

2019/20

# Building a Better Brent

Delivery Plan for Year 1

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# Our strategic themes

The Borough Plan 2019-23 is the council's blueprint for Building a Better Brent. This delivery plan focuses on objectives for 2019/20, and will be updated annually to take account of changing priorities.

## DESIRED OUTCOMES

- Reduction in anti-social behaviour, the risk of harm and re-offending
- Reduction in violent crime, including gang and knife crime
- Support our most vulnerable adults, enabling them to choose and control the services they receive, to remain independent and lead active lives
- Improve the health of Brent residents
- Make Brent a place where culture is celebrated and vibrant

## DESIRED OUTCOMES

- Enable more residents to get online
- Making every pound count
- Building services around residents and their needs
- Increase in resident satisfaction
- Increase in resident involvement



## DESIRED OUTCOMES

- Increase in inward investment achieved via the council
- Produce our new Local Plan, setting out our vision, priorities and areas for future development in the borough
- Increase in housing supply
- Reduction in the number of households in temporary accommodation
- Keep traffic moving and our roads and pavements in good repair

# Every opportunity to succeed

## 2019/20 PRIORITY:

### EDUCATIONAL ACHIEVEMENT OF BLACK CARIBBEAN BOYS

Most of Brent's ethnic groups perform well compared to either the same group nationally or to the national averages for all pupils.

However, Black Caribbean and mixed white/Black Caribbean boys are not performing as well as their peers. In Brent, their attainment was 12.2 percentage points below the Brent average for all pupils at Key Stage 2 in 2017, a larger gap than is the case nationally for this group. This gap is already evident at the Early Years Foundation Stage, the first statutory assessment of children at age five. At Key Stage 4, attainment of Black Caribbean boys is lagging behind national averages for those groups. Black Caribbean boys is the only Brent group on which we report to make less progress than all students nationally.

If we are to achieve our value of equality for all communities,

we must address the gap in attainment and the impact on qualifications, aspirations and life chances. We must take a Contextual Safeguarding approach and recognise that the different relationships young people form in their neighbourhoods and schools can affect them.

With the under-performance of this group prevalent across most Brent schools, school leaders have collectively agreed that narrowing the attainment gaps must be an improvement priority. The Brent Strategic School Effectiveness Partnership Board submitted a proposal to invest funding to raise the Achievement of Black Caribbean Boys in Brent Schools to Schools Forum in June 2018. This was agreed and will help drive a Council wide partnership approach with schools to raise the achievement of Black Caribbean boys.

#### EQUIPPED FOR THE FUTURE

**Desired Outcome:** Improvement in Key Stage results

**RO/Lead Member(s):** Gail Tolley and Councillor Agha

| Actions   | Budget Considerations   |
|---|---|
| <ul style="list-style-type: none"> <li>• Development of Family Hubs in Brent as integrated service hubs for families, focusing on whole family working. Learning from good practice that has been identified in other parts of the country will provide targeted support for parents of Black Caribbean Boys including positive engagement with setting, and school attendance and achievement.</li> <li>• Support parents of Black Caribbean boys to access entitlements and support, including accessing to early years entitlements and the 30 hours free childcare offer.</li> <li>• Brent libraries to develop links and work with nurseries to target support to families of Black Caribbean Boys</li> <li>• Brent schools 'Raising Achievement of Black Caribbean Boys' project delivered by Brent Schools Partnership, including identification of a Black Caribbean Champion in each school and robust programme of training for groups of staff and school governors, development of online resources for parents on strengthening their role and contribution to improving their children's learning and progress.</li> <li>• Work with Young Brent Foundation to ensure that activities enhance the range of positive opportunities for Black Caribbean Boys</li> <li>• Developing Brent Start learning centres to include more targeted learning opportunities, pre-apprenticeship training for Black Caribbean Boys and new initiatives such as Moving On Up.</li> <li>• Targeting the council's support into employment programmes to reduce the proportion unemployed of Black Caribbean men</li> <li>• Designation of a Black Caribbean Champion in every school in Brent for a period of two years. The Champion will lead on the school's plan to improve outcomes for Black Caribbean pupils including monitoring its impact and engagement with parents.</li> <li>• Councillors and other community leaders to enable a community-led approach to positive opportunities for Black Caribbean Boys through community groups</li> <li>• Council decision-making processes including procurement and Neighbourhood Community Infrastructure Levy to build on current social evaluation criteria to promote targeted opportunities for positive activities, employment and training.</li> <li>• Housing team to develop tenancy audits and work with Residents Associations to develop understanding and awareness of contextual risks and positive opportunities for Black Caribbean Boys.</li> <li>• Borough of Culture team to consider additional activities in workstreams to promote positive peer networking opportunities, focusing on promoting these through the Young Ambassadors Programme</li> <li>• Actively engage the community in Brent Council led Public Health approaches to preventing youth crime including development of making Every Contact Count</li> </ul> | <p>Access to early years entitlements is supported through the Dedicated Schools Grant Early Years Block funding.</p> <p>'Raising Achievement' project funded through the Dedicated Schools Grant as agreed by Brent Schools Forum.</p> |

## 2019/20 PRIORITY:

# EDUCATIONAL ACHIEVEMENT OF LOOKED-AFTER CHILDREN AND CARE LEAVERS

Local authorities have a duty under the Children Act 1989 to safeguard and promote the welfare of a child looked after by them. This includes a specific duty to promote the child's educational achievement, wherever they live or are educated. The Children and Social Work Act 2017 extends this duty to include Care Leavers.

Nationally, although some Looked-After Children (LAC) do well, their average attainment is much lower than that of their peers.

In Brent, 11% of Key Stage 4 LAC achieved the national average of grade 4 or above in 5 subjects including English and Maths. At Key Stage 2, 29% of LAC achieved the national average of level 4 in reading, writing and numeracy.

The Care Leaver Offer agreed by Cabinet in January 2018 sets out how the council will support care leavers to achieve their full potential, through education, employment and training, housing, finances and relationships.

### EQUIPPED FOR THE FUTURE

**Desired Outcome:** Improvement in Key Stage results

**RO/Lead Member(s):** Gail Tolley and Councillor Agha

| Actions   | Budget Considerations   |
|---|---|
| <ul style="list-style-type: none"> <li>• Train Brent foster carers as education mentors and champions for the highest aspirations for Brent LAC</li> <li>• Ensure LAC are confident in basic skills before starting GCSE curricula through an extended programme of support in Years 6, 7 and 8.</li> <li>• As Corporate Parents, ensure LAC have a chance to re-sit GCSEs where they have just missed the pass mark.</li> <li>• Virtual School to strengthen relationships with the leadership of all schools in Brent, including those where no LAC are currently placed.</li> <li>• Virtual School to ensure strong partnerships with all schools, including those outside of Brent, where Brent LAC are placed.</li> <li>• Secure relationships with the highest-performing Alternative provisions in and out of London, to ensure that all Brent LAC are supported to achieve academic success.</li> <li>• Develop best practice and ensure a full enrichment offer, using new resources including those funded by John Lyons Foundation.</li> <li>• A job coach through the council's partnership with Brent Works to help Care Leavers get into employment, training or an apprenticeship scheme within the council or elsewhere.</li> <li>• A traineeship programme offered twice a year in partnership with Brent Employment Skills &amp; Enterprise for all care leavers who do not have the required qualification and skills to apply for an apprenticeship scheme</li> <li>• Access for Brent Care Leavers to a nominated tenancy officer to assist with tenancies and commitment to avoid Care Leavers being made intentionally homeless in Brent, ensuring Care Leavers get a second chance if they run into problems with a tenancy.</li> <li>• Care Leavers to be supported by the council to become financially independent, including support with getting official documents, setting up bank accounts / accessing Junior ISAs and in exceptional emergencies providing financial support.</li> <li>• Workshops to inform LAC and Care Leavers more about participation in society and having their voice heard, led by the Chief Executive.</li> </ul> | <p>The actions set out are funded from current Virtual School budget within CYP.</p> <p>Virtual School budget includes Pupil Premium grant funding, received from DfE</p> |

## 2019/20 PRIORITY: HIGH VALUE EMPLOYMENT

Brent has an employment rate of 71.3%, which is below the London average of 74%. Household income is also the third lowest in London.

Over 8% of Brent residents have no formal qualification and a higher proportion have 'low skills' (Level 2 or below) and require access to training in order to move into or progress in employment.

| <b>EQUIPPED FOR THE FUTURE</b><br><b>Desired Outcome:</b> High Level skills achievement<br><b>RO/Lead Member(s):</b> Amar Dave, Councillors Tatler and Agha   |  |
|---|--|
| Actions   | Budget Considerations  |
| <ul style="list-style-type: none"> <li>• Devolution of the Adult Education Budget (AEB) and utilisation of the apprenticeship levy need to be levered by the council and with employers to develop skills pathways with industry to enable progression and increase productivity.</li> <li>• Brent is commissioning support to young people in schools and young unemployed residents 18-30 years of age via Tech Mix (a social enterprise), to give them greater access to creative and tech industry careers.</li> <li>• Brent Works to develop a partnership with Higher and Further Education training providers to support Brent residents into apprenticeships that provide progression of training and pay.</li> <li>• Implement new Local Plan policy to require action on Employment, Apprenticeship and Training Plan for all major developments, to be prepared in partnership with the council</li> </ul> | <p>Funding will be sought from external sources of grant coupled with use of Adult Education budget to expand the creative and tech employment programme, following the pilot phase being delivered in 18-19/19-20.</p> <p>The proposed partnership to develop higher skilled apprenticeships is being delivered within existing resources (not council revenue funding). Upscaling this programme would require additional investment from council or external funding sources.</p> |

| <b>EQUIPPED FOR THE FUTURE</b><br><b>Desired Outcome:</b> Increase in average wage<br><b>RO/Lead Member(s):</b> Amar Dave, Councillors Tatler and Agha   |  |
|--|--|
| Actions  | Budget Considerations  |
| <ul style="list-style-type: none"> <li>• Brent Start will support over 2000 residents each year to develop their skills, including an expanded digital skills offer, ESOL, English, Maths and employability skills.</li> <li>• Seek official status as an 'Outstanding' provider of adult education.</li> <li>• Brent Works will continue to generate employment and apprenticeship opportunities through construction and other sectors, seeking to support career pathways to high skill levels. This includes brokering opportunities via Section 106 Agreements with developers and via Social Value contract agreements through the council's procurement.</li> <li>• The council will lead by example recruiting apprentices to not only offer entry level roles within the organisation, but support progression in work and salaries. This is made possible by the Apprenticeship Levy, which can pay for training at higher skill levels across many roles. Aim for at least 2.3% of the workforce to be apprentices, and care leavers will be supported to access 5 opportunities per annum.</li> <li>• The Living Room employment team will provide support embedded into Community Hubs in the borough, also assisting residents to access other employment and skills services such as the Work and Health programme, Brent Start, and Brent Works.</li> <li>• Following the success of the jobs event at Wembley Stadium in October 2018, with nearly 1800 attendees, an annual event will be planned to bring together local employers and residents to help people to access recruitment and training opportunities.</li> <li>• The West London Work and Health Programme is being made accessible via Community Hubs. Provision enables in-depth support for residents with a range of needs that can act as barriers to work.</li> <li>• A Work and Health Outcome Based Review is being commissioned by the Health and Wellbeing Board, with input from adult social care, the Clinical Commissioning Group, the DWP, and Employment and Skills team. This will identify the scale of demand, assess existing provision, and make recommendations for future commissioning activity of partners.</li> </ul> | <p>Brent has secured funding via the Flexible Learning Fund with delivery beginning in 18-19.</p> <p>The West London Alliance boroughs will seek to resource an extension of the Flexible Learning Fund progression project, utilizing the devolved Adult Education Budget and other external grant sources.</p> |

# A future built for everyone, an economy fit for all



## 2019/20 PRIORITY: REGENERATION

Regeneration offers the opportunity for us to address social and economic needs across the borough. We will ensure Brent continues to benefit from significant investment in regeneration at all corners of the borough, bringing jobs, housing and other key

services. 2019 is an important year for the development of our Local Plan, where involvement of the local community will be a key component in its success.’

| A GREAT PLACE TO DO GOOD WORK   |   |
|---|---|
| Desired Outcome: Increase level of inward investment achieved via the council   |   |
| RO/Lead Member(s): Amar Dave, Councillors Tatler and Agha   |   |
| Actions   | Budget Considerations   |
| <ul style="list-style-type: none"> <li>• Capital West London inward investment programme being delivered by White Label Creative on behalf of the West London Alliance, launched formally on the 30th October at the West London Growth Summit at Brent Civic Centre.</li> <li>• Support to be provided by the Brent Business Board, delivered through social media campaigns – supplemented by the new Brent for Business website.</li> <li>• Commissions underway for Willesden, Church End and Harlesden to consider diversification in town centres, including opportunities for workspace for growth and higher skilled industries.</li> <li>• Secure the delivery of workspaces (inc. affordable workspace) in new developments in appropriate locations by applying Local Plan policies.</li> <li>• Explore options to make direct investment in the provision and operation of workspace.</li> <li>• Protect existing Local and Strategic Employment sites and via site allocations and masterplanning seek intensification of workspace</li> <li>• Enterprise hubs will be created in each growth area. The hub in South Kilburn will be protected. In other growth areas 10% of new employment floorspace within major developments exceeding 3000sqm is to be managed affordable workspace (as noted in the draft Local Plan Preferred Options; wording subject to change)</li> <li>• Identify the most prominent pavements in need of repair, develop a planned programme for renewal and improvement, secure the funding necessary to sustain the work.</li> </ul> | <p>Further intervention by the council to deliver workspace in town centers / growth areas may require bids for capital.</p> <p>This could be via Capital Programme governance and/or alternative external funding, such as future rounds of Greater London Authority capital funds, or national programmes such as the Strategic Investment Fund (in support of industrial strategies – currently in development), or the newly announced Future High Street Fund.</p> <p>Funding details to be agreed -The Generator, Northfields: 17000 sqm of employment workspace, including affordable.</p> |

| GETTING REGENERATION RIGHT  |                                |
|---|--------------------------------|
| Desired Outcome: Produce our new Local Plan, setting out our vision, priorities and areas for future development in the borough   |                                |
| RO/Lead Member(s): Amar Dave, Councillors Tatler, and Agha  |                                |
| Actions   | Budget Considerations          |
| <ul style="list-style-type: none"> <li>• Produce an updated consultation statement, setting out all issues raised by the public and how we will address them.</li> <li>• Produce a publication version of the plan and invite comments</li> </ul> | <p>Within existing budgets</p> |

## 2019/20 PRIORITY: HOUSING SUPPLY

### Increasing Housing Supply

The housing target for Brent is expected to rise from 1525 to 2915 per annum (91% increase). This includes a greater emphasis on unidentified small sites. Affordable housing grant rates as a proportion of development costs have been at historic lows.

There are 12,200 households currently in affordable housing need in Brent. Of these, 3,657 currently occupy housing that does not meet their needs, mainly due to overcrowding. Providing suitable alternatives for these will enable them to vacate their existing housing, which can be re-allocated.

Of the current cohort of over 2,300 homeless households living in TA, 55% were accepted pre Localism Act. The only way to end the duty for these households is an offer of social housing. An increased supply of social housing would greatly assist in this.

### Reduction of number of households in Temporary Accommodation

Although the council has had some success, Brent still has one of the highest numbers of households in TA in the country. The majority of homeless households living in TA are in Band C and face long waiting times.

There is an insufficient supply of affordable PRS accommodation in Brent. Some homeless households are therefore still placed in TA.

Since the implementation of the Temporary Accommodation Reform Plan, a number of other initiatives have been developed to help with the continued reduction of the number of Households in TA.

It is not possible to project future levels demand - homeless acceptances will depend on a range of factors outside the council's control e.g. changes to national homelessness policy and legislation and the behaviour of the housing market.

## SOMEWHERE TO CALL HOME

### Desired Outcome: Increase in housing supply

RO/Lead Member(s): Phil Porter, Councillor Southwood

| Actions   | Budget Considerations   |
|---|---|
| <ul style="list-style-type: none"> <li>• Bring forward sites (including for estate-wide regeneration).</li> <li>• Improve relationships with local housing associations to contribute to the council's target for affordable homes.</li> <li>• Deliver 13 agreed affordable units – Willesden Green Garages in 2018/19.</li> <li>• 77 agreed affordable units – Olympic Office Centre in 2018/19</li> <li>• 5 agreed affordable units – Afrex House in 2018/19.</li> <li>• 1015 agreed affordable units – Northfields in 2018/19.</li> <li>• 15 agreed affordable units – 6-8 Coombe Road in 2018/19.</li> <li>• Start on site of 817 new affordable homes in the periods 2019/20, 2020/21 &amp; 2021/22.</li> <li>• Develop a strong pipeline of new affordable homes up to and beyond this time frame in order to continue to deliver the above targets.</li> <li>• Retain a planning policy within the council's draft Local Plan of requiring all new developments consisting of 10 units or more to contain overall at least 50% affordable housing, however developers who offer at least 35% affordable homes are likely to see their proposals approved in view of the GLAs fast track arrangements for planning applications. Policy target for the tenure split between types of affordable housing is 70% rented and 30% intermediate tenures (shared ownership).</li> <li>• Continue to support Registered Providers to encourage greater local investment in Brent both in their efforts to secure grant funding from the GLA and via the planning process. The council intends that the borough remains a positive environment for Registered Providers to work and continues to support the delivery of affordable housing.</li> </ul> | <p>Schemes developed via 3rd parties (RPs) will require staff support in relation to planning, etc.</p> <p>Larger regen. sites led by the council require significant capital investment</p> <p>£65m in GLA grant allocation, supported by council investment in the order of £150 million.</p> |

## SOMEWHERE TO CALL HOME

**Desired Outcome:** Reduction of the number of households in Temporary Accommodation

**RO/Lead Member(s):** Phil Porter, Councillor Southwood

| Actions   | Budget Considerations  |
|---|--|
| <ul style="list-style-type: none"> <li>Continue to work with households at risk of homelessness to resolve their housing needs by securing alternative accommodation in the Private Rented Sector (PRS) before they actually become homeless, and avoid the need for TA.</li> <li>Continue to allocate 70% of social housing units that become available for letting to homeless households accepted before the implementation of the Localism Act 2011.</li> <li>Continue to Increase supply of affordable PRS accommodation to end the main homelessness duty by through i4B.</li> <li>Continue the work being undertaken with Notting Hill Genesis, Network and Shepherds Bush Housing Associations under the Housing Associational Leasing Scheme (HALS). The scheme makes it possible to pay landlords of HALS properties a more attractive lease rent, which allows the properties to be retained, and the TA portfolio to be expanded at reduced cost to the council.</li> <li>Embed the work of "Capital Letters", a joint endeavour between a group of London boroughs to jointly procure affordable Private Rented Sector accommodation across London, delivering at least the same level or potentially more PRS accommodation.</li> </ul> | <p>Current funding streams available to the council are sufficient to cope with the anticipated increase in demands. Medium to long term funding for these new duties is less certain. If the council is not successful in preventing more households from becoming homeless, &amp; meeting demand for affordable housing from homeless households in the PRS, use of TA will grow. With no certainty of the future funding arrangements through the Flexible Homelessness Support Grant (FHSG), this will lead to significant pressures on the General Fund</p> <p>This is being consulted on until Jan 2019 - final agreement next year.</p> |

## 2019/20 PRIORITY: ROADS AND PAVEMENTS

Keeping Brent moving with well-maintained roads and pavements

### GOING PLACES

**Desired Outcome:** Keep traffic moving and our roads and pavements in good repair

**RO/Lead Member(s):** Phil Porter, Councillor Southwood

| Actions  | Budget Considerations        |
|--|------------------------------|
| <ul style="list-style-type: none"> <li>Identify the most prominent pavements in need of repair, develop a planned programme for renewal and improvement and secure the funding necessary to sustain the work.</li> </ul> | <p>Funding to be secured</p> |



# A cleaner, more considerate Brent

## 2019/20 PRIORITY: IMPROVE OUR ENVIRONMENT

As with much of London, the air quality in Brent is not as good as it could or should be. We will seek to reduce local air pollution as much as practicable to meet and exceed national air quality

objectives. We will also do more to keep Brent free from illegally-dumped rubbish, as this is a top problem identified by residents.

| <b>THE AIR WE BREATHE</b><br><b>Desired Outcome:</b> Improvement in air quality<br><b>RO/Lead Member(s):</b> Amar Dave, Councillor Krupa Sheth  |  |
|---|--|
| Actions   | Budget Considerations  |
| <ul style="list-style-type: none"> <li>• Seek to double the number of trees we plant on our streets and in our public spaces</li> <li>• Identify locations that would most benefit from new tree planting, particularly as mitigation of air quality concerns (lan please delete this from 'a future built for everyone')</li> <li>• Identify the most suitable species for each location, and funding needed to support the programme</li> </ul> | <p>It is estimated that additional revenue provision of £65k p.a. would be sufficient to ensure that the Council could double the number of new trees it plants, in comparison to the average for 2014/18. Community Infrastructure Levy resources could also contribute to achieving this target, but it is may not be possible to make a commitment in respect of tree planting schemes prior to the submission of bids.</p> |

| <b>AN ENVIRONMENT TO BE PROUD OF</b><br><b>Desired Outcome:</b> Reduction in illegally-dumped rubbish<br><b>RO/Lead Member(s):</b> Amar Dave, Councillor Krupa Sheth                                  |                                |
|---|--------------------------------|
| Actions   | Budget Considerations          |
| <ul style="list-style-type: none"> <li>• To tackle litter and dumped rubbish, we will organise at least one Community Day of Action in each of our five neighbourhoods every three months.</li> </ul> | <p>Within existing budgets</p> |

# A borough where we can all feel safe, secure, happy and healthy

THE BOROUGH DELIVERY PLAN FOR YEAR 1

## 2019/20 PRIORITY: CRIME PREVENTION AND COMMUNITY SAFETY

Crime Prevention and Community Safety are hugely important for the borough. The 2018 Resident Attitudes Survey suggested that the most important issue local residents valued was that Brent was 'a safe area, free from crime and bad behaviour'. This was also the option that the highest number of respondents wanted to see the council spend money on.

In August, Cabinet agreed the new Community Safety Strategy 2018-2021 which outlines further detail on the main priorities of the Community Protection team.

| SAFE FROM HARM<br><b>Desired Outcome:</b> Reduction in Anti-Social Behaviour, the risk of harm and re-offending<br><b>RO/Lead Member(s):</b> Amar Dave, Councillor Miller  |   |
|--|---|
| Actions  | Budget Considerations   |
| <ul style="list-style-type: none"> <li>Street-based council Task Force developed, targeting hotspot locations and enforcing fines/warnings for street drinkers and open drug markets.</li> <li>Develop Online Watch Link (OWL) infrastructure and process to increase comms and engagement to community and businesses. Promote reporting.</li> <li>Enhanced targeted offender management through more streamlined processes and increased team numbers (since BHM and Core ASB team merged.)</li> <li>Develop Local Joint Action Process for more aligned approach with new Policing BCU model.</li> <li>Increased prostitution outreach workers to work with Police to reduce nuisance premises re brothels and on street sex work.</li> </ul> | <p>Outreach work to reduce prostitution, to try and build capacity re MOPAC funding by seeking additional funding.</p> <p>Continued resourcing of out-of-hours joint enforcement work and/or expansion of patrol teams that issue FPNS</p> <p>Reduction in policing numbers and Partnership Tasking Team resource may affect level of enforcement.</p> <p>Community Safety team to resource admin support for new online platform (OWL)</p> |

| SAFE FROM HARM<br><b>Desired Outcome:</b> Reduction in violent crime / Gang and knife crime – Police Driven Response<br><b>RO/Lead Member(s):</b> Amar Dave, Councillor Miller  |   |
|---|---|
| Actions   | Budget Considerations   |
| <ul style="list-style-type: none"> <li>Community Safety Team to support Police Tasking meetings to promote and advocate for SBP priorities to be targeted and hotspot locations.</li> <li>Support stop and search.</li> <li>Community Safety (on behalf of Safer Brent Partnership) coordinate and govern the Partnership Knife Crime Action Plan, ensuring partners held to account and actions progressed.</li> <li>Increase SmartWater roll out for all BHM properties.</li> </ul> | <p>Wider YOS spend on knife crime-related programmes.</p> <p>Brent MOPAC London Crime Prevention fund allocation spends £326k per year on knife and wider serious youth violence related interventions.</p> |

## SAFE FROM HARM

**Desired Outcome:** Reduction in violent crime/increased prevention - council/partnership driven response

**RO/Lead Member(s):** Amar Dave, Councillor Miller

| Actions  | Budget Considerations  |
|--|--|
| <ul style="list-style-type: none"> <li>• Bid for street-based outreach mentor team to better engage young people not yet known to services.</li> <li>• Develop out-of-hours engagement provision for enhanced YP engagement.</li> <li>• Review voluntary sector intervention services for more targeted location-based intervention.</li> <li>• Develop predictive model for daily operational tool to be in operation, better identifying those YP at risk and highlighting vulnerable locations.</li> <li>• Develop training packages on violence and vulnerability issues for more targeted wrap-around and current information for front line staff.</li> <li>• Advocate for MOPAC to fund Redthread provision at NWP, or source health based funding to fund Redthread in NWP.</li> <li>• Project to prevent offending or reoffending, working in partnership with Community Safety and CRC (probation), through funding secured from Department for Work and Pensions). Lead by Employment, Skills and Enterprise team. Outputs will include 30 participants on a programme of training and wider experiences, with access to employment at completion. Also 15 mentors training to form a new network to support people at risk of offending.</li> <li>• Engage with the pan-London Rescue and Response programme to better identify young people engaging in county lines. Ensure referring into the programme and raising awareness of the issues to staff in Brent.</li> </ul> | <p>Bid for street based outreach mentor team through Young Londoners MOPAC funding.</p> <p>Out-of-hours engagement provision for enhanced YP engagement through LCPF funding or sourcing additional funding to bridge the gap.</p> <p>Review of voluntary sector intervention services through MOPAC LCPF funding 2019-21.</p> <p>Brent supporting and leading on the coordination of the pan London County Lines Rescue and Response programme.</p> |

## 2019/20 PRIORITY:

### SUPPORTING OUR MOST VULNERABLE RESIDENTS

The New Accommodation for Independent Living (NAIL) scheme was developed to ensure vulnerable residents with Care Act-eligible needs can have their care delivered closer to home

and within their own communities. Over 400 units have already been delivered as of April 2019, but with increasing demand and complexity of need, further units will be required.

## INDEPENDENT AND DIGNIFIED

**Desired Outcome:** Support our most vulnerable adults, enabling them to choose and control services they receive, remain independent and lead active lives

**RO/Lead Member(s):** Phil Porter, Councillor Southwood

| Actions  | Budget Considerations   |
|--|---|
| <ul style="list-style-type: none"> <li>• Identification and delivery of an additional 137 NAIL units</li> <li>• 4 additional large (40+) Extra Care supported living schemes to be identified and prioritised for development</li> </ul> | <p>£65m in GLA grant allocation, supported by council investment in the order of £150 million</p> |

# Strong foundations



## 2019/20 PRIORITY: EMPOWERING COMMUNITIES

### Enable residents to get online

We are transforming into a digital borough in line with modern expectations. Services will be more accessible and personalised, helping residents to make better informed choices. This, alongside the council's new telephony system, development of a localities working approach and general pace of change mean this is a good point to redefine the council's 'front door'. This is happening through a comprehensive Customer Services Access Review being undertaken with Resources.

Our online customer platform will allow a targeted channel shift programme of communications with residents to get them signed up online, put them in control of their relationship with services and removing significant telephone traffic. Contact centre resources will be able to focus on the customer experience and value-added services such as aftercare follow ups. The CSC is increasingly operating on a self-service basis with digital assistance available to those who need support to use digital services. This approach will be adopted by other services as the digital strategy is implemented.

Roll-out of Community Hubs will be aligned to the channel shift programme, with these providing frontline support and help for the vulnerable to access services.

### Increase in resident satisfaction

The 2018 Residents Attitudes Survey outlined that satisfaction with the council has slightly decreased. Whilst this may be expected given recent budget cuts, results need to be addressed and trends analysed to put improvement plans in place.

### Increased in resident involvement

Brent Connects forums are one of the primary ways residents can be involved with decision-making. However, many forums see lower-than-hoped-for attendance levels, and often attract the same residents rather than being a mechanism to reach out to the wider community. A refreshed attempt to drive up attendance is required.

| <b>A DIGITAL BOROUGH</b><br><b>Desired Outcomes:</b> Enable residents to get online; Building more services around residents and their needs<br><b>RO/Lead Member(s):</b> Peter Gadsdon and Althea Loderick, and Councillors McLennan and Southwood  |  |
|--|--|
| Actions  | Budget Considerations  |
| <ul style="list-style-type: none"> <li>• Create a purposeful online customer accounts system allowing residents to customise their account.</li> <li>• Establish MS Dynamics as a safe and secure portal that will include personal data and verification documents, such as passport biometric, making payments, booking a service, etc.</li> <li>• Complement the Dynamic platform that has already been built for the Housing Management call centre which will allow the option of consolidating the 2 contact centres in 2020.</li> <li>• Roll-out of the extended Community Hubs model to be completed in 2020.</li> <li>• Establish KPIs to measure against targets.</li> </ul> | <p>Digital programme has £5.6m funding agreed by Cabinet in 2017 for strategy implementation by 2020. The digital roadmap is part of this wider programme of work.</p> <p>Cabinet has also agreed funding for community hubs identified from existing council budgets. Aim is for the hubs to reduce costs to the council over time, by intervening early in complex cases, preventing the escalation of issues.</p> |

| <b>EFFECTIVE AND EFFICIENT</b><br><b>Desired Outcome:</b> Making every pound count<br><b>RO/Lead Member(s):</b> Althea Loderick, and Councillors McLennan                             |                                |
|---|--------------------------------|
| Actions   | Budget Considerations          |
| <ul style="list-style-type: none"> <li>• Undertake a review of our commissioning and procurement arrangements in order to make efficiency savings and deliver social value</li> </ul> | <p>Within existing budgets</p> |

## ENGAGING COMMUNITIES

**Desired Outcome:** Increase in resident satisfaction

**RO/Lead Member(s):** Carolyn Downs, Peter Gadsdon, Gail Tolley, and Councillors Butt and Southwood

| Actions   | Budget Considerations   |
|---|-------------------------|
| <ul style="list-style-type: none"><li>• Extension of community hubs across all Brent Connects areas by 2020.</li><li>• Implement the building blocks to the Localities Strategy by 2020, with the logistics embedded by 2023.</li></ul> | Within existing budgets |

## ENGAGING COMMUNITIES

**Desired Outcome:** Increase in resident involvement

**RO/Lead Member(s):** Carolyn Downs, Peter Gadsdon and Councillors Butt and Hirani

| Actions  | Budget Considerations   |
|--|-------------------------|
| <ul style="list-style-type: none"><li>• Implement the findings of the Community Engagement and VCIF review currently being undertaken</li><li>• Establish ways for greater resident involvement in decision making</li><li>• Better targeting of the council's grants programme locally through Brent Connects</li></ul> | Within existing budgets |

**Borough Plan**  
**Delivery Plan for Year 1**  
**2019/20**