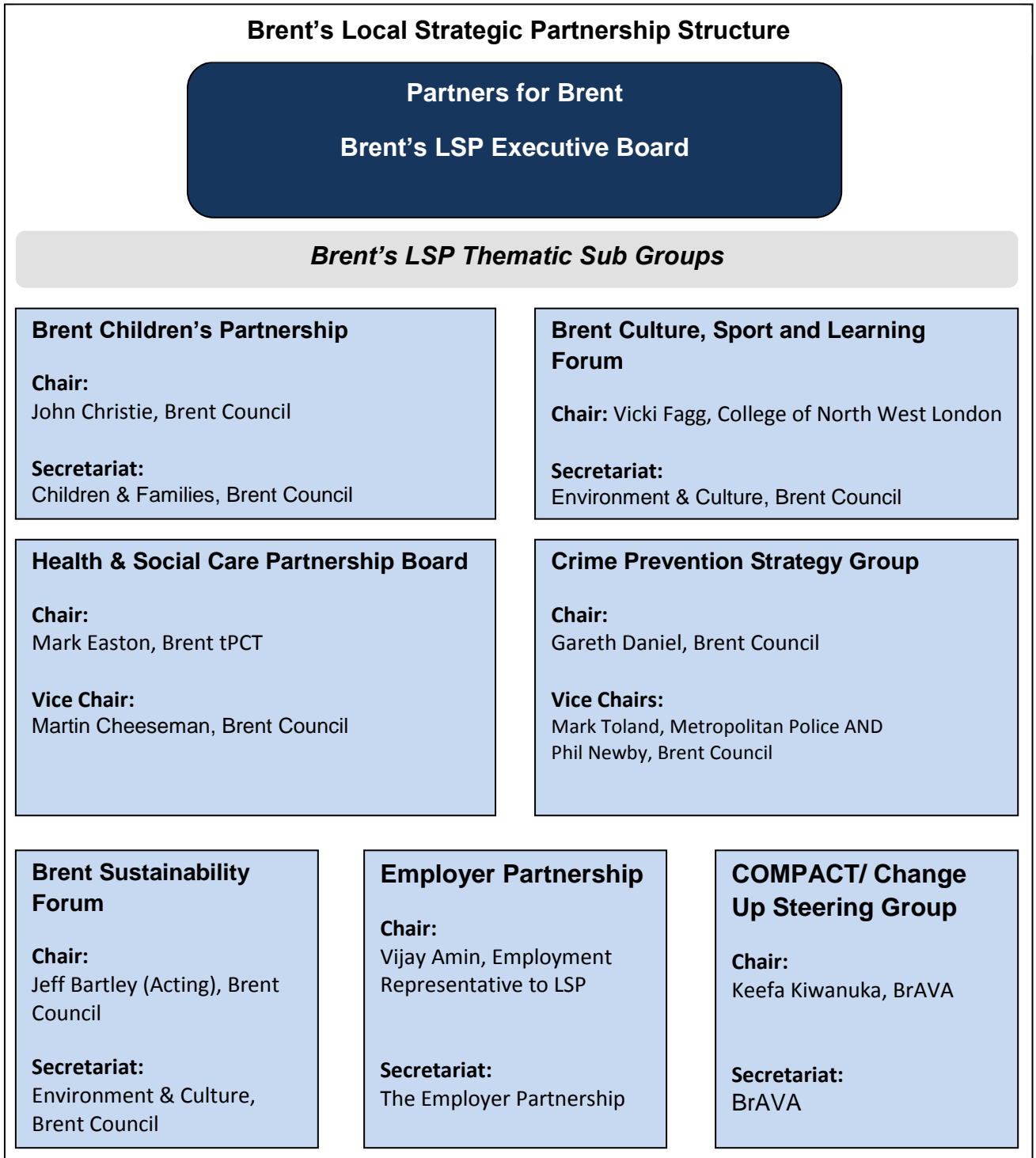
The roles and responsibilities of Partners for Brent are to:

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

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

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

The structure is set out in the diagram below:



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

1. A Great Place



A Safe Place

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



A Clean and Green Place

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



A Lively Place

- Young peoples participation in sport

LAA 2006 - 2009 Stretch Target achievement

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

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

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

Adults Participating in Sport and Physical Activity

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

1.1 Crime Prevention Strategy Group

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

Key achievements 2008/2009

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

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

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

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

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

To prevent crime in the medium to long term -

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

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

Reducing Serious Violence

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

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

Reassurance and Anti-Social Behaviour

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

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

Crime Prevention

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

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

Priorities 2009/2010

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

A Safer Place: Neasden Circle Alcohol Project

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

Action:

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

Outcomes:

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

1.2 Brent Sustainability Forum

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

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

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

Key achievements 2008/2009

Partnership working progress

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

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

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

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

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

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

Key Project achievements

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

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

Priorities 2009/2010

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

During 2009/10 we aim to:

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

A Green Place: Green Zones

Delivering environmental education to all our diverse communities

Action:

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

Outcomes:

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

1.3 Brent culture, Sport and Learning Forum

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

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

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

Key achievements 2008/2009

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

Priorities 2009/2010

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

2. A borough of opportunity



Local employment and enterprise LAA priorities

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



Health and wellbeing LAA priorities

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

LAA 2006 - 2009 Stretch Target achievement

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

The following stretch target still has provisional data:

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

The following stretch target has not achieved target.

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

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

2.1 Employer Partnership

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

The employer partnership works to:

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

Key achievements 2008/2009

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

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

Priorities 2009/2010

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

A Borough of Opportunity: Brent in2 Work

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

Action:

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

Outcomes:

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

2.2 An inclusive community

Settled homes LAA priorities



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

Early excellence LAA priorities



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

Support when you need it LAA Priorities



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

Community Engagement LAA priority



- Increasing the number of people participating in regular volunteering.

LAA 2006 - 2009 Stretch Target achievement

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

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

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

Settled Homes: START Plus Service

Meeting Housing Need of Vulnerable People

Action:

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

Outcomes:

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

2.3 Children's Partnership Board

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

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

The partnership works to

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

Key achievements 2008/2009

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

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

Be Healthy – we have achieved:

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

Stay Safe – we have achieved:

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

Enjoy and Achieve – we have achieved:

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

Make a Positive Contribution – we have achieved:

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

Achieve Economic Well-being – we have achieved:

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

Priorities 2009/2010

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

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

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

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

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

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

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

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

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

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

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

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

Early Excellence: MEND Programme

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

Action:

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

Outcomes so far:

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

Early Excellence: Somali Children and Families

Improving outcomes for Somali children and families

Action:

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

Outcomes:

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

Early Excellence: Common Assessment Framework

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

Action:

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

Outcomes - 2007- 2009:

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

2.4 Adults Strategic Partnership Board

The Adults Strategic Partnership Board exists:

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

Key achievements 2008/2009

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

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

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

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

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

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

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

7. Safeguarding

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

Priorities 2009/2010

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

Key priorities for the year include:

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

Support when you need it: Better Government for Older People

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

Action:

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

Outcomes:

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

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

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

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

Action:

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

Outcomes:

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

Community Engagement: Celebrating Communities

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

Action:

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

Example Outcomes:

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

Horn Stars Football Team Active Citizen Mentoring Programme

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

Partnership Achievements March 2008 – March 2009 – Improving Partnership Working

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

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

Brent's Borough profile

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

Place Survey

Brent results to the new Place Survey

Ward Place Survey Profiles

Place Survey and demographic data specific to a ward

Mosaic Place Survey Profiles (intranet)

Place Survey and demographic data specific to a ward

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

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

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

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

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

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

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

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

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

Partners for Brent Future Plans

Joined up working across the Partnership

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

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

Delivering the Community Strategy and the refreshed LAA Agreement

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

A Great Place



A Safe Place

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



A Clean and Green Place

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



A Lively Place

- Young peoples participation in sport

A borough of opportunity



Local employment and enterprise

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



Health and wellbeing

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

An inclusive community



Settled homes

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



Early excellence

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



Support when you need it

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



Community Engagement

- Increasing the number of people participating in regular volunteering

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

Crime Prevention Strategy Group

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

Sustainability Forum

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

Adults Strategic Partnership

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

Children's Strategic Board

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

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

Culture, Sport and Learning Forum

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

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

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

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