

# Moving Brent Forward Together for 2023-2027

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# Brent Borough Plan Foreword

It gives me great pleasure to introduce Brent's Borough Plan for the next four years.

This document is informed by your priorities, expressed through your vote at the ballot box earlier this year and through your participation in the Resident Attitudes Survey that over 1,000 people completed at the end of 2021. Throughout this plan, my eyes remain on the same principle as always – to leave no resident behind. This will be more important than ever, as we stare down the cost of living emergency together.

The plan on the following pages sets out the direction of travel Brent Council will take over the coming years. It is a snapshot of what we want to achieve and the path we will take to get there together.

What is still unclear is our destination. As you will recognise, four years is a long time in the world of today, where every day brings a new unknown and a different crisis to respond to. With every change comes opportunity and Brent is a borough of unlimited opportunities.

Over the last ten years, Brent Council has needed to strip out close to £200m from its budgets. We have needed to be agile, cut back our workforce and reduce spend. We have innovated, using new technology and modern ways of working. We have streamlined senior management and worked ever more closely with community groups and residents.

Our ambitions for Brent can regrettably diminish in line with inflation. The same rising cost of living that has affected us all individually has also cut our already shrinking pot of funding even further. Increased inflation does not only drive up the price of everyday essentials, it stretches the cost of goods, services, supplies and running buildings too. This has obvious effects on what it is we can deliver for you.

With all that said, we will look to continue our record as the Council of the Year, the award we received back in 2020 – recognising that despite the challenges, Brent Council will always take tough decisions in seeking to ensure that no one is left behind. We will continue to prioritise the most vulnerable in our community and make sure that essential services like waste collection, libraries, education, public health and care are protected.

In Brent, like every London borough – we face a constant balancing act between the many challenges that await us. We face unprecedented demand in housing services; many more residents requiring round the clock care in later life; an increase in interventions by children's social services; and the ever present need to keep our borough safe, secure and clean.

We have so much to be hopeful for though. We are a place of renewal; filled with people who come from far and wide, people who wish for a brighter future. Our children attend more Ofsted 'Good' and 'Outstanding' schools than ever. We will seek to deliver more genuinely affordable homes than any other London Borough and we will re-affirm our commitment to do whatever we can to respond to the Climate Emergency before us.

Brent Council exists to serve you, our residents. I hope that our new Borough Plan shows that we are committed to supporting everyone who lives and works in Brent. Together we will build a better Brent, with a brighter future.

Cllr Muhammed Butt

Leader of Brent Council

## **Building a Better Brent – our journey**

In Brent we think it is important to always talk to you, our residents, about what our plans should be now and in the future. In 2019 we spoke and engaged with residents (you) across Brent to decide on the five priorities to build a Better Brent. Since this, we also updated the plan during Covid. We wanted to make sure we supported you, the people of Brent, in the

best way we could, by responding to the pandemic's impact on our communities. Here are the previous priorities and what we have achieved so far:

### **Every opportunity to succeed**

We focused on equipping our young people for the future. We wanted to improve attainment and exam results for our young people who are in or have left care, our young men of Black Caribbean heritage and to help young people to have more employment opportunities. We invested £44 million to upgrade our schools, adding 427 places for our young people with special education needs and disabilities. We have helped 1,000 residents into employment, including over 200 apprenticeships and 90 kick-start places.

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

We focused on making Brent a great and affordable place to live and work. We are committed to investing in our towns and high streets and bringing jobs into Brent. We wanted to provide safe, affordable housing for our residents. Over the last four years, our council homes programme has built 871 homes. We have introduced licencing laws to protect our renters' safety and wellbeing. We repaired over 128km of roads and pavement.

### **A cleaner, more considerate Brent**

We focused on how we could play our part in tackling climate change and improve air quality. We developed a Climate and Ecological Emergency Strategy to drive our ambition to become carbon-neutral by 2030 and reducing the carbon footprint on our estate. We have also started to utilise our Carbon Offset Fund by spending £500,000 to make residents' homes more energy efficient and run green education programmes. Further measures include installing over 21,000 energy efficient streetlights, fitting 515 electric vehicle charging points and delivering over 100 new bike hangars. We have also planted 4,533 trees, 22 wild-flower meadows, and bee corridors to boost biodiversity and provide the green and natural infrastructure that provides a host of co-benefits to our residents.

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

We focused on crime, safeguarding, physical activity, and culture. We aimed to reduce anti-social behaviour and violent crime, with reported incidents falling over the last four years. We were the fourth lowest borough for resident physical activity, so we aimed to improve this. We have installed 20 open space gyms and offered free instructor-led sessions. We want Brent to be a borough where culture is celebrated and vibrant. We were awarded the Borough of Culture in 2020, which our culture services delivered successfully.

### **Strong foundations**

We focused on making Brent a digital place, where our services meet the needs of residents and are value for money. We created a new way of working with our voluntary and community sector. Through our digital strategy we set up a fund to provide residents with a free laptop, access to the internet, and training. We have given over £16 million in funding to our communities. We created a social value and ethical procurement policy, which means our suppliers have agreed to invest in Brent.

### **Our plan for the next four years**

The new Borough Plan builds on our work and progress over the last four years but recognises that we have more to do. The Borough Plan will be a guide for the things we will prioritise and focus attention on as a council, as we try to make Brent the best place it can be.

We will support our residents and businesses through the cost of living crisis and help everyone to recover following the pandemic. We recognise that we need a Borough Plan that builds on the lessons we have learned and prepares us for the challenges facing our residents, communities, partners and businesses. We must also be honest and acknowledge that the cost of living crisis will impact our resources and capacity to provide everything we have in the past. We expect to see an increase in our costs to deliver services. We have

listened to, and will continue to listen to residents and partners to decide the best way for us to respond to any upcoming challenges together.

We would like to build on the strong community spirit in Brent, which saw the council and residents working together so effectively during the pandemic. We want the council and the community to continue to work together, building on these strong foundations and making sure your voices are heard and influence the services we deliver. To capture your voices, in recent months we have consulted:

- Our young people,
- Our residents who are carers,
- Our residents with disabilities,
- Our older people,
- Our homeless community,
- Our business community,
- Our key partners e.g. NHS,
- Our community and voluntary sector,
- Our residents who are in low social-economic situation,
- Staff and union representatives.

To help present a picture for Brent and demonstrate how our ambitions are informed by data, we have put together the information we have gathered in one document published alongside the Borough Plan. We have called this document an evidence base as it tells us the make-up of our borough, our needs, our diversity, our uniqueness, and also includes opportunities for Brent.

By building on what you told us and using the evidence, we commit to delivering a Borough Plan 2023-27 that prioritises:

1. Prosperity and Stability in Brent
2. A Cleaner, Greener Future
3. Thriving Communities
4. The Best Start in Life
5. A Healthier Brent

## Strategic Priority 1: Prosperity and Stability in Brent

The cost of living crisis is affecting everyone in Brent, with residents and communities with the most complex needs being hit the hardest. In our resident attitudes survey, one in five people expect their finances will get worse over the next year. We expect greater demand for our support as energy costs and use of foodbanks continues to increase.

We want to tackle inequality and ease the pressure of the rising cost of living. This means continuing to work with partners and building on our existing joint plans to reduce poverty and ensure everyone has access to direct support when they need it – whether it be financial, digital, welfare-centred advice or for employment. This is also about making sure our residents and communities with more complex needs receive the best possible support. To enable this, we will continue our progress to be a Digital Place and Digital Council that make it easier for residents to access support and for us all to interact.

We will create more accessible and genuinely affordable housing. We want to be the leaders in London for inclusive housing development that works better for everyone. This means buying houses; building new social, accessible and affordable homes and improving our existing estates. We will also continue working with partners to increase the supply of private rented accommodation.

We want to be clear that Brent is open for business. This means building stronger partnerships to ensure our high streets and local organisations are able to thrive. To achieve this, we will support our business community in providing and developing appropriate training. This will help residents gain the high quality skills they need to access and secure local well-paid jobs.

### **DESIRED OUTCOME 1: Easing the Cost of Living Crisis**

We will:

- Work together with partners across Brent to reduce poverty. This includes spreading awareness, improving access to services and support and providing tools and resource to help residents improve their lives.
- Continue to develop and deliver a range of initiatives to best support, empower and equip residents. This includes the resident support fund and digital Inclusion offers and new exploring new ideas such as a Community Shop model and upskilling of front-line professionals to provide holistic support.
- Deliver welfare support services from Brent Hubs to ensure residents access advice and guidance, help them to understand their rights and entitlements, promote Credit Unions and provide support that encourage small businesses to thrive.
- Provide tailored resources to those residents with the most complex needs to ensure our services are as accessible as possible and remove any unnecessary barriers.
- Work with partners, to create more opportunities for residents to develop skills and secure higher-paid jobs in growth markets, for example tech and green skills.
- Work with partners across the borough in developing a 'Built for Zero' approach to addressing rough sleeping which ensures there are fewer people moving into rough sleeping than there are being supported out of it

### **DESIRED OUTCOME 2: Safe, Secure and Decent Housing**

We will:

- Continue with our pledge to deliver 1,000 new council homes and be leaders in London in building inclusive and genuinely more affordable homes. This includes our

pledge to deliver 5,000 new affordable homes within the borough, of which 1,700 will be directly delivered by the Council, by 2028

- Improve the quality of housing in Brent across the private sector and our own housing stock.

### **DESIRED OUTCOME 3: Brent for Business**

We will:

- Improve the way we work with businesses to better support our high streets by increasing footfall and creating a Community Shop that encourages local shopping and increase the reuse and hire of household goods.
- Lead by example and work with partners to employ more local people and create more opportunities to develop skills and training that help people to secure well-paid jobs.
- Work with neighbouring boroughs to attract more large businesses to north-west London and support them with local recruitment, skills and training.
- Better understand our business community so that we can raise awareness of appropriate training and employment opportunities for local people.
- Supporting community wealth building by encouraging retention of investment in the Brent economy and connecting local businesses to help them access supply chain opportunities.
- Empower businesses to become greener and more environmentally sustainable in their operations, through the launch of a new climate charter for businesses, access to a carbon foot printing tool, and grants/audits to reduce energy usage.
- Use our planning powers and land ownership opportunities to deliver more joined up projects and services with localities and neighbourhoods. Learn from good examples such as the Church End Council led development that will bring an additional £3m Social Value into the area.
- Ensure our social value policy encourages all the organisations we buy services from to provide benefit to our local communities, through jobs, skills, apprenticeships and training places.

### **What Success Will Look Like**

- Greater accessibility for our welfare support and advice programmes, including Brent Hubs, Family Wellbeing Centres, Resident Support Fund, Digital Inclusion, Fuel Poverty Toolkit, Fuel Vouchers, Brent Well and warm services, Green Doctors
- More council homes and more temporary accommodation provided by the council
- More genuinely affordable and accessible homes available to families and residents
- A digitally included borough with access to devices, internet connectivity, digital skills and a network of digital champions
- Greater availability and uptake of skills development and training initiatives
- More people securing work through training and development provided through Brent Works and Brent Start
- The council continues its commitment to, and encourages more businesses and partners to pay the London Living Wage
- More people are employed in well-paid jobs and an increase in average hourly wage

- Achieving the ‘functional zero’ definition which means there are fewer people moving into rough sleeping than there are being supported out of it
- Greater collaboration with business on green and climate change initiatives e.g. through the Climate Charter for Businesses
- More local investment and social value commitments from our suppliers in Brent.

## Strategic Priority 2: A Cleaner, Greener Future

We want to make Brent cleaner. However, if we want to deliver quality public services such as street cleansing, bin collections and park maintenance, we need you to tell us what you want and need from these services. We need to ensure there are ways for you to do that, which give you the opportunity to influence decisions on council services and activity.

We want Brent to continue to grow, prosper and be a place where people want to live and work. To support this aspiration, we will do two things:

- Ensure sustainability is central to the growth of our borough and local economy
- Invest to make our streets cleaner and healthier.

We are excited to continue working with our residents, partners and communities to make sure Brent is a carbon neutral area by 2030 and for us to be one of the most biodiverse urban boroughs in London. If we achieve our objectives, we can future proof the borough to effects of climate change and bring about positive changes to our local community on many of the issues that matter to people such as cleaner air, greener spaces, warmer homes, healthier travel and a thriving local economy.

That’s why we climate change through the delivery of Brent’s first ‘Green Neighbourhoods’ projects, with a view to expanding these across the borough in the years to come.

Cleaner and greener environments are also the key to communities becoming healthier. We want to enhance and improve green infrastructure on the public realm, deploy new models of working to keep our streets cleaner and support residents’ mental and physical health through enhanced active travel infrastructure and continuing to make our award-winning parks even better.

The importance of transitioning to a Low Carbon Circular Economy model is also central to tackling the climate and ecological emergency. We will therefore prioritise new actions and initiatives that will help to reduce carbon emissions from the commercial/industrial sector whilst simultaneously supporting businesses in ways which will help with the rising cost of business. For example, by cutting their operating costs, growing their operations, and creating more secure and sustainable ‘green’ job opportunities.

### **DESIRED OUTCOME 1: A Cleaner Borough**

We will:

- Offer provision of high quality responsive universal services to all residents, ensuring we reduce negative impacts on the environment while delivering high standards and meeting our Customer Promise - for example, clean streets, waste collection, skills, parks and libraries
- Invest in our roads and pavement improvement to help keep our streets clean.

### **DESIRED OUTCOME 2: A Climate-friendly, Sustainable Borough**

We will:

- Roll-out the council’s first Green Neighbourhoods, working with local communities and providing the foundation for greener, more sustainable local areas

- Deliver the actions in our Climate and Ecological Emergency Strategy to tackle climate change by reducing consumption, resources and waste; accelerating the transition to sustainable travel; reducing emissions from our homes and buildings; and enhanced green infrastructure
- Lead by example by retrofitting and reducing energy usage across our estate and operations, developing a comprehensive plan to be a carbon neutral council by 2030
- Work with partners, through the West London Alliance, to create more opportunities for residents to develop skills and secure higher-paid jobs in growth markets, for examples tech and green skills.

### **DESIRED OUTCOME 3: Keeping Brent on the Move**

We will:

- Deliver the Long Term Transport Strategy and Healthy Streets programme to encourage more active travel, including walking and cycling in safe, inclusive, designed environments.

#### **What Success Will Look Like**

- Successful implementation of Green Neighbourhood projects
- Implementation of all of the actions within our Climate and Ecological Emergency Strategy Delivery Plan
- A growing and active Brent Environmental Network, with localised networks supporting the delivery of climate action across the borough
- Maintain our recycling targets as a proportion of overall waste and improved outcomes from the mobilization of contracts as part of our Redefining Local Services Programme
- An increase in residents walking and cycling
- Achieving our roadways and pavement maintenance targets.

## **Strategic Priority 3: Thriving Communities**

We want you, as a community, to have opportunities to take part in the council's decision-making processes. Brent Connects is a central part of our approach to this, as it allows residents to come together, discuss what matters most to them, and work with us to develop and test new ideas. We will continue to work with faith leaders, Brent hubs, and other voluntary and community sector partners to engage with under-represented groups. We know that there are hundreds of Voluntary and Community Organisations providing support, advice, recreation activities and education in the borough. We want to strengthen our work with these organisations so that your involvement locally is actively used.

You have told us that safety should be the most important priority for the council. We commit to working hard to prevent crime and anti-social behaviour. Prevention is essential so we want to tackle the causes of crime. We will help people leave criminal lifestyles and we will pursue justice for victims. We will also work with our communities to build trust, prevent criminality and improve our response to crime.

### **DESIRED OUTCOME 1: Enabling our Communities**

We will:

- Introduce and deliver our new Community Engagement Framework. The framework is our plan to engage with people at a neighbourhood level to better capture and understand residents' voices, encourage greater involvement in council activities, and use different methods to do this



- Support the Voluntary and Community Sector with clear communication and forums to provide insight, data and case studies of the lived experiences of residents
- Deliver grant funding schemes which enable local people to lead on community activities which make measurable differences to improve local communities
- Utilise Brent's diverse cultures to celebrate and acknowledge key events and encourage residents to come together in celebration and commemoration
- Use our Social Value measures to bring additional value to the work delivered by VCS organisations.

## **DESIRED OUTCOME 2: A Safer Borough**

We will:

- Work with the Safer Brent Partnership to strengthen our early intervention approach to community safety, agreeing multi-agency interventions to reduce crime, exploitation and all forms of violence against women and girls
- Keep our streets safe, by working with Partners to reduce harm to our community, preventing re-offending and bringing prolific offenders to justice
- Tackle anti-social behaviour, by working with drug and alcohol outreach services, businesses and residents. Ensuring that we identify emerging hotspots, intervene early and design out crime and anti-social behaviour.

## **DESIRED OUTCOME 3: A Representative Workforce**

We will:

- Continue to strengthen our work force and its ability to deliver fair and equitable services through development and leadership programmes, ensuring the workforce is representative of the borough at all levels where we can.

## **What Success Will Look Like**

- More local residents in council jobs, including those in graduate or entry level roles
- Improve the representativeness of senior management, compared to the Brent population, within the organisation
- Reduced incidents of anti-social behaviour and fear of crime
- Increase the number of residents taking an active part in Brent Connects meetings
- Increase the number of engagement events that take place across the community – so that resident can share their views on things that matter in their local areas frequently
- Develop the Community Directory as a shared resource with community organisations to provide accurate information that is regularly updated.

## **Strategic Priority 4: The Best Start in Life**

We want our babies, children, and young people to get the best start in life. We want them to receive the support they need when they need it. To do this, we will work through our Family Wellbeing Centres, with partners, communities, businesses and residents, and in particular our young residents. We also want to ensure our children and young people are safe and will aim to achieve this by improving our approach to safeguarding, including for those who are transitioning to adulthood.

We will raise attainment and aspirations. Working with schools and partners we will make sure access to education is fair and equal. We also want our young people to receive a quality education, which develops their skills and allows them to achieve their potential and

realise their aspirations. This includes ensuring there is tailored support for our Black African, Caribbean and Somali communities to harness their talent and potential. We will also deliver our SEND strategy, which includes investing in additional SEND places and opportunities for post-16 skills development for young people with SEND.

We want all our young people from all backgrounds to be seen and heard in our services. We will create more opportunities and spaces to empower our young people to have their say - for example, the Youth Advisory Group used their lived experience to design the leadership programme, and influence other priorities in the Black Community Action Plan. We will constantly review how we engage with our young people to ensure the voices of different groups of young people from across the borough can shape our services, from newly arrive refugees to long established communities; from young people with disabilities to those who belong to the LGBT+ community.

### **DESIRED OUTCOME 1: Raised Aspirations, Achievement and Attainment**

We will:

- Supporting every child and young person to access high quality education
- Raise aspirations and address any underachievement from age 0-25 by promoting inclusion and inclusive settings, schools and post-16 provision
- Focus on young people from Black African, Caribbean and Somali communities, through the Black Community Action Plan initiatives to continue to develop future community leaders
- Improve our approach and support around safeguarding, both in relation to contextual and transitional safeguarding
- Establish an integrated offer of early intervention and prevention for all families from conception to adulthood, delivered through our Family Wellbeing Centres. This includes tailored support available for those who need it most
- Ensure the Children's Trust and Integrated Care System provide value for money and build better partnerships to improve our Children's Services.

### **DESIRED OUTCOME 2: Young People are Seen and Heard**

We will:

- Enhance our existing young peoples' forums, including Brent Youth Parliament, School Councils, Care in Action and Care Leavers in Action (Brent's Children in Care Council) and Youth Advisory Groups by encouraging greater involvement of diverse groups and newly arrived residents
- Encourage young people to become active in their communities and ensure their voices are central in our key sustainability projects
- Directly engage with our young people across all service areas using approaches and methods outlined in the Community Engagement Framework.

### **What Success Will Look Like**

- More young people leave education better equipped for future life
- More young people have the skills and attributes for work, enabling them to make a positive contribution to their communities
- More young people to enter employment including apprenticeships and graduate schemes
- Improved opportunities and achievements for young people from Black African, Caribbean and Somali communities

- Increased use and take up of Family Wellbeing Centre support and offers
- More opportunities for young people to participate in decisions, including more engagement with young people and people from a range of different communities.

## Strategic Priority 5: A Healthier Brent

The pandemic highlighted the health inequalities that exist in our communities. In Brent, we saw that there were more Covid cases and deaths in some groups, specifically: older people; men; Black and Asian people; and those living in more deprived areas. We know that there are a range of underlying factors such as housing, employment, and income that contribute to these inequalities. To tackle this, we want to establish ways to improve health outcomes for those who need it most.

We will learn from the pandemic. We will make sure our health and social care services meet local need and reduce health inequalities. We will combine efficient universal provision with tailored and targeted interventions for those communities who find our services hard to access. Developing those targeted interventions means engaging with our communities and health partners to understand the challenges and differences that exist. We will use this information to develop community-centred approaches and solutions. We also want to improve communication with our communities so our residents know how to access support and improve their health.

We want Brent to be a healthier and stronger borough where everyone can live independent, safe and happy lives. We can do this by supporting the most vulnerable and removing barriers all residents face to becoming physically active. This includes making our green spaces, walking, and cycling routes more accessible, friendly, inclusive, and well-maintained.

### **DESIRED OUTCOME 1: Tackling Health Inequalities**

We will:

- Work with our local NHS and community and voluntary sector partners through the Brent borough based partnership to address health inequalities and to deliver priorities in the Health and Wellbeing Strategy
- Ensure children's physical health, mental health and wellbeing are prioritised.
- Ensure all adults with care and support needs are able to access support and services and they are integrated with health, culturally competent and responsive to individual need.
- We will work with residents, as partners in their own care and support, to live independent, safe, happy and fulfilling lives
- Explore inequalities in access, outcome and experience in health and care by ethnicity, deprivation or disability and work with our communities to develop targeted plans to address these
- Maintain preparedness to cope with public health emergencies
- Work with NHS and partners to deliver more cross-sector working within services that impact on health, such as housing, mental health and community safety
- Continue our community based work through Brent Health Matters and work with NHS partners to increase more community led approaches
- Make sure Parks and Green spaces offer everyone opportunities for accessible physical activities and exercise.

### **DESIRED OUTCOME 2: Localised Services for Local Needs**

We will:

- Create integrated community neighbourhood teams that will enable more locality-based decision-making and delivery of services that meet the needs of Brent's diverse localities
- Strengthen our commissioning approach to prevention and wellbeing and ensure residents are involved in deciding local solutions
- Support our Primary Care services to increase the level of support available through new and innovative approaches, including an increased role for community pharmacies
- Support people to look after their mental health and wellbeing, and ensure our support for people with mental illness is holistic and responds to their physical health needs as well as their wider aspirations, for example employment and housing
- Continuing to support people to be cared for closer to home, by developing health and social care community services to help people, including those with complex needs, to live at home independently while also addressing key health issues including heart disease, and respiratory conditions
- Engage with communities to ensure they can access information and services to support them in managing their health better. This includes investing and working with our Voluntary Community Sector, community and partner organisations
- Build on the successful methods of communication and engagement used during the pandemic, such as webinars with key speakers and social commentators for ongoing discussion with residents
- Work with the NHS, the voluntary sector and residents to design and develop a community campaign to address the harmful use of alcohol across Brent. This includes continuing to offer those residents directly impacted by problematic drug and alcohol use access to our New Beginnings Treatment Services backed by a 24/7 helpline.

### **What Success Will Look Like**

- More accessible facilities in public spaces
- Reduced health inequalities, particularly for groups disproportionately impacted by Covid and through co-designed approaches with communities
- More people signed up to GP practices
- Improved outreach to communities and residents and more services provided in local community spaces
- More people engaged with the Brent Health Matters team
- More people supported to live in their own home
- Improved physical health, housing and employment outcomes for people accessing mental health services
- More people accessing local community services and reduced demand for acute and emergency services
- Increased number of local residents engaging with drug and alcohol treatment and recovery services.

# Glossary

## **Black Community Action Plan**

In July 2020, Brent talked to its Black community about the inequalities they face. Together we developed our [Black Community Action Plan](#) to address these inequalities.

## **Brent Connects**

[Brent Connects](#) is a space for local communities to come together, discuss the things that matter most to you and work with the council and its partners to develop and test new ideas that will improve the lives of Brent residents. There are five Brent Connects areas.

## **Brent Health Matters (BHM)**

[Brent Health Matters](#) is a programme to reduce health inequalities. BHM works with the local communities to find out what services they want and need. It then delivers those services in a way which is easy for local residents to access.

## **Brent Joint Health and Wellbeing Strategy 2022-27**

The [Joint Health and Wellbeing Strategy](#) is the Brent Health and Wellbeing Board's collective vision and approach to reduce health inequalities and wider determinants of health inequalities.

## **Brent Hubs**

[Brent Hubs](#) provide advice and support for residents in different locations across the borough.

## **Brent Customer Promise**

The [Brent Customer Promise](#) is our commitment and promise. It sets out the standards of service you can expect from us whichever service you use.

## **Community gardens**

A community garden is owned and run by the local community. It is often used to grow food.

## **Contextual safeguarding**

An approach to safeguarding that recognises that young people may be at risk of significant harm not only within their home environment, but also outside it.

## **Digital Council**

Digital Council is a term used in our [Digital Strategy](#). It means that we are improving the way we use technology and data. By collecting data in an ethical and secure way we are using it to make our services and information more accessible, personalised and responsive.

## **Digital Place**

Digital Place is a term used in our Digital Strategy. It means we are building a borough-wide digital infrastructure providing fast connection to the internet. It also means we are providing training to improve residents' digital skills.

## **Integrated Care Partnership (ICP)**

The Integrated Care Partnership is a partnership of local health and care providers in Brent. Its aim is to improve local health and remove health inequalities.

## **Local Plan**

The [Local Plan](#) is a collection of planning documents which sets out our strategy for future development in Brent

## **Long Term Transport Strategy 2015-35**

The [Long Term Transport Strategy 2015-35](#) shares Brent's strategic direction for investment in transport throughout the borough over the period of 2015 to 2035.

## **Resident Support Fund**

Brent's [Resident Support Fund](#) is a support fund available to residents who are in financial difficulty.

### **SEND**

SEND is an acronym which stands for Special Educational Needs and Disability. Our [SEND strategy](#) sets out how we will support our young people with these needs from 2021-25.

### **Transitional safeguarding**

A safeguarding approach and response that addresses specific developmental, social and contextual needs from a person going from adolescence to adulthood.

### **West London Alliance**

The [West London Alliance](#) is a partnership between seven London boroughs: Brent, Barnet, Ealing, Hammersmith and Fulham, Harrow, Hillingdon, and Hounslow.